



**Maricopa Community Colleges
District Office
Strategic Plan 2008-2011**

Service, Support & Leadership



District Office

Strategic Plan 2008-2011
Support, Service & Leadership

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“If each of us commits, to ourselves and to each other, to do everything we can to live out these principles, every day, I believe the future of the Maricopa Community College District will be bright.”

*~ September 2007 - Chancellor Glasper shares his vision for the district:
Student Success, One Maricopa, and Public Stewardship*

Background

This past year, the responsibility for district office strategic planning was transitioned from the District Office Strategic Planning Sub-team to the District Office Executive Team comprised of the Chancellor and Vice Chancellors. The goals of the Executive Team for the strategic planning process were to engage the district office in thinking strategically as a whole, take into account the Chancellor's fundamental principles of Student Success, One Maricopa, and Public Stewardship, and create a repeatable planning process.

The Executive Team held two planning retreats with their direct reports during spring 2008 to talk about this transition, describe the strategic planning process, and focus on one common strategic goal of providing high impact service.

District Office Strategic Goal – High Impact Service

In our roles as employees working in the District Office & with a goal of promoting Student Success, One Maricopa, and Public Stewardship, individually & collectively, provide high impact service

TARGET YEARS: 2008-09 to 2010-11

District Office Strategic Plan 2008-2011

Mission	The District Office provides service, support, and leadership for quality education in partnership with our colleges and diverse communities.
Vision	A Community of Colleges...Colleges for the Community ... working collectively and responsibly to meet the life-long learning needs of our diverse students and communities.
Values	The Maricopa Community Colleges are committed to: Community We value all people – our students, our employees, their families, and the communities in which they live and work. We value our global community of which we are an integral part. Excellence We value excellence and encourage our internal and external communities to strive for their academic, professional and personal best. Honesty and Integrity We value academic and personal honesty and integrity and believe these elements are essential in our learning environment. We strive to treat each other with respect, civility and fairness. Inclusiveness We value inclusiveness and respect for one another. We believe that team work is critical, that each team member is important and we depend on each other to accomplish our mission. Innovation We value and embrace an innovative and risk-taking approach so that we remain at the forefront of global educational excellence. Learning We value lifelong learning opportunities that respond to the needs of our communities and are accessible, affordable, and of the highest quality. We encourage dialogue and the freedom to have an open exchange of ideas for the common good. Responsibility We value responsibility and believe that we are each accountable for our personal and professional actions. We are all responsible for making our learning experiences significant and meaningful. Stewardship We value stewardship and honor the trust placed in us by the community. We are accountable to our communities for the efficient and effective use of resources as we prepare our students for their role as productive world citizens.

Environmental Scan <http://www.maricopa.edu/stratplan/EScanReports.php>

**Strategic
Destination**

The District Office Commits to:

- Embracing and promoting a culture of inclusion, openness, fairness, trust, and collaboration in support of customer service
- Effective leadership and facilitation resulting in organizational excellence
- Understanding internal and external communities' needs in a context of vision for /of higher education and student success
- Competent leadership, guidance, critical decision making, innovation, resource maximization
- Standing as accountable stewards of resources

**Critical
Challenges**

Providing High Impact Service

High Impact Service...what does it look like?

- Effective
- Satisfaction
- Provides solutions
- Provides direction & expertise
- Would they recommend to a friend?
- Done right -- the right thing to do!
- Service that customers value and appreciate
- View as support by colleges -- not barrier
- Positive changes are noticed immediately
- SEET – simple, efficient, effective, timely
- An apparent or expressed need is filled
- Timely
- Caring

High Impact Service... whom we serve

- Internal: Students, Colleges, District Office, Employees, Colleagues, Governing Board & Chancellor
- External: Community, Business & Industry, Prospective Students, Families of Students, Alumni, K-12 system, Other Educational Providers, Regulatory Boards, Taxpayers, Legislature, Community Based & Civic Organizations

High Impact Service... how we serve

"Everybody can be great because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love."

~ Martin Luther King Jr. as quoted in Even Eagles Need a Push p. 109.

Operational Plans

Listed below are action plans and related objectives we have identified that will enable us to individually & collectively provide high impact service.

