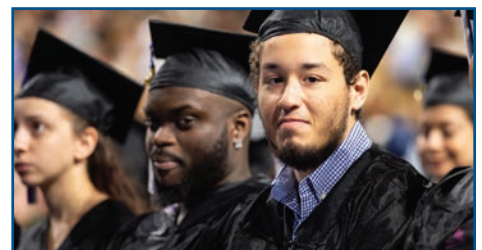
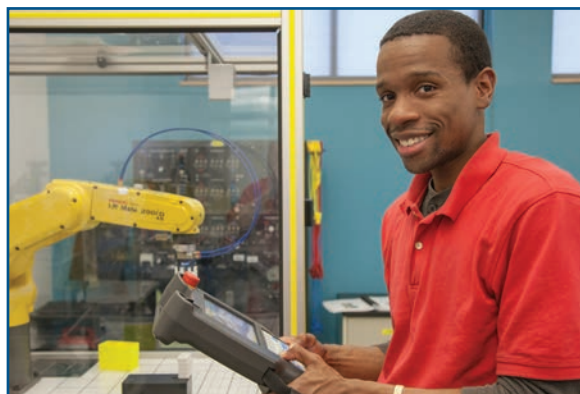


ACADEMIC YEAR 2018-19 TO 2022-23 STRATEGIC PLAN

Operational Plan



OPERATIONAL PLAN

Goal 1: Achieve 100% student success

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	
Strategy 1.1: Increase access to education.								
Project Leaders: Lillian Ortiz								
1.1.1: Identify and overcome barriers to enrollment.	1. Identify and implement alternatives to Accuplacer placement testing, including the potential use of multiple measures.	1. Increase percentage of students placed in college-level courses.	FA18	SP21	Maybe	Yes	Maybe	Yes, if we have to purchase new software
	2. Right-size semester course offerings and classroom scheduling.	1. QCC will research, purchase and implement appropriate predictive analytic tools that will be utilized in scheduling to help facilitate fewer disruptions to student schedules.	FA19	SP21	No	Yes	No	Yes
	3. Implement enrollment recommendations from CampusWorks report.	1. Monitor and review CampusWorks recommendations for adequate yearly progress.	FA18	FA20	Yes	Yes	Yes	Yes
	4. Implement appropriate acceleration course methodology.	1. Accelerate time to completion.	SP19	SP21	Yes	Yes	Yes	Yes
	5. Create a centralized student services model to better serve our students at all locations.	1. Launch Student Success Center	FA18	SP21	Yes	Yes	Yes	No
1.1.2: Address student affordability and cost structure.	1. Increase institutional financial aid dollars.	1. Reduce student out-of-pocket cost.	FA19	SP20	Maybe	Maybe	No	No

Review Objectives	Budget Impact							
	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	Capital expenditures
	2. Analyze current cost structure. OR Conduct a competitive analysis considering cost and value.	1. Models for more competitive student cost structures are recommended. OR Use as a consideration for budgeting fees, and for marketing strategies.	FA18	SP19	No	Yes	No	Yes, if new software needed
	3. Communicate financial aid and payment plan opportunities earlier.	1. Reduction of # of students dropped for non-payment.	FA18	FA20	Maybe	Maybe	No	No
	4. Explore payment plan options that better meet the needs of our students.	1. More students will have a plan to pay.	FA19	FA20	Maybe	Yes, each semester when student first enrolls or registers, we need the student to answer with "fin aid" or "third party" or "paying out of pocket," and we'll need a daily report for different offices for outreach.	No	Yes, if new software needed
1.1.3: Align course delivery method to student demand.	1. Determine demand for various instructional modalities (competency-based/accelerated/hybrid/online). 2. Create a better infrastructure for accelerated terms.	1. Implement as appropriate. 1. Students are able to self-register for accelerated coursework.	SP19	SP21	Yes (I.D.)	Maybe (changes)	No	Dependent on program/discipline
			FA19	FA20	Yes	Yes	No	Yes

						Budget Impact			
Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)	
1.1.4: Strengthen dual enrollment/early college infrastructure.	1. Centralize oversight of high school/early college programs.	1. Early College, ACE, dual enrollment and Gateway program team members become centralized under one area.	FA18	SU19	No	Maybe	Yes	Yes	
	2. Streamline enrollment process for dual enrollment/early college. Provide cohesive outreach for all early college programs.	1. Enrollment process for dual enrollment/early college programs becomes streamlined and simplified.	FA18	SU19	No	Yes	Yes	Yes	
1.1.5: Increase outreach to underserved populations.	1. Assess the impact of current outreach to underserved populations	1. Metrics are established to measure the effectiveness of outreach activities to underserved populations.	SP19	SP20	Yes	Yes	No	No	
	2. Determine how to promote and expand outreach efforts for underserved groups.	1. Metrics from 1.1.5.1.1 will be used to create an inclusive outreach plan for underserved groups.	SP20	FA20	Maybe	Maybe	No	No	
Strategy 1.2: Create clear college and career pathways.									
Project Leaders: Nancy Schoenfeld									
1.2.1: Help students identify/implement their academic career goals.	1. Create and implement a clear onboarding process for students.	1. Increase Fall to Spring persistence.	SP19	SP20	Yes	Yes	Yes	Maybe	
	2. Implement FYE 101 – First Year Experience.	1. Increase number of students who have an academic and career plan.	FA18	SP21	Yes (I.D.)				
	3. Research and recommend a system or process to track the specific goals of each student.	1. Faculty and staff are able to view and continually discuss goals with students.	SP19	SP21	Yes (I.D.)	Yes		Yes	

