



---

# ***YORK COUNTY COMMUNITY COLLEGE***

---

STRATEGIC  
PLAN FOR  
AY21-AY24

DEVELOPING YCCC'S AY2021-AY2024  
STRATEGIC PLAN

*Our Process for Building the Plan*

The diagram below captures the process the Task Force followed in building the plan. Please note that the graph shows a linear, step-by-step approach to understanding our plan's components. It is worth noting that our process, meetings, and discussions were not as linear. We found ourselves revisiting each section throughout our meetings.



One way that may help understand our strategic plan is to think of it as building a house. The most important part of a house is the foundation. Well-built foundations can withstand hurricanes, tornados, and weather just about any storm. Our College's foundation is our Purpose Statement (Step 1) and our Values (Step 2). Our Purpose and Values will serve as the foundation for this and future strategic plans.

OUR FOUNDATION		
<b>PURPOSE STATEMENT</b>	Our purpose statement <b>DRIVES</b> success. It answers <b>WHY</b> we exist. It should stand the test of time, rarely change.	To inspire and empower our students and communities to thrive.
<b>VALUE STATEMENT</b>	Our values <b>GUIDE</b> us. It answers <b>WHO</b> we are and what we stand for. They support our purpose and drive our behaviors and decisions.	<p><u><b>Innovation</b></u> <i>We unleash curiosity to reimagine what is possible.</i></p> <p><u><b>Empowerment</b></u> <i>We believe everyone deserves the opportunity to fulfill their potential.</i></p> <p><u><b>Accountability</b></u> <i>We take responsibility for the betterment of our community.</i></p> <p><u><b>Cooperation</b></u> <i>We know we are better when we work together.</i></p>

The second part of building our house is constructing the framework. To do that, we need to know what we are trying to accomplish and how the house will be utilized to know where to put walls, doors, windows, etc. Over time our needs may change, and we may decide to move a wall or replace windows with a more efficient model. Our Strategic Plan's framework is our Vision Statement (Step 3) and our Mission Statement (Step 4). Our Vision and Mission Statements are specific to our AY21-AY24 Strategic Plan.

OUR STRATEGIC FRAMEWORK		
<b>VISION STATEMENT</b>	Our vision statement <b>INSPIRES</b> us. It answers <b>WHAT</b> we aim to achieve. It is our final destination for this Strategic Plan.	<p>We aim to be a game-changer for our students and a growth engine for our community.</p> <p>We succeed when our students succeed because they have the life skills necessary to improve their quality of life and contribute to the vitality of our community.</p>
<b>MISSION STATEMENT</b>	Our mission statement <b>FOCUSES</b> us. It answers <b>HOW</b> we plan to achieve our vision. It is the path we will follow to achieve our vision for this Strategic Plan.	<p>We are on a mission to reimagine the educational experience so that it works better for everyone. We are committed to working in partnership with our communities and our students to design the most relevant, flexible, and life-enhancing experience possible.</p>
<p>An excellent way to understand the difference between vision and mission is to add "ary" to the end of each. Vision is visionary; it thinks about the future. Mission is missionary; it focuses on <i>doing</i> the work that makes a lasting impact.</p>		

The third part of building our house is developing the blueprints to help us build the house we imagined, or in our case, reimagined. Our blueprint gives us step-by-step instructions on how to build our home. Our strategic plan's blueprints are our Goals, KPI, Strategies, and Tactics (Step 5). Following, completing, and achieving each of these will help us achieve our mission.

OUR BLUEPRINT FOR SUCCESS		
<b>GOAL</b>	A goal is a brief, clear, broad statement of an outcome to be reached within a specific timeframe. It says what the results will look like, not how to do something. Our goals help us <b>ACCOMPLISH</b> our mission. A goal is specific, measurable, attainable, relevant, and time-based.	<p><b>EXAMPLE:</b> By AY24, increase financial donations by 20%</p>
<b>KPI</b>	A key performance indicator is a quantifiable measure used for <b>EVALUATING</b> the success of a goal.	<p><b>EXAMPLE:</b> AY21 increase by 5% over AY20. AY22 increase by 15% over AY20. AY23 increase by 20% over AY20. AY24 increase by 25% over AY20.</p>
<b>STRATEGY</b>	A strategy is a broad overall strategic approach or method used for <b>ACHIEVING</b> a goal.	<p><b>EXAMPLE:</b> Improve the student experience.</p>
<b>TACTIC</b>	A tactic is specific action steps that will be implemented to <b>EXECUTE</b> a strategy. Tactics need to be assigned to specific people and must include a metric to assess whether it was completed.	<p><b>EXAMPLE:</b> Revamp the website by Aug 2021 to make sure donations can be made within two clicks. <b>RESPONSIBLE:</b> Director of Marketing <b>METRIC:</b> A completed website with two-click maximization.</p>

The graph below represents the steps needed to accomplish our purpose.



