



Central Maine
COMMUNITY COLLEGE

STRATEGIC PLAN

2017-2021

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Horizons Council

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Central Maine Community College

1250 Turner Street

Auburn, ME 04210

www.cmcc.edu



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 the baccalaureate level; and services to support economic development and community vitality.

To achieve this mission, Central Maine Community College offers:

- *Career and technical education that prepares students for employment and continued education;*
- *Education that prepares students for transfer to the baccalaureate level;*
- *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.*

Values Statement

Quality

The College is committed to ensuring that ALL aspects of the College contribute to the achievement of our students' aspirations and goals and that we continuously strive to reach and sustain excellence.

Integrity

The College upholds the foundational principles of equity, respect, personal integrity, and honesty and responsibility in scholarship.

Professionalism

College faculty and staff shall model the professional behavior we expect of our students; they will exercise judgments that are fair, consistent, and equitable and maintain a focus on the best interest of the students and communities we serve.

Student Centered – Student Success

The College values diversity and inclusiveness and promotes an environment that recognizes the unique backgrounds, perspectives and talents of our students and is committed to an academic program that meets students' changing needs.

Accessibility

The College is committed to keeping costs low and ensuring that all programs and services are readily available to all, including persons with disabilities. The College works to ensure an equal opportunity for all to attend and succeed in college in order to build a promising future and a vibrant workforce and economy.

Value Change

We prepare our students for a rapidly changing economic landscape by building the academic, career and technical skills needed to ensure success in employment or future study.

Campus Stewardship

The College is committed to sustainability and maintaining a safe, clean and modern campus that can maximize the learning experience of our students. The College is committed to providing the most up-to-date technology to enhance instruction for the future workplace.

Vision Statement

Central Maine County Community College is committed to enduring excellence as a comprehensive community college; dedicated to student academic, career and personal success in preparation for the career opportunities of tomorrow; focused on continuous self-evaluation and improvement; and strengthening the open-door philosophy of educational opportunity.

Environmental Scan

- Little or no additional funding is expected from the state in the next ten years. The College should maximize its efforts in assisting the MCCA Office as it seeks increased state funding.
- Most projections call for little growth in real income levels in Maine.
- More work opportunities are now available to many of our students – moving many of them to drop out, postpone, or go to part-time status with their studies.
- Given the cyclical nature of the economy, another recession is likely within the next 5-10 years.
- The number of HS graduates in Maine is projected to continue to decline for several more years, although this trend is not expected to be as significant in Androscoggin County.
- The regulatory environment is likely to become more consequential, especially in the areas of public health, sexual conduct, mental illness.
- Any significant increases in the minimum wage could affect enrollment – especially in certain academic programs.

- With ever-changing technology and the impact of a global economy, many jobs will change, new jobs will appear, and some existing ones will disappear. What are the new jobs going to be and where will they be?
- A growing concern that Maine is not well positioned regarding technological change. There is a lack of vision and leadership about how best to position the Maine economy for these changes. The state has been largely reactive – no cohesive strategy for the future. (No “128 Corridor” or similar high-tech concentrated area in Maine).
- Can Maine do more to exploit its manufacturing base? Should we build on greater connections to the consumer-driven economy or innovative and idea-based sectors such as Silicon Valley and others?
- Technology changes will continue to impact course delivery systems and changing student expectations and preferences. Rapidly changing technology makes it ever more difficult to keep abreast and plan accordingly – and not just react haphazardly. Increasing automation also a factor.
- We must be mindful of increasing privatization of certain parts of the economy, such as higher education, law enforcement and corrections, health care, and others.
- The state legislature is likely to consider a possible merger with UMS again in the near future. The growing centralization of certain operations, such as admissions and financial aid processing, as experienced with UMS, could come to MCCC. The MCCC must be ready to offer analysis before some of these are adopted – they are not all necessarily real efficiencies.
- Will more colleges close in the next ten years? Can UMS survive as a seven-campus entity?
- Will there be a movement toward more centers and online/hybrid courses?
- The immigrant community in Lewiston-Auburn continues to grow, especially the number of college-age immigrants.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths:

- Campus community has an inviting and friendly atmosphere.
- Multi-functional facilities are modern, attractive, well maintained, and continuously upgraded.
- Consistent and comprehensive implementation of technology as recognized by the Center for Digital Education 2017 top ten national ranking for community colleges.
- Retention remains consistently above national average for community colleges.
- Equipment is up-to-date and serves to enhance instructional capabilities.
- Average class size is quite small – most classes average under 20 students.
- An experienced administrative team leads the College.
- The faculty is experienced, qualified, and passionate about teaching.

