

Strategic Long Range Plan 2005-2006 Annual Update

Overview

The Strategic Long Range Planning Committee (SLRP) convened during the summer of 2006 to assess progress toward accomplishment of Strategic Priorities listed in the Strategic Plan 2006-2010. The new College President, Dr. Gail Carberry, convened the SLRP Committee and charged them to evaluate accomplishments in the form of specific, measurable outcomes and not in the form of processes or activities. Dr. Carberry directed the SLRP Committee to ask the key question “With what result?” in evaluating the plan’s impact. The SLRP had difficulty in identifying results embedded in the current plan for effective measurement of the plan’s impact on institutional effectiveness. (see Appendix A – Mid-Year Progress Report)

Subsequent meetings of the Executive Team in evaluating the SLRP Committee’s lack of progress on reporting of outcomes identified substantive weaknesses in the current Strategic Plan 2006-2010 which impede its effectiveness as a tool for managerial planning and evaluation. These weaknesses and a set of recommendations to strengthen the plan follow below.

Proposed Actions to Address Shortcomings of the Plan

Weakness 1.

The plan was created prior to the formation the QCC Institutional Research Office. Consequently, **NO BASELINE DATA WAS COLLECTED PRIOR TO 2006 UPON WHICH TO SET STRATEGIC GOALS THAT ARE MEASURABLE AGAINST PAST PERFORMANCE.**

Recommendation 1.

The Office of Institutional Research will establish baseline information on key institutional effectiveness measures against which to quantitatively and qualitatively measure incremental gains in the progress of QCC toward accomplishment of

institutional priorities. At a minimum, these outcome measures will evaluate four key indicators of success: Enrollment, Revenue, Institutional Quality and Institutional Responsiveness (See Appendix B).

Weakness 2.

The plan was created in a compressed timeframe to meet a mandated deadline set by the Board of Higher Education for submission of a Strategic Plan from each public campus. Additionally, this compressed time frame corresponded to a period of “Work to Rule” on the QCC campus. Consequently, **THE PLAN WAS CREATED WITHOUT THE BROAD INPUT OF THE QCC FACULTY WHO ARE LARGELY RESPONSIBLE FOR DELIVERING ON PRIORITIES CONTAINED IN THE PLAN.**

Recommendation 2.

Using the existing priorities of the plan as a skeletal framework, a realignment of activities against the strategic priorities and the establishment of measurable outcome objectives will be completed in coordination with the campus Shared Governance structure during the Spring 2007 semester. Through this process of departmental involvement, the stakeholders in the plan will share in identifying strengths, weaknesses and opportunities for design and delivery of future programs and services.

Weakness 3.

The plan’s strength is in its internal, student centered focus. However, because there was no office of Institutional Research at the point of the plan’s conception, and owing to the compressed time frame for the plan’s submission to the Board of Higher Education, **NO EXTERNAL SCANNING WAS CONDUCTED AND INTEGRATED INTO THE PLAN IN ORDER TO SET GOALS SPECIFIC TO CHANGING COMMUNITY AND LOCAL BUSINESS TRENDS.**

Recommendation 3.

A series of Business Cluster scanning meetings will be scheduled at QCC during the Spring/Summer of 2007. The purpose of this activity is to identify business trends that impact QCC’s curriculum and resource development efforts. The identification of potential business partners to advance QCC programs will also be a key outcome of these efforts. Additionally, a series of meeting with Community Based Agencies will be conducted. (The first meeting occurred on August 10, 2006.) These meetings will identify unmet educational needs in the community and identify partners for potential planning of grant proposals to advance mutual community efforts within the framework of the Strategic Plan. The Institutional Research Office will also collect reports that exist in the public domain specific to local economic trends, demographics and regional issues.

Presidential Goals / Strategic Plan Integration

The new College President has identified three major broad goals to advance Quinsigamond Community College. During an Executive Retreat on August 29, 2006, the Team and the President integrated these goals and related action steps into the strategic planning process. (See Appendix C)

The Broad Presidential Goals for QCC are to:

1. Increase Enrollment
2. Increase Revenue
3. Increase Quality/Responsiveness

Each of the goals is inter-related. The quality and responsiveness goals will better align QCC with employer and student expectations, helping to drive enrollment and a corresponding increase in tuition/fee-based revenues. In addition, aggressive activity in grant generating and industry/community partnerships will generate resources for new programs to expand enrollments. The President has established a series of “Quality Teams” headed by key members of the executive staff to oversee these efforts (See Appendix D).

1. **INCREASE FALL 07 ENROLLMENT** by 1.5% over Fall 2006
 - a. Offer a full degree on line by Fall 2007
 - b. Expand college responsiveness in non-traditional hours to low-income working adults through a Saturday College model or expanded Evening College model by Fall 2007.
 - c. Engage in a partnership plan to expand satellite offerings during daytime hours by January 2008.
 - d. Develop a Business Degree Option and High School feeder model in Entrepreneurship by Fall of 2008.
 - e. Increase enrollment in ESL through partnership with Community Agencies, including co-located intake and course delivery efforts by Fall 2007.
 - f. Create a plan by January 2007 to increase nursing enrollments using evening hours and/or a alternative delivery sites.
 - g. Create a plan and resources for a “Summer Bridge Program” to support the readiness of under-prepared students and positively impact retention.
2. **INCREASE REVENUE** by a minimum of \$500,000 over FY06
 - a. Increase grant submissions in 2006-07 by a total of 10 over 2005-06.
 - b. Increase fee-based income in proportion to enrollment gains.
 - c. Submit no less than 3 concept papers to congressional representatives for earmark support.

3. INCREASE QUALITY/RESPONSIVENES in four key areas
 - a. Actively Pursue Capital Bond/DCAM support for the North Wing Project to improve facilities.
 - b. Pursue transportation funding support to improve student access from Southbridge and/or other outlying communities.
 - c. Staff an office for diversity and expand community linkages through no less than quarterly meetings with key agencies in 2006-07.
 - d. Increase responsiveness to the business community through the hosting of no less than four business relations meetings during 2006-07 with resultant reports and actionable curriculum items identified.