

# ACADEMIC YEAR 2022/23 TO 2026/27 STRATEGIC PLAN

Revised from 2018/19 to 2022/23 Strategic Plan



**QUINSIGAMOND**  
Community College

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## STRATEGIC PLANNING STEERING COMMITTEE\*\*

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# 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, high quality educational and training programs and services that are relevant and responsive to diverse regional and student needs.

*Diversity, inclusion and equity* are core values at Quinsigamond Community College. We are passionate about building and sustaining an inclusive, respectful and equitable environment for all students, staff, and faculty. Every member on our college campus enriches our diversity. We support inclusion and are dedicated to ensuring equity in access to opportunities.

## 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

## Process for Revising the 2018-2023 Strategic Plan

QCC, along with the rest of the world, was upended, March 13, 2020, when Massachusetts went into quarantine as a result of the COVID-19 pandemic and QCC transitioned to teaching and supporting students remotely. QCC's leader, President Luis Pedraja, immediately understood the implications of a fully remote schedule for QCC's underserved population, of which nearly 40% receive Pell grants, 20% are Hispanic, and 15% are black. As a result of the shutdown, QCC's student population was more likely to be unemployed, have limited access to Wi-Fi and laptops necessary for remote learning, live in crowded households not conducive to remote learning, among other challenges, than students from more affluent families. Dr. Pedraja mobilized the campus community to stay connected as offices and classrooms moved into dining rooms and kitchens. Deliberate efforts to support decisions with data and keep lines of communication open enabled decision makers to understand the challenges faced by QCC students and employees. Resources were quickly mobilized and plans put into place to support the community.

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*\*The president's council was referred to as the Executive Team until 2021, when it changed to the Cabinet. At the same time, an additional, more expansive group was formed and became the Executive Team.*

*\*\*The title of the group of approximately twelve faculty and staff members guiding strategic planning efforts has changed from "Core Team" to "Implementation Coordinating Committee" to "Steering Committee." While these titles represent various stages of the planning and implementation process, the group's role in leading these efforts has remained consistent.*

Throughout this transition, the president encouraged faculty and staff to look beyond the challenges posed by the pandemic and identify opportunities to serve students better into the future. This forward-thinking approach serves as QCC's foundation for strategic planning.

Strategic plan revisions were initiated for two main reasons. In addition to the drastic changes resulting from the pandemic that impacted every area of the institution, QCC had already made substantial progress on many of the initiatives included in the 2018-2023 strategic plan. As a result, the 2018-2023 plan became less useful as a guide for moving QCC into the future, and the president charged the Core Team to revise the plan.

While QCC's 2018-2023 strategic plan and all previous plans resulted from a formal year long process of environmental scanning, focus groups, S.W.O.T. analyses, and campus feedback, after March 13th, 2020, one hundred percent of the college's energy was devoted to ensuring the success of faculty, staff, and students during the remote transition. Rather than conducting a formal strategic planning process that would divert energy from ensuring student success during this transition, strategic planning activities were woven into campus operations on a more informal basis and summarized below.

## **Timeline of data collection used to inform QCC's 2022-2027 Strategic Plan:**

**April/May 2020:** Almost immediately after society shut-down, March 2020, campus leadership understood the importance of connecting with students and asking them how they were managing. The "QCC Student Survey: Transitioning to a Remote Campus in Response to the COVID-19 Pandemic" provided both quantitative and qualitative information that enabled leadership to act in a way that targeted student needs.

**April 2020:** In order to give students more time to adjust to remote learning, academic affairs leadership used the information provided in the report "Grade Conversions for Initial Incompletes and Withdrawal" to assess the potential impact of extending withdrawal dates for the spring 2020 term and encouraging faculty members to assign incomplete grades rather than an "F" if there was a chance the work could be made-up at a later date. The impact of these procedural changes was tracked through a number of course grade analyses.

**July/August 2020:** Strategic Plan Implementation Coordinating Team members conducted a series of focus groups with faculty and staff to assess opportunities and threats.