- On-campus housing is available for approximately 250 students. Rancourt Hall is air-conditioned and available for summer use.
- Good athletic programs for men and women. The addition of men's ice hockey and women's volleyball will make this even stronger.
- Affordable tuition (the lowest tuition rate in New England).
- Safe and secure campus environment. Students and employees feel very safe on campus.
- The College has an excellent reputation in the community and a strong public image.
- The College enjoys strong public support from the surrounding communities.
- Location: A beautiful campus on the shores of Lake Auburn is an ideal campus setting. Close to city centers, geographically central with easy access to Maine's coastline and to the Western Mountains.
- Student body diversity. There is good mix of male, females, non-traditional and immigrant students that provide for a richness of experience in the student culture.
- Significant grant awards: e.g. Perkins IV, TRIO, NSF, Haas, etc. These provide much needed funding for service to under-prepared students, renovations, and major equipment acquisitions.
- Industry support and corporate partnerships (includes CCS).
- Long-range planning is ongoing and strategic.
- The assessment conference model provides for a thorough and ongoing process of review and assessment of programs and services.
- Sound financial management, sufficient reserves, buildings have little deferred maintenance.
- Prior learning assessment improvements and on-site testing center.
- Parking is adequate at all times.
- Identifying and implementing new strategies for remedial assistance.

Weaknesses:

- Lack of diversity among faculty and staff.
- Lack of expanding footprint.
- Location – not close to Turnpike or Interstate – not highly visible from major roadways.
- Lack of strong industrial base in our service area.
- An incorrect yet unfavorable image of the Lewiston-Auburn area that continues to be held by many.
- Current athletic facilities are inadequate.
- Customer service in certain areas of the campus continues to need improvement.
- Assessment conferences have not been fully deployed to all departments.
- Heavy reliance on paper-based administrative processes.
- Advising challenges (ratios, staffing levels).
- Declining or flat state appropriations.
- No counselors on staff – immediate or onsite counseling not available.

- ESL assistance.
- Lack of understanding of other cultures among many students.
- One entrance/exit to the campus (safety concerns).
- Lack of space for certain programs (PMT, CRJ, ECE).
- Limited digital resources in the Library.
- No pre-engineering program to prepare students for transfer.
- Resources needed to offer more quality academic programming online.

Opportunities:

- Expand prior learning opportunities.
- Increase online program offerings.
- Expand winter term and summer term.
- Increase capacity for online programming.
- Delivery of remedial instruction and ESL.
- Improvement in retention rates (resulting from better advising and more interventions).
- Attract more international students.
- Increase percentage of dual enrollment students who matriculate.
- Projected vacancies will provide opportunity to attract new talent.
- Greater alumni involvement.
- Expand athletic programs/facilities.
- Develop strong physical manifestation for all programs.
- Doing more in the arts.
- Senior programming.
- Offer a pre-engineering program.
- Computer science.
- Increase the number of articulation agreements.
- Increase collaboration with other higher education institutions.
- Reverse transfer.
- More advanced certificates.
- Non-credit opportunities.
- Alternative course scheduling (weekends, hybrids, etc.).
- Expansion of SSI (Student Success Initiative).

