



STRATEGIC PLAN

2017-2021

Horizons Council

April 28, 2017

Including progress updates as of October 1, 2018

and September 24, 2020

Central Maine Community College

1250 Turner Street

Auburn, ME 04210

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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 Plan progress updates as of October 1, 2018 are indicated below in blue italics. These are based on a Strategic Plan review by the Cabinet on September 14, 2018 and the Horizons Council on September 28, 2018. Updates by the Cabinet made on September 24, 2020 appear in green italics.

Each update is followed by the name of the dean or associate dean charged with primary responsibility for overseeing that goal's progress.

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.

Well underway. A member of the new citizen community has been hired as a Learning & Advising Representative (with funding from Wildflower Grant). Dean Hamel.

Completed.

- 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 19.4% has been achieved. More data from IR needed.
 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.
Ongoing. ATD Core Team is now involved. Dean Libby.
Completed, but more follow-up needed. Plans are in CMConnect.
 4. Increase by 50 percent the number of out-of-state students by fall 2020. (A).
Ongoing. Increase of 15 percent reached by fall 2018 (over fall 2016).
Enrollment Committee will monitor. Dean Hamel.
Fall 2020 data skewed by COVID-19. More data needed from IR.
 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)
Ongoing. No written plan yet. Athletic Director visited Australia in summer 2018. Dean Libby.
Reassessed by SEP Council and no longer considered a major goal.*

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.

**The Enrollment Committee was ad hoc group whose work was assumed by the Strategic Enrollment Plan (SEP) Council that began its work in fall 2018.*

**Capital letters in parentheses refer to funding sources listed on page 11.*

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)

Ongoing. Deans Hamel and Libby.

Faculty usage is increasing but not yet at 50 percent. More data needed from IR for review by SEP Council.

2. Require that all new students attend orientation, on-ground or online, by fall 2017. (A)
Completed in fall 2017. This was an ATD (Achieving the Dream) priority.
3. Develop and implement by fall 2018 an assessment tool that will measure the success of college tutoring efforts. (A)

Ongoing. Some tracking underway. Dean Libby and Assoc. Dean St. Pierre.

Ongoing. The College now measures tutoring effectiveness by quantitative analysis. Data input into JEX from tutoring contact forms is reviewed for correlational results with regard to duration of tutoring, tutoring contacts, and contacts per week, etc.

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).

Ongoing. Part-time math specialist has been hired. Dean Libby.

Ongoing. TD Bank grant helps fund the math center that is now coordinated by an adjunct instructor. Math pathways advising has improved. Need a different measure of success.

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 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).
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 fall 2018. (A)
Completed.
 - Add associate degree option in Culinary Arts by fall 2018. (A)
Completed.
 - Expand the Honors Program to all academic majors by fall 2018. (A).
In lieu of expanding the Honors Program, we have decided to reinvigorate PTK with an effort to become a five-star chapter. We will incorporate lessons learned from the Honors Program initiative.
Completed. PTK earned five-star status in 2019-20.
 - Add a Business Administration & Management transfer program by fall 2017. (A)
Completed.
Add certificate or AAS degree program in plumbing and/or HVAC by fall 2020. (A, G)
Completed and expanded. Began offering in fall 2019 Plumbing & Heating Technology (AAS) & Certificate), HVARC Technology (AAS), Facilities Maintenance & Management (AAS). Received special appropriation from the state.
 - 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)
Ongoing. Dean Libby.
Completed. Now off Special Topics courses in subjects such as Arabic, German, and Native American History.
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)
Completed in fall 2018 with opening of the Learning Commons.
 5. Organize and enhance the library’s digital resources and convert bibliographic instruction to an online format. Fall 2018 (A)
Completed in fall 2018.

Strategic Direction III – Assessment & Improvement

1. Conduct initial graduate survey at graduation and then do follow-up six months later by spring 2017. (A)

Ongoing. Dean Philippon

Ongoing. IR priority now to more systematically conduct surveys and disaggregate data to provide better information to individual departments.

