ACADEMIC YEAR 2018-19 TO 2022-23
STRATEGIC PLAN

QUINSIGAMOND
Community College

MADE SMARTER.
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## QCC BOARD OF TRUSTEES

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<th>Chair</th>
<th>Co-Chair</th>
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<td>Susan M. Mailman</td>
<td>Jennifer Davis Carey</td>
<td>Linda A. Cavaioi</td>
<td>Lucille A. DiLeo</td>
<td>Juan A. Gomez, Appointed Alum</td>
<td>Geraldine Herlihy</td>
<td>John A. Lafleche</td>
<td>Edward H. Moore</td>
<td>Tammy Murray, DOT, Vice Chair, Elected Alum</td>
<td>Kimberly Roy</td>
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## QCC EXECUTIVE TEAM

- Luis G. Pedraja, President
- Lillian Ortiz, Vice President for Enrollment Management, Student Engagement & Community Connections
- Nancy Schoenfeld, Interim Vice President of Academic Affairs
- Stephen Marini, COO/CFO and Vice President of Administrative Services
- Selina Boria, Executive Assistant to the President for Policy, Governance & Diversity
- Lucinda Costa, Assistant to the President

## STRATEGIC PLANNING CORE TEAM

- Ingrid Skadberg, Dean, IRaP & Co-Chair
- Kathy Rentsch, Assistant Vice President, Academic Affairs - Co-Chair
- Mishawn Davis-Eyene, Director of Admissions
- Karen Rucks, Executive Director of Advancement
- Liz Woods, Dean of Compliance
- Barbara Zawalich, Registrar
- Michelle Tufau, Interim Vice President of Student Success
- Ken Wong, Professor of History
- Lisa Schlegel, Assistant Comptroller
- Charles Maxson, Chief Technology Officer
- Deb Nash, Clerk IV, IRaP/AFSCME
- John Lafleche, BOT/Community/Workforce Representative
OUR MISSION

Vision
Quinsigamond Community College is a premier learning community recognized for teaching and learning excellence, relevant and responsive programming, student success, and community outreach and impact. We thrive as a vital regional asset and first choice 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. At QCC, we excite...we ignite...we open new vistas of opportunity.

Mission
Quinsigamond Community College is the gateway to advanced educational and employment opportunities in Central Massachusetts. We are a public, student centered institution of higher learning, providing accessible, affordable, and high quality educational and training programs and services that are relevant and responsive to diverse regional and student needs.

Mission Principles
In fulfillment of mission, the college community commits to the following principles:

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

Values
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 community interactions.

- Excellence and Quality
- Integrity and Accountability
- Inclusiveness
- Cooperation and Collaboration
- Respect and Trust
- Open, Civil Communications and Collegiality
- Creativity and Innovation

Strategic Planning Process
Launched by Dr. Luis Pedraja in September 2017, QCC’s strategic planning process was a grassroots effort founded on the principles of inclusivity and transparency. The effort was led by the Dean of Institutional Research & Planning and the Assistant Vice President for Workforce Readiness and Innovation, with support and guidance from the Executive Team. A cross-functional Strategic Planning Core Team with thirteen members representing the major areas of the College (Academic Affairs, Administrative Services, and Enrollment & Student Services) met weekly to design, implement, and evaluate ongoing planning processes; and to lead focus groups and working sessions throughout the academic year. Between the environmental scanning workshops, the various focus groups and working sessions, the S.W.O.T. analysis, and other activities related to planning, well over two hundred campus and community members were engaged in the strategic planning process. See Appendix 1: Strategic Planning Activities.

Strategic planning leaders adopted Joel Lapin’s model for strategic planning as described in his paper, “Using External Environmental Scanning and Forecasting to Improve Strategic Planning” (2004). Effective strategic planning depends upon an understanding of both external and internal trends. A strategic planning process that is not grounded in a base of knowledge and facts can quickly transition into an opportunity to air personal agendas and express opinions.

