

# YORK COUNTY COMMUNITY COLLEGE

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## STRATEGIC PLAN

2014-2019

### “Pathways to Growth”

**OUR MISSION:** York County Community College provides academic, career, and transfer programs while serving to advance cultural, economic, and workforce development in York County and the state of Maine.

**OUR VISION:** YCCC will be a leader in educational excellence, providing a variety of programs that promote personal enrichment, academic growth and career development. We will support our region in meeting the challenges of a changing world by creating an innovative and active learning environment.

#### OUR CORE VALUES:

##### *Accountability*

We are responsible to our community and we consider the impact of our actions and decisions through transparency and inclusion.

##### *Innovation*

We promote curiosity and discovery by supporting continuous growth with particular emphasis on new educational strategies, emerging technologies, and organizational development.

##### *Cooperation*

We value collaboration through mutual contribution and collective efforts by combining the talents, experience, and skills of the College community.

##### *Empowerment*

We appreciate and value the inherent potential of our community and YCCC makes a conscious commitment to assist people in achieving their academic, personal and professional goals through intellectual engagement.

#### THE COLLEGE AND THE SYSTEM:

At the time of writing of this Plan, the Maine Community College System (MCCS) was also in the process of completing its own five-year strategic plan. Desiring the York County Community College Strategic Plan to be aligned with that of the System, YCCC recognizes the six goals of the System’s Plan adopted by the System Board of Trustees on September 25, 2013.

#### MCCS Strategic Plan Goals:

Goal 1: Enhance quality at each institution

Goal 2: Increase system enrollment to 20,500 by 2018

Goal 3: Increase student success

Goal 4: Expand transfer opportunities for students, into and out of, the colleges of the MCCC

Goal 5: Maintain a strong higher education presence in rural Maine

Goal 6: Support economic development

In particular, YCCC recognizes that if the System is to achieve its Goal 2, some significant growth in enrollment must take place given demographic trends in other parts of the state. This Plan, therefore, commits the College to an ambitious growth target of 50% - from 1,600 to 2,400 students in for-credit programs, and from an average of 400 to 600 students per quarter in non-credit programs offered by the College's Office of Business and Community Programs.

To achieve this goal, this Plan foresees a combination of improved student retention; new programs and new modalities for the delivery of programs, including satellite locations; fully online programs; increased offerings of weekend programs and dual-enrollment programs.

## STRATEGIC TARGETS AND MEASURES

### Summary of proposed 50% growth in for-credit students:

Strategy or location	Enrollment in 2013-14	Target gross enrollment in 2018-19
<b>ON-CAMPUS PROGRAMS</b>		
Current programs delivered at Wells:	1554	1800*
<i>Of which growth: increased recruitment, including to weekend and evening classes</i>		124
<i>Of which growth: increased retention</i>		120
New TAACCCT-funded I.T. programs	0	100
Other new degree and certificate programs TBD	0	100
<b>SUBTOTAL:</b>	<b>1554</b>	<b>2000</b>
<b>OFF-CAMPUS PROGRAMS</b>		
Dual enrollment programs taught in high schools	14	100
Sanford Precision Manufacturing Center (with additional programs)	32	120
Programs at location in Saco or Biddeford	0	80
Programs offered fully online	0	100
<b>TOTAL</b>	<b>1600</b>	<b>2400</b>

\* Enrollment in *existing* programs in Wells could be significantly higher than this number in 2018-19 if no new programs, locations and delivery modalities were adopted. We expect some diversion of students – perhaps as many as 100 – to these initiatives who would otherwise enroll in existing Wells programs.

The College reserves the right to drop those initiatives and programs that are not producing the necessary enrollments and/or invest in other initiatives to achieve the five year targets.

It is assumed, for the purposes of this Plan, that a second Academic Building at Wells – funded in part by the Bond approved on November 5, 2013 – will be built in 2014-15, and that an average of two additional full-time faculty will be hired each year during the five years of this Plan, i.e. bringing the total number of full-time Faculty from 22 to at least 32 by 2019. Additional staff will similarly be hired as needed to serve growing numbers of students.

## **STRATEGIC DIRECTIONS AND ACTIONS**

In the academic year 2012-13, the College Council oversaw an initial strategic planning process which included a S.W.O.T. analysis and which determined a number of Strategic Directions for the College. This Plan is grounded upon that work, plus the Goals of the MCCS Strategic Plan, with additional input and discussion with the College community in the Fall Term of 2013-14. Directions and actions listed here will be based on data, research of best practices, assessment, continuous improvement, the needs of the service area, the Cornerstones of Governance adopted by the College Council, a commitment to practice ethical and innovative leadership, and respect for and valuing the contributions of all employees.

### Strategic Directions

- I. Pursue educational excellence
- II. Promote student success and engagement
- III. Promote enrollment growth and access
- IV. Expand career and workforce development programs
- V. Ensure resource stewardship and financial stability
- VI. Develop appropriate technology to support growth
- VII. Develop campus physical environment to support growth
- VIII. Promote community outreach

Implementation of this Plan will depend on funding, space and human resources. Once the Plan is approved and adopted, specific areas will require the development of detailed work plans, to be assigned to the responsible managers but to be produced with the benefit of wider consultation in the college community. The Plan will also inform the annual budget process, and provide a basis for prioritizing the allocation of scarce resources.

