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BACKGROUND

The Criterion Five Team assessed the degree to which Estrella Mountain meets the integrity criteria. The team evaluated:

- ◆ Institutional values
- ◆ Diversity, equity and access
- ◆ Policies, procedures and public communication

INSTITUTIONAL VALUES

FINDING: Estrella Mountain has established five institutional Core Values that guide its employees.

The 1996 institutional self-study recommended that the College re-examine its institutional values. In the fall of 1997, an Estrella Mountain Leadership Council Advisory Team, the Strategic Planning Steering Team, began a yearlong review process which included a series of focus groups to revamp Estrella Mountain’s institutional values. The comprehensive review resulted in the elimination of overlap among the 15 value statements and established a new set of five (5) Core Values for the College that are now expressed in practical, behavioral terms. The college Leadership Council formally adopted the newly formed Core Values in October of 1998.

FINDING: Estrella Mountain employees demonstrate commitment to the five Core Values of the college.

Estrella Mountain Core Values

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

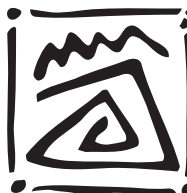
Treat each other with respect
Act fairly and honestly with all

**Estrella Mountain Core Values Report Card**

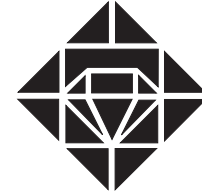
The following Core Values Report Card has been produced to provide a quick overview on how well Estrella Mountain employees are demonstrating the five Core Values of the College. Mean scores have been converted to a letter grade system for easy interpretation.



Collaboration and Teamwork	Overall Rating						
	Grade	Mean Score	Grade and Means				
	B	4.25	Y	DE	S	SA	All
Work Together Toward Common Goals	B	4.37	A (4.54)	B (4.38)	A- (4.52)	B (4.20)	B (4.14)
Promote an Ongoing Exchange of Ideas	B	4.14	B (4.27)	B (4.17)	B (4.27)	C+ (3.98)	C+ (3.93)



Diversity	Overall Rating						
	Grade	Mean Score	Grade and Means				
	B	4.34	Y	DE	S	SA	All
Recognize that perspectives are shaped by backgrounds and experiences	B	4.37	A (4.59)	B (4.32)	B+ (4.45)	B- (4.26)	B (4.19)
Promote positive attitudes toward each other	B	4.31	A- (4.54)	B (4.31)	B (4.39)	B (4.16)	B (4.11)



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Integrity	Overall Rating						
	Grade	Mean Score	Grade and Means				
	A-	4.52	Y	DE	S	SA	All
Commit to the highest principles of academic and professional standards	B	4.52	A (4.69)	B (4.49)	A (4.56)	B+ (4.41)	B (4.39)

Creative and Continuous Learning	Overall Rating						
	Grade	Mean Score	Grade and Means				
	B+	4.40	Y	DE	S	SA	All
Commit to the success of the students and employees	A-	4.52	A (4.71)	A- (4.50)	A- (4.57)	B+ (4.44)	B (4.35)
Encourage innovation	B	4.29	B+ (4.46)	B (4.23)	B (4.34)	B (4.24)	B (4.16)
Promote a caring and supportive environment	B	4.38	A (4.64)	B (4.38)	B+ (4.40)	B (4.13)	B (4.31)

Respect and Fairness	Overall Rating						
	Grade	Mean Score	Grade and Means				
	A-	4.55	Y	DE	S	SA	All
Treat each other with respect	A-	4.57	A (4.80)	A- (4.54)	A (4.62)	B+ (4.43)	B+ (4.45)
Act fairly and honestly with all	A-	4.53	A (4.78)	A- (4.53)	A- (4.53)	B (4.30)	B+ (4.42)

Y (Yourself)
 DE (Division Employees)
 S (Supervisor)
 SA (Senior Administration)
 All (All Employees)

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The grading scale is based on a traditional percent scale A = 90-100%, B=80-89%, C=70-79%, D=60-69% F=<60%. To calculate the grade, the respondent mean score was divided into highest possible mean score of 5.0. The resulting percentage was then converted to a grade. For example, a mean of 4.50= 90%=A- (4.50/5.00 =90%). A mean of 4.00 =80%=B- (4.00/5.00=80%). Pluses and Minuses were added for the extreme ends of the scale.

The combined overall response rate for full-time employees in all job categories was 58%. The majority of these respondents indicated that employees demonstrated the institutional core values *almost always* or *most of the time*.

