

LET'S GO BEYOND, TOGETHER

Maine's community colleges are critical to Maine's economic health, with strong ties to Maine's industry leaders and offering an affordable, relevant, high-quality education to those looking for a better life.

Our seven colleges serve more than 33,000 students a year. We offer early college, short-term workforce training, certificate, degree and transfer options, and focus on the unique success of each student.

That takes strategic thinking, deep connections, shared accountability, and an evolving strategic vision focused on our students, our employer partners, and most importantly, our people.

This strategic plan is ambitious and bold. We anchor our work in three critical pillars, inviting us all, in bright and challenging times, to engage deeper, to see beyond. Our students will continue to pursue their dreams across an array of affordable educational opportunities. Our colleges and our people will continue transformational work aligning academic and short-term instruction with industry demands, framed by clear, efficient pathways.

This document is a roadmap to get us there.

Our students remain at the heart of our work. We must offer meaningful, transparent, and relevant paths to achieve their own version of success while supporting their strong sense of belonging at our colleges.

Our relationship with employers is critical to ensure we're fulfilling our mission of creating the skilled and adaptable workforce that our state so desperately needs. Addressing Maine's talent attraction and retention requires all of us to lean in.

Our people make all this possible. The talented employees who make up the MCCS community are the drivers of our purpose. We must actively support each other, provide opportunities to ensure everyone reaches their optimal lifegoals and supports our interests and contributions to each of our communities.

This is an organic, ongoing journey. I encourage you to engage in the work with us and take advantage of the regular opportunities to check our progress and collaborate on meeting our mission, together.

David Daigler
President of the Maine Community College System





OUR MISSION

To create an educated, skilled and adaptable labor force that is responsive to the changing needs of the economy.

MSRS Title 20-A, §12703

OUR VISION

Maine's community colleges will continue to be recognized as essential to the economic mobility and social and civic resilience of the state. The colleges will offer Maine people opportunities for lifelong learning that propels and enriches their lives and communities by providing innovative and relevant educational opportunities. Maine's employers will consistently turn to their community colleges to develop the full potential of their workforce through agile and responsive programming.



OUR VALUES

Maine's community college **students** deserve the opportunity to learn, grow, and advance their careers in a safe, supportive, and connected environment; where they feel a strong sense of belonging.

Maine **employers** need the skilled, educated, and adaptable talent we develop for an ever-evolving workplace.

The employees of the Maine Community College System, our **people**, are our most valuable resource. We support diverse, equitable, and inclusive work environments that provide employees with a sense of belonging, leading to opportunities to engage in meaningful work, lead balanced and productive lives, and advance their careers.

Our students, employers, and people need the support of a set of foundational elements that strengthen the overall system. Through a spirit of innovation and collaboration, we will build partnerships that ensure each student's success and meet the specific needs of employers and the distinct communities we serve. To fulfill our vision, we will need innovative delivery methods, robust information systems, and business models that sustain growth and expansion.



HOW WE'RE GOING BEYOND NOW

Our Reach



33,000+

Students we serve
each year



27,454

Short-term training
students since 2022



4,500+

Early college credit
students each year

Our Affordability



78%

Of our students get
grant aid each year



\$101 MILLION+

Grant aid we award
each year



17,151

Free college
students enrolled
since 2022



Our Opportunities



300+

Associate degree
and certificate
programs we offer



1,783

Maine employers
who have joined the
MCCS workforce
training compact



180+

Degree-level
transfer agreements
between MCCS and
public universities

Our Impact



50,468

Degrees and
certificates we
have awarded
since 2003



84%

Of short-term training
students planned to take
more training in the future

BUILD YOUR FUTURE

Start a 4-year degree
2 years +

Transfer

College degree
2 years +

Start your career

Skilled certificate
Months to 1 year

Enter high-skill / high-wage fields

Short-term training
Weeks to months

Retrain, learn skills for entry-level positions

Early college
By semester

Explore interests and earn free college credits

Earn a badge
Hours to days

Be work ready and explore options

DISCOVER YOUR PATHWAY



Arts, Humanities,
Digital Media, and
Communication



Education, Human
Services, and Social
and Behavioral
Sciences



Public Safety



Business and
Hospitality



Health Sciences



Sciences,
Engineering, and
Mathematics



Computer Science
and Information
Technology



Industrial
Technology and
Transportation

“I THINK BACK TO THE DECISION TO TAKE PART IN THE THREE-WEEK INTRODUCTION TO DESIGN COURSE WITH GRATITUDE. THAT REALLY WAS THE MOST LIFE-ALTERING THREE WEEKS OF MY LIFE.”

