

2023-2028 STRATEGIC PLAN



Vision: We will inspire all our students to become skilled individuals who thrive in their careers and have a positive impact on their communities, the workforce, and society.

Mission: EMCC's mission is to serve as a dynamic educational institution that empowers students to meet their personal and professional goals, and to collaborate with our business and community partners to support their growth and success.

Objective 1: Develop learner-centered operations and academic programming.

KPI 1: Increase yield (benchmark – 42%)

KPI 2: Increase fall to spring persistence (benchmark – 73%)

KPI 3: Increase fall to fall persistence (benchmark – 51%)

KPI 4: Increase graduation rate (benchmark – 18%)

EMCC will identify tactics to improve prospect and learner experiences and engagement to improve key outcomes metrics. Initiatives will include developing a five-year Strategic Enrollment Management plan focused on increasing yield in the recruitment funnel and improving first- to second-year retention and program completion to stabilize enrollment. Through quantitative and qualitative data analysis, the Retention Committee will identify barriers to completion and solicit the assistance of faculty and staff in developing and implementing strategies to support learners in meeting their educational and career goals.

Strategies:

- A. Utilize data to identify areas of improvement of academic and non-academic offerings.
- B. Enhance the student and employee experience through open communication and transparency.
- C. Continue to promote the “one” college philosophy to ensure a quality, consistent experience for all students.
- D. Strengthen enrollment, pathway, academic support, and engagement opportunities for concurrent enrollment students.
- E. Involve faculty in recruitment and admissions processes.

Goal 2: Improve institutional culture by focusing on employee growth and development.

KPI 1: Increase employee satisfaction (benchmark – FY23 survey)

KPI 2: Increase employee retention (benchmark – January 1, 2023 employee census)

EMCC strives to create a culture of care and support for employees. Of particular importance is providing faculty and staff with opportunities to increase intellectual wellness to improve overall health and professional enjoyment. Offering training and educational activities focused on strengths development, customer service, process improvement, and areas of personal and professional interest are fundamental to the College's efforts to improve morale and job satisfaction.

Strategies:

- A. Utilize results of PACE survey – to be administered fall 2023 – to identify areas that require attention and improvement.
- B. Develop an emerging leader program for employees.
- C. Provide a variety professional development experiences for faculty focused on teaching and learning.
- D. Promote the work of the employee engagement committee.
- E. Create a robust onboarding experience for new employees.

Goal 3: Become financially sustainable.

KPI 1: A balanced budget that effectively funds college operations and future improvements will be established (benchmark – FY23 budget with \$1.171 million revenue from HEERF funding)

EMCC is obligated to achieve a balanced annual budget through sound fiscal stewardship and innovative strategies to increase revenues and decrease costs. The College will explore new workforce development offerings and increased marketing to expand program enrollments, and the College will evaluate program vitality by conducting market research, analyzing student outcomes, determining return on investment, and assessing competition in the region.

Strategies:

- A. Identify a college priority and leverage the support of the Maine Community College System Foundation for financial support.
- B. Actively pursue grant opportunities and determine the feasibility of hiring a grant writer.
- C. Stay within the established budget until such time that the Director of Finance analyzes the budgetary impact of new positions.
- D. Support the recommendations of the retention committee to ensure that retention rates increase.
- E. Create a financial sustainability model for academic and non-academic programs.

Goal 4: Develop partnerships and find funding to offer career training in sustainable technologies.

KPI 1: Offer at least one sustainable technology degree or certificate as soon as feasible, with funding secured from external resources to conduct training.

EMCC endeavors to reduce its carbon footprint and promote sustainability through green programs and practices. The College will actively seek funding to support the development and implementation of a sustainable technology aligned with one of our current programs of study.

Strategies:

- A. Deliver short-term electric vehicle service training.
- B. Deliver short-term solar electric training.
- C. Deliver short-term heat pump training.
- D. Encourage students to participate in the community garden project.