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SOUTH MOUNTAIN COMMUNITY COLLEGE

Helping you climb higher

STRATEGIC PLAN

2009 - 2010

integration + communication + linkages

602.243.8000

www.southmountaincc.edu

7050 South 24th Street

Phoenix, AZ 85042



AA/EEO

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:

- Excellence in teaching, learning and service
- Integrity as the foundation for actions
- Inclusiveness of people and ideas
- Collegiality, respect and cooperation
- Creativity, leadership and innovation
- Nurturance of self, others and our community

STRATEGIC PLANNING PROCESS

In May 2007, Dr. Ken Atwater, SMCC President, formed a task force to review and recommend improvements to the college's strategic planning process. This task force was headed by Dr. Ken Roberts, and included representation from the Academic Affairs, Administrative Affairs, and Student Affairs areas of the college.

The three areas of focus of the project included:

Integration: to develop methods of integrating multiple planning efforts within the college, coordinating these efforts, and ensuring their integration into the college-wide strategic plan;

Communication: to improve college-wide understanding and awareness of the planning process and the strategic plan; and

Linkages: to ensure that all planning efforts are linked to the budget, and that the college's strategic planning process drives budget development.

The task force met for a period of six months, and submitted the following recommendations to the President in October 2007:

1. The Strategic Planning Process would not affect existing college Long Term Plans (5 – 15 year), but addresses only “strategic” issues (2 – 4 year). The Executive Team develops College Priorities every 3 years, and revises them annually only if necessary. These priorities will be developed and revised early in the spring semester of each academic year.
2. The Strategic Planning Committee accepts Priorities developed by Executive Team without alteration, and seeks clarification as necessary.
3. The membership of Strategic Planning Committee includes: the President, all Vice Presidents, the chairs or co-chairs of Strategic Planning Teams (e.g., SEM, Student Services, Facilities, Technology, etc.), Division Chairs, Associate Deans and the Director of Research Planning & Development (though not all may be required to attend working sessions).
4. The Strategic Planning Committee will be co-chaired by two co-chairs appointed by the President from the membership of the Strategic Planning Committee.
5. Immediately following the development of the College Priorities, the Strategic Planning Committee will meet to develop and revise the Strategic College Goals based upon College Priorities. (For the 2008/2009 plan, due to delays in process, a subcommittee met to review previously developed Goals.)

6. During the spring semester the Strategic Planning Committee Goals are used by Strategic Planning Teams / Departments to develop detailed Departmental Objectives, Activities, and Anticipated Measurable Outcomes.
7. Late in the spring semester there will be a Strategic Planning Retreat comprised of the members of the Strategic Planning Committee. During that Retreat the work of the Strategic Planning Teams/ Departments will be discussed and integrated. The Strategic Planning Committee will be responsible for developing a process for integrating all of the Strategic Planning Teams / Departments work into the campus strategic plan.
8. The comprehensive Strategic Plan is shared with the Leadership Advisory Council to provide them with an overview of college priorities for the coming budget cycle.
9. These Strategic Plans form the basis for developing Budget Requests (using the existing budget process).
10. This is a dynamic, non-linear process designed to foster better communication across Strategic Planning Groups.

These recommendations were accepted by the President in October 2007 and implemented during the 2007/2008 fiscal year.

The 2009/2010 SMCC Strategic Plan was built around three key priorities:

- Student, Community and Staff Success
- Opportunities for Access
- Persistence

Within each priority area, a number of goals were identified; and subsequently, specific objectives were identified for each goal, to be managed and completed by different college departments, divisions and work areas.

A complete operational plan was established, including responsible agent, measures, and timelines, and is available on the SMCC website. For summary purposes, this document focuses on priority areas, goals and objectives for 2009/2010; and previous accomplishments for each priority.

SOUTH MOUNTAIN COMMUNITY COLLEGE

Strategic Plan Accomplishments, 2008-2009

Opportunities for Access

Student enrollment at South Mountain Community College continued to rise significantly during FY 2008-2009, reaching an all-time high year-end FTSE of 2251.6, an increase of 7.9%. Expanded program offerings were developed at SMCC Centers in Guadalupe and Laveen, and the SMCC Ahwatukee Foothills Center was relocated to a more centralized location which will provide greater opportunity for scheduling daytime classes. Nearly one-half million promotional pieces were distributed to households throughout the college's service area. Anticipating growing numbers of returning U.S. military veterans, the College assembled a task force to review Veterans Services provided and recommend changes in order to meet anticipated increased demand. An automated telephone calling system was implemented to convey key information to current students, with Call Center and Welcome Center staffs answering inquiries generated by the automated calls. The Welcome Center also maintained a database of more than 4,000 student e-mail addresses for official communications. Finally, the college began preparation for a variety of campus and community activities in celebration of its 30th anniversary during 2009/2010, including guest speakers, alumni events, scholarship fund-raisers and student activities.

