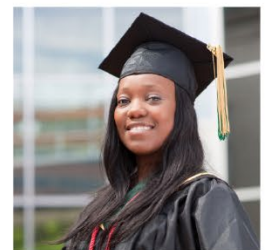
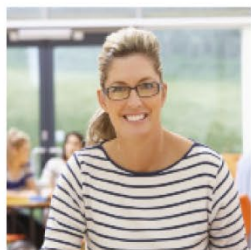
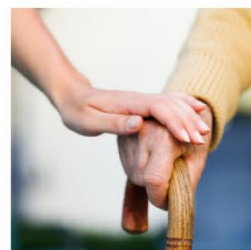
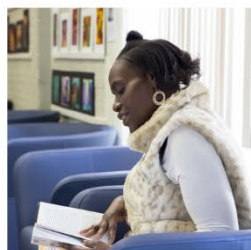
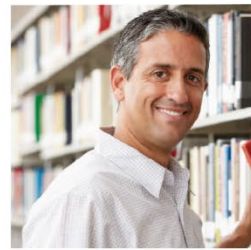


STRATEGIC PLAN

FY 2020 - FY 2024



Quincy College Strategic Plan

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Overview

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

Within a decade, Quincy College will become recognized as the best public higher education institution in its class. Serving the metro Boston and South Shore areas, Quincy College will offer a range of higher education degrees and career-focused certificate programs with open-enrollment and selective admissions offerings.

Values

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

- Student learning and achievement
- Excellence in teaching
- Mutual respect, responsibility, and collaboration
- Individual and institutional integrity
- Diversity of people and perspectives

Strategic Planning Process

In July 2019, all department and academic divisions conducted unit-level SWOT analyses with their respective staff members. This was the initial step in commencing the College's bottom-up strategic planning approach. These responses were collected and analyzed in Fall 2018 and used to inform the overall planning process.

President Michael G. Bellotti and Provost Gerald Koocher launched the strategic planning process in winter 2019. A letter of invitation was sent out to all faculty, staff, and members of the Board of Governors. A total of 83 faculty, staff, and board members convened on January 22, 2019 to focus on key areas: future vision, academic programs, articulation and dual enrollment programs, enhanced student retention, partnerships, new programs, alternative revenue sources, finances and enrollment, technology and systems infrastructure, and physical plant and infrastructure. A list of participants and follow-up teams appears in *Appendix A*.

In advance of the session, all participants received materials collected in 2018 as part of an initial SWOT/SWOC survey (Strengths Weaknesses Opportunities and Threats/Challenges). During the day-long exercise the participants worked in small groups and then convened to the larger group to summarize the conversations related to Quincy College's present and future. Following the large group meeting, a team from academic

collapsed categories of data into key areas for refinement and assigned each of these to small teams of volunteers. This document represents a synthesis of the reports collected into a vision and strategy document for discussion with the faculty, staff, students, and ultimately presentation to the Board of Governors.

The Environment

After 15 years of growth, the number of high school graduates has steadily declined since 2014, and will continue to do so until 2023 (*Knocking at the College Door*, 2016). Postsecondary education has emerged as a necessity. According to the Georgetown Center on Education, 65% of all jobs will require post-high school education by 2020. With increasing costs, a college education has become inaccessible to many, particularly those who have low incomes, minority status, or are first generation college aspirants.

Quincy College provides a high-quality, affordable option for many students. As an institution, we seek to serve students within a rapidly changing educational and employment environment, characterized by:

- A complex and unpredictable national economy.
- Increasing cultural, racial, and linguistic diversity.
- A shift from a manufacturing to a knowledge economy.
- Increasing employment opportunities in areas of health care and technology.

- Ever-increasing stakeholder expectations for responsive technology.

During the strategic planning process, a number of strengths, weaknesses, opportunities, and threats were described by participants.

Strengths

- Two campuses and an online presence.
- Support from the City of Quincy.
- Engaged and committed faculty with experience in their respective fields.
- Small classes.
- Location in thriving area South of Boston.
- Public transportation access.
- Flexible, rented space.
- Open access and mission to serve all students.
- Relatively stable local high school enrollments.

