The mission: to create a more highly educated, skilled and adaptable labor force that is responsive to the changing needs of the economy of the State and promotes local, regional and statewide economic development.

<table>
<thead>
<tr>
<th>GET THEM IN: Access and Attraction</th>
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<tbody>
<tr>
<td>Goal: Increase number of individuals served by a Maine community college</td>
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<tr>
<td><strong>Objective</strong></td>
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<tr>
<td>1. Increase # of Maine high school students who enroll in MCCS, particularly the 37% who do not engage in any post-secondary education.</td>
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<tr>
<td><strong>Strategy:</strong> Utilize Naviance recruiting software to increase direct communication with HS students.</td>
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<td><strong>Expected outcomes:</strong> Increase number of HS applicants.</td>
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<tr>
<td><strong>What departments need to collaborate to achieve these outcomes?</strong> Admissions and HS student recruitment staff (DE/CE).</td>
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<td><strong>Strategy:</strong> Launch a postcard campaign to connect with the student “influencers” (i.e. parents, grandparents, and guardians) who motivate and encourage dual and concurrent HS seniors post HS graduation.</td>
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<td><strong>Expected outcomes:</strong> Increase dual and concurrent enrollment conversion yield to YCCC programs by 3-5%.</td>
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<tr>
<td><strong>What departments need to collaborate to achieve these outcomes?</strong> Admissions, HS student recruitment staff (DE/CE), Marketing.</td>
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<td><strong>Strategy:</strong> More directly track number of registrations from service area high schools</td>
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<td><strong>Expected outcomes:</strong> Increase number of HS applicants from underserved service area high schools</td>
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<td><strong>What departments need to collaborate to achieve these outcomes?</strong> Admissions and HS student recruitment staff (DE/CE)</td>
</tr>
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<td>2. Increase # of adults served by MCCS.</td>
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<td><strong>Strategy:</strong> Continue to invest in, promote, and advance distance learning opportunities via Online and Hybrid options.</td>
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<tr>
<td><strong>Expected outcomes:</strong> Attract more adult students working to balance their studies with competing priorities.</td>
</tr>
<tr>
<td><strong>What departments need to collaborate to achieve these outcomes?</strong> Academic Affairs, Student Affairs, Marketing.</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Host a series of financial aid literacy workshops specific to completing the FAFSA, scholarship opportunities, and work-study options.</td>
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<tr>
<td><strong>Expected outcomes:</strong> Illuminate and mitigate financial barrier to enrollment at YCCC.</td>
</tr>
<tr>
<td><strong>What departments need to collaborate to achieve these outcomes?</strong> Financial Aid Office.</td>
</tr>
<tr>
<td><strong>Strategy:</strong> Host a series of career workshops (resume writing, interviewing, etc.)</td>
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<tr>
<td><strong>Expected outcomes:</strong> Increase number of students who take advantage of improving career skills.</td>
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<tr>
<td><strong>What departments need to collaborate to achieve these outcomes?</strong> Career &amp; Transfer Services.</td>
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# GET THEM THROUGH: Retention and Attainment

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

## Objectives

1. **Increase number of MCCS students who complete a credential of value**

   **Strategy:** Reinvigorate and regularly establish YCCC’s “Advisapalooza” event
   
   **Expected outcomes:** Increase number of matriculated students who register for courses and meet regularly with academic advisors.
   
   **What departments need to collaborate to achieve these outcomes?** Enrollment Services, Faculty Advisors, Staff Advisors.

   **Strategy:** Develop program learning outcomes for all credit certificate programs by Spring 2020.
   
   **Expected outcomes:** More direct realignment of existing programs with current and emerging workforce and community demands.
   
   **What departments need to collaborate to achieve these outcomes?** Faculty Department Chairs, Curriculum Committee and Academic Dean.

   **Strategy:** Implement texting software for communication with students to increase awareness of critical events related to advising, registration, and student success.
   
   **Expected outcomes:** Increased student persistence, credit enrollment, and completion.
   
   **What departments need to collaborate to achieve these outcomes?** Enrollment Services, Information Technology.

2. **Speed time to completion.**

   **Strategy:** Continue to develop and implement a data-driven process to design course schedules primarily oriented to student success.
   
