YORK COUNTY COMMUNITY COLLEGE

**STRATEGIC PLAN**

**2014 - 2019**

**COMBINED INVENTORY FEEDBACK**

The 2015 YCCC Strategic Planning Committee is asking our Senior Deans to individually and/or collectively evaluate the progress and status of the “Direction and Actions” as outlined in the current (2014-2019) strategic plan. The relevant portions of the plan have been included in this inventory document along with a place for indicating whether the current “Directions and Actions” are:

1. **Done (D) - Action accomplished in full or part**
2. **In process (I)-work has begun and some progress had been made**
3. **Prioritized (P) – Remain prominent as part of the plan**
4. **Tabled (T) – Not a top priority**

Our goal is to streamline the “Directions and Actions” from 8 items down into 4-5 measureable and attainable institutional goals through which YCCC administration and faculty can subsequently prioritize and organize their operational and tactical efforts.

Our next committee meeting will be in early January 2016, thus we would appreciate your input submitted through the **Associate Dean of Institutional Research & Planning** in **December 2015**.

Please contact the committee chairperson, **Nicholas Gill**, should you have any questions or concerns and thank you in advance for your efforts.

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**DIRECTION 1: Pursue educational excellence**

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| D | Hire additional full-time faculty to provide the expertise required to enhance existing programs and create new programs. | Dean Gagnon |
| D | Continue to set individual course, lab, and program sizes to support best practices in pedagogy and to maintain the small class learning centered environment at YCCC. | Dean Gagnon |
| D | Actively integrate Library and Learning Center into support for teaching and learning to promote student success. | Dean Gagnon |
| I | Support faculty development to stay current in best practices in teaching and learning, and in new technologies for campus-based, on-line, and hybrid methods of delivery. | Dean Gagnon |
| I | Review and monitor curriculum and course design in general education courses to promote maximum transferability and student success at baccalaureate institutions. | Dean Gagnon |
| I | Facilitate more active involvement in Program Advisory Boards in career and technical programs to upgrade and enhance existing programs and align the curriculum with industry standards and needs. | Dean Gagnon |
| I | Enhance the virtual Teaching Excellence Center to better meet the needs of both full time and adjunct faculty. | Dean Gagnon |
| P | Develop opportunities to recognize excellence in teaching among both full time and adjunct faculty. | Dean Gagnon |
| P | Develop a comprehensive plan to enhance and support online teaching and learning, to insure that both faculty and students receive appropriate training and continuing support for this learning environment. | Dean Gagnon |

Create a learning centered community that embraces best practices in teaching and current technologies, and meets the educational and employment needs of the YCCC service area

**DIRECTION 2: Promote student success and engagement**

Work with students to establish clear and achievable educational goals and provide an environment to support them in their quest to succeed.

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| I | Set a clear definition of student success, measure performance against it and set goals for improvement over time. | Dean Gagnon & Dean Arey |
| P | Enhance the advising process, in coordination with faculty academic advisors, to ensure engagement of all students in academic planning upon entry into the College and continue to work with students throughout their enrollment, considering transfer options to other colleges/universities and/or preparing for entry into the workforce. | Dean Gagnon & Dean Arey |
| I | Evaluate current retention initiatives and expand efforts to increase persistence, retention and graduation rates, taking into account the differences between liberal arts students’ and career-track students’ needs and goals. | Dean Arey |
| I | Enhance the success rate of students in developmental math and English courses by implementing a combination of Best Practices in teaching, class design, tutoring support, supplemental education and/or first year experience courses. | Dean Gagnon & Dean Arey |
| I | Review the success rates in all required core courses and implement initiatives to improve student success through a combination of Best Practices in teaching, innovative course design, tutoring, cohort communities and other engaging academic support ideas. | Dean Gagnon |
| P | Evaluate the new student orientation program to complement any new initiatives which will increase students’ readiness for college level work. | Dean Gagnon & Dean Arey |
| I | Develop ways for students to become more fully engaged in learning through internships, practica and campus based programs/activities. | Dean Gagnon & Dean Arey |
| I | Establish a Student Life program which will provide students with opportunities to participate in programs, activities, and athletic events that create a sense of commitment to and affiliation with the College. | Dean Gagnon & Dean Arey |
| D | Hire a qualified psychological counselor to serve students facing life issues that negatively impact their ability to complete their studies. | Dean Arey |

**DIRECTION 3: Promote enrollment growth and access**

Establish the College, especially within York County, as an accessible and cutting edge educational center which is responsive to the changing educational and career related needs of residents by increasing academic programs, offering courses through various modalities and across the geographic area in different timeframes throughout the calendar year.

