



STRATEGIC ENROLLMENT PLAN

September, 2025



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I. Introduction & Rationale

Strategic Enrollment Planning (SEP) is an integrated, information-based, and ongoing process that involves the college in identifying, prioritizing, implementing, evaluating, and modifying enrollment goals and strategies. SEP is of utmost importance, especially in a post-pandemic world that has seen significant shifts in student enrollment patterns. The plan must effectively and efficiently address these changes and navigate the evolving landscape in higher education by:

- Understanding and aligning with the institutional mission and vision;
- Utilizing a system that integrally links planning, budgeting, and assessment;
- Building on the institution's competitive advantage;
- Maximizing institutional distinctiveness and internal strengths while taking advantage of external environmental opportunities;
- Mitigating the effects of any internal challenges or external environmental threats;
- Increasing the college's ability to attract and retain students and to meet students' needs and expectations, both currently and in the future;
- Embodying a continuous process of improvement, which is part of an ongoing, sustainable process that is routinely refined and updated;
- Supporting workforce development by collaborating with local industries and employers.

For Central Maine Community College (CMCC), SEP plays a critical role in the college's strategic planning process (Appendix A). Enrollment outcomes, including various recruitment and retention rates, constitute major indicators of institutional effectiveness and student success. These outcomes also help determine net revenue and operating budgets, level of academic quality and range of curricular offerings, programmatic enhancements and academic support programs, and ultimately, institutional reputation. For this reason, a comprehensive, systematic and well-integrated SEP is instrumental in accomplishing the goals of the Strategic Plan and fulfilling the college's mission and vision.

II. Institutional Mission, Vision

The Strategic Enrollment Plan (SEP) is driven by the College's mission, core values, and vision, as well as the College's Strategic Plan. As part of the Maine Community College System (MCCS), the College is also required to achieve MCCS goals, which are considered in the SEP process.

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:

- 1) Career and technical education that prepares students for employment and continued education;
- 2) Education that prepares students for transfer to the baccalaureate level;

- 3) Lifelong learning opportunities to area residents to improve workplace skills, enhance job and career prospects, and enrich their lives;
- 4) Services to support economic development and community vitality; and
- 5) The highest quality services while maintaining the broadest accessibility to our students and community.

Vision Statement

Central Maine 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.

III. Organizational Structure & Procedures

CMCC's Senior Leadership Team (SLT) provides institutional oversight for all SEP initiatives. This leadership body ensures that all strategies, action plans, and enrollment efforts align with the college's mission, vision, and strategic priorities. SLT meets regularly to review progress, evaluate results, and provide direction to the workgroups responsible for specific enrollment areas.

Senior Leadership Team

- **Dr. Betsy Libby** – President
- **Nicholas Hamel** – Vice President & Dean of Students
- **Andrew Morong** – Dean of Enrollment Management
- **Maureen Aube** – Dean of Finance & General Services
- **Dr. Dwayne Conway** – Dean of Workforce Development
- **David Lewis** – Interim Dean of Academic Affairs
- **Robert Prescott** – Deputy Chief Information Security Officer
- **Alyson Daniels** – Executive Assistant to the President

SEP Workgroups

SLT oversees five workgroups, each focusing on a key area of enrollment strategy. Each workgroup is chaired by a designated leader who coordinates efforts, manages updates to action plans, and communicates progress to the Dean of Enrollment Management. While membership changes periodically to meet evolving needs, the workgroup structure remains consistent.

- **Recruiting**
 - Denise Lafountain, Director of Admissions (chair)
 - Mitchell Grohoski, Enrollment Specialist
 - Kerry Fitzgerald, Workforce Development Student Navigator
 - Brett Bisesti, Computer Technology Faculty
 - Michelle Hathaway, Public Service & Social Science Faculty
 - Caleb Lamb, Assistant Director of Athletics

