

QUINCY COLLEGE

Strategic Plan

2026-2028 Updates Draft





Mission

Quincy College offers open-access and selective programs focusing on academic achievement and excellence, fostering diversity, providing economic opportunity, promoting community involvement, and supporting lifelong learning. We foster valuable learning relationships that inspire students to realize their educational and professional futures.

Vision

In five years, Quincy College will be the preferred transfer destination for community college students in Massachusetts. With strong K-12 partnerships, Quincy College will be the college of choice for commuter students throughout metro Boston and the South Shore areas. The college will become a regional center for workforce training in order to support the professional goals of a diverse student body and the employment needs of local businesses.

Values

At Quincy College, we are committed to the following values.

- Access
- Community
- Diversity
- Affordability
- Excellence
- Integrity
- Trust

Executive Summary (2026-2028)

Over the past five years, Quincy College has evolved from a tuition-dependent institution into a vibrant, innovative, and resilient college—uniquely positioned to expand access to higher education and meet the workforce needs of the Commonwealth and beyond.

The successful launch of baccalaureate degrees, revitalization of nursing programs, expansion of Early College Pathways, and the opening of the Healthcare and Science Career Institute marked a period of bold innovation from 2019–2025.

Now, as we look toward 2026–2028, Quincy College continues to embrace both opportunity and challenge. External forces—including advances in artificial intelligence, demographic shifts, political and economic uncertainty, competition from free community college initiatives and concerns around affordability and the value of higher education—shape the environment in which we operate. At the same time, deep partnerships with healthcare providers, regional schools, and community organizations, combined with new technologies and state support for access initiatives such as the Massachusetts Department of Higher Education's Targeted Scholarship Allocations, creates unprecedented opportunities for growth and impact.

In 2025, Quincy College engaged an external consultant to facilitate a comprehensive planning process involving faculty, staff, students, and community stakeholders. A total of 93 members of the campus community participated through three planning forums (two virtual, one in-person) and an online survey. Engagement included 31 full-time faculty (35%), 19 part-time/adjunct faculty (21%), 22 staff (24%), and 18 students (20%), ensuring diverse representation. Participants shared their experiences, values, aspirations for Quincy College, and even ideas for how they would invest a hypothetical \$2 million donation.

Key Insights

Through this inclusive process, three key realities emerged:

1. **Student Success and Equity** must remain at the core of the institution. Personalized support, flexible learning modalities, and expanded resources for mental health, financial stability, and academic persistence are essential to retention and graduation.
2. **Institutional Growth and Stability** require deliberate action. Data-driven program development, expansion of baccalaureate degrees, stronger recruitment and retention of faculty and staff, and targeted use of AI and technology will be central to achieving sustainability.
3. **Community, Respect, and Inclusivity** must define the Quincy College experience. An environment of affordability, accessibility, and belonging for students, faculty, and staff will be fostered through equity initiatives, expanded alumni and philanthropic engagement, and visible contributions to the communities we serve.

Strategic Themes

These insights were woven into the continuation of the **Six Strategic Themes**, which remain relevant and forward-facing:

- **Theme 1: Program Development (Online, baccalaureate, health, non-credit, and vocational programs)** –Expand programs to meet the academic and workforce needs of students and the communities we serve.
- **Theme 2: Educational Access** – Increase higher education access for residents of Quincy and Plymouth, metro Boston and southeastern Massachusetts and beyond.

- **Theme 3: Student Success (persistence, retention, graduation, transfer, employment)** – Increase retention and graduation rates through continuous review of institutional practices and the educational environment.
- **Theme 4: High-quality teaching and learning and academic excellence** – Build a dynamic teaching, learning, and working environment committed to the success of all students.
- **Theme 5: Human, Information, and Capital Resources** – Strengthen human, information, and capital resources to support faculty, staff, and students.
- **Theme 6: Financial Stability and Resource Development** – Ensure the future of the institution through the strategic management of capital and financial resources.

