Mount Wachusett Community College

Annual Plan

Reaching New Heights of Excellence, Impact, and Performance

2006 - 2007

Prepared by: Data Management and Institutional Assessment
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FY 2007 Annual Initiative/Objective Planning Process and Product

Overview


One of the key strategic objectives of the college (SP Objective 4.2) calls for implementation of a comprehensive and fully integrated planning, budgeting and performance measurement system to assure successful achievement of strategic goals and objectives. Sound, data driven planning, resource allocation strategies targeted to forward strategic priorities/actions, and on going measurement to assess outcome achievement are fundamental to assuring optimal institutional responsiveness to student and community needs.

The College brings its Strategic Plan to life through a robust and fully integrated annual initiative/action planning and budgeting system made possible by the College’s use of a new online planning and budgeting software (SPOL) developed by Indian River Community College in Fort Pierce, Florida. Mount Wachusett Community College was one of twelve (12) colleges nationally beta testing this software in FY 2006 to produce the FY 2007 Institutional Strategic Objective/Initiative Plan. The FY 2007 plan in the pages that follow is a product of this more fully integrated process and on line software.

Mount Wachusett's integrated planning, budgeting, and performance assessment model incorporates four key components as shown in the diagram below: 1) continuous internal and external environmental scanning to identify threats and opportunities; 2) strategic direction and priority review and setting to ensure the College is always responsive to changes in the environment; 3) annualized performance assessment and use of results to inform quality improvement planning; and 4) a budget development process integrally linked to strategic and annual operational improvement plans.

![MWCC Planning, Budgeting, and Assessment Model Diagram](image-url)
Planning Process for FY 2007

FY 2007 planning commenced in November, 2006 with the building of the SPOL system to meet the needs of the MWCC planning, budgeting, and performance model. All College divisional and departmental heads participated in two full days of training on both the new planning and budget development process and on line software application. Using the new system, these planning leaders (N=85 participants in the process) identified initiatives/actions to be undertaken in FY 2007 to forward the College’s strategic goals and objectives, achieve desired outcome metrics, and meet the quality standards set by accrediting and regulatory entities. They also defined budget requirements associated with these initiatives, preparing departmental and divisional operational and enhanced FY budget requests using the new SPOL system.

The FY 2007 planning process consisted of four stages:

Stage I: Planning Leaders Training
To ensure that all department heads and divisional and executive managers, responsible for planning and budget development, were well versed in the new planning and budgeting process and procedures for FY 2007 Plan and Budget Development, trainings were conducted the first week in February. Planning leaders were guided on how to plan and budget more effectively and how to do so using the on-line SPOL capability.

Stage II: Mid Managers Planning—February 13 through April 1, 2006
Academic department heads and director/assistant Dean/Assistant VP level planning leaders were provided two months to generate FY 2007 initiatives/actions. Departmental staff were actively involved in the development of FY 2007 departmental level strategic initiatives/actions and definition of budget requirements. An open and honest assessment of how to accomplish what needs to be accomplished at the departmental level focused on answering the following questions.

- What can we accomplish with existing resources?
- What can we accomplish by reallocating resources to a high need activity?
- What activity(ies) require additional new resources? Will there be a significant cost benefit to the investment?

Annual actions and budget requirements were submitted on line for appropriate Dean or Vice Presidential review, discussion, modification and approval.

Stage III: Dean and Vice President Review, Action Planning, and Budget Preparation—April through June 1, 2006
The on line SPOL system allowed Divisional and Executive Managers to review all actions and budget requests developed by those directly reporting to them and recommend changes and improvements. The Divisional Deans and Vice Presidents reviewed all submitted actions, met with staff to make modifications, and ultimately approved initiatives/actions and budget for FY 2007 for forwarding to the Executive Council of the College for discussion, prioritization, and finalization at a June 2006 Planning Retreat.

The President and Executive Council met for an all day planning retreat where a draft of the FY 2007 Annual Plan and all submitted objectives/initiatives were reviewed, discussed, and ultimately prioritized in terms of what efforts and associated costs best forwarded the College’s strategic goals and objectives. At the end of this day, a final version of the plan was determined. The attached plan presents by Strategic Goal and Objective, those actions that staff across the college will be engaged in during 2006-2007 to substantively forward the College’s Strategic Vision, Goals, and Objectives.

Prepared by: Data Management & Institutional Assessment
<table>
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<tr>
<th>Goal</th>
<th>Subtotal</th>
<th>Total Objectives</th>
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<td>Goal 1.0 Teaching &amp; Learning Responsiveness and Excellence</td>
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<td>1.1: Respond to New Curriculum Needs</td>
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<td>5.3: Create a Culture of Evidence and Accountability</td>
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Fiscal 2007 Strategic Initiatives/Objectives

Strategic Goal 1.0: Teaching and Learning Responsiveness and Excellence

MWCC will provide relevant high quality programs, courses, and instruction delivered in diversified and innovative ways that are responsive to the learning and scheduling needs of diverse student markets and also ensure students learn how to learn to achieve success in the classroom, the workplace, and in life.

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<tr>
<th>Objective #</th>
<th>Objective Title</th>
<th>Objective Description</th>
<th>Planning Unit</th>
<th>VP Responsibility</th>
<th>Unit Manager</th>
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</thead>
<tbody>
<tr>
<td>2125</td>
<td>CIS118, Internet Technologies, CIS majors only</td>
<td>Create a section of CIS118, Internet Technologies, for CIS majors only.</td>
<td>1822 Computer Information Systems</td>
<td>Pete Trainor</td>
<td>Carol Reed</td>
</tr>
<tr>
<td>2891</td>
<td>MassBay on-line program</td>
<td>Collaborate with MassBay Community College to offer on-line AD nursing program. Eight students from this service area will complete clinical and lab component of program in area health care facilities. An 8 hr/week facilitator is required by this department to oversee and interface with students and MBCC.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
</tr>
</tbody>
</table>

Also applies to Goal(s)/Objective(s): 1.2, 1.4, 3.3

| 2922 | Provide support and assistance to department heads in Health Science in planning and implementation | Provide support and assistance to department heads in Health Science in planning and implementation. Three of the degree program options in this division (DHY, PTA, ADN) and two of the certificate programs (MTC, PN) are required to respond to standards set by external reviewers as well as those within the framework of MWCC. | 1830 School of Health Sciences | Pete Trainor | Deb Orre |

Other Units Impacted: Nursing
Also applies to Goal(s)/Objective(s): 1.2, 1.5

| 2958 | Nursing faculty development | Offer educational programs to nursing faculty to enhance their knowledge of test item writing, test course and curriculum mapping, blackboard utilization, integrating simulation technology and adjunct faculty collaboration. | 1834 Nursing | Pete Trainor | Eileen Costello |

