



**ESTRELLA MOUNTAIN COMMUNITY COLLEGE**

**Strategic Plan  
2006-2009**

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STRATEGIC AND INSTITUTIONAL  
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#38

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A Maricopa Community College

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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:

## 1. Maximizing Access

*Estrella Mountain will maximize physical and programmatic access for the West Valley population.*

### Institutional Priorities

- A. Deliver courses and programs through various regional sites, delivery methods and partners.
- B. Increase availability of sophomore level courses required for transfer degree programs.
- C. Continue to expand workforce development opportunities for the community and local businesses.
- D. Ensure access for at-risk and special needs populations (e.g. Academic Support, Tuition Payment Plan, ADA Compliance).
- E. Ensure student, faculty and staff access to innovative technologies.
- F. Evaluate and enhance college and divisional enrollment growth plans.

Strategic Goals		Inst. Priority Link	Target Years
1.	Explore, identify, implement, and expand offsite delivery of courses in the northwest and southwest regions of the service area (e.g. Buckeye, Wickenburg, Surprise, etc.).	A	2006-2007 2007-2008 2008-2009
2.	Expand market research and implementation of targeted course offerings in support of weekend, evening, compressed, and intersession courses to allow working students to complete an AA degree in a timely fashion.	A	2006-2007 2007-2008 2008-2009
3.	Develop a system to include student and community input into the expansion of the general education curriculum including courses with cultural awareness components that are required for university transfer.	B	2006-2007
4.	Develop and implement a cross divisional scheduling process for offering sophomore level courses to ensure convenient and flexible university transfer experience.	B, F	2006-2007
5.	Expand fine arts courses, programs, specialized learning spaces and partnerships to meet the needs of the community.	B, F	2006-2007 2007-2008 2008-2009
6.	Identify at least two program areas to be developed or expanded that are consistent with the MCCC Workforce Development Plan each academic year. (e.g. AJS, Nursing, Bioengineering, Culinary Studies, and Engineering).	C	2006-2007 2007-2008 2008-2009
7.	Ensure special needs scholarships for at risk populations are continued and increased if possible. (e.g. child care assistance and special population scholarships).	D	2006-2007 2007-2008 2008-2009
9.	Transform learning environments and expand student success activities to increase persistence and success rates.	D,E	2006-2007 2007-2008 2008-2009
10.	Identify, prioritize, and fulfill outstanding needs for technology that supports student engagement and success.	E	2006-2007 2007-2008 2008-2009
11.	Enhance college engagement in facility planning to support development of Educational Specifications for Phase III capital construction supported by the 2004 bond.	B,C,E	2006-2007 2007-2008 2008-2009

12.	Increase the breadth and depth of student support for diverse populations.	D, E	2006-2007 2007-2008 2008-2009
13.	Expand the implementation and appointment of targeted community advisory groups to provide guidance for the expansion and improvement of Estrella Mountain academic and occupational programs.	B, C	2006-2007

# Strategic Direction:

## 2. Creating Dynamic Learning Environments

*Estrella Mountain will promote and support expansion of dynamic learning environments and delivery options.*

### Institutional Priorities

- A. Expand the E-Learning program and fully develop support systems.
- B. Continue to create specialized learning spaces.
- C. Enhance and expand programs to assess student academic achievement for the improvement of teaching and learning.
- D. Accelerate degree and certificate time frames with streamlined degree pathways and flexible scheduling.
- E. Utilize emerging research to increase student engagement, retention, and success. (e.g. CCSSE)
- F. Expand retention efforts and strategies. (e.g. NASA Center, Learning Enhancement Center, & Early Alert).

Strategic Goals		Inst. Priority Link	Target Years
1.	Complete a comprehensive E-Learning Business Plan to expand hybrid and online courses, enhance support services to meet student needs and enrollment growth, and ensure college-wide integration of the E-Learning program.	A	2006-2007
2.	Develop and pilot 3-5 new online courses each academic year.	A	2006-2007 2007-2008
3.	Identify and add the necessary courses that are needed to satisfy degree or certificate requirements so a student can complete an entire program through hybrid courses.	A, E	2006-2007
4.	Evaluate and improve the current technology infrastructure for the support of learning.	A, F	2006-2007
5.	Ensure all divisions and services are represented by at least one web page that is updated regularly.	A, F	2006-2007
6.	Ensure the educational specifications for new and remodeled buildings include: innovative learning spaces; flexibility for multiple uses and disciplines; and technology-rich environments reflecting consultation with external partners and the Maricopa Center for Learning and Instruction.	B	2006-2007
7.	Increase the number of faculty members who have developed assessment portfolios and document course level improvements of student learning.	C	2006-2007 2007-2008
8.	Enhance online, web, and virtual communication with students (e.g. student email, text messaging, online orientations, online office hours).	E, F	2006-2007 2007-2008