- **Student Persistence**
 - Eric Meader, Associate Dean of Enrollment Management (chair)
 - Tia Zukowski, Education Department Chair & Faculty
 - Jim Allard, Public Services Librarian
 - Erin Nason, Director of TRIO Student Support Services
 - Chad Guimond, Early College Coordinator
 - Maria D'Auria, Business Faculty
- **Student Involvement**
 - Jean Blais, Interim Associate Dean of Student Services (chair)
 - Chris Thoma, Computer Technology & Electromechanical Technology Department Chair & Faculty
 - Annika Nicholas, Marketing Assistant
 - Diana Drown, Life Sciences Department Chair & Faculty
 - Jared Rubin, Director of Resident Life
- **Finance**
 - Alyson Daniels, Executive Assistant to the President (chair)
 - Jameson Dehmer, Associate Dean of Finance & General Services
 - John Bowie, Associate Dean of Student Financial Services
 - Deianira Christner, Advising & Registration Specialist
 - Jess Smith, Humanities Department Chair & Faculty
- **Workforce Development**
 - Dr. Kern Philgence, Workforce Development Curriculum Designer (chair)
 - Aaron Silverman, Precision Machining Technology Faculty
 - Christine Lee, Advising & Registration Specialist
 - Rosie Moreau, Embark College Access Advisor
 - Matt Walsh, Automotive Technology Department Chair
 - Joseph Delao, Plumbing/HVAC Faculty

Each workgroup is tasked with advancing initiatives in its focus area, implementing approved strategies, and tracking measurable outcomes. Workgroup chairs update membership rosters as needed; however, all membership changes require approval from the SEP Council.

Data Support – Office of Institutional Research

All workgroups receive analytical and data support from CMCC's Office of Institutional Research (IR). IR provides the data, reporting, and analysis necessary for informed decision-making, progress tracking, and assessment of enrollment strategies.

- **Brianna Doyle** – Director of Institutional Research & Grant Procurement
- **Jeff Green** – Assistant Director of Institutional Research
- **Eric Berg** – Institutional Research Associate

IR collaborates closely with workgroup chairs to ensure all action plans are supported by accurate, timely, and relevant data.

IV. Situational Analysis

Enrollment Overview

Enrollment at CMCC has shown sustained growth since 2020, culminating in a record 4,754 students in Fall 2024. This represents a nearly 53% increase since Fall 2021, when headcount dipped to just over 3,000 students. Importantly, growth has not been limited to headcount: full-time equivalent (FTE) enrollment increased by nearly 70% from 1,556 in 2021 to 2,630 in 2024.

This trajectory highlights two important points. First, the Maine Free College Scholarship program bolstered enrollment during its extension to the high school classes of 2024 and 2025, allowing CMCC to serve a broader and younger population. Second, the FTE gains suggest that students are enrolling in heavier course loads, increasing institutional credit-hour production and revenue potential. The expiration of Free College funding after 2025, however, raises concerns about whether both headcount and FTE can be maintained without additional state or institutional interventions.

Table 1. CMCC Enrollment Trends

Term	Headcount	FTE
Fall 2020	3,115	1,654
Fall 2021	3,003	1,556
Fall 2022	3,376	1,890
Fall 2023	4,121	2,415
Fall 2024	4,754	2,630

Retention Trends

Retention outcomes reveal progress for full-time students but challenges for part-time learners. Full-time persistence (fall–spring) has improved steadily, reaching 75% in 2024–2025, while fall-to-fall retention has climbed to 57%. These gains place CMCC above national community college averages, suggesting success in strategies targeted toward full-time student success (National Student Clearinghouse, 2024).

In contrast, part-time students remain at risk. Persistence hovers around 50%, and fall-to-fall retention has dropped, from 48% (2019–2020) to 35% (2023–2024). This disparity demonstrates that part-time students—who often balance work, family, and academics—require specialized supports that CMCC has not yet effectively implemented.

Table 2. Retention and Persistence Rates (2020–2024)

Year/Period	FT Persistence	PT Persistence	FT Retention	PT Retention
2019–2020	—	—	54%	48%
2020–2021	69%	53%	51%	42%
2021–2022	73%	60%	55%	47%
2022–2023	73%	54%	58%	44%
2023–2024	70%	50%	57%	35%
2024–2025	75%	51%	—	—

High School Pipeline & Early College

Maine produces a steady 11,600–12,700 high school graduates annually, but CMCC’s direct-from-high-school enrollment has proven volatile (Education Indicators for Maine, 2025). Enrollment peaked at 874 in 2023, only to fall back to 730 in 2024. This swing demonstrates CMCC’s vulnerability to shifts in external factors such as competition and state aid and underscores the need to strengthen alternative pipelines.