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| P & T | Utilize market research to determine the appropriate next steps for outreach initiatives and programmatic expansion to increase enrollment growth and fulfill the target established by MCCS of 2400 by 2018. | P: Dean Arey, T: Dean Gagnon |
| P | Create new pathways for residents not coming through the traditional high school route to directly access the College for continuing training and education, including pathways to college credit. | Dean Gagnon & Dean Arey |
| I | Develop satellite locations throughout the county focusing, in particular, on high schools and other educational institutions, and especially at a location in the currently under-served Biddeford-Saco area. | Dean Gagnon & Dean Arey |
| D | Develop a plan to increase the number of high school and home-schooled juniors and seniors to participate in dual enrollment programs, both on campus in Wells as well as satellite locations throughout the county. | Dean Arey |
| I | Create course schedules which balance offerings on campus, at satellite locations, and online to support the enrollment growth. | Dean Gagnon & Dean Arey |
| I | Expand the number of academic programs available for degree/certificate completion online to no less than four. | Dean Gagnon & Dean Arey |
| I & D | Increase number of articulation agreements to help support achieving the five year enrollment targets. | I: Dean Arey & President Finkelstein, D: Dean Gagnon |

D**IRECTION 4: Expand career and workforce development programs**

In order to support economic development, provide multiple models of training for workforce development and increase the variety and number of business and industry partners.

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| I | Align YCCC’s Office of Business and Community Programs (BCP) with state and local workforce needs and strategies, and offer “one stop shopping” service for the business community to access workforce development resources and services. | President Finkelstein |
| I | Increase students in non-credit courses by 50%, to an average of 600 students per quarter by 2018, in both closed-enrollment (workplace) courses and open-enrollment (public) courses. | President Finkelstein |
| I | Grow closed-enrollment courses from 12 to 24 business partners using YCCC for in-house training and skills development | President Finkelstein |
| I | Build the portfolio of open-enrollment (public) courses in partnership with business and professional organizations (e.g., regional Chambers of Commerce; nursing and dental bodies; manufacturing, banking and hospitality associations; Mobilize Maine). | President Finkelstein |
| I | Better coordinate the career and workforce development programs with degree programs, by developing a portfolio of public courses that provide industry-recognized credentials and pathways into YCCC for-credit programs, with a particular focus on course offerings in the I.T., health care, hospitality and precision manufacturing sectors. | President Finkelstein |
| T | In order to enhance the visibility of YCCC’s role in workforce and economic development, establish a Center for Entrepreneurship, offering skills training, mentoring, networking and information resources for new and growing businesses. | President Finkelstein |

D**IRECTION 5: Ensure resource stewardship and financial stability**

Establish strategies and plans to enhance revenues from both current (tuition and fees, state appropriations, College and System Foundations, and grants) and new sources.

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| I | Determine resources needed to support strategic work plan initiatives, and prioritize budget allocations accordingly. | Dean Arey |
| I | Work with the MCCS to seek increased state appropriations and other multi-year funding sources, as appropriate, to match enrollment growth and development. | Dean Arey |
| P | Seek Title III grants and other potential sources of federal, state, corporate and foundation grant funding. | Dean Gagnon |
| I | Seek and cultivate alternative resources to supplement and/or increase existing revenue streams and funding sources. | Dean Gagnon |
| I | Consider innovative revenue strategies including developing satellite campuses and establishing revenue enhancement community partnerships. | Dean Drouin |
| I | Prioritize allocation of funding sources based on strategic work plan initiatives. | Dean Drouin |
| I | Partner with YCCC Foundation to support a capital fundraising campaign and prioritize other fundraising strategies according to College’s strategic work plans. | Dean Drouin |
| I | Analyze current staffing needs of each department in order to achieve efficiency based on current and future work flow demands. | Dean Drouin |
| I | Provide professional development and training opportunities for staff. | Dean Arey |
| I | Seek and partnerships with community to determine grant or other public/private collaborative funding sources. | Dean Drouin |

D**IRECTION 6: Develop appropriate technology to support growth**

Utilize new and emerging technologies that improve teaching, learning, and business operations.

