Our Shared Vision…

At QCC, we excite
… we ignite
… we open new vistas of opportunity and create pathways to success.
Overview of the Strategic Planning Team’s Retreat

Professor Betsy Zuegg
Professor of English - Developmental
Why Update the Plan?

- Mandated by NEASC and the Department of Higher Education
- Significant changes have occurred since the last Strategic Plan was developed, including but not limited to –
  - New President
  - New Campus
  - New Economic Reality
Strategic Planning Team Members

Jane June, Team Leader, Dean of Health Care

- Betsy Zuegg, Professor of English (Developmental)
- Cindy Pendleton, Part-time Advisor, Spencer Planning Board
- Colleen Doherty, Assistant Dean of Career and Academic Advisement
- Dale Allen, Vice President Community Engagement
- Iris Godes, Assistant Vice President, Enrollment
- Jim Rice, Professor of English, President of Nat’l Council for Higher Ed
- Lisa Palmer, Professor of English, Governance Leader
- Margaret Wong, Professor of English, President of QCCPA
- Meghan Martin, Assistant Professor, Early Childhood Ed
- Nancy Berthiaume, Professor of Psychology
- NT Izuchi, Professor of CIS, President of Faculty Senate
- Pat Schmohl, Associate Professor of EMS
- Susan McPherson, Professor of English, (Honors Program)
- Todd Emmons, Vice President Administrative Services
Strategic Planning Team Support

- **Ingrid Skadberg**, Director of Institutional Research / Team Data Support
- **Susan Laprade**, Assistant Vice President and Team Support
- **Deb Nash** and **Ken Dwyer** provided expertise & assistance with our Sharepoint site
Elaine K. Smith, Strategic Planning Consultant

30+ years of planning experience, including:

- Vice President of Data Management & Institutional Assessment, MWCC, 2004-08
- Associate Vice Chancellor of Planning, Research and Assessment, BHE, 2001-04
- Dean of Planning, Research, and Institutional Assessment, Anne Arundel CC, 1999-2001
- Assistant Dean of Planning, Research, and Grants Development, NSCC, 1978-99
Strategic Planning Retreat

Full day of discussion, guided by input received from the campus wide surveys and the reams of data prepared for us by Elaine and Ingrid, the Team tackled the following tasks:
Retreat Tasks

- To create a shared institutional vision for the future
- To update our mission statement
- To review key trends and the implications to the college
- To define key opportunities and how to capitalize on them
- To identify major threats and how to convert them to college strengths
- To identify weaknesses and turn them into areas for improvement
And, finally, with this information, to define Strategic Priorities

In other words, what do we need to do to position ourselves to capitalize on opportunities

– to convert threats to opportunities
– to build on strengths
– to correct weaknesses
Brainstorming Exercises

- What a perfect community college in 2015 would look like
- How we can adapt to change and to new realities
- What threats stand in the way
- How we can convert the weaknesses to strengths and finally identify our Strategic Plan
At the end of the day, we were both

- Exhausted
- Exhilarated
But, most importantly, we were in agreement about what we want for the future of the college!
Overview of the Strategic Plan

- Our Shared Vision
- Mission Statement
- Mission Driven Principles
- Institutional Values
- Priorities
- Goals
- Objectives
Quinsigamond Community College is a premier, learning community... recognized for teaching and learning excellence, relevant and responsive programming, students’ success, and community outreach and impact. We thrive as a vital regional asset and “first choice” resource for transforming lives and sustaining healthy, prosperous communities. All are welcomed and embraced in our community, where students come first and faculty and staff strive to develop potential and help make dreams come true.

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**QCC Mission Statement**

**Quinsigamond** is the quintessential community’s college. We are a public, student and community centered institution of higher learning, responsible for meeting the diverse educational and training needs of Greater Worcester/Central Massachusetts residents. We respond to student and regional needs by providing a comprehensive array of relevant, accessible and high quality educational and training programs and services offered at affordable, competitive prices.
In fulfillment of its mission, the College community commits to the following principles:
Mission Driven Principles

- Students First
- Teaching and Learning
- Comprehensive, Flexible Programming
- Open Access to Learning
- Potential for Success
- Community Outreach and Support
Institutional Values

Quinsigamond Community College’s faculty and staff infuse life in our vision and “live” mission principles by creating and sustaining a college climate and culture where all are warmly welcomed, accepted and valued for their individual dignity and worth. We recognize the importance of diversity and acknowledge the rich and unique contributions that each community member makes to advance the College. To this end, the following values guide our individual actions and daily community interactions.
Institutional Values

- Excellence and Quality
- Integrity and Accountability
- Inclusiveness
- Cooperation and Collaboration
- Respect and Trust
- Open, Civil Communications and Collegiality
- Creativity and Innovation
Strategic Priorities
Five Year Goals, Objectives, Key Strategic Initiatives

• Six Priorities

• One Goal in Each Priority

• Five Year Objectives and Key Strategic Initiatives in Each Goal
Strategic Priority 1: Teaching & Learning Excellence – Programming & Instruction

