Strategic Plan
FY 2022-2025

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.

Strategic Goal 1

Pursue NECHE general approval for online education and offer all non-selective programs in online modality.

Strategic Goal 2

Obtain final approval for the BS in Business Management from the DHE and submit substantive change to NECHE.

Strategic Goal 3

Secure BORN final approval for both ADN and PN programs and develop plans for capacity increase.

Strategic Goal 4

Design and offer baccalaureate programs for most associate-level programs.

Strategic Goal 5

Offer a degree-completion program at both the associate and baccalaureate level.

Strategic Goal 6

Increase the number of allied health programs offered at the college.

Strategic Goal 7

Develop credit for prior learning opportunities.

Strategic Goal 8
Develop programs based on community needs.
♦ **Key Strategies** ♦
8.1. Collaborate with MassHire and other local organizations to identify needs and provide training.
8.2. Use industry data in new program development.
Strategic Goal 9
Investigate non-credit and vocational programs with the potential to become certificate and associate degrees.
Strategic Goal 10
Review programs for opportunities to develop stackable credentials and to support student completion through sequencing.

THEME 2: Educational Access

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

Strategic Goal 1

Increase enrollment in selective programs.

♦ Key Strategies ♦

1.1 Develop a program-specific marketing and recruitment plan in collaboration with Nursing and Allied Health programs.

1.2. Review application deadlines and clearance completion dates to promote full enrollment.

Strategic Goal 2

Increase the number of new students enrolling in QC programs.

♦ Key Strategies ♦

2.1. Develop a marketing and recruitment plan to increase enrollment with attention to specific populations: high school grads, adults, older adults, students of color, young men, veterans, international, unemployed or underemployed.

2.2. Analyze data on applicants who don't register, or who register and withdraw before first day of class.

2.3. Create data-based communication plans and outreach efforts to minimize the melt.

Strategic Goal 3

Increase dual enrollment partnerships, pathways, and enrollment in Early College High School.

Strategic Goal 4

Promote affordability through financial aid, scholarships, and the establishment of appropriate tuition price points for selective programs.

♦ Key Strategies ♦

4.1. Explore programs suitable for free tuition.

4.2. Increase financial aid form completion

Strategic Goal 5
Develop an enrollment communications calendar to inform current and potential students of significant enrollment milestones with appropriate targeted messaging.
Strategic Goal 6
Develop a course schedule with input from registration, advising, deans, faculty and students, balancing enrollment with resource availability.
♦ **Key Strategies** ♦
6.1. Review and improve timeline, responsibilities, and processes
6.2. Support three-year rotation of courses.
6.3. Ensure schedule information accuracy and consistency across the systems (Canvas, Jenzabar, Portal, QC web, etc.)
6.4. Schedule flex semesters strategically to reach the maximum number of students while minimizing the number of cancelled sections.
6.5. Maintain a collaborative course cancellation process to meet the academic needs of students.
Strategic Goal 7
Promote transfer.
♦ **Key Strategies** ♦
7.1. Develop Quincy College as the number one transfer destination for students attending community colleges in Massachusetts seeking a baccalaureate degree.
7.2. Increase articulation agreements to provide optimal transfer opportunities for our graduates.
7.3. Invest in systems to clarify transfer options.
Strategic Goal 8
Promote diversity, equity, and inclusion in student access.
♦ **Key Strategies** ♦
8.1. Increase enrollment to reflect the communities we serve.

8.2. Identify subgroups for targeted communications about QC programs and services.
8.3. Disaggregate College data by race, ethnicity, gender, age, and income, when possible, to discern gaps.
8.4. Develop initiatives and interventions to close the gap.
Strategic Goal 9 Evaluate technological and human capacity to serve students with disabilities.
Strategic Goal 10 Continue to develop the College website to promote QC's programs and offerings.
Strategic Goal 11 Review policies, procedures, and business practices related to admissions, advising, registration, student accounts, and financial aid.
♦ **Key Strategies** ♦
11.1. Conduct administrative program reviews to evaluate how areas' individually and collectively serve students.
11.2. Review all policies within the framework of Diversity, Equity, and Inclusion (DEI)
11.3. Invest in electronic catalog system to facilitate quality and consistency of policies in multiple sources (policy manual, faculty manual, student handbook, catalog)
Strategic Goal 12 Develop an English Language Institute.

THEME 3: Student success (persistence, retention, graduation, transfer, employment)

Increase retention and graduation rates through continuous review of institutional practices and the educational environment.

Strategic Goal 1

Promote diversity, equity and inclusion (DEI) in all curricular and co-curricular experiences.