Also applies to Goal(s)/Objective(s): 1.4

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<tr>
<td>3013</td>
<td>Increase online course offerings</td>
<td>Add 5 new courses to MWCC’s online course offerings for the 06-07 academic year. Also applies to Goal(s)/Objective(s): 1.2, 1.4</td>
<td>1851 Distance Learning</td>
<td>Pete Trainor</td>
<td>Vincent Ialenti</td>
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<td>3015</td>
<td>Massachusetts Colleges Online</td>
<td>Continue MWCC’s leadership role as one of the major providers and brokers of MCO institution courses, and partner with other MCO institutions in program development and grant submissions. Also applies to Goal(s)/Objective(s): 1.5, 3.3</td>
<td>1851 Distance Learning</td>
<td>Pete Trainor</td>
<td>Vincent Ialenti</td>
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<td>3029</td>
<td>OSHA 10-Hour General Industry Outreach Safety Training</td>
<td>Conduct OSHA 10-hour classes every other month with a goal of 60 students participating in FY07. Also applies to Goal(s)/Objective(s): 1.2, 1.4, 3.1, 3.3, 3.4, 4.1</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
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<tr>
<td>3031</td>
<td>OSHA 10-Hour Construction Outreach Safety Training</td>
<td>Provide three 29CFR1926 OSHA 10-hour Construction Safety training classes to 60 students. Also applies to Goal(s)/Objective(s): 1.2, 1.4, 3.1, 3.3, 3.4, 4.1</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
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<tr>
<td>3060</td>
<td>Spray Finishing Technology Workshop</td>
<td>Conduct two, 3-day intensive workshops to familiarize participants with the equipment, systems, and techniques of spray finishing by May 31, 2007. Also applies to Goal(s)/Objective(s): 1.2, 3.1, 3.4, 4.1, 4.4</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>3509</td>
<td>Develop and Implement a Capstone Course for the RTP degree program</td>
<td>Develop and implement a capstone course that would be required for art students prior to graduation. The course would evaluate and address portfolio development, transfer portfolios, and the overall quality of students’ work in the program. Also applies to Goal(s)/Objective(s): 1.2, 1.5</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
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<td>3529</td>
<td>Support students’ foreign study abroad in a global economy</td>
<td>Fund partial fellowships for four to five students who wish to study for a semester in a foreign program sponsored by the College Consortium for International Studies. This objective is contingent upon grant approval. Also applies to Goal(s)/Objective(s): 1.2, 1.5</td>
<td>1890 International Education</td>
<td>Pete Trainor</td>
<td>Raymond Coleman</td>
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<td>Objective #</td>
<td>Objective Title</td>
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<tr>
<td>3548</td>
<td>Write BHE report with Program Director</td>
<td>Review BHE and NAACLS guidelines and submit CLS proposal to BHE.</td>
<td>1857 Clinical Lab Science</td>
<td>Pete Trainor</td>
<td>Chris Kisiel</td>
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<td>Also applies to Goal(s)/Objective(s): 3.4</td>
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<tr>
<td>3550</td>
<td>Students register for new pre-cls courses and program</td>
<td>Enroll students in semester one of new CLS curriculum.</td>
<td>1857 Clinical Lab Science</td>
<td>Pete Trainor</td>
<td>Chris Kisiel</td>
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<td>Also applies to Goal(s)/Objective(s): 3.4</td>
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<tr>
<td>3558</td>
<td>Acquire pre-cls equipment to be utilized</td>
<td>Acquire pre-cls equipment to be utilized during the fall and spring of 2006-2007. The new cls program starting in the fall 2006 will require additional equipment for instructor and student use in CLS 101 and 102.</td>
<td>1857 Clinical Lab Science</td>
<td>Pete Trainor</td>
<td>Chris Kisiel</td>
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<td>Also applies to Goal(s)/Objective(s): 3.4</td>
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<tr>
<td>3571</td>
<td>Mobile PC Training Lab</td>
<td>Purchase 11 laptop computers (and power cords, mouse, etc); portable LCD projector and projection screen, select software and carrying/rolling cart for the purpose of enabling WD to deliver PC training at the workplace.</td>
<td>1480 Workforce Development</td>
<td>Jackie Feldman</td>
<td>Jeremiah Riordon</td>
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<td></td>
<td>Also applies to Goal(s)/Objective(s): 1.2, 1.4, 3.4, 4.1</td>
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<tr>
<td>3592</td>
<td>Pilot use of podcasting</td>
<td>Pilot the use of podcasting in at least two MWCC on-campus and distance learning courses after receiving approval after designate accepts MWCC's request to be designated as a iTunes U(niversity)Campus.</td>
<td>1851 Distance Learning</td>
<td>Pete Trainor</td>
<td>Vincent Ialenti</td>
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<td>Other Units Impacted: Information Systems and Services, Media Services</td>
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<td>Also applies to Goal(s)/Objective(s): 1.2, 1.4</td>
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<tr>
<td>3596</td>
<td>Renewable energy curriculum development/ add adjunct faculty</td>
<td>Increase the number of renewable energy courses from three to five and hire adjunct faculty member to teach one or two courses in spring '07.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
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<tr>
<td></td>
<td></td>
<td>Other Units Impacted: Academic Affairs, Advising and Registration, Natural Resources Technology</td>
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<td>Also applies to Goal(s)/Objective(s): 1.2</td>
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<tr>
<td>3607</td>
<td>Student involvement in renewable energy activities</td>
<td>Increase student involvement in the myriad of renewable energy projects being completed on campus. Work with faculty to create opportunities for students to gain experience and exposure to renewable energy.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
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<td>Other Units Impacted: Academic Affairs, Maintenance and Mechanical Systems, Natural Resources Technology</td>
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<td>Objective Description</td>
<td>Planning Unit</td>
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<tr>
<td>3774</td>
<td>Appoint new program director/faculty member in Biotechnology</td>
<td>Advertise and appoint faculty member to develop curriculum and recruit students for anticipated fall 2007 start date.</td>
<td>1857 Clinical Lab Science</td>
<td>Peter Trainor</td>
<td>Charles Weitze</td>
</tr>
</tbody>
</table>
### Strategic Objective 1.2: Strengthen Existing Curriculum & Instruction

Enrich and strengthen the learning process and curricular continuum from developmental to accelerated by making certain content is current, relevant, and appropriately sequenced; skills development is fully defined and emphasized; critical thinking, problem solving, effective communication and information access and evaluation skills, work attitudes and character are cultivated; and global and multicultural sensitivities are infused throughout the teaching/learning process.

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<tbody>
<tr>
<td>1761</td>
<td>To increase the complexity of nursing skills through the use of simulation in the skills lab</td>
<td>Increase use of simulation manikins in nursing skills lab.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
</tr>
<tr>
<td>1821</td>
<td>Complementary Healthcare Fair</td>
<td>Organize and host a Complementary Healthcare fair for students and the general public.</td>
<td>1832 CHC (Complementary Health Care)</td>
<td>Pete Trainor</td>
<td>Margaret Jaillet</td>
</tr>
<tr>
<td>2109</td>
<td>Articulation Agreements</td>
<td>Increase articulation agreements to include Worcester State and Westfield State.</td>
<td>1831 Fitness Leadership and Exercise Science</td>
<td>Pete Trainor</td>
<td>Nola Sapienza</td>
</tr>
<tr>
<td>2110</td>
<td>Update teaching methods</td>
<td>Expand teaching methods in the classroom since Fitness has become computerized.</td>
<td>1831 Fitness Leadership and Exercise Science</td>
<td>Pete Trainor</td>
<td>Nola Sapienza</td>
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<tr>
<td>2126</td>
<td>Review CIS120 Microcomputer Applications course</td>
<td>Examine the course content of the CIS120 Microcomputer Applications course.</td>
<td>1822 Computer Information Systems</td>
<td>Pete Trainor</td>
<td>Carol Reed</td>
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<tr>
<td>2127</td>
<td>Marketing Plan for CIS students</td>
<td>Develop an aggressive marketing plan to help in the recruitment of new CIS students.</td>
<td>1822 Computer Information Systems</td>
<td>Pete Trainor</td>
<td>Carol Reed</td>
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</tbody>
</table>

