Accomplishments of the QCC Strategic Plan
2010-2015 Pathway to a New Prosperity

"Halfway Down the Pathway"

Institutional Research & Planning
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QUINSIGAMOND Community College
Priority 1: Teaching and Learning Excellence

Student Retention Gains

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<tbody>
<tr>
<td>Full-time First-time Degree-Seeking Students</td>
<td>923</td>
<td>1,087</td>
<td>1,188</td>
<td>1,390</td>
<td>1,215</td>
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<tr>
<td># Retained at Institution</td>
<td>504</td>
<td>631</td>
<td>695</td>
<td>830</td>
<td>719</td>
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<tr>
<td>% Retained at Institution</td>
<td>54.6%</td>
<td>58.0%</td>
<td>58.5%</td>
<td>59.7%</td>
<td>59.2%</td>
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<tr>
<td>Retained Anywhere</td>
<td>575</td>
<td>700</td>
<td>780</td>
<td>923</td>
<td>800</td>
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<tr>
<td>% Retained Anywhere</td>
<td>62.3%</td>
<td>64.4%</td>
<td>65.7%</td>
<td>66.4%</td>
<td>65.8%</td>
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</table>

Source: Mass DHE

Developmental Math Boot Camp Success

In summer 2011, of all Boot Camp students who originally placed into MAT 090, 74% of completers successfully tested into MAT 095 or higher at the completion of the one week session.

Students who tested into MAT 095 advanced 1 semester.
Students who tested into MAT 099 advanced 2 semesters.
Students who tested into MAT 100 advanced 3 semesters.

Non-credit Growth
Helping Developmental Students Succeed

- Math faculty piloted the Emporium Model for developmental students, a computer-based learning pedagogy supported by individualized instruction, interaction, and engagement. 12 sections of Emporium classes were conducted with a limit of 15 per class to provide maximum benefit for the students.

- Six Developmental English Boot Camps are underway in summer ‘12. The week-long workshops utilize MyFoundationsLab, which allows students to work exclusively on areas that need improvement with the goal of retaking the Accuplacer test and placing into a higher level of English. Of the six sessions offered, four weeks are filled to the 20 student maximum. (Results of the Boot Camps were not available at the time of printing.)

Meeting Business and Industry Needs

- 100% of the College’s appropriate career/technical programming incorporates recognized business/industry skills requirements.

- 100% of QCC Health care programs utilize industry based skill requirements as a basis for student outcomes and include practicums.

- Computer Science program now aligns with ACM/ABET accreditation standards; HVAC follows acceptable standards and is approved by the MA Division of Public Safety; CSET certificates are aligned with industry credentials.

Advisory Boards in Place

- 100% of the College’s appropriate career/technical programming has proactive Advisory Boards that review program specific curriculum, provide insight and guidance on how to maintain relevancy, improve program content and delivery, and assess skill mastery.

- Academic Program Review (APR) now requires the establishment of advisory boards, if none exist.

Growing TEC Non-Credit Programming

- The Training and Education Center fast-tracked its PV Weatherization program and added an online Pharmacy Technician program.

- TEC increased the number of new and renewed Corporate Training contracts and increased consistently the number of students enrolled in workforce development noncredit and corporate training programs/courses (see graph).

Satisfied Students, Graduates in their Field

- Relative to other large colleges, QCC rated higher in providing the support needed to succeed at college and developing career goals (2011 CCSSE data).

- 81% of 2011 graduates surveyed responded that their employment was at least somewhat related to their program of study at QCC (QCC Graduate Survey).

Creating Career Ladders

- The College is working with the MA Manufacturing Extension to credential their 2000+ hour education/on the job training non-credit program as the first year of the two year AS in Manufacturing Technology.

- The creation of a non-credit to credit “bridge” with QCC’s Business Clerical Medical Office Certificate is underway.

- MACCDTA will provide additional future opportunities for career/technical pathways to occur.
Priority 2: Student Access and Success

The number of QCC graduates has increased by 52% between 2007 and 2011, as compared to a MA system increase of 24% during the same period of time. (DHE Linear Trends report, 2012)

Graduation Trends

The CAPS advising model has been assessed consistently during the last three years. In the most recent analysis, CAPS completers were:

- **18% more likely** to earn at least a 2.0 GPA than first-time degree seeking students who did not complete CAPS.
- **13% more likely** than their counterparts to be retained the following fall semester (FA10-FA11).