By contrast, Early College has emerged as one of CMCC’s most consistent and strategic enrollment drivers. Since 2021, unduplicated Early College headcount more than doubled, while credit hours earned grew 144%. The appointment of a full-time Early College Coordinator in 2024 accelerated this momentum, positioning the program as a key enrollment feeder and a driver of long-term persistence, since students enter better prepared for college-level work.

Table 3. Maine High School Graduates and CMCC Direct-From-HS Enrollment (2020–2024)

Year	Maine HS Graduates	CMCC Direct from HS (FT, degree-seeking)
2020	11,670	436
2021	12,050	373
2022	12,550	549
2023	12,671	874
2024	—	730

Table 4. Early College Enrollment (2021–2025)

Year	Unduplicated Headcount	Duplicated Headcount	Credit Hours Earned
2021	938	1,044	3,148
2022	1,093	1,166	3,715
2023	1,275	1,397	4,672
2024	1,509	1,600	5,387
2025	1,955	2,137	7,668

Online Enrollment Growth

The expansion of online learning has reshaped CMCC's enrollment landscape. Students taking at least one online course rose from 2,366 in 2021–2022 to 3,153 in 2024–2025, while enrollment in fully online majors grew from 25 students to 588 students over the same period.

This demonstrates both demand for flexible learning options and CMCC's ability to deliver. The trend has implications for program development, advising, and technology investments. Continued scaling of online offerings will be crucial to maintaining competitiveness as demographics shift.

Academic Program Expansion

Beginning in Fall 2025, CMCC will launch six new programs: Health Sciences Certificate, Metal Fabrication (A.A.S.), Pre-Engineering (A.S.), Data Science (A.S.), Electrical Construction Certificate, and Communications & New Media (A.A.).

At the same time, existing programs have been reshaped: Graphic Design and Architectural Studies were renamed and updated, while new pathways were created in Liberal Studies and Business. Together, these initiatives align CMCC's academic portfolio with labor market demand and broaden student choice, strengthening both recruitment and retention potential.

Workforce Development

Workforce Development (WFD) remains a core mission area, though activity has fluctuated since the pandemic. Duplicated enrollment dropped from 1,144 in 2020–2021 to 552 in 2024–2025, and completers fell from 944 to 269 in the same period.

Despite these declines, WFD activity remains higher than a decade ago, reflecting MCCS's commitment to short-term credentialing and employer partnerships. The challenge for CMCC is to stabilize completions by aligning program offerings with Maine's evolving labor market needs.

Student Demographics

CMCC's student body is trending younger, more transparent in race/ethnicity reporting, and more gender-balanced, though first-generation identification remains incomplete.

The percentage of students 20 or younger rose from 55.5% in 2022 to 67.5% in 2024, reducing the average age to 22.2. This shift underscores the impact of Early College and direct-from-HS enrollment. Race/ethnicity reporting improved as "Unknown" fell from 32.1% (2021) to 14.0% (2024). Within reported categories, modest growth is seen in Hispanic/Latino, Asian, and multiracial students, while White students rose proportionally.

Gender balance is shifting: female enrollment decreased from 57.3% to 54.5%, while male enrollment increased modestly. First-generation students appear to be declining (18% in 2021 → 13% in 2024), but one-third of students remain "Unknown," limiting the reliability of this measure.

Table 5. Race/Ethnicity Distribution (2021–2024)

Category	2021	2022	2023	2024
White	55.4%	53.6%	66.9%	68.5%
Black or African American	6.8%	8.5%	7.6%	8.0%
Hispanic/Latino	1.8%	2.8%	3.2%	3.5%
Asian	—	0.6%	0.7%	0.9%
Two or More Races	—	1.9%	2.3%	2.6%
American Indian or Alaska Native	—	0.4%	0.4%	0.6%
Native American or Other Pacific Islander	—	0.1%	0.1%	0.1%
Race/Ethnicity Unknown	32.1%	31.9%	17.2%	14.0%
Other	3.9%	—	—	—

