

**Strategic Plan  
2001-2004**

**Document No. 25  
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STRATEGIC AND INSTITUTIONAL  
PLANNING DOCUMENT

#25

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## ***VISION***

*We will meet your needs and expand your aspirations through creative learning experiences. Our environment emphasizes caring, teamwork, and flexibility. In partnership with us, you will gain knowledge, abilities, and values essential to success in a highly complex and technological world.*



*We are committed to building better communities  
...one life at a time.*

## ***CORE VALUES***

*Our Core Values represent important elements of life at Estrella Mountain. They serve as enduring guides for all employees in meeting the needs of our many communities.*

### **COLLABORATION AND TEAMWORK:**

- ▲ Work together toward common goals
- ▲ Promote an ongoing exchange of ideas

### **DIVERSITY:**

- ▲ Recognize that perspectives are shaped by backgrounds and experiences
- ▲ Promote positive attitudes toward each other

### **INTEGRITY:**

- ▲ Commit to the highest principles of academic and professional standards

### **CREATIVE AND CONTINUOUS LEARNING**

- ▲ Commit to the success of students and employees
- ▲ Encourage innovation
- ▲ Promote a caring and supportive environment

### **RESPECT AND FAIRNESS:**

- ▲ Treat each other with respect
- ▲ Act fairly and honestly with all

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## MISSION

Estrella Mountain Community College provides opportunities for our students to achieve success in educational and personal goals.

We are an institution of higher education serving the West Valley communities through:

- General Education
- Transfer Education
- Developmental Education
- Workforce Development
- Community Education
- Student Support Services

## MISSION GOALS

### **General Education**

To provide the knowledge and abilities that enable students to achieve academic and personal goals.

### **Transfer Education**

To provide quality transfer courses and programs that enable students to achieve success at four-year institutions.

### **Developmental Education**

To provide quality developmental courses and programs that prepare students for educational and personal success.

### **Workforce Development**

To provide specialized quality training, courses and services that meet the needs of businesses and individuals.

### **Student Support Services**

To provide quality services and resources that meet the needs of students and support learning.

# Strategic Direction: Planning and Charting our Future

*Estrella Mountain must fully implement a system of planning and assess progress toward its Mission.*

## Institutional Priorities

1. Implement all aspects of the Estrella Mountain Strategic Planning Process, including college-wide and divisional plans.	2. Complete planning for current and future Maricopa Community College bond initiatives and Estrella Mountain Phase IIb and III expansion.	3. Implement programs to assess student learning and institutional outcomes.	4. Develop formal systems for community, student, and employee input.
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Strategic Goals	Institutional Priority	School Year
a) Implement a process of continuous evaluation and revision for the Strategic, College-Wide and Divisional plans with enhanced feedback from stakeholders.	PC-One	2001-2002
b) Update the Strategic Directions and Institutional Priorities in the Estrella Mountain Strategic Plan using Self-Study findings NCA Visiting Team feedback, and the District Strategic Plan.	PC-One	2001-2002
c) Conduct Phase III Bond planning and update the Facilities Master Plan using college plans, findings from the NCA Self Study, community input and district-wide facilities planning.	PC - One, Two, & Four	2001-2002 2002-2003
d) Continue to implement the full cycle of the Student Academic Assessment process and conduct an analysis to determine resources and staff needed to achieve level three implementation (as defined by NCA).	PC-Three	2001-2002
e) Expand communication to student and community audiences on the results of the College's Institutional Effectiveness and Student Academic Achievement processes.	PC-Three	2001-2002
f) Re-examine and enhance the role of the Estrella Mountain Occupational Advisory Committee.	PC-Four	2001-2002
g) Establish an Estrella Mountain Community Advisory Council to provide input into college-wide issues.	PC-Four	2001-2002
h) Establish two task forces to address the college's direction in the areas of e-learning and fine arts programs.	PC - Two & Four	2001-2002
i) Evaluate the need for a student governance system using student input.	PC - Four	2001-2002

# Strategic Direction: Growing and Expanding

*Estrella Mountain must be proactive in meeting the needs of a growing West Valley population.*