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
	4. Provide better training programs for advisors to guide students toward personalized success.	1. Increase opportunity for faculty and staff training.	SP19	Ongoing	Yes	Maybe	Yes	No
	5. Implement guided pathways.	1. Implement meta majors, 2. Implement corequisite remediation, 3. Implement full time and part time block scheduling options.	SP19	SP21		Yes		
1.2.2: Strengthen basic and transferable skills for academic & continued success.	1. Review and update core competencies and general education outcomes needed for success.	1. Identify basic and transferable skills common to most/all courses and programs.	SP19	SP20	Yes (QORE)	Maybe	Maybe	Maybe
	2. Integrate foundational, academic and workforce readiness skills into courses and programs.	1. Increase completion and employment placement rates.	SP19	SP20	Yes			Yes
	3. Investigate and implement ways to accelerate students to college-level courses.	1. Increase number of students in college-level courses.	SP19	SP20				
	4. Clearly articulate transferable skills.	1. Increase employment placement rates.	SP19	SP21	Yes			Yes
1.2.3: Implement technology for Academic Planning Pathways (e.g., progress tracking)	1. Develop and implement an online, graphical-format, user-friendly academic planning tool that allows students and their advisors to review and monitor academic progress towards completion in real-time.	1. Increase registration accuracy, ability to adjust academic progress goals as needed. OR Decreased registration errors, ability to adjust academic progress goals as needed.	SP19	SP21		Yes (I.D.)		

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	Budget Impact		
						IT Support	Space	\$, (capital expenditures)
	2. Use existing data to improve student support.	1. Increase appropriate course placement and course completion rates.	SP19	SP21	Yes	Yes		Yes
Strategy 1.3: Improve retention via student support services.								
Project Leader: Lillian Ortiz, Nancy Schoenfeld								
1.3.1: Achieve 100% utilization of existing support structures.	1. Training expanded and scheduled in a variety of modalities (train-the-trainer, online, video, face-to-face).	1. Increased faculty and staff utilization of current support structures. Appropriate areas and departments meet, determine, and implement work flow, practices and needs.	FA18	Ongoing	Yes (I.D.)	Yes		Yes
	2. Use existing data to improve student support.	1. Increase appropriate course placement and course completion rates.	SP19	SP21	Yes	Yes		Yes
	3. Strategically infuse Starfish into areas/departments not currently using the system in a manner that supplements their current practices and improves student support.		SU18	SU19	Yes	Yes		
1.3.2: Improve communication processes and procedures with students and locations.	1. Develop and implement a mobile communication strategy to effectively communicate with students to improve the overall campus experience.	1. Social media and mobile apps used to communicate with students, providing "QCC on the Go" for students to access and learn from any location with their own device.	FA18	SP20	Yes	Yes		Yes
	2. Further develop and implement student services web sites and online access to services.	1. Students, faculty and staff able to access online services for students to more fully address their needs.	FA18	SP20	Yes	Yes		Yes

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
1.3.3: Assure the same level of service across student populations, locations and times.	<ol style="list-style-type: none"> Solicit timely student feedback to assist future student program development. 	<ol style="list-style-type: none"> Systematic assessment metrics developed and implemented. 	FA18	SP20	Yes	Yes	Yes	Yes
	<ol style="list-style-type: none"> Assess and create virtual office environments which allow students to access and communicate with campus stakeholders from any location. 	<ol style="list-style-type: none"> Virtual office technologies services are offered at all locations (Skype, remote kiosks, etc.). 	FA19	SP21	Yes	Yes	Yes	Yes
	<ol style="list-style-type: none"> Invest in appropriate scheduling software. 	<ol style="list-style-type: none"> Students will be registered for their schedules a year in advance, across credit and non-credit pathways. 	FA18	SP20	Yes	Yes	Yes	Yes
1.3.4: Refine and personalize student advising.	<ol style="list-style-type: none"> Change the role of advising from course registration to intrusive advising. 	<ol style="list-style-type: none"> Increased number of touch points between each student and their advisor, changing the conversation from scheduling to goal attainment and student success. 	FA18	Ongoing; initial assessment completed by FA19	Yes	Yes	Yes	Yes
	<ol style="list-style-type: none"> Develop and implement a common set of uniform policies, procedures and training protocols. 	<ol style="list-style-type: none"> Advising syllabus and handbook published and provided to all new incoming students, with an easily accessible training protocol for all new faculty and professional advisors. 	SP19	SP20				
	<ol style="list-style-type: none"> Design cross-campus interventions that will encourage improved student persistence, retention and graduation rates. 	<ol style="list-style-type: none"> Coordinated use of campus resources having a positive impact on our at-risk student population. 	SP19	SP20	Yes		Yes	Yes

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
	2. Update fiber wiring to 10G as well as supporting network hardware.	1. New fiber wiring is installed.	SP18	FA21		Yes		Yes
	3. Replace old Uninterruptable Power Supply (UPS) in the HLC data center.	1. UPS is replaced.	SP19	FA20		Yes	Yes	Yes
	4. Fund recommended technology replacement life-cycles.	1. Technology systems are maintained with up-to-date capabilities and better support.	SU10	Ongoing		Yes	Yes	Yes
	5. Consider cloud alternatives for any new or refreshed technology.	1. Increase efficiency of software updates by using cloud alternatives, while reducing costs. OR Increase efficiency of software updates and support and decrease hardware maintenance by implementing cloud alternatives.	SP18	Ongoing		Yes		Yes
1.4.2: Improve academic and administrative technology.	1. Inventory and evaluate current systems; clean and consolidate.	1. Decreased number of IT managed systems.	SP19	FA21	Yes	Yes		
	2. Upgrade to HSM (Heat Service Management) ticketing system.	1. Introduce more efficient and organized ticket tracking method.	SP18	FA19	Yes	Yes		Yes
	3. Evaluate the dean's database; develop and implement a plan to improve functionality within existing application(s).	1. Reduce redundancy and improve work flow among AA, HR, payroll, and registrar's offices.	SP19	FA21	Yes	Yes		Yes
	4. Embed recommendations from CampusWorks IT report	1. Monitor and review CampusWorks recommendations for adequate yearly progress.						