Persistence

A college-wide Retention Task Force was established, to develop and oversee strategies designed to improve student retention rates. The new iStartSmart program and online orientation was developed and implemented on a pilot basis, and an electronic Early Alert system was introduced. More than 180 new students attended the popular "Passport to the Mountain" fall and spring welcome sessions. The Career Tracks program was revitalized to assist in student development, coordinating Career Services, Academic Advising and Counseling to assist undecided students. The Math STAR Camp was joined by a new English STAR Camp to further encourage student success and persistence. Staff continued to develop the new Advisement Model, which includes faculty/advisement liaisons, focus groups, and an Advisement Taskforce. Experiential education programs through Service Learning, internships, externships, co-ops and volunteerism continued to be expanded, including service at eight St. Mary's Food Bank campus distribution days, assisting at three local elementary schools, cleaning vacant land for MLK Day, packaging supplies for Project C.U.R.E., and planting trees at SMCC for Arbor Day. Enhanced supplemental instruction was provided by the Learning Assistance Center, and eight LAC tutors successfully attained Level I certification. The STEP program served 160 students, who maintained a GPA of 3.05. And the SMCC Guadalupe Center developed and expanded partnerships with several area agencies, including career training for more than 100 students through Friendly House.

Student, Community and Staff Success

Student success continued to be the highest priority for South Mountain Community College during 2008-2009. The college hosted evaluators from the Higher Learning Commission in April 2009, resulting in a recommendation for a full ten-year renewal with no site visits or reports. SMCC also pursued continued improvement in its class scheduling process by undertaking a study by the CLARUS group, with recommended changes planned for implementation beginning in Spring 2010. Physical development at the college included construction and opening of a new and expanded physical plant in May; and design of the South Mountain Community Library, to be built and operated jointly with the City of Phoenix. In addition, the Learning Assistance Center was successfully renovated, resulting in improved learning space. Several hundred students participated in events including Academic Discovery Day and the Career Expo, and more than 200 students and community members obtained access to the Discover program. For the second year in a row, the SMCC volleyball team was awarded the NJCAA Academic Team of the Year, with a GPA of 3.71. Five of SMCC's nine athletic teams achieved Academic All-American status with team GPAs of 3.0 or better. The Upward Bound program collaborated with the Joyner-Walker Foundation to offer financial literacy credit courses to 32 high school students. The Early Childhood Development Center received a five-year accreditation from the National Association for the Education of Young Children. Finally, a total of 254 degrees and 36 certificates were conferred at the 2009 SMCC Commencement on May 15, witnessed by more than 2,000 attendees.



FY 2009-10 Operational Plans

College / District Unit: South Mountain Community College			
Strategic Direction: Maximize stakeholder access to the Maricopa Colleges' facilities, programs, and services.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Create a daytime developmental learning community and evening linked classes	Retention rate in developmental English & Math courses will increase by 5%	May 2010	LA and MSE Chairs
Develop a strong parent component for the ACE program	10% of parents participate in the parent component	Spring 2010	L. Pastor
Increase day time class offerings in Ahwatukee.	Increase by 5%	Ongoing	C. Crutcher
Increase Summer class offerings in Ahwatukee.	Increase enrollment by 5%	Summer 2010	C. Crutcher
Increase enrollment	Complete review of existing market and labor trends to determine program offerings	May 2010	MCCD IR A-Team
Increase enrollment	Increase enrollment of under-represented target groups	June 2010	SMCC IR Marketing
Develop effective Student Government recruitment strategies.	At least 5 Student Governance Board members will be incoming freshmen	June 2010	Dir. Student Life & Leadership
Adopting a new school for Dual Enrollment	To add one new school to SMCC dual enrollment	Spring 2010	B. Mathis L. Pastor
Create a Template for Summer Classes at SMCC Guadalupe	Strategically identify summer courses to offer	Summer Session 2009	R. Monreal Division Chairs
Establish a two semester "Pathways for Success" cohort for developmental students	Fall and Spring learning community schedules	August 2009	Chair LA Chair BIT Chair MSE Chair CHW
Expand ESL program	<ul style="list-style-type: none"> • Add new summer ESL courses • Add new ESL writing courses for Fall 09 	May 2010	Chair LA
Expand linked classes	<ul style="list-style-type: none"> • Design a daytime developmental learning community and evening linked classes • Create linked classes at off-site locations 	May 2010	Chair LA
Restart translation and interpretation program	Classes scheduled for Fall 2010 for pilot of program.	May 2010	Chair LA
Develop the potential for maximum use of library resources.	Begin construction of the South Mountain Community Library, with a planned completion date of August, 2011.	May 2010	Division Chair

