

**Central Maine Community College  
STRATEGIC PLAN  
2008-2013**

**Mission Statement**

*Central Maine Community College provides quality, accessible college education and lifelong learning opportunities. Therefore we provide 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 graduates for immediate employment and continued education;*

*Quality transfer programs that prepare graduates for continued education at the baccalaureate level*

*Quality lifelong learning opportunities to area residents to improve their workplace skills, enhance their job and career prospects, and enrich their lives as members of the community.*

*Services to support economic development and community vitality*

*All of its services with the twin goals of providing the highest quality and maintaining the broadest accessibility.*

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

- I. Increase enrollment to 20,000 students by 2013 through increased capacity, accessibility, and affordability.
- II. Implement the *Envision the Future* plan at each college.
- 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 incorporating provisions of the most-recent plan (Strategic Directions, 2004-2010) elements of the CMCC *Envision the Future* goals, the Library Strategic and Assessment Plans (2008-2012) and long-range goals identified by the assessment conference reports.

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 M CCS 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 completed in 2007 a SWOT analysis, 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 ten strategic goals with specific objectives that will enable the institution to meet the future educational and training needs of our students and the community. Decision-making will be guided by a culture of ongoing assessment and research in all major areas, especially student learning, program planning and review, enrollment management and institutional effectiveness.

## **I. Student Success**

**In order to continue its focus on student success, CMCC will excel in student development and support services by expanding programs and services consistent with student needs, interests and abilities.**

Fall 2008 (T) - Complete the implementation of the Center for Retention and Transfer, to include a comprehensive orientation and First-year Experience Program.

Fall 2008 (A,B1) - Establish a comprehensive learning center, easily accessible to all students, which will provide assistance in writing, math, and computer proficiency. (Assessment Conference Report 08-06).

\*Fall 2008 (A) - Increase student retention by developing tools and services (career counseling/job placement) that will assist students to reach their educational and career goals. (Assessment Conference Report 08-06).

Fall 2009 (A) - Establish an accurate and sustainable student learning assessment program, with clearly identified outcomes and measures, in order to foster a culture of continuous improvement.

Fall 2009 (A) - Expand co-curricular programming, in particular those that provide opportunities for cross-cultural activities.

Spring 2010 (A) - Exceed national and peer institution norms on student satisfaction measures.

Spring 2013 (A) - Improve the graduate employment/continuing education rate to 95 percent.

## **II. Teaching and Learning Excellence (Academic Programs)**

**CMCC will offer educational programs and services that are responsive to the changing needs of the community and that increase student success as measured by student learning, achievement of student goals, and student contributions to the community.**

Fall 2008 (A, P) - Implement new degree program in criminal justice/computer forensics.

Fall 2009 (A, G) - Develop new programs, using current resources or minimal additional resources, in health care (medical coding) and expand course offerings in business, hospitality, and engineering.

Fall 2009 (A) - Increase elective offerings and expand opportunities in liberal arts activities and foreign travel.

Fall 2009 (A) - Complete the development of outcome measures in order to clearly define student learning outcomes (that support the college's mission and goals) and to develop assessment methods and criteria for measuring success.

Fall 2009 (A) – Complete the development of a faculty advising handbook.

Fall 2009 (A) - Develop a comprehensive, campus-wide advising model to make consistent, high-quality academic advising to all students. Special attention will be paid to the growing numbers of Liberal and General Studies students who need comprehensive advising. (Assessment Conference 08-06).

Fall 2009 (A, P) - Establish a process to systematically review program offerings to ensure that they maintain academic standards and meet the changing needs of the service area. (Assessment Conference Report 08-03).

Fall 2009 (A) – Develop oversight and procedures to ensure that 1) program advisory committees hold regular meetings 2) their input is considered before program revisions are instituted.

Fall 2010 (A,G) - Improve information resources by implementing the major goals of the Library Strategic and Assessment Plan to provide students, faculty and staff with barrier-free and timely access to all library resources, including electronic gateways to information resources. (Assessment Conference Report 08-07).

Fall 2010 (A) – Increase by 10 percent the number internship opportunities with local employers in order to build networking capabilities for our graduates. (Assessment Conference Report 08-03).

Fall 2010 (A, P) - Increase collaboration with other institutions of higher education and expand joint enrollment options by 10 percent to provide more learning opportunities for students.

Spring 2013 (A, P) - Increase the transfer rate to baccalaureate programs to 25 percent.

### **III. Access/Diversity**

**CMCC is committed to providing access to programs and services that strengthen the educational, social, and economic life of its increasingly diverse community.**

Fall 2012 (A) – Increase the diversity of the student population by 25%.

Spring 2013 (A) – Increase minority representation on the faculty and staff by 75% in order to have a campus workforce that more closely approximates the diversity of the student population.

#### **IV. Enrollment**

**CMCC will continue to manage its enrollment growth by continuing to increase first-time admissions, increasing student satisfaction, and reducing attrition.**

Fall 2011 (A, G) - Expand program delivery capacity at the off-campus centers by 50%, to include greater options in online education.