In order to ensure that QCC’s strategic plan would be grounded in research, two environmental scanning workshops were convened in September 2017. The internal data review and scanning workshop was led by Dr. Ingrid Skadberg, Dean of Institutional Research and Planning. The external environmental scanning workshop was led by Dr. Michael Goodman, Professor of
Public Policy and Executive Director of the Public Policy Center at the University of Massachusetts Dartmouth, and Raija Vaisanen, Director of Research at Commonwealth Corporation. See Appendix 2: External Trends That Will Shape QCC’s Work Over Next Three Years.

Through these workshops and additional readings contributed by SP Core Team members (See Appendix 3: Bibliography), it became clear to the campus community that the environment had changed significantly since the previous plan was launched. Most significantly, the U.S. was recovering from the 2008 Great Recession when unemployment was high, and QCC fall enrollment was on the rise, increasing 52% between 2006 and 2011, QCC’s peak enrollment year. As the economy improved and unemployment rates declined (currently under 4% in Worcester), QCC enrollment has also declined, by 19% since 2011. Additional environmental trends identified by the college community include:

• Student population is becoming more diverse demographically. We serve increasing numbers of immigrant, ELL (English Language Learner), Latino, non-traditionally aged, veteran, disabled, first generation, and part-time students.

• QCC’s enrollment has been in a downward trend for the past six years.

• A relatively large proportion of QCC students require a high level of academic, personal, and financial support, e.g. remedial education, counseling, tutoring, disability services, financial aid.

• Our economy requires an adaptable, limber workforce that can learn new skills quickly as the labor market changes and previous jobs become obsolete. Broad-based learning, where skills cut across majors, is necessary for long-term career success.

• Students are bearing an increasing proportion of the financial burden as state funding has decreased and fees increase. Infrastructure and technology costs continue to increase.

• External scrutiny has increased relative to student retention and completion, as have external unfunded mandates in the way of programming, reporting, and compliance.

• Students use technology and mobile devices more often than previous generations to communicate, but they are less skilled at communicating verbally and face to face.

• Technology increasingly impacts educational delivery and college operations.

Conducting a thorough environmental scan prepared planning participants for the S.W.O.T. analysis. A group of approximately forty faculty and staff members conducted this analysis one Friday afternoon in November 2017 at the Worcester Senior Center, home to QCC’s Hospitality & Recreation Management program, and identified the following strengths, weaknesses, opportunities, and threats:

**STRENGTHS**

• Wide range of student support services, e.g. veterans, disability services, financial aid, retention team, mentoring, tutoring, starfish

• Faculty and staff care and go the extra mile for students

• Articulation agreements

• Curriculum and a broad array of programs

• Workforce/skills training

• Certificate programs

• Many faculty members practice professionally in their fields

**WEAKNESSES**

• Communications issues

• Students don’t always know where to get services

• Student retention rates

• One-size-fits-all access

• Enrollment process is not fully online

• Compassion fatigue among some front-line staff members

• Administrative process inefficiencies

• Large number of program options leads to confusion

• Technology system inefficiencies

**OPPORTUNITIES**

• Growing immigrant & Hispanic population

• New staff hired to replace retirees has potential to be more diverse, innovative, and bring new ideas

• Strong focus at the state level on workforce development and certificate programs

• Increase ESL/ABE enrollment

• As enrollment declines, we are forced to explore different markets, partnerships, and revenue streams

• Create and implement new institutional/business model to better serve our constituents
THREATS

- Other Worcester area colleges offer competitive pricing and have minimized entry requirements
- Competition from other colleges that have more streamlined processes and use technology more effectively
- High cost associated with serving students with limited academic and social capital
- Cost of technology and remaining current
- Insufficient and decreasing federal and state aid
- High competition for students in alternative modalities, e.g. MOOCS, online universities
- High schools push students toward 4 year programs

Using the results of the S.W.O.T. analysis to guide development, a draft set of five goals was presented to the College community at an All College Forum in December 2017.

