



# **Southern Maine Community College:**

## **Strategic Plan 2017-2022**

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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 early and often with aspiring and incoming students to prepare them for college and career success.
  
- b. Structure effective early experiences for every student that establish clear college and career goals and defined pathways to success.
  
- c. Invest in employee learning, skills, and success through professional development.
  
  
- d. Host ongoing, open and transparent strategic planning conversations and evaluations to prepare the full community to actively participate in the strategic plan.

## 2. ENGAGE:

**SMCC engages and transforms individuals and communities by building relationships and providing support.**

### **Strategic Objectives:**

- a. Attract students and employees with diverse experiences and backgrounds and engage the full college community in all aspects of the student experience.
- b. Reform and refine experiences, environments, and services to actively engage all community members and pro-actively support student success.
- c. Ensure all academic and training offerings are interactive, engaging and relevant to students' educational and career goals.
- d. Increase employee satisfaction and recognition by rewarding leadership, developing flexible work environments, and strengthening shared governance.

### 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

1. Enrollment and registration
2. College readiness
3. Course completion
4. Fall to Fall persistence: first-time, degree-seeking
5. Academic progress: earning 30 credits per year
6. Graduation, transfer, and completion rates: first-time degree-seeking
7. Completion outcomes and employment
8. Student, employer, and employee satisfaction

## 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.*

## Table of Revisions

Page	Revision description	Date Revised	Revision Made By
8	Objectives a, b, c, d simplified to better align with Prepare Goal	5/2/17	Kaylene Mitchell, Darla Jewett
9	Revised Engage Goal to include “building relationships” and revised Objectives to better align with Engage Goal	5/2/17	Kaylene Mitchell, Darla Jewett
12	Reduced number of Strategic Measures from 11 to 8	5/2/17	Kaylene Mitchell, Darla Jewett
All	Updated to Version 1.2	5/2/17	Darla Jewett