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STRATEGIC PLANNING

2008-2011



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The Maricopa County Community College District is an EEO/AA institution.

Mission

The mission of Scottsdale Community College is to create accessible, effective, and affordable environments for teaching and learning for the people of our communities in order that they may grow personally and become productive citizens in a changing and multicultural world.

Preamble

The purpose of this annually updated planning document is to ensure the institution's overall long-term effectiveness by providing:

- Clear articulation of agreed upon goals and objectives.
- A catalyst for aligning the efforts of individuals, task forces, and committees.
- Guidance for the development of supporting action plans.
- Direction for the allocation and reallocation of the budget and the optimum utilization of the institution's resources.
- Documentation that serves as the basis for systematically measuring follow-through and implementation effectiveness.

A formal process is designed which will allow each department (committees and/or individuals) to have the opportunity to develop specific action plans ("who does what, for what objective, by when") as a contribution toward the advancement of all six goals.

Scottsdale Community College is committed to offering:

- **General Education**, enabling all students to exercise their obligations and privileges as citizens with intelligence and informed judgment.
- **University Transfer Education**, enabling transfer to public and private four-year colleges and universities.
- **Occupational Education**, providing job training, retraining, and upgrading of skills through courses, internships and certificate and degree programs.
- **Basic Skills Education**, preparing students for access to post-secondary education through remedial and developmental education.
- **Student Development and Support Services**, providing a broad range of services to enable students to develop and achieve educational, personal, and career goals.
- **Continuing Education and Community Services**, providing enrichment opportunities for lifelong learning through credit and non-credit courses, workshops, seminars, forums, and cultural programs.
- **Cultural Education**, supporting opportunities to experience and participate in the fine arts.

Statement of Values



Values shared among members of Scottsdale Community College provide the philosophical framework for the direction of the institution. Values guide our interactions with one another in a teaching and learning environment. The college strives to have the curriculum reflect these values and meet the needs of the community. We articulate these institutional values to promote and evaluate student success, employee achievement, and college planning in a changing and multicultural world.

Members of the Scottsdale Community College community are committed to the following institutional values:

- **Worth and Dignity of the Individual** - We believe that all people are important and are to be treated with honesty and respect.
- **Diversity** - We believe that each employee and student is important, and we respect individuals from varied cultural and racial backgrounds.
- **Quality and Professionalism** - We expect and reward the highest standards of performance, competence, and responsibility.
- **Personal and Professional Development** - Realizing the importance of growth and learning, we recognize and encourage development of students and employees.
- **Leadership** - We value and encourage responsible participation in decision making.
- **Service and Volunteerism** - We encourage and promote service to one another in our local and world communities.
- **Collaboration** - We value working with others through internal and external alliances to share ideas and resources.
- **Accountability** - Students and employees share the responsibility for making educational experiences significant and meaningful. All areas within the college should have stated and understood expectations and a system of evaluation.
- **Adaptability** - We encourage the willingness to respond to change and offer students the opportunity to prepare for the future.
- **Innovation** - Recognizing that planned and thoughtful innovation involves risk taking, we encourage staff and students to create, develop, and implement new ideas and improvements.
- **Academic Freedom** - We cherish a teaching and learning environment that fosters open exchange and exploration of ideas.

Goals and Objectives

Strategic Directions and Priorities 2008 - 2011

These Strategic Directions and 3-Year Institutional Priorities position Scottsdale Community College to become a comprehensive community college serving students in the East Valley. The six Strategic Directions and identified priorities provide guidance for all planning and budgeting processes for the purpose of continuous improvement as a learning institution.



Goal 1: Maximizing Access

Scottsdale Community College will maximize stakeholder access to the Maricopa Colleges' facilities, programs, and services.

1. Develop campus wide marketing plan works in conjunction with Goal # 6.
2. Develop retention management strategy through Student Services Initiatives Program.
3. Provide Quarterly Faculty Use Report as well as Comprehensive Communication Plan to internal/external users on Rules/Regulations Maximizing Faculty use (including Faculty use for NL Program).
4. Establish self service sites on campus for NSS go live and promote self service options. Training for site operations.
5. Promotion of Financial Aid, grants, scholarships, Service Learning programs to provide sufficient finding for educational expenses.

