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**SOUTH MOUNTAIN
COMMUNITY COLLEGE**

A MARICOPA COMMUNITY COLLEGE

STRATEGIC PLAN

2021-2025



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 four 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's mission and vision in order to focus energy and resources to the common goal of student success.

With some modification and updates, this document is a continuation of the work done around the previous strategic plan. Especially adapting to the global changes brought on by Covid, and a subsequent increase and demand for an online experience, the college continues to adapt to these and other ever-changing economic and educational environmental factors, 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 five driving strategic directions that were developed in 2012, and still 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 four years.

As we celebrate the ongoing 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 2021-2025 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 horizontal flourish extending to the right.

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 2020, 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 2021, 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 five-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 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.





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SERVICE AREA MAP



LEADERSHIP

Dr. Shari Olson

President

Bernice Portervint, JD

Interim Vice President of Learning –
Began Spring 2021

Dr. Osaro Ighodaro

Vice President of Student
Development

Dr. Janet Ortega

Vice President of Organizational
Effectiveness and Technology

Tim Budworth

Associate Vice President –
Technology

Todd Eastin

Interim Associate Dean,
Enrollment Services

Damita Kaloostian

Dean of Planning, Research
and Development

**Maricopa County Community
College District Governing Board**

Marie Sullivan | President

Dr. Tom Nerini | Secretary

Jacqueline Smith, J.D.

Susan Bitter Smith

Jean McGrath

Linda Thor, Ed.D.

Kathleen Winn

Quintin Evans

**Maricopa County Community College
District Leadership**

Dr. Steven Gonzales

Chancellor (Interim)

Dr. Eric Leshinskie

Executive Vice Chancellor and Provost
(Interim)

Ms. Kimberly Granio

Chief Financial Officer (Interim)

Ms. Melissa Flores

General Counsel (Interim)

Ms. Darcy Renfro

Chief Workforce and Economic
Development Officer

Mr. Matt Hasson

Chief Communication Officer

Dr. Georgetta Kelly

Chief Human Resources Officer

Dr. Mark Koan

Chief Information Officer

Mr. Brian Spicker

President & Chief Executive Officer,
Maricopa Community Colleges Foundation



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