The response rates indicate a need to increase participation among Temporary/Student Workers (18%), adjunct faculty (18%) and Craft/M&O/Security (21%) in the next institutional core values survey.

FINDING: Estrella Mountain broadcasts the five Institutional Core Values in official documents/processes of the college



Each new Estrella Mountain full-time, Board approved, employee receives a core values business card during new employee orientation (See the Resource Room for the QSI orientation packet) and the college values are published in the *Estrella Mountain Catalog*, the *Estrella Mountain Student Handbook* and on the college web site www.emc.maricopa.edu/EstrellaCollege.jsp?http=vision_values_goals. In addition, framed posters of the Core Values are hung in each building on campus.

FINDING: Estrella Mountain Institutional Core Values are compatible with the Maricopa Ethics and Values Initiative



Maricopa Ethics and Values Initiative

In Spring 2000, the Maricopa Governing Board mandated that a Maricopa Community Colleges' code of ethics be developed. The purpose of the code of ethics is to ensure that the Maricopa Community Colleges develop an ongoing trust with students, employees and

all external communities that the District serves. The mandate gave rise to the official launch of the *Maricopa Ethics and Values Initiative* (see Maricopa Governing Board minutes 8/8/00). To date, the following District activities have been conducted:

- ◆ Fall 2000 Faculty, staff, students, public surveys
- ◆ Spring 2001 Interviews and workshops conducted with selected administrators, faculty, and employee group representatives across the District
- ◆ Fall 2001 review and feedback collected on draft Ethics and Values statement from Maricopa Colleges.

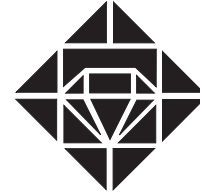
The Estrella Mountain Leadership Council participated in one of the feedback activities related to the draft Maricopa Statement of Ethics and Values (see Leadership Council minutes 11/14/01 on Blackboard). Estrella Mountain provided the following feedback to the District initiative.

- ◆ The Maricopa Ethics and Values statement has direct correlation to Estrella Mountain's existing Core values.
- ◆ The Estrella Mountain Leadership Council suggested that the concept of diversity be strengthened in the Maricopa Statement of Ethics and Values

The District is expected to finalize the Maricopa Ethics and Values statement during the Spring 2002 semester.

DIVERSITY, EQUITY & ACCESS

Investigation of diversity, equity and access revealed that Estrella Mountain meets and in some cases exceeds expectations related to these issues. Estrella Mountain and the larger Maricopa County Community College District have embraced and committed to building a diverse educational community both at the college and district level. Initiatives and programs that foster diversity, ensure equitable treatment and expand access are embraced across the entire Maricopa County Community College District. (see MEMO from Chancellor Gaskin, 1/9/02 available in resource room)



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The following findings resulted from three main areas of study. The first finding relates to governance and formal policy. The second finding relates to publicly stated commitments and the remaining finding communicates Estrella Mountain's active involvement in practices that support diversity, equity and access throughout the college.



FINDING: Estrella Mountain is governed and adheres to federal, state and Maricopa policies regarding the equitable treatment of diverse populations and groups.

The Maricopa County Community College District's administrative regulations that govern day-to-day operations of all member colleges are available for review at <http://www.dist.maricopa.edu/gvpolicy/adregs/adopted.html>.

These regulations include Maricopa Common Pages, which are published each year within all District colleges' catalogs. The Nondiscrimination Policy, the Equal Opportunity Statement and Affirmative Action Statements are published in both English and in Spanish. (see *Estrella Mountain 2001-2002 Catalog* p. 147, 148).



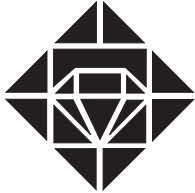
Student policies and procedures are included in the Maricopa Common Pages and are also published in the *Estrella Mountain Student Handbook*. The Estrella Mountain student-developed Student's Rights & Responsibilities also appear in the handbook. For further information on development of the Student's Rights & Responsibilities, see the resource room for a copy of the *Estrella Mountain Institutional Self Study 1996* document.

In addition to the Maricopa Common Pages, the *Estrella Mountain Faculty Handbook* contains all policies and procedures pertaining to residential and adjunct faculty. These handbooks are distributed to all residential and adjunct faculty and updates are circulated regularly.



FINDING: Both Maricopa and Estrella Mountain recognize the importance of diversity and this is reflected in their vision, values and mission statements.