9.	Ensure all division plans include objectives that support assessment of learning and the enhancement of student engagement.	C	2006-2007
10.	Conduct an evaluation of degree and certificate pathways to ensure greater student success and faster completion. (e.g. evening, 8-week consecutive courses, weekend, hybrid and online).	D	2006-2007
11.	Explore and propose a plan of study abroad programs to enhance student learning experiences.	F	2006-2007
12.	Develop a comprehensive business plan for fine arts development that incorporates new facilities and required technological support.	B	2006-2007
13.	Develop and implement at least two additional learning communities each academic year.	E, F	2006-2007 2007-2008
14.	Develop a campus wide effort to inform and recruit at least 50% of high school recent grads attending Estrella Mountain into the First Year Experience.	E	2006-2007 2007-2008 2008-2009
15.	Develop a process to link the Student Leadership Program with other programs and clubs to enhance student collaboration and engagement.	E	2006-2007 2007-2008
16.	Enhance the process to increase adjunct faculty input and involvement in the creation of dynamic learning environments.	F	2006-2007 2007-2008
17.	Develop and implement criteria that integrate improvement planning / academic assessment results in the budget process.	C	2006-2007 2007-2008
18.	Expand student mentorship programs using faculty and staff.	F	2006-2007 2007-2008 2008-2009

# Strategic Direction:

## 3. Maximizing Collaboration

*Estrella Mountain will maximize collaboration with the Maricopa Colleges and external partners.*

### Institutional Priorities

- A. Enhance and expand partnerships with business, education, government and community organizations.
- B. Turn competition into collaboration with Maricopa and other colleges.
- C. Evaluate existing partnerships and practices to maximize return for student learning.
- D. Develop internship and employment opportunities for students with business partners.

Strategic Goals		Inst. Priority Link	Target Years
1.	Develop and expand internship, service learning, and career exposure opportunities for students and the community in areas such as science, math, and nursing.	A, D	2006-2007 2007-2008 2008-2009
2.	Develop at least one new career pathway program with ASU West within the next two years.	A	2006-2007 2007-2008
3.	Identify and expand at least one university partnership other than Arizona State University within the next three years.	A	2006-2007 2007-2008 2008-2009
4.	Develop at least one new outreach partnership with local K-12 schools each year. (e.g. teachers aide training, NASA Day, etc.)	A	2006-2007 2007-2008 2008-2009
5.	Pilot or expand at least one collaborative project with an additional community group or business each year. (e.g. Abrazo/Vanguard, Banner EMC, APS )	A, B	2006-2007 2007-2008 2008-2009
6.	Identify Arizona university partnership programs where transfer students are not performing at appropriate levels and develop strategies to monitor and improve student performance.	C	2006-2007 2007-2008 2008-2009
7.	Expand the Estrella Mountain partnership with the West Valley Arts Council (WVAC) to incorporate the development of future arts education programs	C	2006-2007 2007-2008 2008-2009
8.	Develop and implement at least one strategy per year that enhances communication with other Maricopa Colleges or the Community.	B,C	2006-2007 2007-2008 2008-2009
9.	Create new partnership between high schools and colleges to accelerate college degree completion (e.g. 3/2 Gates Model).	A, C	2006-2007 2007-2008 2008-2009

10.	Explore collaborative scheduling of online classes between Estrella Mountain and Rio Salado College.	B	2006-2007
11.	Implement and expand the Student Ambassador Program with local high schools.	A, B	2006-2007 2007-2008

# Strategic Direction:

## 4. Resources for Growth

*Estrella Mountain will significantly enhance existing and seek new revenue sources for growth while increasing cost effectiveness.*

### Institutional Priorities

- A. Maximize current facility utilization and plan for efficient use of learning space in all new construction.
- B. Grow enrollment to maximize permanent funding to support students.
- C. Invest in grant development activities.
- D. Seek to increase donated and shared resources from partners (donated facilities, equipment and sponsorships).
- E. Enhance college budgeting strategies to maximize benefit for all stakeholders.
- F. Ensure progress toward the Estrella Mountain Scholarship Endowment campaign goal of \$1,000,000.

Strategic Goals		Inst. Priority Link	Target Years
1.	Expand classroom usage analysis to include additional GIS graphics and seat utilization data and ensure that at least one improvement strategy to improve room usage is implemented each semester.	A	2006-2007
2.	Identify and pursue at least one additional partnership each year to enhance resource development for future initiatives including expansion of E-Learning opportunities, faculty development, creative learning environments, and student support services.	C, D	2006-2007 2007-2008 2008-2009
3.	Partner with local health care providers (Banner Health & Vanguard), District initiatives (BioTech), public schools and universities to obtain resources and equipment to support the development of health care education at Estrella Mountain.	D	2006-2007 2007-2008 2008-2009
4.	Enhance and improve the inclusive budget development process that rewards for growth, reduces operating deficits, recognizes basic division needs, introduces "ZERO Based Budgeting," and ensure funds are spent according to articulated goals.	E	2006-2007 2007-2008
5.	Simply the use of automated tools and online forms to facilitate strategic planning and resource development.	E.	2006-2007
6.	Increase annual donations Estrella Mountain Scholarship Endowment funds by at least 20% per year	F	2005-2006
7.	Expand the use of institutional assessment data (PIE/SAAC/Program Review) to support recommended resource allocations.	E	2006-2007 2007-2008 2008-2009
8.	Institutionalize the Enrollment Management function to address both short-term and long-term enrollment strategies.	B	2006-2007
9.	Enhance the budget development process to better address fluctuations in annual resources (e.g. enrollment changes and loss of federal funding).	E	2006-2007 2007-2008

