



PHOENIX COLLEGE

A MARICOPA COMMUNITY COLLEGE

Six-Year Strategic Plan 2023 – 2028





VISION

A diverse, evolving community working together to advance equity and ensure learning so that everyone achieves their dreams.

MISSION

Phoenix College delivers a quality education that cultivates multicultural understanding and critical thinking skills as we provide the personalized support, care, and learning experiences needed for students to reach their goals.



CORE VALUES

We recognize that what we do is as important as how we do it. Our core values serve to guide our work to advance the mission and fulfill the vision of Phoenix College. We hold ourselves and one another accountable to embody our core values through our actions. What we say, do, decide, and dedicate resources to will reflect our commitment to our six shared values.

1 COLLABORATION

We do our best work together. We honor our diversity and uniqueness through inclusivity and respectful engagement as we share in decision-making and work together to achieve our goals.

2 COMMUNITY

We build connection and trust. We behave with integrity, celebrate our diversity, actively listen to, and support one another.

3 EQUITY

We take responsibility to uncover, deconstruct, and remove barriers to access and success. We commit to intentional development of fair, just processes and support structures, as well as the ongoing self-examination and active listening needed to advance equity within the PC community.

4 INTEGRITY

We do what is right, even in the face of opposition or challenges. We follow through on our commitments, practice transparency, and prioritize our shared goals.

5 LEADERSHIP

We lead with courage. We practice ongoing reflection and continuous improvement as we challenge the status quo in pursuit of equitable outcomes and institutional excellence.

6 RESPONSIBILITY

We take ownership over our collective success. We hold ourselves and one another accountable for taking action in service of our goals.



ROADMAP TO SUCCESS

To ensure Phoenix College delivers on its vision, we have identified nine strategic priorities to guide our efforts over the next six years. Each strategic priority was developed from a rich dataset that includes quantitative performance data from key performance measures as well as qualitative data gathered through widespread stakeholder input. These strategic priorities are supported by specific goals that articulate expected performance upon the conclusion of this plan.

Strategic Commitments define a vision for excellence in six key areas:

- Student Success
- Student Experience
- Employee Satisfaction & Engagement
- Community Partnership
- Industry Need
- Systems & Operations

Priorities acknowledge the most essential areas for improvement within each Strategic Commitment. Driving improvement in these focus areas is essential to ensuring PC fulfills the vision laid out by the Strategic Commitments.

Goals articulate exactly what must be accomplished to generate the positive change called for in the Priorities. Each goal aligns to an organizational key performance indicator that accurately reflects PC’s unique population and efforts.

The combination of Goals, Priorities, and Strategic Commitments articulate PC’s improvement hypothesis. By achieving the goals identified as most important (Priorities), PC will deliver on its Strategic Commitments. In so doing, PC is achieving its mission and working toward its vision of a diverse, evolving community working together to advance equity and ensure learning – to allow students to achieve their dreams.



STRATEGIC COMMITMENTS

Phoenix College is committed to monitoring and continuously improving performance in six key areas. Strategic Commitments encompass the most critical components of the College’s work and articulate PC’s vision for excellence in each.

1 STUDENT SUCCESS

Students from our diverse community set and achieve goals related to their education and career. Students have personalized and equitable resources and supports to reach their goals.

Priority 1

Support students in reaching their goals as soon as possible.

Goal 1A

Reduce the campus-wide annual median years to graduate from 5.3 years to 4.3 years, ensuring that Hispanic students experience decreased annual median years to graduate at equal or greater rates.

Champions: VPAA, VPSA

2 STUDENT EXPERIENCE

Students experience ongoing, personalized attention that is culturally responsive and timely, leading them to be deeply engaged with campus life and community. PC actively removes barriers to support students in achieving their goals.

Priority 2

Elevate the PC experience in areas that matter most to students.

Goal 2A

Close the gap between service and resource importance and satisfaction, learning, utilization rankings so that the services and resources most important to students are also the services and resources students are using consistently and are most satisfied with.

Champions: VPAA, VPSA

Goal 2B

Increase utilization of Advising and Career Services and Placement Services each year.

