



Southern Maine Community College:

Strategic Plan 2015-2020

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Message from the President

No one knows what will happen tomorrow. Yet we all know that tomorrow's successes will be more likely if we plan wisely today.

SMCC plans wisely and we're proud to see thousands of our students and community partners doing the same. This strategic plan is both imaginative and realistic. The planning process has set in motion ideas, behaviors, measures and accountability necessary for collective and individual success. As we begin our eighth decade our commitment to preparing a skilled workforce while enriching lives and communities continues, yet our current plan is quite different from earlier plans. Conditions, realities and dreams are always evolving.

During the next five years SMCC will continue to change the way we do business. To maximize student success we will wrap the college around every student. Our excellent faculty, staff, curricula, services, programs, and activities will come together to form a seamless, individualized community of support for every student, from application through graduation. It's all about the quality and pervasiveness of each student's SMCC experience. Our campuses will be among the best places to learn, work, connect and grow. And we will do it all transparently, inclusively and with integrity.

Thank you for being an important part of SMCC's success.

Sincerely,

A handwritten signature in cursive script that reads "Ron Cantor".

Ronald G. Cantor

Process Description

The Southern Maine Community College strategic planning process began in earnest on Valentine's Day 2015, when the extended college community came together at the HUB gym to engage in a dialogue about student success. Afternoon classes were suspended and offices closed to allow faculty, students, staff and invited community partners to experience the community café. The café was designed to elicit widespread involvement in the development of a vision for SMCC's future with "fully engaged thriving, and successful students" and succeeded in generating over 2000 separate ideas.

Leading up to the café, President Cantor charged faculty co-chairs Michelle Neujahr and Steve Willis to convene a 30-person strategic planning committee (SPC) composed of students, faculty, staff, alumni, and industry business partners to engage in a highly inclusive, collaborative approach to developing the strategic plan. As a result of its initial organizational meetings, the SPC recommended hiring a consultant to guide the process of engaging the wider college community. Consultant Grace Noonan-Kaye was selected, and upon learning that a February afternoon had been reserved for college-wide participation, she introduced the college to the café concept.

Following the café, the 2000+ ideas were sorted, grouped, examined and evaluated for potential implementation. The focus became framing the collective input as outcomes that were practical, achievable and measurable. Subcommittees of the SPC met to further synthesize ideas and develop sections of the plan. One group took responsibility for rewriting the college's mission and values. Subcommittees worked through the summer of 2015 and a draft of their outputs was presented at faculty convocation. Similar presentations were offered to the student senate and at staff professional day, with particular attention paid to the mission and values drafts.

Work on the structure of the plan was also being conducted by the executive team and at a half day retreat in the fall, the plan's four results areas were defined as Prepare, Engage, Lead and Succeed. The final mission and values were adopted formally at the College Council meeting in December 2015.

Early in the spring of 2016, the executive team was introduced to the concepts of Results Based Accountability and later, the Achieve the Dream framework, both with an emphasis on measuring outcomes and data based decision making. A second college-wide meeting, the Community Conversation, convened in March of 2016, including a data walk illustrating some high level indicators of student success. Results from the Community Conversation, two large group input sessions and departmental plans have been compiled, forming the core of the operational framework of the strategic goals and strategic objectives outlined in pages 6 through 9 of this document. Additionally, the SMCC draft plan was reviewed for alignment with the Maine Community College System (MCCS) Strategic Plan and New England Association of Schools and Colleges (NEASC) Standards. All of these inputs and experiences have influenced the final plan, which will be presented at the October 2016 College Council meeting for adoption.

Strategic Planning Framework

The development of SMCC's 5-year Strategic Plan is, as described in the 'Process Description' section, a very inclusive and collaborative approach. This section describes the framework for ensuring that the input is consistently described and encompassed in strategic language in this document. Furthermore, it describes how this strategy is operationalized by departmental and organizational work planning.

Strategic Plan Framework

The plan is comprised of 4 major **Strategic Goals**. Each goal is supported by approximately four or five **Strategic Objectives**. **Strategic Measures** describe some of the key data points that will be regularly examined to ensure that we are making progress toward our goals and objectives. This section of the plan will be overseen by the Executive Team, with a regular review of Strategic Measures. This group will ultimately provide approval and oversight of college-wide projects that directly impact Strategic Goals and Objectives. The College's Strategic plan is accompanied by the Facilities Master Plan. This provides an inventory of SMCC's physical plant and a long range vision detailing how to optimize those resources and it synthesizes a number of levels of college wide planning.

Operational Framework

SMCC will record and make available a list of **Projects** and **Project Measurements** that form the operational work of the Strategic Plan. Projects will be listed online in a project portal and accompanying project documents will be contained in a public document or on the same portal. The operational framework will be managed by the College's Management Team. Department leaders are expected to document all projects annually that have a potential impact on SMCC's Strategic Goals and Objectives. These plans should reference back to this Strategic Plan document wherever possible.

