



**STRATEGIC PLAN  
2012-2018**

**Mission Statement**

*Central Maine Community College provides quality, accessible college education and lifelong learning opportunities by offering career and technical education; education for transfer to baccalaureate programs; and services to support economic development and community vitality.*

To achieve this mission, Central Maine Community College offers:

*Quality career and technical education that prepares students for employment and continued education;*

*Quality education that prepares students for transfer to the baccalaureate level;*

*Quality lifelong learning opportunities to area residents to improve workplace skills, enhance job and career prospects, and enrich their lives;*

*Services to support economic development and community vitality; and*

*The highest quality services while maintaining the broadest accessibility to our students and community.*

In developing the overarching strategic goals for CMCC, the College was also mindful of the goals of the M CCS:

- I. Increase enrollment to 25,000 students by 2018 through increased capacity, accessibility, and affordability.
- II. Continue enhancements of educational program quality, facilities, and equipment.
- III. Be an educational leader in economic development and an innovative contributor to economic growth.
- IV. Ensure accountability from System and colleges to students, Maine businesses, and the State.

The strategic plan has been developed by reviewing provisions of the most-recent plan (Strategic Directions, 2008-2013), the M CCS Strategic Plan and M CCS Strategic Management Action Plan (SMAP) to Expand Enrollment, and long-range goals identified by assessment conference reports.

Much of the most recent strategic plan has been successfully implemented, some items need further attention and other objectives are no longer relevant. The current strategic plan builds upon prior successes, refocuses attention on incomplete work, and establishes critical new objectives for the College.

An integral part of any strategic plan is environmental scanning, a process of studying the external environment via research and survey data, publications, government reports, newspapers and literature to identify emerging issues that pose threats or opportunities to an institution. As part of its *Envision the Future* process, the MCCS provided an environmental scan, which applies to CMCC and its service area as well as the State of Maine as a whole. The environmental scan and evaluation allow for better evaluation of issues facing the college, forecasting and goal-setting, implementation, and monitoring.

In addition, CMCC updated a SWOT analysis in October, 2011, a [strategic planning](#) tool used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats that the College faces in fulfilling its mission. This process enables us to identify and consider the internal and external factors that are favorable and unfavorable to achieving the College's objectives.

To continue to fulfill the mission of CMCC, the College has identified five strategic directions that will enable the institution to meet the future educational and training needs of our students and the community and the professional development needs of our faculty and staff. Decision-making will be guided by a culture of research, ongoing assessment and continuous improvement in all major areas, in particular student learning, program planning and review, enrollment management, industry standards, and institutional effectiveness.

### **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.

### Strategic Direction I

Increase student recruitment, retention and graduation rates by continuously improving services consistent with student needs, interests and abilities.

### Strategic Direction 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.



### Strategic Direction III

Foster a culture of assessment and continuous improvement through data-driven decision-making and sustainable student learning assessment.

### Strategic Direction IV

Continue to develop and improve technology, facilities and campus infrastructure that can serve as the foundations for future growth.

### Strategic Direction V

Increase and diversify sources of revenue and strengthen institutional advancement efforts.

**I. Increase student recruitment, retention and graduation rates by continuously improving services consistent with student needs, interests and abilities.**

1. Fall (2012) (A) Complete research and implement new marketing and recruitment strategy to include a redesigned website, greater use of technology and expanded use of social media.
2. Fall (2012) (A) Add the online "Career Coach" tool that provides valuable and current information on the regional labor market; links job searches to relevant education and training; and helps students find careers related to their programs of study.
3. Fall 2014 (A) Increase student retention by bolstering degree completion rates by 10% and by improving career counseling/job placement services that will assist students to reach their educational and career goals. (Assessment Conference Reports 08-06, 11-01).
4. Fall 2013 (A) Expand co-curricular programming, in particular those that provide opportunities for interaction among students from different ethnic and racial backgrounds. (Assessment Conference 11-01).
5. Fall 2013 (A) Maintain a truly student-centered culture through the institution of a comprehensive campus-wide initiative to continuously make measurable improvements in customer service.
6. Fall (2014) (A) Develop a more comprehensive student orientation program and build on current success in developing a campus-wide advising model and make measurable improvements in academic advising to increase access and accountability, address off-campus needs, and reduce advising caseloads.