Also applies to Goal(s)/Objective(s): 1.1, 1.4, 1.5

Also applies to Goal(s)/Objective(s): 1.4, 3.1, 3.4

Also applies to Goal(s)/Objective(s): 1.1
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<td>2140</td>
<td>Upgrade Blackboard and Improve Bb Management/Utilization</td>
<td>Upgrade the College's Blackboard software from the Basic to the Enterprise version assuring more robust use of the product as a teaching/learning tool; integrate the new version with the Banner system; manage the Blackboard environment more effectively; provide faculty and students with 24X7 support services; and hire an instructional designer/technologist to work closely with faculty in the redesign of courseware using educational technology tools.</td>
<td>1310 Information Systems and Services</td>
<td>E. Smith/ P. Trainor</td>
<td>E. Wright/ V. Ialenti</td>
</tr>
<tr>
<td>2152</td>
<td>Professional Development</td>
<td>Increase the number of workshops on campus that address student retention.</td>
<td>1810 Office of Associate Vice President</td>
<td>Pete Trainor</td>
<td>Melissa Fama</td>
</tr>
<tr>
<td>2194</td>
<td>PTA Faculty Professional Development</td>
<td>Engage one PTA faculty member, each academic year, in curricular specific professional development activity so as to strengthen the PTA curriculum and level of instruction.</td>
<td>1833 Physical Therapist Assistant</td>
<td>Pete Trainor</td>
<td>Jackie Shakar</td>
</tr>
<tr>
<td>2267</td>
<td>Departmental program review</td>
<td>Implement a departmental CET program review to assure curriculum relevancy, and determine the need for a program revision. OCTOBER 2006</td>
<td>1853 Computer and Electronic Technology</td>
<td>Pete Trainor</td>
<td>Ed Stevens</td>
</tr>
<tr>
<td>2319</td>
<td>Re-Institute Human Services Practicum</td>
<td>Require students to take the Human Services Practicum in order to receive the Associate's Degree in Human Services.</td>
<td>1826 Human Services</td>
<td>Pete Trainor</td>
<td>Heather March</td>
</tr>
<tr>
<td>2354</td>
<td>NAEYC Accreditation self-study</td>
<td>Complete the self-study portion of the National Association for the Education of Young Children's Accreditation of Early Childhood Associate Degree granting institutions.</td>
<td>1824 Early Childhood Education</td>
<td>Pete Trainor</td>
<td>Rosanne Morel</td>
</tr>
<tr>
<td>2392</td>
<td>Human Services Capstone Course</td>
<td>Create a new Human Services Capstone Course which would be put through the college governance process successfully.</td>
<td>1826 Human Services</td>
<td>Pete Trainor</td>
<td>Heather March</td>
</tr>
<tr>
<td>Objective #</td>
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<tr>
<td>2407</td>
<td>Create Capstone Course</td>
<td>Develop a Capstone course to its current curriculum to enhance the delivery of procedural and substantive legal knowledge to those students seeking an associates degree in Paralegal Studies.</td>
<td>1827 Paralegal Studies</td>
<td>Pete Trainor</td>
<td>James Korman</td>
</tr>
<tr>
<td>2411</td>
<td>Increase participation for bus service learning</td>
<td>Advance service learning as a dept-wide goal of 10% participation for every class as an initial goal.</td>
<td>1821 Business</td>
<td>Pete Trainor</td>
<td>Michael Greenwood</td>
</tr>
<tr>
<td>2415</td>
<td>Graduate employment and transfer</td>
<td>Review the employment of CET graduates and transfer to four year colleges. Completion date is January 2007.</td>
<td>1853 Computer and Electronic Technology</td>
<td>Pete Trainor</td>
<td>Ed Stevens</td>
</tr>
<tr>
<td>2515</td>
<td>Advisory board</td>
<td>Reestablish a working CET Advisory Board that will review the current program content to assure employment opportunities for program graduates. May 2007</td>
<td>1853 Computer and Electronic Technology</td>
<td>Pete Trainor</td>
<td>Ed Stevens</td>
</tr>
<tr>
<td>2604</td>
<td>Accreditation</td>
<td>Continue and complete the Massage Therapy program accreditation process through Commission on Massage Therapy Accreditation (COMTA).</td>
<td>1832 CHC (Complementary Health Care)</td>
<td>Pete Trainor</td>
<td>Margaret Jaillet</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 1.5*

<p>| 2896       | Strengthen General Studies RN Nursing cohort | Enhance current means of handling GSN - RN students through development of a more formalized advisement and registration program with formation of a pre-nursing curriculum focused on developing student cohorts. This should lead to a better measurement of general studies nursing student persistence. | 1834 Nursing | Pete Trainor | Eileen Costello |
| 2898       | RN student orientation | Expand current RN student orientation to include math assessment, registration, financial aid, student services and specific nursing curriculum information. | 1834 Nursing | Pete Trainor | Eileen Costello |</p>
<table>
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<tr>
<th>Objective #</th>
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</thead>
<tbody>
<tr>
<td>2904</td>
<td>On-line nursing math workshop</td>
<td>Develop an on-line version of the twelve hour Nursing Math workshop initiated last summer to enhance math skills of new and continuing RN &amp; PN students.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
</tr>
<tr>
<td>2913</td>
<td>Enhancement of Bioterrorism content into Nursing Curriculum</td>
<td>Invite guest speaker(s) to present to all PN &amp; RN students, faculty and Advisory board members on the current nursing practices needed to respond to bioterrorism.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
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<td></td>
<td>Also applies to Goal(s)/Objective(s): 1.1, 1.4</td>
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<tr>
<td>2914</td>
<td>Incorporate an observational clinical experience with an Occupational Health &amp; School Nurse</td>
<td>Build in a 1 day observational clinical experience with an Occupational Health nurse and a school nurse in either cycle II or III.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
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<td>Also applies to Goal(s)/Objective(s): 1.1, 3.2</td>
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<tr>
<td>2919</td>
<td>Explore revision of RN curriculum</td>
<td>The curriculum committee will review the assessment and evaluation of the RN curriculum and explore revising the current curriculum to better meet the needs of current and future nursing students.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
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<td></td>
<td>Also applies to Goal(s)/Objective(s): 1.5</td>
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<tr>
<td>2926</td>
<td>Improve PN Labs on both Orange and Devens Campus</td>
<td>Upgrade Orange PN lab equipment to allow for 3 new patient care areas (beds, bedside tables, etc). Current equipment is non functional.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
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<tr>
<td></td>
<td>Also applies to Goal(s)/Objective(s): 1.1, 1.4, 4.3, 4.4, 5.4</td>
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<tr>
<td>2935</td>
<td>Develop structure to trend and aggregate data relative to nursing programs (RN &amp; PN)</td>
<td>Enhance or create method to trend and aggregate nursing program data needed to better implement the Systematic Evaluation Plan mandated by MBORN &amp; NLNAC.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
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<tr>
<td></td>
<td>Also applies to Goal(s)/Objective(s): 1.1, 1.5, 5.3</td>
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<tr>
<td>2936</td>
<td>NLNAC Accreditation</td>
<td>Apply for Initial NLNAC Accreditation for PN program. PN program will begin NLNAC accreditation process.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
</tr>
</tbody>
</table>

Also applies to Goal(s)/Objective(s): 1.5, 5.3

| 3011       | Faculty technology training | Provide training for online and on-campus faculty to smoothly implement the migration to the Blackboard Enterprise version. | 1851 Distance Learning | Pete Trainor | Vincent Ialenti |

Other Units Impacted: Academic Affairs, Information Systems and Services, Lifelong Learning and Workforce Development

| 3018       | Increase enrollment | Increase MWCC enrollment by 5%. | 1891 Broadcasting & Telecommunications | Pete Trainor | Vincent Ialenti |

| 3019       | Technology in teaching | Require that each BCT course incorporate Blackboard learning management system technology to encourage greater student course involvement and ultimately student success. | 1891 Broadcasting & Telecommunications | Pete Trainor | Vincent Ialenti |

Also applies to Goal(s)/Objective(s): 1.5

| 3176       | Exit Exam | Develop and implement an Exit Exam into CGD and CGW capstone courses. (By April, 2007) | 1843 Computer Graphic Design | Pete Trainor | Kristine Jordan |

Also applies to Goal(s)/Objective(s): 1.3, 1.5

| 3179       | Department Portfolio | Redevelop the departments portfolio of student design work to reflect current design trends and technology standards to be used during recruitment visits and for the Program Review. (By December, 2006) | 1843 Computer Graphic Design | Pete Trainor | Kristine Jordan |

Also applies to Goal(s)/Objective(s): 1.1, 1.5

| 3182       | Evaluating Courses | Implement student satisfaction surveys to determine how the CGD department is doing in selected courses with regard to course content, individualized attention, classroom atmosphere, and achievement of learning goals and objectives. (By September, 2006; on-going) | 1843 Computer Graphic Design | Pete Trainor | Kristine Jordan |

Also applies to Goal(s)/Objective(s): 1.4, 1.5, 2.4
<table>
<thead>
<tr>
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<th>Planning Unit</th>
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</thead>
<tbody>
<tr>
<td>3184</td>
<td>Advisory Board</td>
<td>Establish a new focus for the current advisory board members, recruit new board members that are familiar with current practices and design trends, and conduct an advisory board meeting. (By October, 2006)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
</tr>
<tr>
<td>3190</td>
<td>Keep BCT / AVTV audio and video production software current</td>
<td>Broadcast program needs to maintain current software to teach students the latest technology in television. This will ensure that they graduate with the necessary skills for success in the industry.</td>
<td>1251 Media Services</td>
<td>Jane Gustowski</td>
<td>Art Collins</td>
</tr>
<tr>
<td></td>
<td>Other Units Impacted: Broadcasting &amp; Telecommunications</td>
<td>Also applies to Goal(s)/Objective(s): 1.1</td>
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<tr>
<td>3191</td>
<td>Television hardware compliance</td>
<td>Keep up to date on all television hardware so that it is compliant with the most current version of audio/video software technology.</td>
<td>1251 Media Services</td>
<td>Jane Gustowski</td>
<td>Art Collins</td>
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<td>Also applies to Goal(s)/Objective(s): 4.4</td>
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<tr>
<td>3192</td>
<td>Upgrade multimedia rooms</td>
<td>Upgrade multimedia rooms so that no rooms' technology is older than 4 years.</td>
<td>1251 Media Services</td>
<td>Jane Gustowski</td>
<td>Art Collins</td>
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<td>Also applies to Goal(s)/Objective(s): 4.4</td>
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<tr>
<td>3193</td>
<td>Add 4 Multimedia rooms per year</td>
<td>Promote web based teaching methods for displaying or disseminating information through the addition of 4 new multimedia rooms each year.</td>
<td>1251 Media Services</td>
<td>Jane Gustowski</td>
<td>Art Collins</td>
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<td>Also applies to Goal(s)/Objective(s): 4.4</td>
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<tr>
<td>3194</td>
<td>Technology enhancement projects</td>
<td>Analyze technology projects from the prior year—taking into consideration the most current technology available to date. Use this information to help identify 4 new/major technology implementation projects.</td>
<td>1251 Media Services</td>
<td>Jane Gustowski</td>
<td>Art Collins</td>
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<td>Also applies to Goal(s)/Objective(s): 4.4</td>
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<tr>
<td>3207</td>
<td>Update library resources in all programs</td>
<td>Update library resources to meet the needs of students and faculty.</td>
<td>1870 Library and Information Services</td>
<td>Pete Trainor</td>
<td>Linda Oldach</td>
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<td></td>
<td>Other Units Impacted: Academic Affairs</td>
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<tr>
<td>3241</td>
<td>Update video/audio software and equipment</td>
<td>Purchase software and equipment to maintain student training at an industry standard level.</td>
<td>1891 Broadcasting &amp; Telecommunications</td>
<td>Pete Trainor</td>
<td>Vincent Ialenti</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 1.1*