As you can see in the graph above, completing our tactics helps us accomplish our strategies. Accomplishing our Strategies helps us accomplish our Realize our goals. Realizing our goals helps us achieve our mission. Achieving our mission helps us reach our vision. Reaching our vision helps us live our purpose.

# ***YORK COUNTY COMMUNITY COLLEGE***

COLLEGE STRATEGIC PLAN AY21-AY24  
GOALS & KEY PERFORMANCE INDICATORS

## STRATEGIC PLAN AND BUDGET ALIGNMENT

### January

- College Cabinet will begin a discussion about the following academic year's strategic priorities.
- College Cabinet will request updates to the current Strategic Plan Tactics

### February

- Early February - Planning Documents and a copy of the strategic plan are sent out to budget managers. The planning documents will have a specific Strategic Plan funding section.
- Mid-February - a budget planning workshop will be held for all budget managers.

### March

- Early March – All planning documents are due to your Senior Leader.
- Mid-March (After Spring Break) – Budget Hearings will be held. The hearing will be open to the entire community via Zoom.
- Late-March - College Cabinet will discuss all non-personnel strategic plan funding requests.

### April

- Early April - SLT will review and discuss all proposals. April 8, 2021 - SLT will conduct budget hearings.
- Mid-April – Dean of Finance and President's Office will review all recommendations and requests.
- Late April – Budget is finalized.

### May

- Early May - College Cabinet will request updates from the College on current Strategic Plan tactics.
- Mid-May – Budgets will be shared with College
- Late May – College Cabinet updates the Strategic Plan with the following academic year's tactics.

### Fall 2021 (Prep weeks)

- College Cabinet will send out a recap and final report on the previous year's Strategic Plan tactics.
- College Cabinet will present the current academic year's tactics.

**YCCC GOAL 1**

**KPI'S**

**STRATEGIC PRIORITY 1: GET THEM IN: Access & Attraction**

**MCCS Goal 1:** Goal: Increase the number of individuals served by Maine's community colleges.

**YCCC Goal 1 (Attraction):** By June 2024, YCCC will increase the number of individuals who inquire about credit courses by 20% (Inquiry is defined as taking action, i.e., completing a form, applying, calling, etc.)

***Baseline – AY21 – (goals are not YoY, they are compared to Baseline (BL), i.e., end of AY24, our goal is 20% over AY21)***

**MCCS Objective:** Increase the percent of recent Maine high school graduates who enroll in a Maine community college

**MCCS Objective:** Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training

**MCCS Objective:** Identify and attract in greater number individuals from underrepresented groups

KPI	AY21	College Cabinet Goal (BL)	Baseline	President's Stretch Goal (BL)	Baseline	Actual	
KPI	AY22	College Cabinet Goal (10%)		President's Stretch Goal (15%)		Actual	
KPI	AY23	College Cabinet Goal (15%)		President's Stretch Goal (20%)		Actual	
KPI	AY24	College Cabinet Goal (20%)		President's Stretch Goal (25%)		Actual	



# YCCC GOAL 1 STRATEGIES

<b>YCCC Goal 1 (Attraction):</b> By June 2024, YCCC will increase the number of individuals who inquire about credit courses by 20% (Inquiry is defined as taking action, i.e., completing a form, applying, calling, etc.)			
<b>MCCS Objective:</b> Increase the percent of recent Maine high school graduates who enroll in a Maine community college			
<b>MCCS Objective:</b> Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training			
<b>MCCS Objective:</b> Identify and attract in greater number individuals from underrepresented groups			
<b>Strategy 1.1</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Increase public awareness by developing messaging and attraction efforts targeted at but not limited to Dual and concurrent students; recent Maine high school graduates and their influencers; targeted adults without a college credential, especially those that participated in YCCC training programs; adults and businesses looking for short term training.	1/1/2021		Stacy Chilicki
<b>Tactics for 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Rebrand YCCC to better appeal to prospective students, business partners, and community leaders. Develop Brand Guide	Stacy Chilicki	1/30/2021	
Launch a new website focusing on marketing to make it easier for prospective students to research and learn about what YCCC offers. The site should have integrated forms and adopt the two-click theory.	Stacy Chilicki	5/1/2021	
Send direct mail postcard promoting the brand and Summer/Fall '21 enrollments to all of York County and targeted areas of NH	Stacy Chilicki	5/1/2021	
Launch new brand campaigns in York County geared at FALL '21 Enrollment consisting of print/social/paid digital ads, paid search, OTT ads, and limited radio runs. Cycle dates will coincide with open registration dates.	Stacy Chilicki	5/1/2022	
Host YC3 Con to reach a niche multi-generational population with academic programs participating in a contextualized open-house-like concept.	Mike Lee	5/1/2021	Con was held on 2/26/2021
Expand outreach through prospective student lists from places like the College Board to target specific students	Allyson Grochmal	5/1/2021	
Join Maine Home School Association	Stacy Chilicki	6/30/2021	