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	Budget Impact	
								Personnel	Capital expenditures
	5. Implement annual IT surveys of users for future projects and wish list. OR Implement annual IT departmental reviews.	1. Support student success with increased project completion rates and positive project impacts as related to the survey analytics.	SP19	FA21	Yes	Yes			
1.4.3: Improve physical plant.	1. Complete Surprenant HVAC project. 2. Build Life Sciences Labs 417S, 414S, 413S. 3. Build new Dental Materials Lab 217S. 4. Complete campus door lock project. 5. Prioritize and complete identified exterior accessibility improvements. 6. Prioritize and complete Surprenant and Hebert accessibility.	1. New HVAC system for all classrooms for Surprenant. 1. Updated labs and support spaces developed. 1. Modern Dental Materials Lab created. 1. Increased security with newly installed locks for classrooms and offices. 1. Increased accessibility compliance. 1. Increased accessibility compliance.	SP18 FA19 SP20 SP18	FA18 SP20 FA20 SP21		Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes	Yes Yes Yes Yes

Strategy 1.5: Engage and leverage alumni and community partners.

Project Leaders: Lillian Ortiz, Nancy Schoenfeld

1.5.1: Develop and implement community mentoring program.	1. Match students in order to receive support and guidance from a mentor. 2. Develop and Implement strategies for managing social, academic, and financial hardships.	1. Increase students' persistence and goal completion. 1. Connect students to support resources that will assist them in their academic life.	FA18 FA18	F22 FA22	Yes Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes
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Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
	3. Create a survey tool that allows collection of data on student success through mentoring programs.	1. Increased persistence and student engagement.	FA18	FA22	Yes	Yes		Yes
1.5.2: Identify QCC-engaged and engageable alumni.	1. Utilize preexisting methods of contact to ensure participation. 2. Hold events to engage more alumni from the community.	1. Number of active alumni mirroring student demographics who participate in mentoring programs, volunteering at events, donating, attending social networking events, or other activities is increased.	FA18	FA22			Yes	Yes
1.5.3: Develop a comprehensive mentoring program to include faculty, staff, students, alumni, and community members.	1. Increase mentor and mentee awareness of support services at the college. 2. Cultivate an environment that supports and challenges students' personal development and continuous learning.	1. Students identified and supported in a timely manner, including by mentors. 1. 70% of mentors and mentees will meet the recommended 7 meetings throughout the academic year.	FA18	FA22				

Goal 2: Become the leader in quality, innovative academic and workforce programs.

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	Budget Impact		
						IT Support	Space	\$, (capital expenditures)
Strategy 2.1: Develop and Implement a set of practices emphasizing students' strengths not deficits.								
Project Leader: Nancy Schoenfeld								
2.1.1: Promote student-centered teaching strategies.	1. Promote student engagement through active learning in the classroom, service learning opportunities, and experiential learning events.	1. Professional development offered to integrate active learning strategies into courses, workshops and programs; effective evaluation strategies conducted, and helpful feedback received and acted upon.	FA18	Ongoing	Yes (I.D.)			Yes
2.1.2: Develop and implement a system of multiple measures for determining the skills of incoming students.	1. Establish a Multiple Measures Task Force of cross-functional stakeholders to examine and define the goals for using multiple measures in placement decisions. 2. The Multiple Measures Task Force will identify practical and effective placement practices that will be used when evaluating incoming students.	1. Options for multiple measures of incoming students' academic achievement recommended by task force.	FA18	SP19	Yes	Yes		Yes
		1. A new placement model using multiple measures piloted and assessed for comparison of student success in key gateway courses.	FA19	SP20	Yes (I.D.)	Yes		Yes
	3. Based on pilot project data, multiple measures will be redesigned and scaled up to ensure accurate course placement.	1. All incoming students assessed using the developed Multiple Measures Assessment (MMA).	SP20	Ongoing	Yes (I.D.)	Yes		Yes

Review Objectives		Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	Budget Impact		
							IT Support	Space	\$, (capital expenditures)
Strategy 2.2: Integrate essential learning outcomes across curriculum for today's challenges and opportunities.									
Project Leader: Nancy Schoenfeld									
2.2.1: Infuse knowledge and application of general education goals or essential learning outcomes throughout students' learning experiences, curricular and co-curricular.	1. To achieve greater consistency in essential learning outcomes, continue to fund digital course template teams for top 20 enrolled general education courses (identify top 20 general education courses, continue those in process, create teams for remaining, and develop timelines).	1. Identify top-20 enrolled general education courses and create teams for development of digital course templates (4-semester process) engaged.	FA18	SP21	Yes (QORE, Faculty, I.D.)	Yes			
	2. Develop guidelines for use of general education outcome statements across classroom and non-classroom learning experiences.	1. Compose a communication strategy for faculty, staff and students and systemize; create a user guide to align courses to general education outcome statements across campus.	SP19	FA20	Yes (QORE, I.D.)	Yes			
	3. Promote use of assignment design and assessment toolkits across classroom and non-classroom learning experiences.	1. Implement communication strategy for assignment design and assessment toolkits, and deliver workshops to demonstrate use in classroom and non-classroom learning experiences.	SU19	SP21	Yes (QORE, I.D.)	Yes	Yes		
2.2.2: Continue the development and implementation of general education outcomes assessment.	1. Format existing 10 general education learning outcome documents to be consistent with new format. Designate public location for documents which are easily found and accessed for faculty, staff and students.	1. Redesign 10 general education learning outcome documents for consistency and make publicly available.	In Process	SP19	Yes (I.D.)	Yes			