Table 6. Gender Distribution (2021–2024)

Gender	2021	2022	2023	2024
Female	57.3%	57.9%	56.2%	54.5%
Male	42.1%	41.7%	42.5%	43.6%
Unknown	0.6%	0.4%	1.3%	1.9%

Table 7. Age Distribution (2021–2024)

Age Group	2021	2022	2023	2024
20 or younger	60.7%	55.5%	65.8%	67.5%
21–24	13.0%	15.0%	11.0%	11.7%
25 or older	26.3%	29.4%	23.1%	20.8%
Unknown	—	0.1%	0.1%	—

Table 8. First-Generation College Students (2021, 2023–2024)

Category	2021	2023	2024
First Generation	18.0%	14.0%	13.0%
Other	51.2%	53.0%	55.0%
Unknown	30.8%	33.0%	32.0%

Population Trends

Demographic forecasts show that while Auburn will remain stable and Lewiston will grow modestly, Maine overall faces a shrinking working-age population (–4.6% by 2032) and a rapidly growing 65+ population (+35.6%) (State of Maine State Economist, 2024).

This creates dual pressures: the traditional and adult learner pools will contract, increasing competition, while workforce demands in healthcare and related sectors will expand. For CMCC, this points to a need to deepen Early College pathways, broaden online and flexible options, and target program development in high-demand career areas tied to an aging population.

Student Information System (SIS) Transition – Anthology Student

The March 2025 transition from Jenzabar to Anthology Student marked a major shift in CMCC's operations. The mid-semester rollout created disruptions in registration, transfer credits, GPA calculations, financial aid processing, billing, and waitlist management.

Stabilizing Anthology is now a strategic priority. Reliable student information is fundamental to retention, enrollment forecasting, and financial operations. Success here is essential not only for operational stability but also for restoring student and faculty trust.

Environmental Scan

CMCC stands at a critical juncture: enrollment growth, Early College expansion, and new academic programs highlight institutional momentum, while demographic decline, part-time retention challenges, and the end of the Free College program pose risks. The path forward requires stabilizing Anthology, doubling down on part-time retention, and investing in flexible, market-aligned programs that meet both student needs and Maine's workforce demands.

V. Recruiting Workgroup Action Plans

The Recruiting Workgroup has led several initiatives that directly align with CMCC's strategic enrollment priorities. This group's efforts span both high-impact program development and operational improvements in recruitment practices. Collectively, their work reflects a balance between long-term structural changes (such as launching new academic programs) and ongoing engagement strategies that strengthen the admissions pipeline.

Appendix B outlines each action plan, its objectives, key activities, and the staff or faculty members responsible for implementation. By capturing the status and timeline of each initiative, CMCC can maintain accountability and ensure continued progress across multiple fronts.

The six newly created academic programs represent a transformative expansion of CMCC's academic offerings. All were approved in either Fall 2024 or Spring 2025 and launched in September 2025. These programs were designed to respond to workforce demand and to strengthen transfer opportunities while diversifying CMCC's academic portfolio. In addition, the group restructured the college's Open House to connect prospective students, alumni, and the community; implemented Anthology Reach CRM to modernize communications and admissions processing; assumed responsibility for Gender Equity programming; and strengthened ties to local adult education partners through the on-campus College & Career Success Coordinator.

Given the scale of these actions, it is important to demonstrate not only activity but also enrollment and financial impact. Appendix C highlights enrollment projections and actual first-year performance for the six new programs, using in-state tuition and fees as the basis for revenue calculations. For initiatives that do not yield direct headcount or revenue, the expected indirect impact is noted.

VI. Student Persistence Workgroup Action Plans

The Student Persistence Workgroup has concentrated on strengthening advising, registration, and student support systems to improve persistence from semester to semester. Their initiatives reflect a focus on making enrollment processes more student-centered, increasing accessibility to academic advising, and adapting staffing to better support the implementation of Anthology Student.

A major challenge for this group has been the Anthology Student implementation, which required more than a year of testing and preparation. Our Advising & Registration team were the most directly occupied by this work, balancing system conversion demands with ongoing student needs. Despite these pressures, the Workgroup advanced several initiatives designed to remove barriers and improve persistence.

