

Three graduates are standing in the center of the image, smiling. They are wearing blue graduation gowns and black mortarboard caps. The graduate on the left is a man with dark hair, wearing a white shirt and a dark tie. The graduate in the middle is a woman with blonde hair. The graduate on the right is a woman with dark hair. They are all holding diplomas.

# Legacy of Excellence: A Future of Success

Strategic Plan | 2024 - 2027

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### **MISSION**

College of the Mainland is a learning-centered, comprehensive community college dedicated to student success and the intellectual and economic enrichment of the diverse communities we serve.

### **VISION**

College of the Mainland will be a valued and vital community partner by enriching our community and preparing our students to thrive in a diverse, dynamic and global environment.

### **VALUES**

- Student Success and Academic Excellence
- Continuous Improvement and Accountability
- Mutual Respect and Civility
- Innovation and Adaptability
- Campus and Community Collaboration

### **ACCREDITATION**

College of the Mainland is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate and baccalaureate degrees and certificates. Contact the SACSCOC at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of College of the Mainland.

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## Glossary

**Strategic Plan:** A roadmap to reach aspirational goals

**Goal:** Desired result

**Strategic Activities:** Carefully planned activities that will lead to attaining the desired result

**Expected Outcome:** What is expected to occur because of the strategic activities

**Performance Indicators:** Measurable values that demonstrate how effectively the College is achieving its goals. It helps track progress, identify areas for improvement and make data-driven decisions

## MESSAGE FROM THE PRESIDENT



**Dr. Helen Castellanos  
Brewer**  
President  
College of the Mainland

Dear, COM Community,

I am excited to share our 2024-2027 Strategic Plan, a roadmap designed to elevate COM to new heights. This plan, the result of extensive college-wide collaboration, outlines our commitment to student success, employee well-being and community impact.

Strategic Goals:

- **Student Success:** We are dedicated to guiding students toward fulfilling careers. The implementation of Guided Pathways, along with our focus on student support, will ensure they achieve their educational goals.
- **Employee Success:** By investing in professional development and creating a supportive environment, we will empower our faculty and staff to thrive.
- **Campus Amenities & Infrastructure:** The COM 2023 general obligation bond, made possible by taxpayer support, is funding continued campus modernization efforts. We are investing in cutting-edge facilities and upgraded technology to create an optimal student learning environment.
- **Campus Safety & Wellness:** We are prioritizing campus safety and wellness. Enhanced security measures and support for individual well-being will create a welcoming and inclusive environment for all students, faculty and staff.
- **Community Engagement:** We will continue to forge impactful partnerships that benefit our region and strengthen student success.

This strategic plan also aligns with key state initiatives such as Texas House Bill 8 and Talent Strong Texas. These initiatives emphasize student success and workforce training, empowering COM to prepare students for high-value careers and expand access to postsecondary education.

Legacy of Excellence: A Future of Success is our guiding vision. Our COM 2024-2027 Strategic Plan outlines our path for achieving this vision, driving student success, fostering a supportive campus and strengthening our community.

Sincerely,

A handwritten signature in black ink, appearing to read 'HCBrewer', written over a light blue horizontal line.

Dr. Helen Castellanos Brewer  
President, College of the Mainland







# GOAL 1

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**Student Success:** Empower our students to clarify their educational paths, ensure their learning and meet their end goals.

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## Strategic Activities

- **Enhance Early Engagement:** Connect with prospective students early in their decision-making process, providing resources and guidance for career exploration and informed educational choices.
- **Simplify Enrollment Pathways:** Ensure clear pathways for full- and part-time enrollment in all programs, including prior learning assessment and transfer options.
- **Optimize Communications:** Improve communications and outreach to prospective students, providing timely and personalized support throughout the application and enrollment process.
- **Strengthen Onboarding:** Support new students with student-centered onboarding processes.
- **Propel Academic Success:** Improve student achievement, completion rates and post-graduation outcomes, including employment and continuing education.
- **Foster Lasting Connections:** Reinforce student ties to COM after graduation or transfer.