**November 2020:** Champions were convened virtually to discuss progress being made on implementing objectives, challenges to implementing objectives, revising the plan, and champions' roles into the future.

**Spring 2021:** Strategic plan champions and vice presidents provided feedback on the initiatives taken to address the challenges students, faculty, and staff faced as a result of the pandemic. A summary of these initiatives ("Strategic Plan Addendum: Initiatives Addressing the COVID-19 Crisis, Spring 2021") was presented to the Board of Trustees, the Enrollment Management Team, and other groups.

**Fall 2021:** The impact of the pandemic and remote learning was assessed through the presentations "Enrollment and Course Pass Rate Demographic Comparisons: Pre- and Post-COVID (FA19 & FA20)" and "Trends in Graduation, Enrollment and Course Pass Rates: Demographic Comparisons."

**November 2021:** Feedback on the revised plan was collected at a virtual Town Hall as well as electronically through a survey.

**2018-present:** Strategic planning progress is tracked through the strategic planning and Excelencia metrics.

After reading analyses provided by Institutional Research & Planning; focus group data; feedback from the 2018-2023 strategic plan champions; and publications that addressed the impact of the pandemic on higher education, the economy, and society more broadly, a small team comprised of a faculty member from the English department, the associate vice presidents of both Enrollment Services and Academic Affairs, and the Dean and Administrative Assistant for Institutional Research and Planning, met for a two day retreat off-campus to draft an extension for the current Strategic Plan. The draft was vetted by the Executive Team and sent to the college community for feedback.

The 2022-2027 strategic plan builds upon the solid foundation of the original plan and positions QCC to achieve its five planning goals:

1. Achieve 100% Student Success.
2. Lead by providing quality, innovative, and inclusive academic and workforce programs.
3. Optimize communication to enhance collaboration.
4. Foster a diverse, inclusive and engaged community.
5. Strengthen QCC's organizational sustainability.

# GOALS

## Goal 1: Achieve 100% student success.

### Strategy 1.1 : Increase access and equitable opportunities to education.

#### Objectives | Sponsor: Vice President of Strategic Enrollment Development & Student Engagement (Vacant)

- 1.1.1: Identify and overcome barriers to enrollment.
- 1.1.2: Address student affordability and cost structure.
- 1.1.3: Close achievement gaps.
- 1.1.4: Align course delivery methods to student needs.
- 1.1.5: Strengthen dual enrollment/early college infrastructure.
- 1.1.6: Increase outreach to underserved populations.

### Strategy 1.2: Create clear college and career pathways leading to gainful employment or further education.

#### Objectives | Sponsor: Vice President Keane

- 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)
- 1.2.4: Ensure that curriculum and success initiatives provide ongoing integrated academic, career, and community experiences for students.

### Strategy 1.3: Improve student persistence, retention, and engagement.

#### Objectives | Sponsor: Vice President Keane and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)

- 1.3.1: Utilize 100% of existing support structures.
- 1.3.2: Improve communication processes and procedures with students, departments and locations.
- 1.3.3: Assure equitable access and comparable services 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.

### Strategy 1.4: Improve and expand student space and infrastructure (plant/technology).

#### Objectives | Sponsor: Vice Presidents Marini, Keane and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)

- 1.4.1: Improve facilities and infrastructure plan to support retention. (Moved from 1.3.7)
- 1.4.2: Improve technology infrastructure.
- 1.4.3: Improve academic and administrative technology.
- 1.4.4: Improve physical plant.

### Strategy 1.5: Engage and leverage alumni and community partners.

#### Objectives | Sponsor: Vice Presidents Abreu-Hernandez and Keane

- 1.5.1: Sustain a comprehensive mentoring program to include faculty, staff, students, alumni, and community members.
- 1.5.2: Engage QCC Alumni.

## Goal 2: Lead by providing quality, innovative, and inclusive academic and workforce programs.

### Strategy 2.1: Develop and Implement a set of practices building upon students' strengths.

#### Objectives | Sponsor: Vice President Keane

2.1.1: Develop and use inclusive pedagogy and curriculum.