### **I. Pursue educational excellence**

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.

Actions:

- a. Hire additional full-time faculty to provide the expertise required to enhance existing programs and create new programs.
- b. 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.
- c. Actively integrate Library and Learning Center into support for teaching and learning to promote student success.
- d. 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.
- e. Review and monitor curriculum and course design in general education courses to promote maximum transferability and student success at baccalaureate institutions.
- f. 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.
- g. Enhance the virtual Teaching Excellence Center to better meet the needs of both full time and adjunct faculty.
- h. Develop opportunities to recognize excellence in teaching among both full time and adjunct faculty.
- i. 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.

## **II. 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.

Actions:

- a. Set a clear definition of student success, measure performance against it and set goals for improvement over time.
- b. 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.
- c. 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.
- d. 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.
- e. 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.
- f. Evaluate the new student orientation program to complement any new initiatives which will increase students' readiness for college level work.

- g. Develop ways for students to become more fully engaged in learning through internships, practica and campus based programs/activities.
- h. 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.
- i. Hire a qualified psychological counselor to serve students facing life issues that negatively impact their ability to complete their studies.

### **III. 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.

Actions:

- a. 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.
- b. 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.
- c. 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.
- 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.
- e. Create course schedules which balance offerings on campus, at satellite locations, and online to support the enrollment growth.
- f. Expand the number of academic programs available for degree/certificate completion online to no less than four.
- g. Increase number of articulation agreements to help support achieving the five year enrollment targets.

### **IV. 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.

Actions:

- a. 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.
- b. 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.

- c. Grow closed-enrollment courses from 12 to 24 business partners using YCCC for in-house training and skills development
- d. 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).
- e. 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.
- f. 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.

## **V. 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.

Actions:

- a. Determine resources needed to support strategic work plan initiatives, and prioritize budget allocations accordingly.
- b. Work with the MCCS to seek increased state appropriations and other multi-year funding sources, as appropriate, to match enrollment growth and development.
- c. Seek Title III grants and other potential sources of federal, state, corporate and foundation grant funding.
- d. Seek and cultivate alternative resources to supplement and/or increase existing revenue streams and funding sources.
- e. Consider innovative revenue strategies including developing satellite campuses and establishing revenue enhancement community partnerships.
- f. Prioritize allocation of funding sources based on strategic work plan initiatives.
- g. Partner with YCCC Foundation to support a capital fundraising campaign and prioritize other fundraising strategies according to College's strategic work plans.
- h. Analyze current staffing needs of each department in order to achieve efficiency based on current and future work flow demands.
- i. Provide professional development and training opportunities for staff.
- j. Seek and partnerships with community to determine grant or other public/private collaborative funding sources.

## **VI. Develop appropriate technology to support growth**

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

Actions:

- a. 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.

- b. Maintain and upgrade the technology infrastructure in support of student learning, teaching, and support services.
- c. Respond to short-term instructional needs while participating in long term planning for future academic programs.
- d. Allocate an annual capital budget for the IT department that is aligned with the I.T. Work Plan.
- e. Provide dependable support for expanded distance learning initiatives 24/7.
- f. Establish systematic processes and practices to maintain data integrity.

## **VII. Develop the Wells campus physical environment to support growth**

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

Actions:

- a. Update the College's Master Plan for the Wells campus, to include adequate parking and classroom space for the growth envisaged in this Plan.
- b. 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.
- c. Align facility planning and management to directly support strategic directions, especially instructional and enrollment develop plans.
- d. Create a Facilities Strategic Work Plan, incorporating a capital budget to support enrollment growth targets.
- e. Evaluate safety and security needs to protect students and employees, resources and assets, and update protocols as appropriate.

## **VIII. 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.

Actions:

- a. 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.
- b. Build YCCC's Senior College to enrollment of 100 people per semester, through classes in Wells and potentially in retirement communities or homes.
- c. Expand YCCC's College for Kids programs to provide access for more students in the region, including offering new programs for grades 9-10.
- d. 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.
- e. 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.
- f. Enhance the College's signage and visibility in Wells, Sanford, and at satellite locations including a future Saco or Biddeford site.
  - g. 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.
  - h. 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).
  - i. Engage the College's alumni in recruitment, fundraising, and community programs.

### **Next Steps**

With approval of this Strategic Plan by the Maine Community College System, each division and department in the College will be tasked with developing work plans for the implementation of actions identified. Each Dean will work with departments, offices, services and personnel to ensure the work plans include a timeline and measures of accountability.

Work plans will be developed during the spring and summer of 2014, with implementation beginning in the 2014-15 academic year.

### **Editors:**

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Paula Gagnon, Vice President and Academic Dean

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amendments incorporated following discussion with MCCS:

February 6, 2014