Planning and the Learning College
2010–2013 Strategic Plan
Building a Learning College
Vision, Mission and Core Values
Strategic Directions, Priorities, Strategies, and Institutional Outcomes
PLANNING AND THE LEARNING COLLEGE

Planning has always played a critical role at Estrella Mountain Community College. From the inception of the college, planning has focused on growth, the long-term development of the college and ensuring the achievement of its mission and purposes through a program of institutional effectiveness. Beginning in the spring of 2007, Estrella Mountain started a transition from a planning culture, driven by full-time student equivalent (FTSE) growth, to one focused on learning as the core driver in decision-making processes. Labeled “The Learning College Journey,” this transition seeks to change the campus culture to one that places learning at the core of all programs, processes and procedures.

Since 2007, the college has substantially reinvented its planning to support the objectives of the Learning College. The renewal effort involved an employee- and faculty-driven taskforce to re-evaluate the college’s strategic planning model, a year-long evaluation of the vision, mission and core values involving input from employees, students and the community, and the dedication of several Leadership Council Strategic Planning Retreats to formalize recommended changes.

The following are highlights of Estrella Mountain’s updated planning process:

- New vision, mission and core values statements have been adopted to reflect learning as the core function of the institution.
- New strategic directions and institutional priorities have been created to align with the five Learning College foundational areas of: underprepared students, learning outcomes, organizational culture, technology, and staff recruitment.
- Core indicators of effectiveness and student learning outcomes have been linked to each of the Estrella Mountain Strategic Directions.
- The program review process has been revised to include a greater focus on learning and accreditation criteria.
The Estrella Mountain Strategic Plan is linked to long-term, divisional and operational planning. The plan informs college budgeting and resource allocation processes, and is continuously refined and improved via an ongoing review of environmental forces and regularly updated institutional outcomes data. Each year, Estrella Mountain’s Leadership Council reviews and recommends improvements to the plan, with the most recent update occurring in the spring of 2010.

The current Strategic Plan aims to move the college further towards comprehensiveness, while remaining aligned with Maricopa County Community College District planning, and the League for Innovation Learning College objectives. Employees across the college work collaboratively to implement the Strategic Directions, and report progress directly to the Estrella Mountain Leadership Council. The following are Estrella Mountain’s five Strategic Directions:

**STRATEGIC DIRECTION I: MAXIMIZING STUDENT SUCCESS**

Estrella Mountain will create and expand learning-centered programs and strategies that support success.

**STRATEGIC DIRECTION II: CREATING A CULTURE OF ASSESSMENT**

Estrella Mountain will commit to assessing and documenting learning outcomes across divisions that result in strategies to improve learning.

**STRATEGIC DIRECTION III: CREATING AN ORGANIZATIONAL CULTURE THAT SUPPORTS LEARNING**

Estrella Mountain will cultivate an organizational culture where policies, programs, practices, and employees support learning as the major priority. This includes professional development programs and diversity initiatives that prepare all employees to become more effective facilitators of learning.

**STRATEGIC DIRECTION IV: CREATING DYNAMIC ENVIRONMENTS THAT SUPPORT STUDENT LEARNING**

Estrella Mountain will promote and support the expansion of dynamic learning environments that improve student learning through the effective use of information technology and teaching pedagogies.

**STRATEGIC DIRECTION V: MAXIMIZING PARTNERSHIPS AND RESOURCES TO SUPPORT LEARNING**

Estrella Mountain will maximize existing partnerships and resources (capital and human) while continuing to pursue new opportunities to support learning.
This is a graphical representation illustrating the linkages, connections and integration among EMCC and MCCCD planning efforts, environmental forces and continuous improvement.
VISION
We provide exceptional and creative learning experiences that prepare all learners to achieve their dreams and transform their lives.

MISSION
Estrella Mountain is an innovative higher learning organization responding to the diverse needs of West Valley communities. Learners have an opportunity to successfully accomplish their educational and personal goals through the following college purposes:

- Developmental Education
- General Education
- Transfer Education
- Learner Support Services
- Workforce Development
- Community Education
- Civic Responsibility
- Global Engagement

CORE VALUES
We value learning and engagement through:

Integrity
- Being accountable to fulfill goals, objectives and responsibilities
- Being truthful, respectful, sincere, and responsible in interactions with others

Diversity
- Considering the contributions and worldviews of others
- Promoting an inclusive campus culture that supports social awareness
- Committing to comprehensive inter-cultural learning and awareness

Collaboration
- Growing partnerships and building relationships that enhance the learning environment
- Practicing communication methods that engage all learners

Innovation
- Committing to the continued exploration and development of successful learning practices
- Encouraging creativity and professional exploration within our community of learners

Sustainability
- Understanding how our actions impact the local and global community
- Reducing negative effects on the environment through proactive and sustainable practices
- Applying practices that encourage environmental, economic and social responsibility
MAXIMIZING STUDENT SUCCESS

ESTELLA MOUNTAIN WILL CREATE AND EXPAND LEARNING-CENTERED PROGRAMS AND STRATEGIES THAT SUPPORT THE SUCCESS OF STUDENTS.