2026-2028 Game-Changers

Building on the progress of the past five years, five initiatives will define the coming period:

1. **Expansion of Baccalaureate Programs** – Introduce new bachelor's programs in high-demand fields, particularly in healthcare and technology, to attract students seeking affordable, career-focused degrees.
2. **AI and Technology Integration** – Leverage artificial intelligence to enhance enrollment management, academic advising, teaching innovation, and workforce-aligned curriculum design.
3. **Plymouth and Regional Growth** – Expand the Plymouth campus, strengthen satellite partnerships, and position Quincy College as an educational hub for southeastern Massachusetts.

4. **Inclusive Student Experience** – Develop comprehensive support systems for at-risk and adult learners, increase affordability and flexibility, and foster a culture of belonging.
5. **Community and Workforce Partnerships** – Deepen collaborations with healthcare institutions, local industries, and community organizations to ensure programs remain relevant and students are job-ready.

Looking Ahead

By 2028, Quincy College will have:

- Expanded its portfolio of associate and baccalaureate degrees in response to workforce demand.
- Increased enrollment and persistence, particularly among older and first-generation students.
- Established a reputation as a leader in accessible, affordable, and innovative higher education in Massachusetts.
- Strengthened financial stability through diversified revenue, philanthropy, and efficient resource allocation.
- Built a culture of respect, inclusion, and professional growth for students, faculty, and staff.

Quincy College's Strategic Plan (2026–2028) reaffirms our mission: **to provide an affordable, inclusive, and high-quality education that transforms lives and strengthens communities.** Through focus, collaboration, and innovation, we will not only meet the challenges of today but lead the way for the future of community-based higher education in New England.

THEME 1:	<p>Program Development (Online, baccalaureate, health, non-credit, and vocational programs) <i>Expand programs to meet the academic and workforce needs of students and the communities we serve.</i></p>
	<p>Goal 1: Launch Next Generation of Baccalaureate Programs</p> <p>Strategic Initiatives</p> <ul style="list-style-type: none"> • Develop new baccalaureate programs in applied and health sciences (e.g., Nursing). • Pilot shorter, flexible bachelor's models to improve affordability and meet workforce needs. • Explore interdisciplinary majors that integrate technology, health, and business.
	<p>Goal 2: Develop Stackable Academic Pathways</p> <p>Strategic Initiatives</p> <ul style="list-style-type: none"> • Strengthen certificate → associate → bachelor's pathways in healthcare, life sciences, technology, and business. • Expand use of embedded, industry-recognized credentials that support immediate employability. • Build structured non-credit → credit pathways to better serve adult and workforce learners.
	<p>Goal 3: Expand Health Science and Allied Health Programs</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> • Launch an Occupational Therapy Assistant program. • Establish Anesthesia Technology pathways in partnership with major hospitals. • Assess feasibility of additional allied health programs aligned with regional workforce needs. • Expand healthcare certificate and degree pathways for high school and Early College students to accelerate entry into nursing and allied health careers.
	<p>Goal 4: Scale Online Program Growth</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> • Expand fully online bachelor's and associate degree offerings. • Create adult-focused online certificates in high-demand workforce fields. • Invest in the Learning Innovation Hub's staffing and digital design capacity to ensure sustainable support for inclusive, high-quality course design and faculty development across all modalities.

	<p>Goal 5: Create a Responsive Program Development Model</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> • Implement an annual academic innovation process informed by labor market data and employer input. • Pilot “fast-start” program development cycles capable of launching new programs within 12–18 months.
	<p>Goal 6: Align Programs with Community & Workforce Needs</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> • Strengthen workforce partnerships by deepening collaboration with MassHire, SEIU, regional hospitals, and industry stakeholders to identify emerging skills gaps in healthcare, IT, advanced manufacturing, early childhood education, and clean energy. • Leverage labor market data (e.g., Burning Glass, U.S. BLS, surveys) to guide program development and revision. • Integrate industry credentials, internships, apprenticeships, and experiential learning into curricula so students graduate with job-ready skills and experience.
	<p>Goal 7: Grow Short-Term and Alternative Credentials</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> • Expand certificate and micro-credential programs that offer accelerated employment pathways. • Develop competency-based education (CBE) pathways aligned with workforce needs. • Increase Healthcare & Science Institute offerings in Boston and Quincy (e.g. CNA, PCT, Biotech, Clinical Medical Assistant). • Expand the Language Institute to serve workforce learners, English language learners, and international students.