Weaknesses

- Entirely tuition dependent without state or local aid.
- Small institutional development office.
- Lack of building and grounds of a traditional campus.
- Lack of faculty diversity.
- Unclear or lax academic policies.
- Lack of easy course transferability.
- Lack of student support services, including counseling and tutors.

Opportunities

- Reinstated nursing program.
- Collaboration with local companies to offer workforce credentials, such as Paramedic and EMT, Computer Training for Workplace, Networking

- + Foundation Certificate Program, Customer Services Credit Certificate program.
- Authorization to grant baccalaureate degrees.
- Willingness to explore and revise program and course offerings.
- Strong collaboration with state and local stakeholders.
- Proximity to potential strategic partners in Massachusetts.
- Flexibility as a “hybrid” institution (public, but not state-funded).
- Expansion of internship and apprenticeship programs in partnership with businesses, industries and community organizations
- Partnerships and collaboration with four-year institutions, promoting student success and increasing efficiencies.
- Diversity within our local community to enrich all areas within the College

Threats

- Competition from better resourced public and private four-year institutions.
- Competition from national online institutions, such as Southern New Hampshire University.
- Lack of affiliation with either community colleges or private colleges.
- Students, staff, and faculty do not engage or affiliate with the Massachusetts community college system (funding and transfer opportunities).
- Limited ability to raise tuition and fees based on the student body.

- Increasing cost of technology and employee health care benefits.
- Needs for pedagogy and programs to support under-prepared students to succeed at college-level work.

Culture

As an institution is transformed, so are its people. Strategic planning participants recommended three areas of attention.

- Nurture a “high trust” workplace environment for all employees.
- Develop high levels of transparency in all levels and facets of the organization.
- Develop and encourage methods of communication that allow for all members of the organization to ask questions and express their true beliefs about organizational operations, without fear of reprisal.

Call to Action

Participants identified areas of focus.

- The need for innovation, tied to adequate research and planning.
- The need for new programs and approaches in an evolving world.
- The need to reconsider the continuation of some existing programs in the best interest of students and the institution.
- A commitment to quality through ongoing assessment.
- A commitment to fiscal strength and administrative efficiency.

Goals

Goal 1. Ensure the future of the institution through the strategic management of capital and human resources.

Goal 2. Increase higher educational attainment among residents of metro Boston and South Shore areas and beyond.

Goal 3. Build a dynamic teaching, learning, and working environment committed to the success of all students.

Goal 4. Strengthen the physical and technological infrastructure, and administrative capacity to support the work of faculty and staff.

Goal 5. Invest in responsive, high quality academic programs.

Responsive Leadership Planning

During the summer of 2019, under the leadership of President Bellotti, senior leadership members assembled to analyze the most current enrollment and fiscal data. As overall enrollment numbers continued to decline, it became apparent that rapid action was required to address an expanding budget deficit.

Goal 1, *Ensure the future of the institution through the strategic management of*

capital and human resources, was prioritized for immediate action.

In addition, a separate implementation document was developed with action steps, milestones, and assessment measures. The implementation document, unlike the strategic planning document, will be updated annually. The implementation teams will align actions steps with the goals and strategies articulated in the strategic planning document.

Next Steps

For the plan to successfully serve as a guide to the operation of the College for the upcoming five years and beyond, and for it to be seen as a credible instrument to that end, it must be reviewed and updated on an at least annual basis. All College constituencies should have the opportunity to participate in this process. The existence of two documents, a general strategic plan and a more specific implementation plan, will provide general guidance to the community while communicating more specific responsibilities.

The Strategic Plan

Goal 1. Ensure the future of the institution through the strategic management of capital and human resources.

Strategy 1.1. Promote a culture of collaboration and communication.

1.1.1. Create regular and formal channels to amplify and distribute Quincy College news to all stakeholders.

1.1.2. Hold regularly scheduled forums to support regular communication between faculty, staff, and administrators.

1.1.3. Incorporate student, faculty, and staff voice into decision-making process.

1.1.4. Provide one centralized location for faculty, staff, and students to see information on Quincy College news and events

Strategy 1.2. Engage every employee and provide them with the support to excel at Quincy College.