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Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Develop a stronger relationship between ACE and Student Life/Diversity Committee	50 students & community members participate in the lecture	Fall 2009	L. Pastor B. Cheeks S. Fontaine
ACE to interact & work with community organizations	Increase in applicants applying for the ACE program	Fall 2009	L. Pastor
Maximize availability of resources needed for students to function effectively in the 21 st Century	The library will meet its mission of "providing accessible collections representing diverse viewpoints," by purchasing the necessary print and electronic resources.	May 2010	Division Chair, with assistance from other library faculty
Provide Learning Center tutors and staff with the knowledge, skills and abilities required to interact effectively with increasing numbers of international students	Tutors and staff will participate in one learning activity each semester.	September 2009 & February 2010	Learning Center Director
Understand the differences & provide excellent services to our students, community people and college staff	Annual retreat for CBS' staff and maintain open communication with all staff	Ongoing	Dzung Tran
Enhance positive public perception and image of SMCC and its history among all populations within our service area.	Completed series of SMCC 30th anniversary events throughout 2009/2010, including weeklong schedule of activities in Spring 2010.	May 2010	Rob Price Ann Lindner
Increase cultural awareness through Service Learning Resource Guide	Create a database of Service Learning agencies to publish a list of approximately 20 community agencies that connect to SMCC's programs and classes and offer access to exploring multiple cultures through service.	June 2010	Coord. Career Services
Continue to develop interactive activities for ACE junior and seniors	80% of the students will participate in the enrichment activities	Spring 2010	L. Pastor
Develop a professional library in the LA adjunct faculty office	<ul style="list-style-type: none"> • At least 10 check-outs during the semester by 10% of faculty. • At least 25% surveyed will show significant changes in one semester. 	May 2010	Chair LA
Develop a concurrent enrollment schedule for Ahwatukee.	Offer at least 1 TUHSD school by Fall 2009.	Fall 2009	C. Crutcher



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Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Develop and offer CAD classes at Ahwatukee.	Offer 1 section per semester.	Fall 2009	C. Crutcher C. Odgers
Improve student persistence in English.	Retention rate in English courses will increase by 5%	May 2010	Chair LA
Improve student placement in English.	Create Star Camp sessions (like Math Star Camp) for new students	May 2010	Chair LA
Improve student success through increased tutoring and workshops.	The LAC will show an increase of 5% student requests for writing assistance.	May 2010	Chair LA LAC Director
Improve teaching through staff development	Create professional library in LA... containing min. 50 books	May 2010	Chair LA
Increase access for student scholarship	To have more to students apply for scholarship	Spring 2010	B. Mathis/L. Pastor
Introduce Supplemental Instruction program in RDG 081 and ENG 101	Retention rate in pilot classes will increase by 5%	May 2010	Chair LA LAC Director
Maximize student achievement in academic, personal and career goals	Provide a technology learning environment that is current and relevant to student success/placement.	June 2010	Chair, Business and Information Technology faculty
Re-institute a yearly improved staff development event for full-time and adjunct faculty.	Retention rate in English courses will increase by 5%	May 2010	LA Chair with faculty

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Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Student wellness, development, and empowerment Financial fitness for students Career awareness, development, and planning Persistence	<ul style="list-style-type: none"> • Offer 15-20 CPD150 and AAA115 courses through the ISS program • Document the number of student counseling and fitness consultations • Document the number of staff- manager consultations, presentations, committee meetings etc. • Measure counseling sessions outcomes and student satisfaction based on CDOI • Maintain number of classroom workshops across the disciplines • Increase the number of CPD108 courses with 14 or more students enrolled • Increase the number of career development activities by 50% • Offer Strength Quest assessment and interpretation to 300 staff, faculty, and students • Increase CWE enrollment by 50% 	December 2009 May 2010 May 2010 May 2010 May 2010 March 2010 April 2010 December 2009 March 2010	Chair CHW
Review and update CIS CCLs and AAS degrees	CCLs and Degrees revised as necessary	May 2010	Chair, Business and Information Technology
Assist in growth of college	Reduction of bad debt; enabling former bad-debt students to re-enroll, increasing enrollment.	Ongoing	Cecilia Soto
Provide a safe and clean environment for the overall campus community	Enrollment and retention increases.	Ongoing	Jim Tharp



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Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Increase enrollment	Offer 100% of all courses required for completion of SMCC certificate/degree programs within an academic year, and market accordingly.	Aug 2009	Enr. Svcs. VP's Amy M. Marketing A-Team Guadalupe Ahwatukee IR Laveen
Foster student success	Achieve goal number of students in iStartSmart cohorts; increase student retention year to year.	June 2010	Assoc. Dean, Student Dev. IR (Local & District) iStartSmart Implementation Team VPAA, VPSS Assessment Advisement
Foster student success	Maximize effectiveness of class offerings	May 2010	A-Team SMCC IR Amy MacPherson
Foster student success	Develop baseline data reports to more effectively gauge student success	August 2010	SMCC IR TRIO Athletics Honors ACE Dual Enr. Title V iStartSmart Develop-mental T.F.