THEME 2:**Educational Access**

Increase higher education access for residents of Quincy and Plymouth, metro Boston, southeastern Massachusetts, and beyond

Goal 1: Expand Selective Program Enrollment**Strategic Initiative**

- Strengthen targeted recruitment and marketing for Nursing, Allied Health, and other selective programs.
- Leverage new scholarships and employer partnerships to expand enrollment capacity.
- Develop structured pipelines from prerequisite coursework into selective program admission.

Goal 2: Grow Early College and Dual Enrollment Pathways**Strategic Initiative**

- Increase Early College High School (ECHS) participation to 300+ students through partnerships supported by the State Street grant.
- Expand Early College High School state designation to additional high school partners.
- Expand dual enrollment partnerships to more than 20 regional high schools.
- Create seamless transitions from Early College into associate and bachelor's programs.
- Enhance advising and student support for Early College and dual enrollment students via integrated student services

Goal 3: Leverage Enrollment Through Affordability**Strategic Initiative**

- Provide excellent customer service that shifts from reactive to proactive support.
- Foster a culture of inclusiveness within Student Financial Assistance that reflects the mission and purpose of higher education access.
- Develop and promote the affordability of Quincy College through clear communication of value and cost transparency.
- Leverage existing funding through federal & state Title IV aid with transparency, including workforce grant programs.
- Increase need-based scholarships to promote persistence and completion.
- Establish an emergency fund to assist students experiencing unexpected hardships.

Goal 4: Strengthen Transfer Pathways	<p>Strategic Initiative</p> <ul style="list-style-type: none"> • Expand articulation agreements statewide and regionally. • Build advising systems that clearly communicate transfer options. • Evaluate and enhance advising systems using Jenzabar One to provide students with real-time academic planning tools that support persistence, degree completion, and accessibility.
Goal 5: Intentionally Engaging with Students & Families Through Marketing	<p>Strategic Initiative</p> <ul style="list-style-type: none"> • Enhance student-focused social media outreach with clear goals and outcomes. • Expand intentional outreach to support matriculation, persistence, and retention. • Refresh the Quincy College brand across digital platforms. • Provide coordinated marketing support for Admissions, Financial Aid, and International Services. • Display all print and social media ads in the Welcome Center and at off-campus recruitment events.
Goal 6: Develop National Online Learning Presence	<p>Strategic Initiative</p> <ul style="list-style-type: none"> • Build on NECHE approval and SARA membership to market QC online programs nationally. • Identify programs with the greatest national potential (e.g., Nursing, Business, Technology). • Launch coordinated national online marketing strategy (SEO/SEM, branding, and digital campaigns). • Develop short- and long-term strategies to compete nationally in the online learning space, including feasibility studies, cost-benefit analysis, and marketing plans (Marketing Team).
Goal 7: Expand English Language Institute	<p>Strategic Initiative</p> <ul style="list-style-type: none"> • Grow enrollment and strengthen transition pipelines into certificate, associate, and bachelor's programs. • Explore additional language support offerings for immigrant and international populations. • Build employer partnerships to advance English-language workforce skills.

Goal 8: Modernize Enrollment Operations and Institutional Research**Strategic Initiative**

- Invest in modern, integrated systems to support enrollment operations.
- Ensure IT engagement and support for SIS and student-facing systems to prevent delays or access issues.
- Centralize Institutional Research to validate data and support data-informed enrollment, advising, and student success decisions.

Goal 9. Strengthen Enrollment Management and Admissions Operations**Strategic Initiatives**

- Enhance Admissions and International Services through coordinated outreach and enrollment strategies.
- Provide all print and social media materials for the academic year in the Welcome Center and at off-campus recruitment events.
- Improve student experience by launching a modern, dynamic online application for admission.
- Expand outreach services through a refreshed online admissions landing page.
- Adopt intentional enrollment practices that prioritize student success and support long-term achievement.
- Implement succession planning within the Enrollment Management & Student Financial Assistance Division, including cross-training, professional growth, and staff retention strategies.