Threats:

- Experienced administrative team – several at or close to retirement age
- Online competition
- High percentage of incoming students who continue to require remediation
- Growing emotional and psychological challenges with many of our students
- Declining paid enrollments
- Ability of some proprietary colleges to quickly develop new programs and offer alternate schedules
- Flat or declining state appropriations: This will put increasing pressure on the College to make its case for sustaining public dollars
- Rapid rate of technological change

Strategic Plan 2017-2021

In developing the overarching strategic goals for CMCC, the College was also mindful of the goals of the Maine Community College System:

- I. Increase enrollment 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 College has developed the strategic plan by reviewing provisions of the most-recent plan (Strategic Directions, 2012-2018), the MCCS Strategic Plan, and long-range goals identified by assessment conference reports.

The College has been successful in implementing most of the objectives included in the most recent strategic plan. There are some items that 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. Horizons completed an environmental scan in October 2015 that allows for better evaluation of issues facing the college, forecasting and goal-setting, implementation, and monitoring.

In addition, CMCC updated a SWOT analysis in October 2015, a strategic planning tool used to evaluate the **Strengths, Weaknesses, Opportunities, and Threats** 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 **seven 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 Direction 1

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

Strategic Direction 2

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 3

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



Strategic Direction 4

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

Strategic Direction 5

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

Strategic Direction 6

Encourage professional development of staff and faculty in order to maintain the strength and vitality of the College.

Strategic Direction 7

Work with employers and community partners to develop a skilled and diverse workforce needed to sustain a growing, innovative economy.

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.
- VII. Work with employers and community partners to develop a skilled and diverse workforce needed to sustain a growing, innovative economy.

Strategic Direction I – Student Success

Recruitment

1. Implement the following new strategies for student recruitment by spring 2018. (A,G)*
 - Engage in a more direct, ongoing, and interactive relationship with the local Somali community and seek external funding to support new programming and outreach efforts.
 - 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.
 - Develop a formal and comprehensive athletic recruitment plan that includes all interscholastic teams, involves all coaches, and addresses student diversity.
 - Begin a merit-based scholarship program to attract top academic achievers from Maine high schools.
 - 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.
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)

3. Each academic program will develop a written recruitment and retention plan by spring 2018. (A)
 - These recruitment plans should specifically include faculty participation and address student diversity.
4. Increase by 50 percent the number of out-of-state students by fall 2020. (A)
5. Develop a plan to increase international student recruitment and services by fall 2019. The plan should include pursuing a partnership with a secondary school and/or college overseas. (A)
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.

**Capital letters in parentheses refer to funding sources listed on page 13.*

Retention

1. Maximize use of CM *OnTrack* retention software by increasing full-time and adjunct faculty usage to 50 percent by spring 2018. Develop a model to measure effectiveness. (Each department should develop a retention plan specifically for their program that includes cultivation of external relationships and connections). (A)
2. Require that all new students attend orientation, on-ground or online, by fall 2017. (A)
3. Develop and implement by fall 2018 an assessment tool that will measure the success of college tutoring efforts. (A)
4. Improve success rates in gateway math courses (MAT 100) by 75 percent by fall 2022. Hire a full-time developmental math specialist by fall 2020 to lead a math lab and coordinate tutoring and other services. (A, G).
5. Expand and improve support services for online students to include offering online tutoring services by fall 2018. (A).
6. Develop a campus-wide model for the taking of attendance in all classes that requires use of online course room (eLearning). Use data collected to develop systematic, long-term strategies to increase attendance rates. Fall 2017. (A)
7. Fulfill expectations of the MCCS *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).