## Expected Outcomes

- **Expand Access & Enrollment:** Increase the number of students in credit, continuing education and adult basic education programs/courses.
- **Optimize the Student Journey:** Make the transition from prospective student to enrolled students seamless and user-friendly, reducing barriers and increasing accessibility.
- **Promote Persistence & Completion:** Ensure students persist through the completion of their educational goals.
- **Drive Successful Outcomes:** Ensure students efficiently complete their programs, find employment, continue their education and remain connected to COM.

## Performance Indicators

### Enrollment & Access

- **Enrollment:** Unduplicated headcount in credit and continuing education
- **Application & Enrollment Success:** Admissions application conversion rate, applicant satisfaction with communication/support

### Student Success & Completion

- **Academic Performance:** Course success rates, gateway course completion rates, time to completion for credit programs
- **Persistence & Retention:** Fall-to-fall retention rate, semester-to-semester persistence
- **Graduation & Transfer:** Graduation rates, transfer and bachelor's degree attainment

### Support & Engagement

- **Student Support:** Student satisfaction with support services, number of students engaging in orientation
- **Career Development:** Percentage of students utilizing career assessment tools and enrolling in a meta-major within the first semester
- **Experiential Learning:** Student participation in experiential learning opportunities

### Outcomes & Impact

- **Credentials Awarded:** Total number of awards by level awarded annually; credentials awarded in high-demand fields
- **Workforce & Post-Graduation Success:** Licensure pass rates, post-completion outcomes, job placement for workforce programs
- **Dual Credit Success:** Dual credit students completing 15 student credit hours annually

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# GOAL 2

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**Employee Success:** Create an environment that retains and attracts administrators, faculty and staff that are committed to serving students.

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## Strategic Activities

- **Invest in Employee Growth:** Foster a culture of continuous learning and development by providing comprehensive professional development opportunities for all faculty and staff. These opportunities will support skill enhancement, career advancement and the acquisition of new knowledge and competencies relevant to the institution's strategic goals.
- **Develop High-Impact Leaders:** Implement a Leadership Academy designed to equip current and emerging leaders with the skills and competencies necessary for effective project and team leadership, resulting in improved organizational performance.
- **Formalize Employee Recognition:** Develop and implement a structured employee recognition program that provides consistent and meaningful appreciation for employee contributions, fostering a positive and motivating work environment.

## Expected Outcomes

- **Employee Development:** Foster growth by providing opportunities for employees to enhance their skills and abilities through professional development programs.
- **Employee Fulfillment:** Increase satisfaction and motivation through structured recognition programs and targeted financial incentives that promote continuous learning and improvement.
- **Leadership Cultivation:** Develop the leadership potential of current and emerging leaders, preparing them to contribute effectively to the College's success.





## Performance Indicators

### Professional Development Participation

- Track the **annual participation rate** of faculty and staff in professional development activities, disaggregated by employee category and development type.

### Leadership Academy

- **Leadership Academy Implementation:** Establishment of a Leadership Academy by the end of FY25, with a documented implementation plan outlining curriculum, participant selection criteria and program evaluation methods.
- **Leadership Academy Cohort Success:** Successfully enroll and graduate the first cohort of the Leadership Academy by FY26, measuring participant satisfaction and knowledge gain.
- **Leadership Academy Program Evaluation:** Conduct a comprehensive evaluation of the Leadership Academy in FY26, assessing its effectiveness in developing leadership competencies and its impact on participant performance and organizational outcomes.

### Employee Recognition Program

- **Employee Recognition Program Utilization:** Monitor the annual utilization of employee recognition programs, tracking the number of awards granted and the frequency of nominations across different departments and employee categories.
- **Employee Recognition Program Impact:** Assess employee satisfaction with the recognition program, measuring its perceived effectiveness in fostering a culture of appreciation and motivation.
- **Financial Incentive Program Participation:** Analyze the participation rate in financial incentive programs among eligible employees, identifying any barriers to participation and assessing the program's reach and effectiveness.
- **Financial Incentive Program Satisfaction:** Evaluate employee satisfaction with the incentive program, including the clarity of incentive protocols, the perceived fairness of the system and its impact on motivation and retention.