Theme 3:	Student Success (persistence, retention, graduation, transfer, employment) (2025-2028) <i>Increase retention and graduation rates through continuous review of institutional practices and the educational environment.</i>
	Goal 1: Strengthen Equity & Student Belonging Strategic Initiative <ul style="list-style-type: none"> • Increase Quincy College student representation in all promotional, marketing, and students facing materials to ensure all students are reflected in these items. • Invest in student clubs, affinity groups, and culturally responsive programming and trainings.
	Goal 2: Implement a Comprehensive Retention & Persistence Plan Strategic Initiative <ul style="list-style-type: none"> • Set clear institutional retention and graduation targets, disaggregated by key student populations (race/ethnicity, first-generation, adult learners, veterans, and international students). • Use Zogotech and EdSights predictive analytics to proactively intervene with at-risk students. • Collect and analyze student engagement and success trends identified through EdSights data. • Pursue grant funding (e.g., Title III, and Targeted Scholarships) to expand retention-focused student supports.
	Goal 3: Reimagine Developmental and ELL Pathways Strategic Initiative <ul style="list-style-type: none"> • Finalize streamlined English and Math sequences with corequisite support models. • Finalize the ELL to college English pathway, including alignment of placement tests (Accuplacer, TABE, LOPES). • Accelerate students into college-level coursework by reducing reliance on traditional remediation. • Expand corequisite and accelerated English pathways for multilingual learners and ELL students. • Promote college readiness and access for LEAP students and other high-need populations.

Goal 4: Expand Career-Integrated Learning

Strategic Initiative

- Increase internships, clinical placements, apprenticeships, and co-op opportunities.
- Develop structured **career-connected and competency-based pathways** across workforce and bachelor's programs.
- Pilot milestone and completion incentives to strengthen persistence and graduation outcomes.
- Expand service-learning, civic engagement, and community-based projects linking academic learning with real-world experience and community impact.

Goal 5: Support Working Adult Learners

Strategic Initiative

- Expand flexible and accelerated course formats—including evening, weekend, hybrid, online, and accelerated options—to accommodate the schedules of working adults.
- Develop adult-centered student services such as tailored orientation programs, academic advising, degree audits, and career readiness assessments.
- Strengthen employer partnerships to expand tuition assistance, cohort-based learning models, and customized workforce training opportunities.
- Increase accessibility and support services by improving childcare, transportation, financial aid guidance, academic support, and technology assistance, with extended hours of operation.
- Leverage prior learning by expanding credit for prior learning (CPL) opportunities, including industry certifications, military training, and relevant work experience, to accelerate degree completion.

Goal 6: Advance Data-Informed Student Success Practices

Strategic Initiative

- Integrate predictive analytics into advising and academic planning.
- Use real-time dashboards to monitor persistence, course completion, and equity gaps.
- Leverage real-time student learning data from Canvas and other academic systems to inform interventions.
- Establish annual student success review cycle that connects data to program and service improvements.

Goal 7: Strengthen Student Mental Health & Well-Being Supports**Strategic Initiatives**

- Expand access to counseling, wellness, and behavioral health services across all campuses.
- Integrate mental health, wellness, and resilience programming into student life and academic support structures.
- Develop faculty and staff training to identify, refer, and support students in distress.
- Enhance student clubs, leadership opportunities, and campus activities to foster belonging, connection, and holistic well-being.

Theme 4:	<p>High-Quality Teaching, Learning, and Academic Excellence (2026–2028) <i>Build a dynamic teaching, learning, and working environment committed to the success of all students.</i></p>
	<p>Goal 1: Advance Teaching Innovation & Faculty Excellence</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> • Establish a Faculty Innovation and Excellence Framework that links professional development, teaching evaluation, and student success outcomes. • Scale digital badging and micro-credential programs for faculty in pedagogy, DEI, and instructional technology. • Expand participation in regional and national teaching consortia to share best practices and innovations. • Increase faculty professional development through structured learning series, workshops, and training focused on pedagogy, DEI, instructional technology, and inclusive design frameworks (UbD/UDL, Validation Theory).
	<p>Goal 2: Transform Learning Through Technology & Simulation</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> • Build next-generation learning environments incorporating VR/AR, AI-driven tutoring, and immersive simulations. • Position Quincy College as a regional leader in simulation-based and experimental learning across health, life sciences, and STEM programs. • Fully integrate analytics dashboards to monitor course quality and student performance in real time. • Invest in quality online courses through instructional design standards, faculty training, and Quality Matters certification.