Who	Action Plan	High Impact Service Objectives
Academic & Student Affairs	Communication & Service	<ol style="list-style-type: none"> 1. The Division of Academic and Student Affairs (ASA) will develop and implement effective strategies to promote collaboration with key external and internal stakeholders including collaboration within the ASA Division. 2. Increase district awareness of our responsibilities, services, products, and resources by implementing new communication strategies. <ol style="list-style-type: none"> a. Implement strategies for two-way sharing of information with key stakeholders. 3. The Division of Academic and Student Affairs will provide high quality services and support based on best practice and innovation so that the best interests of students, the district, colleges, and other stakeholders is served. 4. The Division of Academic and Student Affairs evaluates its programs and services to determine impact to internal and external customers and uses the results to improve.
Business Services	Feedback	Provide feedback to Business Services departments and employees in support of continuous improvement.
Business Services	Processes	Review and improve processes and administrative procedures in key areas.
Chancellor	Customer Service	District Office “Modeling the Way” With High Impact Service
Human Resources	Hiring Process	Review and improve the Hiring Process procedures
Human Resources	Benchmarking	Benchmark quality customer service for Human Resources.
Human Resources & Information Technology Services	ePerformance	Implement the ePerformance online, self-service performance appraisal management application.
Information Technology Services	Blackboard	Expand, enhance and fortify the Blackboard Course Management System environment
Information Technology Services	Data Center	Establish a second Data Center for MCCCCD
Resource Development & Community Affairs	Development	<ol style="list-style-type: none"> 1. Create and support a district wide structure to enhance fundraising centrally and at the colleges. 2. Create a Donor Relations Program that promotes, recognizes, and honors giving to the MCCF. 3. Strengthen community relations by participation in appropriate civic and community functions to enhance the image and reputation of MCCCCD, and to expand the circle of friends and supporters 4. Increase support for scholarships to students. 5. Develop new resources to support college efforts to improve student success. 6. Create increased awareness and understanding of the roles and function of the MCCF across the district.

Appendix A - Planning Definitions

Action Plan

- Lays out how a strategic goal will be accomplished ... who needs to do what by when
- Reaching a strategic goal involves accomplishing a set of objectives
- Action plans include objectives as well as specific measurable outcomes
- Is comprised of the following items:

Goal: A goal is a broad statement of what we hope to achieve and is qualitative in nature. A goal may have more than one objective

Objective: Objectives are specific, measurable statements of what will be done to achieve goals within a time frame of one year or less. Objectives are achieved through work plans. Objectives are SMART: **S**pecific, **M**easurable, **A**ppropriate, **R**ealistic, **T**ime-bound.

Measurable Outcomes: Quantifiable indicators of status of an objective.

Actions: Support the implementation of an objective and is assigned to specific persons with timelines. Steps we need to take to accomplish the objective

Who/When: Identifies person(s) and timeframe for actions

Status: Records progress and completion of actions

Appendix B - Planning Priorities

MCCCD Strategic Directions

The Maricopa Community Colleges' Governing Board identified six strategic directions to be addressed by the organization. The strategic goal of providing high impact service is considered in the context of the six MCCCD strategic directions:

1. Maximizing Access
2. Enhancing Learning Environments and Delivery Options
3. Enhancing Collaboration and Increasing Partnerships
4. Pursuing Revenue Sources and Promoting Cost Effectiveness
5. Recruit,, Develop, and Retain a Quality Diverse Workforce
6. Maintaining a Strong Identity

The Chancellor's Three Fundamental Principles

- 1-Student Success
- 2-One Maricopa
- 3-Public Stewardship

Appendix C - Strategic Planning Process

STEP ONE: Define **Mission**

A statement of the unique contribution and intended outcomes the organization makes to its target service population.

STEP TWO: Define **Vision**

A description of the end state that would exist if the organization were to perfectly deliver on its mission commitment.

STEP THREE: Define **Values**

A set of characteristics representing the most important performance expectations as to conduct of organizational members, which if upheld, become the foundation for the reputation of the institution.

STEP FOUR: Conduct an **Environmental Scan**

A study summarizing the strengths, weaknesses, opportunities and threats (SWOT Analysis) facing the organization. Such a scan incorporates input from all major organizational stakeholders and focuses particularly on customers' greatest needs and aspirations.

STEP FIVE: Create a **Strategy Map**

- A. Develop a statement of the organization's *strategic destination*; this is a short, written description of how the organization wishes to be perceived, experienced and publicly described by its core internal and external customers.
- B. Identify the *critical challenges* the organization faces currently and in the near future. Focus on the most important few that are essential to success.
- C. For each critical challenge, discuss and understand the characteristics and modifiers of the issue.
- D. *Identify initiatives, goals, objectives and tactics* that, taken together, will meet the challenge. Note that silo-based planning will not yield the best results.
- E. Build action on these initiatives into *operational plans*. N.B. operational plans will include additional initiatives important to decanal units that are not in conflict or competition with addressing institutional challenges and success.
- F. *Set targets and develop* metrics that are specific as to quality, quantity, cost, time and customer satisfaction. These will often contain major milestones for initiative that will be accomplished over a longer period of time. N.B. effective, measurable planning is accomplished in one (1) to two (3) year time frames even though the end to be accomplished may not be possible in less than five (5) to ten (10) year planning scenarios.

STEP SIX: *Evaluate progress and refine initiative plans*. Make review of progress part of regular meeting agendas. Include progress and need for assistance an integral part of executive one-on-one meetings, performance feedback and recognition.

STEP SEVEN: *Repeat* planning steps to constantly *re-evaluate* organizational success.