One key initiative was the introduction of Student Registration Days, which brought 415 students and families to campus over the summer to finalize fall course schedules. These in-person events enhanced engagement, ensured students were registered earlier, and created stronger connections with advising and support staff.

The Workgroup also restructured a staff position to create an Enrollment Specialist, dedicated to supporting both Admissions and Advising/Registration. Led by Mitchell Grohoski, this role was established in Spring 2025 to strengthen back-end processes in Anthology Student while improving student-facing services.

To support consistency and shared understanding of Anthology Student, the Workgroup developed Standard Operating Procedures (SOPs) for system use. Created in Spring 2025 under the leadership of Eric Meader, these SOPs were distributed college-wide to guide staff in navigating Anthology processes more effectively.

Finally, academic advising was extended into residential spaces, with daytime and evening appointments in dormitory study lounges beginning in Fall 2024. This initiative continues today, expanding access to advising beyond traditional business hours and meeting students where they are.

Appendix D summarizes these action plans, their objectives, current status, timelines, and leadership.

VII. Student Involvement Workgroup Action Plans

The Student Involvement Workgroup has emphasized enhancing the student experience outside of the classroom by investing in recreation, activities, school spirit, and career preparation. These initiatives focus on strengthening campus life, fostering community, and creating a sense of belonging—all of which are critical to persistence and retention.

Recent efforts include the development of new outdoor recreation spaces, such as a half-court basketball area, a sand volleyball court, and several disc golf baskets, which expand opportunities for physical activity and informal student gatherings. The Workgroup has also led initiatives to increase participation in student activities, with events growing from 33 events and

1,583 student check-ins in 2022 to 38 events and 2,951 check-ins in 2024. This nearly twofold increase in engagement demonstrates a rising demand for campus activities and stronger student involvement in campus life.

To cultivate a stronger sense of pride and engagement, the group created CMCC Spirit Days, often built around fall soccer events, which bring students, staff, and faculty together in visible demonstrations of campus unity. Finally, the Workgroup organized a consolidated CMCC Student Job Fair, which attracted 52 businesses and brought together all academic programs in one coordinated event, replacing the previous model of smaller, department-level job fairs. This event not only created stronger employer-student connections but also highlighted CMCC's role as a regional workforce hub.

Appendix E summarizes the Student Involvement Workgroup's action plans, their objectives, status, timelines, and leadership.

VIII. Finance, Financial Aid, & Scholarships Workgroup Action Plans

The Finance, Financial Aid, and Scholarship Workgroup has been instrumental in strengthening CMCC's financial infrastructure and enhancing student affordability. While their initiatives do not directly translate into enrollment or revenue projections, they are essential for reducing barriers to access, ensuring efficient operations, and expanding external funding streams. Together, these efforts sustain CMCC's affordability advantage and improve the student financial experience.

Key action plans include the implementation of TouchNet, CMCC's new student payment portal integrated with Anthology Student, which modernizes billing processes, provides flexible payment options, and increases transparency for students and families. Alongside this, the College transitioned from PowerFAIDS to Anthology's integrated Financial Aid System, which promises long-term efficiency gains by embedding aid management within the SIS. Although this system has been challenging to implement and still requires refinement, it represents a crucial step toward unifying financial operations.

The Workgroup also advanced external resource development. CMCC restructured its staffing to create a Director of Institutional Research & Grant Procurement, filling a long-standing gap in dedicated grant-seeking capacity. This structural change has already borne fruit, with the College securing a \$500,000 Lowe's Foundation Gable Grant to fund the creation of an interdisciplinary lab serving electrical and workforce programs, scheduled to open in Fall 2025. Additionally, the CM Education Foundation committed \$25,000 to support student labor positions tied to students' fields of study, reinforcing both financial support and career readiness.

Appendix F summarizes these initiatives, their objectives, progress, and leadership.

IX. Workforce Development Workgroup Action Plans

The Workforce Development (WFD) Workgroup has advanced several initiatives that strengthen CMCC's role in meeting regional labor market needs and expanding access to short-term credentials. Unlike traditional academic programs, these offerings are often non-credit, designed

to rapidly prepare individuals for in-demand careers, and serve as both community outreach and institutional revenue streams.