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# GOAL 3

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**Campus Amenities & Infrastructure:** Develop and maintain a modern, sustainable and technologically advanced campus environment that supports the success, well-being and safety of students, employees and the broader community.

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## Strategic Activities

### Bond-Funded Projects

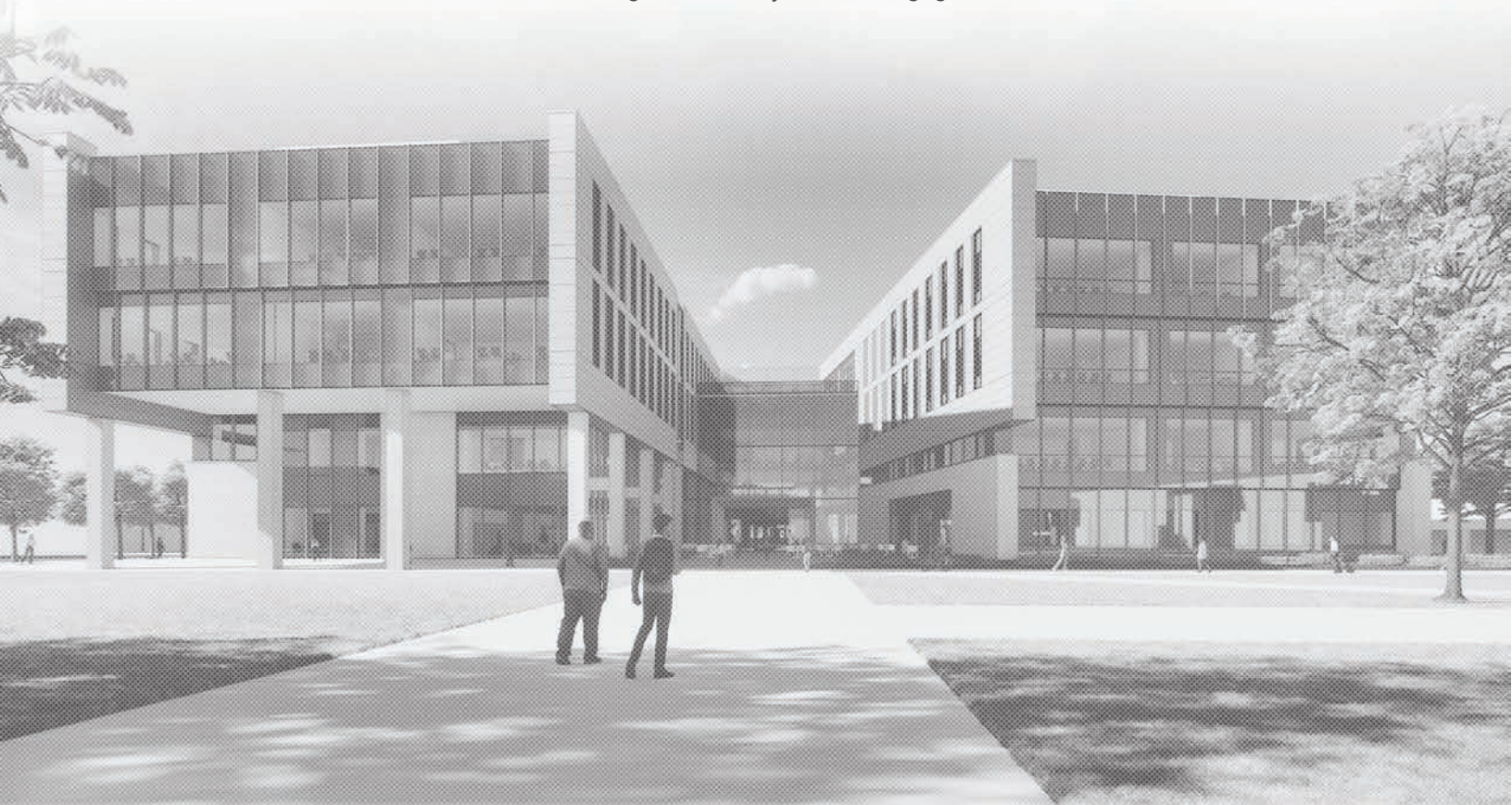
- **Complete Bond-Funded Projects:** Effectively manage and oversee all phases (design, construction and occupancy) of the 2023 Bond-funded facilities construction and improvement projects, ensuring on-time and on-budget completion. This includes:
  - Construction of new Library Classroom Building, Corporate and Continuing Education Building and Public Safety Building. Renovations to College Services, Industrial Education and Welding buildings.
  - Implement a robust project management process to track progress, manage risks and ensure quality control.
  - Prioritize sustainable building practices and incorporate environmentally friendly features in all new construction and renovations.
- **Establish Quality Assurance Program:** Develop and implement a comprehensive quality assurance and customer satisfaction program for campus amenities and infrastructure. This program will:
  - Establish clear standards for the maintenance and upkeep of facilities, grounds and technology.
  - Implement regular inspections and assessments to identify and address maintenance needs proactively.
  - Create a system for collecting and responding to feedback from students, employees and community members regarding campus amenities.
  - Regularly review and update standards and procedures to ensure continuous improvement.



