



**PARADISE VALLEY
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE



STRATEGIC ACTION PLAN

2025 - 2028



Background

In Fall 2024, Paradise Valley Community College (PVCC) sought to develop a strategic action plan for the college for the next several years. This process was rooted in a series of Listening Sessions designed to engage PVCC faculty, staff, students, and community members in shaping the future direction of the college. The Listening Sessions focused on gathering input on PVCC's current strengths, areas for improvement, and opportunities to differentiate itself in the higher education landscape. Key questions guided the discussions, including what PVCC does best, how the college could enhance the student experience, strengthen ties with the local community, foster cultural change, and define its ideal role over the next 5-10 years. Four in-person sessions and one online session were held to ensure broad participation, supplemented by a survey for those unable to attend in person.

Following the Listening Sessions, the Institutional Effectiveness (IE) office conducted a thorough qualitative analysis of the feedback in late Fall 2024, identifying key themes and focus areas for the future. These findings were shared with the PVCC community during Spring 2025 Convocation, where faculty, staff, and stakeholders were invited to prioritize themes and focus areas for the next five years. A campus-wide survey further refined the community's priorities, identifying four critical areas for action: investing in career and technical education (CTE), enhancing and providing additional resources to advising and other student support services, removing hurdles in the enrollment process, and redesigning course scheduling. This input laid the foundation for the development of a strategic action plan in Spring 2025, which will guide PVCC's efforts toward achieving these goals. With detailed implementation steps set to launch in 2025, PVCC remains committed to creating a student-centered, forward-thinking, and community-driven institution that thrives on innovation and collaboration.

Introduction

Paradise Valley Community College's 2025–2028 Strategic Action Plan builds upon the foundation of the 2023–2026 Strategic Priorities and Goals (please see the crosswalk in Appendix A), serving as a roadmap for advancing student success, equity, and community engagement. Guided by PVCC's mission and vision, the plan emphasizes expanding educational opportunities through flexible course offerings, innovative programming, and enhanced student support services. It also focuses on modernizing infrastructure and strengthening partnerships with industry and P-12 schools. These efforts aim to create an equitable and engaging academic environment while positioning PVCC as a vital partner in workforce and community development.

Through targeted strategies and measurable outcomes, the 2025–2028 Strategic Action Plan reaffirms PVCC's role as a transformative institution dedicated to meeting the evolving educational, economic, and social needs of its students and the wider community. By aligning with the 2023–2026 Strategic Priorities, this plan ensures that PVCC continues to empower learners, advance equity, and drive meaningful change.

This comprehensive Strategic Action Plan prioritizes four strategic goals. Each section outlines strategies, action items, responsible parties, resource needs, timelines, and key performance indicators (KPIs) to ensure clarity and accountability.

Strategic Goals and Initiatives

Goal 1: Invest and Expand Career and Technical Education

Strategies:

- 1. Enhance existing CTE programs and expand program offerings:** Develop new high-demand CTE programs and strengthen existing programs to meet regional workforce needs.
- 2. Strengthen Industry and Community Partnerships:** Collaborate with local industry for curriculum alignment, ensuring that CTE programs meet current industry standards and community needs.

Action Item	Responsible Parties	Resource Needs	Timeline	Key Performance Indicators (KPIs)
Launch dual-enrollment CTE pathways in high schools	Academic Affairs, Dual-Enrollment Coordinators, Admissions and Records Staff Support	High School Partnerships	Spring 2028	Enroll 100 high school students in dual CTE pathways by Spring 2028
Develop new CTE programs in healthcare, financial services and IT	Academic Affairs, CTE Faculty	Facilities investments, program development funding, faculty hiring	Fall 2027	Launch at least two new programs by Fall 2027
Establish Community Advisory Committees for CTE programs and scale Work Based Experiences	Program Director's, CTE Dean	Meeting facilitation costs	Spring 2026	All CTE programs have a CAC and increase number of WBE partnerships by 50% by Spring 2026
Monitor and assess CTE program outcomes (job placement, salary etc.)	Institutional Effectiveness, Academic Affairs, CTE Faculty	Data analysis tools, alumni follow-up survey	Spring 2028	Achieve an 85% graduate employment rate within 6 months of graduation from CTE programs
Conduct Assessment of Existing CTE Programs for Investment Readiness (ROI, personnel, facilities, equipment)	CTE Dean of Instruction, Program Directors, Institutional Effectiveness	Labor market data, industry feedback, student and alumni surveys	Fall 2025	Develop a report with recommendations by Fall 2025

Goal 2: Redesign Course Scheduling

Strategies:

1. **Develop Student-Centered Scheduling:** Provide greater flexibility and accommodate diverse student needs.
2. **Standardize Scheduling Processes:** Create consistent class start times across divisions to improve predictability and reduce scheduling conflicts.
3. **Integrate Flexibility:** Increase access to flexible course options to support students balancing work, family, and other commitments.