<b>YCCC Goal 1 (Attraction):</b> By June 2024, YCCC will increase the number of individuals who inquire about credit courses by 20% (Inquiry is defined as taking action, i.e., completing a form, applying, calling, etc.)			
<b>MCCS Objective:</b> Increase the percent of recent Maine high school graduates who enroll in a Maine community college			
<b>MCCS Objective:</b> Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training			
<b>MCCS Objective:</b> Identify and attract in greater number individuals from underrepresented groups			
<b>Strategy 1.2</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Continue to evolve as a student-centered institution by reimagining and implementing best practices on how we serve and interact with students from their perspective, emphasizing moving from transactional interactions to transformational interactions.	1/1/2021		Allyson Grochmal
<b>Tactics for 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Implement YNot with Jenzabar, allowing us to fully measure conversions from Leads to Applicant/Accept/Enrolled status.	Stacy Chilicki	4/1/2021	
Implement Ring Central Communication Suite including text, fax, phone, Zoom	Mike McNeil	4/1/2021	
Implement auto-accept practices, including but not limited to all high school & homeschooled students who complete an EC course.	Allyson Grochmal	5/30/2021	
Expand recruitment of early College (dual and concurrent) and home school students into matriculated programs.	Allyson Grochmal	5/1/2021	
Determine and implement how to best support back-office work, including but not limited to applications, transcripts, immunizations, etc.	Enrollment Management Task Force	5/1/2021	
Create a new digital viewbook allowing prospective students to customize their YCCC experience.	Stacy Chilicki	6/30/2021	
Conduct market research with high/home school students, adult learners about their learning preferences	Allyson Grochmal	6/30/2021	
Utilize Jenzabar to increase automation of all communications with prospective students.	Allyson Grochmal	6/30/2021	
Update, improve and develop a timeline to coordinate all admission communications. The plan should include but not be limited to standardizing emails, letters, texts, etc.	Allyson Grochmal	6/30/2021	
Conduct a comprehensive Student Services Assessment (utilizing subject matter experts) to determine strengths, weaknesses, opportunities, and threats that currently exist in our enrollment process.	Michael Fischer	6/30/2021	

<b>YCCC Goal 1 (Attraction):</b> By June 2024, YCCC will increase the number of individuals who inquire about credit courses by 20% (Inquiry is defined as taking action, i.e., completing a form, applying, calling, etc.)			
<b>MCCS Objective:</b> Increase the percent of recent Maine high school graduates who enroll in a Maine community college			
<b>MCCS Objective:</b> Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training			
<b>MCCS Objective:</b> Identify and attract in greater number individuals from underrepresented groups			
<b>Strategy 1.3</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Identify and determine our niche (what problems can we help solve, what can we do better than everyoXe else, what can we do that others do not) and implement practices to become leaders in these areas.	1/1/2021		Michael Fischer
<b>Tactic</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Work with Joint Program Advisory Committee to determine needs of local industry.	Doreen Rogan	6/30/2021	Minutes from meetings
Create and Implemented Strategy RFP Mini-Grant to develop pilot programs	Michael Fischer	5/1/2021	Submitted proposals
Pilot one apprentice-based program	Doreen Rogan	6/30/2021	Earn and Learn Hospitality
Pilot All-In Pricing for a minimum of one program	Michael Fischer	6/30/2021	Culinary All In Certificate
Meet with NECHE and CBE leaders to gain information on implementing Competency-Based Education	Doreen Rogan	6/30/2021	Met with Dr. Pat O'Brien

<b>YCCC Goal 1 (Attraction):</b> By June 2024, YCCC will increase the number of individuals who inquire about credit courses by 20% (Inquiry is defined as taking action, i.e., completing a form, applying, calling, etc.)				
<b>MCCS Objective:</b> Increase the percent of recent Maine high school graduates who enroll in a Maine community college				
<b>MCCS Objective:</b> Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training				
<b>MCCS Objective:</b> Identify and attract in greater number individuals from underrepresented groups				
<b>Strategy 1.4</b>		<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Expand and market transfer pathways (block transfer, reverse transfer, meta-majors, connected pathways) between YCCC to 4-Year School with emphasis between YCCC and UMS.		1/1/2021		Doreen Rogan
<b>Tactics for 2020-2021</b>		<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Expand transfer opportunities to USM with a minimum of one program. (Education)		Doreen Rogan	6/1/2021	Education Program notes
Expand the current list of articulation agreements (Unity & SNHU)		Doreen Rogan	6/1/2021	Copies of agreements