Strategic Direction II – Academic Program

1. Launch as 100 percent online associate degree programs by spring 2019: (A)
 - Criminal Justice
 - Business Administration & Management
 - Human Services
 - General Studies
 - Precision Machining (some hybrid)
2. Add advanced certificate programs in the following by spring 2018: (A)
 - Criminal Justice
 - Education
 - Human Services (hybrid)
 - Precision Machining
 - Small Business Management
3. Other academic initiatives:
 - Develop computer science and pre-engineering programs geared toward transfer to a four-year college or university. Fall 2020. (A)
 - Transition Building Construction Technology program to the Ford ASSET model by fall 2018. (A)
 - Add associate degree option in Culinary Arts by fall 2018. (A)
 - Expand the Honors Program to all academic majors by fall 2018. (A).
 - Add a Business Administration & Management transfer program by fall 2017. (A)
 - Add certificate or associate degree program in plumbing and/or HVAC by fall 2020. (A, G)
 - Develop and expand more culturally diverse opportunities to build global awareness on campus (ex. more frequent and diverse credit course offerings in the fine arts and foreign languages; greater cultural programming on campus reflective of a global society). Fall 2020. (A)
4. Expand and integrate college efforts in digital resources, library services, help desk/IT services, and the Writing Center through the creation of an “Information Commons.” Fall 2017. (A)
5. Organize and enhance the library’s digital resources and convert bibliographic instruction to an online format. Fall 2018 (A)

Strategic Direction III – Assessment & Improvement

1. Conduct initial graduate survey at graduation and then do follow-up six months later by spring 2017. (A)
2. Expand assessment conferences to include review of all college departments and services (not just academic areas) by fall 2018. (A)

3. Develop by fall 2017 a comprehensive grid of all assessment conferences to include information on-what was analyzed, recommendations made, and actions taken. Include any impacts on college budget and/or strategic plan. Gather, analyze, and document any actions taken on any other data collected. (A)

Strategic Direction IV – Technology & Facilities

1. Move to hyper-convergence by fall 2018 to allow for the addition of digital imaging. (A)
2. Complete transition to document imaging by fall 2018. (A).
3. Improve and expand building automation and secure campus backup power generation by fall 2020. (B)
4. Upgrade and redesign website and CMConnect by fall 2018. (A)
5. Enhance campus security technology (Alert System) by spring 2017. (A)
6. Renovate and expand Precision Machining Technology lab and offices by spring 2018. (G,O)
7. Construct Criminal Justice scenario facility by fall 2019. (A, P)
8. Complete renovations to the 200 wing (to include new early childhood facility) by fall 2019. (A)
9. Construct a multi-purpose athletic field by spring 2020. (A)
10. Complete a second means of egress for the campus by spring 2018. (A)

**All goals are in concert with those outlined in the Campus Master Plan.*

Strategic Direction V – Financial Stewardship

1. Continue to develop long-range operating budget plans and contingencies that anticipate and mitigate fluctuations in enrollment, state appropriations, and grants. Fall 2018 (A)
2. Increase by 25 percent the number of CM Foundation endowed scholarships. Spring 2019. (O)
3. Increase the CM Foundation endowment to 1.5 million dollars. Spring 2020. (O)
4. Secure a minimum of two new external grants to support program enhancements, retention strategies, or upgrades to facilities. Fall 2020. (A)

5. Increase revenue from non-credit course offerings by 50 percent by spring 2019. (A)
6. Complete a major, campus-wide cost-containment study by fall 2019. (A)

Strategic Direction VI – Staff & Faculty Development

1. Maintain or increase the total percentage of classes taught by full-time faculty. (A)
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)
3. Develop and implement a comprehensive training program for academic department chairs by fall 2019. (A)
4. Develop and implement by fall 2020 a plan to increase professional development opportunities for adjunct faculty. (A)
5. Increase the diversity of the faculty and staff by 20 percent by fall 2020. (A)
6. Ensure by fall 2018 that all campus-wide plans and faculty/staff development efforts are guided by the Strategic Plan. (A)
7. Provide comprehensive customer service training by spring 2018 for all front-line departments and assess its effectiveness. (A)

Strategic Direction VII – Community & Workforce Development

1. Examine by fall 2018 the feasibility of developing a “senior initiative” with the goal of increasing the number of seniors enrolled in credit-bearing classes. (A)
2. Develop a minimum of 12 additional non-credit certificate programs that the College can offer in open enrollment or online by fall 2018. (A)
3. Increase usage of the Testing and Assessment Center by 50 percent by fall 2020. (A)
4. Develop by fall 2019 a more aggressive communications strategy focused on 1) the success of CMCC graduates and their increased earnings and 2) the important economic impact the College has on this region.

FUNDING KEYS:

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

4/28/17