FY 2009-10 Operational Plans

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Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Foster student success (cont.)	Develop and promote higher levels of student self-sufficiency.	August 2010	Assoc. Deans Amy MacPherson & Robert Samia IT Welcome Center Advisement R & R Commons staff Library staff LRC staff TLC Financial Aid iStartSmart Implementation Team
Improve retention	Increase single-semester in-class retention by 10%	By Semester: Fall 2009 Spring 2010	VPAA Chairs Fac. Adjuncts IR College IT

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Improve retention	Identify, develop and implement academic support programs and services designed to meet students' needs <ul style="list-style-type: none"> • Successful course completion rate • Exit survey of students. 	June 2010	IR LAC Dir. VPAA
Improve retention	Increase the numbers of first-year "declared" majors at the college by 5%.	June 2010	Dir. Career Svc. Advising Dept. Counseling Dept. R & R My. Maricopa. edu
Improve retention	Improve student participation in services & selected programs, including student governance, disability resources, and childcare, by 5%	June 2010	Dir. Student Life Dir Career Svcs
Improve retention	<ul style="list-style-type: none"> • Increase experiential education options by 10% • # of opportunities & level of student participation 	June 2010	Dir Career Svcs Interested Faculty Dir. Student Life Counseling
Compile students' information taken from Accuplacer	100% of students who have requested additional college information on Accuplacer will be referred to the appropriate service/department.	December 2009	Assoc. Dean, Enrollment Services
Continue implementation of Advisement Task Force Model recommendations.	Establishment of monthly meetings/trainings for division/advisors liaisons.	June 2010	Coord. Enrollment Services , Assoc. Dean of Enrollment Services

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Contribute to student persistence by helping students define academic and career goals.	Create career profiles for each of SMCC's occupational degrees and certificates as a resource to assist students in choosing a major.	June 2010	Coord. Career Services
Encourage early FAFSA processing by promoting community participation in College Goal Sunday.	Increase the number of College Goal Sunday attendees by 10%.	February 2010	Dir. Financial Aid
Establish a Contact Center where operators will answer students' calls who are responding to the automated phone calls.	<ul style="list-style-type: none"> • 100% of the students in the college database will be called reminding them to register for classes in subsequent semesters. • 100% of students on the payment plan will be called monthly as a reminder of their payment plan commitment. • 100% of students on the weekly Trial Enrollment Cancellation Reports will be called informing them of their non-payment status and the risk of losing their classes. • 100% of students on the weekly Actual Enrollment Cancellation Reports will be called informing them of their non-payment status and their being dropped from class(es) due to non-payment. • 100% of students with incomplete financial aid files will be called. • 100% of calls made to the Contact Center will be answered: • Reinstatement all eligible students • Accept payment for all students who are eligible • Inform & recommend 100% of called students to visit with Financial Aid to complete their file • Call 100% of eligible students to attend Orientation or iStartSmart sessions • 60% of students called will be registered in to an alternate section • 50% of students called will be reinstated in to their courses or into alternatives(s). • 100% of new students called welcoming them to the college. 	December 2009	Assoc. Dean, Enrollment Services

FY 2009-10 Operational Plans

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Expand on scholarship processes to include faculty/staff participation and student recognition.	<ul style="list-style-type: none"> • Increase number of faculty and staff who are involved in the college scholarship process • Establish a process to recognize student recipients. 	February 2010	Dir. Financial Aid
Identify ways to improve Student Services support for students transferring	Each Student Services department will identify what it currently does and what else it could do to assist students who are planning to transfer to a 4year institution.	June 2010	Dir. TRIO, Coord. Career Services
Implement the new orientation system "iStartSmart" under MCCCDC guidelines.	<ul style="list-style-type: none"> • Increase the number of student participants who persist from one semester to the next semester. • Increase the percentage of student participants who complete all courses with a grade of "C" or better. • Increase the percentage of students who successfully complete a college level course after completing developmental coursework. • Increase the percentage of students who persist to their stated goal of degree/transfer. 	June 2010	Assoc. Dean, Student Development
Improve persistence of student athletes through electronic tracking	Creating an electronic tracking system that will improve student retention by 10%.	June 2010	Dir. Athletics
Increase Career Tracks program awareness to students who are undecided or deciding about their majors/education goals.	<ul style="list-style-type: none"> • Increase number of students who participate in the Career Tracks program. • Increase number of students who complete the Career Tracks program. 	June 2010	Coord. Enrollment Services , Coord. Career Services
Increase Student Services cross department collaboration to improve service to students	Increase the number of cross-trained student services staff.	June 2010	Assoc. Dean, Enrollment Services, Directors of: Registration & Records; Financial Aid; Advisement & Recruitment; Athletics