| 3246       | Renovate space for an additional classroom | Explore opportunity for conversion of unused space into a large multipurpose classroom. | 1836 Dental Hygiene | Pete Trainor | Anne Malkasian |

*Also applies to Goal(s)/Objective(s): 4.3, 5.1*

| 3250       | Honors Program Manual for Faculty | Update the current generic Honors Program manual; develop and distribute a comprehensive Honors Program Manual exclusively for faculty. | 1825 Honors Program | Pete Trainor | Sheila Murphy |

| 3295       | Explore renovation options affecting teaching | Explore options for renovating space and/or updating equipment to provide more current and methodologically sound learning opportunities for students in the Health Science programs. | 1830 School of Health Sciences | Pete Trainor | Deb Orre |

*Also applies to Goal(s)/Objective(s): 1.5*

| 3365       | Visiting Authors/Poets Series | Develop and fund a series of readings by professional authors. | 1842 English | Pete Trainor | David Patterson |

*Also applies to Goal(s)/Objective(s): 5.1, 5.4*

| 3366       | Shakespeare-related production | Foster production of a Shakespearean or Kiss Me Kate Theater at the Mount. Production to coincide with the upcoming Elizabeth exhibit. | 1842 English | Pete Trainor | David Patterson |

*Also applies to Goal(s)/Objective(s): 5.1*

| 3370       | Mount Observer Equipment | Purchase a printer/fax/photocopier for the Mount Observer newspaper office. | 1842 English | Pete Trainor | David Patterson |

*Also applies to Goal(s)/Objective(s): 4.4*
<table>
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<tr>
<th>Objective #</th>
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</thead>
<tbody>
<tr>
<td>3375</td>
<td>Jump Drives</td>
<td>Provide remaining (3) full time English faculty with jump or flash data storage devices.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 4.4</strong></td>
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<tr>
<td>3376</td>
<td>English Adjunct Support and Coordination</td>
<td>Increase contact and communication with and support for English Adjunct Faculty by meeting more and continuing the development of the English Faculty Resources Blackboard site.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 1.3, 1.5, 4.5, 5.3, 5.4</strong></td>
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<tr>
<td>3377</td>
<td>English/Humanities Media resources</td>
<td>Increase English Department resources of DVD's, slides, and CD's for use in courses.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 4.4</strong></td>
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<tr>
<td>3379</td>
<td>Writing Across the Curriculum revitalization</td>
<td>Start up and sponsor the Writing Across the Curriculum activities that got suspended with Work to Rule last year.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 5.1, 5.2, 5.4</strong></td>
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<tr>
<td>3380</td>
<td>Writing in the Workplace Speakers Series</td>
<td>Create a speaker's series in which professional workers volunteer to speak to the students and the community about writing in those jobs.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 4.5</strong></td>
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<tr>
<td>3442</td>
<td>ERC Professional Development</td>
<td>Stay abreast of emerging entrepreneurial education initiatives.</td>
<td>1490 Curriculum Development/Entrepreneurial Center</td>
<td>Jackie Feldman</td>
<td>Lisa Derby Oden</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 3.4</strong></td>
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<tr>
<td>3486</td>
<td>Hire Instructional Developer/Technologist</td>
<td>Fund and hire an instructional developer/technologist to work under the Director of Distance Learning and Telecommunications and with the ISS staff. Individual will work collaboratively with faculty and staff in the development of digital course materials in the support of classroom and online instruction and support the training of faculty in the use of technology for both instructional and professional productivity.</td>
<td>1851 Distance Learning</td>
<td>Pete Trainor</td>
<td>Vincent Ialenti</td>
</tr>
<tr>
<td>3487</td>
<td>Final accreditation in Spring 07</td>
<td>Complete preparations for final accreditation in Spring 07. Pay annual fee of $770. in 2007.</td>
<td>1836 Dental Hygiene</td>
<td>Pete Trainor</td>
<td>Anne Malkasian</td>
</tr>
<tr>
<td>3490</td>
<td>Participate in MCO eTutoring Pilot</td>
<td>Commit resources that will allow MWCC to participate in the Mass College's Online eTutoring pilot with the Ct. Distance Learning Consortium. The pilot will provide over 145 hours of tutoring a week in writing, math, statistics, chemistry, biology, anatomy and physiology, and accounting. Participation requires MWCC providing a program coordinator, and a commitment of a minimum of 5 hours a week of professional tutoring service to the collaborative.</td>
<td>1851 Distance Learning</td>
<td>Pete Trainor</td>
<td>Vincent Ialenti/JoAnn Brooks</td>
</tr>
<tr>
<td>3495</td>
<td>Faculty and staff professional development</td>
<td>Provide faculty and staff with professional development opportunities.</td>
<td>1836 Dental Hygiene</td>
<td>Pete Trainor</td>
<td>Anne Malkasian</td>
</tr>
<tr>
<td>3510</td>
<td>Evaluate Drawing curriculum</td>
<td>Assess if the Drawing III course requirement for art students (RPT program) has strengthened the quality of drawings students have produced for competitive art portfolios to be used to transfer to four-year art programs at art institutes, universities, and colleges.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td>3511</td>
<td>Annual Artist Lecture series</td>
<td>Develop a series of visiting artist lectures, gallery talks and demonstrations that are relevant to the art curriculum and enhance the art program. All lectures are free and open to the college and community as well. Orchestrate the lecture series so that other humanities courses, such as the Art of Being Human course, can also benefit from the event and incorporate it into the curriculum.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
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</tbody>
</table>

*Other Units Impacted: Academic Affairs, Information Systems and Services, Lifelong Learning and Workforce Development*

