

Maine School of Science and Mathematics

A Residential Community of Academic Excellence

5 February 2019

MSSM STRATEGIC PLANNING FRIDAY 8 FEBRUARY 2019

“For time and the world do not stand still. Change is the law of life and those who look only to the past and the present are certain to miss the future.”

John F. Kennedy

I have reviewed all of the materials, presentations, and meetings that this SPSC and the faculty and staff have undertaken over the last several months relating to Strategic Planning with an objective of creating a sustainable and relevant future for MSSM. Additionally, I have examined similar endeavors undertaken in 2012 and 2016. Inescapably, those earlier efforts reveal common threads with current discussions indicating laudable and worthy ambitions including developing a stronger MSSM community through shared and accepted values, ensuring an innovative and creative teaching and learning environment, enhancing the curriculum, optimizing enrollment, serving as a Maine STEM resource, and connecting with our ever-increasing alumni in order to remain a school family in all places for all time.

While there have been some efforts towards these earlier goals, the disjuncture between ambition and reality devolved down to a lack of systemic, prioritized, and accountable lines of effort (LOE), sub-lines of effort (SLOE), time frames, measures of effectiveness, and individual / group responsibilities. In short, earlier efforts were not effectively embedded into the routine and continuous operation of the school sufficient to drive implementation and monitor progress.

The latest strategic planning effort is ongoing and has the potential to transform MSSM’s future, and is consequent upon a dynamic and rapidly changing educational landscape in Maine, challenging demographics, changing university expectations, new teaching paradigms that include knowledge, character, and skills, and growing recognition of evolving opportunities for quaternary sector employment for MSSM graduates as they move forward in life. There is also recognition of a need for a defined roadmap to the future that informs, and through deliberate coordination, shapes policy including facility, budget prioritization, hiring and professional development of the team, technology infrastructure, brand and marketing. In short, a sea change from annual muddling through, which might be defined as the ultimate form of ‘flexible’ planning, toward achieving a clearly defined end state within an agreed time frame. Or, to put it another way, *how can MSSM, within the next five years, transform its academic curriculum, residential life experience, and athletic programs, rehabilitate its infrastructure, and attract and retain quality faculty and staff – while remaining true to*

its values, vision, and mission and acting within budgetary limitations – to attract and retain the number of quality students and willing donors necessary to generate the funds required to ensure MSSM solvency and fund critical improvements?

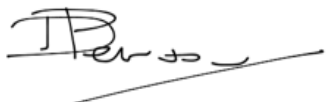
If this then is the problem statement, an approach must be developed that codifies policy objectives sought, identifies constraints and restraints, recognizes which actors and relationships provide best leverage, prioritizes and sequences missions and tasks over time, considers funding and other tangible and intangible resources, and determines what future conditions constitute achieving the desired end state.

This is no weekend task, and there has already been much effort, discussion, collation and analysis of materials both historic and contemporary, and perhaps on occasion even some grinding and gnashing of teeth, on the part of faculty, staff, trustees, and friends of the school. But whichever way you consider the future of the interesting conundrum that is MSSM, three topics consistently float to the surface with a frequency that demand attention before realistic consideration of any other facet of school life be undertaken - such is their all encompassing and essentially definitive nature in terms of the MSSM experience, and these three topics are location, size and facility. It is therefore my recommendation that these three closely interrelated subjects, in the order presented, form the core of our deliberations at the Challenger Learning Center in Bangor on Friday 8 February 2019.

“It always seems impossible until it is done.”

Nelson Mandela

Very sincerely,

A handwritten signature in black ink, appearing to read 'D. Pearson', with a long horizontal line extending to the right from the end of the signature.

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Core Topic Discussion Guidelines

Method: **No personal agendas** - rather civilized, open, honest, respectful, thoughtful, focused debate and discussion.

Objective: To provide MSSM students with the very best high school education in the State, if not the United States of America.

Core Topic Flow

Think big ... and then think bigger ...

Level 1	Level 2	Level 3	Level 4
<u>Location</u>	Limestone	Stay / Build / Ownership / Politics (Local, Governor, DOE) / Institutional Collaboration / Population / Outreach / Culture / Value Added / Infrastructure / ...	Timeline
	UMPI		
	UMaine Orono		
	Colby		
Level 1	Level 2	Level 3	Level 4
<u>Size</u>	Boarding	Enrollment Management / Grade Levels 9-12 / Staffing / ...	Timeline
	Day		
	International		
Level 1	Level 2	Level 3	Level 4
<u>Facility</u>	Academic	Architectural Design / Cost / Program / Technology / Interdisciplinary / Fundraising / Summer Camp / Environment / Outreach / Research / Industry / Community / ...	Timeline
	Residential		
	Athletic		
	Faculty/Staff		
	Maintenance		

Operational Design

	Lines of Effort	Objectives	Ends
Ways:	1 ?	? ? ? ?	
	2 ?	? ? ? ?	
	3 ?	? ? ? ?	
	4 ?	? ? ? ?	
	5 ?	? ? ? ?	
	Means:		