—Adrianna Bedolla, workforce training student



GOING BEYOND FOR...

OUR STUDENTS

Our vision for engaging and supporting students:

Maine's community colleges will develop relevant, high-quality, affordable, and accessible life-long learning opportunities. The system and colleges will strive to help students achieve their goals by:

- Eliminating barriers to access.
- Promoting student success while supporting social and emotional well-being of our entire community that ensures a strong sense of belonging.
- Building a coordinated system of credentialing options.

LONG-TERM GOALS



Meet the full financial need for all students.



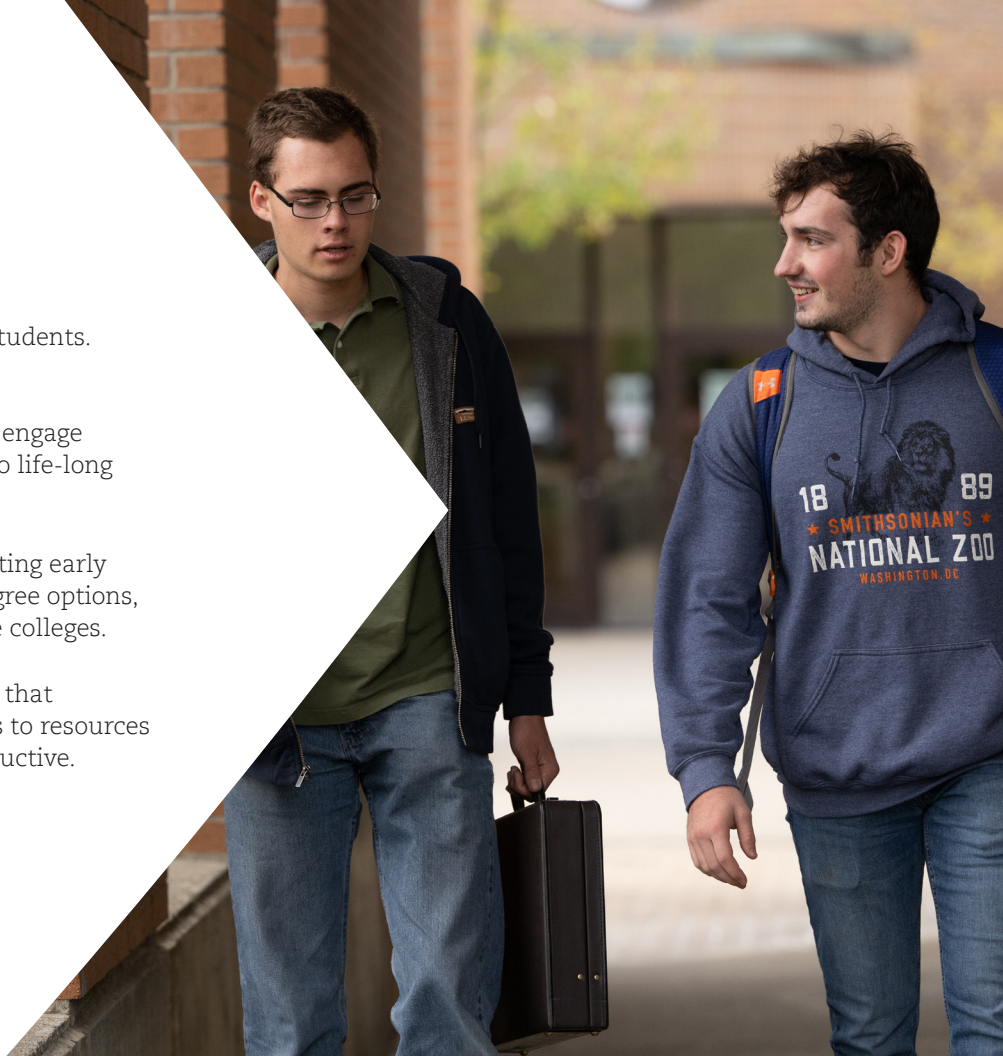
Meet students “where they are” and engage them in learning options that lead to life-long engagement with our colleges.