- **Upgrade Technology Infrastructure:** Invest in technology upgrades and enhancements to support student learning, employee productivity and operational efficiency. This includes:
  - Upgrading network infrastructure to provide reliable high-speed internet access across campus.
  - Implementing modern classroom technology to enhance teaching and learning.
  - Exploring and adopting emerging technologies that can enhance campus experience and support institutional goals.

### Expected Outcomes

- **Safe & Functional Environment:** Provide a safe, operational, efficient, and aesthetically pleasing campus environment that promotes the well-being and productivity of students and employees.
- **Enhanced Learning & Working Spaces:** Create modern and engaging learning spaces equipped with the latest technology to support student success. Provide employees with functional and comfortable workspaces that promote collaboration and productivity.
- **Improved Security:** Enhance campus security through the implementation of advanced security systems, including automated lockdown capabilities, upgraded lighting, and surveillance technology.
- **Increased Accessibility:** Ensure that campus facilities and technology are accessible to all members of the community, including individuals with disabilities.
- **Community Engagement:** Provide welcoming and accessible campus amenities that encourage community use and engagement.





## GOAL 3 (Continued)

### Performance Indicators

**Project Completion:** Track the on-time and on-budget completion of all 2023 Bond-funded projects.

**Facility Condition:** Conduct regular assessments of the condition and functionality of all campus facilities.

**Technology Upgrades:** Monitor the implementation and effectiveness of technology upgrades.

**Security Effectiveness:** Assess student and employee satisfaction with security enhancements and conduct regular safety audits.

**Accessibility:** Conduct accessibility assessments of campus facilities and technology.

**User Satisfaction:** Measure student, faculty and staff satisfaction with campus amenities and infrastructure through surveys and feedback mechanisms.

**Community Utilization:** Track the usage of campus facilities by community members.

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# GOAL 4

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**Campus Safety & Wellness:** Ensuring safety, security and wellness initiatives for the COM community and its property to enable the pursuit of academic and professional goals.

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## Strategic Activities

### Enhance Physical Security

- Infrastructure Improvements:
  - Invest in security technology upgrades: Install and maintain security cameras, access control systems and emergency notification systems across all campus buildings and grounds.
  - Improve lighting: Ensure adequate lighting in all areas, particularly parking lots, walkways and building entrances.
  - Secure building access: Implement a system for controlling access to buildings, including key card access, security personnel and visitor management protocols.
- Emergency Preparedness:
  - Collaborate with neighboring industries to monitor and mitigate environmental risks.
  - Develop and regularly practice comprehensive emergency response plans for various scenarios (e.g., fire, active shooter, natural disaster).
  - Conduct regular safety drills and training for students, faculty and staff to ensure preparedness in emergencies.
  - Establish clear communication channels and protocols for disseminating information during emergencies.
- Safety Audits & Assessments:
  - Build an environmental monitoring program with regular assessments and reporting.
  - Conduct regular safety audits and risk assessments to identify potential hazards and vulnerabilities.
  - Implement corrective actions to address identified risks and improve safety measures.