LEADERS / Bryan Tippett, Weiru Chang and Laura Dulgar

PRIORITIES

1. Expand programs and services to support the success of underprepared students.
2. Foster student engagement campus wide.
3. Enhance career and education planning.
4. Create a systemic approach to recruiting and retaining students for optimal college enrollments.

STRATEGIES

1a. Re-evaluate course placement process.
1b. Evaluate holistic student preparedness.
1c. Implement proactive advisement.
1d. Develop learning readiness.
1e. Improve academic early alert strategies.
1f. Integrate and enhance learning support for students in the curriculum.
1g. Develop peer mentoring programs.
1h. Provide professional development opportunities to all faculty to effectively teach underprepared and developmental education students.
1i. Implement Developmental Education Professional Learning Community.
1j. Participate in the Presidential Taskforce on Developmental Education.
2a. Develop and implement EMCC101 experience.
2b. Increase student participation in campus culture (e.g. Student Government, Newspaper)
2c. Evaluate and expand services for evening students.
3a. Enhance career identification in advising and curriculum; expand internship and service learning opportunities.
3b. Increase career information available to students.
4a. Optimize enrollment through integrated strategies that address retention & engagement, recruitment, community needs, facilities usage and sustainable growth.

TARGETED INSTITUTIONAL OUTCOMES

• College Successful Course Completion
• Developmental Education Course Completion
• Goal Achievement
• Graduation Rates
• Student Persistence
• Graduate Employment
• Community College Survey of Student Engagement Benchmarks
• Noel Levitz Student Satisfaction Benchmarks
CREATING A CULTURE OF ASSESSMENT

ESTRELLA MOUNTAIN WILL CREATE AND EXPAND LEARNING-CENTERED PROGRAMS AND STRATEGIES THAT SUPPORT THE SUCCESS OF STUDENTS.

LEADERS / René Willekens, Michelle Breaux and Erik Huntsinger

PRIORITIES

1. Strengthen assessment of learning outcomes at the college, program, and course level to ensure accountability and continuous improvement.
2. Integrate learning college principles in program evaluation processes.
3. Incorporate community and student input as part of the assessment process.

STRATEGIES

1a. Assess General Education abilities using SAAC endorsed tools and rubrics that are integrated in the curriculum.
1b. Identify General Education program and how key courses map to the EMCC General Education Abilities.
1c. Expand “writing across the curriculum” initiative.
1d. Expand faculty implementation of Team EZ processes.
1e. Develop systems to track conversations about assessment and curriculum improvement.
2a. Implement the updated General Education, Occupational and Student Affairs Program Review templates that reflect learning college principles.
2b. Enhance and expand the use of the Program Review process to improve the assessment or teaching of General Education abilities.
2c. Incorporate abilities matrix and writing rubric in student success initiatives.
3a. Obtain student feedback on general educational abilities and new assessment tools.
3b. Increase awareness of assessment through regular communication to campus community & constituents.

TARGETED INSTITUTIONAL OUTCOMES

- EMCC General Education Abilities Results for Critical Thinking
- Communication
- Compositional Writing
- Numeracy
- Scientific Inquiry
- Information Literacy
- Social, Civic and Global Engagement
- Student Success Course Pre-Post Assessment
- New Student Orientation Learner Outcomes
CREATING AN ORGANIZATIONAL CULTURE THAT SUPPORTS LEARNING

ESTRELLA MOUNTAIN WILL CULTIVATE AN ORGANIZATIONAL CULTURE WHERE POLICIES, PROGRAMS, PRACTICES, AND EMPLOYEES SUPPORT LEARNING AS THE MAJOR PRIORITY. THIS INCLUDES PROFESSIONAL DEVELOPMENT PROGRAMS AND DIVERSITY INITIATIVES THAT PREPARE ALL EMPLOYEES TO BECOME MORE EFFECTIVE FACILITATORS OF LEARNING.

LEADERS / Clay Goodman, Sylvia Orr, Erin Blomstrand, and Ralph Campbell

**PRIORITIES**

1. Expand employee learning and development opportunities in support of the learning college principles.
2. Commit to continuous pedagogy improvement.
3. Develop innovative employee recognition programs.
4. Recruit and hire employees to support the learning college.
5. Improve communication with internal and external communities
6. Commit to a culture of accountability

**STRATEGIES**

1a. Create learning college consciousness.
1b. Develop and formalize a comprehensive employee development program and individual development plans.
1c. Improve campus communication in regards to development opportunities.
1d. Identify areas most in need of development to ensure effective, measurable results.
2a. Expand resources, formats, and collaborative relationships to provide consistent opportunities for instructional development.
2b. Support development and enrichment in specific teaching disciplines, in addition to instructional theory.
2c. Create and formalize ongoing development plan for new and adjunct faculty.
2d. Develop and implement a new student evaluation of faculty focused on learning.
3a. Develop employee awards recognition for innovative approaches to student learning.
3b. Develop communication strategies to publicize outstanding employee accomplishments.
4a. Base recruitment process on learning college principles.
4b. Develop ongoing, proactive hiring processes “constant search.”
4c. Learning and orientation beginning in the recruitment process, and enriching first year learning experience of new employees.
5a. Evaluating communication methods for how they support understanding of college learning initiatives.
6a. Evaluation of the Vision, Mission, and Core Values with the Learning College model and HLC criteria.
6b. Research how other higher learning organizations ensure a culture of accountability.