10.	Award all need based scholarship funds available and improve marketing of all scholarships.	E	2006-2007 2007-2008 2008-2009
11.	Work with the District to increase the carry forward capacity from 3% to 5% of the adopted general fund.	E.	2006-2007 2007-2008
12.	Build a foundation for long-term alumni development through the initiation of alumni database that is maintained on a continuous basis.	F	2006-2007 2007-2008

# Strategic Direction:

## 5. Recruiting and Retaining Quality and Diverse Employees

*Estrella Mountain will recruit and retain a quality and diverse workforce.*

### Institutional Priorities

- A. Invest in strategies to reach a wide range of high quality and diverse candidates for employment.
- B. Infuse and integrate diversity into the culture and curriculum of the college.
- C. Support a diverse and quality workforce through promoting the Estrella Mountain Core Values.
- D. Expand campus employee development, training and mentoring opportunities.

Strategic Goals		Inst. Priority Link	Target Years
1.	Conduct an evaluation of Estrella Mountain and Maricopa recruitment strategies and implement at least one improvement strategy each year.	A	2006-2007 2007-2008
2.	Increase the number of applicants and hires of faculty, MAT, PSA, M&O, Security and crafts from underrepresented populations according to affirmative action guidelines through targeted advertising and enhanced recruitment.	A	2006-2007 2007-2008 2008-2009
3.	Expand Estrella Mountain participation in leadership development programs.	A	2006-2007 2007-2008
4.	Ensure that the Estrella Mountain International Education Initiative includes better linkages to the District Program, expansion of curriculum, addition of international field experiences for students and staff.	B	2006-2007 2007-2008
5.	Enhance and develop new activities that infuse diversity into the curriculum, student life, and community activities (incorporating feedback from the MCCCCD Diversity Advisory Committee).	B	2006-2007 2007-2008
6.	Implement all ten Core Values Improvement strategies (developed from the Spring 2004 employee survey).	C	2006-2007
7.	Develop new employee communication tools to provide updates on employee opportunities, campus wide issues, and employee recognition. (electronic newsletter, WEB site, calendar on EMCC's site, etc.)	D	2006-2007 2007-2008
8.	Ensure Estrella Mountain participates in the planning and implementation of the District Succession Program.	A,B,D	2006-2007 2008-2009
9.	Employ the Maricopa Wellness Initiative as a way to engage employees and expand campus participation.	D	2006-2007 2007-2008
10.	Identify and expand professional development programs and activities for adjunct faculty.	D	2006-2007 2007-2008 2008-2009
11.	Develop a faculty mentor program for adjunct and new residential faculty to improve faculty retention.	D	2006-2007 2007-2008 2008-2009

# Strategic Direction:

## 6. Developing a Strong Identity

*Estrella Mountain will continue to develop a strong identity that reflects its educational leadership role in the community.*

### Institutional Priorities

- A. Publicize Estrella Mountain's progress related to the implementation of the 2004 Capital Development Program to the West Valley.
- B. Establish an identity with an expanding youth and young adult market.
- C. Contribute to the educational, workforce, and economic development of the West Valley.
- D. Promote Estrella Mountain's role in the community, educational and economic development of the West Valley.
- E. Contribute to the educational, workforce, and economic development of the West Valley.
- F. Strengthen the Maricopa Brand through collaborative promotion of west valley colleges.
- G. Build a national identity for Estrella Mountain in the academic arena.

Strategic Goals		Inst. Priority Link	Target Years
1.	Increase community awareness activities to improve understanding of Estrella Mountain's new initiatives, programs, and contributions of students and employees to the community.	A,C	2006-2007 2007-2008
2.	Create a youth oriented identity with local high schools (ambassador program, enhanced Web presence, and other marketing strategies).	B, F	2006-2007 2007-2008 2008-2009
3.	Build a national identify for Estrella Mountain in student engagement, facility design and flexible learning delivery via increased participation at national conference and hosting national showcases.	G	2006-2007 2007-2008 2008-2009
4.	Increase the promotion of positive stories to regional media outlets that feature Estrella Mountain's partnerships, programs, faculty, staff and students. (e.g. High School Outreach, Business Outreach)	D, E	2006-2007 2007-2008
5.	Expand appropriate training and systems to ensure divisional and college service web pages are consistent and include college and Maricopa branding.	F	2006-2007 2007-2008
6.	Increase MCCCDC presence on university campuses for recruitment purposes.	F	2006-2007 2007-2008 2008-2009
7.	Expand and enhance communication opportunities with parents of prospective students.	B	2006-2007 2007-2008 2008-2009