Build pathways for students connecting early college, short-term training, and degree options, including transfers to baccalaureate colleges.



Build in-person and on-line support that welcomes and connects all students to resources needed to become healthy and productive.



2025 Strategies:

- Gain legislative support for funding the Free College Scholarship as a permanent program.
- Attract financial resources to sustain Maine Jobs and Recovery Plan (MJRP) and Harold Alfond Foundation (HAF) grant-funded programs.
- Implement Pathways at all seven colleges, tangibly connecting early college and short-term programming to degree options.
- Establish a support structure that promotes and advances physical wellness, mental health, and campus safety programming at all colleges.
- Pilot program options that integrate civic engagement into daily learning.

2026 Strategies:

- Expand financial support from governmental and philanthropy sources to help meet the full financial need for all students:
 - Support legislation that expands Federal Pell Grants to include more support, expanded income qualifications, and short-term Pell.
 - Expand stipends for students in short-term training programs.
- Expand Pathways to incorporate early college to community colleges and community colleges to four-year programs.
- Engage in leadership roles in our broader communities to participate in dialogues relevant to improving student mental health, campus safety, and civic engagement.



GOING BEYOND WITH...

OUR EMPLOYERS

Our vision for engaging and supporting employers:

Maine's community colleges will build deep, lasting partnerships directly with businesses and industry groups to support the delivery of relevant, high-quality, high-demand workforce development options across the state.

From pre-hire training and advanced skill development to credential attainment, our employers will turn to their community colleges to develop a fully educated workforce for an ever-evolving workplace.

LONG-TERM GOALS



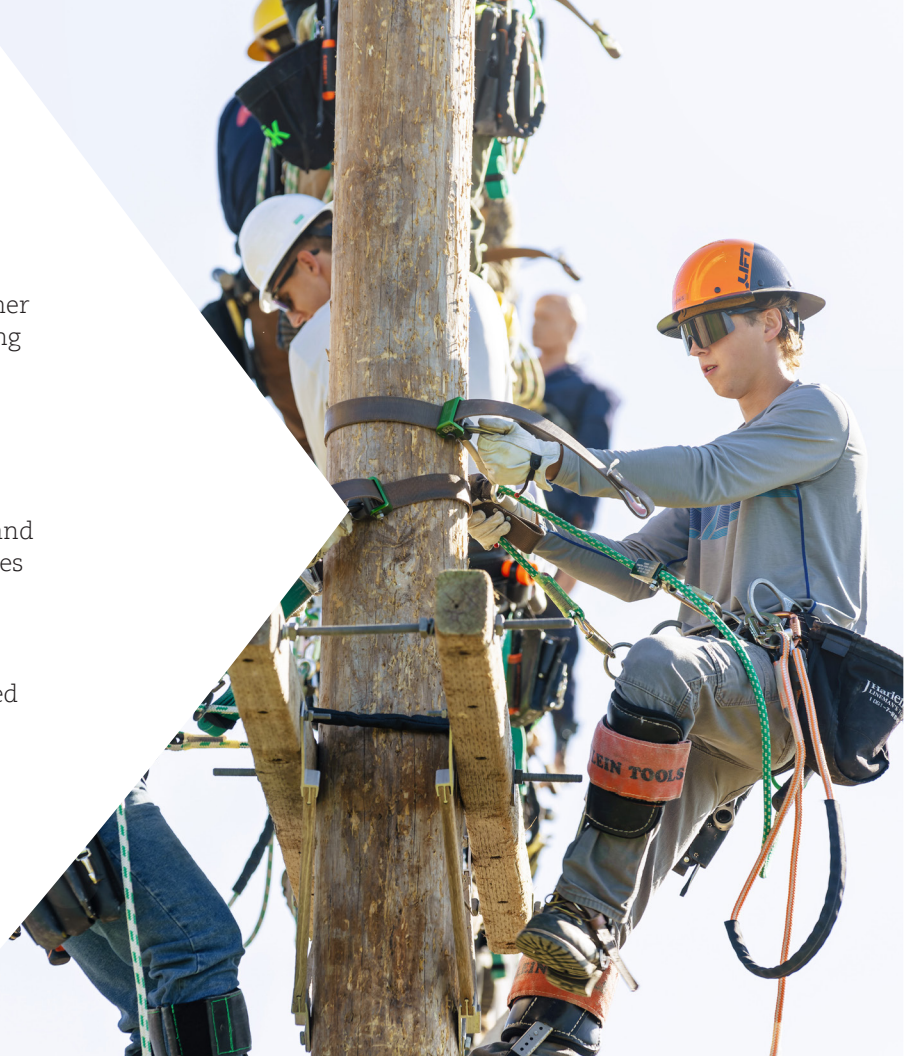
Serve as the highest quality, integrated partner for workforce development programs, building incentive-based programs for workforce attraction, retention, and advancement.