## Institutional Priorities

1. Enhance systems to identify customer needs.	2. Identify resources that address growth, support expansion, and enhance accessibility for Estrella Mountain students.	3. Expand curricular and support programs with enhanced delivery systems.
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Strategic Goals	Institutional Priority	School Year
a) Integrate environmental scanning and student/community input into the development of all new programs (enhance CPD process and reexamine schedule development process).	GE - Two	2001-2002
b) Attain the initial campaign goal of \$250,000 for the Estrella Mountain Endowment.	GE - Two	2001-2002
c) Identify resources to continue funding special needs populations (childcare vouchers and special needs scholarships).	GE - Three	2001-2002
d) Increase depth of developmental education courses.	GE- Three	2001-2002
e) Increase depth of general education/transfer courses.	GE - Three	2001-2002 2002-2003
f) Increase flexible learning opportunities for adult learners ("Fast Track" weekend, expanded night offerings, open entry, etc.).	GE - Three	2001-2002
g) Identify Estrella Mountains market niche in e-learning and fine arts (Task Forces will be established in Fall 2001).	GE -Two	2001-2002 2002-2003
h) Identify and implement strategies to address classroom shortages at EMCC.	GE - Three	2002-2003
i) Begin development and piloting of e-learning recommendations made by the task force.	GE - Three	2002-2003

j) Expand job placement services and increase internship opportunities with local businesses and organizations.	GE - Three	2002-2003
k) Expand occupational education offerings (e.g., health care, culinary arts, and teacher preparation programs).	GE -Three	2001-2002 2002-2003
l) Expand the number of occupational training partnership with local industry (both the Southwest Skill Center and Estrella Mountain).	GE - Three	2002-2003
m) Continue and expand targeted promotional campaigns for new residents moving into the Estrella Mountain service area.	GE - Two	2002-2003
n) Expand student success programs that are part of the National Science Foundation and Title V proposals.	GE - Two	2001-2002 2002-2003

# Strategic Direction: Creating Partnerships

*Estrella Mountain must continue to engage in partnership activities that advance the Mission of the College.*

## Institutional Priority

1. Capitalize on campus and community partnerships that enhance Estrella Mountain's programs and services.

<b>Strategic Goals</b>	<b>Institutional Priority</b>	<b>School Year</b>
a) Implement a new career pathways partnership in Administration of Justice using the inspire.teach model.	CP - One	2001-2002
b) Implement at least one new academic and/or performing arts partnership in the community.	CP - One	2001-2002
c) Develop at least one new dual enrollment partnership.	CP - One	2001-2002
d) Develop infrastructure to support expanded partnerships with local elementary and secondary schools for the purposes of creating teacher training programs and enhancing student success (i.e. Bridge Programs).	CP - One	2001-2002 2002-2003
e) Enhance internal partnerships with the Southwest Skill Center to improve the overall effectiveness of workforce development efforts.	CP - One	2001-2002
f) Develop a system for collecting feedback on our partnerships.	CP - One	2001-2002

# Strategic Direction: Investing in People

*Estrella Mountain must continue to organize and develop its human resources to meet changing organizational needs.*

## Institutional Priorities

1. Expand employee development and training opportunities.

2. Develop levels and patterns of employee staffing to meet changing organizational and instructional needs.

<b>Strategic Goals</b>	<b>Institutional Priority</b>	<b>School Year</b>
a) Expand staff training and faculty development opportunities to support program expansion, student satisfaction and an improved teaching and learning process.	IP -One	2001-2002
b) Enhance the Estrella Mountain’s recruitment strategy for adjunct faculty and hire additional full-time faculty to meet enrollment growth and program development needs.	IP- Two	2001-2002
c) Reexamine current staffing levels and develop three-year staffing projections and recommendations.	IP- Two	2001-2002 2002-2003
d) Expand recruitment for all open positions to ensure diversity and quality in applicant pools.	IP – Two	2001-2002 2002-2003

# Strategic Direction: Creating a Climate for Success

*Estrella Mountain must continue to develop and invest in systems that support becoming a quality-driven institution.*

## Institutional Priorities

1. Provide for a wide range of student and employee input that enhances decision-making and shared governance processes.	2. Promote the integration of Core Values in everything we do.	3. Maintain commitment to continuous improvement.	4. Strengthen a teamwork-based environment.
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Strategic Goals	Institutional Priority	School Year
a) Expand student involvement on campus committees.	CS – One	2001 –2002
b) Reexamine campus committee purposes, roles and memberships and promote expanded employee involvement in college and community committees.	CS – One & Four	2001 –2002
c) Integrate improvement strategies gleaned from the NCA Self-Study in all campus processes.	CS – Three	2001 –2002
d) Identify and flow chart critical college processes to identify improvement opportunities (the budget process is one example).	CS – Three	2001 –2002
e) Expand systems to enhance communication with employees and students (includes implementing a new calendar system, enhanced WEB site and expanded Blackboard use).	CS – One and Four	2001-2002 2002-2003
f) Enhance collaboration between divisions in growing and developing the Estrella Mountain open entry program and future e-learning pilots to ensure continued student success.	CS- Four	2001-2002 2002-2003