♦ Key Strategies ♦

1.1. Organize clubs, co-curricular experiences, and speakers.

1.2. Design a diversity celebration calendar.

Strategic Goal 2

Evaluate the First Year Seminar for effectiveness, correlating enrollment patterns to student success.

Strategic Goal 3

Continue to evaluate and improve Early Alert (Notice of Concern)

♦ Key Strategies ♦

3.1. Revise and clarify five categories.

3.2. Revise and clarify communication flow and sequence.

3.3. Promote utilization of Early Alert college wide.

Strategic Goal 4

Evaluate tutoring model and make recommendations based on data analysis, faculty and student feedback, and best practices (e.g. peer tutoring, supplemental instruction)

Strategic Goal 5

Provide meaningful and impactful student engagement opportunities, such as: wellness activities, service learning, new clubs based on student interests, speakers' series, Founders Day celebration.

Strategic Goal Six

Develop and implement a retention plan (with goals, benchmarks, initiatives, timeline, and budget) with consideration to the following:

♦ **Key Strategies** ♦

6.1. Conduct a thorough demographic analysis of students who do not return to the College.

6.2. Through in-depth interviews, identify trends among non-returning students and develop a plan for targeted outreach.

6.3. Assess and improve communications.

6.4. Survey students at specific intervals to understand their enrollment intentions and factors that may influence them.

6.5. Implement multiple open houses and orientations throughout the year in consideration of flex semesters.

6.6. Evaluate and advance advising systems.

Strategic Goal 7

Analyze developmental offerings and make recommendations to accelerate students through developmental to college-level work.

♦ **Key Strategies** ♦

7.1. Review developmental mathematics curriculum and course sequences.

7.2. Review developmental English curriculum and course sequences.

7.3. Recommend and implement alternative models, such as ALP and corequisites.

Strategic Goal 8

Analyze ELL offerings and make recommendations to accelerate students through ELL to college-level work.

♦ **Key Strategies** ♦

8.1. Analyze data for progression and completion.

8.2. Propose corequisite model allowing students to take appropriate college-level courses corresponding to their English-level competency.

Strategic Goal 9
Develop Curricular and programmatic initiatives to promote retention
♦ **Key Strategies** ♦
9.1. Deploy learning communities
9.2. Analyze data on non-degree students and explore metamajors
9.3. Explore milestone and completion incentives.
Strategic Goal 10
Engage faculty in classroom-based retention efforts.
♦ **Key Strategies** ♦
10.1. Promote faculty interaction with students in developmental courses.
10.2. Engage faculty with retention calls and check-ins throughout the semester.
Strategic Goal 11
Assess current placement practices and make data-based recommendations for moving forward.
Strategic Goal 12
Promote early registration of both new and continuing students.
Strategic Goal 13
Increase the number of internships.

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.

Strategic Goal 1

Support programmatic excellence through local, regional, and national accreditation.

♦ **Key Strategies** ♦

1.1. Achieve full accreditation for the nursing program.

1.2. Remove NECHE Notice of Concern

1.3. Maintain selective program accreditation

1.4. Strengthen programs with additional accreditations when appropriate.

Strategic Goal 2

Assess core and program-level outcomes according to Institutional schedule and implement recommendations based on findings.

♦ **Key Strategies** ♦

2.1. Complete six College core outcomes by spring 2024.

2.2. Assess two outcomes per year per program.

2.3. Develop strategies to assess multiple program outcomes at once

Strategic Goal 3

Provide support for both faculty and students to succeed online.

♦ **Key Strategies** ♦

3.1. Increase technological and administrative capacity to support online learning

3.2. Promote student learning series in First Year Seminar.

3.3. Increase participation in student and faculty learning series as designed by the Hub.

3.4. Increase the number of Quality Matters©Certified courses.

3.5. Invest in instructional technologies, including virtual reality, augmented reality, and simulation.

Strategic Goal 4 Investigate and promote digital badges for faculty academic excellence.
Strategic Goal 5 Promote academic integrity.
♦ **Key Strategies** ♦
5.1. All faculty will use Respondus Monitor, ExamSoft, or Honorlock for all online assessments to confirm student identity in online courses.
5.2. Develop policies to promote academic integrity in the online environment.
Strategic Goal 6 Strengthen classroom experience through collaboration with the Library and its resources.
Strategic Goal 7 Increase the utilization of Open Educational Resources (OER).
Strategic Goal 8 Assess current academic practices and policies and make recommendation to support student success.
♦ **Key Strategies** ♦
8.1. Promote student classroom attendance.
8.2. Review transfer and course repeat policies.
8.3. Evaluate academic calendar start dates.
8.4. Maintain accurate and up-to-date policies.