Fall 2011 (A) - Increase capacity for program expansion on the main campus by 10% through the use of a more flexible calendar for courses and programs. (Assessment Conference Report 08-06).

Fall 2013 (A, G) - Increase current enrollment (of close to 2200 students) to approximately 3200 students (assuming adequate state funding) by expanding in current markets and moving to new markets.

Fall 2013 (A) - Increase first-time admissions by an average of 7 percent per year (assuming adequate state funding).

#### **V. Technology**

**CMCC will be a leader in educational and administrative technology that enhances student learning and improves college management processes and functions.**

Fall, 2008 (A) - Upgrade and redesign the website to give it a more unified and identifiable theme and to make it more accessible, functional, and informative.

Fall, 2009 (A, B2) - Add a new computer lab (or increase number of computers in library and make more accessible for general use) to meet the growing demand. (Assessment Conference Report 08-05).

Fall, 2009 (G) - Expand the College's technological infrastructure and acquire high-level video teleconferencing equipment to enable delivery of online and hybrid course and to increase distance education delivery systems.

Fall, 2009 (A, G) - Purchase significant enhancements to the current student information system (SIS) in order to provide better service to students and faculty. (If MCCS does not provide an alternative).

Fall, 2009 (A, G) - Develop a true portal on the web site that will give students entry into multiple areas from a single ID and Password. (This could be part of the college's upgrade of the Jenzabar system).

Spring, 2011 (P, G) - Fund the College's academic technology plan (which includes Phase II & III acquisitions for GAT, and new equipment for ELT and MTT (Assessment Conference Reports 08-01, 08-02, 08-04).

## **VI. Facilities**

**CMCC will continue to maintain, upgrade and expand campus facilities to meet changing needs as identified in the Campus Master Plan.**

Fall, 2007 (A) - Address the need for more parking (100 plus spaces) unless expanding course scheduling spreads demand over non-peak periods.

Fall, 2008 (B1) - Complete renovations to be funded from November, 2007 bond to include electrical infrastructure, classroom and lab upgrades, and new learning center space)

Fall, 2009 (A) Develop an evacuation plan that includes a strategy to address traffic congestion that occurs during evacuations.

Fall, 2010 (B2,G) Build another access road that can be used during campus evacuations.

Fall, 2011(B2, O) Build a fitness center/exercise facility for use by students, faculty and staff.

Fall, 2012 (B2) - Build a science building of 20,000 square feet to house expanded nursing and allied health programs.

## **VII. Financial Resources**

**CMCC will continue to improve its financial position by seeking new funding sources and strengthening institutional advancement efforts.**

Fall, 2009 (A) - Increase alumni outreach and involvement through greater use of an updated data base and the establishment of an Alumni Association.

Fall, 2012 (O) - Increase the CM Education Foundation endowment to one million dollars in order to provide more scholarship assistance to students.

Spring 2013 (G) - Increase by 50% the number of successful grant applications (including private foundations) and the amount of revenue received through contract training.

## **VIII. Economic Development & Community Partnerships**

**CMCC will be a leader and partner in building a strong community through its contributions to economic and workforce development.**

Fall, 2008 (G, O) – Launch the extension of the nursing program to Lincoln County in partnership with Miles Memorial Hospital.

Fall 2009 (A, G) - Implement a comprehensive community outreach and marketing strategy to Increase visibility, enrollment, and local collaborations in service area communities of Oxford, Lincoln, and Franklin Counties.

Fall, 2012 (A) - Increase Corporate and Community Services enrollments by 25 percent.

Fall, 2012 (A) - Double the number of the College's formal strategic partnerships.

Spring 2012 (A) – Implement a formal process to ensure greater integration between credit and non-credit areas of the College and increase faculty engagement with area businesses.

Spring 2013 (A, G) – Increase training provided to local business and industry by 25% to promote advancements in technology, support major industries (health care and manufacturing), and meet employer needs.

## **IX. Institutional Accountability**

**CMCC will maintain a viable and supportive system of organizational review that verifies and improves college effectiveness and ensures the integrity of programs.**

Fall, 2009 (A) - Develop a comprehensive and systematic institutional research and planning function that is driven by carefully articulated goals and priorities, supported by valid data collection, and completes the loop of the continuous cycle of assessment.

Fall, 2009 (A) - Implement fully the assessment and consistent utilization of institutional research data, surveys and program reviews through the assessment conference process, ensuring that faculty and staff members are given the opportunity to provide input and to implement recommendations.

Fall 2010 (A) - Complete the development of an institutional effectiveness process that is an on-going, college-wide effort of research, assessment, and planning which will document that the college is achieving its mission and goals and continuously striving to improve its programs and services.

### **Strategic Plan Funding Codes:**

A – Annual operating/capital budgets

B1 – Bond (2007)

B2 – Future bond

G – Grants

P – Perkins

O - Other

T- Title III

01/08/09 – as approved by Horizons Council.