# Strategic Direction: Integrating Information Technology

*Estrella Mountain must continue to invest in technologies to support teaching and learning and the development of new delivery formats.*

## Institutional Priorities

1. Develop rationale for investment in the growth and enhancement of information-related technologies.	2. Develop strategies and policies to address growing demand for remote access and distance learning.	3. Integrate needs for remote access, distance learning, and changing delivery systems into Phase III expansion.	4. Expand access to information technologies for all college stakeholders.
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Strategic Goals	Institutional Priority	School Year
a) Reexamine national leadership role in technology (Cisco, Blackboard, CTL, etc.) and make recommendations.	IT – One	2001-2002
b) Set official policy related to distance and alternative delivery technologies.	IT – Two	2002-2003
c) Identify initial technology needs for Phase III expansion.	IT – Three	2001-2002
d) Expand software access to students (e.g. Microsoft Office).	IT – Four	2002-2003
e) Invest in technologies to support high speed Internet on campus (infrastructure) and evaluate the long-term benefits of adding Internet 2 capability.	IT – One & Four	2001-2002
f) Expand technology-training opportunities.	IT –Four	2001-2002
g) Provide faculty content support for specific software (consulting services).	IT - Four	2001-2002
h) Identify resources required to support E-learning.	IT – Two & Three	2001-2002
i) Reduce technology cost by partnering with vendors and leveraging district-wide purchasing power.	IT –Two & Three	2001-2002 2002-2003

j) Identify technology needed to support the development of a fine arts program and a new performing arts center.	IT – One, Three & Four	2001-2002 2002-2003
k) Expand virtual access to admissions and records services and information via the integration of technology.	IT Four	2001-2002
l) Identify how the Web can be used as a distinctive competency for the College.	All	2001 - 2002

# ESTRELLA MOUNTAIN COMMUNITY COLLEGE

## STRATEGIC AND INSTITUTIONAL PLANNING DOCUMENTS

NUMBER	TITLE	DATE
No. 1	Planning Directions: A Conceptual Framework for Planning	August, 1989
No. 2	West Valley Community Education Needs Assessment	September, 1990
No. 3	Assessment of Business Programs and Computer Facilities	October, 1989
No. 4	Conceptual Phase Proposal: New Site for College Facilities	October, 1989
No. 5	Proposed Physical Education Report	November, 1989
No. 6	Strategic Planning Fact Book	March, 1990
No. 7	Report of the Teaching for Learning Subcommittees	April, 1990
No. 8	Child Care Options	May, 1990
No. 9	Master Plan Report	June, 1990
No. 10	PALS Lab Proposal	July, 1990
No. 11	Project C.Y.C. Final Report	July, 1990
No. 12	Community Planning Process	August, 1990
No. 13	Project CBLC Final Report	September, 1991
No. 14	Establishing a Community Based Literacy Program: Dreams, Realities, And Future Directions	November, 1991
No. 15	Adult Literacy Planning Committee Report	December, 1991
No. 16	Capital Planning for the Twenty-First Century	March, 1992
No. 17	Blueprints for Planning	November, 1996
No. 18	Insuring Institutional Effectiveness	November, 1996
No. 19	Environmental Scan and Fact Book 1997	January, 1997
No. 20	Environmental Scan and Fact Book 1999	June, 1999
No. 21	Environmental Scan and Fact Book 2000	August, 2000
No. 22	Environmental Scan and Fact Book 2001	August, 2001
No. 23	Child Care Options '99	August, 1999
No. 24	Plan for Institutional Effectiveness 1999-2002	August, 1999
No. 25	Strategic Plan 2001-2004 (Update)	September, 2001
No. 26	Student Success Plan 2001-2005	June, 2001
No. 27	Student Academic Achievement Plan 2001-2011 (Update)	November, 2001
No. 28	Financial Resources Plan 2001-2004	December, 2001
No. 29	Academic Plan 2001-2006	January, 2002
No. 30	Information Technology Plan 2002-2006	February, 2002