1.2.1. Increase collaboration and strengthen interdepartmental teams.

1.2.2. Review job descriptions in light of 21st century workforce needs.

1.2.3. Encourage and promote internal and external professional development opportunities.

Strategy 1.3. Develop an expense reduction plan that responds to the deficit.

1.3.1. Review and revise human resource and capital expenses.

1.3.2. Explore collaborations with other institutions to reduce expenses.

1.3.3. Evaluate each new hire or replacement against the budget.

1.3.4. Reduce footprint through classroom scheduling efficiency and reorganization of administrative spaces.

1.3.5. Assess each vendor contract for competitiveness.

1.3.6. Review forensic audit and implement recommendations.

Strategy 1.4. Cultivate strategic partnerships with institutions with the capacity to support Quincy College's mission.

1.4.1. Institute a strategic partnership committee.

1.4.2. Engage local businesses, K-12 partners, and City of Quincy leadership in discussions about the vital role Quincy College plays in the communities served.
1.4.3. Engage legislative and governmental partners regarding in support of Quincy College.
Strategy 1.5. Expand donor list and provide opportunities for meaningful giving.
1.5.1. Provide bricks-and-mortar and named scholarship opportunities.
1.5.2. Align fundraising with academic planning.
1.5.3. Strengthen local business partnerships with those who employ our students.
1.5.4. Continue to grow alumni participation.
Strategy 1.6. Enhance fundraising capacity to provide the college with long-term financial support.
1.6.1. Set up planned giving infrastructure
1.6.2. Establish endowment in collaboration with the Quincy College Trust, Quincy College President and the Director of Institutional Advancement.
Strategy 1.7. Align grant applications and resources with strategic and academic priorities of the college
1.7.1. Establish guidelines for the grant planning, writing, and management process.
1.7.2. Increase institutional capacity to manage grant and workforce contracts.
Strategy 1.8. Establish Quincy College as an independent public institution.
1.8.1. Amend Chapter 442 of the Acts of 2016 to include special language classifying Quincy College as a public independent college.
Strategy 1.9. Increase capacity to make more accurate enrollment projections and work collaboratively with the Board of Governors to translate trends into the budget.
1.9.1. Use enrollment history and population projections to develop and test enrollment models.

Goal 2. Increase higher educational attainment among residents of metro Boston and South Shore areas and beyond.

Strategy 2.1. Expand access to higher education through recruitment and partnership.

2.1.1. Identify, increase outreach and marketing to currently underserved populations: males, ethnic and racial minorities, veterans, English language learners, working adults, and recently unemployed.

2.1.2. Expand the number of person-to-person recruitment venues, complementing digital and print media.

2.1.3. Intensify outreach and follow up to area high school students.

2.1.4. Strengthen and enhance Quincy College's learning and living environments to meet the needs of international students.

2.1.5. Explore synchronous learning options.

2.1.6. Strengthen K-12 partnerships in order to create a seamless pathway between feeder high schools and Quincy College.

2.1.7. Promote linkages with four-year institutions to support student success upon transfer.

2.1.8. Maintain an operational calendar that includes outreach to prospects, applicants, students, and other specialized lists.

2.1.9. Deploy technology thoughtfully and selectively to complement personal outreach.

Strategy 2.2. Maintain and promote Quincy College as an affordable college option for students.

2.2.1. Continue to communicate the availability of aid to students in addition to payment plans.

2.2.2. Offer selective and purposeful tuition discounting.

2.2.3. Reduce loan default rates, balancing access with student debt.

2.2.4. Increase funds available for scholarships to be disbursed as part of an overall retention strategy.

Strategy 2.3. Design course schedules and offerings to meet the needs of a diverse student body.

2.3.1. Implement technology to streamline the scheduling process, minimizing manual work.

2.3.2. Evaluate and modify the course schedule to adequately represent demand at both campuses; day, afternoon, and evening students; face-to-face and online.

2.3.3. Utilize flex semesters strategically to reach the maximum number of students while minimizing the number of cancelled sections.

