

# CENTRAL MAINE COMMUNITY COLLEGE: 2022-2025 STRATEGIC PLAN SUMMARY

## Pillars

### Enrollment

### Academic & Workforce Training Programs

### Facilities & Infrastructure

### Community

### Financial Stewardship

### Effectiveness & Efficiency

## Key Strategies

Utilize the Strategic Enrollment Plan (SEP) as the foundation for student recruitment and retention.

Promote and carryout Governor Mills' plan for Free College for the high school classes of 2020, 2021, 2022 and 2023.

Hire an Early College Coordinator to increase the number of Early College courses by 10% each of the next three years to 169 courses by AY 2024-2025, partnerships with secondary schools in New England and enrollment at CMCC after high school graduation.

Increase the number of female students matriculated in trade programs by 50%.

Provide opportunities annually for at least 250 7th-12th graders to visit campus and engage in programming.

Increase the number of transfer articulation agreements with four-year institutions by 10% and implement a robust marketing campaign geared toward prospective students.

Develop and promote guided pathways for academic and career success, including pathways for non-matriculated students into degree and certificate programs.

Improve academic quality by promoting and providing targeted professional development to faculty.

Improve support services for ELL learners in credit and non-credit courses by opening the Lisa Gorman Center for Language Learning.

With targeted state funding, increase the number of nursing students by 40 (62%) annually through 2025 by diversifying enrollment opportunities with a spring-start nights and weekends program.

Expand short-term workforce training programs with state allocation of Maine Jobs and Recovery funds to include offering a credential in welding.

Utilize campus facilities and faculty expertise to offer state-wide and regional workforce training opportunities.

Update Campus Master Facilities Plan to use as a long-term tool for renovation, expansion and repair of buildings and grounds.

Prepare a renovation and expansion design for science labs and locker rooms in Kirk Hall.

Construct a welding lab.

Identify and plan space for a student center.

Establish a space for outdoor student recreation.

Complete the athletic field complex with a concession stand and field equipment.

Work with other MCCS campuses to identify and implement an updated robust Student Information System.

Develop a master technology plan.

Increase external and community events on campus to at least 35 annually.

Provide and support opportunities for students, faculty and staff to engage in the community by expanding participation in and partnerships with non-profit and community groups and events.

Increase alumni involvement and highlight profiles of successful alumni.

Develop a focus on building relationships with industry partners for internships and career placement and increase the number of students placed.

Integrate service learning opportunities into every academic program and in extra-curricular activities.

Diversify funding opportunities such as grants and fundraising to move College priorities forward.

Improve communication about College Foundation giving internally, with alumni and in the local community.

Reduce energy costs by capitalizing on recently installed generator and adding solar power via grant and other funding programs.

Add a third CM Foundation Board fundraising event to attract a different type of donor.

Utilize the five-year capital plan for fiscal responsibility and planning.

Maintain commitment to continuous internal communication between leadership, faculty and staff.

Increase the race/ethnicity diversity of the faculty and staff (3.2%) to more closely mirror the diversity of the student body (15%).

Update the College's shared governance model to improve efficiency and support innovation.

Create a DEI committee to review policies and proposals with a lens for DEI and to coordinate educational programming.

Develop a leadership program for mid-level managers.

Implement a revised academic program review process to include improved tracking of steps for continuous improvement.

Improve the delivery of the graduation survey and sharing of results.

Foster a culture of assessment by simplifying access to data, increase the regularity and depth of data collection and use of data to inform decisions and planning.

Conduct assessment of General Education outcomes.

Administrative departments will develop an annual assessment plan and identify data to determine successes and areas for improvement.



