

STRATEGIC PLAN

2017-2021

Strategic Directions

- I. Increase student recruitment, retention and graduation rates by continuously improving services consistent with student needs, interests and abilities.
- II. Develop new programs – especially online offerings - with clear learning outcomes that respond to the employment needs of the community and enable an increasingly diverse student body to achieve educational and employment aspirations.
- III. Foster a culture of assessment and continuous improvement through data-driven decision-making and sustainable student learning assessment.
- IV. Continue to develop and improve technology, facilities and campus infrastructure that can serve as the foundations for future growth.
- V. Increase and diversify sources of revenue and strengthen institutional advancement efforts.
- VI. Encourage professional development of staff and faculty in order to maintain the strength and vitality of the College

- Expand athletic programs and continue to invest in athletics as a significant recruiting tool. Begin men's ice hockey program in spring 2017 and women's volleyball in fall 2017.
*Hockey and volleyball have begun as scheduled.
Completed. Also added cross country.*
- Develop a formal and comprehensive athletic recruitment plan that includes all interscholastic teams, involves all coaches, and addresses student diversity.
*Ongoing. Dean Hamel.
Largely completed and ongoing. Complete written plan not yet complete.*
- Begin a merit-based scholarship program to attract top academic achievers from Maine high schools.
Completed.
- Develop and implement the following: a recruitment plan for online academic programs; a plan to expand out-of-state recruitment; and a plan to increase outreach to potential students who have some college credits but no credential.
*Ongoing. Admissions now visiting some schools in New York. Dean Hamel.
Ongoing. Included as action plans in the SEP. Summer 2020 marketing efforts included a new video on online opportunities increased out-of-state advertising.*

2. Continue a dual/concurrent enrollment program that increases the percentage of dual enrollment students who matriculate to CMCC to 20 percent by fall 2018. (A)

Ongoing. Enrollment Committee will follow up.*

Ongoing and successful. Recognized as leader in MCCS. Conversion rate of

llm [eep 7

or ec 0 0.125 0.376

6. Develop and implement by spring 2017 a plan to improve systematically our outreach to school districts, CTE centers, high school teachers and guidance counselors. (A)
- This plan should include continuing education and training opportunities and strategies to get more of these school officials on campus.
 - Offer local high schools the use of campus facilities and resources for in-service training events.

Ongoing. Written plan not yet completed. Enrollment Committee will review. Dean Hamel.

Ongoing – success has been mixed. Need to reassess.

5. Expand and improve support services for online students to include offering online tutoring services by fall 2018. (A).
Largely completed, with some improvements in math tutoring yet to be implemented. Associate Dean St. Pierre.
Completed.

6. Develop a campus-wide model for the taking of attendance in all classes that requires use of online course room (eLearning).
Completed.
Now use Brightspace and Qwickly.

- Use data collected to develop systematic, long-term strategies to increase attendance rates. Fall 2017. (A)
Ongoing. Dean Hamel and ATD Core Team.
Ongoing. Data used by LAC advising staff for outreach.

7. Fulfill expectations of the MCCC *Achieving the Dream* Consortium, including data collection, completion of the student success inventory, participation in cohort webinars and cross-college efforts, and development of implementation plan. Spring 2019. (A, G).
Ongoing, but substantially complete. Dean Hamel.
Completed. ATD expectations have been met.

****The College engaged the services of Ruffalo Noel-Levitz in fall 2018 to assist in the development of a Strategic Enrollment Plan. This effort was guided in part by elements of this Strategic Plan, in particular those in Directions I, II, and VII.*

Strategic Direction II -Academic Program

1. Launch as 100 percent online associate degree programs by spring 2019: (A)
 - Criminal Justice *Completed*
 - Business Administration & Management *Completed*
 - Human Services *Completed*
 - General Studies *Completed*
 - Precision Machining (some hybrid)
Completed. This refers to the Advanced Certificate in PMT.