Goal 3: Expand Open Educational Resources (OER) and Affordable Learning

Strategic Initiative

- Institutionalize OER adoption and reviews processes as part of curriculum development and program approval.
- Reduce the average student cost of course materials by 25% by 2028, as measured by total annual spending on textbooks and required resources.
- Establish recognition and support programs for faculty who adopt, adapt, or create OER and other low/no-cost instructional materials.
- Expand access to affordable digital library resources, open-access repositories, and inclusive access that reduce out-of-pocket costs.
- Increase faculty and student awareness and utilization of OER and affordable learning options through workshops and targeted communication.

Goal 4: Enhance Library as a focal point for learning innovation.

Strategic Initiative

- Create an Information Literacy toolkit for faculty and students emphasizing digital scholarship and AI.
- Expand librarian - faculty collaborations (course design, equity in access, textbook affordability, materials suggestions, teaching technologies).
- Connect faculty and students to emerging technologies and tools for enhanced teaching and learning.

Goal 5: Deepen Academic Integrity and AI-Ready Practices

Strategic Initiative

- Develop and implement an AI Policy defining ethical and appropriate use of AI by students, faculty, and staff, aligned with Quincy College's mission, integrity standards, and commitment to innovation.
- Provide faculty and student training modules on ethical technology and AI use.
- Expand use of authentic and diversified assessment practices to reduce reliance on high stakes proctored exams.
- Establish college-wide standards for online course assessments, including tools such as Respondus Monitor, ExamSoft, and Turnitin, to ensure both integrity and quality.

Goal 6: Align Facilities and Technology with Academic Excellence

Strategic Initiative

- Secure infrastructure and modernization grants for next-generation classrooms and labs.
- Expand Healthcare & Science Career Institute as a flagship teaching and simulation site.
- Complete development of a Facilities Master Plan that aligns space, technology, accessibility, and student experience.
- Embed systematic program assessment into all programs, leveraging Canvas and emerging technologies to automate data collection, analysis, and reporting.

Theme 5:**Human, Information, and Capital Resources (2026-2028)**

Strengthen human, information, and capital resources to support faculty, staff, and students.

Goal 1: Strengthen and Broaden the Workforce**Strategic Initiative**

- Revise hiring process to increase Human Resources involvement in candidate selection and strengthen consistency across departments.
- Ensure transparency, efficiency, and equity in recruitment and selection by providing training for hiring managers and search committees on inclusive and compliant hiring practices.
- Collaborate with Human Resources and Student Success initiatives to foster college-wide engagement, equity, and an inclusive workplace culture.
- Enhance frontline student support staffing – particularly in advising, enrollment, and mental health - to better meet student needs and strengthen workforce capacity.
- Update employee and faculty handbooks and policies to emphasize workplace professionalism, clarity, and consistency across divisions.

Goal 2: Advance Professional Development & Institutional Learning**Strategic Initiative**

- Train managers on the performance evaluation process and guide them in setting professional development goals aligned with institutional priorities.
- Support faculty research, conference participation, and innovative teaching practices through recognition, release time, and institutional resources.
- Expand faculty and staff professional development through diverse formats, including peer-learning groups, discipline-specific workshops, conferences, webinars, and online learning opportunities.
- Foster research, leadership growth, and innovative practice across the institution by providing structured resources, recognition programs, and leadership development pathways.

Goal 3: Transform Information Infrastructure

Strategic Initiative

- Complete Zogotech data warehouse implementation; and launch institution-wide analytics dashboards to support data-informed decision-making.
- Fully implement Jenzabar One and Recruitment Manager CRM to strengthen enrollment, advising, and success operations.
- Scale the use of real-time data and reporting tools across academic and administrative units to improve efficiency and accountability.