Through the 2018 spring semester, starting with All College Day in January, the SP Core Team and dozens of strategic planning volunteers conducted more workshops and review sessions with faculty, staff and students to refine goal statements, define strategies to achieve these goals, and draft an operational plan with specific objectives, action items and deliverables. Through this iterative process, the College community as a whole engaged in thoughtful deliberations about campus priorities and delivered a comprehensive response to the Executive Team and the QCC Board of Trustees. This plan is characterized by its focus on student success and its integrative response to campus challenges. The College will use quantitative metrics and qualitative assessments to track progress, via reports submitted by QCC employees charged with implementing the plan.

Goals

1. **Achieve 100% student success**
   a. Metrics
      i. Increase the number of underserved minority students at a rate proportional to demographic changes in QCC’s service area
      ii. Increase the fall-to-fall retention rate and close the gap between majority and minority students
      iii. Increase the gateway course completion rate
      iv. Increase the IPEDS 150% graduation rate
      v. Increase the number of high school students concurrently enrolled and proportion subsequently enrolling at QCC
   vi. Reduce gaps between economically disadvantaged students as measured by the IPEDS Outcome Measure
   vii. Increase the proportion of developmental English and math students completing college level courses

2. **Become the leader in quality, innovative academic and workforce programs**
   a. Metrics
      i. Increase the number of students graduating from STEM, healthcare, human services and business programs
      ii. Reduce gaps between economically disadvantaged students as measured by the IPEDS Outcome Measure
      iii. Increase the proportion of developmental English and math students completing college level courses

3. **Optimize communication to enhance collaboration**
   a. Metric
      i. Increase the number of users and new users to the QCC website

4. **Foster a diverse and engaged community**
   a. Metric
      i. Increase the number of racial/ethnic minority faculty and staff members to reflect the student body

5. **Strengthen QCC’s organizational sustainability**
   a. Metrics
      i. Mitigate enrollment declines
      ii. Maintain the same number of full-time faculty
      iii. Increase revenue through grants, foundation, and new alternative revenue sources
      iv. Mitigate costs

A strategic plan implementation team (the I-Team) will be convened to guide the roll-out and evaluation of progress toward strategic goals. In addition to the quantitative measures above, progress against strategic plan goals will be evaluated qualitatively through an interactive process designed to probe implementation activities and identify success factors or potential challenges more deeply. It is anticipated that the I-Team will select different goals each year for such in-depth review. This comprehensive approach to assessment will provide the formative and summative information needed to make informed decisions.
## GOALS

### Goal 1: Achieve 100% student success

#### Strategy 1.1: Increase access to education.
- 1.1.1: Identify and overcome barriers to enrollment.
- 1.1.2: Address student affordability and cost structure.
- 1.1.3: Align course delivery method to student demand.
- 1.1.4: Strengthen dual enrollment/early college infrastructure.
- 1.1.5: Increase outreach to underserved populations.

#### Strategy 1.2: Create clear college and career pathways.
- 1.2.1: Help students identify/implement their academic career goals.
- 1.2.2: Strengthen basic and transferable skills for academic & continued success.
- 1.2.3: Implement technology for Academic Planning Pathways (e.g., progress tracking)

#### Strategy 1.3: Improve retention via student support services.
- 1.3.1: Achieve 100% utilization of existing support structures.
- 1.3.2: Improve communication processes and procedures with students, departments and locations.
- 1.3.3: Assure the same level of service across student populations, locations and times.
- 1.3.4: Refine and personalize student advising.
- 1.3.5: Promote physical/psychological health through appropriate programs and services.
- 1.3.6: Implement recommendations from Student Success Task Force.
- 1.3.7: Improved facilities and infrastructure plan to support retention.

#### Strategy 1.4: Improve and expand infrastructure (plant/technology).
- 1.4.1: Improve technology infrastructure.
- 1.4.2: Improve academic and administrative technology.
- 1.4.3: Improve physical plant.

#### Strategy 1.5: Engage and leverage alumni and community partners.
- 1.5.1: Develop and implement community mentoring program.
- 1.5.2: Identify QCC-engaged and engageable alumni.
- 1.5.3: Develop a comprehensive mentoring program to include faculty, staff, students, alumni, and community members.
Goal 2: Become the leader in quality, innovative academic and workforce programs.