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
	2. Incorporate general education competencies into Blackboard outcomes so educators can align their projects, assignments, etc. seamlessly and expand alignment on campus.	1. Ensure all 10 general education outcomes & objectives are made available in Blackboard Outcomes for use by faculty and staff.	FA18	SU19	Yes (QORE, I.D.)		Yes	
	3. Create a visual system to indicate alignment of materials and programming with General Education Goals.	1. Design and deploy shared visual system which aligns with general education goals (icons, logos, badges, etc.) to increase awareness of goals across campus.	SP19	FA20	Yes (QORE, I.D.)		Yes	Yes
	4. Develop and encourage generation of authentic, meaningful assessment projects from the APR process (requires college-wide approval for implementation).	1. Implement required consultation with Quinsigamond Outcomes Research Excellence (QORE) Team as part of APR process.	FA18	Ongoing	Yes (QORE, I.D.)		Yes	Yes
2.2.3. Grow practices for interpreting evidence, envisioning improvements, and implementing change-based general education outcomes assessment.	1. Consolidate existing QCC assessment research into central one-stop digital location.	1. Create and maintain central one-stop digital access location for assessment research and best practices, and solicit ongoing contributions from faculty and staff.	SU20	SP21	Yes		Yes	
	2. Train educators to interpret evidence and create action items based on qualitative and quantitative evidence.	1. Faculty and staff are equipped to interpret evidence relevant to their program/course/area and develop action items based on their qualitative and quantitative evidence.	SP19	SP21	Yes		Yes	Yes

							Budget Impact				
Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)			
	3. Make assessment results transparent.	1. Publish annual review of student learning outcomes assessment research and results.	FA19	SP21	Yes						
Strategy 2.3: Prepare students with the skills, knowledge and abilities for jobs of the future.											
Project Leaders: Nancy Schoenfeld											
2.3.1: Ensure a relevant program mix based upon market analysis, including at all locations and in all modalities.	1. Develop and implement programming based on employer-driven data specific to workforce needs.	1. Increase program completion and industry-specific employment rates.	FA18	Ongoing							
	2. Review of prerequisite courses' relevancy to subsequent courses, and particular degree objectives.	1. Accelerate time to completion.	FA18	Ongoing							
	3. Review and revise general education requirements in certificates.	1. Increase completion and employment rates.	FA18	FA19							
2.3.2: Explore options in competency-based assessment aligned with critical regional industries.	1. Assess demand for programming aligned with industry-recognized credentials.	1. Increase attainment of industry-recognized credentials.	FA18	FA21	Yes (I.D.)		Yes		Yes		
	2. Develop awareness of credit for prior learning opportunities.	1. Increase number of credits awarded for prior learning.	FA18	SP21	Yes	Yes	Yes		Yes		Yes

Budget Impact								
Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
	3. Examine and revise processes for awarding experience-based education.	1. Increase number of credits awarded for prior learning.	FA18	SP21	Yes			
2.3.3: Develop and integrate a scalable program model that simultaneously integrates basic skills and technical training.	1. Integrate supplemental instruction into gateway courses for career-track programming. 2. Select existing certificates to pilot model. 3. Improve staff and community use of pathways and resources through an integrated approach and referral.	1. Increase college-level course completion rates.	FA18	FA20	Yes	Maybe	Maybe	Yes
		1. Up to 5 Career Technical Ed (CTE) certificates piloted. 1. Increase students' use of integrated college resources, and persistence of students.	FA18	SP20				Yes
Strategy 2.4: Expand workforce development and lifelong learning programming.								
Project Leaders: Nancy Schoenfeld								
2.4.1: Expand data-backed workforce development and lifelong learning for seamless transition from non-credit to credit in regional industry sectors.	1. Create a holistic business outreach strategy by coordinating internal departments and resources.	1. The Corporate Engagement Team will increase awareness of QCC's capacity to serve industry needs for current and future workforce development and align with priority industries and strategic partners in our SDA.	FA18	SP21	Yes	Maybe	Yes	Yes

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
	2. Create and survey past and present students within industry sectors for feedback on career readiness and professional development needs.	1. Metrics from survey data will be used in creating career readiness and professional development programming.	FA18	SP21	Yes	Maybe	Maybe	Yes
	3. Build programming designed to meet the needs of working students.	1. Target one new company each year to expand pipeline entry-level training.	FA18	SP21	Yes	Maybe	Maybe	Yes
2.4.2: Expand contract training to meet critical technical skills gaps and professional development to serve our business and industry community.	1. Create a comprehensive outreach structure and plan that will allow for a strategic and continuous external presence in all areas of our SDA.	1. A. Increased revenue in contract training. B. Increase in companies using tuition remission benefits for credit and non-credit training. C. Increased employer recruitment for internship and co-op placements.	FA18	SP21	Yes	Yes	Maybe	Yes
	2. Develop and implement an integrated marketing plan that will include a holistic approach with all college marketing initiatives.	1. A. Increase in QCC brand recognition beyond traditional offerings. B. Internal QCC community recognizes the capacity of QCC to serve the community through credit and non-credit contract training.	FA18	SP21	No	Maybe	No	
	3. Develop lead generation tools and strategies to identify qualified prospects.	1. A. Less time spent on sourcing and more time spent on client engagement will result in a decreased sales cycle and increased revenue. B. Sales cycle time decreased. C. Staff productivity and revenue generation capabilities maximized.	FA18	SP21	Maybe	Maybe	Maybe	

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
2.4.3: Evaluate and enhance existing college resources and infrastructure, to support workforce development efforts to be responsive to business and industry needs.	1. Engage in collaborative process of re-engineering to ensure QCC policies and systems are client driven and fiscally compliant.	1. Processes are client driven and have the systems and policies in place to support it.	FA18	SP21	Maybe	Maybe	No	
	2. Increase workforce development utilization of labs and resources in order to maximize capabilities to serve business and industry needs.	1. College resources (Blackboard, Sim Lab, Starfish, etc.) are more widely used for workforce development programming.	SP19	FA21	Maybe	Maybe	Maybe	

Strategy 2.5: Create a culture of academic innovation and collaboration.