The Maricopa embraces a broad definition of diversity, has expanded



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its District-wide initiative <http://www.maricopa.edu/diversity> to foster diversity and has incorporated diversity into its vision, values and mission. www.dist.maricopa.edu/grpolicy/policies/vismisval.pdf.

Every new Maricopa employee attends a four-hour diversity orientation program and diversity dialogue sessions. One of the Maricopa Governing Board Strategic Goals explicitly states a desire to serve as a *national model* for cultural diversity.

In the fall of 2001, the original District Steering Committee was elevated to District Advisory Council status reporting directly to the Chancellor and the Chancellor’s Executive Council (CEC). A District-wide electronic newsletter *Expressions* www.maricopa.edu/diversity/newsletter/ communicates learning opportunities and upcoming events to all Maricopa Community College employees. In addition, many District-wide organizations exist to foster dialogue and advance issues related to constituent groups. A list of these organizations can be reviewed at <http://www.dist.maricopa.edu/edcetera/lists/constituency.htm>

Estrella Mountain advances diversity through one of its Core Values and the entire Estrella Mountain Leadership Council has committed to serving as the campus-based diversity committee to coordinate with the District-wide initiative (see Leadership Council minutes 10/24/01 on Blackboard)

FINDING Estrella Mountain fosters and celebrates diversity by participating in Maricopa diversity programs and by supporting diverse, campus-based activities & events

International Education

Maricopa has an extensive International and Intercultural Education initiative <http://www.dist.maricopa.edu/eddev/intdev/i&ieplan.html>. In 1998, Estrella Mountain instituted its campus-based program, appointed a residential faculty member to administrate it. Since that time, 54 employees have been granted the opportunity to broaden their cross-cultural understanding through international travel.

Each candidate is required to set objectives, submit a proposal and

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then report back on their international experience. Participants share how the experience has influenced their perspectives and indicate how it will enhance their future work with the college.

In addition, fourteen campus-based projects have been funded to advance cross-cultural understanding. See www.dist.maricopa.edu/eddev/intldev/ for further information about this District wide-program.



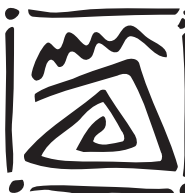
Diversity Infusion Program

The Maricopa initiated the Diversity Infusion Program in the 1998-1999 academic year. The program provides support and a stipend for self-identified faculty to incorporate diversity issues, examples and resources into the courses they teach. Across a one-year tenure, faculty learned about infusion techniques and serve as the advisory team to the Maricopa's Diversity Steering Team. Six residential faculty at Estrella Mountain (12%) have participated in the program to date, including diversity components into critical reading, biology, communication and humanities classes.

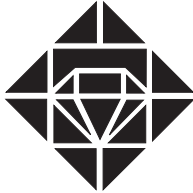


Faculty in Progress Pilot

Maricopa District initiated a Faculty In Progress Program and Commission in 2000 to develop strategies for faculty recruitment that would actualize the Maricopa Governing Board goal *to serve students by hiring faculty and staff who reflect the communities we serve and who create an environment of equity and mutual respect of each person*. The Commission is charged with examining current faculty hiring policies and procedures to develop a "grow our own" program of faculty recruitment with a particular focus of recruiting under-represented populations for targeted disciplines that are under-represented as per the Maricopa Affirmative Action Plan. For more information please access <http://www.dist.maricopa.edu/users/gaskin/fip.html>



Estrella Mountain is participating in the initial pilot of this project. At the close of the year this candidate will be fully qualified to pursue a mathematics teaching position anywhere in the Maricopa Colleges.



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FINDING: Estrella Mountain assures student access through recruiting, support services and processes designed to meet diverse needs of its community

The following outlines a number of programs that meet unique needs of Estrella Mountain students.

Disabled Services & Resources	Offers accommodation services, information & referral for the disabled
Genesis West	Delivers an alternative high school program for disenfranchised youth
Title V	Five-year capacity building grant for <i>Hispanic Serving Institutions</i> to support students pursuing science, technology, engineering and mathematics
Dual Enrollment	Offers high school students under 18 the opportunity to earn college credit
inspire.teach	Recruits future teachers; offers enrichment activities for students pursuing teaching profession
Veteran Services	Provides veterans assistance in applying for U.S./V.A. educational benefits
English for Speakers of Other Languages (ESOL)	Offers non-English speaking students targeted studies to improve ability to perform basic communication skill in English
Honors Program	Delivers rigorous academic study and enrichment activities for students with GPA of 3.25 and above
AMAS	Provides focused support for Hispanic students pursuing disciplines of mathematics and science

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FINDING: Estrella Mountain has student clubs that meet the diverse needs of students and are guided by common policies and procedures

Student clubs at the College represent the diverse needs of the student body. A complete description of Estrella Mountain student clubs can be found within the *Estrella Mountain Student Handbook and Catalog*.