<b>YCCC Goal 1 (Attraction):</b> By June 2024, YCCC will increase the number of individuals who inquire about credit courses by 20% (Inquiry is defined as taking action, i.e., completing a form, applying, calling, etc.)			
<b>MCCS Objective:</b> Increase the percent of recent Maine high school graduates who enroll in a Maine community college			
<b>MCCS Objective:</b> Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training			
<b>MCCS Objective:</b> Identify and attract in greater number individuals from underrepresented groups			
<b>Strategy 1.5</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Create and promote a culture that builds community pride through but not limited to student engagement activities and facility/classroom enhancements.	1/1/2021		Michael Fischer
<b>Tactics for 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Become members of the National Association of Collegiate E-Sports	Michael Fischer	5/1/2021	Joined on 2/26/2021
Become members of the United States Collegiate Athletic Association	Michael Fischer	5/1/2021	
Add DEI statement and resources to the college website	Stacy Chilicki	5/1/2021	Statement on website
Create an inviting Student Success Sommons that promotes learning, support, and success.	Mike McNeil	6/30/2021	Photos of space
Develop and implement a weekly newsletter for the community.	Sofie Heng	4/1/2021	Copy of the Hawk Newsletter
Implement Fearless Friday Announcements on Social Media	Stacy Chilicki	5/1/2021	Links for Fearless Friday announcements.
Recognize Employees on Employee Appreciation day.	Michael Fischer	5/1/2021	Email to community and Hawk Gear giveaway.
Implement an Alumni Video Series to feature success stories	Stacy Chilicki	5/1/2021	Link to videos
Identify and improve at least one lab classroom.	Doreen Rogan	6/30/2021	CJ Classroom
Purchase equipment to update medical assisting lab	Doreen Rogan	6/30/2021	Receipt of equipment
Purchase Anatomage Table for AP courses to be put in SSC	Doreen Rogan	6/30/2021	Table on Campus

**YCCC GOAL 2**

**KPI's**

**STRATEGIC PRIORITY 1: GET THEM IN: Access & Attraction**

**MCCS Goal 1:** Goal: Increase the number of individuals served by Maine's community colleges.

**YCCC Goal 2 (Access):** By June 2024, YCCC will increase the number of individuals who enroll in credit courses, fall to fall, and spring to spring, by 10%  
**Baseline – Fall 19 was 1643; Spring 20 was 1344 (goals are compared to Baseline, i.e., end of AY24 our goal is 10% over AY20)**

**MCCS Objective:** Increase the percent of recent Maine high school graduates who enroll in a Maine community college

**MCCS Objective:** Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training

**MCCS Objective:** Identify and attract in greater number individuals from underrepresented groups

KPI	Fall AY20	College Cabinet Goal (-10%)	1479	President's Stretch Goal (-5%)	1561	Actual	1590
KPI	Spring AY21	College Cabinet Goal (-10%)	1210	President's Stretch Goal (-5%)	1277	Actual	
KPI	Fall AY21	College Cabinet Goal (0%)	1630	President's Stretch Goal (5%)	1712	Actual	
KPI	Spring AY22	College Cabinet Goal (0%)	1344	President's Stretch Goal (5%)	1411	Actual	
KPI	Fall AY22	College Cabinet Goal (5%)	1712	President's Stretch Goal (10%)	1793	Actual	
KPI	Spring AY23	College Cabinet Goal (5%)	1411	President's Stretch Goal (10%)	1478	Actual	
KPI	Fall AY23	College Cabinet Goal (10%)	1793	President's Stretch Goal (15%)	1875	Actual	
KPI	Spring AY24	College Cabinet Goal (10%)	1478	President's Stretch Goal (15%)	1546	Actual	



# YCCC GOAL 2 STRATEGIES

<b>YCCC Goal 2 (Access):</b> By June 2024, YCCC will increase the number of individuals who enroll in credit courses, fall to fall, and spring to spring, by 10%			
<b>MCCS Objective:</b> Increase the percent of recent Maine high school graduates who enroll in a Maine community college			
<b>MCCS Objective:</b> Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training			
<b>MCCS Objective:</b> Identify and attract in greater number individuals from underrepresented groups			
<b>Strategy 2.1</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Remove barriers to expand educational access targeted groups including but not limited to, first-generation, low-income, members of racial or ethnic minorities, Maine students who do not enroll in college immediately after high school graduation, English language learners, the formerly incarcerated, individuals in recovery, and GED and HiSET recipients.	1/1/2021		Allyson Grochmal
<b>Tactics for 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Assess our cancellations before automatically issuing refunds to students. Ensure they have been in touch with a Success Coach for an alternative plan.	Jess Masi	12/1/2021	
Assist students in need with access to food, housing, childcare, physical and mental health services, financial assistance, and transportation	Emergency Fund Task Force	5/1/2021	
Create a process to request immunization records directly from the health care provider.	Jess Masi	6/1/2021	
Develop alternative math pathways that identify the appropriate gateway math course aligned with students' skills for their chosen program of study.	Doreen Rogan	6/1/2021	
Implement Course Merchant for Non-Credit Courses	Cait Grant	6/1/2021	
Implement Multiple Measures by considering various placement options that include high school grade point average.	Cait Grant	6/1/2021	
Provide Corequisite support by designing structures and pedagogical approaches for students needing or requesting additional support to succeed in college-level foundational math and English.	Doreen Rogan	6/1/2021	
Implement Canusia for DE/CE students/schools.	Brian Hall	6/1/2021	
Participate actively in Girls in Tech / MentorLoop	Lauren Mayhew		
Develop Promise Program to offer free tuition for dual and concurrent students	Enrollment Management Task Force	6/1/2021	
Pilot All-In Pricing for one program	Michael Fischer	6/1/2021	
Offer scholarships to students participating in Maine State Science Fair	Sam Ellis	6/1/2021	