FY 2009-10 Operational Plans

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Increase the involvement of club advisors in the Student Leadership training opportunities.	At least 50% of the club advisors will participate in at least one leadership training activity per academic year.	June 2010	Dir. Student Life & Leadership
Increase the number of students who persist from one semester to the next.	<ul style="list-style-type: none"> Implement an online "Early Alert" System for students who are experiencing academic difficulties Monitor/track referrals, interventions and assessed progressed of individual students entered into the system. 	Summer 2010	Assoc. Dean, Student Development Retention TF Developmental Ed TF
Make child care more accessible to SMCC students	The number of students using Child Care who are taking at least 6 credit hours will increase	May 2010	Manager Child Care
Maximize DRS student achievement, personal and career goals.	<ul style="list-style-type: none"> The number of students that have disabilities that apply for scholarships will increase from 08-09. The number of DRS students receiving scholarships will increase from 08-09. 	April 2010	Manager Disability Resources
Provide an efficient and effective registration process for all students	The number of problems students experience in using SIS will decrease from 2008-09.	June 2010	Dir. Registration & Records
Provide on-line advising services to students	Establishment of an online advising sessions via Advisement web site	June 2010	Coord. Enrollment Services
Provide TRIO-STEP students with increased Grant Aid Funds to help pay for college tuition	<ul style="list-style-type: none"> STEP students who receive grants will persist for the following semester Student program participation will increase from fall to spring. 	December 2009	Dir. TRIO Programs
TRIO-STEP program will improve its student transfer tracking system	<ul style="list-style-type: none"> Purchase National Student Clearing House Software to track transfer students. Implement tracking system for STEP transfer students to provide accurate numbers for annual performance reports 	December 2009	Dir. TRIO Programs
Utilize the SIS recruitment module to effectively monitor recruited students to matriculate status.	Increase the number of potential students who receive 34 additional communications from SMCC.	June 2010	Coord. Enrollment Services
Create Faculty Coaching Program	Faculty will receive coaching, methods, and resources support from Chair.	May 2010	Chair LA

FY 2009-10 Operational Plans

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Develop a stronger coordination between Dual Enrollment and SES in early registration	Register dual enrollment students in early registration	Spring 2010	B. Mathis L. Pastor R. Sandoval
Develop a stronger relationship with SMCC recruiters in transitioning ACE seniors to SMCC	10% increase of ACE students transitioning to SMCC	Spring 2010	L. Pastor
Develop a stronger relationship between ACE and the counseling department	Design an agreement to provide services on Saturday that include flexing time for counselor's	Spring 2010	L. Pastor Chair CHW
Establish a Bilingual Health Sciences Academy	By fall, 2009, minimum of 30 bilingual students on track to a certificate or degree in a health sciences profession.	Implement: Fall 2009	C. Odgers, Chair CHW or designated faculty
Expand hybrid creative writing courses	Create one additional hybrid creative writing course for Fall 2010.	May 2010	Chair LA
Expand literature program	Create one new literature course.	May 2010	Chair LA
Formalize post test analysis process	Syllabi will be adjusted to address frequently missed questions	January 2010	Chair MSE
Improve Language Arts Division Web Pages	Include photos & descriptions of 100% of faculty and add useful links for students.	May 2010	Chair LA
Increase "Mathematics in Action" MAT091 and MAT12X sections taught by adjuncts	Additional sections at Guadalupe Center and 24 th Street campuses	Fall 2009	Chair MSE
Introduce team-building efforts.	<ul style="list-style-type: none"> Re-instituting an annual staff development event for full-time and adjunct faculty Celebrate all employee birthdays in Division 	May 2010 monthly	Chair LA
Maximize student achievement in academic, personal and career goals.	The library will identify or develop an information literacy assessment instrument for the college.	May 2010	Instruction Librarian with assistance from library faculty, APRASL members and other faculty
Maximize student achievement in academic, personal and career goals.	Increase the number of FTSE generated by the Division by 5%.	May 2010	Library Faculty