THEME 5: Human, Information, and Capital Resources:

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

Strategic Goal 1

Invest in a highly skilled workforce in alignment with the strategic plan's goals and priorities.

♦ Key Strategies ♦

1.1. Design and implement a professional development plan for faculty and staff.

1.2. Strengthen relationships with other institutions, including community colleges, to broaden the institutional knowledge base and develop best practices.

1.3. Increase the diversity of faculty and staff.

1.4. Increase faculty and staff knowledge and skills to be successful in a diverse, multicultural environment.

    a. Provide workshops and training opportunities to promote awareness of diversity, equity, and inclusion (DEI) in the working and learning environments.
    b. Implement a campus DEI survey

1.5. Strengthen the hiring process through instituting best practices.

    a. Provide search committee training to promote Diversity, Equity, and Inclusion (DEI).
    b. Continue to update policies and procedures related to hiring in accordance with municipal, state, and federal laws.

1.6. Maintain, update, and communicate policies and procedures

1.7. Promote a culture of communication and transparency

    a. Communicate clear expectations around performance, health, and safety.

    b. Provide informal and formal opportunities for engagement among College leadership, faculty, and staff.

    c. Provide regular updates about upcoming events and accomplishments through newsletters and Presidential communications.

Strategic Goal 2

Provide students, faculty, and staff, with access to appropriate technology in response current trends and expectations.

♦ Key Strategies ♦

2.1. Democratize data through data warehousing, data analytics, and data dashboards.

2.2 Invest in state-of-the-art systems to support enrollment operations.

a. Institute a Jenzabar users' group.
b. Implement Jenzabar One to increase students' knowledge of degree requirements and different degree scenarios.
c. Investigate evolving enrollment and communication technologies in collaboration with administrative and academic areas.

2.3. Maintain data privacy and cybersecurity.

a. Continue to update policies and provide training
b. Review and update policies.

2.4. Continuously review and maximize utilization of available and relevant features of the College's Student Information System (Jenzabar) and Learning Management System (LMS).

2.5. Increase the College's ongoing advancement through participation in EduCause or other educational technology knowledge centers.

Strategic Goal 3

Provide an optimal physical space for teaching and learning.

♦ **Key Strategies** ♦

3.1. Engage in proactive space and facilities planning (Multi-campus Facilities Plan) based on programmatic and administrative needs.

3.2. Ensure a safe and healthy teaching, learning, and work environment through security planning and communication.

3.3 Evaluate classroom spaces to develop a long-term plan for upgrade of learning spaces.

3.4. Work with local partners to develop long-term vision for permanent building.

THEME SIX: Financial Stability and Resource Development

Ensure the future of the institution through the strategic management of capital and financial resources

Strategic Goal 1

Develop a balanced budget that reflects enrollment trends and provides support for core instructional and administrative services.

♦ Key Strategies ♦

1.1. Integrate the strategic plan into decisions on new hires, expenses, and initiatives.
1.2. Explore collaborations with other institutions to reduce expenses.
1.3. Reduce footprint through classroom scheduling efficiency and reorganization of administrative spaces.
14. Assess each vendor contract for competitiveness.
1.5. Increase reserves each year.

Strategic Goal 2

Increase fundraising through community relationships and alumni.

♦ Key Strategies ♦

2.1. Launch an alumni newsletter.
2.2. Expand donor list and provide opportunities for meaningful giving.
2.3. Provide bricks-and-mortar and named scholarship opportunities.
2.4. Strengthen relationships with philanthropic partners (e.g. President's Community Council, College Courses Inc,)
2.5. Increase number of donors, types, and amounts of scholarships.
2.6. Establish planned giving infrastructure

Strategic Goal 3 Strengthen partnerships with municipal, state, and federal entities to support QC's standing and visibility.
♦ **Key Strategies** ♦
3.1. Increase leadership presence at high-priority organizations.
3.2. Engage local businesses, K-12 partners, and City of Quincy leadership in discussions about the vital role Quincy College plays in the communities served.
3.3. Engage legislative and governmental partners regarding in support of Quincy College.
Strategic Goal 4 Increase number and amount of state, federal, and private grants.
♦ **Key Strategies** ♦
4.1. Apply for and be awarded Title III
4.2. Apply for and be awarded other federal grants, including AANAPISI and TRIO
4.3. Become an Hispanic Serving and an Asian Serving institution
Strategic Goal 5 Promote financial transparency through collaboration and responsiveness to the Board of Governors and other stakeholders.
♦ **Key Strategies** ♦
5.1. Address any questions in forensic audit or management letters.
5.2. Increase capacity to make more accurate enrollment projections and work collaboratively with the Board of Governors to translate trends into the budget.
5.3. Continue to provide timely and accurate updates on financial picture.