## Strategic Plan 2022-2025

*Prepared by Horizons Council*

### Enrollment

- Utilize the Strategic Enrollment Plan (SEP) as the foundation for student recruitment and retention (include SEP plans when complete as appendix to strategic plan).
- Promote and carryout Governor Mills' plan for Free College for the high school classes of 2020, 2021, 2022 and 2023.
- Hire an Early College Coordinator to increase the: number of Early College courses by 10% each of the next three years to 140 courses in AY 2022-23, 154 in AY 2023-24 and 169 courses in AY 2024-25; partnerships with secondary schools in New England; and matriculation at CMCC after high school graduation.
- Increase the number of female students matriculated in trade programs of study by 50% over the next three years from 28 students to 42 students.
- Provide year-round opportunities for 7<sup>th</sup>-12<sup>th</sup> graders to visit campus in order to build an enrollment funnel and strive to have at least 250 summer program participants.
- Increase the number of transfer articulation agreements with four-year institutions by 10% to 100 and implement a robust marketing campaign geared toward prospective students explaining transfer opportunities and the seamless transfer process.

### Academic and Workforce Training Programs

- Develop and promote guided pathways for academic and career success, including pathways for non-matriculated students into degree and certificate programs.
- Improve academic quality by promoting and providing targeted professional development to faculty.
- Improve support services for ELL learners in credit courses and non-credit workforce training programs by opening the Lisa Gorman Center for Language Learning.
- With targeted state funding, increase the number of nursing students by 40 (62%) annually through 2025 by diversifying enrollment opportunities with a spring-start nights and weekends option.
- Expand short-term workforce training programs with state allocation of Maine Jobs and Recovery Plan funds to include offering a credential in welding.
- Utilize campus facilities and faculty expertise to offer state-wide and regional workforce training opportunities.

### Facilities & Infrastructure

- Update Campus Master Facilities Plan to use as a long-term tool for renovation, expansion and repair of buildings and grounds.
- Prepare a renovation and expansion design for science labs and locker rooms in Kirk Hall.
- Construct a welding lab.
- Identify and plan space for a student center.
- Establish a space for outdoor student recreation.
- Complete the athletic field complex with a concession stand and field equipment.

- Work with the other MCCS campuses to identify and implement an updated Student Information System.
- Develop a master technology plan.

#### Local Community

- Increase the number of external community events held on campus from 26 during fiscal year 2022 to at least 35 annually.
- Provide and support opportunities for students, faculty and staff to engage in the community by expanding participation in and partnerships with non-profit and community groups and events.
- Increase alumni involvement and highlight profiles of successful alumni.
- Developed a focus on building relationships with industry partners for internships and career placement to increase the number of students placed.
- Integrate service learning opportunities into every academic program and in extra-curricular activities.

#### Financial Stewardship

- Diversify funding opportunities with grants and fundraising to move College priorities forward.
- Improve communication about College Foundation giving internally, with alumni, and in the local community.
- Reduce energy costs by capitalizing on recently installed generator and adding solar power via grant and other funding programs.
- Add a third CM Foundation fundraising event to attract a different type of donor.
- Utilize the 5-year capital plan for fiscal responsibility and planning.

#### Effectiveness & Efficiency

- Maintain commitment to continuous internal communication between leadership, faculty and staff.
- Increase the race/ethnicity diversity of the faculty and staff from 3.2% to more closely mirror the race/ethnicity diversity of the student body which is 15%.
- Update the College's shared governance model to improve efficiency and support innovation.
- Create a Diversity, Equity and Inclusion (DEI) workgroup to review policies and proposals with a lens for DEI and to coordinate a monthly campus-wide speakers/workshop series to build cultural competency and awareness among students, faculty and staff.
- Develop a leadership program for mid-level managers.
- Implement a revised academic program review process to include improved tracking of steps for continuous improvement, status updates and resulting changes.
- Develop a new graduation survey, timeline and process to improve the collection and access to data for program improvement.
- Foster a culture of assessment by simplifying access to data, increase the regularity and depth of data collection, and use of data to inform decisions and planning.
- Conduct assessment of General Education outcomes.
- Administrative departments will develop a data-driven written annual assessment plan to determine successes and areas of improvement and to inform resource allocation.

*Implemented 8/31/2022*