Goal 6.0: QCC will think and act with an entrepreneurial, creative spirit and implement innovative approaches to securing and effectively using its financial, human, physical, technological, and student financial aid resources to support the educational enterprise, student success, and successfully forward strategic priorities, goals, and objectives.

Objective 6.2: Human Resources: Establish efficient, consistent, and effective human resource management policies, procedures and practices that attract and retain a high quality and diverse workforce, foster inclusiveness and a pleasant work climate, promote creative approaches to hiring, developing and deploying staff, and inspire and reward for high productivity and performance.

Objective 6.1: Financial Resources and Fiscal Management: Develop single and multi-year financial plans to forward the College’s strategic goals and priorities and secure adequate financial resources by instituting an integrated, multifaceted approach to planning/generating revenues and investing and managing fiscal resources wisely and strategically.

6.1a) Financial Plans: Produce multiyear and single year financial plans to accompany strategic and annual plans.

6.1b) Revenue Generation Strategy: Increase college revenues by: 1) enhancing enrollment and student generated revenues (see Strategic Priority 3: Smart Growth, Goal 3.0); 2) actively advocating at the state level for an improved, more reliable funding formula and state appropriation process to facilitate better campus level financial planning and management; 3) raising funds from public and private funding sources; 4) expanding revenue from entrepreneurial, corporate training, and auxiliary services; and 5) seeking cost efficiencies and savings internally and through resource sharing with other colleges. (see Strategic Priority 4: Community Outreach, Involvement and Civic Engagement, Goal 4.0; Objective 4.2)

6.1c) Integrated Planning and Budgeting Process: Integrate planning more effectively in the budget process, ensuring that strategic and annual initiatives drive the budget allocation/reallocation process.

6.1d) Reallocation Strategy: As part of financial planning and management improvement, develop a clear set of criteria for reallocating existing resources from low demand/need initiatives to high demand/high need priorities and reallocate resources wisely and effectively.

6.2a) Full-time Faculty: (addressed in Strategic Priority 1: Teaching and Learning Excellence, Goal 1.0, Academic Quality Assurance Objective 1.7; Initiative 1.7f)

6.2b) Support and Administrative Staff: Strive to ensure adequate full-time staff to accommodate institutional enrollment growth, student needs, and shifting demand through the hire of full-time staff when possible as well as the use of creative staffing/productivity approaches including but not limited to: job sharing; staff reallocation/redeployment; improved use of technology.

6.2c) Part-time Faculty and Staff: Involve part-time personnel more often and effectively in academic planning, retention and overall life of the College by using proven models, e.g. the Breakfast Club, mentor-protégé program, to engage all new hires more fully into the life of the College. (also addressed in Strategic Priority 1: Teaching and Learning Excellence, Goal 1.0; Academic Quality Assurance Objective 1.7; Initiative, 1.7g)

6.2d) New Employee Orientation Program: Implement a comprehensive New Employee Orientation program and first year experience for full-time and adjunct and part-time staff that includes a mentoring component.

6.2e) Professional Growth and Development: Institute a leadership training program for middle managers; ensure that all approved professional development for faculty and staff substantively forwards the College’s strategic priorities/goals and objectives, innovation, and institutional responsiveness to new emerging opportunities; institute trainings to enhance the technical skill sets of faculty and staff.
Objective 6.3: Facilities: Develop a flexible approach/plan for facility acquisition, physical upgrades/improvements and effective usage that reflects the College’s student centered focus and evolving academic programming, student service, and administrative priorities/needs, and is responsive to an ever-changing learning environment.

6.3a) Capital Projects: Work to secure release of funds from the state to forward the College’s approved capital projects; once funds are released, effectively manage project plans to assure timely construction, project completion, acquisition of essential FF&E and successful operational start-up.

6.3b) Space Usage: Improve the College’s space utilization through implementation of new/redeployment of existing programs to satellite campuses (see Strategic Priority 3: Strategic, Smart Growth Enrollment Management, Goal 3.0) and continual assessment of unused or underused space on the main and satellite campuses; maximize the potential for better facility use at all sites and where/when possible, offload student traffic to non-primetime hours.

6.3c) Upgrade and Retrofitting: Modernize classrooms, instructional labs, and furnishings; create more smart classrooms, upgrade lab science technologies to stay current and assure curriculum/instructional relevancy to workplace, and enhance media capabilities at all sites to ensure “state-of-the-art” learning opportunities.

Objective 6.4: Technology: Use technology effectively as an essential tool for supporting and advancing teaching and learning excellence, student service and support, marketing and enrollment management, college communications, planning, management, and assessment in all areas of the College.

6.4a) Strategic Technology Plan: As a supplement to the College’s Strategic Plan, develop a Strategic Technology Plan that identifies 1) technology and data support infrastructure (educational/classroom/instructional lab technologies, network, data management systems/software, data support and reporting, and technical staffing requirements) to cost effectively forward the Strategic Plan and also defines 2) implementation of best practice IT operational processes and procedures to enhance IT responsiveness and success in providing high quality support and meeting need.

6.4b) Bandwidth and Connectivity to Off Campus Sites: Improve network bandwidth and functionality to support more online education with better student support capacity/systems in place; improve network connectivity to growing campus satellites to facilitate adequate access to all systems as well as support a high functioning communication network between all campus sites.

6.4c) Effective Use of New Technologies: Encourage and support the use of current and emerging technological innovations such as social networking, blogging, PDA and podcasts to advance teaching and learning, student support services, marketing and enrollment management, college communications, etc.

Objective 6.5: Financial Aid: Raise more funds for institutional aid and more effectively promote financial aid options prior to and during the student entry to the College and throughout future registration/enrollment periods to ensure students in need have access to ample aid to meet those needs and persist to completion. (also addresses Student Success Goal 2.0; Objective 2.1)

Objective 6.6: Effectiveness and Quality Assurance - Resources, Vital Tools Enabling Success: Continuously review and improve the relevancy, responsiveness, and quality of the College’s resource related services and systems/processes by developing and implementing performance indicators and measures that annually assess how well the College is acquiring, managing, and using its financial, human, physical, technological, and financial aid resources.

6.6a) Performance Indicators and Measures: Develop performance indicators for each resource related administrative function of the College, relevant key processes and plans; annually measure operational effectiveness and performance through a college-wide planning and assessment system. (see Strategic Priority 5: Institutional Organization, Climate, and Culture, Goal 5.0; Objective 5.3; 5.3c)