Action Item	Responsible Parties	Resource Needs	Timeline	Key Performance Indicators (KPIs)
Develop policies to improve consistency in scheduling (e.g., block scheduling frameworks, standardized start times)	Strategic Scheduling Committee Block Scheduling and Policy Sub-Group	Faculty and staff input	Fall 2026	Finalized policies adopted and implemented by Fall 2026
Evaluate scheduling data and identify patterns in course demand.	Strategic Scheduling Committee Ad Astra Sub-Group	Data analytics tools (Ad Astra and others)	Fall 2025	Data-driven recommendations on scheduling completed by Fall 2025
Implement a year-long scheduling framework	Strategic Scheduling Committee Year-Long Scheduling Sub-Group	Coordination time for Academic Affairs Divisions and Student Services Departments	Fall 2027	Implement year-long schedule by Fall 2027

Goal 3: Remove Hurdles in the Enrollment Process

Strategies:

- 1. Simplify Enrollment Processes:** PVCC will streamline enrollment processes to improve the student experience from application to registration.
- 2. Personalize the Enrollment Experience:** Expand in-person and virtual enrollment assistance.

Action Item	Responsible Parties	Resource Needs	Timeline	Key Performance Indicators (KPIs)
Develop an accessible step-by-step enrollment guide	Marketing Team, Enrollment Services	Funding for printed and digital materials	Fall 2025	Distribute by Fall 2025
Choose new student enrollment interface and associated training for staff	District/Provost Task Force	District Funds	Fall 2026	Implementation by Fall 2026
Expansion of Training to Welcome Center and Contact Center	Dean of Enrollment	Staffing - solidify positions and increase staff	Fall 2026	Permanent FTE - Scheduled workshops and training
New student PPA and Intake process solidified	Dean of Enrollment/ Director of Advising, Admissions and Records, Recruitment	WC/CC support and consistent schedule of PPA	Fall 2026	Increased number of participants and actual PPAs. (Virtual and In-person)
Increasing Embedded Advisor Presence	Dean of Enrollment	Addition of 1-2 Analysts to better serve the PVUSD community.	Fall 2026	Less of an Analyst to Campus ratio. Longer scheduled time at each of the PVUSD-HSS

Goal 4: Enhance and Provide Additional Resources to Advising and Other Student Support Services

Strategies:

1. **Enhance Advisor Training and Development:** Focus on program-specific knowledge and case management.
2. **Increase resources to student support services:** Enhance budgetary support to student support services.
3. **Integrate Support Services:** Strengthen collaboration between advising, faculty, and student support areas.

Action Item	Responsible Parties	Resource Needs	Timeline	Key Performance Indicators (KPIs)
Establish regular meetings between advisors and faculty to discuss program needs and student challenges	Advising Department, Division Chairs, SA and AA Administration	Meeting facilitators	Fall 2025	Hold advisor-faculty meetings every term with 90% participation by Fall 2025
Develop a proposal to increase budgetary support for high-need student services areas (establish a baseline of service for each area)	Dean of Students/ Dean of Enrollment/VP/SA/ PLT	Proposal writing support, consultation with stakeholders	Fall 2025	Budget proposal submitted and approved for FY 2027
Personalize the Enrollment Experience: Expand in-person and virtual enrollment assistance	Student Affairs and Dept Admins	Training for staff, increased staff to support enrollment assistance (2-3 109, 1-2 embedded advisors, 1-111) add staff (1) per year	Fall 2025, 2026	Reduce wait time to enroll; increase satisfaction results measured in ConexEd
Dedicated staff for new CTE programs	Dean of Instruction/ Dean of Enrollment	Staff pending program need, Career Services support for new CTE programs (permanent pt time funding in Careers)	Fall 2026	Increased graduates and retention to graduation, increase in prospective students (5%)
Integrate Support Services	SA-Faculty collaborative discussion on design for student success	Cross-training, cross budgets/shared budgets	Fall 2025-26	Time of completion for students is shorter by 5%
Bachelor's program advising support	Naiema Shamoan, Jen Miller, Judy Dursell, and Shannon Manuelito	Additional advising support in Student Affairs -staff under Analyst with content expertise	Current and on-going	Increased graduates and retention to graduation, increase in prospective students (5%)

Conclusion and Next Steps

The PVCC 2025–2028 Strategic Action Plan serves as a roadmap to address critical priorities identified through collaborative input from faculty, staff, students, and the broader community. With a focus on career and technical education (CTE), course scheduling redesign, enrollment process simplification, and student support enhancements, the plan aligns PVCC's goals with its mission to empower students, foster equity, and meet regional workforce needs.

Moving forward, PVCC will implement these strategies through targeted action items that ensure accountability, transparency, and measurable progress. Implementation will begin in Fall 2025, with clear timelines, resource allocation, and performance indicators guiding each goal. The success of the plan depends on cross-campus collaboration and the continued engagement of stakeholders at all levels.