Student clubs have their own bylaws as well as common policies outlined in the *Student Organization/Club Policies*. Each stu-

dent club is encouraged to pursue its own purposes yet all have a common set of founding standards to maintain integrity across all these student organizations.

The Interclub, a cross-section of club leaders meets monthly guided by the Student Governance Policies stated in the Maricopa Common Pages.



FINDING: Estrella Mountain continues to expand access to each of its academic and service support functions.

The 1996 institutional self-study raised concern about the hours of operation in the Information Commons. After conducting a student survey in 1997, the Information Commons expanded its hours of operation from 67.5 to 79 hours per week. In addition, students are provided remote access options. The following outlines the current hours of operation for the Information Commons and other support services.

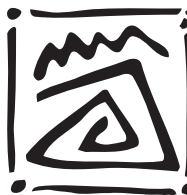
Table 7.1 Estrella Mountain Hours of Operation 2001/2002

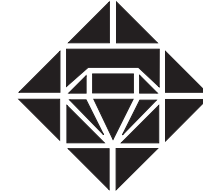
Information Commons & Resources	Mon. – Thurs. 7:00 a.m.-10:00 p.m. Friday 7:00 a.m.-5:00 p.m. Saturday 8:00a.m. -5:00 p.m.
Math & Writing Center	Mon. – Thurs. 7:00 a.m.-10:00 p.m. Friday 8:00 a.m.-5:00 p.m. Saturday 8:00 a.m.-5:00 p.m.
Komatke Hall	Mon.-Thurs 8:00 a.m.-7:30 p.m. Friday 9:00 a.m.-5:00 p.m. <i>Saturday hrs. only during registration</i>
Fitness Center	Mon.-Thurs. 5:30 a.m.-10:00 p.m. Friday 5:30 a.m.-9:00 p.m. Sat. & Sun. 7:00 a.m.-3 p.m.
Bookstore	Mon.-Thurs. 8:00 a.m.-7:30 p.m. Friday 9:00 a.m.-2:00 p.m.



POLICIES, PROCEDURES and PUBLIC COMMUNICATION

FINDING: Estrella Mountain has student, faculty and staff handbooks that describe various institutional relationships with those constituencies, including





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appropriate grievance procedures.

Employee groups at Maricopa colleges are organized as follows, Chancellor’s Executive Council, Residential Faculty, Adjunct Faculty, Management, Administration & Technical, Professional Staff Association, Maintenance & Operations, Crafts, College Safety, Adjunct Faculty and Specially Funded Employees. Each group designates representatives to engage in the yearly Employee Collaborative Policy Development Process to discuss and make recommendations on issues pertinent to their employee group. Each employee group negotiates agreements with the Maricopa Governing Board and then publishes a policy manual. The manual outlines conditions of employment, including procedures for their group <http://dist.maricopa.edu/hrweb/policy.html/>.

The *Estrella Mountain Student Handbook*, published yearly at the college, outlines the Student Grievance/Academic Process as approved by the Maricopa Governing Board. Particular information concerning sexual harassment identification and the policy and process for filing formal and informal complaints is also included.

FINDING: Estrella Mountain accurately and consistently presents itself to both internal constituents and to external publics

The Maricopa is engaged in a major branding initiative to build unified recognition for the District and its colleges. In 2000, the District published its first *Maricopa Image & Identity Guideline* to reinforce the need for consistency in all Maricopa communication.

Estrella Mountain has continued to reinforce its firmly established visual identity and the collection of policies and procedures that guide this effort can be found at (http://www.emc.maricopa.edu/identity_templates/visual_image_identity.html). These policies and procedures ensure consistency in all Estrella Mountain documents, communication and advertising.

Electronic Communication Improves Access To Information

Maricopa began revamping its web site www.dist.maricopa.edu in 2000 and this site provides easy access to Maricopa information,

policies and initiatives as well as links to each of its member colleges. The district-wide news publication, *EdCetera* (www.dist.maricopa.edu/edcetera/online/issues.html) became electronic in 2001 and now each issue provides links to college-based newsletters and initiatives.