**II. Develop new programs 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.**

1. Fall 2015 (A, G) Develop new programs in one or more of the following areas: Biological Science, Multicultural Studies, Physical Fitness Specialist, Hospitality, Dental Assisting, Banking/Finance, Forensic Accounting, International Business or Small Business Ownership, Business for Non-Profits, Advanced Certificate in Precision Machining.
2. Fall 2013 (A) Develop a comprehensive orientation, training and support system that meets the particular needs of adjunct faculty members.
3. Spring 2015 (A) Increase the transfer rate to baccalaureate programs to 25 percent.
4. Fall 2018 (A, G) In conjunction with overall distance education efforts, continue outreach and programming efforts to increase enrollment and local collaborations in service area communities of Oxford, Lincoln, and Franklin Counties.
5. Fall 2016 (A) Increase Corporate and Community Services enrollments and the number of formal strategic partnerships by 25 percent.

6. Spring 2013 (A, G) Increase training provided to local business and industry by 25% to promote advancements in technology, support major industries, and address employer and workforce needs.
7. Fall 2018 (A, G) Add a minimum of five new online programs by 2018.
8. Fall 2018 (A, G) In accordance with the MCCS Enrollment Plan, and assuming adequate state funding, increase current enrollment of approximately 2900 students to 3500 students by 2018.
9. Spring 2014 (A) Add men's and women's lacrosse team.
10. Spring 2013 (A) Increase faculty and staff diversity by 50% in order to have a campus workforce that more closely approximates the level of diversity in the student population.
11. Fall 2015 (A) Add a new academic offering in multicultural studies to assist our students in becoming more aware and appreciative of racial and cultural diversity.

**III. Foster a culture of assessment and continuous improvement through datadriven decision-making and sustainable student learning assessment.**

1. Summer 2012 (A) In support of the college's mission and goals, implement an accurate, measurable, and sustainable student learning assessment program, with clearly identified outcomes and measures, in order to foster a culture of continuous improvement.
2. Spring 2013 (A) To complete the development of an ongoing, institutional effectiveness process, initiate and make fully functional and integrated the "Academic Mapping Initiative" that will map student learning outcomes to course objectives, course objectives to general education competencies and program objectives, and program objectives to CMCC mission objectives.
3. Fall 2013 (A) Create a system to aggregate and continuously update graduate and employer survey data and ensure review and utilization of this data through the assessment conference process.

**IV. Continue to develop and improve technology, facilities and campus infrastructure that can serve as the foundations for future growth.**

1. Fall 2012 (A, G) Make fully operational those functions (academic audit, wait list, one-stop tab, student photo upload) in the Jenzabar student information system (SIS) that can provide better service to students, staff and faculty.
2. Spring 2013 (A) Complete the renovation and upgrade of the graphic communications area.
3. Fall 2014 (A) Develop state-of-the-art technological infrastructure that can support increased innovation, the growing needs of distance learning efforts, and a true portal that will give students entry into multiple areas from a single ID and Password.

4. Spring 2018 (P, G) Continue to fund the College's technology plan to ensure that our equipment and labs meet industry standards.
5. Fall 2015 (A) Standardize all classroom technology throughout the campus and ensure that all campus technology, online offerings and the website are accessible to all students, including those with disabilities.
6. Fall 2015 (A) Add the online college dashboard.
7. Fall 2015 (A) Expand campus parking commensurate with growth in campus enrollment and programming and the addition of a new building.
8. Fall 2015 (A, B) Construct a new building of 20,000 square feet to house expanded nursing, science, and classroom needs.
9. Fall 2013 (A) Renovate the campus barn to become a multi-use indoor athletic training facility to include baseball/softball batting and golf training equipment.
10. Fall 2014 (A) Complete a feasibility study for the addition of an early childhood education lab.
11. Fall 2017 (O) Pursue funding for recreational trails, making campus more pedestrian-friendly, and to provide a direct, pedestrian access to malls and Center Street.

**V. Increase and diversify sources of revenue and strengthen institutional advancement efforts.**

1. Spring 2012 (A) Complete an economic impact study of the College that will demonstrate the College's impact in terms of job and income formation, higher earnings captured by students, return to taxpayers, social benefits and avoided costs. Results should strengthen College efforts in grant writing and increasing state funding.
2. Fall 2013 (A,G) Develop a long-range financial plan (based on different projections) that will help position the College in the event of continued decreases in State appropriations. This plan will include strategies to expand the College's efforts in the research and writing of grants.
3. Fall 2016 (O) Increase the CM Education Foundation endowment to one million dollars in order to provide more scholarship assistance to students.

**Strategic Plan Funding Codes:**

- A – Annual operating/capital budgets
- B – Future bond
- G – Grants
- P – Perkins
- O – Other (including fundraising)

4/6/2012