Goal 1.0 -- QCC will excel in providing relevant, high quality programs, courses, and instruction delivered in diversified, innovative, and flexible ways that address regional workforce and economic development needs, respond to the varied learning and scheduling requirements of diverse constituencies, and maximize students’ potential to succeed as life-long learners, professionals, and engaged citizens.
Strategic Priority 1:
Teaching & Learning Excellence – Programming & Instruction

Objectives

1.1: Effectiveness/Quality Assurance - Teaching and Learning Excellence
1.2: Research and Program Development
1.3: New Program Implementation
1.4: Ladders for Learning
1.5: Service Learning/Workplace Experiences
1.6: Economic and Workforce Development
1.7: Innovative Instructional Delivery Systems
Goal 2.0 -- QCC will fulfill its “students first” promise, help students realize their potential, and foster student success by creating and sustaining a student centered learning environment where doors to opportunity are evident and open, and success (from the point of entry through graduation) is assured through a comprehensive, integrated network of proactive student support services.
Strategic Priority 2: Student Access and Success

Objectives

2.1: Student Access and Success - Effectiveness and Quality Assurance

2.2: Student Access - Improve Links/Bridges

2.3: Student Retention and Persistence to Graduation: Creating an Effective Student Success Infrastructure

2.4: Student Engagement with the College, in the classroom, with their learning
Strategic Priority 2: Student Access and Success

2.5: Student Success - Technology and Data Support Infrastructure

2.6: Policies, Procedures, and Process Reform to Foster Student Access and Success
Strategic Priority 3: Strategic, Smart Growth Enrollment Management

Goal 3.0 -- Recognizing institutional self-sufficiency and fiscal stability as vital to future success and prosperity, QCC will implement a strategic, smart growth approach to enrollment and fiscal sustainability that consists of three primary strategies: 1) new facility venues with site specific niche markets; 2) viable new program and delivery options; and 3) a comprehensive marketing/enrollment planning and management model focused on attracting new markets, increasing market share of new and existing markets, and enhancing retention.
Strategic Priority 3: Strategic, Smart Growth Enrollment Management

Objectives

3.1: South County

3.2: Health Education Campus in Downtown Worcester

3.3: Strategic Program Placement at Main and Satellite Campuses

3.4: Marketing Orientation and Enrollment Management Model

3.5: Smart Growth Enrollment Management Model-Effectiveness and Quality Assurance
Goal 4.0 -- QCC will enhance its visibility and presence in the service region and within the Massachusetts public higher education system by strengthening its community outreach and impact, promoting civic engagement, and being a vital “go to” resource, active collaborator and contributor to advancing economic prosperity, a stronger regional K-16 system, and a first-rate public higher education system.
Strategic Priority 4: Community Outreach, Involvement and Civic Engagement

Objectives

4.1: Pre-K-12 Partnerships and Collaborations

4.2: Collaborations with Public and Private Institutions of Higher Education

4.3: Business/Industry and Community Partnerships and Collaborations

4.4: Civic Engagement

4.5: Effectiveness/Quality Assurance-Community Outreach and Engagement
Strategic Priority 5: Institutional Organization, Climate, and Culture

Goal 5.0 -- College leadership, faculty and staff will forward the shared institutional vision, “live” mission principles, realize strategic goals and accomplish objectives by creating and sustaining a college climate and culture where every member of the community is welcomed and valued, high standards and measures of accountability and performance are the norm, and all work together cooperatively and collaboratively for the greater good of the College.
Strategic Priority: 5
Institutional Organization, Climate, and Culture

Objectives

5.1: Organization and Culture
5.2: Governance and Communications
5.3: Accountability and a Culture of Evidence
5.4: Recognition and Rewards/Incentive Program
5.5: Effectiveness and Quality Assurance
Institutional Organization, Climate, and Culture
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 financial aid resources to support the educational enterprise, student success, and successfully forward strategic priorities, goals, and objectives.
Strategic Priority 6: Resources: Vital Tools Enabling Success

Objectives
6.1: Financial Resources
6.2: Human Resources
6.3: Facilities
6.4: Technology
6.5: Financial Aid
6.6: Effectiveness and Quality Assurance-
Resources, Vital Tools Enabling Success
Strategic Plan: Embrace a Culture of Shared Challenge and Success

Dale Allen, Vice President of Community Engagement
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Strategic Plan

the Challenges

- Culture of “No”
- “We have always done . . .”
- Culture of lack of Trust
- Operate in silos
Strategic Plan the Challenges

- Challenging Goals
- The Obama Challenge
- Sense of Urgency
- Culture of Shared Success
Strategic Plan – Cultural Changes

- Cross-functional teams
- Empowered to take risks
- Open, honest communication
- Resources to support priorities
Process

Goals:

• Complete by year end
• Implement in January, 2010
Input Needed

• Documents are available via the Strategic Planning Sharepoint Site - Discussion Board

• Listening Sessions:
  • October 6th  All College Forum
  • October 15th  Division Meetings
Transforming lives: yours and ours