2.1.2: Continue to refine a system of multiple measures to determine the skills of incoming students and accelerating academic progress.

2.1.3: Ensure timely completion of gateway requirements.

### Strategy 2.2: Ensure a quality education.

#### Objectives | Sponsor: Vice President Keane and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)

2.2.1: Establish curricular and co-curricular assessment practices across the institution.

2.2.2: Develop and implement course, program and general education assessment cycles (establish learning outcomes, determine targets, gather evidence, analyze evidence, make changes based on evidence).

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.

#### Objectives | Sponsor: Vice Presidents Keane and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)

2.3.1: Ensure a relevant program mix based upon market analysis, including at all locations and in all modalities.

2.3.2: Expand options in competency based education, project- and work-based learning, and other active learning models.

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 and opportunities.

#### Objectives | Sponsor: Vice Presidents Marini, Keane, and Abreu-Hernandez

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 workforce 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 that are responsive to business and industry needs.

2.4.4 Partner with employers to identify and address structural and cultural obstacles to the full inclusion of diverse populations in regional industries.

### Strategy 2.5: Support a culture of academic innovation and collaboration.

#### Objectives | Sponsor: Vice Presidents Marini, Keane, and Abreu-Hernandez

2.5.1: Expand opportunities to design, assess, and scale academic innovations.

2.5.2: Expand the use of course material that are accessible, affordable, and recognize the diversity of our students.

2.5.3: Celebrate the success of innovative ideas successfully implemented.

2.5.4: Leverage our enhanced remote infrastructure to meet the increased student demand for remote and online learning and student support.

### Strategy 2.6: Engage and leverage corporate and community partners to address workforce needs.

#### Objectives | Sponsor: Vice Presidents Keane and Abreu-Hernandez

2.6.1: Leverage partner expertise to enhance curriculum relevance and currency.

2.6.2 Leverage partner expertise to engage in meaningful workforce learning experiences (e.g., apprenticeships, internships, co-op)

### **Goal 3: Optimize communication to enhance collaboration.**

#### **Strategy 3.1: Streamline communication.**

##### **Objectives | Sponsor: Vice Presidents Abreu-Hernandez and Marini**

3.1.1: Define audience and use cases for The Q and QCC.edu.

3.1.2: Create a centralized communications structure and consistent terminology.

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

##### **Objectives | Sponsor: Vice Presidents Marini, Abreu-Hernandez and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)**

3.2.1: Provide excellent customer service.

3.2.2: Prioritize student communication in order to minimize response times through all platforms.

3.2.3: Utilize appropriate communication methods to streamline all communication.

#### **Strategy 3.3: Strengthen external community partnerships.**

##### **Objectives | Sponsor: Vice President Abreu-Hernandez**

3.3.1: Increase College's presence within the community.

3.3.2: Develop strong community partnerships to leverage existing resources.

3.3.3: Proactively participate in the community to increase knowledge and awareness of College offerings and services.

3.3.4: Connect with community members by promoting opportunities for them to utilize QCC facilities and resources.

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

##### **Objectives | Sponsor: Vice President Abreu-Hernandez**

3.4.1: Improve processes for sharing information between offices and more effectively coordinate work flow.

3.4.2: Create a comprehensive college calendar and process for managing information.

## Goal 4: Foster a diverse, inclusive and engaged community

### Strategy 4.1: Promote a welcoming, inclusive, and supportive environment to support a sense of community and belonging.

**Objectives | Sponsor: Vice Presidents Marini, Keane, and Abreu-Hernandez and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)**

4.1.1: Create and promote a supportive environment that encourages diversity, equity, and inclusion.

4.1.2: Support diversity initiatives and increase participation.

### Strategy 4.2: Adopt an inclusive change management style/model.

**Objectives | Sponsor: Vice Presidents Marini, Keane, Abreu-Hernandez and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)**

4.2.1 Implement recommendations from the Equity Appraisal.

4.2.2. Empower middle managers in developing and implementing change processes.

4.2.3 Evaluate and expand mechanisms to solicit and respond to feedback from all faculty, staff, and students.

### Strategy 4.3: Align talent sourcing, development, and retention with strategic plan and institutional goals for diversity, equity, and inclusion.