Project Leader: Nancy Schoenfeld

2.5.1: Create opportunities for academic innovation.	1. Establish a Community of Practice (CoP) for educators and staff across all areas of the college to engage with each other around academic innovation.	1. Schedule of events created.	FA18	SP19, then ongoing	Yes (I.D.)			Yes Training
2.5.2: Publish deliverables of innovative idea proposals to the college community and external constituencies.	1. Create a marketing plan for academic innovation at QCC.	1. Marketing plan created.	SP19	SP20				

Budget Impact								
Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
2.5.3: Review and revise the proposal processes to solicit innovative pedagogy that considers our students' diverse learning styles.	<ol style="list-style-type: none"> Using data-driven research, increase course offerings in an alternative format for those courses that demonstrate student success. Identify programs where competency-based education can be applied. 	<ol style="list-style-type: none"> Increase alternative course offerings by 10%. 	FA18	FA21				
2.5.4: Incentivize academic innovation aligned with strategic goals.	<ol style="list-style-type: none"> Establish a strategic planning fund to seed pilots of innovative ideas. 	<ol style="list-style-type: none"> Increase in academic innovation pilots. 	SU18	Ongoing	Yes (I.D.)			
2.5.5: Develop and implement a lifecycle process (conception through full production) for innovation that encourages experimentation and facilitates operationalization.	<ol style="list-style-type: none"> Create a process to evaluate whether the innovation should be operationalized further. 	<ol style="list-style-type: none"> Process is in place. (Note: utilize existing structures) 	FA18	Ongoing	Yes - faculty			
2.5.6: Establish a model to project instruction and services to online students and students at QCC remote locations/learning hubs.	<ol style="list-style-type: none"> Create process model(s) to service remote students. Implement synchronous distance learning among all QCC locations. 	<ol style="list-style-type: none"> Model(s) created. Synchronous classes offered among locations. 	SP18	Ongoing	Yes - TA	Yes	Yes Training	Yes Training

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Budget Impact			
					Personnel	IT Support	Space	\$, (capital expenditures)
	3. Create and implement technology plan to facilitate enrollment processes, academic support and distance learning.	1. Students can be advised and enroll online.	SP19	Ongoing		Yes		Yes Training
Strategy 2.6: Engage and leverage community, corporate and global partners.								
Project Leader: Nancy Schoenfeld, Lillian Ortiz								
2.6.1: Develop and implement corporate and international collaborations	1. Collaborate with peer colleges to create opportunities for exchange programs.	1. Corporate and global partners and international presence on campus increased.	F18	F22				
Strategy 2.7: Improve placement and developmental education to increase access to academic and workforce programs.								
Project Leader: Nancy Schoenfeld								
2.7.1: Promote entry into college-level courses and success in program gateway requirements.	1. Develop the infrastructure to make data-driven decisions.	1. Faster entry into college level courses.	?	SP21				
	2. Apply best practices and innovations in developmental education based on data collected.	2. Improved completion of developmental coursework, and successful enrollment and continuation of college-level coursework.	?	SP21				

Goal 3: Optimize communication to enhance collaboration.

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	Budget Impact			
						IT Support	Space	Personnel	IT Support
Strategy 3.1: Streamline communication.									
Project Leader: Steve Marini, Lillian Ortiz									
3.1.1: Integrate The Q with QCC.edu.	<ol style="list-style-type: none"> Evaluate the information on The Q to determine what is public and what needs to reside behind the firewall. Review The Q and QCC.edu for consistency, redundancy, accuracy. 	1. A streamlined user experience	SP19	FA21		Yes (Portal)			Yes
3.1.2: Create a centralized communications structure.	<ol style="list-style-type: none"> Map college-wide communications. Use college calendar software to better inform community of events and special dates. Deploy one calendar throughout the institution. Create a centralized college electronic information hub, for staff and faculty to access when assisting students 	<ol style="list-style-type: none"> Uniform quality across all written communication. One centralized calendar for all QCC events and special dates. Clearer and more concise information distributed to students, staff and faculty. 	SP19	FA21					

Review Objectives		Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	Capital expenditures
		4. Implement a college-wide CRM to allow all departments to view communications activity and real-time analytics of student life cycle.	1. Increased transparency and higher quality student customer service.	SP19	FA21		Yes		
Strategy 3.2: Be more responsive to internal and external inquiries.									
Project Leader: Steve Marini, Lillian Ortiz									
3.2.1: Provide excellent customer service.	1. Create a call center to triage initial calls. Route ALL incoming calls through the call center. 2. Provide customer service training for all staff and faculty that includes information about student services. 3. Use data/analytics to identify resources needed to drive student satisfaction.	1. Level 1 service is provided by call center, reducing the volume of calls being transferred to offices.	1. Increased customer service satisfaction.	SP19	FA21	Yes		Yes	Yes
3.2.2: Demonstrate to students the importance to the college of their call or e-mail.	1. Use consistent voicemail messages, and establish a 48-hour response time policy. 2. Establish a 48-hour email response time policy, and effective FAQ auto response for timely student help.	1. Better customer service.	1. Better customer service.	SP19	FA21	Yes		Yes	Yes
3.2.3: Utilize appropriate communication methods to streamline all communication.	1. On new phone system, maximize phone system and analytics to improve phone call flow and responsiveness.	1. Improved phone experience for students, staff and community members.		SP19	FA21				