Similarly Estrella Mountain revamped its web presence during the summer of 2001 and the process of establishing a more effective, college web site continues (www.emc.maricopa.edu/identitytemplates/index.html). The Estrella Mountain Leadership Council's Information Technology Advisory Team contains a Web Policy Group that makes recommendations concerning broad policy issues. Day-to-day operation of the web is overseen by the Information Technology Division on campus. More information can be accessed through the following website: <http://www.emc.maricopa.edu/institutionaladvancement/results.html>.

Institutional Advertising Reaches New Students

Estrella Mountain's institutional advertising consists of two major campaigns yearly, designed for new student recruitment. The Division of Institutional Advancement and the represented division checks all advertising and promotion for accuracy. Advertising broadcasts benefits of Estrella Mountain offerings to targeted markets (www.emc.maricopa.edu/ie/ie_reports.html) and particular care is taken to portray diverse images in all published advertising and promotion of the College.



At the close of each advertising campaign, new students to the college are surveyed to confirm that advertising messages are reaching targeted audiences. Since fall of 1997, new students to the college comprise more than 40% of each semester's enrollment and the biannual survey enjoys on average a 30% response rate. The surveys indicate that the majority of new students had been aware of the college for more than a year and that the majority of new students have been reached through direct mail.



The direct mail of the *Estrella Mountain Schedule of Classes* continues as a key strategy for the College to keep the external community aware of its courses and programs. Each semester more than 150,000 schedules are sent to target zip codes surrounding the College campus. The schedule direct mail communicates course offerings, services and registration information and incorporates an editorial page

to update the community on major accomplishments/initiatives of the College.

Custom questions on the spring 2001 Noel Levitz survey revealed approximately 80% of students have access to a computer with internet at home. This finding indicates a need to address more electronic marketing and communication to students.

News releases of the college are checked for accuracy by the Division of Institutional Advancement and the content division. College news releases are distributed to 31 local and national outlets, which include television, radio and print media. Media placements for the College numbered 148 from January 2000 to January 2001.

Blackboard Course Management System Facilitates Communication/Agreements

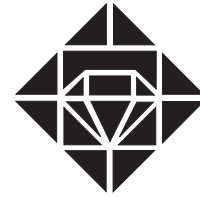
Communication among faculty, staff and students has been enhanced with the availability of the Blackboard course management system. Sixty percent (60%) of residential faculty now post syllabi, course policies and procedures on Blackboard. Twenty-one adjunct faculty also utilize the system.

The Blackboard course management system has been adapted to facilitate communication among internal constituents on campus. The system has been adopted by the Estrella Mountain Leadership Council, the strategic planning initiative and the institutional self-study process to facilitate the communication of minutes, action items and progress for access by everyone on campus.

FINDING: Estrella Mountain acts ethically and responsibly in fulfilling its commitments and agreements with internal constituents and external partners.

Estrella Mountain has developed a number of formal and informal collaborative agreements with external organizations and institutions in order to fulfill its mission and purposes. Formal partnerships are guided by intergovernmental agreements established by Estrella Mountain with oversight from Maricopa Legal Services.

Some examples of formal and informal agreements/relationships follow.



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College Forms New Relationship with SouthWest Skill Center



In the fall of 2000, Estrella Mountain became responsible for the administration of the skill center located on the college campus (see Maricopa Chancellor's email announcement in the Resource Room). In embracing this new relationship, the College committed both human and financial resources to insure the skill center's success. Advising, registration, fiscal, maintenance, custodial, security and marketing services from the College are resources committed to the agreement on the part of the College. The skill center in turn has focused its resources on the expansion of programs and increasing enrollment.

With the College's support, the SouthWest Skill Center has instituted three new programs - C-TECH (network cabling copper based system), Certified Nursing Assistant and Medical Transcription. Student enrollment has more than doubled between October 2000 and October 2001. More information can be found in the Resource Room.

Estrella Mountain Scholarship Endowment Keeps Access to Education Open



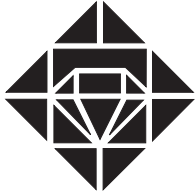
In 1999, the College established the Estrella Mountain Scholarship Endowment and announced to its internal and external community that it would raise \$ 250,000 in endowed scholarship funds by June 2002.

The Estrella Mountain endowment is managed by the Maricopa Community Colleges Foundation, 501c3 (www.dist.maricopa.edu/foundation). It provides investment and oversight of scholarship funds for all Maricopa colleges.

The Estrella Mountain endowment campaign raised more than \$ 180,000 at the time of its annual report in May of 2001. Pledges have been secured to meet the publicly stated goal of \$250,000 by June of 2002.