The Workgroup's efforts highlight both scale and diversification. Programs such as Home Inspector Training, Commercial Driver's License (CDL/CDL-A), and Fiber Optics provide direct pipelines into high-demand technical careers. Enrollment in these initiatives remains strong, though in most cases current participation is slightly below projected goals. Meanwhile, CMCC's adoption of Google Certificate programs represents a new venture into stackable, industry-recognized credentials that can complement degree pathways. The College also continues to invest in its Electrical training program, which has seen steady enrollment with strong near-term growth, including an additional cohort recently launched.

Together, these action plans demonstrate CMCC's growing capacity to provide industry-responsive training that expands workforce opportunities for students and meets employer demand across the state.

Appendix G summarizes the Workforce Development Workgroup's action plans, their objectives, current status, and leadership.

X. Next Steps

The SEP has established a strong framework for guiding CMCC's enrollment and retention initiatives. To ensure that progress continues and outcomes remain measurable, the following next steps will guide ongoing implementation and accountability.

1. Monitor Action Plan Progress

Each workgroup is responsible for ensuring that its action plans are moving forward as written. Chairs should confirm that all planned activities are on schedule and that assigned responsibilities are being carried out effectively.

2. Update Enrollment and Revenue Impact Data

As action plans progress through an academic year or are completed, workgroups will be expected to provide updated enrollment and revenue data. This information will be integrated into the SEP to ensure an accurate picture of outcomes and to refine future projections.

3. Prepare for Next Round of Planning

The SEP workgroups will reconvene in late Fall 2025 to begin brainstorming the next cycle of action plans. This process will build upon the lessons learned from the current year, incorporate updated data, and anticipate institutional needs moving forward.

By committing to continuous review, transparent reporting, and proactive planning, CMCC will ensure that the SEP remains a living document—one that evolves with changing student needs, institutional priorities, and external conditions.

XI. Concluding Comments

Constructing and executing this Strategic Enrollment Plan required sustained commitment and collaboration across every division of the College. The process reflects not only the dedication of workgroup chairs and members, but also the willingness of staff and faculty to contribute ideas, adapt to change, and remain focused on supporting students. This inclusivity has been one of the most meaningful outcomes of the SEP process—ensuring that a wide range of voices and perspectives shaped the priorities that will guide CMCC forward.

A central challenge in the development of this plan has been the transition to Anthology Student. Advisors, the Registrar's Office, and staff across multiple departments invested more than a year in testing and preparation, with significant effort continuing even after the mid-semester launch. This process highlighted both the complexity of modern enrollment systems and the resilience of CMCC personnel in balancing day-to-day responsibilities with the demands of a major system conversion. The development of Anthology Standard Operating Procedures and the creation of new positions, such as the Enrollment Specialist role, are examples of how CMCC adapted its staffing and processes to navigate this change

Enrollment projections remain a challenge, particularly for academic programs and new initiatives where student demand can be difficult to predict. Workgroup chairs and action plan leaders were encouraged to make conservative estimates, informed by past experience and tempered by the unpredictable nature of postsecondary enrollment trends. These projections will continue to evolve as data becomes available, and the SEP emphasizes flexibility and the willingness to revise assumptions based on actual results.

It should also be noted that this plan was developed during a period of staff transition. CMCC has welcomed new employees across Admissions, Advising, the Registrar, Institutional Research, and Academic Affairs. These changes occasionally disrupted continuity within workgroups, but they also brought fresh perspectives that have enriched the plan. The persistence and creativity of staff and faculty during this period ensured that the SEP remained on track and that its initiatives reflect the best thinking of the institution.

Ultimately, this plan represents CMCC's commitment to creating a student-centered culture, where enrollment, persistence, and completion are supported by inclusive practices, thoughtful innovation, and collaborative planning, and is less about the numbers. By remaining adaptable, reflective, and united in purpose, CMCC is positioned to continue growing as a vital educational resource for Maine.