*Also applies to Goal(s)/Objective(s): 1.3, 1.4, 1.5, 1.4, 3.3, 1.5, 3.3, 4.5, 5.3, 5.4, 5.4*
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<td>3512</td>
<td>East Wing gallery exhibitions</td>
<td>Provide the college and community with ongoing, changing exhibitions presenting work by professional artists and student work. Exhibitions include a diverse range of media, traditional and contemporary approaches and styles - all relevant to a strong art curricula. The gallery also provides an exhibition opportunity for area high school art students who choose to participate in the MWCC's annual high school art exhibition and competition. With the general objective or goal, to promote and support the visual arts in the Montachusett community, the gallery shall continue to evolve as a cultural center and resource for the art program, humanities courses, area high schools, and the community.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td>3515</td>
<td>Art Studio Assistant</td>
<td>Increase the hours of our art studio assistant to provide additional, and much needed, support to art faculty who must maintain studio materials, equipment and supplies alongside teaching. Presently the assistant is allowed to work 20 hours/month and we would like to see this increased to 32 hours/month.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
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<tr>
<td>3516</td>
<td>Art club</td>
<td>Provide participating students with the opportunity to view art or attend cultural events at museums and galleries in an effort to enrich their education and awareness to diverse art or understanding of self.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td>3530</td>
<td>Continue College memberships in supportive international organizations</td>
<td>Dues for membership in the College Consortium for International Studies ($850) and the Massachusetts Council for International Education (MaCie) ($100).</td>
<td>1890 International Education</td>
<td>Pete Trainor</td>
<td>Raymond Coleman</td>
</tr>
<tr>
<td>3531</td>
<td>Provide funding for faculty and students to attend international conferences</td>
<td>Provide funding for faculty to attend the annual conference of the College Consortium for International Studies (March 2007) and faculty and students to attend the annual conference of the Massachusetts Council on International Education (MaCIE) (November 2006).</td>
<td>1890 International Education</td>
<td>Pete Trainor</td>
<td>Raymond Coleman</td>
</tr>
<tr>
<td>Objective #</td>
<td>Objective Title</td>
<td>Objective Description</td>
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<td>Unit Manager</td>
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<tr>
<td>3532</td>
<td>Increase students’ awareness of international issues</td>
<td>Increase students’ awareness of international issues through the use of campus sponsored speakers. Sponsor two speakers on subjects involving international education.</td>
<td>1890 International Education</td>
<td>Pete Trainor</td>
<td>Raymond Coleman</td>
</tr>
<tr>
<td>3534</td>
<td>Adjunct BCT faculty for fall ’06 and spring ’06 semesters</td>
<td>Hire adjunct faculty for fall ’06 and spring ’06 semesters to teach two 2 hour sections of BCT112 Audio 1 with 4 two hour labs.</td>
<td>1891 Broadcasting &amp; Telecommunications</td>
<td>Pete Trainor</td>
<td>Vincent Ialenti</td>
</tr>
<tr>
<td>3551</td>
<td>Upgrade or replace greenhouse facility</td>
<td>Research cost and implement structural upgrade or replacement of the greenhouse facility. This objective is contingent upon grant approval.</td>
<td>1855 Natural Resources Technology</td>
<td>Pete Trainor</td>
<td>Tom Montagno</td>
</tr>
<tr>
<td>3556</td>
<td>Reconfigure campus automotive facilities to ensure adequate instructional space</td>
<td>Expand MWCC automotive areas to accept enrollments of 20 and comply with safety requirements.</td>
<td>1852 Automotive Technology</td>
<td>Pete Trainor</td>
<td>Peter Kaufmann</td>
</tr>
<tr>
<td>3557</td>
<td>Explore ways to accommodate larger student volumes</td>
<td>Increase enrollment capacity by locating new facilities that will accommodate a higher volume of students and/or enhance instructional laboratories.</td>
<td>1800 Academic Affairs</td>
<td>Parent/Dan Asquino</td>
<td>Pete Trainor</td>
</tr>
<tr>
<td>3566</td>
<td>Continue to upgrade the current greenhouse</td>
<td>Upgrade those greenhouse items in need of immediate repair. This objective is contingent upon grant approval.</td>
<td>1855 Natural Resources Technology</td>
<td>Pete Trainor</td>
<td>Tom Montagno</td>
</tr>
<tr>
<td>3567</td>
<td>Greenhouse classroom multimedia equipped</td>
<td>Equip small room in greenhouse with multimedia technology. This objective is contingent upon grant approval.</td>
<td>1855 Natural Resources Technology</td>
<td>Pete Trainor</td>
<td>Tom Montagno</td>
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</table>

*Also applies to Goal(s)/Objective(s): 1.4, 3.4*
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<th>Objective #</th>
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</thead>
<tbody>
<tr>
<td>3569</td>
<td>Workshop group of faculty created</td>
<td>Inclusion of math related content in all mwcc courses.</td>
<td>1854 Math</td>
<td>Pete Trainor</td>
<td>Paul Laverty</td>
</tr>
<tr>
<td>3582</td>
<td>Develop, refine and revise curriculum based on accountability</td>
<td>Work with program managers and department heads in refining outcome measures to accurately reflect current methodology, general education and programmatic objectives.</td>
<td>1830 School of Health Sciences</td>
<td>Pete Trainor</td>
<td>Deb Orre</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 1.5</strong></td>
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</tr>
<tr>
<td>3583</td>
<td>Provide student support</td>
<td>Provide support personnel, instructional equipment and materials, and student recognition.</td>
<td>1410 Bilingual Education and Outreach Initiatives</td>
<td>Jackie Feldman</td>
<td>Elizabeth Perez</td>
</tr>
<tr>
<td></td>
<td><strong>Also applies to Goal(s)/Objective(s): 1.1, 5.2</strong></td>
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<tr>
<td>3589</td>
<td>Encourage faculty and staff to pursue formal professional development opportunities</td>
<td>Professional development activities provide the opportunity for networking, stimulate insight and vision, break day to day monotony and add to current thinking within the discipline of practice.</td>
<td>1830 School of Health Sciences</td>
<td>Pete Trainor</td>
<td>Deb Orre</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 1.1</strong></td>
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<tr>
<td>3727</td>
<td>Increase awareness for business degree jobs</td>
<td>Build a program to build awareness for the many ways that a business degree helps graduates find a job. Highlight that business is the most popular degree program on most campuses across the USA.</td>
<td>1821 Business</td>
<td>Pete Trainor</td>
<td>Michael Greenwood</td>
</tr>
<tr>
<td></td>
<td><strong>Also applies to Goal(s)/Objective(s): 1.5</strong></td>
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<tr>
<td>3759</td>
<td>Learning Outcomes for Developmental Education</td>
<td>Faculty will define learning outcomes for three 100 level courses.</td>
<td>1810 Office of Associate Vice President</td>
<td>Pete Trainor</td>
<td>Melissa Fama</td>
</tr>
<tr>
<td>3870</td>
<td>Teaching and Learning Resources</td>
<td>Increase the use of teaching and learning resources that support student retention by 20% in comparison with a 2003 baseline of zero.</td>
<td>1810 Office of Associate Vice President</td>
<td>Pete Trainor</td>
<td>Melissa Fama</td>
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Prepared by: Data Management & Institutional Assessment
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</thead>
<tbody>
<tr>
<td>3111</td>
<td>Reminisce, local cable TV show</td>
<td>Create and implement an Intergenerational TV show called Reminisce.</td>
<td>1405 LIFE Program</td>
<td>Jackie Feldman</td>
<td>Lorraine Wickman</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 2.2, 2.3, 2.4*

<table>
<thead>
<tr>
<th>3758</th>
<th>Developmental Education Program Analysis</th>
<th>Developmental education faculty will review the existing 100 level courses and develop a recommendation for possible restructuring.</th>
<th>1810 Office of Associate Vice President</th>
<th>Pete Trainor</th>
<th>Melissa Fama</th>
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<tr>
<th>3869</th>
<th>Developmental Education Professional Development</th>
<th>Increase faculty and tutoring staff awareness of best practices in developmental studies by 30% in comparison with a 2003 baseline of &quot;zero&quot; by 9/30/07 (contingent upon Title III funding).</th>
<th>1810 Office of Associate Vice President</th>
<th>Pete Trainor</th>
<th>Melissa Fama</th>
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<tr>
<th>3871</th>
<th>Teaching and Learning Specialist</th>
<th>Hire a part-time person to assist with providing faculty and staff with teaching and learning resources especially for faculty teaching developmental education (pending Title III funding).</th>
<th>1810 Office of Associate Vice President</th>
<th>Pete Trainor</th>
<th>Melissa Fama</th>
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</thead>
</table>

<p>| 3872       | Academic Assessment | Pilot E-Portfolio with faculty during the spring semester 2007. | 1810 Office of Associate Vice President | Pete Trainor | Melissa Fama |</p>
<table>
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<tr>
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<tbody>
<tr>
<td><strong>2153</strong></td>
<td>On-line tutoring</td>
<td>Implement an on-line tutoring program in order to provide tutoring services to our students taking courses at satellite campuses as well as students taking distance/web courses. Students can have access to tutoring services during nights and weekends, from home or from anywhere that they have computer access.</td>
<td>1860 Academic Support Services</td>
<td>P. Trainor/ V. Ialenti</td>
<td>Jo Ann Brooks</td>
</tr>
<tr>
<td><strong>3183</strong></td>
<td>Improve communication with students</td>
<td>Create a Blackboard site specifically for the CGD Department as a way to better inform all CGD/CGW students of relevant and time sensitive information.</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
</tr>
<tr>
<td><strong>3204</strong></td>
<td>Provide library resources and services to off campus and distance students and faculty</td>
<td>Provide appropriate and adequate library resources and services to all off-campus and distance learning students and faculty.</td>
<td>1870 Library and Information Services</td>
<td>Pete Trainor</td>
<td>Linda Oldach</td>
</tr>
<tr>
<td><strong>3238</strong></td>
<td>Recruit faculty volunteers</td>
<td>Recruit faculty to volunteer as tutors in the Academic Support Center as part of their College Service. This will foster a stronger bond between faculty and students, will provide more professional tutors in the Center, and will be cost-effective.</td>
<td>1860 Academic Support Services</td>
<td>Pete Trainor</td>
<td>Jo Ann Brooks</td>
</tr>
<tr>
<td><strong>3253</strong></td>
<td>Funding for a Speaker Series for Natural Sciences Department</td>
<td>Obtain funding for guest speakers and refreshments (meals) for interested students and faculty.</td>
<td>1856 Natural Sciences</td>
<td>Pete Trainor</td>
<td>Janice Barney</td>
</tr>
</tbody>
</table>

**Strategic Objective 1.4: Enhance Learner Focused Instructional Delivery**

Enhance the quality and effectiveness of teaching and learning by diversifying instructional approaches as well as packaging, scheduling and delivering programs, courses, services in flexible and creative ways that address the diversity of student needs and learning styles and engage students more fully and actively in the learning process.