### Promote a Culture of Safety

- Awareness & Education:
  - Develop and implement ongoing safety awareness campaigns and educational programs for students, faculty and staff.
  - Provide training on topics such as crime prevention, personal safety, bystander intervention and sexual assault prevention.



## GOAL 4 (Continued)

- Promote awareness of available resources and support services, including counseling, mental health services and victim advocacy.
- Reporting & Response:
  - Establish protocols for responding to environmental incidents, including air quality monitoring and hazardous material assessments.
  - Integrate technology to enhance tracking and reporting of safety-related incidents.
  - Establish clear and accessible reporting mechanisms for safety concerns and incidents.
  - Ensure prompt and effective response to all reported incidents, including investigation and appropriate disciplinary action.
  - Foster a culture where individuals feel comfortable reporting safety concerns without fear of retaliation.
- Community Partnerships:
  - Collaborate with local law enforcement agencies to enhance campus security and information sharing.
  - Engage with community organizations to provide resources and support to students and employees.
  - Strengthen partnerships with emergency management agencies and environmental experts for coordinated response efforts.

### Support Wellness & Mental Health

- Mental Health Services:
  - Provide accessible and affordable mental health services to students and employees, including counseling, support groups and crisis intervention.
  - Promote mental health awareness and reduce stigma through education and outreach programs.
- Wellness Programs:
  - Offer wellness programs and initiatives that promote physical and emotional well-being, such as stress management workshops, fitness classes and healthy lifestyle education.
  - Create a supportive campus environment that encourages healthy habits and work-life balance.
- Threat Assessment & Intervention:
  - Establish a threat assessment team to identify and respond to individuals who may pose a risk to themselves or others.
  - Provide intervention and support services to individuals in need, including referrals to mental health professionals and community resources.

## Expected Outcomes

- **Reduced Crime & Safety Incidents:** A measurable decrease in the number of reported safety incidents on campus.
- **Increased Sense of Safety:** Students, faculty and staff feel safe and secure on campus.
- **Improved Emergency Preparation:** The campus community is well-prepared to respond effectively to emergencies.
- **Enhanced Community Well-Being:** Increased awareness of and access to wellness and mental health resources.
- **Stronger Community Partnerships:** Effective collaboration with local law enforcement and community organizations.

## Performance Indicators

### Physical Security & Safety

- **The number of reported safety incidents** on campus per semester/year, categorized by type (e.g., theft, vandalism, assault, harassment).
- **The number and percentage** of students, faculty and staff **who participate in safety training programs** (e.g., active shooter training, self-defense workshops, online safety modules).
- **Surveys to assess** student, faculty and staff **perceptions of safety on campus**.

### Wellness & Mental Health

- **The number** of students and employees **who utilize mental health and wellness services** (e.g., counseling sessions, support groups, wellness workshops).

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# GOAL 5

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**Community Engagement:** Establish and maintain connections with our community and industry.

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## Strategic Activities

### Community Outreach & Engagement

- Community Events: Host community events on campus, such as festivals, concerts, lectures and workshops.
- Volunteer Opportunities: Encourage students, faculty, and staff to volunteer their time and expertise to support local organizations and causes.
- Advisory Boards: Maintain active community advisory boards to provide input on college programs and initiatives.
- Communication and Marketing: Utilize various communication channels (website, social media, newsletters) to keep the community informed about college events, programs and resources.

### Addressing Community Needs

- Execute community needs assessments to identify key challenges and opportunities.
- Partnerships for Economic Development: Collaborate with local businesses and government agencies to support economic development initiatives and workforce development strategies.
- Community Health and Wellness: Offer health and wellness programs and services to the community, such as health screenings, fitness classes and mental health counseling.
- Cultural and Civic Engagement: Promote cultural awareness and civic engagement through events, programs and partnerships with community organizations.

### Corporate & Continuing Education Market Research

- Identify Corporate Training and Continuing Education Needs: Conduct thorough research to identify the specific training needs of local businesses and industries. Analyze workforce trends, skills gaps and emerging technologies to determine in-demand training topics.
- Competitive Analysis: Research existing corporate training providers in the area to understand the competitive landscape, pricing strategies and program offerings.