CAPS Advising Success

Pell Grant Awards

Pell Grant Recipients as Percent of all QCC students.
New Grading Policy for Fall ‘13

QCC’s grading policies, including withdrawal, suspension, and dismissal, were reviewed and a new policy will be piloted in Fall 2013.

Minority Student Gains

The number & percent of minority/underrepresented populations enrolled has been increasing. Black: 6% in FA01 to 11% FA11. Hispanic: 10% in FA01 to 14% FA11.

Meeting FA Needs

100% of MA students eligible to receive financial aid are awarded aid that meets their direct educational costs.

Top 50 Fastest Growing, Again

QCC was one of the Top 50 Fastest-Growing Public Two-Year Colleges for the third year in a row, per Community College Week Magazine.

Top 5 in Degrees Conferred

QCC now exceeds the community college system average for number of awards conferred annually and is among the top five MA community colleges on this graduate production indicator.

Working on Retention

QCC is analyzing late registration’s impact on retention and will provide recommendations based on this work.

Seeing Students Through

72% of students who had earned at least 18 credits by fall ’04 had either transferred, were still enrolled, had earned 30 or more credits, or had graduated six years later. (DHE Student Persister model, 2004 cohort after 6 yrs)

Outreach Activities

QCC Family Academies and partnerships with organizations such as the Center for Women & Enterprise and United Way, is strengthening access programs for underserved, at risk populations.

High Licensure Pass Rates

92% of the 248 graduates who took health-related licensure exams in 2011 passed.
Priority 3: Strategic, Smart Growth Enrollment

Southbridge Campus Enrollment Trends

Enrollment Trends by Program

Online Enrollment Trends

<table>
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<tr>
<th>Program Type</th>
<th>FA 08</th>
<th>FA 09</th>
<th>FA 10</th>
<th>FA 11</th>
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<tr>
<td>Business Programs</td>
<td>899</td>
<td>1032</td>
<td>1017</td>
<td>1089</td>
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<tr>
<td>Technology Programs</td>
<td>741</td>
<td>927</td>
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<td>1000</td>
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<td>Health Care Programs</td>
<td>592</td>
<td>559</td>
<td>555</td>
<td>567</td>
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<tr>
<td>Non-Degree Programs</td>
<td>1381</td>
<td>1389</td>
<td>1389</td>
<td>1384</td>
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<tr>
<td>Total</td>
<td>7328</td>
<td>8349</td>
<td>9130</td>
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Southbridge Thrives; Assabet Space Opens

The success of the Southbridge Campus continues to impress College and community leaders. A new hospital simulation room was completed in 2012, as well as reconstructed space for a biology lab. Above, Harrington Hospital CEO, Ed Moore, is honored for his contributions as a partner to the Southbridge campus at the Celebration in May ‘11.

The expansion into Assabet Valley Vocational Technical High School provided 6 classrooms and 2 labs for a new HVAC certificate program and non-credit solar/photovoltaic programming, among others.

Southbridge
• 36% rise in enrollment since 2009.
• 57% increase in number of credits taken since 2009.
• 10 towns feed at least ten students to the Southbridge campus.

• 97% of Southbridge students were “very satisfied” or “satisfied” with their experience at the Southbridge campus.
• 98% of students would recommend QCC Southbridge to friends or family.

2012 Southbridge Experience Survey

Eyeing Additional Expansion

QCC is seeking additional space in the downtown Worcester area to support the expansion of training in a new state-of-the-art Health Care and Workforce Development Center. At publication time, state mandated processes for leasing of space was nearing completion and for presentation to the Board of Trustees for a final decision.

Expansion Data
• 15% of all jobs in MA will be health care-related by 2020.
• 515,000 people in MA work in health care and social assistance.

According to Georgetown University Center on Education and the Workforce.

Space Gains
• 7,500 square feet was gained with the expansion into Assabet Valley.
• 1,200 square feet of automotive technology space was gained with the expansion into Burncoat HS.
Priority 4: Community Outreach and Civic Engagement

In January 2012, the Economic Modeling Software Inc. group completed an economic impact report which documented QCC’s impact in the Worcester community and beyond.

QCC: Providing Opportunity and Addressing Needs of the Worcester Area Workforce

- **9.2%** return on investment for area taxpayers.
- **$42.9 million** in net added income to QCC’s service area due to QCC payroll and operations spending.
- **$223 million** in added regional income over the last 30 years due to higher earnings of students contributing to increased output of businesses.
Thanks to a Perkins grant, QCC’s college-prep course, ORT 110, was held at 4 area high schools, providing close to 60 students with additional college-readiness skills.