*Other Units Impacted: Distance Learning, Lifelong Learning and Workforce Development*
<table>
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<tr>
<th>Objective #</th>
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<tbody>
<tr>
<td>3287</td>
<td>Teaching and Learning Innovation Center</td>
<td>Transform the office space in room 238 (currently serving as an office to support computer labs and classroom needs on the second floor of the Gardner Campus) to a Teaching and Learning Innovation Center where an instructional designer/technologist and ISS support person can work with faculty to learn new educational technologies for inclusion in courseware. (Will require three new workstations for development/testing and instructional designer position budgeted in 2100 operational cost center)</td>
<td>1300 Data Management and Institutional Assessment</td>
<td>E. Smith/ P. Trainor</td>
<td>E. Wright/ V. Ialenti</td>
</tr>
<tr>
<td>3378</td>
<td>LAS Communications First Amendment Project Awards</td>
<td>Fund an exhibit and an awards event for winners of the First Amendment Projects competition.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
</tr>
<tr>
<td>3470</td>
<td>Professional Development</td>
<td>Encourage all faculty to participate in one professional development activity.</td>
<td>1832 CHC (Complementary Health Care)</td>
<td>Pete Trainor</td>
<td>Margaret Jaillet</td>
</tr>
<tr>
<td>3494</td>
<td>Participate in community health initiatives</td>
<td>Participate in community health initiatives in order to demonstrate continuous relationship building between the Dental Hygiene program and the community it serves.</td>
<td>1836 Dental Hygiene</td>
<td>Pete Trainor</td>
<td>Anne Malkasian</td>
</tr>
<tr>
<td>3588</td>
<td>Encourage faculty to develop new ideas for courses and community presentations</td>
<td>New initiatives will stimulate faculty and students by virtue of their newness. Offerings outside of their own discipline will help form connections within the division and with the college and community at large.</td>
<td>1830 School of Health Sciences</td>
<td>Pete Trainor</td>
<td>Deb Orre</td>
</tr>
</tbody>
</table>

*Other Units Impacted: Academic Affairs, Distance Learning, Information Systems and Services, Maintenance and Mechanical Systems*

*Also applies to Goal(s)/Objective(s): 1.1, 1.2, 1.5, 4.4*

*Also applies to Goal(s)/Objective(s): 1.5, 3.1*

*Also applies to Goal(s)/Objective(s): 3.1, 3.4, 3.5, 5.1*

*Also applies to Goal(s)/Objective(s): 3.1, 5.4*
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<tbody>
<tr>
<td>1808</td>
<td>Incorporate Information Literacy college-wide</td>
<td>Work with faculty to incorporate the general education information literacy competency across the curriculum.</td>
<td>1870 Library and Information Services</td>
<td>Pete Trainor</td>
<td>Linda Oldach</td>
</tr>
<tr>
<td><strong>Strategic Objective 1.5: Assure Academic Quality/Learning Assessment</strong></td>
<td></td>
<td>Continuously improve the clarity and consistency of curricula learning standards and expectations and the quality of curriculum and instructional delivery systems through a systematized process of program/instructional review and student learning outcomes assessment that includes well defined measures of learning and a clear process for applying assessment results to academic quality improvement.</td>
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<tr>
<td>3145</td>
<td>Curriculum revision</td>
<td>Evaluate the present criminal justice curriculum and make appropriate changes to our course offerings and requirements.</td>
<td>1823 Criminal Justice</td>
<td>Pete Trainor</td>
<td>Elena Natalizia</td>
</tr>
<tr>
<td>3146</td>
<td>Program review</td>
<td>Complete the College's program review process for the Criminal Justice Program.</td>
<td>1823 Criminal Justice</td>
<td>Pete Trainor</td>
<td>Elena Natalizia</td>
</tr>
<tr>
<td>3150</td>
<td>Write a self study in preparation for accreditation</td>
<td>Write a self study in preparation for the due date of May 24, 2007.</td>
<td>1828 Medical Assisting</td>
<td>Pete Trainor</td>
<td>Brenda Tatro</td>
</tr>
<tr>
<td>3177</td>
<td>Information Literacy</td>
<td>Read the Information Literacy Report on CIS127 and rework CGD109 - Intro to Web Media - to meet the criteria set forth by the Information Literacy Committee. (By September, 2006)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
</tr>
<tr>
<td>3249</td>
<td>Self Study</td>
<td>Conduct an internal self-study in preparation for the Massachusetts Commonwealth Honors Program reaccredidation slated for the 2006-2007 academic year; develop subcommittee of the Honors Program Committee to work on the self-study.</td>
<td>1825 Honors Program</td>
<td>Pete Trainor</td>
<td>Sheila Murphy</td>
</tr>
<tr>
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<tr>
<td>3254</td>
<td>Complete the five year accreditation for the college.</td>
<td>Analyze the current status of the college in respect to NEASC’s new standards for accreditation.</td>
<td>1800 Academic Affairs</td>
<td>Parent/Dan Asquino</td>
<td>Pete Trainor</td>
</tr>
<tr>
<td>3257</td>
<td>Professional Development Money for Adjunct Natural Sciences faculty</td>
<td>Provide professional development money for adjunct faculty members to learn online course platforms like coursecompass, blackboard, wileyplus before the start of each semester.</td>
<td>1856 Natural Sciences</td>
<td>Pete Trainor</td>
<td>Janice Barney</td>
</tr>
<tr>
<td>3267</td>
<td>Part time Lab/Greenhouse Technician</td>
<td>Secure funding for a part time employee who will assist in lab set up for all science lab based courses and perform daily maintenance and monitoring of the greenhouse facility. This objective is contingent upon grant approval.</td>
<td>1855 Natural Resources Technology</td>
<td>Pete Trainor</td>
<td>Tom Montagno</td>
</tr>
<tr>
<td>3507</td>
<td>ECE Accreditation Visit</td>
<td>Obtain Accreditation for ECE Program.</td>
<td>1820 School of Business, Social Sciences, and Education</td>
<td>Pete Trainor</td>
<td>Jane Carney</td>
</tr>
<tr>
<td>3508</td>
<td>MAS Accreditation visit</td>
<td>Successfully complete visit.</td>
<td>1820 School of Business, Social Sciences, and Education</td>
<td>Pete Trainor</td>
<td>Jane Carney</td>
</tr>
</tbody>
</table>
Strategic Objective 2.1: Student Inquiry, Recruitment, Intake and Placement

Strengthen and/or restructure the Colleges policies, processes, and business practices from the point of inquiry through initial College entry to enhance students likelihood of choosing the Mount and, upon entry, likelihood of a successful experience through implementation of a proactive, progressive student outreach and intake system including, but not limited to, effective and timely outreach and follow-up communications, supportive business practices and policies, improved intake procedures, i.e. orientation, skills assessment, educational plan development, appropriate course placement, emphasis on first year experience, and developmental advising.