Goal Champion: **Yira S. Brimage**

Objective Champions:

1. Denise Kronsteiner
2. Osaro Ighodaro
3. Patti McNeil, Zhara Dean
4. Yira Brimage, Patti McNeil
5. Dee Shipley, Robert Bienkowski, Service Learning Dept.



Goal 2: Enhancing Learning Environments and Delivery Options

Scottsdale Community College will promote and support opportunities for students by enhancing learning environments and delivery options, student retention and success strategies and quality teaching and learning.

1. Establish a mechanism to fully integrate student learning outcomes assessment into the College's strategic planning process.
2. Implement a student-centered schedule of course offerings to meet community need and facilitate FTSE growth.
3. Create an organizational framework to support student success and retention initiatives, including an Early Warning System, development of college success course, and enhanced academic support systems.
4. Establish and implement a program of faculty professional development focusing on student retention and success.
5. Implement a regular distribution schedule of timely and relevant data for stakeholders that include enrollment trends, student retention rates, grade distributions by prefix and other information to be used to establish a curriculum focused on student learning.
6. Implement the International Education Strategic Plan to increase education abroad opportunities, internationalize our curriculum, and provide intercultural awareness programs for our community and increase international student enrollment.
7. Complete a self-assessment for application to the Higher Learning Commission (HLC) for accreditation of electronically offered degrees.
8. Establish and implement a college-wide assessment plan to address the concerns raised by the Higher Learning Commission.
9. Develop and operationalize a pilot project involving 40-60 developmental education students to increase levels of student retention.

Goal Champion: **Daniel Corr**

Objective Champions

1. Daniel Corr/Pat Medeiros
2. Daniel Corr/Division Chairs
3. Daniel Corr/Osaro Ighodaro
4. Faculty Development Committee
5. Laurie Cohen
6. Therese Tendick

7. Sidne Tate
8. Pat Medeiros
9. Jared Aragona



Goal 3: Enhancing Collaboration and Increasing Partnerships

Scottsdale Community College will enhance internal collaboration and increase external partnerships.

1. Conclude contract efforts with Scottsdale Healthcare to provide nurse education to 80 additional SHC employees.
2. Develop a plan with Salt River Pima Maricopa Indian Community to provide training for hotel casino employees.
3. Develop a risk management agreement with the City of Scottsdale to obtain use of the fire science training facility on Curry Road for three fire science classes.
4. Determine the extent of SCC's partnership involvement in the Mesa Banner hospital location.
5. Increase dual enrollment students by 10%.
6. Determine the need for GED to be located on campus and partner with RSC for delivery.
7. Develop a partnership with ASU and the SCC hospitality program.
8. Develop an international student exchange opportunity with Australia and New Zealand.
9. Develop a partnership with Chili for the 'teachers of English' effort.

Goal Champion: **Dean Hermanson**

Objective Champions:

1. Nellie Nelson
2. Rosanne Yniguez
3. Chris Burrows
4. Nellie Nelson
5. Paul Langworthy
6. Daniel Corr
7. Larry Williams
8. Therese Tendick
9. Therese Tendick



Goal 4: Pursuing Revenue Sources and Promoting Cost Effectiveness

Scottsdale Community College will identify and pursue new and existing revenue sources while promoting cost effectiveness.

1. SCC will work collaboratively with the District to secure adequate revenues for the Colleges.
2. SCC will implement the development plan for the College in conjunction with the Maricopa Community Colleges' Foundation.
3. SCC will work collaboratively with the Financial Advisory Council and the Chancellor's Executive Council to pursue revenue sources and promote cost effectiveness.
4. The college will establish and follow a long-range capital construction schedule incorporating projects approved in the 2004 Bond election. Additionally, the Facilities Committee will be charged the responsibility to develop a student centered learning focused environment.
5. The College commits to developing a sustainability plan and implementing such plan over the next three years.

Goal Champion: **Art DeCabooter**

Objective Champions:

1. Art DeCabooter
2. Art DeCabooter
3. Art DeCabooter
4. Carl Couch
5. Carl Couch



Goal 5: Recruit, Develop, and Retain a Quality Diverse Workforce

Scottsdale Community College will recruit, develop, and retain a quality diverse workforce.

1. Conduct a survey of existing employees on their opinions of what is working well and what could use improvement in the quality of the work environment that would enhance employee retention.