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SEP Action Plans with Mapping to CMCC Strategic Plan (2025–2030)

Workgroup	Action Plan Title	Status	Strategic Plan Pillar
Recruiting	Health Sciences Certificate	Complete	Academic & Workforce Training
Recruiting	Metal Fabrication (A.A.S.)	Complete	Academic & Workforce Training
Recruiting	Construction Electricity Certificate	Complete	Academic & Workforce Training
Recruiting	Communications & New Media (A.S.)	Complete	Academic & Workforce Training
Recruiting	Pre-Engineering (A.S.)	Complete	Academic & Workforce Training
Recruiting	Data Science (A.S.)	Complete	Academic & Workforce Training
Recruiting	Open House & Homecoming Weekend	In Progress	Enrollment
Recruiting	Anthology Reach CRM	In Progress	Effectiveness & Efficiency
Recruiting	Gender Equity Programming	Ongoing	Community
Recruiting	Adult Education Partnership	Ongoing	Academic & Workforce Training
Student Persistence	Student Registration Days	Complete	Enrollment
Student Persistence	Enrollment Specialist Position	Complete	Effectiveness & Efficiency
Student Persistence	Anthology SOPs	Complete	Effectiveness & Efficiency
Student Persistence	Dorm-Based Academic Advising	Ongoing	Enrollment
Student Involvement	Recreation Development	Complete	Facilities & Infrastructure
Student Involvement	Student Activities Participation	Ongoing	Enrollment
Student Involvement	CMCC Spirit Days	Ongoing	Community
Student Involvement	CMCC Student Job Fair	Complete	Enrollment
Finance, Financial Aid, & Scholarships	TouchNet Student Payment Portal	In Progress	Effectiveness & Efficiency
Finance, Financial Aid, & Scholarships	Anthology Financial Aid System	In Progress	Effectiveness & Efficiency
Finance, Financial Aid, & Scholarships	Director of IR & Grant Procurement	Complete	Effectiveness & Efficiency
Finance, Financial Aid, & Scholarships	Lowe's Gable Grant	In Progress	Facilities & Infrastructure
Finance, Financial Aid, & Scholarships	Foundation Student Worker Initiative	Complete	Enrollment
Workforce Development	Home Inspector Training	Ongoing	Academic & Workforce Training
Workforce Development	CDL / CDL-A	Ongoing	Academic & Workforce Training
Workforce Development	Fiber Optics	Ongoing	Academic & Workforce Training
Workforce Development	Google Certificates	Ongoing	Academic & Workforce Training
Workforce Development	Electrical Training	Ongoing	Academic & Workforce Training

Table 9. Recruiting Workgroup Action Plans

Title	Objective	Status	Timeline	Plan Leader
Health Sciences Certificate	Expand health-related pathways; support nursing feeder (workforce focus)	Complete	Launched Fall 2025	Andrew Morong
Metal Fabrication (A.A.S.)	Address regional workforce needs in trades	Complete	Launched Fall 2025	Tobby Bragdon / Forrest Stone
Construction Electricity Certificate	Provide short-term credential in high-demand field (workforce focus)	Complete	Launched Fall 2025	Chris Thoma
Communications & New Media (A.A.)	Modernize offerings and expand transfer pathways (transfer focus)	Complete	Launched Fall 2025	Jess Smith
Pre-Engineering (A.S.)	Strengthen STEM preparation and transfer opportunities (transfer focus)	Complete	Launched Fall 2025	Chris Thoma
Data Science (A.S.)	Expand into emerging fields with transfer preparation (transfer focus)	Complete	Launched Fall 2025	Chris Thoma
Open House	Redesign admissions events to broaden impact	In Progress	Event Fall 2025	Alyson Daniels
Reach CRM	Modernize admissions processes	Complete	Launched Fall 2024	Andrew Morong
Gender Equity	Transition Gender Equity to Admissions	Ongoing	Launched Spring 2025	Denise Lafountain
AE Partnership	Leverage grant-funded success coordinator	Ongoing	Launched 2023	Denise Lafountain

Table 10. Recruiting Workgroup – Enrollment & Revenue Projections

(In-state tuition & fees only; housing excluded)