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Maximize student achievement in academic, personal and career goals.	Continue to assess the effectiveness of the library website, and implement web 2.0 approaches based on findings from 2008/2009	May 2010	Technology Librarian with assistance from library faculty, and other faculty
Provide ESL and international students with high-tech and high-touch services and support	The Learning Center will offer services to students and faculty during all hours of operation	Ongoing; August 2009 & January 2010	Learning Center Director
Provide faculty with training materials on Web 2.0 technologies, particularly the Google Suite of applications that are shown to enhance student learning.	Eight (8) Google workshops will be developed and offered during various times of day and days of the week so that faculty can attend.	June 2010	TLC Faculty Director
Provide students in historically challenging courses with new offerings	The rate of student success (A,B, or C) will be increased by 10% in historically challenging courses (high D, F, W, or I)	June 2009 August 2009 August 2009	Learning Center Director
Provide students increase access to courses, by working with faculty to put AGEC courses in hybrid format.	Students will be able to complete an AGEC taking hybrid courses.	June 2010	TLC Faculty Director
Provide students increase access to courses, by working with faculty to put AGEC courses in online format.	Students will be able to complete an AGEC taking online courses.	June 2010	TLC Faculty Director
Provide students with appropriate academic support resources (web-based, print, DVD, etc)	Students will have access to current and relevant learning resources	August 2009 August 2009	Learning Center Director
Provide students with high quality hybrid and online course offerings by training faculty to create courses using the Quality Matters rubric.	Eight (8) workshops on Quality Matters will be developed and offered during various times of day and days of the week so that faculty can attend.	June 2010	TLC Faculty Director
Provide students with high quality hybrid and online course offerings by evaluating our courses using the Quality Matters rubric.	25% of existing hybrid and online courses will be reviewed by the eLearning Coordinator, Instructional Designer, and Faculty subject matter expert to ensure that these courses meet the Quality Matters standards.	June 2010	TLC Faculty Director



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Provide students with high-level tutoring services	Each academic department will have a representative on the Learning Center Advisory Council who will participate in program evaluation and planning	August 2009 & January 2010 Ongoing	Learning Center Director
Provide students with increased access to Learning Center support and services	Students will have access to learning support services 24/7	July 2009 August 2009 January 2010	Learning Center Director
Revise ESL achievement recognition program	<ul style="list-style-type: none"> • Give certificates rather than ribbons for ESL completers • Formalize the ESL completion celebrations by moving them to the PAC and inviting the president to speak. • Give service awards to faculty and staff at these events 	May 2010	Chair LA
Empower students to use technology	Report on students who made payments online or enrolled in payment plan online	Ongoing	Cecilia Soto
Provide students with access to Google Mail and Applications using MEID.	Allow students to logon to Maricopa Google environment by 8/15/2009.	December 2009	Lewis McPherson
Provide students with better access to SMCC Network Resources by improving automated wireless access.	Provide automated college-wide access to wireless network by July 31, 2009.	July 2009	Ramirez
Support students to achieve academic goals	Number of student that pay in full or enroll in the payment plan for iStartSmart program	Ongoing	Cecilia Soto
Create an adjunct office in PS414A	Increase in adjunct office hours at the division location	August 2009	Chair MSE

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Strategic Direction: Promote and support opportunities for students by enhancing learning environments and delivery options, student retention and success strategies and quality teaching and learning.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Increase the use of division resources, facilities and personnel including: counseling services, fitness center, health professionals, fitness professionals, wellness classes-CPD,PED,AAA workshops, career assessment, CWE internship, staff/ faculty consultation	<ul style="list-style-type: none"> Marketing awareness: Monthly public service announcements via campus kiosks, website, Blackboard announcements, and email on various wellness and quality of life topics Enrollment increased in HCR, CPD, PED, AAA by 10% each prefix Increase the number of interdepartmental projects with career services, advisement, and faculty by 10% Attend no less than 2 division and 2 student services department meetings (100% increase) Increase the number of workshops facilitated by 20% Measure the number of campus outreach events in which the Division participates Measure the number of health and wellness awareness activities Increase the number of career counseling sessions by 10% 	May 2010 April 2010 April 2010 April 2010 April 2010 March 2010 May 2010	Chair CHW
Provide faculty with training materials on Web 2.0 technologies, particularly the Google Suite of applications, which are proven effective and free.	Eight (8) Google workshops will be developed and offered during various times of day and days of the week so that faculty can attend.	June 2010	TLC Faculty Director
The Teaching and Learning Center will help employees to become effective more quickly, by offering training sessions tailored to the needs to each policy group as part of New Employee Orientation.	Training materials will be developed and workshops will be offered in coordination with New Employee Orientation.	June 2010	TLC Faculty Director
The Teaching and Learning Center will help employees to maintain their effectiveness by providing "Just in Time" training sessions tailored to the needs to individual employees.	The Teaching Learning Center will document through sign in sheets that employees use the Center as a resources for just in time training.	June 2010	TLC Faculty Director
Optimize utilization of projection systems by ensuring systems have good bulbs.	Replace projection system bulbs after 2000 hours of use or when lumen level drops significantly.	June 2010	Lopez



