

Board's Charge to the Strategic Plan Steering Committee

Date: December 1, 2018

To: Members of the Strategic Plan Steering Committee

From: David Ferguson, Chairman, Board of Trustees

Re: Charge to the Committee

Maine School of Science and Mathematics has its origin in the closing of Loring Airforce Base in Limestone, Maine. As one of a handful of STEM focused public magnet high schools, Maine School of Science and Mathematics was intended to be a different kind of high school for Maine's top students. Twenty-three years later, as a growing number of early college options, magnet schools and charter schools, compete for those same students, MSSM must continue to ensure its ability to serve as the premier STEM school both in Maine and more broadly. A foundational requirement of being a premier school, is having premier facilities. The Board of Trustees, Faculty, Staff and Administration are all in agreement that a significant investment in facilities must be made within the next few years. In addition, MSSM must broaden its impact on STEM education in Maine beyond its resident students. As a community, MSSM must seize this moment to propel itself into the next decade. Our roadmap will be an Institutional Strategic Plan, developed through a transparent, inclusive, and dynamic planning process.

Strategic Plan Steering Committee Membership

A Strategic Plan Steering Committee (SPSC) has been established to lead the strategic plan process and develop the Institutional Strategic Plan. The SPSC consists of the following members, who were all nominated to serve by the Executive Committee of the Board.

- David Ferguson, Chair of the Board of Trustees
- Catherine Reilly deLutio, MSSM Graduate and member of the Board of Trustees
- David Coit, member of the Board of Trustees
- Jerome Pieh, member of the Board of Trustees
- Daniel Melega, Faculty Representative to the Board of Trustees
- Sharon Frost, Vice President, MSSM Parents Association
- Kathie Beaulieu, Limestone School Board
- Susan Hunter, Retired President of University of Maine, Orono
- Clark Copelin, MSSM Graduate and Chair of the MSSM Foundation Board of Trustees
- David Pearson, Executive Director, MSSM

The Charge

The Strategic Plan Steering Committee (SPSC) is charged with developing an Institutional Strategic Plan that sets priorities and provides clear guidance to subsequent decision regarding the allocation of resources from AY19 through AY22

(July 1, 2019 – June 30, 2022). The SPSC shall develop a plan that focuses on the following:

1. Provides an overview of MSSM's place in Maine's current educational landscape. Include demographic trends, benchmarks for STEM education. What does a world class STEM magnet high school look like in 2019 and moving forward?
2. Embodies the Purpose and Mission of MSSM, keeping in mind the broad trends from item 1 and the school's Legislative Mandate.
3. Assesses the Effectiveness of our current operations and facilities against the purpose and mission identified in item 2.
4. Recommends Strategic Initiatives to move operations and facilities successfully toward the benchmarks identified in Item 1.

The SPSC should take as given that the new plan will be firmly grounded in the mission and will build on, rather than roll back elements of, the 2017 Strategic Vision, and the operational design planning process the faculty and staff are currently undertaking. The SPSC should assume that other planning processes, such as fundraising planning, will overlap with or follow the development of a new strategic plan.

The SPSC and/or the SPSC Chair will confer regularly with the Executive Committee of the Board of Trustees to discuss and, as necessary, adjust the direction of strategic planning. The Board of Trustees, which oversees the mission, fiscal integrity, and educational quality of the School, will play an integral role in strategic planning through board meetings, board committee meetings, and other key intersections with the process.

In carrying out its charge, the SPSC should work in the best interests of the School as a whole, with pragmatic awareness of MSSM's resource constraints, deep knowledge of the School's institutional profile, and sensitivity to the broader Maine education environment.

The Plan shall be written for review and formal approval by the MSSM Board of Trustees as detailed below.

Strategic Planning Principles and Outcomes

The SPSC's leadership effort will be guided by the following principles for strategic planning and its outcomes:

1. The process of developing the Strategic Plan should be transparent, inclusive of all stakeholders, and based on a foundation of knowledge about MSSM within the context of trends and challenges in STEM education.
2. The plan should reflect a consideration of and be responsive to the contemporary state, regional, and national secondary education landscape.
3. The SPSC should provide regular updates to the MSSM community on strategic planning.
4. The outcome of strategic planning should be an action plan that identifies a limited number of top-priority goals and related metrics.

5. Implementation of the Institutional Strategic Plan should be dynamic and responsive to a quickly changing environment in STEM education.
6. Oversight of the implementation of the plan should be clearly defined, and progress shared with all stakeholders.

Timeline

Review and approval by the School's governance bodies is expected to take place on the following timeline:

- Review draft of Part 1 and 2 of the Charge, conduct stakeholder workshop by the Board of Trustees, and others focused on Part 3, at its March 2, 2019, meeting;
- Review and approval by the Board of Trustees of the Strategic Plan at its May 24, 2019, meeting;
- Implementation plan developed by Administration, with action steps and clear implementation timelines and responsibilities to be reviewed and approved by the Board of Trustees at its fall meeting in September/October, 2019.

The 2019 - 2022 Strategic Plan is expected to take rolling effect upon approval by the Board, but, in the event of a change in the timeline, the new plan should take effect no later than January 1, 2020.

In closing, I extend my sincere gratitude to the SPSC for their leadership in this critical endeavor. I also express my appreciation to the members of the MSSM community for participating in a process that will chart the School's course for years to come.

Sincerely,

David R. Ferguson, Chairman Board of Trustees