Goal Champion: **Michael Little Crow**

Objective Champions:

1. Michael Little Crow, Donna Gaudet



Goal 6: Maintaining a Strong Identity

Scottsdale Community College will maintain a strong identity that reflects its role in and value to the community.

1. Develop a plan for continual, frequent, and broad dissemination of information to the community.
2. Catalog existing and establish additional community service/volunteer efforts of students and employees.
3. Strengthen the presence of American Indian art on campus.

Goal Champion: **Ginny Stahl**

Objective Champions:

1. Denise Kronsteiner
2. Becky Bradley
3. Ana Cuddington and Roger McKinney

Roles and Responsibilities

Roles and Responsibilities of the Strategic Plan Committee:

1. Facilitate the development of Strategic and Operational plan.
2. Support the Champions and the process by attending meetings.
3. Critique (without criticizing), the process and the results.
4. Be available for Goal Champion positions.
5. Be available for membership on the Action Plan Coordinating Subcommittee.

Roles and Responsibilities of Goal Champions:

1. Select Objective Champions for Strategic Plan Committee endorsement.
2. Support Objective Champions by mentoring them on the development of well-formatted and effective Action Plans and attending Strategic Plan Committee meetings.
3. Facilitate committee and department SWOT analyses and recommendations.
4. Serve on the Action Plan Coordinating Subcommittee.

Roles and Responsibilities of Objective Champions:

1. Participate in the development of committee and department SWOT analyses and recommendations.
2. Develop well-formatted and effective Action Plan Items that are:
 - a. Directly aimed at the achievement of the agreed upon Objective.
 - b. Truly valuable based on highest and best time use.
 - c. Achievable, (i.e., broken down into the right size).
 - d. Drafted to provide a concluding benefit (not just another step).
 - e. "Contained," (they don't become a project by themselves).
 - f. Motivating to the responsible person, (they want to do it).
 - g. Realistic in terms of due dates.
 - h. Within the standard reporting format (who, does what, by when).
3. Facilitate the accomplishment of Action Plan Items:
 - a. Preserve the precedence of peers honoring due dates.
 - b. Hold each other accountable.
 - c. Ask the question "Is the action still valuable?"

- d. Ask the question, "Should the action be broken into smaller pieces?"
 - e. Ask the question, "Are you interested enough to do it?"
4. Submit Action Plans to the Action Plan Coordinating Subcommittee on or before designated due dates.

Roles and Responsibilities of the Action Plan Coordinating Subcommittee:

1. Review Action Plans submitted by Objective Champions for completion of each reporting period's Snapshot of Progress.
2. Submit each period's Snapshot of Progress to the Strategic Plan Committee on designated due dates.
3. Draft mentoring "comment reports" to each Objective Champion regarding ideas for improving their Action Plans.

Roles and Responsibilities of the Committee Chair:

1. Schedule and facilitate Strategic Plan Committee and Action Plan Coordinating Subcommittee and meetings.
2. Assemble Action Plans from Objective Champions in time for Action Plan Coordinating Subcommittee meetings.
3. Complete each semester's Plan Performance form.
4. Make available each year's planning documents by posting on our Website:
 - Meeting dates, times, and locations
 - Preamble/Mission/Statement of Values/Goals and Objectives
 - Roles and Responsibilities
 - Action Plan form
 - Snapshots of Progress form
 - Plan Performance form

Structure

1. Strategic Plan Committee membership

- President
- Strategic Plan Committee Chair (appointed by the President)
- Faculty Senate President
- Faculty Senate President-Elect
- Vice President of Student Affairs (or designee)
- Vice President of Instruction (or designee)
- Goal Champions
- Representative from Information Technology
- Vice President of Administrative Services
- 4 faculty representatives; (1-Division Chairperson, 1-Ocotillo Committee representative, 1-Assessment Committee representative, 1-selected at large by Faculty Senate President)

2. Goal Champions appointees

- Goal #1, Dean of Student Services
- Goal #2, Vice President of Instruction
- Goal #3, Dean of Instruction
- Goal #4, President
- Goal #5, Faculty and/or Staff Volunteer
- Goal #6, Vice President of Student Affairs

3. Objective Champions Subcommittee

- Nominations by each Goal Champion for endorsement by the Strategic Plan Committee

4. Action Plan Coordinating Subcommittee

- All 6 Goal Champions
- Chair of Strategic Plan Committee

5. Strategic Plan Committee Chairman

- Appointed by the President

Process

Step 1: Launching each year's strategic planning effort

Comments: The Committee Chairman schedules and facilitates kick-off and orientation meeting for the Strategic Plan Committee; explaining the Structure, all Roles and Responsibilities, individual member roles, last year's planning document, forms for Action Plans, Snapshots of Progress, Plan Performance, and "comments" format for APCS mentoring to Objective Champions on Action Plans. The first meeting also initiates campus committee and department SWOT analyses and recommendations.