Strategy 2.1: Develop and Implement a set of practices emphasizing students' strengths not deficits.

- 2.1.1: Promote student-centered teaching strategies.
- 2.1.2: Develop and implement a system of multiple measures for determining the skills of incoming students.

Strategy 2.2: Integrate essential learning outcomes across curriculum for today's challenges and opportunities.

- 2.2.1: Infuse knowledge and application of general education goals or essential learning outcomes throughout students' learning experiences, curricular and co-curricular.
- 2.2.2: Continue the development and implementation of general education outcomes assessment.
- 2.2.3. Grow practices for interpreting evidence, envisioning improvements, and implementing change-based general education outcomes assessment.

Strategy 2.3: Prepare students with the skills, knowledge and abilities for jobs of the future.

- 2.3.1: Ensure a relevant program mix based upon market analysis, including at all locations and in all modalities.
- 2.3.2: Explore options in competency-based assessment aligned with critical regional industries.
- 2.3.3: Develop and integrate a scalable program model that simultaneously integrates basic skills and technical training.

Strategy 2.4: Expand workforce development and lifelong learning programming.

- 2.4.1: Expand data-backed workforce development and lifelong learning for seamless transition from non-credit to credit in regional industry sectors.
- 2.4.2: Expand contract training to meet critical technical skills gaps and professional development to serve our business and industry community.
- 2.4.3: Evaluate and enhance existing college resources and infrastructure, to support workforce development efforts to be responsive to business and industry needs.

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

- 2.5.1: Create opportunities for academic innovation.
- 2.5.2: Publish deliverables of innovative idea proposals to the college community and external constituencies.
- 2.5.3: Review and revise the proposal processes to solicit innovative pedagogy that considers our students' diverse learning styles.
- 2.5.4: Incentivize academic innovation aligned with strategic goals.
- 2.5.5: Develop and implement a lifecycle process (conception through full production) for innovation that encourages experimentation and facilitates operationalization.
- 2.5.6: Establish a model to project instruction and services to online students and students at QCC remote locations/learning hubs.

Strategy 2.6: Engage and leverage community, corporate and global partners.

- 2.6.1: Develop and implement corporate and international collaborations

Strategy 2.7: Improve placement and developmental education to increase access to academic and workforce programs.

- 2.7.1: Promote entry into college-level courses and success in program gateway requirements.
**Goal 3: Optimize communication to enhance collaboration.**

**Strategy 3.1: Streamline communication.**

- 3.1.1: Integrate Q with QCC.edu.
- 3.1.2: Create a centralized communications structure.

**Strategy 3.2: Be more responsive to internal and external inquiries.**

- 3.2.1: Provide excellent customer service.
- 3.2.2: Demonstrate to students the importance to the college of their call or e-mail.
- 3.2.3: Utilize appropriate communication methods to streamline all communication.
- 3.2.4: Create opportunities for all departments/divisions to present current achievements and challenges, or process changes (All College Forum).

**Strategy 3.3: Improve communication with external partners.**

- 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.

**Strategy 3.4: Develop and implement a coordinated annual planning process for recurring activities and tasks that require college-wide input, resources or responses.**