<b>YCCC Goal 2 (Access):</b> By June 2024, YCCC will increase the number of individuals who enroll in credit courses, fall to fall, and spring to spring, by 10%			
<b>MCCS Objective:</b> Increase the percent of recent Maine high school graduates who enroll in a Maine community college			
<b>MCCS Objective:</b> Increase the number of adults served by MCCS through both certificate and degree programs and shorter-term workforce training			
<b>MCCS Objective:</b> Identify and attract in greater number individuals from underrepresented groups			
<b>Strategy 2.2</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Strengthen Early College pathways that decrease the cost of attendance and time to completion by aligning secondary and post-secondary academic programs, including but not limited to developing and partnering with Career and Technical Education Centers (CTEs);	1/1/2021		Doreen Rogan
<b>Tactics 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Review and, if appropriate, adjust the cap on the number of dual enrollment students that can enroll in a course.	Doreen Rogan	5/1/2021	
Counsel Dual and Concurrent Enrollment students and parents on the number of credits they have obtained toward a degree or certificate already.	Allyson Grochmal	5/1/2021	

**YCCC GOAL 3**

**KPI's**

**STRATEGIC PRIORITY 2: GET THEM THROUGH: Retention & Attainment**

**MCCS Goal 2:** Increase student success rate to 57% for fall 2018 cohort and 59% for fall 2019 cohort.

**YCCC Goal 3 (Retention):** By June 2024, YCCC will increase fall to fall and fall to spring retention by 10% each. (all credit students)

***Baseline – AY21 – (goals are not YoY, they are compared to Baseline (BL), i.e., end of AY24, our goal is 20% over AY21)***

**MCCS Objective:** Increase MCCS fall-to-spring and fall-to-fall retention rates

**MCCS Objective:** Increase MCCS credential completion rate

**MCCS Objective:** Increase the number of MCCS students who transfer on to 4-year programs of study, mindful that receiving institutions determine access and affordability.

KPI	Fall 19-Fall 20	College Cabinet Goal (BL)	Baseline	President's Stretch Goal (BL)	Baseline	Actual	51.6%
KPI	Fall 20-Spring 21	College Cabinet Goal (BL)	Baseline	President's Stretch Goal (BL)	Baseline	Actual	69.6%
KPI	Fall 20-Fall 21	College Cabinet Goal (4%)	55.6%	President's Stretch Goal (7%)	58.6%	Actual	
KPI	Fall 21-Spring 22	College Cabinet Goal (4%)	73.6%	President's Stretch Goal (7%)	76.6%	Actual	
KPI	Fall 21-Fall 22	College Cabinet Goal (7%)	58.6%	President's Stretch Goal (10%)	61.6%	Actual	
KPI	Fall 22-Spring 23	College Cabinet Goal (7%)	76.6%	President's Stretch Goal (10%)	79.6%	Actual	
KPI	Fall 23-Fall 24	College Cabinet Goal (10%)	61.6%	President's Stretch Goal (12%)	63.6%	Actual	
KPI	Fall 23-Spring 24	College Cabinet Goal (10%)	79.6%	President's Stretch Goal (12%)	81.6%	Actual	