Step 2: Redefinition of previous year and Objectives

Comments: The Strategic Plan Committee meets to review last year's plan and develop a draft of the new Objectives, considering all relevant input from SWOT analyses and recommendations. (In all likelihood, most, if not all, of the content for the Preamble, Mission, Statement of Values, and Goals will remain the same.) (Approximately 2 meetings)

Step 3: Selection of Objective Champions

Comments: Once a draft is completed, (Step 2), each Goal Champion submits names of people for Objective Champions for endorsement by the Strategic Plan Committee.

Step 4: Polishing the Draft

Comments: The Strategic Plan Committee and all Objective Champions meet to polish the draft created in Step 2. (Approximately 2 meetings)

Step 5: Presentation of plan to faculty

Comments: The final draft of the plan, as created by the Strategic Plan Committee and Objective Champions, is presented to interested faculty for final polish and adoption. (1 meeting)

Step 6: Submittal of Action Plans

Comments: The Committee chairperson assembles all Action Plans from Objective Champions in time for each Action Plan Coordinating Subcommittee meeting.

Step 7: Action Plan Coordinating Subcommittee Meetings

Comments: The APCS meets each period to review all Action Plans, develop Snapshots of Progress data, and provide mentoring to each Objective Champion by way of a "comments" report addressing suggested improvements on Action Plans.

Step 8: Strategic Plan Committee Meetings

Comments: The Strategic Plan Committee meets each period to review the APCS Snapshots of Progress report, "comments" on Action Plan reports, and agree on data for Plan Performance form.

Scottsdale Community College

Strategic Plan

Glossary of Terms

Note: The sequence of the terms is arranged in functional order to successfully complete the Strategic Plan process.

Mission Statement: our “reason for being” (a declaration of value added).

Shared Values: Shared core beliefs and values related to the function of all aspects of the College.

Goals: Overall achievements, often not quantified, e.g., Remain Current in Curricula and Programs. The desired outcomes of the organization.

Goal Champion: The person responsible for accomplishing the goal. Objective Champions submit Action Plans to the Goal Champion.

Objectives: Quantified bottom line, main, year end, function achievements, e.g., develop a mentoring program for adjunct faculty by fall semester 200X. Objectives are specific measurable, challenging but realistic, and time limited.

Objective Champion: The person responsible for completing an objective. This person completes action plans to accomplish the objective.

Action Plans: A strategy that identifies who does what, by when to complete an objective with the intended budgetary impact. Plans (action plans and/or strategic plans) drive budgets; budgets do not drive plans. Action Plans are the ‘do’ in Strategic Planning. The action plan manages individual tasks, for people or committees, directly aimed at completing an objective. The objective champion is responsible for completing action plans for their assigned objective.

ACTION PLAN ITEMS

DATE: _____

SUBMITTED BY: _____

Goal #: _____

Goal Title: _____

Objective #: _____

Objective Title: _____

	<u>WHO</u>	<u>DOES WHAT</u>	<u>BY WHEN</u>
1.	_____	_____	_____

2.	_____	_____	_____

3.	_____	_____	_____

4.	_____	_____	_____

5.	_____	_____	_____

6.	_____	_____	_____

7.	_____	_____	_____

8.	_____	_____	_____

9.	_____	_____	_____

10.	_____	_____	_____

Budget needed to accomplish/implement objective: _____

Justification: _____

COMMENTS

Committee Members

Arthur DeCabooter

John Neibling

Virginia Stahl

Carl Couch

Jim Simpson

Charles Cooper

Susan Peterson

Doug Sawyer

Michael Kuzmik

Cameron MacElvee

Yira Brimage

Michael Little Crow

Dean Hermanson



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A Maricopa Community College

Scottsdale Community College and the Maricopa Community Colleges are EEO/AA institutions.