Champion: VPSA

3 EMPLOYEE SATISFACTION & ENGAGEMENT

PC's culture is rooted in care, inclusivity, mutual respect, and accountability. Every person strives to make a personal contribution that serves the greater good of our students, and they have the tools, resources, and training needed to thrive in their roles.

Priority 3

Ensure that all PC employees have the resources and supports they need to do their jobs well.

Goal 3A

Increase the percent of PC employees who report having the resources needed to do their jobs well on the District Employee Survey each year.

Champions: VPAS, HR Director

Priority 4

Develop localized, meaningful data measures that address PC culture and employee needs.

Goal 4A

Develop and implement a local-level survey that provides actionable information for ongoing improvement in PC's culture. Ensure that baseline data collection is completed with response rates similar to or greater than response rates on the District Employee Satisfaction Survey and that data is able to be disaggregated by employee classification (e.g., faculty, administration, non-exempt staff, etc.) and demographics.

Champions: IR Director, HR Director

4 COMMUNITY PARTNERSHIP

PC is a respected community partner known for innovation and support. Partnerships are rooted in trust and create sustainable opportunities in targeted categories, that are prioritized, and aligned with institutional and community needs.

Priority 5

Maximize community-provided resources to support students in achieving their goals.

Goal 5A

Ensure that student utilization of community-provided resources is representative of the PC student population.

Champions: Development Director, Community Relations, Dean of Industry & Public Service

5 INDUSTRY & WORKFORCE NEEDS

Phoenix College is a respected partner that drives a healthy economy in Phoenix and surrounding communities. Partnerships provide students work-based experiences, respond to workforce needs, and/or define critical economic drivers.

Priority 6

Ensure that all students have access to and participate in work-based experiences while attending PC.

Goal 6A

Increase access to work-based experiences (WBEs) ensuring that 100% of students participate in at least one WBE during their time at PC.

Champion: Dean of Industry & Public Service

Goal 6B

Ensure equitable access to and intentional engagement in WBEs as evidenced by annual student participation representing the PC population.

Champion: Dean of Industry & Public Service

6 SYSTEMS & OPERATIONS

Key systems and processes are effective, and resources are allocated in alignment with organizational goals and values. Teams across the institution are accountable and practice continuous improvement to achieve efficiency and advance equity.

Priority 7

Ensure that key operational systems are known, efficient, constructed with an equity mindset, implemented with fidelity, and effective.

Goal 7A

Develop performance dashboards that include baseline and year-over-year performance data for key operational systems.

Champion: IR Director

Goal 7B

Annually, utilize baseline performance data (access and perception) to identify priority systems for improvement, developing action plans to examine equity, and increase efficacy, efficiency, and fidelity implementation.

Champion: President

Priority 8

Operationalize a robust culture of equity minded, data-informed continuous improvement.

Goal 8A

Increase student learning assessment to 100%, ensuring that all residential and adjunct faculty deliver at least one assessment of key student learning each semester and complete the annual individual assessment form each year, empowering PC to make decisions that are driven by student learning outcomes.

Champions: VPAA, VPSA

Goal 8B

Ensure that 100% of staff who impact student learning engage in at least one student learning outcomes assessment, conducted at the program or department level each semester and complete the annual individual narrative assessment report each year.

Champions: VPAA, VPSA

Goal 8C

Ensure all departments are regularly engaging in equity-minded, data-informed program review.

Champions: President, VPAS, VPAA, VPSA

Goal 8D

Use data to drive resource allocation (time, fiscal, capital, human).

Champions: President, VPAS, VPAA, VPSA

Priority 9

Open access and support students in persisting to completion.

Goal 9A

Increase the percentage of First Gen Students who complete 12 credits in the first semester and 24 credits in the first year, ensuring that Black/African American and Native American students experience increased credit accumulation at equal or greater rates.

Champions: VPSA, VPAA

Goal 9B

Support students to increase Fall to Fall persistence (accounting for Fall to Spring graduates) among First-Gen Students annually, ensuring that Black/African American and Native American students experience increased persistence at equal or greater rates.

Champions: VPSA, VPAA, VPAS

Goal 9C

Develop data collection tools and methods that support students' educational needs and monitor their progress toward explicitly identified, personal and professional goals.

Champions: VPAA, CIO, IR director, Dean of Industry & Public Service