Review Objectives						Budget Impact			
Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	Capital Expenditures		
	2. Create a centralized college electronic information hub, for staff and faculty to access when assisting students	SP19	FA21		Yes		Yes		
3.2.4: Create opportunities for all departments/divisions to present current achievements and challenges, or process changes (All College Forum).	1. Campus personnel are more informed about other departments.	FA18	Ongoing						
Strategy 3.3: Improve communication with external partners.									
Project Leader: Lillian Ortiz									
3.3.1: Increase College's presence within the community. Develop strong community partnerships to leverage existing resources. Be an active member in the community to increase knowledge and awareness of College offerings and services.	1. Develop plan to integrate QCC employees and resources into the community.								
	1. College becomes more visible and viewed as an active member of the community.								
	2. Ensure College offerings and partnership opportunities are promoted and developed throughout entire service area.								
	1. Increased knowledge and awareness of college events and services throughout the College's service area.								

Review Objectives						Budget Impact			
Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	Capital expenditures		
3. Develop marketing and outreach plans to maximize business opportunities and income streams.	1. Current business model changed from focusing on one core revenue source to expanding all potential revenue streams.								
<p>Strategy 3.4: Develop and implement a coordinated annual planning process for recurring activities and tasks that require college-wide input, resources or responses.</p> <p>Project Leader: President's Office</p>									
3.4.1: Improve processes for sharing information between offices and more effectively coordinate work flow.	1. Form a committee that serves as a central clearinghouse for collecting and sharing activities relative to the campus community. 2. Develop a template to track activities relative to the campus community.	FA19	SP20						
		FA20	SP22						

Goal 4: Foster a diverse and engaged community.

Review Objectives	Actions Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
Strategy 4.1: Promote a welcoming and supportive sense of community within the College.								
Project Leader: Steve Marini								
4.1.1: Increase support for all faculty, staff and students.	<ol style="list-style-type: none"> 1. Implement an employee satisfaction survey. 2. Schedule diversity dialogues. 3. Identify an unconscious bias training model or program applicable to QCC. 	<ol style="list-style-type: none"> 1. Interpret survey results to improve campus climate. 1. Adopt and conduct diversity dialogues ("Brave Space") on a regular continuous schedule. 1. Offer the selected model campus wide. 	FA18	SP19	Yes	Yes		Yes
4.1.2: Create a Diversity and Inclusion Advisory Committee. (How to differentiate this from Diversity Council and Diversity Caucus?)	<ol style="list-style-type: none"> 1. Serve as an advisory group to the president to discuss employee and student concerns around diversity. 2. Identify and train members on the committee. 	<ol style="list-style-type: none"> 1. Develop a mission statement and establish a process for employees and students to address diversity concerns. 1. Adopt and implement a training process for all committee members and close persistence gaps for target student populations. 	FA18	FA18	Yes			Yes (trainer)

Review Objectives	Actions Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
Strategy 4.2: Adopt an inclusive change management style/model.								
Project Leader: Steve Marini								
4.2.1 Foster positive culture of change across campus	1. Designate a group to assess various organizational models and recommend the most appropriate for QCC.	1. Adopt appropriate change management model.	SP19	FA19				Yes
4.2.2 Implement change management model.	2. Develop a comprehensive organizational change management plan including appropriate staff training using the selected framework.	1. Offer a variety of staff training opportunities.	SP19	Ongoing				
Strategy 4.3: Align hiring & staff development practices with strategic plan and institution goals.								
Project Leader: Steve Marini								
4.3.1: Expand diversity hiring:	1. Increase inclusive (minority) advertising.	1. Increase diversity among faculty and staff to better reflect student demographics.	FA18	Ongoing				Yes
	2. Develop and Implement more community outreach/pipelines.	1. Increase diversity among faculty and staff.	FA18	Ongoing				Yes
	3. Expand diversity training for search committees.	1. Increase diversity sensitivity among faculty and staff.	FA18	Ongoing				Yes (trainer)
4.3.2: Create institutional succession plans for employees who want to grow professionally.	1. Create mentoring opportunities for employees.	1. Increase retention of diverse faculty and staff.	SP19	Ongoing				Yes (trainer and/or materials)

Review Objectives	Actions Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
	2. Coordinate employees' career goals that align with college succession planning.	1. Create career path opportunities for employees.	SP19	Ongoing				
4.3.3: Coordinate efforts for faculty/staff professional development.	1. Coordinate events and professional development.	1. Reduce redundancy of efforts by having coordinated professional development planning.	FA18	Ongoing				
4.3.4: Leverage technology for increased access to remote sites.	1. Create a portal for sharing of professional development resources. 2. Use of streaming technologies to broadcast college professional development activities and forums. 3. Increase use of web conference software to conduct meetings and trainings.	1. Increase access across campuses. 1. Increase awareness and participation. 1. Increase professional development participation.	SP19 FA18 FA18	SP20 Ongoing Ongoing		Yes Yes Yes		Yes Yes Yes

Strategy 4.4: Promote QCC to wider Central Massachusetts community.