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| I | Update the Information Technology Work Plan, to audit, evaluate, plan, and budget College I.T. resources such that the I.T. department will be proactive, rather than reactive in responding to College growth and technology developments. | Top Priority for IT  President Finkelstein |
| I | Maintain and upgrade the technology infrastructure in support of student learning, teaching, and support services. | President Finkelstein |
| I | Respond to short-term instructional needs while participating in long term planning for future academic programs. | President Finkelstein |
| T | Allocate an annual capital budget for the IT department that is aligned with the I.T. Work Plan. | Tabled until after Action 1  President Finkelstein |
| D | Provide dependable support for expanded distance learning initiatives 24/7. | President Finkelstein |
| I | Establish systematic processes and practices to maintain data integrity. | Dean Arey |

D**IRECTION 7: Develop the Wells campus physical environment to support growth**

Create a welcoming, safe, and dynamic environment that leads to improved student and community engagement

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| I & P | Update the College’s Master Plan for the Wells campus, to include adequate parking and classroom space for the growth envisaged in this Plan. | I: Dean Arey, P: Dean Gagnon |
| I | Build a second academic building for use not later than January 2016, and begin planning for a third building to be built after the term of this 5-year plan. | Dean Arey |
| I | Align facility planning and management to directly support strategic directions, especially instructional and enrollment develop plans. | Dean Arey |
| I | Create a Facilities Strategic Work Plan, incorporating a capital budget to support enrollment growth targets. | Dean Drouin |
| I | Evaluate safety and security needs to protect students and employees, resources and assets, and update protocols as appropriate. | Dean Arey |

D**IRECTION 8: Promote community outreach**

The College will participate in its surrounding community to enhance the relationship between all facets of the college and its neighbors. It will increase its visibility in, and services for, the community including York County towns that are distant from Wells.

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| **Assessment (D, I, P, T)** | **Strategic Plan Actions** | **Comments** |
| D | Enhance YCCC’s virtual presence, including social media such as Facebook and Twitter, with the goal of regularly reaching 5,000 people in York County with College news and messages. | President Finkelstein |
| D | Build YCCC’s Senior College to enrollment of 100 people per semester, through classes in  Wells and potentially in retirement communities or homes. | President Finkelstein |
| I | Expand YCCC’s College for Kids programs to provide access for more students in the region, including offering new programs for grades 9-10. | President Finkelstein |
| T | Establish a physical presence for the College’s Center for Entrepreneurship, to support startup and growing businesses with resources, mentoring and student internships, in partnership with regional banks and economic development agencies. | President Finkelstein |
| D | Develop a plan for greater YCCC participation in local Boards and Committees, including municipal planning and oversight bodies, Chambers of Commerce, and voluntary service organizations. Investigate and implement a system to encourage members of College staff and faculty to participate in such community bodies throughout York County. | President Finkelstein |
| I | Enhance the College’s signage and visibility in Wells, Sanford, and at satellite locations including a future Saco or Biddeford site. | President Finkelstein |
| I | Develop and implement a plan during 2014 to more effectively meet the “cultural development” part of the Mission Statement and bring more visitors to the campus. Explore offering activities that can be open to the public and the campus community (e.g. musical and theatrical performances, clubs and sports events, workshops, visiting speakers, arts exhibits). Partner with local community organizations to offer opportunities for their use of campus facilities. | President Finkelstein |
| T | Continue the YCCC Foundation’s outreach and fundraising activities, and increase its annual fund target to around $200,000 per year (exclusive of capital campaigns). | President Finkelstein |
| D | Engage the College’s alumni in recruitment, fundraising, and community programs. | President Finkelstein |