



**SOUTH MOUNTAIN**  
COMMUNITY COLLEGE

**STRATEGIC PLAN**  
2016-2020

# VISION, MISSION, VALUES

## OUR VISION

South Mountain Community College educates minds, transforms lives, touches hearts, and builds community.

## OUR MISSION

South Mountain Community College provides quality higher education for our diverse community. We create a caring teaching and learning environment that fosters student development and supports productive citizenship in an increasingly global and technological society.

Our purpose is to meet these needs by offering:

- General education courses
- Transfer programs
- Occupational education and career development
- Continuing education
- Developmental studies and English as a second language
- Cultural, civic, and social events
- Academic support and student services

## OUR VALUES

We are inspired and guided by our core values:

**Collaboration:** We are inclusive in our relationships with colleagues, departments and community, and respectful of their ideas.

**Community:** We serve our community by recognizing our interdependence, celebrating our history, honoring our diverse cultures, and building our future.

**Excellence:** We model exemplary teaching, learning, service and leadership through continuous improvement, creativity and innovation.

**Integrity:** We are accountable to the communities we serve and are truthful, sincere, transparent and responsible for our actions.

**Wellbeing:** We are a college community that encourages and develops social, physical, career, community and financial wellbeing.

## A LETTER FROM THE PRESIDENT



For more than three decades, South Mountain Community College has played an instrumental role in shaping the community and transforming lives. The strategic plan provides the framework to successfully fulfill the college mission and vision in order to focus energy and resources to the common goal of student success.

In 2016, it was time to revisit the strategic plan to ensure that the college is adapting to the changing economic and educational environment while continuing to align with the Maricopa County Community College District strategic plan.

This updated comprehensive strategic plan continues to lay the groundwork for the ongoing success and improvement of the organization. The faculty and staff worked diligently to review the previous plan, evaluate areas of success and identify new strategies.

Through a collaborative process at all levels of the organization, the strategic plan was updated and finalized. This plan still includes the original 2012 five driving strategic directions that govern our work:

- Teaching and Learning
- Student Success and Completion
- Community Partnerships and Workforce Development
- Employee and Organizational Excellence
- Organizational Effectiveness

Within each of the directions, institutional priorities were refined, which support each of the strategic directions. These directions and priorities continue to provide the pathway for the ongoing pursuit of academic excellence over the next three years.

As we celebrate this step in the evolution of our college, it is essential to note that this work is far from complete. Like any effective strategic plan, this one will continue to evolve as we respond to changes within the community, the economy, and the needs of students. I enthusiastically share with you the 2016-2020 South Mountain Community College Strategic Plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Shari Olson". The signature is fluid and cursive, with a long, sweeping underline.

Dr. Shari Olson  
President

# INTRODUCTION

Strategic Planning is a visionary process that results in major, long-range and far-reaching directions for an organization. Effective strategic planning allows organizations to define their future direction and determine the allocation of resources, including capital and people. The process takes long-range planning into account, emphasizes actions to be accomplished, results in anticipatory decision-making, and is integrated throughout the organization.

In Spring and Fall 2012, South Mountain Community College initiated a new strategic planning process. This process utilized Appreciative Inquiry as the foundation and framework for developing and reviewing key areas of the college. Appreciative Inquiry is the cooperative search for the best in people, their organizations, and the world around them. It involves the art and practice of asking questions that strengthen a system’s capacity to maximize positive potential.

During the strategic planning process, several strategic conversations were conducted with faculty, staff, and students to identify new institutional priorities for the organization. During these sessions, participants were guided through a visionary process which focused on future planning for the college. Information from these sessions was summarized and grouped into thematic categories. The thematic categories were used to draft institutional priorities, which were reviewed and revised by various stakeholders throughout the organization. The college-wide participant feedback resulted in enhanced strategic directions and finalized institutional priorities.

In Spring 2016, South Mountain Community College (SMCC) revised the existing strategic plan. Strategic Planning at SMCC is rooted in Appreciative Inquiry. This process served as the foundation and framework for developing and reviewing key areas of the plan.

The four phases of Appreciative Inquiry are:

➤ **DISCOVERY PHASE**

Appreciating the best life has to offer  
**Outcome: Strategic Directions**

➤ **DREAM PHASE**

Envisioning results of what might be  
**Outcome: Mission, Vision and Values**

➤ **DESIGN PHASE**

Co-constructing what should be—the ideal  
**Outcome: Institutional Priorities**

➤ **DESTINY PHASE**

Sustaining efforts through empowering, learning, adjusting and improvising  
**Outcome: Action Plans, Policies, Organizational Structure, Integrated Budget and Planning**

The current strategic plan is based on a four-year cycle. It clearly identifies the future direction of the organization and drives long-range and operational planning. Finally, this plan aligns with the Maricopa County Community College District Strategic Plan making it a comprehensive framework for future college success.