Project Leaders: Lillian Ortiz

4.4.1: Through cross training, create a holistic business outreach strategy that coordinates and maximizes corporate engagement within the QCC territories.	1. Identify and create a central hub for corporate/community outreach and engagement.	1. Enterprise-wide customer relationship management system instituted creating a strategic system of categorizing and prioritizing relationships, leading to increased multi-level corporate partnerships.	SP19	Ongoing				
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Review Objectives	Actions Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
	2. Create corporate/community teams, for coordinated and strategic outreach.	1. Increased enrollment/revenue generation.	SP19					
	3. Provide internal training for QCC faculty and staff on how to work with external stakeholders and business basics.	1. Understanding of how to provide services in a client driven, P&L (profit and loss?) environment.	SP19	Ongoing				
4.4.2: Regularly invite participation from key community partnerships when ready to launch new initiatives.	1. Create executive-led "Communities That Work Partnership" group comprised of QCC leadership and industry/community partners.	1. Multi-agency collaboration advancing a range of different QCC strategies/initiatives.	SP19	Ongoing				
	2. Identify and promote small wins to keep external stakeholders engaged.	1. More strategic, deeper-level community partnerships.	SP19	Ongoing				
4.4.3: Create and coordinate staff/faculty opportunities to volunteer within the community.	1. Q Up for Success program allowing faculty and staff to volunteer within the community during work hours.	1. More connectedness in the community.	SP19	Ongoing				
4.4.4: Participate/sponsor local events that strategically promote the goals of QCC.	1. Expand on the number of events outreach departments host in the community to increase QCC visibility	1. More connectedness in the community.	SP19	Ongoing				

Review Objectives	Actions Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
4.4.5: Actively promote educational opportunities to our community partners.	1. Expand on the number of events outreach departments host in the community to increase QCC visibility	1. More connectedness in the community.	SP19	Ongoing				
Strategy 4.5: Establish more meaningful relationship with alumni in the community.								
Project Leaders: Lillian Ortiz, Nancy Schoenfeld								
4.5.1: Create opportunities for QCC alumni to actively participate in current QCC initiatives/events.	1. Engage alumni in first-year alumni reunion. 2. Recruit alumni who are QCC community and business partners to become mentors to current QCC students. 3. Deliver mentoring training sessions for alumni. 4. Pair students and mentors based on student major and industry.	"1. Number of alumni actively involved in current initiatives/ events increased by 20%. 2. Hold at least 1 mentor training session per semester. 3. At least 60% of mentor/ mentee pairs are matched according to major "	SP18 FA18	Annually Annually	Yes (1 new alumni relations staff person) Yes Yes Yes			
4.5.2: Offer continuing education (CE) opportunities to QCC alumni.	1. Share timely CE opportunities with alumni by social media, email and newsletter. 2. Propose incentives such as discounts for alumni interested in QCC CE opportunities.	1. Number of alumni who take advantage of CE opportunities increased by 20%.	SP18 FA19	Annually Annually	Yes Yes			Yes

Review Objectives	Actions Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	\$, (capital expenditures)
4.5.3: Utilize alumni for volunteering in the community and provide expertise to current QCC students as well as other alumni.	<ol style="list-style-type: none"> Increase number of alumni volunteers who can become mentors based on their expertise to QCC students who have the same type of goals. Provide opportunities for alumni to network and share their knowledge in their areas of expertise with current fellow alumni as well as QCC community partners and area businesses. 	<ol style="list-style-type: none"> Number of alumni mentor volunteers increased by 20%. Host professional networking events at least once per year. 	FA18	Annually	Yes		Yes	
			FA19	Annually	Yes		Yes	
4.5.4: Create mentorship program between QCC alumni and current QCC students.	<ol style="list-style-type: none"> Identify alumni willing to volunteer and share expertise with current QCC students (through email, social media, meetings, etc.). Engage interested alumni by sharing information regarding QCC mentorship programs at specific mentorship recruitment events. Deliver mentoring training sessions for alumni. 	<ol style="list-style-type: none"> Number of alumni who become mentors to QCC students increased by 20%. 50% of participating mentors in 2018-2019 will sign up as mentors in 2019-2020. 	FA19	Annually	Yes			
					Yes			Yes

Goal 5: Strengthen QCC's organizational sustainability.

Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	Budget Impact		
						IT Support	Space	\$, (capital expenditures)
5.1: Design an efficient, effective, and sustainable organization model.								
Project Leader: Steve Marini, Lillian Ortiz, Nancy Schoenfeld								
5.1.1: Use data analysis and trends to forecast institutional budget, program mix, student enrollment streams, retention and support, personnel, and space utilization, paying attention to location nuances.	1. Expand COGNOS reporting capabilities across departments.	1. Cognos training across departments and expand Cognos availability.	SP19	Ongoing	Yes			
	2. Conduct analysis on the purchase of a data warehouse.	1. Make a go or no-go decision, and communicate it widely.	SP19	SP20	Yes			
	3. Evaluate the organization to identify opportunities to more efficiently utilize staffing, technological solutions, and streamlined processes.	1. Eliminate redundancies and establish strategic reduction in resources across the college in line with budget requirements.	FY19	FY21		Yes		Yes
5.1.2: Deepen integration with local P-12 school districts, organizations and companies that serve non-traditional students.	1. Increase outreach to organizations and companies to supply credit and non credit course programming at their locations.	1. Revenues and accessibility are increased.	SP19	Ongoing				Yes - Third Party Resources
	2. Develop financially-sustainable dual enrollment/early college program models.	1. Achieve a balance between yield and break-even cost.	SP19	SP20	Yes			