“Finish First” allows former QCC students who have transferred to Fitchburg or Worcester State to earn their QCC degree as they work toward their bachelor’s degree.

Sponsorship of regional civic events and activities increased significantly in 2012: 51 organizations and events supported in ‘12 33 organizations and events supported in ‘11

Phi Theta Kappa students raised and donated $13,765 to charity in 2011-12, through events including a Bowl-a-Thon, Pancake Breakfast, Fall Cookout, and others.

Diversity of college partnerships expanded to include: Worcester Family Engagement Coalition; ASPIRA MA; Commission for Worcester Latino Academic Excellence; Casa Hector Reyes, and others.

3 professional development workshops on Service Learning were provided to faculty in an effort to increase the number of service learning and/or workplace opportunities and activities.
Priority 5: Institutional Organization & Culture

Virtually all of the College’s existing and new working groups and teams are cross-functional in nature, resulting in improved organizational collaboration.

Priority 6: The Vital Tools Enabling Success

Massachusetts Community College and Workforce Development Transformation Agenda Grant (MACCWDTA)

One of the highest awards in the country!

Grant Totals

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
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<tr>
<td>Submissions:</td>
<td>$4,148,864</td>
<td>$23,964,810</td>
<td>$36,680,309</td>
<td>$39,169,978</td>
<td>$8,400,617</td>
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<tr>
<td>Receipts:</td>
<td>$382,344</td>
<td>$1,298,168</td>
<td>$4,271,974</td>
<td>$21,956,375</td>
<td>$4,520,716*</td>
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*2012 includes receipts and those still pending as of 6-30-12.
Thinking and acting with an entrepreneurial, creative spirit.

QCC’s Governance structure was reviewed, revised, and is set to be piloted in 2012-13.

- The Governance Steering Committee will have two representatives from each of the standing governance councils, to provide ease of communication across the groups.
  
  Additional representatives from areas of the college that have been under-represented in the past (Diversity Council, Faculty Senate and Student Senate) will enhance governance participation.

- The new Forum (formerly the All College Forum) will be a voting body; outcomes on policies is advisory to the President and the BOT.

In an effort to use data more efficiently across broader areas of the College, QCC has become more data-driven.

- Cognos has been purchased and implementation is underway.
  
  When fully implemented, Cognos will provide a means for campus constituents to access data for the purposes of planning; developing policy; assessing institutional effectiveness; monitoring the success of existing programs, as well as new initiatives; tracking the success of students; and more.

- 103 reports are now available on the Institutional Research and Planning Sharepoint site.

In 2011, QCC was awarded funding as the lead institution in a Massachusetts Community College consortia proposal for a U. S. Department of Labor grant. The project, “Massachusetts Community College and Workforce Development Transformation Agenda,” was awarded $20 million.

- Partnerships have been established within and between the community colleges, workforce development systems, elementary/secondary education systems, and employers.
  
  Development is underway for accelerated programs for low-skilled and other workers; improved retention and achievement rates and/or reduced time to completion; career pathways; strengthened online and technology-enabled learning.

- HVAC and CNA programs will be the first programs launched as a result.

QCC continues to effectively use its financial, human, physical, and technological resources to support student success.

- The number of full-time faculty increased from 116 in 2008 to 128 in 2012.

- The new datacenter houses 99 servers, up from 55 in 2008, and allows a number of business intelligence tools to move forward, including a General Production SQL server and enhanced reporting/data integration.

- By summer 2012, all classrooms will have multi-media equipment.

Funds Expended for Classrooms / Lab Technology:

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<td>$2,982,861</td>
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<td>$4,171,530</td>
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QCC Strategic Grant Awards 2011-12

GED Preparation in Spanish with a College Readiness Component and Dual Language Approach

Distance Learning Faculty-Student Liaison Pilot

General Education Outcomes Assessment, Professional Development

Developmental English Boot Camps

Using the Family Academy Model to More Effectively Reach Under-Represented Communities

Over $35,000 in total awards!

Strategic Grant Request for Proposals occurs every fall and spring.

Contact IRaP for more information.

Compiled by QCC’s Office of Institutional Research and Planning (IRaP), with input from offices across the College.

Due to space constraints, this publication is a sampling of the campus initiatives that promote the Institution’s strategic priorities, with related data if available. There may be numerous day to day responsibilities that are not included here but which support these initiatives as well. We are grateful for everyone's contributions and look forward to years of successes ahead.