# YCCC GOAL 3 STRATEGIES

<b>YCCC Goal 3 (Retention):</b> By June 2024, YCCC will increase fall to fall and fall to spring retention by 10% each. (all credit students)			
<b>MCCS Objective:</b> Increase MCCS fall-to-spring and fall-to-fall retention rates			
<b>MCCS Objective:</b> Increase MCCS credential completion rate			
<b>MCCS Objective:</b> Increase the number of MCCS students who transfer on to 4-year programs of study, mindful that receiving institutions determine access and affordability.			
<b>Strategy 3.1</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Create a holistic student support infrastructure through but not limited to college policy reform; with an emphasis on initiatives that focus on the specific needs and challenges facing learners in targeted underrepresented groups, including first-generation, low-income, members of racial or ethnic minorities, Maine students who do not enroll in college immediately after high school graduation, English language learners, the formerly incarcerated, individuals in recovery, and GED and HiSET recipients.	1/1/2021		Barbara Owen
<b>Tactic</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Implement NearPeer to connect students with each other and college resources	Jess Masi	5/1/2021	Implement NearPeer
Provide students with a designated coach to contact whenever issues arise in and outside of the classroom.	Cait Grant	5/1/2021	
Develop a Student Success Coach outreach plan	Jess Hannebury	5/1/2021	
Rework Probation and Suspension process to include faculty	Amber Tatnall	6/1/2021	
Create Student Emergency Fund	Student Emergency Fund Task Force	6/1/2021	
Create CARE Team	Retention and Persistence Task Force	6/1/2021	

<b>YCCC Goal 3 (Retention):</b> By June 2024, YCCC will increase fall to fall and fall to spring retention by 10% each. (all credit students)			
<b>MCCS Objective:</b> Increase MCCS fall-to-spring and fall-to-fall retention rates			
<b>MCCS Objective:</b> Increase MCCS credential completion rate			
<b>MCCS Objective:</b> Increase the number of MCCS students who transfer on to 4-year programs of study, mindful that receiving institutions determine access and affordability.			
<b>Strategy 3.2</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Implement data-based best practices from but not limited to Complete College America and Achieve the Dream, including but not limited to reducing the reliance on remediation; increase percent of students who are placed in college English upon enrollment in a program; placement in college math through math pathways; structured, guided pathways.	1/1/2021		Doreen Rogan
<b>Tactics for 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Implement Pilot Math Success Program	Jennifer Mallett	6/1/2021	
Implement Multiple Measures	Cait Grant	6/1/2021	
Have at least three programs work on Guided Pathway Development	Doreen Rogan	6/1/2021	
Have at least one program implement OER	Doreen Rogan	6/1/2021	
Develop a process for Student Success Coaches to address Purpose First	Jess Hannebury	6/1/2021	
Prioritize Full Time First enrollment	Jess Masi	6/1/2021	
Implement Auto Enroll through texting campaign	Jess Masi	6/1/2021	
Develop directed self-selection into or out of remedial English	Dianne Fallon	6/1/2021	



<b>YCCC Goal 3 (Retention):</b> By June 2024, YCCC will increase fall to fall and fall to spring retention by 10% each. (all credit students)			
<b>MCCS Objective:</b> Increase MCCS fall-to-spring and fall-to-fall retention rates			
<b>MCCS Objective:</b> Increase MCCS credential completion rate			
<b>MCCS Objective:</b> Increase the number of MCCS students who transfer on to 4-year programs of study, mindful that receiving institutions determine access and affordability.			
<b>Strategy 3.3</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Support college activities and programs that include but are not limited to student engagement or external community engagement.	1/1/2021		Barbara Owen
<b>Tactics for 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Conduct/Hold Joint Program Advisory Committee Meeting (JPAC)	Doreen Rogan	6/1/2021	Meeting minutes
Develop one Earn and Learn program that offers paid internships with industry partners	Michael Fischer	6/1/2021	Earn and Learn Program
Offer Tech Hire program to students and partnership with local companies to give interviews.	Lauren Mayhew	6/1/2021	List of Student Participants
Have CST students serve as mentors to Biddeford High School students	Lauren Mayhew	6/1/2021	List of student mentors
Offer Comic-Con as a community-wide program to get external people connected to the institution.	Mike Lee	6/1/2021	Comic-Con Attendance List
Assist CST Club to develop a Study Buddy Program for YC students that need assistance with technology.	Lauren Mayhew	6/1/2021	List of student participants

**YCCC GOAL 4**

**KPI's**

**STRATEGIC PRIORITY 2: GET THEM THROUGH: Retention & Attainment**

**MCCS Goal 2:** Increase student success rate to 57% for fall 2018 cohort and 59% for fall 2019 cohort.

**YCCC Goal 4 (Attainment):** By 2024, YCCC will increase the number of students that earn an academic credential (certificate or degree) by 12%

***Baseline – AY20 - 214 Students– (goals are not YoY, they are compared to Baseline, i.e., end of AY24 our goal is 12% over AY20)***

**MCCS Objective:** Increase MCCS fall-to-spring and fall-to-fall retention rates

**MCCS Objective:** Increase MCCS credential completion rate

**MCCS Objective:** Increase the number of MCCS students who transfer on to 4-year programs of study, mindful that receiving institutions determine access and affordability.