In October of 2001, the Maricopa Community College Foundation Board of Directors pledged support of the second phase of fund-raising for Estrella Mountain, which has a goal of raising 1 million dollars in endowed funds by 2007. Both the Maricopa Foundation Board members and the Maricopa Development Office staff will serve as fund-raising partners and support the new fund-raising initiative



**Academic, Professional & Community Partnerships
Advance College Mission**

Partnerships, Relations, Agreements

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ASU West Four-year institution of higher education	Provides smooth transition from EMCC to upper division completion through a number of initiatives (ie inspire.teach) and articulation agreements
Genesis West An alternative high school program for students between 16-21 in danger of dropping out of traditional high-school	Offers high school completion and college credit concurrently on the college campus; partners include Agua Fria, Buckeye, Dysart and Tolleson High School Districts.
West Valley Fine Arts Council Community arts organization serving western Maricopa County	Receives financial and in-kind support from college to provide fine arts experiences and events for campus and community; donor to Estrella Mountain Scholarship Endowment
SouthWest Skill Center An integral component of EMCC with its own operating policies, procedures & community advisory board	Delivers workforce training & entry level skills as a part of the continuum of education offerings of the college
Maricopa Community Colleges Foundation 501 (c) 3	Provides fundraising, investment and management services for the Estrella Mountain Scholarship Endowment and other scholarship funds throughout MCCC
Avondale/Goodyear Hispanic Forum Grassroots community advocacy organization	Partners with EMCC to raise scholarship dollars for Hispanic students
West Valley Auto Alliance A consortium of four local car dealers; Avondale Dodge, Gateway Chevrolet, Tom Jones Ford and Yates Pontiac GMC	Provides yearly contribution to raise scholarship dollars for the Estrella Rotary New Car Raffle that benefits the Estrella Mountain Scholarship Endowment
Estrella Rotary Foundation 501 c 3 The foundation entity of local Estrella Rotary Club	Sponsors the annual New Car Raffle to raise dollars for the Estrella Mountain Scholarship Endowment and Estrella Rotary Foundation scholarships
National Science Foundation (NSF)	Funds a 2000 national symposium at college to identify best practices in improving math & science achievement at designated HSI community colleges
US Department of Education Title V (HSI)	Awards 2.2 million dollar grant for EMCC to build institutional capacity to better serve Hispanic and low-income students

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Estrella Mountain has developed a number of collaborative agreements and partnerships with local and national organizations and institutions in order to fulfill its mission as a comprehensive community college. The college participates and contributes to these partnerships in order to serve constituents more effectively, to share resources and expertise and to produce mutual benefit for students and the community at large.



STRENGTHS AND CHALLENGES

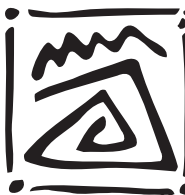
Strengths

- ◆ Estrella Mountain's five Core Values were developed *by employees – for employees* and these values guide employees in their daily life on campus
- ◆ Estrella Mountain benefits from the larger Maricopa that establishes common policies, practices and procedures that govern internal constituent group relationships for all its member colleges
- ◆ Estrella Mountain has a highly-recognized visual identity and enjoys a quality image among internal constituents and external publics
- ◆ Estrella Mountain & the Maricopa demonstrate strong commitment to the building of a diverse educational environment
- ◆ Estrella Mountain capitalizes on relationships, partnerships and agreements to produce maximum mutual benefit
- ◆ Estrella Mountain maintains the highest ethical standards in fund-raising activities and has reached its publicly stated scholarship fund-raising goals



Challenges

- ◆ To keep the institutional Core Values relevant and active in a rapidly expanding college staff
- ◆ To keep pace with electronic communication and access demands
- ◆ To expand meaningful opportunities for students to participate in

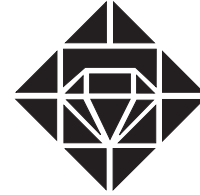


clubs and college decision-making bodies as student enrollment continues to increase

- ◆ To continue to increase the number of faculty, staff and students who are members of underrepresented groups as well as appropriate support systems

RECOMMENDATIONS

- ◆ Estrella Mountain must find ways to involve greater numbers of part-time employees in Core Values feedback & ownership
- ◆ Estrella Mountain must increase electronic communication to reach targeted markets with messages of programs, services initiatives and accomplishments
- ◆ The College and Maricopa need to recognize and respond to a broad based definition of diversity that goes beyond race or culture.
- ◆ Estrella Mountain must engage in additional scholarship fund-raising activities



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