## TEACHING & LEARNING

Employees will enhance and sustain a campus community conducive to quality teaching and learning.

### KEY RESULT:

Develop and implement assessment of student learning outcomes in 100 percent of courses and student support programs.

### PRIORITIES

- 1.1 Enhance instruction and student support programs through assessment of student engagement and learning outcomes.
- 1.2 Enhance teaching and learning through faculty and staff development.
- 1.3 Support innovative instructional activities, assessments, and delivery systems to enhance student learning.





## STUDENT SUCCESS & COMPLETION



Students will identify personal strengths, connect to their college community, and achieve personal goals.

### KEY RESULT:

Increase the fall-to-spring persistence rate to 70 percent, the fall-to-fall persistence rate to 40 percent (NCCBP definition) and the percentage of annual award recipients to 10 percent of the fall semester headcount.

### PRIORITIES

- 2.1 Utilize a systemic approach to recruitment, college readiness and retention with a focus on success, graduation and transfer.
- 2.2 Implement a comprehensive student development framework to enhance the student experience.
- 2.3 Develop and enhance programs, services and resources to foster student success.
- 2.4 Create civic engagement and global awareness opportunities to support student success.
- 2.5 Integrate Strengths and Wellbeing learning opportunities into the student experience.



## COMMUNITY PARTNERSHIPS & WORKFORCE DEVELOPMENT

Partnerships will be developed and enhanced to foster relationships with the community and to create workforce development and career opportunities.

### KEY RESULT:

Establish and/or enhance three community partnerships and workforce development opportunities each year.

### PRIORITIES

**3.1** Leverage partnerships and community outreach to create opportunities for students.

**3.2** Focus on community need, workforce demand and economic competitiveness and implement workforce development and career opportunities.

**3.3** Serve the community by offering programs, services and resources that meet the community's needs.



## EMPLOYEE & ORGANIZATIONAL EXCELLENCE

Employees will engage in a culture of organizational excellence through comprehensive orientation, training and continuous learning.

### KEY RESULT:

100 percent of staff will complete the South Mountain employee on-boarding and professional development experience.

### PRIORITIES

- 4.1 Create orientation, training and learning opportunities that advance accountability, innovation and inquiry.
- 4.2 Recognize employees and celebrate accomplishments.
- 4.3 Implement a comprehensive employee development model that maximizes employee performance and experiences.
- 4.4 Integrate Strengths and Wellbeing learning opportunities into the employee experience.





## ORGANIZATIONAL EFFECTIVENESS

Employees will use systems, processes, data, and continuous improvement to maximize organizational effectiveness.

### KEY RESULT:

Implement and evaluate two continuous improvement initiatives in each functional area annually.

### PRIORITIES

- 5.1 Maximize both human and capital resources to leverage organizational effectiveness.
- 5.2 Continuously improve college policies, processes and systems to ensure long-term sustainability.
- 5.3 Create and sustain a technological environment that fosters exemplary learning experiences.
- 5.4 Conduct frequent data-informed program review that drives future planning.



**SERVICE AREA MAP**



## LEADERSHIP

**Dr. Shari L. Olson**

President

**Matilda “Tillie” Chavez**

Interim Vice President of Learning

**Dr. Osaro Ighodaro**

Vice President of  
Student Development

**Dr. Janet Ortega**

Vice President of  
Organizational Effectiveness  
and Technology

**Stephen Hustedde**

Interim, Dean of  
Academic Innovation

**Guy Goodman**

Dean of Enrollment Services

**Damita Kaloostian**

Dean of Planning,  
Research & Development

**Maricopa County Community  
College District Governing Board**

Mr. Doyle Burke  
Mr. Alfredo Gutierrez  
Ms. Johanna Haver  
Mr. John Heep  
Ms. Tracy Livingston  
Ms. Jean McGrath  
Mr. Dana Saar

**Maricopa County Community  
College District**

Dr. Maria Harper-Marinick  
Chancellor

Dr. Paul Dale  
Interim, Executive Vice Chancellor  
and Provost

Ed Kelty  
Vice Chancellor, Information  
Technology Services

Gaye Murphy  
Vice Chancellor, Business Services

Christina Schultz  
President & CEO, Maricopa  
Community Colleges Foundation

LaCoya Shelton-Johnson  
Vice Chancellor, Human  
Resources



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