KPI	AY21	College Cabinet Goal (3%)	220	President's Stretch Goal (6%)	227	Actual	
KPI	AY22	College Cabinet Goal (6%)	227	President's Stretch Goal (9%)	233	Actual	
KPI	AY23	College Cabinet Goal (9%)	233	President's Stretch Goal (12%)	240	Actual	
KPI	AY24	College Cabinet Goal (12%)	240	President's Stretch Goal (15%)	246	Actual	

# YCCC GOAL 4 STRATEGIES

<b>YCCC Goal 4 (Attainment):</b> By 2024, YCCC will increase the number of students that earn an academic credential (certificate or degree) by 12%			
<b>MCCS Objective:</b> Increase MCCS fall-to-spring and fall-to-fall retention rates			
<b>MCCS Objective:</b> Increase MCCS credential completion rate			
<b>MCCS Objective:</b> Increase the number of MCCS students who transfer on to 4-year programs of study, mindful that receiving institutions determine access and affordability.			
<b>Strategy 4.1</b>	<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Implement, eliminate or change policies to simplify the enrollment and completion process for students, including but not limited to eliminating the intent to graduate fee, auto awarding degrees and certificates, purpose first practices, full-time first scheduling, and guided pathways.	1/1/2021		Doreen Rogan
<b>Tactics for 2020-2021</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Develop and implement procedures to auto award students that complete the requirements for a degree or certificate.	Jessica Masi	6/1/2021	
Eliminate the intent to grad fee.	Sam Ellis	6/1/2021	

<b>YCCC Goal 4 (Attainment):</b> By 2024, YCCC will increase the number of students that earn an academic credential (certificate or degree) by 12%				
<b>MCCS Objective:</b> Increase MCCS fall-to-spring and fall-to-fall retention rates				
<b>MCCS Objective:</b> Increase MCCS credential completion rate				
<b>MCCS Objective:</b> Increase the number of MCCS students who transfer on to 4-year programs of study, mindful that receiving institutions determine access and affordability.				
<b>Strategy 4.2</b>		<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Expand opportunities to award academic credit, including but not limited to Prior Learning Assessment (PLA), competency-based education, internships, apprentice programs, micro-credentials, and non-credit course work.		1/1/2021		Doreen Rogan
<b>Tactics for 2020-2021</b>		<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Develop culinary badges that can be offered through workforce development		Charles Galemmo	6/1/2021	
Create an Earn and Learn Program		Charles Galemmo	6/1/2021	

**YCCC GOAL 5**

**KPI's**

**STRATEGIC PRIORITY 3: KEEP THEM CONNECTED: Adult pathways & workforce development.**

**MCCS Goal 3:** Increase the number of employers and working-age adults who are connected and reconnected to training and education at MCCS.

**YCCC Goal 5 (Employers):** By June 2024, YCCC will increase the number of individuals served through employer-initiated training by 20%.

***Baseline – AY21 – (goals are not YoY, they are compared to Baseline, i.e., end of AY24 our goal is 20% over AY21)***

**MCCS Objective:** Strengthen and continue to expand MCCS workforce training programs and services to ensure their relevance and responsiveness to employers and adult learners statewide

**MCCS Objective:** Increase types of credentials of value

**MCCS Objective:** Increase the number of adults served by MCCS

KPI	AY21	College Cabinet Goal (BL)	Baseline	President's Stretch Goal (BL)	Baseline	Actual	
KPI	AY22	College Cabinet Goal (10%)		President's Stretch Goal (15%)		Actual	
KPI	AY23	College Cabinet Goal (15%)		President's Stretch Goal (20%)		Actual	
KPI	AY24	College Cabinet Goal (20%)		President's Stretch Goal (25%)		Actual	



# YCCC GOAL 5 STRATEGIES

<b>YCCC Goal 5 (Employers):</b> By June 2024, YCCC will increase the number of individuals served through employer-initiated training by 20%.				
<b>MCCS Objective:</b> Strengthen and continue to expand MCCS workforce training programs and services to ensure their relevance and responsiveness to employers and adult learners statewide				
<b>MCCS Objective:</b> Increase types of credentials of value				
<b>MCCS Objective:</b> Increase the number of adults served by MCCS				
<b>Strategy 5.1</b>		<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Assess and build out short- and long-term responses to statewide, York County, and industry-sector workforce training needs by expanding marketing, outreach, and partnership development with employers.		1/1/2021		Cait Grant
<b>Tactics for 2020-2021</b>		<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Develop an outreach calendar to connect with local employers		Cait Grant	6/30/2021	
Institute an RFP for Labor Market Survey to assess current and future workforce needs.		Sam Ellis	5/1/2021	

<b>YCCC Goal 5 (Employers):</b> By June 2024, YCCC will increase the number of individuals served through employer-initiated training by 20%.				
<b>MCCS Objective:</b> Strengthen and continue to expand MCCS workforce training programs and services to ensure their relevance and responsiveness to employers and adult learners statewide				
<b>MCCS Objective:</b> Increase types of credentials of value				
<b>MCCS Objective:</b> Increase the number of adults served by MCCS				
<b>Strategy 5.2</b>		<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Development and expansion of new delivery models for employee-initiated trainings that are highly responsive to the needs of industry, incumbent workers, and other adult learners.		1/1/2021		Cait Grant
<b>Tactics for 2020-2021</b>		<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Develop an Earn and Learn Medical Assisting model with Maine Health.		Cait Grant	6/30/2021	

**YCCC GOAL 6**

**KPI's**

**STRATEGIC PRIORITY 3: KEEP THEM CONNECTED: Adult pathways & workforce development.**

**MCCS Goal 3:** Increase the number of employers and working-age adults who are connected and reconnected to training and education at MCCS.