FY 2009-10 Operational Plans

College / District Unit: South Mountain Community College			
Strategic Direction: Promote and support opportunities for students by enhancing learning environments and delivery options, student retention and success strategies and quality teaching and learning.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Pursue national arboreta/botanic gardens status for our campus to further outdoor learning classrooms.	Increase use of outdoor facilities by 10%.	May 2010	C. Odgers, Jim Tharp or designee, Marshall Logvin
Increase fundraising efforts in athletics.	Athletics will increase scholarship funds available from previous years.	June 2010	Dir. Athletics

FY 2009-10 Operational Plans

College / District Unit: South Mountain Community College			
Strategic Direction: Enhance internal collaboration and increase external partnerships.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Re-design the ACE Advisory Committee	Members participate in meetings	Spring 2010	L. Pastor
Further partner with industry such as REI, BDI Datalynk, LLC, ICM Document Solutions to offer customized instruction, credit and non-credit.	20 % increase in offerings during 2009-2010. Expand offerings to all sites including 24 th St. and Baseline as appropriate and to meet service area needs.	May 2010	C. Odgers
Enhance and improve late starting courses, workforce development, developmental courses at Guadalupe	Monitor daily with Workforce Development Office and Developmental Coordinator	July 2009	R. Monreal, C. Odgers, Chair LA
Partner with AAEC to offer non-credit classes to parents of students.	Satisfaction survey at the end of first series of workshops.	December 2009	C. Odgers, Chair CHW, T. Espinoza
Provide students from service area high schools with two or four year pathways in specific program areas. I. E. Early Childhood Education, Business Management, or others as determined. (Drafting, Information Technology, Audio Visual Tech., Graphic Communication, Accounting Tech., Advertising Design, Banking and Financial Services, Education Professions, Health Careers, Photo Imaging, Pre-engineering, Web Page Design)	10% increase in enrollment in new high school graduates from targeted high schools that follow designated pathway. Cesar Chavez, South Mountain, Tempe , and McClintock high schools	Implement: Fall 2009 Collect baseline data: Spring 2010	C. Odgers, Chairs of divisions with designated programs. Program directors if appropriate, otherwise, appropriate faculty. High school faculty
Review of schedule of annual offerings by Mathematics, Science, Engineering division	Decrease number of cancelled classes (MSE)	February 2010	Chair MSE
Revise English Summative Evaluation Process	Improve participation in summative evaluation process by English faculty.	May 2010	Chair LA
All CTE/Workforce development programs shall have Advisory Boards/Committees that meet at least once per year.	Documentation including meeting notes/minutes of activities/actions.	Fall 2009	C. Odgers, Division chair or Program Director of designated programs.
Develop more partnerships with on line opportunities, both credit and non-credit.	Increase in student participation by 10%.	Spring 2010	C. Odgers

FY 2009-10 Operational Plans

College / District Unit: South Mountain Community College			
Strategic Direction: Identify and pursue new and existing revenue sources while promoting cost effectiveness.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Align budget with required dual enrollment expenses	Design a budget that meets the dual enrollment expenses	Fall 2009	B. Mathis L. Pastor D. Tran
Increase the number of students enrolled in classes.	Increase FTSE by 2%. Recruiting 20 new students for the Early Childhood program.	Spring 2010	Dr. Jerome Garrison
Reach 100 FTSE in the academic 2009-2010 at Guadalupe	Daily, weekly, Monthly monitoring in coordination with Division Chairs	June 2010	R. Monreal, Division Chairs
Review of classroom assignments to align technological needs with courses	Fewer classroom changes at start of the semester	August 2009	Chair MSE
Schedule and pay tutors with the appropriate knowledge and skills at the times when they are needed	End of semester student and faculty surveys	December 2009 & May 2010	Learning Center Director
Expand the campus' ability to grow by support new construction in alignment with the master plan.	The completion of fully functioning Central Plant this year and the community library next year.	Ongoing	Jim Tharp
Implement global sustainability program	Begin to establish a plan to promote global sustainability and reduce our carbon footprint.	Ongoing	Jim Tharp
Keep college operation within college budget	SMCC did not overspend on it budget and met the district requirement of carry forward	Ongoing	Dzung Tran
Maintain and operate campus capital assets and equipment to include buildings, utilities, grounds and satellite locations.	To keep campus assets safe and operating efficiently (ongoing asset lifespan.)	Ongoing	Jim Tharp
Maintain the quality Fiscal & College Property+Receiving services	Over 5,000 orders/purchases and delivery to main and off sites campuses in a timely manner	Ongoing	Huu Hoang
Maximize the use of technology and minimize support costs by maintaining adequate levels of technology.	Use the Tech Master Plan and Technology Replacement Plan to schedule upgrade and/or replacement of aging technology equipment by 2/28/2010.	February 2010	Lewis
Optimize printer, paper and toner use by implementing an SMCC PayforPrint system.	Require printer users to pay for printing over a quota by 1/31/2010.	January 2010	Hoang/Lopez
Optimize SMCC power use by implementing a PC Power Management system.	Automatically manage the power use of all SMCC computers by 9/30/2009.	September 2009	Ziv
Optimize use of SMCC web resources by improving the internal department and committee web sites.	Implement at least 6 SMCC department or committee "Inside South" web sites by 11/30/2009.	November 2009	Barnes
Optimize utilization of Offsite Center technology resources by providing adequate tech support staff.	Hire a temporary technology support person to support the Offsite Centers by July 31, 2009.	July 2009	Lopez