2.3.4. Develop a collaborative course cancellation process to meet the academic needs of students.
2.3.5. Advance the internal development and publication of course schedules while the College makes progress toward a one-year schedule.
Strategy 2.4. Optimize service on both the Quincy and Plymouth campuses
2.4.1. Provide all staff with appropriate generalized knowledge to help every student.
2.4.2. Expand the availability of specialized services to both campuses.
2.4.3. Leverage technology to promote communication between campuses.
2.4.4. Increase the level of flexibility in staffing between campuses in accordance with collective bargaining agreements.
2.4.5. Increase presence of senior leadership on the Plymouth campus
Strategy 2.5. Increase persistence, retention, graduation, and transfer rates.
2.5.1. Promote early registration.
2.5.2. Reduce the number of non-degree students.
2.5.3. Explore and implement multiple measures for placement.
2.5.4. Strengthen online student success through analysis of the data and integration of readiness practices.
2.5.5. Implement technology to assist students and advisors in identifying optimal course sequencing.
2.5.6. Disaggregate data by ethnicity, race, and gender in order to identify opportunity gaps.
2.5.7. Advise students regarding credit transfer opportunities.
2.5.8. Increase the number of articulation agreements.
Strategy 2.6. Become the go-to college for area employers seeking to train their workforce
2.6.1. Collaborate with <i>MassHire</i> to identify needs and provide training.
2.6.2. Use industry data, in addition to a review of competitors, in new program development.
2.6.3. Engage industry partners to identify specific gaps in competencies they need.
2.6.4. Identify and market courses that address workforce needs.

Goal 3. Build a dynamic teaching, learning, and working environment committed to the success of all students.

Strategy 3.1. Establish and communicate clear pathways for students

3.1.1. Complete and publish academic maps.

3.1.2. Develop pathways for students not ready to declare a program.

3.1.3. Clarify the approval and communication structure for program and course changes.

Strategy 3.2. Invest in teaching and learning strategies to increase course completion, persistence, retention, and graduation.

3.2.1. Support readiness for college level work through curricular approaches that accelerate students through developmental coursework.

3.2.2. Provide refresher courses prior to taking the Accuplacer.

3.2.3. Explore co-requisite approaches for ESL and developmental work.

3.2.4. Invest in professional development for faculty in the areas of retention and assessment.

Strategy 3.3. Integrate academic advising with retention policies with a focus on student success.

3.3.1. Upgrade technology for advising.

3.3.2. Optimize the use of the degree audit tools through accurate and regular configuration.

3.3.3. Clarify the expectations of students to see advisors.

3.3.4. Strengthen the early alert process.

3.3.5. Develop a clear academic review process that includes policies as well as academic support and guidance.

3.3.6. Clearly delineate and support the efforts of both professional and academic advisors.

3.3.7. Continue to build and assess the First Year Seminar.

Strategy 3.4. Strengthen every student's identification with Quincy College.

3.4.1. Increase positive messaging to students to acknowledge academic progress, milestones, and events.

3.4.2. Promote Quincy College as an important local institution.

3.4.3. Increase the number of celebratory and ritual events.

Strategy 3.5. Promote a culture of communication and transparency

3.5.1. Develop high levels of transparency in all levels and facets of the organization
3.5.2. Encourage all members of the organization to ask questions and express their sincere beliefs and concerns about how the organization is operating without fear of reprisal.
Strategy 3.6. Strengthen Quincy College as a virtual campus, linking students, faculty, and staff from Plymouth and Quincy in both learning and work.
3.6.1. Explore synchronous technology to link the two campuses.
3.6.2. Increase multi-campus engagement for students.
3.6.3. Strengthen administrative capacity in Plymouth.
Strategy 3.7. Recognize and support the emotional and psychological well-being of students.
3.7.1. Provide professional development to all faculty and staff to support student safety and well-being.
Strategy 3.8. Develop academic practices and policies, in collaboration with faculty, to support student success.
3.8.1. Promote student classroom attendance.
3.8.2. Review online student policies and practices to optimize success in these courses.
3.8.3. Review course repeat policies.
3.8.4. Inventory all college documents with policies and procedures for consistency; set deadlines and protocols for regular updates.
Strategy 3.9. Strengthen academic support to learners outside of the classroom.
3.9.1. Conduct a program review of support services, soliciting internal and external feedback.

Goal 4. Strengthen the physical and technological infrastructure, and administrative capacity to support the work of faculty and staff.

Strategy 4.1. Harness the power of the student information system to guide students from inquiry to graduation.