2. Add advanced certificate programs in the following by spring 2018: (A)
 - Criminal Justice *Completed*
 - Education *Completed*
 - Human Services (hybrid) *No longer a goal.*
 - Precision Machining *Completed. Hybrid.*
 - Small Business Management *No longer a goal.*

3. Other academic initiatives:

- Develop computer science and pre-engineering programs geared toward transfer to a four-year college or university. Fall 2020. (A)
Reassessed and no longer a goal.
- Transition Building Construction Technology program to the Ford ASSET model by

6. Renovate and expand Precision Machining Technology lab and offices by spring 2018.
(G,O) *Completed in fall 2017.*

7. Construct Criminal Justice scenario facility by fall 2019. (A, P)
Ongoing. Dean Libby.
Ongoing. Davis Foundation grant application submitted in early fall 2020 for project funding.

8. Complete renovations to the 200 wing (to include new early childhood facility) by fall 2019. (A)
Ongoing. Early Childhood facility completed in 2017. Renovations to automotive wing scheduled for summer 2019. Funding with passage of Nov. 2018 bond.
Ongoing but on hold until Jalbert Hall sprinkler project is completed.

Completed but ongoing. TD Bank grant for Math/Science Center and ATD grant have been secured. Need to develop new strategy. Dean Philippon. Additional grants secured include Wildflower Foundation, Hannaford Foundation, TRIO supplemental grant, and Alford workforce grant.

5. Increase revenue from non-credit course offerings by 50 percent by spring 2019. (A)
Ongoing. Digital badging initiative will help reach this goal. Dean Hawley. Ongoing. Digital badging helping to increase revenue by developing curricula to meet industry and learner needs. Noncredit-to-matric conversion was included as an SEP goal.
6. Complete a major, campus-wide cost-containment study by fall 2019. (A)
Ongoing but not begun. Dean Remieres-Morin and President Knapp. Not yet begun. Horizons should review.

Strategic Direction VI Staff & Faculty Development

1. Maintain or increase the total percentage of classes taught by full-time faculty. (A)
Ongoing. Percentage currently maintained. Dean Libby. Ongoing. Current data needed from IR.
2. Develop and implement by fall 2020 a plan to provide more training to administrators, supervisors, and others involved in the hiring process, in the areas of hiring, interviewing, performance evaluations, and developing leadership skills. (A)

5. Increase the diversity of the faculty and staff by 20 percent by fall 2020. (A)

Ongoing. Dean Owen.

Ongoing. IR to collect current data.

6. Ensure by fall 2018 that all campus-wide plans and faculty/staff development efforts are guided by the Strategic Plan. (A)

Completed for plans/efforts as of fall 2018, but this remains an ongoing task. Dean Owen and Dean Philippon.

Renewed effort will be needed after new Strategic Plan is 1 (e)1 (d) (r (d) -4o7.1 (o)5.9 (p

offe in open enrollment or online by fall 2018. (A)

Not completed by fall 2018 but ongoing. Planning underway and additional staff hired in CWPD. Dean Hawley.

Ongoing. Digital badge programming will permit micro-credentials to satisfy the noncredit certificate programs as promised. MCCS wants programming that leads to industry-recognized credentials These programs are data-driven through the use of Jobs EQ (our real-time labor market information) software and employer partners.

ase usage of the Testing and Assessment Center by 50 percent by fall 2020. (A)

Ongoing. Dean Hamel.

Ongoing – curent structur makes measuring usage difficult. New softwar Proctoial should be helpful.

elop by fall 2019 a more aggressive communications strategy focused on 1) the
ess of CMCC graduates and their increased earnings and 2) the important economic
ct the College has on this region.

Ongoing. This is par of (SEP) Strategic Enrollment Plan being developed with RNL consultants. Dean Philippon.

Part of the SEP. SEP Council or Horizons should review.

FUNDING KEYS:

A – Annual operating/capital budgets

B – Bond

G – Grants

P – Perkins

O – Other (including fundraising)

4/28/17

10/1/18 - updated

09/24/20 – updated again