1768 Increase enrollment
Increase student enrollment in Paralegal Studies program by 3%.
1827 Paralegal Studies
Pete Trainor
James Korman

1777 MWCC Student Retention
Create a process to counsel students who do not return to MWCC for Spring semester on alternatives: Part time work, financial aid, Cycle 4 classes.
1460 North Central Career Services
Jackie Feldman
John Miner

Also applies to Goal(s)/Objective(s): 2.2

1806 Develop Multichannel Marketing & Communications Plan for 07-08
Develop and implement the 07-08 Multichannel Marketing & Communications Plan as part of MWCC's 07-08 Strategic Enrollment Management Initiatives.
1730 Marketing
Sharyn Rice
Nichole Carter

Other Units Impacted: Student Services and Enrollment Management

Also applies to Goal(s)/Objective(s): 3.5

1823 Student persistence
Increase student persistence by 5 % in Complimentary Health Care Program.
1832 CHC (Complementary Health Care)
Pete Trainor
Margaret Jaillet

Also applies to Goal(s)/Objective(s): 2.2, 2.4
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<tbody>
<tr>
<td>2107</td>
<td>Recruitment of new students</td>
<td>Increase student enrollments in the Fitness Leadership and Exercise Science program. 15-25 students.</td>
<td>1831 Fitness Leadership and Exercise Science</td>
<td>Pete Trainor</td>
<td>Nola Sapienza</td>
</tr>
<tr>
<td>2108</td>
<td>Persistence rates</td>
<td>Maintain and increase persistence rates of LAX and EXS certificate.</td>
<td>1831 Fitness Leadership and Exercise Science</td>
<td>Pete Trainor</td>
<td>Nola Sapienza</td>
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<td><em>Also applies to Goal(s)/Objective(s): 2.4</em></td>
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<tr>
<td>2176</td>
<td>Implement Luminus Portal</td>
<td>Purchase, install, and develop a web portal to strengthen faculty, staff and student access to information and improve internal communications; this is a 15 to 18 month project from start to finish. FY 2007 emphasis will be on building infrastructure and interfaces and creating the Intranet capability. (Focus of Title III funding)</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
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<td><em>Also applies to Goal(s)/Objective(s): 1.4, 4.4, 5.4</em></td>
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<tr>
<td>2183</td>
<td>Advance the college's web capabilities</td>
<td>Advance the College's web capabilities by procuring the web development and programming skill sets required for Banner web based products, development of web interfaces with Banner, and enabling of web based survey administration and data collection/transmission.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>ISS</td>
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<td><em>Also applies to Goal(s)/Objective(s): 1.4, 2.2, 3.5, 4.4</em></td>
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<tr>
<td>2192</td>
<td>Student Persistence</td>
<td>Maintain student persistence rate of 75% or better for PTA Class of 2008.</td>
<td>1833 Physical Therapist Assistant</td>
<td>Pete Trainor</td>
<td>Jackie Shakar</td>
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<td><em>Also applies to Goal(s)/Objective(s): 2.2, 2.4</em></td>
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<tr>
<td>2417</td>
<td>Student recruitment review</td>
<td>The department will evaluate the current recruitment process. November 2006</td>
<td>1853 Computer and Electronic Technology</td>
<td>Pete Trainor</td>
<td>Ed Stevens</td>
</tr>
<tr>
<td>Objective #</td>
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<td>2572</td>
<td>Analyze and implement changes to student accounts communications to encourage on-time payment.</td>
<td>Analyze student accounts communications including: tuition and fee bill mailings, students accounts web pages, and new student communications. Implement changes that encourage on-time payment in light of new policy purging students for not paying their tuition and fees bill on time.</td>
<td>1730 Marketing</td>
<td>Sharyn Rice</td>
<td>Nichole Carter</td>
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<td>Other Units Impacted: Admissions, Student Services and Enrollment Management</td>
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<tr>
<td>2614</td>
<td>Communicate a consistent identity and brand through all major communications</td>
<td>Generate a consistent message about the college to all constituents through print and electronic communications.</td>
<td>1730 Marketing</td>
<td>Sharyn Rice</td>
<td>Nichole Carter</td>
</tr>
<tr>
<td>2622</td>
<td>Implement college website restructuring plan</td>
<td>Implement 4 phase college website structuring plan: assess needs and interests of users; redesign to reflect MWCC's brand identity; implement suggested navigation changes; and determine and implement new functionalities.</td>
<td>1730 Marketing</td>
<td>S. Rice/ E. Smith</td>
<td>Nichole Carter</td>
</tr>
<tr>
<td>2704</td>
<td>Enhance New Student Orientation Budget</td>
<td>Enhance New Student Orientation Program budget to support the improved and expanded welcome and Student Expo. Offer quality food to parents and New Students. Create a festive and welcoming event through decoration creating a sense of pride in their new college.</td>
<td>1640 Student Life</td>
<td>Ann McDonald</td>
<td>Greg Clement</td>
</tr>
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<td>Other Units Impacted: Advising and Registration, Enrollment Management/Registrars Office, Institutional Research</td>
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<td>Also applies to Goal(s)/Objective(s): 2.3</td>
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<tr>
<td>2728</td>
<td>Utilize the Life plan in the Advising Process</td>
<td>Have every student develop a life plan, which will be part of a computerized record that is available to each student's advisor, as well as the student.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
</tr>
<tr>
<td>2729</td>
<td>Pilot summer career/academic workshop for new students</td>
<td>The Academic Career Counselor in conjunction with Admissions would offer a pilot workshop on career/academic issues relevant to the new student.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
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<td>Other Units Impacted: Admissions</td>
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<td>Objective #</td>
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<tr>
<td>2730</td>
<td>HS outreach</td>
<td>Strategically visit all high schools (public, private, charter) within SDA, partner with faculty, advisors, CAPP staff and others to empower their HS outreach, work with GC's to target diverse populations (multi-cultural, gender) for enrollment.</td>
<td>1630 Admissions</td>
<td>Ann McDonald</td>
<td>John Walsh</td>
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<td></td>
<td><strong>Other Units Impacted:</strong> Academic Affairs, College Access Prep Programs, Enrollment Management/Registrars Office</td>
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<tr>
<td>2737</td>
<td>Partner to develop Comprehensive Enrollment Center</td>
<td>Strategically align the functions of admissions, enrollment services and records to create a seamless enrollment operation. Partner with Assessment Services to further the effect for enrolling students.</td>
<td>1630 Admissions</td>
<td>Ann McDonald</td>
<td>John Walsh</td>
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<td><strong>Other Units Impacted:</strong> Enrollment Management/Registrars Office</td>
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<tr>
<td>2902</td>
<td>PN student Orientation</td>
<td>Design a formal orientation week to better meet the needs of PN students who experience difficulty transitioning into the rigorous PN program curriculum. Currently the PN program offers a eight hour lab day which focuses on strategies for success. The Faculty and students both feel that students would be better served if this content was delivered in shorter increments and a team building component was incorporated to help to develop student learning cohorts.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
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<td></td>
<td></td>
<td><strong>Also applies to Goal(s)/Objective(s):</strong> 1.2, 1.3, 1.4, 2.2, 2.3, 2.4</td>
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<tr>
<td>3084</td>
<td>Refine Strategic Enrollment Plan and Set Enrollment Goals</td>
<td>Review established Strategic Enrollment Plan including fall 2006 enrollment data and augment plan to account for new information and programming that will effect 2007-2008 enrollment goals.</td>
<td>1600 Student Services and Enrollment Management</td>
<td>Parent/Dan Asquino</td>
<td>Ann McDonald</td>
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<td><strong>Other Units Impacted:</strong> Academic Affairs, Admissions, Advising and Registration, College Access Prep Programs, Enrollment Management/Registrars Office, Marketing</td>
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<td><strong>Also applies to Goal(s)/Objective(s):</strong> 2.3, 3.3, 5.3</td>
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<tr>
<td>3180</td>
<td>Increase Enrollment</td>
<td>Increase enrollment by raising awareness of CDG curriculum and program offerings through the use of advertising. Invite high school graphic design faculty, and their students, visit our labs and participate in free workshops. (By May, 2007)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
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<td><strong>Also applies to Goal(s)/Objective(s):</strong> 3.2</td>
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<tr>
<td>3223</td>
<td>Hire Dean of Records and Retention</td>
<td>Hire a Dean of Records and Retention who will supervise the operations of the Records office and lead a Retention Team on campus to plan for initiatives designed to improve student retention.</td>
<td>1610 Enrollment Management/Registrar's Office</td>
<td>Ann McDonald</td>
<td>Dick Pastor</td>
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<td><strong>Also applies to Goal(s)/Objective(s):</strong> 2.2, 2.3, 2.4</td>
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<td>3261</td>
<td>Develop a Brochure</td>
<td>Develop a NRT brochure to disseminate to local high schools and to have on hand for admissions, visiting students, etc...</td>
<td>1855 Natural Resources Technology</td>
<td>Pete Trainor</td>
<td>Tom Montagno</td>
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<td>Also applies to Goal(s)/Objective(s): 3.2</td>
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<td>3327</td>
<td>Improved online student information</td>
<td>Increase the percentage of students accessing information and services related to academic advising through the WebConnect system.</td>
<td>1680 Advising and Registration</td>
<td>Ann McDonald</td>
<td>Glenn Roberts</td>
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<td>Also applies to Goal(s)/Objective(s): 2.3, 4.4</td>
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<td>3328</td>
<td>Assess admitted student’s opinions of the college</td>
<td>Conduct a survey of all admitted students to MWCC for the fall 2006 term to determine students opinions of the college and reasons for enrolling or choosing another institution.</td>
<td>1630 Admissions</td>
<td>Ann McDonald</td>
<td>John Walsh</td>
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<td>Other Units Impacted: Institutional Research</td>
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<tr>
<td>3371</td>
<td>Journalism Boot Camp Scholarships</td>
<td>Increase opportunity for the Journalism boot camp by establishing scholarship funds.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
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<td>Also applies to Goal(s)/Objective(s): 1.2, 1.4, 3.2</td>
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<tr>
<td>3422</td>
<td>Increase clerical support</td>
<td>Hire a full time Clerk II for Leominster campus.</td>
<td>1440 Leominster Campus</td>
<td>Jackie Feldman</td>
<td>Lee Cogswell</td>
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<td>Other Units Impacted: Human Resources and Affirmative Action, Lifelong Learning and Workforce Development</td>
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<td>Also applies to Goal(s)/Objective(s): 4.5</td>
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<tr>
<td>3485</td>
<td>Website for art department</td>
<td>Create an attractive website to represent the art department and all of the programs the department offers its art students and the community.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
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<td>Also applies to Goal(s)/Objective(s): 4.4</td>
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<td>3492</td>
<td>Plan and explore the possibility of a dental assistant program</td>
<td>Plan and explore the possibility of a review course for dental assistant certification examination.</td>
<td>1836 Dental Hygiene</td>
<td>Pete Trainor</td>
<td>Anne Malkasian</td>
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<td>Also applies to Goal(s)/Objective(s): 1.3, 3.2, 3.3, 3.4, 4.1</td>
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<tr>
<td>3513</td>
<td>Annual High School Art Collaborative Workshops</td>
<td>Provide a series of three workshops for area high school art educators and several of their students. Art educators gain professional credit for attending workshops (for recertification,) learn a new technique, or explore a new medium in the hope that this would enrich their individual art curriculum at the high school. Attending high school art students get an opportunity to create new art, in a mentorship-type studio environment, and are given information about MWCC's art program.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td>3514</td>
<td>Annual Regional High School Art Exhibition and awards night</td>
<td>Provide an opportunity for area high school art students to exhibit work. Cash awards are given to the ten strongest works and honorable mentions are also presented. An evening reception and award night event will be planned.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td>3517</td>
<td>Introduction to Art courses</td>
<td>Offer introductory art courses for non-art majors that have no prerequisites. Courses provide an opportunity for students placed in developmental english and math courses to take a studio art course; though the courses are not limited to developmental students. For example: Introduction to Studio, Introduction to Drawing and the recently added course, Introduction to Sculpture.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td>3541</td>
<td>Create Comprehensive Enrollment Center</td>
<td>Develop and implement an improved enrollment process via the creation of a new Comprehensive Enrollment Center.</td>
<td>1680 Advising and Registration</td>
<td>Ann McDonald</td>
<td>Glenn Roberts</td>
</tr>
<tr>
<td>3544</td>
<td>Provide Advisors to Other Campuses</td>
<td>Increase advisor presence to accommodate MWCC's satellite campus growth. (particularly Leominster).</td>
<td>1680 Advising and Registration</td>
<td>Ann McDonald</td>
<td>Glenn Roberts</td>
</tr>
<tr>
<td>3549</td>
<td>Visit local health care facilities for recruitment of students</td>
<td>Visit health care facilities and directors of laboratories in an effort to increase student registrations in pre clis courses for fall 2007.</td>
<td>1857 Clinical Lab Science</td>
<td>Pete Trainor</td>
<td>Chris Kisiel</td>
</tr>
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</table>