2. Expand assessment conferences to include review of all college departments and services (not just for academic program reviews) by fall 2018. (A)

Ongoing. Assessment conferences have been completed for PLA, Noel Levitz, and Dining Commons. Need to develop a matrix with comprehensive plan/schedule. Dean Philippon

Ongoing. Additional assessment conferences have been completed for Student Services, Room Usage, Online Learning, and Winter Session. IR currently working on matrix and schedule.

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)

Ongoing. Comprehensive grid not yet complete. Dean Philippon.

Ongoing. IR priority for 2020-21 academic year.

Strategic Direction IV – Technology & Facilities

1. Move to hyper-convergence by fall 2018 to allow for the addition of digital imaging. (A)
Completed.

2. Complete transition to document imaging by fall 2018. (A).

Ongoing but largely completed. Dean Hamel.

3. Improve and expand building automation and secure campus backup power generation by fall 2020. (A)

Ongoing. Funding secured for backup generation with passage of Nov. 2018 bond. Dean Remieres-Morin.

Building automation ongoing, backup generation should be fully operational by October 2020.

4. Upgrade and redesign website and CMConnect by fall 2018. (A)

Completed. CMConnect in 2017 and website just prior to start of fall 2018 semester.

5. Enhance campus security technology (Alert System) by spring 2017. (A)

Completed.

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.
9. Construct a multi-purpose athletic field by spring 2020. (A)
Underway. Contract awarded and fields should be complete for fall 2019 sports. Synthetic turf and lights included. New bleachers for the gym may also be acquired. Dean Remieres-Morin.
Completed – including new gym bleachers and restored gym floor.
10. Complete a second means of egress for the campus by spring 2018. (A)
Ongoing, but little success to date with Water District.
Ongoing. Need to revisit status with the Water District.

**All goals in Strategic Direction IV are in concert with those outlined in the 2015 Facilities 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) *Ongoing. Dean Remieres-Morin.*
Status unclear. Will explore with new leadership in the Business Office.
2. Increase by 25 percent the number of CM Foundation endowed scholarships. Spring 2019. (O) *Ongoing. Two new endowed funds created in 2017-18. Dean Philippon.*
Completed with addition of new fund in 2018-19 and in 2020.
3. Increase the CM Foundation endowment to 1.5 million dollars. Spring 2020. (O)
Ongoing. Endowment reached one million in fall 2018. Dean Philippon.
Ongoing. Endowment now at approximately 1.2 million.
4. Secure a minimum of two new external grants to support program enhancements, retention strategies, or upgrades to facilities. Fall 2020. (A)

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)
Ongoing. May be completed by fall 2019. President Knapp and Dean Owen. Ongoing. Dean LaFontaine has started a training plan in all the areas addressed; implementation may begin yet this fall. Employee engagement survey may provide some input. Horizons should continue to evaluate and make recommendations.
3. Develop and implement a comprehensive training program for academic department chairs by fall 2019. (A)
Ongoing. Dean Libby. Ongoing. Horizons should review.
4. Develop and implement by fall 2020 a plan to increase professional development opportunities for faculty and staff. (A)
Ongoing. Dean Libby. Largely completed. Current CBA allows for more funding for faculty professional development. More development opportunities now regularly provided on campus. Dean LaFontaine conducting a survey in fall 2020.

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 developed by Horizons.

7. Provide comprehensive customer service training by spring 2018 for all front-line departments and assess its effectiveness. (A)
Ongoing. Spring 2018 completion not anticipated. Focus groups should be considered. Dean Owen and Dean Hamel.
RNL Training conducted in summer 2018. Horizons should assess.

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)
Not being pursued and may be removed from plan.
No longer a goal.

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)
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.

3. Increase usage of the Testing and Assessment Center by 50 percent by fall 2020. (A)
Ongoing. Dean Hamel.
Ongoing – current structure makes measuring usage difficult. New software Proctorial should be helpful.

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.
Ongoing. This is part 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