- 3.4.1: Improve processes for sharing information between offices and more effectively coordinate work flow.
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<th>Goal 4: Foster a diverse and engaged community.</th>
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<td><strong>Strategy 4.1: Promote a welcoming and supportive sense of community within the College.</strong></td>
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<td>4.1.1: Increase support for all faculty, staff and students.</td>
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<td>4.1.2: Create a Diversity and Inclusion Advisory Committee.</td>
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<td><strong>Strategy 4.2: Adopt an inclusive change management style/model.</strong></td>
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<td>4.2.1: Foster positive culture of change across campus</td>
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<td>4.2.2: Implement change management model.</td>
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<td><strong>Strategy 4.3: Align hiring &amp; staff development practices with strategic plan and institution goals.</strong></td>
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<td>4.3.1: Expand diversity hiring.</td>
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<td>4.3.2: Create institutional succession plans for employees who would like to grow professionally.</td>
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<td>4.3.3: Coordinate efforts for faculty/staff professional development.</td>
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<td>4.3.4: Leverage technology for increased access to remote sites.</td>
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<td><strong>Strategy 4.4: Promote QCC to wider Central Massachusetts community.</strong></td>
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<td>4.4.1: Through cross training, create a holistic business outreach strategy that coordinates and maximizes corporate engagement within the QCC territories.</td>
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<td>4.4.2: Regularly invite participation from key community partnerships when ready to launch new initiatives.</td>
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<td>4.4.3: Create and coordinate staff/faculty opportunities to volunteer within the community.</td>
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<td>4.4.4: Participate/sponsor local events that strategically promote the goals of QCC.</td>
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<td>4.4.5: Actively promote educational opportunities to our community partners.</td>
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<td><strong>Strategy 4.5: Establish more meaningful relationship with alumni in the community.</strong></td>
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<td>4.5.1: Create opportunities for QCC alumni to actively participate in current QCC initiatives/events.</td>
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<td>4.5.2: Offer continuing education (CE) opportunities to QCC alumni.</td>
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<td>4.5.3: Utilize alumni for volunteering in the community and provide expertise to current QCC students as well as other alumni.</td>
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<td>4.5.4: Create mentorship program between QCC alumni and current QCC students.</td>
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Goal 5: Strengthen QCC’s organizational sustainability.

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<th>Strategy 5.1: Design an efficient, effective, and sustainable organization model.</th>
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<td>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.</td>
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<td>5.1.2: Deepen integration with local P-12 school districts, organizations and companies that serve non-traditional students.</td>
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<td>5.1.3: Implement a process for addressing program growth/retirement and a financially sustainable program mix.</td>
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<td>5.1.4: Devise a system that rewards and promotes building a culture of collaboration and professionalism across the college.</td>
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<th>Strategy 5.2: Create efficient and effective organizational structure and systems.</th>
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<td>5.2.1: Assess current IT infrastructure and implement a comprehensive IT improvement plan.</td>
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<td>5.2.2: Develop and implement a plan for maintaining and upgrading campus buildings, furniture and equipment while reducing QCC’s carbon footprint.</td>
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<td>5.2.3: Strengthen interdepartmental and intradepartmental collaboration and communication across QCC locations.</td>
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<td>5.2.4: Assess current security posture; develop and implement an improvement plan.</td>
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<th>Strategy 5.3: Secure resources that enable the college to meet the identified strategies.</th>
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<td>5.3.1: Develop and implement a 3-year priority projects plan.</td>
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<td>5.3.2: Pursue funding opportunities aligned with strategic initiatives.</td>
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   a. Led by Dr. Pedraja
   b. Included Core Team and Executive Team
   c. Purpose: Launch yearlong planning effort

2. All College Day Getting to Know You Table Conversations - September 5, 2017
   a. Facilitated by over 30 campus volunteers
   b. Involved entire College community
   c. Purpose: Get campus community engaged in providing input and ideas to SP

3. Call for Volunteers: Cross-functional Planning Teams
   September 4-8, 2017 (Request for volunteers response period)
   October-November 2017: Volunteer commitment included varied activities
   a. Planning teams and activities anchored at one of 4 QCC campus locations
      i. QCC Healthcare & Workforce Development Center
      ii. QCC Southbridge
      iii. QCC West Boylston Street
      iv. QCC Travel Team (Assabet, Burncoat, Worc. Sr. Ctr., Blackstone Valley)
   b. Involved over 80 members on planning teams
   c. Purpose: To build cross-functional planning teams anchored to carry out the focus group activities in each region

4. Environmental Scanning Workshops
   a. Internal Data Review - September 22, 2017
      i. Dr. Ingrid Skadberg
      ii. Involved over 60 members of the College community including Trustees
      iii. Purpose: To inform campus community re: internal demographic data and metrics
   b. External Trends That Will Shape Our Work Over Next Three Years - September 29, 2017
      i. Dr. Michael Goodman, University of MA Dartmouth
      ii. Raija Vaisanen, Director of Research, Commonwealth Corporation
      iii. Involved over 60 members of the College community including Trustees
   c. Purpose: To educate campus community regarding impactful external trends across Commonwealth and the country

