

NMCC Strategic Plan

2018-2023

Vision: Transforming lives through education

► **Mission:** Northern Maine Community College is committed to maintaining its tradition of providing high-quality career and transfer programs that lead to associate degrees, certificates, and specialized training necessary for an educated, skilled and adaptable workforce. Through its affordable programs of study, courses, and specialized-training seminars, the College is a catalyst for economic growth and the development of human potential.

Core Values

The faculty, staff, alumni, and current students of NMCC are committed to the following core values:

- ▶ **STUDENT CENTERED:** We offer a learning environment focused on supporting students as they strive toward their individual success.
- ▶ **EXCELLENCE IN TEACHING AND LEARNING:** We provide quality teaching and learning experiences as a means of promoting life-long learning to all.
- ▶ **DIVERSITY:** We strive for a welcoming, safe and diverse community and foster a campus where differences are valued, equity is expected, and respect and inclusiveness are practiced.
- ▶ **SERVICE:** We foster excellence in service to the college and the community, including business, industry and society.
- ▶ **INTEGRITY:** We subscribe to and promote high standards of ethics and integrity; understanding that they are the foundation upon which our reputation is built.
- ▶ **SUSTAINABILITY:** We practice continuous improvement as a means to being relevant to the economy, workforce, environment and future of the college.

Strategic Plan Goals



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Goal 1

Enrollment & Recruitment

To develop and grow enrollment levels from new and returning students in all course offerings.

► **Strategy 1:** Review and implement remaining components of 2008 Enrollment Opportunities Analysis.

► **Strategy 2:** Work with new Marketing & Recruitment plan to increase student enrollment.

► **Strategy 3:** Implement the three priorities identified through participation in the Achieving the Dream national reform network to increase students' completion and success rates.

Success Measure 1: Develop a comprehensive enrollment plan (marketing/recruitment and retention) with measurable enrollment goals.

Success Measure 2: Develop retention funnel data tracking reports.

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Goal 2

Institutional Excellence

To sustain a culture of excellence, as guided by the NMCC Core Values.

► **Strategy 1:** Each campus area and department will identify, develop and implement practices that support and enhance high quality standards that promote a culture of excellence, as guided by the NMCC Core Values.

Success Measure 1: 100% of the College's departments, identified, developed and implemented practices that supported and enhanced high quality standards and promoted a culture of excellence. Progress on new practices were recognized and reported to the college administration during regularly scheduled meetings of the Strategic Planning Committee.

Success Measure 2: NMCC implemented activities to promote a culture of excellence as a means of investing in employees.

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Goal 2

Institutional Excellence

To sustain a culture of excellence, as guided by the NMCC Core Values.

► **Strategy 2:** Challenge individuals to practice and support high quality standards that promote a culture of excellence, as guided by the NMCC Core Values.

► **Strategy 3:** To maintain and develop offerings that enhance workforce development.

Success Measure 3: The College will continue to take a leadership role in promoting diversity as a means to support workforce development.

Success Measure 4: Support a structure that regularly reviews programming to ensure that the NMCC offerings support and enhance workforce development.

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Goal 3

Financial Sustainability

To develop a sustainable balanced budget by using a transparent and inclusive budget process that considers funding sources and necessary costs.

► **Strategy 1:** Manage budgets targeting annual increases in reserves.

► **Strategy 2:** Improve budget process and access to budget and variance data.

► **Strategy 3:** Seek additional funding sources.

► **Strategy 4:** Develop a comprehensive capital plan

Success Measure 1: Improvement in standing reserve and reserve for renewal and replacement

Success Measure 2: Utilize additional functionality in Jenzabar/JICS to improve process on preparing and analyzing budgets.

Success Measure 3: Identify and pursue additional funding sources.

Success Measure 4: Development of a comprehensive capital plan that is reviewed and revised annually

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Goal 4

Communication

Improve internal and external communications.

- ▶ **Strategy 1:** Develop and/or update an internal and external communications plan for Northern Maine Community College.
- ▶ **Strategy 2:** Communicate a core identity. Using the same brand voice across the institution will communicate to both stakeholders and students that NMCC has a strong core identity.
- ▶ **Strategy 3:** Provide innovative technology infrastructure that supports existing and future needs.
 - ▶ Create more bandwidth within the existing IT backbone to support the ongoing use of videos, live streaming and other technology within current and future online and hybrid courses.
 - ▶ Provide training so all employees can use technology for effective communication and collaboration.
 - ▶ Support faculty in the utilization of technology in the delivery of programming.



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Goal 4

Communication

Improve internal and external communications

► **Strategy 4:** Implement customer service professional development.

Success Measure 1: Develop and implement a communications plan.

Success Measure 2: The communications plan should emphasize the College's core identity strategies.

Success Measure 3: Ensure that the technology infrastructure will support the increased utilization of technology in delivery of coursework and day-to-day campus operations.

Success Measure 4: Identify departments and individuals within those departments targeted for customer service professional development opportunities.

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Goal 5

Marketing & Promotions

Develop a clear identity and a wide range of promotional/publicity tactics to inform stakeholders about the mission of the College as well as the programs, events and services offered.

Strategy 1: Develop a clear, consistent, and recognizable image/brand which focuses on the NMCC's special characteristics and values.

Success Measure 1: Continued focusing on enhancing the image/brand development.

Success Measure 2: Develop and implement a marketing and promotional plan based on revised image/brand.