4.1.1. Increase training for all users and power users.

4.1.2. Institute a Jenzabar Users' Group.

Strategy 4.2. Increase the availability and use of data to promote institutional-decision making.

4.2.1. Invest in additional tools to increase faculty and staff self-service access to data.

4.2.2. Strengthen historic data collection for comparative analysis.

4.2.3. Develop data integrity protocols to increase stakeholder trust in information.

4.2.4. Gather more information directly from students on their experiences.

Strategy 4.3. Provide students, faculty, and staff, with appropriate technology to meet their professional and educational needs, responding to current trends and expectations.

4.3.1. Implement Quincy College Information Technology and Mission Support Plan.

Strategy 4.4. Support the institution through identifying and hiring the best people and by providing high quality onboarding, training, evaluation, and support.

4.4.1. Clarify and streamline hiring policies and practices.

4.4.2. Provide training for employees on hiring committees.

4.4.3. Provide continuous training to all managers on evolving collective bargaining agreements.

4.4.4. Review professional development policies and practices.

4.4.5. Adopt Affirmative Action Policy and appoint Affirmative Action Officer

Strategy 4.5. Promote efficient and effective enrollment business practices.

4.5.1. Increase use of technology, by staff and students, for enrollment functions

4.5.2. Provide accurate, consistent, and timely information to students in all published formats.

4.5.3. Consolidate incoming and outgoing communications from various offices into an enrollment communications unit, increasing student interactions.

4.5.4. Reconfigure admissions, advising, financial aid, and registration space to reduce the amount of time students spend in multiple offices.

Strategy 4.6. Provide adequate support for the administration of key areas that interface with state or federal government entities, including grants management, fiscal, financial aid, veterans, human resources, and other specialized programs.

4.6.1. Assess and support rigorous grant management policies and procedures.

4.6.2. Provide regular update to the President on the status of ongoing audits.

Goal 5. Invest in responsive, high quality academic programs.

Strategy 5.1. Expand the number of courses and programs, both credit and non-credit, that respond to local needs.

5.1.1. Use labor market data to evaluate and enhance existing courses and programs, and develop new certificates.

5.1.2. Increase understanding of local employer needs.

5.1.3. Develop new programs in partnership with other two-year and four-year institutions.

5.1.4. Provide local businesses with customized courses that meet their training needs.

5.1.5. Explore the feasibility of a English Language Institute.

Strategy 5.2. Enhance the student experience by offering experiential learning to every student.

5.2.1. Provide service learning opportunities through courses and co-curricular opportunities.

5.2.2. Collaborate with local businesses to expand the number of paid internships.

5.2.3. Promote work study as a meaningful experiential learning experience.

5.2.4. Consolidate and review student employment opportunities.

Strategy 5.3. Support a seamless transition from Quincy College to four-year institutions through articulation agreements.

5.3.1. Provide for orderly review, revision, and renewal of articulation agreements in consultation with partner institutions.

5.3.2. Strengthen transfer partnerships to include scheduled visits to the Quincy College campus.

Strategy 5.4. Evaluate current program offerings for responsiveness, quality, and fiscal investment.

5.4.1. Strengthen review process to include multiple data points, such as program enrollment, persistence, retention, graduation, transfer, course enrollment, space utilization, capital requirements, market data, and faculty.

5.4.2. Engage specialized services to review Quincy College programs in broader environment.

Strategy 5.5. Strengthen and monitor dual enrollment programs for quality and alignment with Quincy College's expectations and standards.

5.5.1. Expand dual enrollment to high schools in the service area.

5.5.2. Regularly evaluate agreements with each school.
Strategy 5.6. Assess the feasibility, cost, and value of offering baccalaureate programs.
5.6.1. Clarify curricular requirements and multiple levels of approval.
Strategy 5.7. Support the continued growth and success of the nursing program.
5.7.1 Continue to monitor the progress of the nursing program through regular updates.
Strategy 5.8. Obtain SARA approval for Quincy College’s distance learning programs across state lines.
5.8.1. Establish Quincy College as a public independent college.
Strategy 5.9. Strengthen and expand online offerings using the best available instructional technology.
5.9.1. Integrate online programs into external review of current offerings.

Appendix A. Task Force

Membership

Future vision

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