Continue to build long-term, value-added relationships with employers that connect industry need with workforce development and training with supportive funding opportunities that sustain skill-based employee attraction, development, and career advancement.



Share the knowledge gained we have acquired from our experiences, and our consulting partners.



2025 Strategies:

- Implement the information systems necessary to track training and education acquired through all providers in a single student record that aggregates an employer's entire frontline workforce.
- Increase engagement with existing, or help create, industry-based collaborations that are relevant to the state's highest needs (housing/construction, education, healthcare).
- Complete ideation and requirement definitions for an AI platform that supports matching employer workforce development needs with industry-based training options at scale.
- Further identify employer partners thought leaders to build exemplary programming strategies that inform and catalyze our program efforts.

2026 Strategies:

- Transition to a matrix model in the Harold Alfond Center for the Advancement of Maine's Workforce, aligning industry specific specialists to support regional coordinators to deepen employer-, industry- and sector-based partnerships.
- Build and test an AI platform that supports matching employer workforce development needs with industry-based training options at scale.



GOING BEYOND FOR...

**OUR
PEOPLE**

Our vision for engaging and supporting people:

The system and the colleges will attract and develop a diverse and passionate team committed to finding new ways to build an educated, skilled, and adaptable labor force. To do so, we will offer a combination of competitive compensation, professional development, and flexible work environments—respecting every voice in our community.

LONG-TERM GOALS

Build a diverse workforce, reflective of our communities with:



Compensation commensurate with peers in the Northeast.



Passion for student success and workforce development



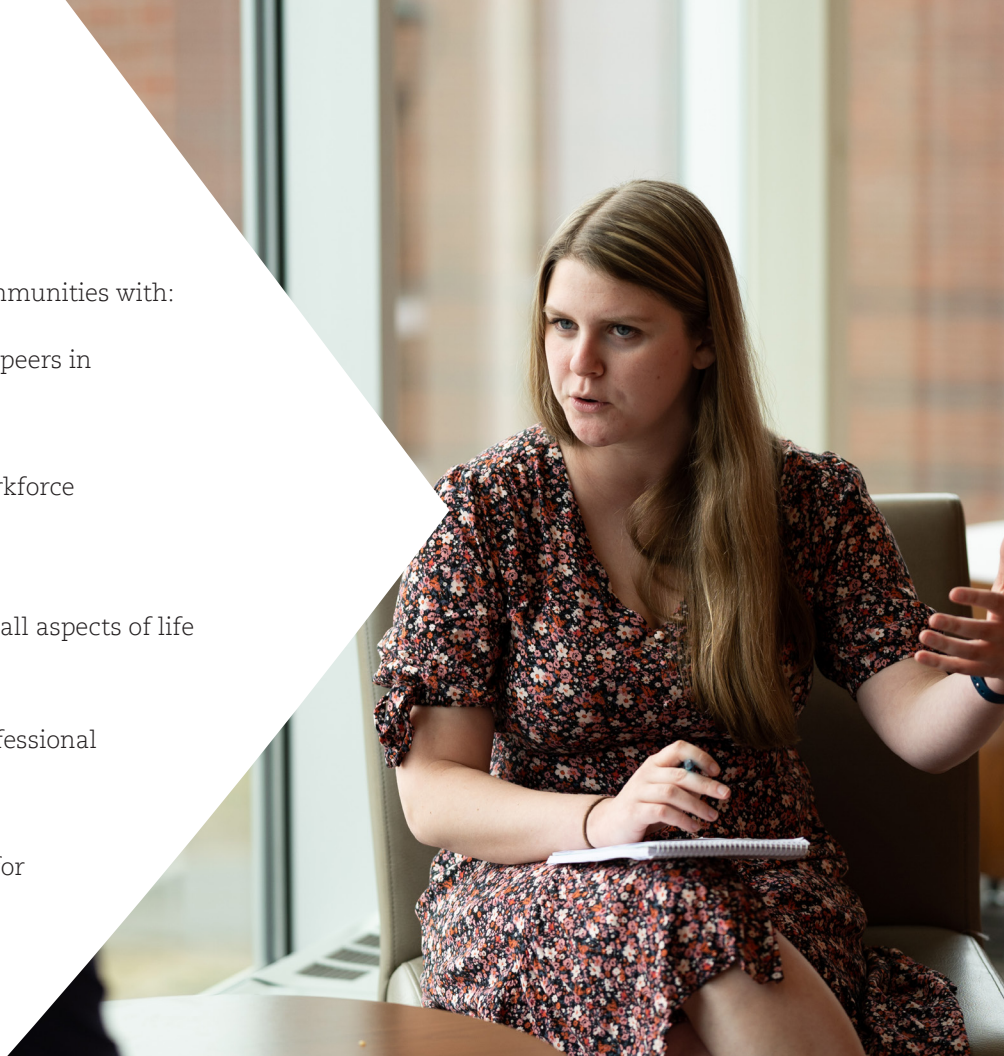
The flexibility needed to succeed in all aspects of life