Process for Monitoring and Evaluation

1. Establish an Oversight Committee:
 - The President's Leadership Team (PLT) will serve as the oversight committee. PLT will review progress on this plan regarding key performance indicators (KPIs) and address challenges.
2. Regular Progress Reports:
 - Responsible parties for each action item will submit progress updates to PLT upon request by the President.
3. Annual Review and Refinement:
 - At the end of each academic year, PLT will summarize progress, challenges, and recommended adjustments. This report will be disseminated to the PVCC community.

Appendix A: PVCC Strategic Plan Crosswalk

Strategic Plan (2023-2026) Goals	Strategic Plan (2023-2026) Strategies	Listening Session Strategic Action Plan Goals (2025-2028)	Listening Session Strategic Action Plan Strategies (2025-2028)	Listening Session Strategic Action Plan Actions (2025-2028)
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Goal 1: Meet needs of today's learners	Strategy: Create a learner-centered strategic schedule of classes in a variety of modalities, course lengths, and times -Provide research-based support services, teaching, and learning strategies -Develop academic and success programs to address the needs of underserved, underrepresented populations	Goal 2: Redesign Course Scheduling	<p>1. Develop Student-Centered Scheduling: Provide greater flexibility and accommodate diverse student needs.</p> <p>2. Standardize Scheduling Processes: Create consistent class start times across divisions to improve predictability and reduce scheduling conflicts.</p> <p>3. Integrate Flexibility: Increase access to flexible course options to support students balancing work, family, and other commitments.</p>	<p>Develop policies to improve consistency in scheduling (e.g., block scheduling frameworks, standardized start times).</p> <p>Evaluate scheduling data and identify patterns in course demand.</p> <p>Implement a year-long scheduling framework</p>
Goal 2: Ensure affordable, quality education	Increase enrollment by expanding recruitment to working adults and those with prior credits but no credentials - Optimize use of public resources and secure external funding to support student success and program development	Goal 3: Remove Hurdles in the Enrollment Process	<p>1. Simplify Enrollment Processes: PVCC will streamline enrollment processes to improve the student experience from application to registration.</p> <p>2. Personalize the enrollment experience, expand in-person and virtual enrollment assistance</p>	<p>Develop an accessible step-by-step enrollment guide.</p> <p>Choose new student enrollment interface and associated training for staff</p> <p>Expansion of Training to Welcome Center and Contact Center</p> <p>New student PPA and Intake process solidified.</p> <p>Increasing Embedded Advisor Presence.</p>

Goal: 3 Create a culture of care and belonging for all (and learners feel welcome)	<p>Develop a culture of care through process changes and professional development</p> <p>-Create wellness access and programming development</p>	Goal 4: Enhance and Provide Additional Resources to Advising and Other Student Support Services	<p>1. Enhance Advisor Training and Development: Focus on program-specific knowledge and case management.</p> <p>2. Increase resources to student support services: Enhance budgetary support to student support services.</p> <p>3. Integrate Support Services: Strengthen collaboration between advising, faculty, and student support areas.</p>	<p>Establish regular meetings between advisors and faculty to discuss program needs and student challenges.</p> <p>Develop a proposal to increase budgetary support for high-need student services areas (establish a baseline of service for each area)</p> <p>Personalize the Enrollment Experience: Expand in-person and virtual enrollment assistance. Dedicated staff for new CTE programs</p> <p>Tutoring support</p> <p>Integrate Support Services</p> <p>Bachelor's program advising support</p>
Goal 4: Drive economic development in the region by serving as a hub for workforce development and training in high-impact areas	<p>Develop in-demand baccalaureate degree programs ·</p> <p>-Develop or expand academic and CTE (degree/certificate) programs that meet industry/ university transfer needs ·</p> <p>-Increase strategic partnerships with p-12, industry, and community ·</p> <p>-Develop a robust infrastructure for offering student internships, co-ops, and work-based experience</p>	Goal 1: Invest and Expand Career and Technical Education (CTE)	<p>1. Enhance existing CTE programs and expand program offerings: Develop new high-demand CTE programs and strengthen existing programs to meet regional workforce needs.</p> <p>2. Strengthen Industry and Community Partnerships: Collaborate with local industry for curriculum alignment, ensuring that CTE programs meet current industry standards and community needs.</p>	<p>Launch dual-enrollment CTE pathways in high schools</p> <p>Develop new CTE programs in healthcare, financial services and IT</p> <p>Establish Community Advisory Committees for CTE programs and scale Work Based Experiences</p> <p>Monitor and assess CTE program outcomes (job placement, salary etc.)</p> <p>Conduct Assessment of Existing CTE Programs for Investment Readiness (ROI, personnel, facilities, equipment)</p>