Review Objectives	Action Items Per Objective	Outcome/ Deliverable Per Action Item	Start Date	Completion Date	Personnel	Budget Impact		
						IT Support	Space	\$, (capital expenditures)
	3. Increase awareness of industry-recognized credentials within courses offered to P-12 school districts and non-traditional students.	1. Increase the number of students earning industry-recognized credential from P-12 and nontraditional markets.	FA19	FA21	Yes			
5.1.3: Implement a process for addressing program growth/retirement and a financially sustainable program mix.	1. Identify data points necessary to ascertain program growth/retirement and fiscal sustainability. 2. Develop a strategy for introducing new or niche programming.	1. Dashboards are created tracking key performance indicators. 1. A sustainable relevant program model created.	FA19	FA21				
5.1.4: Devise a system that rewards and promotes building a culture of collaboration and professionalism across the college.	1. Training of all faculty and staff in culture change.	1. Create a collegial and collaborative environment and improve service focused on student success.	FA18	SP20	Yes			Yes
Strategy 5.2: Create efficient and effective organizational structure and systems.								
Project Leader: Steve Marini								
5.2.1: Assess current IT infrastructure and implement a comprehensive IT improvement plan.	1. Active Directory/Single Sign On 2. Develop and implement a desktop computer lifecycle replacement plan.	1. Staff, faculty and student account data centralized for ease of use and lowering administrative overhead. 1. Annual costs for system quality replacements and improvements stabilized.	SP18	FA21	Yes			Yes
			SP19	FA21	Yes	Yes	Yes	Yes

Review Objectives							Budget Impact			
Review Objectives	Action Items Per Objective	Outcome/Deliverable Per Action Item	Start Date	Completion Date	Personnel	IT Support	Space	Capital expenditures		
	3. Develop and implement a consistent server lifecycle replacement plan.	1. Annual costs for replacements are stabilized, and downtime of potentially critical systems avoided.	SP19	FA21		Yes		Yes		
5.2.2: Develop and implement a plan for maintaining and upgrading campus buildings, furniture and equipment while reducing QCC's carbon footprint.	1. Expand CAMIS/Capital Asset Management Info System to incorporate preventative maintenance work order system. 2. List campus deficiencies into DCAMM Deferred Maintenance request system for funding consideration.	1. Life cycle on buildings/equipment extended. 1. DCAMM DM funding received.	SP19	FA21	Yes					
	3. Install solar canopies on campus lots within state requirements and timelines. 4. Analyze current furniture life expectancy across campus – review for design consistencies maximizing space utilization and draft replacement plan.	1. Reduced carbon footprint/utilities costs. 1. Improved appearance and functionality of rooms and public spaces on campus.	SP19	FA21		Yes	Yes	Yes		
5.2.3: Strengthen interdepartmental and intradepartmental collaboration and communication across QCC locations.	1. Implement a new cloud VoIP (Voice Over Internet Protocol) phones solution.	1. New phone system implemented providing improved communication among staff and better analytics and reporting on our call flows.	SP18	FA19	Yes	Yes		Yes		

Review Objectives	Action Items Per Objective	Outcome/ Deliverable Per Action Item	Start Date	Comple- tion Date	Budget Impact			
					Person- nel	IT Sup- port	Space	\$(cap- ital ex- pendi- tures)
	<ol style="list-style-type: none"> 1. Better incorporated remote sites into main campus activities through live-streaming. 2. Implement a standardized streaming video service. 	<p>Expanding student participation and involvement with main campus events and classes.</p>	SP19	FA21	Yes	Yes		Yes
5.2.4: Assess current security posture; develop and implement an improvement plan.	<ol style="list-style-type: none"> 1. Analyze current user security access control and develop and implement a plan for a more campus-wide tiered structure. 	<p>1. Simplified structure and access allows for better workflows and lesser administrative overhead.</p>	SP 18	FA21	Yes	Yes		Yes
	<ol style="list-style-type: none"> 2. Evaluate current PII – Personally Identifiable Information stature and develop and implement a plan for improving upon it. 	<p>1. Plan to consolidate PII into centralized locations to enhance security and monitoring of data.</p>	SP19	FA21	Yes	Yes		
	<ol style="list-style-type: none"> 3. Evaluate data classification policy, and develop and implement an improvement plan. 	<p>1. Standardized classification of data and the security level associated with it.</p>	SP19	FA21	Yes	Yes		
Strategy 5.3: Secure resources that enable the college to meet the identified strategies.								
Project Leader: Steve Marini								
5.3.1: Develop and implement a 3-year priority projects plan.	<ol style="list-style-type: none"> 1. Conduct meetings (input & feedback) from cost center managers across the college. 	<p>1. Cost center survey is conducted.</p>	SU18	FA18				

Review Objectives	Action Items Per Objective	Outcome/ Deliverable Per Action Item	Start Date	Comple- tion Date	Budget Impact			
					Person- nel	IT Sup- port	Space	\$, (cap- ital ex- pendi- tures)
	2. Develop and implement annual capital & discretionary budgets.	1. Capital and discretionary budgets are developed and funded	SU18	SU19				
	3. Publish potential upcoming projects and available funds internally.	1. A 3-year priority projects plan is in place and published.	FA18	SP19				
	4. Establish QCC-wide committee to review student data, priority projects and available funding, and set annual priorities.	1. A group of people responsible for establishing annual and 3-year priorities is established.	SU18	SU19				
5.3.2: Pursue funding opportunities aligned with strategic initiatives.	1. Identify funding sources for priority projects.	1. Priority projects funded.	FA18	SU19				
	2. Create and implement a grants development plan mapped to priority projects that need grant funding.	1. A grants development plan aligned with annual and 3-year priority projects is implemented and published.	WI19	SP19				
	3. Review and revise annually the 3-year grants plan.	1. Grant strategy remains current and aligned with strategic initiatives.	SP19	SU20				

ACADEMIC YEAR 2018-19 TO 2022-23

STRATEGIC PLAN

— Operational Plan —



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