Access to nationally recognized professional development



Clear and transparent opportunity for professional growth.



2025 Strategies:

- Objectively assess the competitiveness of MCCS current compensation, using a total compensation assessment.
- Negotiate collective bargaining agreements that more fully reflect the changing circumstances of our work and employment conditions.
- Complete an employee engagement survey.
- Expand leadership and professional development funding, incentives and other opportunities to build participation in professional growth.
- Modernize a classification system that supports clear, transparent, and equitable job classifications and earning categories.

2026 Strategies:

- Transform the business model and secure funding that provides essential resources to assure objective and sustainably competitive compensation for all classifications of employees.
- Examine systems and opportunities that objectively reward superior performance.
- Execute a plan for enhanced engagement built on the results of the employee engagement survey.
- Continue to expand leadership and professional development funding and incentives that build participation in professional growth.
- Implement a classification system that supports clear, transparent, and equitable job classifications and earning categories.

OUR VISION FOR CREATING FOUNDATIONAL ELEMENTS

There are three foundational elements that support the success of our students, employers, and people: facilities, partners, and approaches to business operations. By investing in these foundational elements, we will strengthen the foundation by which our students, employers, and people can succeed.



Facilities:

Maintain modern, high-quality learning and administrative facilities. To that end, the system and colleges will strive to provide the resources needed to continuously renew learning facilities with innovative program delivery options, consistently maintain and renovate our buildings, and steward environmentally responsible campuses.

Partners:

Embrace partnerships with other education institutions, student support organizations, and government agencies that advance our mission and vision. Through these partnerships, we will be more effective and efficient in delivering an “educated, skilled and adaptable labor force that is responsive to the changing needs of the economy.”

Approach:

Adopt a business model responsive to the realities of today’s economy. To that end, the system and colleges will build a portfolio of funding sources that support a predictable financial base and embrace information management as a critical link to student success and the development of a fully educated workforce for our employers.