Planning Groups and Membership

Executive Team

President Ron Cantor, Tiffanie Bentley, Julie Chase, Rob Coombs, Scott Cook, Tim Dunne, Charles Gregory, Darla Jewett, Kaylene Mitchell, Jim Whitten

Management Team

Executive Team members, all staff manager level positions and faculty department chairs

Strategic Planning Team

Co-Chairs: Michelle Neujahr & Steve Willis

Contributing Members: Dan Abbott, Jeff Badger, Scott Beatty, Ryan Caron, Manny Caulk, Paul Charpentier, Linda Cohen, Joan Cohen, Meridith Comeau, Jeremy Dill, Elizabeth Ehrenfeld, Gayle Peavey-Felker, Anne Gauthier, Jason Glynn, Suzanne Godin, Lori Hall, Chris Hall, Jill Hannford, Odilia Harmon, Lorelei Hipkins, Stacey Kardash, AnnaMarie Klein-Christie, Shane Long, Sandra Lynham, Jay Manhardt, Alan Marblestone, Jim McCormack, Emily McFarlin, Tom Nickerson, Grace Noonan-Kaye, MaryJo O'Connor, Kyle O'Maletty, Caleb Parent, Crystal Pietrowicz, Jay Reny, Erik Squire, Kevin Sweeney, Richard Weeks, Matt Wickenheiser, Linda Winton, Gerard Zarrilli, Holly Gurney & the Executive Team members

Our Mission:

*SMCC transforms lives and communities through education and training.
We welcome, prepare and inspire all to learn, succeed and lead.*

Our Values:

Opportunity

We empower all people to explore, experience and become lifelong learners.

Integrity

We respect others, honor diverse viewpoints, and challenge each other to do the right thing.

Engagement

We are inclusive and come together to openly communicate, participate and collaborate.

Leadership

We can all be leaders, innovators and stewards of the future.

Success

We pursue excellence as we seek to achieve our goals.

GOALS:

1. PREPARE:

SMCC prepares individuals and communities to achieve their goals

Strategic Objectives:

- a. Connect with aspiring and incoming students to prepare them for college and career success.
- b. Advance employee success and satisfaction through professional development, recognition, diversity and inclusion, a flexible and supportive working environment, benefits and shared governance.
- c. Practice continually evolving strategic planning processes that are driven by data, open communication, and regular and broad input.
- d. Document annual work plans that support this entire strategic plan at the Department and College level that are detailed, measurable, financially viable, budgeted and publicly accessible.

2. ENGAGE:

SMCC engages and transforms individuals and communities by providing support where and when it is needed.

Strategic Objectives:

- a. Attract a diverse mix of students and fully engage them in all aspects of the student experience.
- b. Provide effective early college experiences for every student to include clear achievable goals, individualized plans and defined pathways to success.
- c. Create services, experiences and environments that transcend “business as usual.”
- d. Empower and expect every individual at SMCC to engage in new ways to promote success.
- e. Offer academic experiences that are interactive, engaging and relevant to students’ educational and career goals.

3. LEAD:

SMCC's culture promotes and inspires leadership among all individuals and communities.

Strategic Objectives:

- a. Take a student-centered approach in all processes and interactions.
- b. Continuously improve efficiency and effectiveness of all academic and administrative operations through systematic assessment.
- c. Provide learning experiences that are relevant, rigorous, in demand and meet the needs of employers and partner institutions.
- d. Promote leadership and initiative at all levels within every individual at the college.

4. SUCCEED:

SMCC drives the success of communities and individuals through a focus on student success.

Strategic Objectives:

- a. Ensure SMCC students graduate and/or transfer, fully prepared for lifelong success.
- b. Manage enrollments to meet the needs of our community and fulfill the mission of the College.
- c. Grow and manage resources to sustainably support this plan.
- d. Recognize, support and expand the network of alumni, donors, advocates and partner organizations.

Strategic Measures

The number and/or percentage of:

- New students who are ready to take college classes after their first semester.
- Employees who report “satisfaction in the workplace” and engagement in professional development (using climate survey).
- Students who rate the college highly for support for learners (Community College Survey of Student Engagement: CCSSE).
- Student course evaluations that rate courses highly based on measures of interaction, engagement and relevance.
- First-time SMCC students who persist from Fall to Spring semester.
- First-time SMCC students who persist from Fall to Fall semester.
- Students who graduate (Integrated Postsecondary Education Data System: IPEDS).
- Students who transfer (IPEDS).
- FTEs (Full Time Equivalents) enrolled.
- Employer partners and institutions who report satisfaction with program relevance and rigor. (Advisory boards – internships – training partners)
- Students who are satisfactorily employed within a year of graduation and their average wage.

Glossary

Mission Statement:

Our reason for being.

Values:

The principles by which we live.

Strategic Plan:

Our strategic direction and framework for achieving our goals over the next five years.

Strategic Goals:

The positive outcomes we want for our community.

Strategic Measures:

How we know whether we are achieving our goals.

Strategic Objectives:

A coherent collection of actions that have a reasoned chance of achieving the goals.