**YCCC Goal 6 (Individuals):** By June 2024, YCCC will increase the number of individuals served through self-initiated Workforce development training by 10%.

***Baseline – AY21 – (goals are not YoY, they are compared to Baseline, i.e., end of AY24, our goal is 10% over AY21)***

**MCCS Objective:** Strengthen and continue to expand MCCS workforce training programs and services to ensure their relevance and responsiveness to employers and adult learners statewide

**MCCS Objective:** Increase types of credentials of value

**MCCS Objective:** Increase the number of adults served by MCCS

KPI	AY21	College Cabinet Goal (BL)	N/A	Pres. Stretch Goal (BL)	N/A	Actual	
KPI	AY22	College Cabinet Goal (5%)		Pres. Stretch Goal (7%)		Actual	
KPI	AY23	College Cabinet Goal (7%)		Pres. Stretch Goal (10%)		Actual	
KPI	AY24	College Cabinet Goal (10%)		Pres. Stretch Goal (12%)		Actual	

# YCCC GOAL 6 STRATEGIES

<b>YCCC Goal 6 (Individuals):</b> By June 2024, YCCC will increase the number of individuals served through self-initiated Workforce development training by 10%.				
<b>MCCS Objective:</b> Strengthen and continue to expand MCCS workforce training programs and services to ensure their relevance and responsiveness to employers and adult learners statewide				
<b>MCCS Objective:</b> Increase types of credentials of value				
<b>MCCS Objective:</b> Increase the number of adults served by MCCS				
<b>Strategy 6.1</b>		<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Strengthen partnerships with community leaders, state trade associations, the Maine Office of Innovation, and the Maine Departments of Economic and Community Development, Education, Labor, and Corrections, Adult Education, regional Chambers of Commerce, regional employers.		1/1/2021		Cait Grant
<b>Tactics for 2020-2021</b>		<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Develop Partnership with Sanford Adult Ed to offer welding		Cait Grant	6/30/2021	
Develop Partnership with Maine Energy System on Modern Wood Heat Install System		Cait Grant	6/30/2021	
Develop Partnership with Sanford Adult Ed to deliver CNA Training		Cait Grant	6/30/2021	

<b>YCCC Goal 6 (Individuals):</b> By June 2024, YCCC will increase the number of individuals served through self-initiated Workforce development training by 10%.				
<b>MCCS Objective:</b> Strengthen and continue to expand MCCS workforce training programs and services to ensure their relevance and responsiveness to employers and adult learners statewide				
<b>MCCS Objective:</b> Increase types of credentials of value				
<b>MCCS Objective:</b> Increase the number of adults served by MCCS				
<b>Strategy 6.2</b>		<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Expand pathways that lead from short-term workforce training to YCCC credit courses and degree programs. Also included in Objective 2.3 & 4.2.		1/1/2021		Cait Grant
<b>Tactics for 2020-2021</b>		<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Create non-credit badges with the Hospitality program that can lead to credit through PLA.		Cait Grant	6/30/2021	



<b>YCCC Goal 6 (Individuals):</b> By June 2024, YCCC will increase the number of individuals served through self-initiated Workforce development training by 10%.				
<b>MCCS Objective:</b> Strengthen and continue to expand MCCS workforce training programs and services to ensure their relevance and responsiveness to employers and adult learners statewide				
<b>MCCS Objective:</b> Increase types of credentials of value				
<b>MCCS Objective:</b> Increase the number of adults served by MCCS				
<b>Strategy 6.3</b>		<b>Start Date</b>	<b>End Date</b>	<b>Person Accountable</b>
Support continued development of digital badging (micro-credentialing) and other industry-recognized certifications.		1/1/2021		Cait Grant
<b>Tactics for 2020-2021</b>		<b>Responsible</b>	<b>Due Date</b>	<b>Metric of Completion</b>
Implement micro-credential badging opportunities for professional development.		Cait Grant	6/30/2021	
Develop Public Sector Leadership program that offers CEU's		Cait Grant	4/1/2021	Curriculum for program
Work with Hospitality ME to create the new Welcome ME Customer Service badge.		Cait Grant	6/1/2021	
Increase the number of Ed to Go Offerings, including Gerontology		Kristen Wiegand	6/30/2021	