

The KVCC logo is rendered in a large, white, serif typeface. The letters 'K' and 'V' are particularly large and stylized, with the 'V' having a long, sweeping tail that extends to the right, partially overlapping the vertical line of the college's name.

KVCC

KENNEBEC VALLEY
COMMUNITY COLLEGE

M A I N E

KVCC2027 ADVANCING A VISION

February 2022





LETTER FROM Interim President Karen Normandin

In August of 2019, President Richard Hopper launched a strategic planning process to create the college's five-year strategic plan. The process was a college and community-wide effort marked by inclusivity, engagement, transparency, and commitment. In August, an internal SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis was completed, and in September, the same process engaged external partners. In January of 2020, The College participated in an Environmental Scan. These events positioned us for the work ahead of creating the next Strategic Plan.

During the planning phases of the strategic plan, the world endured the impact of a Pandemic - a time that has challenged our faculty, staff, and students beyond measure. In March of 2020, the college began the work of moving all services, operations, and classes to a remote environment. The next year and half found us facing concerns about the wellbeing of each student, faculty, and staff member; while working to keep our doors open for essential face-to-face instruction in the safest

way possible. The process slowed for several months and would not begin again until the Summer of 2021.

We believe that KVCC2027 will move us forward and will provide a strong, positive vision - serving the citizens of Maine and our community partners. Over the next five years, the implementation of this strategic plan will provide focus on the completion of credentials for student, stabilization of enrollment, creation of short-term training opportunities and identification of infrastructure projects that will address facility needs on both campuses.

It is with great pleasure that I share with you our plan to build and promote the strength and the security of our college into 2027 and beyond.

Karen Normandin
Interim President

Mission Statement:

Kennebec Valley Community College prepares students to achieve their educational, professional, and personal goals in a supportive environment through shared values of responsibility, integrity, and respect.



Values:

Kennebec Valley Community College values:

- Integrity
- Excellence in teaching
- Emerging Technology
- A student-centered environment
- Diversity
- Intellectual inquiry
- A culture of civility, cooperation, and collegiality
- A welcoming atmosphere for all newcomers
- A strong work ethic
- Creation of opportunities for self-fulfillment and lifelong learning
- Personal Wellness

To achieve the KVCC 2027 goals, the college has a supporting action plan. As the college experiences successes and addresses potential challenges/barriers, the KVCC2027 action plan will be revised to document changes in strategies and timelines for meeting the KVCC2027 goals. You can visit the KVCC website to view the **KVCC2027: Advancing a Vision** and the most up-to-date action plan. <https://www.kvcc.me.edu/about-kvcc/overview/institutional-planning-research/>

KVCC2027: ADVANCING A VISION

How we define success in 2027

KVCC2027 GUIDING PILLARS

Pillar 1:

KVCC promotes best practices to increase retention and graduation outcomes

Pillar 2:

KVCC ensures the quality and integrity of its academic programs.

Pillar 3:

KVCC has the capacity to support its mission to prepare students to achieve their educational, professional, and personal goals in a supportive environment through shared values of responsibility, integrity, and respect

Pillar 4:

KVCC contributes to economic and community development through lifelong learning

STUDENTS

- Create an advising center to guide students to achieve their academic, career and personal goals
- Connect students to peers, faculty, staff, and resources needed to support each student's academic, career and personal goals
- Promote a culture of diversity, equity, and inclusion through co-curricular programming, improved and/or modified admission and application materials and practices

QUALITY AND INTEGRITY OF PROGRAMMING

- Demonstrate academic excellence and rigor in all academic programs and disciplines, including non-credit courses, concurrent enrollment courses, online and hybrid courses
- Assess student learning as it is related to KVCC's definition of an Educated Person
 - Assess non-academic services as it is related to the college's definition of student success
- Ensure the integration of diversity, equity and inclusion through shared data and analysis



CAMPUS COMMUNITY

- Promote a culture of diversity, equity, and inclusion through professional development, improved and/or modified recruitment and hiring materials and practices
 - Develop and implement a strategic enrollment management plan and student recruitment marketing plan to achieve and maintain optimum recruitment
 - Develop a facilities master plan and facilities operation plan to guide construction, operations, maintenance, and custodial functions
- Establish a program for space planning and utilization to maximize use, functionality, and productivity
 - Leverage opportunities for technological improvement
 - Assess the human resource capacity, forecast future needs for qualified personnel and integrate the human resources plan into KVCC's overall strategy
 - Create a staff development plan to provide employees with a path to improve skills, build qualifications, and advance their careers through traditional methods, such as continuing education, conferences and seminars, plus in-house workshops or KVCC programs
- Foster a culture of recognition, trust, and praise by improving employee engagement and workplace relations
 - Assess economic and financial viability
 - Enhance operational effectiveness
 - Create workforce development plan

WORKFORCE COMMUNITY

- Expand workforce training opportunities
- Meet the employment needs of the region and/or State of Maine
- Establish pathways from non-credit training to continued learning

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