



**Maricopa Community Colleges  
District Office  
Strategic Plan 2008-2012**

*Service, Support & 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**

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 2011-12**

## **District Office Strategic Plan 2008-2012**

<b>Mission</b>	The District Office provides service, support, and leadership for quality education in partnership with our colleges and diverse communities.
<b>Vision</b>	<b>A Community of Colleges...Colleges for the Community</b> ... working collectively and responsibly to meet the life-long learning needs of our diverse students and communities.
<b>Values</b>	<b>The Maricopa Community Colleges are committed to:</b> <b>Community</b> 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. <b>Excellence</b> We value excellence and encourage our internal and external communities to strive for their academic, professional and personal best. <b>Honesty and Integrity</b> 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. <b>Inclusiveness</b> 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. <b>Innovation</b> We value and embrace an innovative and risk-taking approach so that we remain at the forefront of global educational excellence. <b>Learning</b> 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. <b>Responsibility</b> 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. <b>Stewardship</b> 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.

<b>Who</b>	<b>High Impact Service Objectives</b>
Academic & Student Affairs	<ul style="list-style-type: none"> <li>• Increase student enrollment and successful completion of the Maricopa-ASU Pathways Program.</li> <li>• Increase the retention and goal attainment of underrepresented and academically at risk students through student success initiatives.</li> <li>• Evaluate programs and services to determine impact to internal and external customers and use the results to improve.</li> <li>• Increase awareness of our responsibilities, services, products, and resources through effective communication strategies.</li> <li>• Increase the number and type of faculty development opportunities to increase effective practices that support student success.</li> <li>• Increase the effectiveness of K-12 and university partnerships</li> <li>• Increase the number of Division internal collaborations.</li> <li>• Increase the level of external funding through public and private grants.</li> </ul>
Business Services	<ul style="list-style-type: none"> <li>• Plan for additional resources (including reallocations) to advance student success agenda.</li> <li>• Enhance communication and engagement of CEC, Adm VPs, other councils and the broader community.</li> <li>• Continue the 2004 bond program—facilities development and bond issuances.</li> <li>• Lead future capital development planning efforts.</li> <li>• Increase collaboration and communication with the internal community.</li> <li>• Foster communication with external constituencies.</li> <li>• Support and lead college and district 4<sup>th</sup> revenue stream initiatives.</li> <li>• Support the government relations agenda of the district.</li> <li>• Build balanced budgets even with diminishing resources.</li> <li>• Identify refunding opportunities to save money.</li> <li>• Identify and support cost saving opportunities.</li> <li>• Continue leadership development with directors and their direct reports.</li> <li>• Develop development opportunities for division staff.</li> <li>• Continue major taxpayer meetings.</li> <li>• Support community advisory groups.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Review and enhance the hiring process to hire the best for Maricopa using effective and efficient processes.</li> <li>• Benchmark quality customer service for Human Resources.</li> <li>• Implement the ePerformance online, self-service performance appraisal management application.</li> </ul>

Who	High Impact Service Objectives
Information Technology Services	<ul style="list-style-type: none"> <li>• Implement new functionality for payments (Touchnet) and Collections.</li> <li>• Upgrade SIS application to version 9.0</li> <li>• Deploy Identity Management System across all colleges</li> <li>• Host event to identify technology solutions to enhance student retention and completion.</li> <li>• Upgrade HRMS application to version 9.1</li> <li>• Upgrade CFS application</li> <li>• Complete CFS Grants upgrade project</li> <li>• Connect redundant WAN to all 10 colleges and load balance internet across both circuits</li> <li>• Install Intrusion Prevention System (IPS) and implement for use in the DSSC data center</li> <li>• Create new, secure web hosting facility</li> <li>• Develop and start implementation of a district-wide security program</li> <li>• Deploy Enterprise security/logging capabilities to secure our technology infrastructure</li> <li>• Complete construction of Airpark facility and IT infrastructure</li> <li>• Implement an e-mail archiving solution</li> <li>• Upgrade Enterprise Reporting System (BOEXI)</li> <li>• Develop a Business Intelligence Strategy to address data-driven decision making</li> <li>• Complete RFP for LMS System and start the implementation process</li> <li>• Become actively engaged in the dialogue regarding CRM</li> <li>• Review the delivery of Help Desk Services across the district against the new process for Identifying Service Delivery Models, implementing results as identified.</li> <li>• Review recommendation from the 21<sup>st</sup> Century Maricopa portal team and determine best way to proceed</li> <li>• Complete RFI/RFQ for district-wide standard email/shared calendar system</li> <li>• Begin implementation of district-wide standard email/shared calendar system</li> <li>• Leverage new IT Governance for collaborative decision making</li> <li>• Strengthen relationship with ASU at CIO and IT Leadership level</li> <li>• Collaborate with Academic and Student Affairs/VPs of AA/SA and others to define the role of IT in achieving student engagement and success</li> <li>• Identify College/District collaboration opportunities in support of Enterprise Applications</li> <li>• Plan ‘Listening tours’ by creating teams of District Office staff to visit with colleges and end-users at the colleges in an effort to ‘listen’ to what’s occurring on campus.</li> <li>• Develop a strategy to retire old/outdated/inefficient systems and identify high cost/low result technologies</li> <li>• Control scope, time and cost by incorporating good project management practices and project oversight in IT projects</li> </ul>

Who	High Impact Service Objectives
	<ul style="list-style-type: none"> <li>• Develop a sustainable funding model for IT projects through 2016</li> <li>• Develop guidelines and enforce proper management of consultants</li> <li>• Deploy virtualization technology to promote cost effectiveness</li> <li>• Establish processes that enable a collaborative/distributed decision-making process for IT</li> <li>• Establish professional development plan to help develop and retain a quality diverse workforce</li> <li>• Offer training opportunities to employees in intercultural communication to address differences in communication across cultures.</li> <li>• Identify district-wide diversity groups and encourage ITS participation. Clearly assign adequate resources to diversity activities</li> <li>• Establish a mentorship program within the ITS leadership</li> <li>• Train managers and supervisors about their EEO responsibilities</li> <li>• Design and develop a strategy to find and hire a diverse, high-quality workforce</li> <li>• Continuously improve our organization through engaging and developing our people.</li> <li>• Encourage staff participation in professional and community organizations</li> <li>• Develop a marketing plan for IT</li> <li>• Actively participate in review/update of the Information and Instructional Technology Strategic Plan in Fall 2011</li> <li>• Develop and maintain ITS operational plans</li> <li>• Implement an IT Governance model</li> <li>• Maintain a positive image and an accurate description of the organization through our web-presence</li> <li>• Embed security and project management practices in all projects we undertake</li> <li>• Coordinate the submission of proposals on college and Enterprise-level technology achievements to major state-wide, regional and national conferences such as HEUG, Blackboard, Educause, League for Innovation.</li> <li>• Develop and execute a plan to successfully address current audit findings in 2011</li> </ul>
Resource Development & Community Relations	<ul style="list-style-type: none"> <li>• Create and support a district wide structure to enhance fundraising centrally and at the colleges.</li> <li>• Create a Donor Relations Program that promotes, recognizes, and honors giving to the MCCF.</li> <li>• Strengthen community relations by participation in appropriate civic and community functions to enhance the image and reputation of MCCD, and to expand the circle of friends and supporters</li> <li>• Increase support for scholarships to students.</li> <li>• Develop new resources to support college efforts to improve student success.</li> <li>• Create increased awareness and understanding of the roles and function of the MCCF across the district.</li> </ul>

## 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.