Goal 4: Secure Digital Privacy and Cybersecurity Leadership

Strategic Initiative

- Implement Artic Wolf monitoring system for proactive threat detection and response.
- Expand cybersecurity, FERPA and data privacy training for all employees.
- Establish an annual cybersecurity and IT infrastructure audit cycle to ensure continuous improvement and compliance.

Goal 5: Reimagine Facilities and Campus Experience

Strategic Initiative

- Secure capital funding for next-generation classrooms, simulation labs, and technology-rich learning environment
- Expand the Boston Healthcare & Science Institute as a flagship model for workforce-aligned training.
- Develop long-term partnerships with municipalities and private sector partners to explore new campus space opportunities and community impact projects.

Goal 6: Promote a Culture of Communication and Transparency

Strategic Initiative

- Establish clear, consistent, and multi-channel communication systems for sharing institutional updates (e.g., newsletters, town halls, dashboards).
- Create structured feedback mechanisms that encourage employee participation in institutional decision-making and policy review.
- Train leaders and managers in effective, transparent communication practices that emphasize openness, listening, and accountability.
- Develop and launch a survey for adjunct faculty to assess institutional awareness, communication preferences, and information needs.
- Publish salary ranges and position information openly to strengthen transparency, trust, and equity in hiring and compensation.
- Develop metrics and regular reporting to assess communication effectiveness, using employee surveys and engagement indicators.

Theme 6:	Financial Stability and Resource Development (2026-2028) <i>Ensure the future of the institution through the strategic management of capital and financial resources.</i>
	Goal 1: Build a Sustainable Financial Model Strategic Initiative <ul style="list-style-type: none"> • Strengthen multi-year financial forecasting to anticipate enrollment fluctuations and policy or funding changes. • Expand site-specific ROI tracking for Quincy, Plymouth, online, and new initiatives to guide strategic investment. • Optimize the balance of instructional and support spending to maximize resources dedicated directly to teaching and learning. • Enhance budget transparency through clear reporting and regular communication of financial priorities and outcomes.
	Goal 2: Grow Philanthropy and Advancement Capacity Strategic Initiative <ul style="list-style-type: none"> • Establish alumni tracking systems and advancement policies to strengthen engagement and stewardship. • Launch a comprehensive fundraising campaign supporting scholarships, student success, and capital projects. • Develop planned giving and named endowment opportunities to build long-term financial sustainability. • Expand the donor pipeline through corporate, community, and alumni partnerships. • Create structured communication channels to keep donors informed, engaged, and connected to institutional priorities, impact, and outcomes.
	Goal 3: Strengthen Public and Employer Partnerships Strategic Initiative <ul style="list-style-type: none"> • Expand employer partnerships in Nursing, Allied Health, Biotechnology, and baccalaureate programs through tuition sponsorships, apprenticeships, and workforce pipelines. • Scale tuition-support collaborations with unions, workforce boards, and nonprofit agencies. • Position Quincy College as a regional workforce and economic development leader through active civic, industry, and community engagement.

Goal 4: Expand Competitive Grants Portfolio

Strategic Initiative

- Pursue larger federal and state grants (e.g., Title III, TRIO, AANAPISI, workforce development, capacity-building).
- Target funding from Mass Life Sciences Center, MassBio, healthcare systems, and technology sector partners.
- Strengthen internal grant-writing and post-award management capacity to enhance competitiveness and compliance.
- Align grant-funded projects with institutional priorities, including student success, workforce alignment, and online program expansion.

Goal 5: Advance Transparency and Accountability

Strategic Initiative

- Provide real-time financial dashboards for college leadership and the Board of Governors.
- Publish annual financial performance reports for internal and external stakeholders.
- Define and monitor key financial performance indicators (KPIs) aligned with enrollment, persistence, philanthropy, and facilities utilization.
- Strengthen stakeholder confidence through proactive communication of audits, financial results, and long-term fiscal plans.

Thank you.

QUINCY COLLEGE