LONG-TERM GOALS



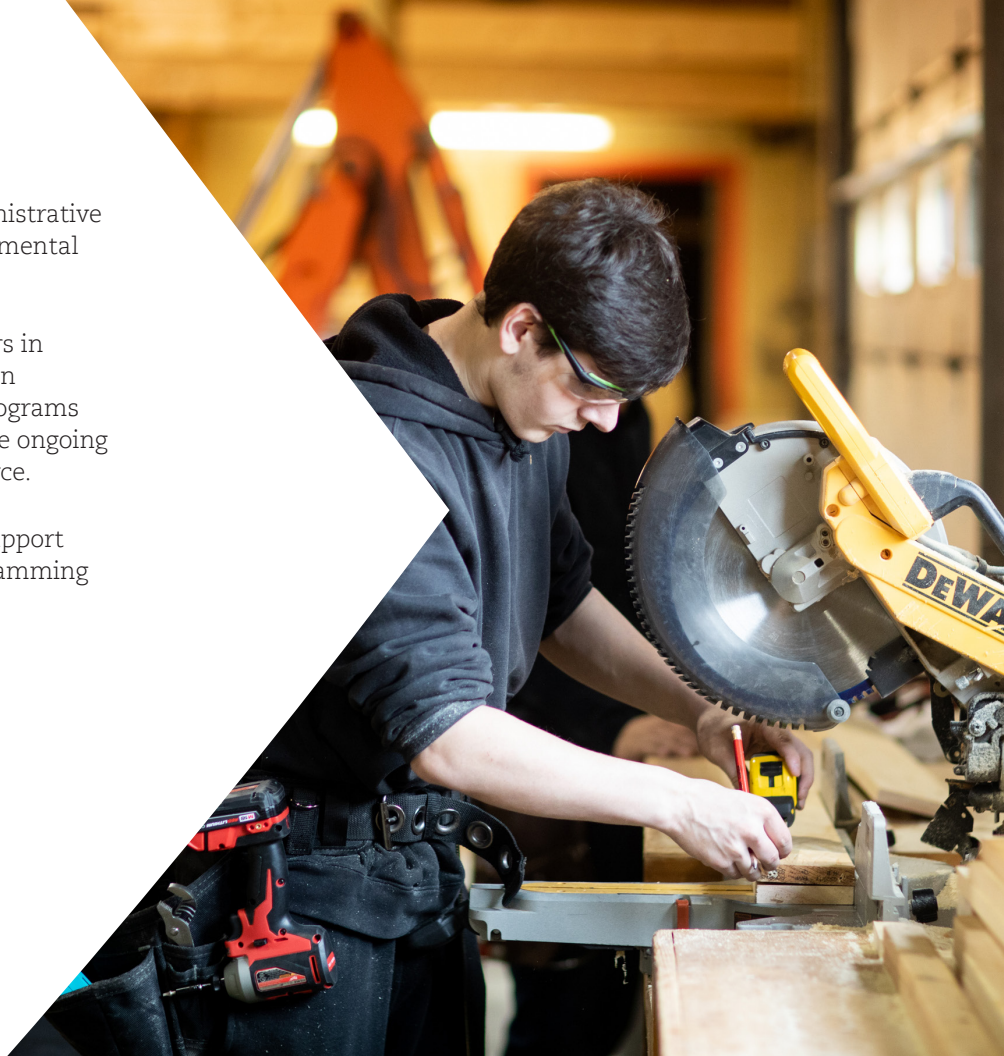
Sustain modern teaching and administrative facilities with zero negative environmental impact.



Lead the engagement of our partners in workforce development to sustain an integrated and effective series of programs and support systems that enable the ongoing development of world-class workforce.



Transform the business model to support sustained growth and quality programming across all offerings.



2025 Strategies:

- Evolve a higher education capital planning funding model in collaboration with Maine's other public institutions of higher education.
- Assess the environmental impact of MCCS and develop potential strategies for reducing our negative impact on our environment.
- Partner with recognized co-leaders in workforce development with the shared goal of expanding funding opportunities. Implement the Anthology SIS suite of applications.
- Explore business models that provide long-term funding for growth and high-quality programming.

2026 Strategies:

- Expand partnerships with recognized co-leaders in workforce development with the shared goal of increasing funding opportunities.
- Evolve and build support with state leadership, the federal delegation and business leaders to fund with public and private partners a sustainable capital investment program for Maine's public institutions of higher education.
- Implement a business model that provides funding for growth and high-quality programming.

FROM HOMELESS VET TO DESIGNING DESTROYERS

When Thomas Bailey returned to Maine, he was homeless, staying at a VA shelter in Lewiston. He learned about a Marine Design skilled certificate program at SMCC in partnership with Bath Iron Works. SMCC set him up with dormitory housing, enabling him to attend classes. After the program, Thomas was hired as an electrical designer for BIW, allowing him to get his own apartment and launch a new chapter in his life.

**“THIS PROGRAM REALLY LAYS OUT THE BRIDGE
IN ORDER TO COME FROM A PLACE OF NON-
EXPERIENCE. IT’S A LIFE CHANGING PROGRAM.”**

—Thomas Bailey, skilled certificate student





LET'S GO BEYOND, TOGETHER.