FY 2009-10 Operational Plans

College / District Unit: South Mountain Community College			
Strategic Direction: Identify and pursue new and existing revenue sources while promoting cost effectiveness.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Optimize utilization of SMCC Network resources by maintaining minimum support agreement.	Contract with Cisco vendor to provide minimum levels of annual SmartNET support by July 1, 2009.	July 2009	Ramirez
Prevent Data Center equipment failure by upgrading the A/C and power systems.	Upgrade the air conditioning system by 4/15/2009; Expand Data Center floor space 20% by 6/30/2010.	June 2010	Ramirez
Reduce budget spent and paper use in promoting SMCC course offerings, while maintaining sufficient market awareness to achieve enrollment goals.	Reduce print and mailing costs of SMCC semester schedules and catalog by 50%.	June 2010	Rob Price



FY 2009-10 Operational Plans

College / District Unit: South Mountain Community College			
Strategic Direction: Recruit, develop and retain a quality diverse workforce.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Identify strengths and deficiencies in cultural competency and train staff and faculty	<ul style="list-style-type: none"> • SMCC counselors will offer cultural competence evaluation with all staff and faculty at SMCC by 12/20/2009 • SMCC counselors will train staff and faculty based on evaluation results by 5/1/2010 	December 2009 May 2010	Chair CHW
Provide faculty brown bag sessions about various cultures presented by colleagues from that culture.	Each semester the Teaching Learning Center will host no less than three brown bags sessions regarding diverse cultures.	June 2010	TLC Faculty Director
The Teaching and Learning Center will provide a safe place for all SMCC employees to access training and technology.	The Teaching Learning Center will document through sign in sheets that employees from all areas and policy groups use this resource.	June 2010	TLC Faculty Director
EOP: Train dept heads, staff; all new staff to be trained upon hiring	50% completion by 7/1/2009	July 2009	Leduc, Brian
First Aid Safety Training: Personnel Trained in CPR & AED	70% completion By 7/1/2009	July 2009	Leduc, Brian
Train SMCC Managers and their staff on the Human Resources Management System (HRMS) for better processing and better customer service practices	SMCC personnel will be able to approve and track job hire documents for their perspective areas. This will include Blue Ribbon Panel implementations	June 2009	Vanessa Brown



FY 2009-10 Operational Plans

College / District Unit: South Mountain Community College			
Strategic Direction: Maintain a strong identity that reflects its role in and value to the community.			
Strategic Goal	Measurable Outcome	Target Years	Responsible Person
Increase workshops offered by SMCC Ahwatukee with Chamber and other community organizations.	Offer a minimum of 10 per semester.	Fall 2009	C. Crutcher
Increase awareness of, and interest in, SMCC among potential students within our target audiences and service area.	Increase FTSE by 5% for FY 2009/2010.	June 30 2010	Rob Price
Increase Enrollment	Completion and review of four community/student surveys, and integration of data into SMCC marketing messages as appropriate.	June 2010	Enr. Svcs. VP's Amy M. Marketing A-Team Guadalupe Ahwatukee IR Laveen
Creatively schedule credit classes to meet the needs of the communities we serve at Laveen Center as well as Ahwatukee and Guadalupe.	Maximize available space at Betty Fairfax HS by having four class rooms booked from 5-10 Monday through Thursday. Book Ahwatukee and Guadalupe both days and evenings.	Summer and Fall 2009 Or whenever the results of the Clarus study are made available	C. Odgers, Centers leadership, division chairs, interested faculty.
Enhance marketing support provided by Marketing Office Coordinator by reallocating facilities reservation duties.	Reduce time spent on facilities reservation issues to less than 50% of Office Coordinator's weekly work load.	June 2010	Rob Price
Successfully transition media relations function from Active Retirement position to permanent SMCC Marketing staff, with no drop-off in media coverage.	Maintain level of clippings received for 2009/2010 from previous year with no reduction.	June 2010	Rob Price
Replace or repair aging athletic facilities	Athletics will prioritize list of needs	June 2010	Dir. Athletics