Title	Y1 Projected Enrollment	Y2 Projected Enrollment	Y3 Projected Enrollment	Actual Y1 Enrollment	Projected Gross Revenue (Y1–Y3)	Actual Y1 Gross Revenue (Tuition & Fees)
Health Sciences Certificate	30	45	60	144	\$395,280	\$469,890
Metal Fabrication (A.A.S.)	20	40	50	37	\$322,080	\$148,005
Construction Electricity Certificate	10	15	20	16	\$131,760	\$62,100
Communications & New Media (A.A.)	10	15	20	5	\$131,760	\$19,665
Pre-Engineering (A.S.)	20	40	50	25	\$322,080	\$87,975
Data Science (A.S.)	20	40	50	2	\$322,080	\$7,245
Open House	Expected indirect enrollment impact			N/A	—	—
Reach CRM	Expected indirect enrollment impact			N/A	—	—
Gender Equity	Expected indirect enrollment impact			N/A	—	—
AE Partnership	Expected indirect enrollment impact			N/A	—	—

Table 12. Student Persistence Workgroup Action Plans

Action Plan Title	Objective	Status	Timeline	Plan Leader
Student Registration Days	Increase student engagement and ensure early course registration through summer events	Complete	Summer 2025	Eric Meader
Enrollment Specialist	Strengthen Anthology Student processes while bridging Admissions and Advising/Registration	Complete	Started Spring 2025	Mitchell Grohoski
Anthology SOPs	Create consistent procedures for Anthology use across departments	Complete	Started Spring 2025; shared college-wide	Eric Meader
Dorm-Based Advising	Increase access to advising by offering daytime and evening appointments in residence hall study lounges	Ongoing	Began Fall 2024; continues	Eric Meader

Table 14. Student Involvement Workgroup Action Plans

Title	Objective	Status	Timeline	Plan Leader
Recreation Development	Expand recreation opportunities by installing outdoor courts and disc golf baskets	Complete	Completed 2025	Jared Rubin
Student Activities Participation	Increase student involvement in activities and events	Ongoing	Began 2023; continues	Grimes Williams
CMCC Spirit Days	Foster school pride and community engagement through athletics-based events	Ongoing	Began Fall 2024; continues	Jean Blais
CMCC Student Job Fair	Create a campus-wide career event bringing all programs together	Complete	Launched Spring 2025	Alyson Daniels

Appendix F

Table 11. Finance, Financial Aid, and Scholarship Workgroup Action Plans

Title	Objective	Status	Timeline	Plan Leader
TouchNet	Modernize and streamline student billing and payment processes as part of Anthology SIS	In Progress	Began 2025; full rollout 2026	Maureen Aube
Anthology Financial Aid	Move financial aid management into the SIS to improve efficiency and data integrity	In Progress	Testing 2024; implementation 2025; stabilization expected 2026	John Bowie
Grant Procurement	Increase grant-seeking capacity to diversify external funding	Complete	Implemented 2025	Brianna Doyle
Lowe's Gable Grant	Implement \$500,000 grant to build/renovate interdisciplinary lab supporting electrical & workforce programs	In Progress	Grant awarded 2024; lab opening Fall 2025	Brianna Doyle
Foundation Student Worker Initiative	CM Education Foundation to fund student labor roles aligned with students' fields of study	Complete	Began 2024-25 academic year	Alyson Daniels

Table 13. Workforce Development Workgroup Action Plans

Title	Objective	Status	Timeline	Plan Leader
Home Inspector Training	Provide industry certification for home inspectors	Ongoing (Projected: 24; Current: 17)	Began 2025; continues	Dwayne Conway
CDL / CDL-A	Expand commercial driver training, including CDL-A licensure	Ongoing (Projected: 74; Current: 44)	CDL established earlier; CDL-A added 2025	Dwayne Conway
Fiber Optics	Train technicians for fiber installation and maintenance	Ongoing (Projected: 200; Current: 99)	Began 2025; continues	Dwayne Conway
Google Certificates	Provide online industry-recognized IT and business certifications	Ongoing (No projection; Current: 45)	Began 2025; continues	Dwayne Conway
Electrical Training	Expand electrical workforce preparation	Ongoing (Projected: 20; Current: 11; additional 21 enrolled)	Began 2025; continues	Dwayne Conway