   **Expected outcomes:** Create more direct and accessible tracts to program completion and increase average credit load for students.
   
   **What departments need to collaborate to achieve these outcomes?** Faculty Department Chairs and Academic Dean.

   **Strategy:** Encourage students to get immunization records to YCCC at time of application.
   
   **Expected outcomes:** Reduce holds and remove barriers to registration.
   
   **What departments need to collaborate to achieve these outcomes?** Admissions, Enrollment Services.

   **Strategy:** Share advising information between student affairs advisors and faculty advisors.
   
   **Expected outcomes:** Increase communication between student affairs and academic affairs keeping student on track.
   
   **What departments need to collaborate to achieve these outcomes?** Student Affairs, Academic Affairs.

   **Strategy:** Review current programming for current and future fit with employment market and student demand.
   
   **Expected outcomes:** Resources freed up from phased out programming will broaden the avenues to success in other programs.
   
   **What departments need to collaborate to achieve these outcomes?** Academic Affairs.
3. Increase the number of students who transfer from MCCS to Baccalaureate institutions.

**Strategy:** Move campus advising practices to align with the research on best practices by Spring 2023.

**Expected outcomes:** More effectively assist students with navigating the college experience and more clearly direct students to advising.

**What departments need to collaborate to achieve these outcomes?** Academic Dean, Associate Academic Dean, Grant Coordinator

**Strategy:** Host a YCCC Transfer Fair(s) in Spring 2019.

**Expected outcomes:** Increase number of students who transfer specifically to 4 year institutions.

**What departments need to collaborate to achieve these outcomes?** Career & Transfer Services

**Strategy:** Host more individual college and university visits.

**Expected outcomes:** Increase awareness of transfer opportunities during new student orientation.

**What departments need to collaborate to achieve these outcomes?** Career & Transfer Services

**KEEP THEM CONNECTED: Adult pathways & workforce development**

Goal: Increase number of employers and working age adults who are connected and reconnected to training and education at Maine’s community colleges.

**Objectives**

| 1. Increase number of employers served. |

**Strategy:** Partner with continuing education office to highlight ease of transfer between credit/noncredit.

**Expected outcomes:** Increase number of students taking credit courses.

**What departments need to collaborate to achieve these outcomes?** Admissions, Continuing Education & Workforce Development Office.

**Strategy:** Maintain and develop robust programming for open enrollment, contract training, and MQCs through 2019 and beyond

**Expected outcomes:** Increase number of students investing and reinvesting in their personal and professional development.

**What departments need to collaborate to achieve these outcomes?** Continuing Education & Workforce Development Office.

**Strategy:** Network more systematically with area Rotary Clubs, Chambers of Commerce and local business HR departments

**Expected outcomes:** Increase formal and informal affiliations with local employer network.

**What departments need to collaborate to achieve these outcomes?** Admissions, Development, Continuing Education & Workforce Development Office.
2. Increase number of credentials of value available to those in, and entering the workforce.

**Strategy:** Align YCCC program curricula and services with industry requirements and community demands based on regular advisory committee input.

**Expected outcomes:** Attract more students to technical and vocational programs at YCCC.

**What departments need to collaborate to achieve these outcomes?** Advisory committees, department chairs, Academic Dean, and Grant Coordinator.

**Strategy:** Investigate and potentially develop certificates and badging opportunities for all career programs by Spring 2020.

**Expected outcomes:** Create more pragmatic credentials for students looking to quickly enter or reenter the workforce.

**What departments need to collaborate to achieve these outcomes?** Faculty Department Chairs and Academic Dean.

**Strategy:** Identify and develop two new Programs (Degrees and/or Certificates) per academic year by reviewing employment trends and projected emerging fields in order to improve student success rates. New programs would pass through standard governance channels for approval.

**Expected outcomes:** Attract new pockets of the service area based on cutting edge and unique programming.

**What departments need to collaborate to achieve these outcomes?** Academic Dean and College President.