5. DHE SP Touchpoint 1 - October 6, 2017
   a. Led by Commissioner Santiago and DHE Staff
   b. Involved Core Team and Executive Team
   c. Purpose: To formally kick-off QCC process with statewide leadership team

6. Strategic Planning Focus Groups - October-November 2017 (26 in total)
   a. Led by Core Team members with Planning Teams
   b. Invited over 400 business and community members by region and including key WIOA (spell?) contacts, guidance counselors, etc.
   c. Purpose: To gather input through focus groups with campus and community members across region re: the student experience, student success, and trends impacting our work in years ahead

7. Strategic Planning Focus Groups: Student Focus Groups
   November 6, 2017 (QCC West Boylston Street, ESOL Class Focus Group)
   November 7, 2017 (QCC West Boylston Street)
   a. Led by Core Team members
   b. Included over 30 students
   c. Purpose: To gather input re: the student experience, student success, and trends impacting our work in years ahead

8. Strategic Planning Focus Group: Facilities Staff Members - November 6, 2017
   a. Led by Core Team members
   b. Included facilities/maintainers staff from two shifts
   c. Purpose: To provide a more comfortable forum for staff members to share input

9. SWOT Analysis Meeting - December 1, 2017
   a. Co-Facilitated by Dean for Institutional Research & Planning and Asst. VP for Academic Affairs
   b. Included Core Team members with planning team members
   c. Purpose: To conduct a SWOT wrt compiled trends from focus groups
10. **Core Team: Develop Preliminary Goals - December 8, 2017**
   a. Co-Facilitated by Dean for Institutional Research & Planning and Asst. VP for Academic Affairs
   b. Included Core Team members only
   c. Purpose: To draft the preliminary goals in preparation for All College Forum “First Look” on December 11

   a. Co-Facilitated by Dean for Institutional Research & Planning and Asst. VP for Academic Affairs
   b. Open to all members of campus community
   c. Purpose: To review and discuss preliminary goals based upon work during September-December

12. **All College Day Strategic Planning in Action Break Out Sessions - January 16, 2018**
   a. Facilitated by QCC community members active with SP in FA 2017
   b. Included entire QCC community of trustees, faculty and staff members
   c. Purpose: To generate initiatives and actions to achieve the Strategic Plan Goals

13. **Core Team: Worked in pairs to review data/input from ACD - January 20-26, 2018**
   a. Conducted by Core Team members only
   b. Purpose: Prepare for 02.02 Core Team discussion on sample objectives

14. **College-wide Review & Comment on Strategies & Objectives**
   a. QCC Family - February 12-16, 2018
      i. Goal 1: West Boylston Street Campus; February 12
      ii. Goal 2: Southbridge Campus; February 16
      iii. Goal 3: West Boylston Street Campus; February 15
      iv. Goal 4: Healthcare & Workforce Development Center; February 12
      v. Goal 5: Worcester Senior Center; February 14
   b. QCC Student Focus Group - February 28
      i. Conducted by Liz Woods & Ingrid Skadberg
      ii. Included students only

15. **All College Forum: QCC Strategic Plan: Proposed Goals & Strategies - March 6, 2018**
   a. Co-facilitated by SP Core Team members
   b. Invited entire QCC community to participate
   c. Purpose: To share most recent iteration with College community

16. **Developing Objectives, Expected Outcomes/Metrics and Dates - April 9-26 2018**
   a. Co-facilitated by cross-functional teams of project managers recommended by VPs
   b. Invited entire College community to participate
   c. Purpose: To draft operational plan in readiness for DHE TouchPoint #2
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TECHNOLOGY


EDUCATIONAL TRENDS & BEST PRACTICES


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**DUAL ENROLLMENT**


**LABOR MARKET**


**STRATEGIC ENROLLMENT MANAGEMENT**


**REGIONAL/STATE**


Southbridge: Local and Regional Market Assessment (2016), RKG Associates, Inc.


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QCC STUDENT PERFORMANCE

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