



**SOUTH MOUNTAIN
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE

STRATEGIC PLAN
2021-2025 Mid-Cycle Update



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



Released in 2021, the five-year 2021-2025 Strategic Plan for South Mountain Community College lays out the guiding principles for the college as a whole. This invaluable framework helps the college successfully fulfill its mission and vision by keeping the universal goal of student success front and center in every aspect of the college's operations.

This is a constantly evolving effort, often requiring a response to the unexpected needs of the moment. Adapting to the global changes brought on by Covid, for example, and a subsequent increase and demand for an online experience, was the most recent adjustment for not only the college and the Maricopa County Community College District, but for every educational institution throughout the state, and around the world.

The faculty and staff of SMCC work to incorporate these and other ever-changing economic and educational environmental factors into our strategic efforts, as well as evaluating areas of success and identifying new strategies. This Mid-Cycle update of the strategic plan helps reinforce the ongoing success and adaptation of the organization, while simultaneously recommitting to the overarching goals and priorities.

This plan still includes the original five driving strategic directions that still govern our work:

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

Within each, institutional priorities were developed and refined that directly support each of the strategic directions. These directions and priorities continue to provide the pathway for the ongoing pursuit of academic excellence, and student success.

As we celebrate the ongoing evolution of our college, it is essential to note that this work will never be "complete." Not only do we continue to bring our plan and goals into alignment with the District's larger Strategic Plan and efforts, but like any strategic plan, we must be ready for any needed future adaptations so that our plan can not only serve the college's needs now, but also long into the future.

Adelante!

A handwritten signature in black ink that reads "Richard Daniel". The signature is written in a cursive, flowing style.

Dr. Richard Daniel
President, South Mountain Community College



TEACHING AND LEARNING

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

KEY RESULT:

Increase successful rates in college-level courses in the first year.

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.
- 1.4 Develop and implement comprehensive assessment of student learning outcomes at the course, program, institutional and student support levels.



STUDENT SUCCESS AND COMPLETION



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

KEY RESULT:

Increase the number of unduplicated graduates, with strategic efforts focusing on equity, from 397 to 500 by August 2025.

PRIORITIES

- 2.1 Utilize a systemic approach to recruitment, college readiness and retention with a focus on success, graduation and transfer.
- 2.2 Maintain a comprehensive student development framework that fosters diversity, equity, and inclusion.
- 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 AND 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 AND 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 onboarding and professional development experience.

PRIORITIES

4.1 Promote orientation, training and learning opportunities that advance accountability, innovation, diversity, and inclusion.

4.2 Recognize employees and celebrate accomplishments.

4.3 Enhance the comprehensive employee development model to maximize 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 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 and institutional practices that foster exemplary experiences in all learning environments and modalities.
- 5.4 Conduct frequent data informed program review that drives future planning.



LEADERSHIP

Dr. Richard Daniel

President

Dr. Janet Ortega

Vice President of Administrative Services

Bernice Portervint

Interim Vice President of Academic Affairs

Dr. Kristina Scott

Vice President of Student Affairs

Tim Budworth

Associate Vice President of IT

Academic Division Chairs

Dr. Thomas Aubrey

Counseling, Health & Wellness (CNSLG)

Maria Bailey Benson

My Careers

Dr. Carlos Caire

Communication, Fine Arts, and Social Sciences (CFASS)

Dr. Jacqueline (Jacky) Anita Levy

Division Chair, Math, Science & Engineering (MSE)

Dr. Kimberly Mauldin

Language Arts (LA)

Deans/Associate Deans

Dana Frasca

Dean of Enrollment Services

Dr. Meredith Warner

Interim Dean, Planning, Research and Development

Dr. Travis May

Interim Dean of Academic Innovation

Department Directors

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Director of Facilities

Bruce Battle

Director of Public Relations and Marketing

Elizabeth Carlon

Director of Financial Aid

Todd Eastin

Director of Athletics

Mark McCain

Director of Business and Fiscal Services

Dr. Nicole Wetzel

Director of Admissions, Records and Registration

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Linda Thor, Ed.D. | At-large

Lynn Burnett | Student Representative

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Acting Vice Chancellor and Provost of Academic and Student Affairs

Chuck Coolidge

Chief Communications Officer

Janice Falkenberg, Esq.

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Kimberly Brainard Granio

Vice Chancellor of Business Services

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Vice Chancellor and Chief Human Resources Officer

Matthew Reeves

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Brian Spicker

Foundation President and Chief Executive Officer

Deanna Villanueva-Saucedo

Associate Vice Chancellor of the Center for Excellence in Inclusive Democracy



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7050 S. 24th Street | Phoenix, AZ 85042
602.243.8000 | southmountaincc.edu