**TARGETED INSTITUTIONAL OUTCOMES**

- EMCC Core Values Assessment Results for Integrity, Diversity, Collaboration, Innovation, and Sustainability
- League for Innovation Learning College Readiness Inventory Results
CREATING DYNAMIC ENVIRONMENTS THAT SUPPORT STUDENT LEARNING

ESTRELLA MOUNTAIN WILL PROMOTE AND SUPPORT THE EXPANSION OF DYNAMIC LEARNING ENVIRONMENTS THAT IMPROVES STUDENT LEARNING THROUGH THE EFFECTIVE USE OF INFORMATION TECHNOLOGY AND TEACHING PEDAGOGIES.

LEADERS / Debbie Kushibab, Joyce Jackson, Rich Marmon, and Polly Miller

PRIORITY

1. Increase student engagement, learning and success through research design and use of appropriate technology.
2. Enable, support and expand faculty and staff innovation that supports improvements in student learning, retention, and success.
3. Use appropriate innovative technology to increase access to learning for students, faculty, staff and community.
4. Research, position and utilize technology to create effective solutions to higher education challenges (e.g. access, learning, security, customer service).
5. Research, plan and respond to increasing demand for specialized learning environments.

STRATEGIES

1a. Identify and support professional learning communities engaged in effective use of technologies in traditional and virtual environments.
1b. Expand the use of Maricopa on Facebook networking application for EMCC.
2a. Ask innovative faculty to conduct workshops.
2b. Pursue positions to help faculty (trainer and instructional technologist).
2c. Provide faculty and student services professionals with electronic systems to aid in early alert.
2d. Pursue development of an innovations committee.
3a. Evaluate use and effectiveness of Axis TVs and identifies improvements.
3b. Develop a convenient, customized and personalized primary interface to college services through a portal and single sign-on capabilities.
3c. Develop an inventory of innovative and cost-effective technologies in use at the college and communicate them so all are aware of capabilities that exist to enhance student learning and retention.
3d. Develop methods of reducing cost of technology to students, such as lending programs and purchase programs.
3e. Re-evaluate existing technology programs (such as clickers) to improve and expand usability in teaching and learning.
3f. Simplify authentication procedures for student access to campus and District systems to reduce confusion.
3g. Continue to develop E-learning as a strategic college resource for the college.
3h. Identify and leverage online learning support tools to provide sustainable, comprehensive learning support to students (i.e. online tutoring, faculty video tutorials).
4a. Develop comprehensive Technology Learning Plan for EMCC.
4b. College IT professionals research latest, greatest options for campus community to consider.
5a. Identify emerging needs for specialized and quiet learning spaces that inform remodel projects and new building design.

TARGETED INSTITUTIONAL OUTCOMES

- Community College Survey of Student Engagement (CCSSE)
- Successful Course Completion
- League for Innovation Learning College Readiness Inventory (technology support of learning)
- The ECAR Study of Undergraduate Students and Information Technology
MAXIMIZING PARTNERSHIPS AND RESOURCES TO SUPPORT LEARNING

ESTRELLA MOUNTAIN WILL MAXIMIZE EXISTING PARTNERSHIPS AND RESOURCES (CAPITAL AND HUMAN), WHILE CONTINUING TO PURSUE NEW OPPORTUNITIES TO SUPPORT LEARNING.

LEADERS / Sue Tavakoli, Rey Rivera and Adolfo Gamez

PRIORITIES

1. Seek and nurture partnerships that further the vision, mission and values of the college.
2. Enhance planning and cultivate resource development in support of learning.
3. Estrella Mountain will participate in sustainable practices that provide long term resource savings and positively impact the community.

STRATEGIES

1a. Strengthen relationships with municipalities.
1b. Maintain and expand partnerships that support co-curricular college programs, workforce development and/or transfer. 
1c. Strengthen P-20 partnerships in support of student success.
1d. EMCC will promote volunteerism.
1e. Engage EMCC Alumni in college events and initiatives.
2a. Seek funding via the 4th revenue stream. (grants, Endowed Spaces, etc.)
2b. Strengthen long-term human capital.
2c. Build resources to support student goal attainment.
3a. Estrella Mountain will participate in Sustainability Tracking, Assessment & Rating System.
3b. EMCC will invest in adding sustainable features and materials in all new construction.

TARGETED INSTITUTIONAL OUTCOMES

- Estrella Mountain Partner Satisfaction
- League for Innovation Learning College Readiness Inventory (alignment of resources and partnerships to support learning questions)
- $1,000,000 Scholarship Endowment Fund Goal