**Objectives | Sponsor: Vice Presidents Marini, Keane, and Abreu-Hernandez and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)**

4.3.1: Increase the number of underrepresented faculty and staff at QCC.

4.3.2: Create and implement a comprehensive talent development and retention strategy.

4.3.3: Continue to leverage technology for a more effective work environment.

4.3.4 Create a succession plan that maintains continuity and momentum over time for the institution.

### Strategy 4.4: Promote QCC to the wider Central Massachusetts community.

**Objectives | Sponsor: Vice President Abreu-Hernandez**

4.4.1: Through cross training, create a holistic business outreach strategy that coordinates and maximizes corporate engagement within the QCC territories.

4.4.2: Regularly invite participation from key community partnerships when ready to launch new initiatives.

4.4.3: Create and coordinate staff/faculty opportunities to volunteer within the community.

4.4.4: Participate in/sponsor local events that strategically promote the goals of QCC.

4.4.5: Actively promote educational opportunities to our community partners.

### Strategy 4.5: Establish more meaningful relationships with alumni in the community.

**Objectives | Sponsor: Vice Presidents Keane and Abreu-Hernandez**

4.5.1: Create opportunities for QCC alumni to actively participate in current QCC initiatives/events.

4.5.2: Offer continuing education (CE) opportunities to QCC alumni.

4.5.3: Utilize alumni for volunteering in the community and provide expertise to current QCC students as well as other alumni.

4.5.4: Expand mentoring opportunities between QCC alumni and current QCC students.

## Goal 5: Strengthen QCC's organizational sustainability.

### Strategy 5.1: Design an effective, sustainable and equitable organization model.

**Objectives | Sponsor: Vice Presidents Marini, Keane, Abreu-Hernandez, and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)**

5.1.1: Use data and trends to analyze institutional budget, program mix and course modalities, student enrollment streams, retention and support, personnel, and space utilization at all locations.

5.1.2: Develop a fiscally sustainable service delivery model with local P-12 school districts, organizations and companies that serve non-traditional students.

5.1.3: Expand the process for addressing program growth/retirement and a financially sustainable program mix.

5.1.4: Increase and incentivize opportunities for collaboration.

5.1.5 Leverage best practices to develop effective and equitable policies, governance, remote work, space utilization and provision of virtual services.

### Strategy 5.2: Create efficient and effective organizational structure and systems.

**Objectives | Sponsor: Vice Presidents Marini, Keane, Abreu-Hernandez and Vice President of Strategic Enrollment Development & Student Engagement (Vacant)**

5.2.1: Review and implement a comprehensive strategy that integrates technology, space, and human resources and reflects best and emerging practices.

5.2.2: Continue ongoing maintenance and upgrades to campus buildings, furniture and equipment while reducing QCC's carbon footprint.

5.2.3: Implement equitable interdepartmental and intradepartmental service delivery for employees and students across all QCC locations.

5.2.4: Assess current IT security posture and develop and implement an improvement plan.

5.2.5 Assess current governance and committee structure and implement improvements.

5.2.6 Develop a comprehensive training strategy for the institution.

### Strategy 5.3: Secure resources that enable the college to meet the identified strategies.

**Objectives Sponsor: Vice Presidents Marini and Abreu-Hernandez**

5.3.1: Continue to update and implement a 3-year priority projects plan.

5.3.2: Pursue funding opportunities aligned with strategic initiatives.

# ADDENDUM

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## Strategic Planning Process 2018-2023

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

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- 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

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- 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

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- 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

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- 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, inclusive 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.

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# STRATEGIC PLANNING ACTIVITIES 2017-2018

1. **Strategic Planning (SP) Kick-Off Meeting - August 25, 2017**
  - 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
- iv. 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
  
11. **All College Forum: The First Look - Draft Strategic Goals 2018-2022 - December 11, 2017**
  - 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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ACADEMIC YEAR 2022/23 TO 2026/27  
**STRATEGIC PLAN**



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