### **Corporate & Continuing Education Program Design & Development**

- Grow opportunities for on-demand and workforce-essential learning such as micro-credentials.
- Curriculum Development: Develop high-quality, relevant curriculum that aligns with industry needs and incorporates adult learning principles. Deliver various formats, such as in-person workshops, online courses, hybrid models and on-site training at company locations.
- Instructor Expertise: Recruit experienced instructors with industry expertise and strong teaching skills. Provide training and support to ensure they are knowledgeable about adult learning methodologies and effective instructional practices.
- Flexibility and Customization: Offer flexible scheduling options and tailor programs to meet the specific needs of individual companies. Be prepared to customize curriculum, delivery methods and training schedules to accommodate different requirements.

### **Corporate & Continuing Education Marketing & Outreach**

- Build Relationships: Establish strong relationships with local businesses, industry associations, and economic development organizations. Attend industry events, network with key decision-makers and participate in community initiatives.
- Targeted Marketing: Develop targeted marketing materials and campaigns that highlight the benefits of your training programs for businesses and employees. Utilize various channels, such as email marketing, social media, website promotion and print advertising.
- Showcase Success Stories: Highlight successful partnerships and testimonials from satisfied clients to build credibility and demonstrate the value of your training programs.
- Open Houses and Information Sessions: Host regular open houses and information sessions to increase awareness of continuing education and corporate training offerings, providing opportunities for prospective students and businesses to learn about programs, meet instructors and explore learning pathways.

### **Corporate & Continuing Education Operational Efficiency**

- **Streamlined Processes:** Develop efficient processes for enrollment, registration, payment, and record-keeping. Utilize technology to automate tasks and improve communication with clients and participants.
- **Cost-Effectiveness:** Develop competitive pricing strategies that are attractive to businesses while ensuring program sustainability. Explore funding opportunities and partnerships to reduce costs and expand access to training.



- **Quality Assurance:** Implement a system for evaluating program effectiveness and gathering feedback from participants and businesses. Continuously improve programs based on data and feedback to ensure high quality and relevance.

### **Build Long-Term Partnerships**

- **Client Relationship Management:** Develop strong client relationships through ongoing communication, responsiveness to needs and personalized service.
- **Advisory Boards:** Establish an advisory board with representatives from local businesses and industries to provide guidance on program development and ensure alignment with workforce needs.
- **Continuing Education Units (CEUs):** Offer CEUs or other professional credentials to enhance the value of training programs and support employee career advancement.

### **Expected Outcomes**

- **Strengthened Community Connection:** Foster stronger relationships with the COM community through meaningful interactions and partnerships.
- **Increased Community Outreach & Engagement:** Achieve a higher rate of participation from community members at campus events.
- **Increased Enrollment & Revenue:** Achieve an increase in enrollment in corporate and customized training programs annually.
- **Enhanced Program Quality & Relevance:** Achieve a high satisfaction rate among corporate training participants in terms of program quality, relevance and instructor effectiveness.
- **Improved Workforce Development Impact:** Partner with local employers to develop training programs that address identified skills gaps in high-demand industries.
- **Increased Visibility & Relevance:** Attract clients by building a strong reputation that instills confidence in COM's Continuing Education programs to deliver quality training.



## Performance Indicators

### Community Outreach & Engagement

- **Event Attendance:** Track participation at campus and community showcase events.
- **Community Engagement:** Measure feedback and satisfaction through survey results.

### Continuing Education (CE) & Corporate Training Programs

- **Enrollment Growth:** The number of enrollments in both continuing education and corporate training programs over time (monthly, quarterly, annually).
- **Corporate Training Program Optimization:** Offer high-demand continuing education and corporate training programs with diverse modalities (in-person, online, hybrid) to meet the evolving needs of individuals and businesses. This includes analyzing labor market trends, conducting needs assessments, and offering a mix of delivery formats to maximize accessibility and engagement.

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**COM**  
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