

Completed In Progress

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																			
Goal 3.1: Develop a strategic facilities master plan to guide development for the College's physical infrastructure in support of its educational program goals for student achievement										Project Lead	SP22	FA22	SP23	FA23	SP24	FA24	SP25	FA25	
Objective 3.1a: Develop a facilities master plan and facilities operating plan to guide construction, operations, maintenance and custodial functions										Kevin Casey								X	
Status	Action Steps																		
	3.1a1	Complete the Facilities Master Plan document													X				
	3.1a2	Create a comprehensive Facility Operation and Maintenance Manual working template												X					
	3.1a3	Conduct site-specific Existing Conditions Analyses of primary buildings and infrastructure															X		
Objective 3.1b: Establish a program for space planning and utilization designed to maximize use, functionality, and productivity of the College's facilities and minimize costs and liabilities										Kevin Casey						X			
Status	Action Steps																		
	3.1b1	Develop a space planning and utilization policy and decide the elements for making space allocation decisions										X							
	3.1b2	Develop uniform standards for classroom furniture and equipment use and create a procurement and replacement policy designed to provide the best opportunity for learning across all teaching environments											X						
	3.1b3	Select and implement a specialized space planning software for course and event scheduling to improve efficiency and capacity utilization													X				
Objective 3.1c: Leverage opportunities for technological improvement										Kevin Casey			X						
Status	Action Steps																		
	3.1c1	Create a technology roadmap by compiling an inventory of information systems, technology, and software applications, organized from a user's perspective									X								
	3.1c2	Assess classroom equipment needs and recommend a technology refresh cycle plan										X							
	3.1c3	Reorganize online Portal content for students, faculty, and staff users											X						
Goal 3.2: Create a human resource plan to develop the workforce practices needed to fulfill the College's mission										Project Lead	SP22	FA22	SP23	FA23	SP24	FA24	SP25	FA25	
Objective 3.2a: Assess the human resource capacity, forecast future needs for qualified personnel and integrate the human resources plan into KVCC's overall strategy										Russ Begin				X					
Status	Action Steps																		
	3.2a1	Create a 5-year staffing and recruiting plan, including recommended positions and compensation												X					
	3.2a2	Evaluate the effectiveness of existing human resources information systems to meet organizational development objectives												X					
Objective 3.2b: 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 inhouse workshops or KVCC programs										Russ Begin			X						
Status	Action Steps																		
	3.2b1	Create an inventory of the tools and technology that require specialized or technical training										X							
	3.2b2	Create an assessment of employee readiness and potential, such as for succession planning										X							
	3.2b3	Establish a training calendar and curriculum that matches employees with specific learning outcomes									X								
	3.2b4	Create individual training plans for each employee										X							
	3.2b5	Integrate soft skills training, such as effective communications, teamwork, and problem resolution											X						
Objective 3.2c: Improve employee engagement and workplace relations to foster a culture of recognition, trust and praise										KVCC President								X	
Status	Action Steps																		
	3.2c1	Use the PACE employee survey to establish a baseline of employee satisfaction and develop recommendations												X					
	3.2c2	Design and implement an action plan from the adopted recommendations													X				
	3.2c3	Assess the efficacy of the Employee Engagement Plan through a PACE employee survey																X	
	3.2c4	Establish a formal, integrated communications plan and calendar designed to enhance leadership engagement with stakeholders									X								

Activity 3.2b1: March 2022
Adjustment to summer 2022.
Activity 3.2b2: March 2022
adjustment to ongoing
Activity 3.2b3: March 2022
adjustment to fall 2022

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																			
Goal 3.3: Ensure financial sustainability in line with the request of the New England Commission of Higher Education (NECHE) in their 2019 accreditation response letter										Project Lead	SP22	FA22	SP23	FA23	SP24	FA24	SP25	FA25	
Objective 3.3a: Assess economic and financial viability										Russ Begin									X
Status	Action Steps																		
	3.3a1	Analyze academic program costs and contribution margin										X							
	3.3a2	Evaluate facilities investment and renewal requirements											X						
	3.3a3	Develop a fundraising proposal focused on unmet needs														X			
	3.3a4	Document a disaster recovery and business continuity plan																X	
Objective 3.3b: Enhance operational effectiveness										Russ Begin						X			
Status	Action Steps																		
	3.3b1	Evaluate course material management and delivery options to increase textbook availability and reduce cost for students										X							
	3.3b2	Identify core business processes affecting academic achievement, administrative efficiency, internal control, and enterprise resilience											X						
	3.3b3	Implement a quality management system of continuous process improvement to document policies, procedures, and responsibilities														X			
	3.3b4	Develop staff training in budget management and procurement													X				
Objective 3.3c: Create workforce development plan											X								
Status	Action Steps																		
	3.3c1	Create an annual plan, in collaboration with the Maine Community College System, to increase the level and type of investments to support workforce training and professional development, staffing, and related resources									X								
Goal 3.4: Promote a culture of diversity, equity and inclusion										Project Lead	SP22	FA22	SP23	FA23	SP24	FA24	SP25	FA25	
Objective 3.4a: Prepare and deliver co-curricular programming designed to promote a culture of diversity, equity and inclusion										CJ Mckenna					X				
Status	Action Steps																		
	3.4a1	Inventory current co-curricular program in and out of the classroom that promote a culture of diversity, equity and inclusion										X							
	3.4a2	Create additional co-curricular programming in and out of the classroom that promote a culture of diversity, equity and inclusion											X						
	3.4a3	Implement co-curricular programming in and out of the classroom that promote a culture of diversity, equity and inclusion												X					
	3.4a4	Assess co-curricular programming in and out of the classroom that promote a culture of diversity, equity and inclusion													X				
Objective 3.4b: Prepare and deliver faculty and staff professional development programming designed to promote a culture of diversity, equity and inclusion										Kathy Englehart			X						
Status	Action Steps																		
	3.4b1	Inventory professional development programming designed to promote a culture of diversity, equity and inclusion										X							
	3.4b2	Create a minimum of one professional development training per year to promote a culture of diversity, equity and inclusion											X						
	3.4b3	Implement a minimum of one professional development training per year to promote a culture of diversity, equity and inclusion											X						
Objective 3.4c: Develop, improve and/or modify recruitment and hiring materials and practices so that they are accessible to all individuals										Russ Begin		X							
Status	Action Steps																		
	3.4c1	Review current recruitment and hiring materials and practices to assure they are accessible to all individuals									X								
	3.4c2	Develop a guide to promote a culture of diversity, equity and inclusion in recruitment and hiring practices to assure the accessibility for all individuals										X							
Objective 3.4d: Develop, improve and/or modify admission and application materials and practices so that they are accessible to all individuals										CJ Mckenna									
Status	Action Steps																		
	3.4d1	Review current admission and application materials and practices to assure they are accessible to all individuals																	
	3.4d2	Develop a guide to promote a culture of diversity, equity and inclusion in the college's admission processes																	
Objective 3.4e: Ensure the integration of diversity, equity and inclusion through shared data and analysis										Karen Glew									
Status	Action Steps														X				
	3.4e1	Review current data reporting										X							
	3.4e2	Assess current data reporting as it relates to national best practices of reporting to promote diversity, equity and inclusion											X						
	3.4e3	Identify changes in data reporting												X					
	3.4e4	Implement changes in data reporting to promote a culture of diversity, equity and inclusion													X				