Also applies to Goal(s)/Objective(s): 3.2

Also applies to Goal(s)/Objective(s): 3.2

Also applies to Goal(s)/Objective(s): 1.1, 1.3

Also applies to Goal(s)/Objective(s): 4.3

Also applies to Goal(s)/Objective(s): 4.5

Also applies to Goal(s)/Objective(s): 3.4
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<tr>
<td>3555</td>
<td>Recruit new students consistent with available facilities</td>
<td>Focus on improved entry level qualifications of students at recruitment level.</td>
<td>1852 Automotive Technology</td>
<td>Pete Trainor</td>
<td>Peter Kaufmann</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s/Objective(s): 1.2, 1.5*

| 3581        | Work with faculty and staff in developing & implementing strategies to improve student persistence. | Improve the quality of the student learning experience at MWCC and more specifically in the program of study to improve retention. | 1830 School of Health Sciences | Pete Trainor | Deb Orre |

*Also applies to Goal(s/Objective(s): 1.1, 1.2, 1.4, 2.2, 2.3, 2.4*

| 3587        | Community Focused Events | Provide educational programs that entice our community and improve our visibility within the region. Offer a minimum of one community focused event per semester. | 1830 School of Health Sciences | Pete Trainor | Deb Orre |

*Also applies to Goal(s/Objective(s): 3.1, 3.4*

| 3590        | Healthcare agency partnerships in the delivery of workforce centered courses | Continue to build upon Healthcare agency partnerships in the delivery of workforce centered courses. The current part time PN program is half way through its curriculum and the partnership is interested in two more programs to begin in Sept. 2007 (PN and Bridge, with an increase of 10 to 23 total nursing home partners participating). | 1830 School of Health Sciences | Pete Trainor | Deb Orre |

*Other Units Impacted: School of Health Sciences*

*Also applies to Goal(s/Objective(s): 1.4, 2.3, 3.4*

| 3715        | Improve recruitment and retention of MWCC students | Improve recruitment and retention of MWCC students by implementing an electronic communication system (Goal Quest Software) that enhances the institutional relationship with students and related cohort groups. | 1600 Student Services and Enrollment Management | Parent/Dan Asquino | Ann McDonald |

*Also applies to Goal(s/Objective(s): 2.3, 2.4*

<p>| 3756        | High School Remediation | Increase the number of high school students who place into college level math courses. | 1810 Office of Associate Vice President | Pete Trainor | Melissa Fama |</p>
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<tr>
<td>3818</td>
<td>Enhance communications strategies to prospective students and targeted markets</td>
<td>Develop additional marketing communications for prospective students as identified in MWCC's admissions flow plan for prospective students such as a parents' brochure, campus visit communications, and new student packet. Additionally, target markets identified as having potential for growth including: males, minorities, and age 18 and under populations.</td>
<td>1730 Marketing</td>
<td>Sharyn Rice</td>
<td>Nichole Carter</td>
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*Other Units Impacted: Admissions, College Access Prep Programs, Enrollment Management/Registrar's Office and Marketing*
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<tr>
<td>2165</td>
<td>Implement new Banner Functionalities</td>
<td>Working with appropriate college staff, implement the following new functionalities in Banner: Web for Admissions, On Line Advising and on-line IPR's and electronic signatures.</td>
<td>1310 Information Systems and Services</td>
<td>E. Smith/ A. McDonald</td>
<td>E. Smith/ A. McDonald/ COO/ J. Walsh/ G. Roberts/ R. LaBonte</td>
</tr>
<tr>
<td>2317</td>
<td>Academic intervention</td>
<td>Design and implement an early alert and warning system. October, 2006 Grant dependent</td>
<td>1440 Leominster Campus</td>
<td>Jackie Feldman</td>
<td>Lee Cogswell</td>
</tr>
<tr>
<td>2721</td>
<td>Utilize Advising Center Advisees as Test Group for Retention Activities</td>
<td>Utilize advising center advisees as a test group for retention activities. Approximately 150 students are assigned to the Advising and Counseling Center for Advising. Utilizing the staff of the Center generate retention initiatives which can be affected with this group and statistics kept on success of initiatives.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
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<tr>
<td>2733</td>
<td>Evaluate, revise and expand the current supportive advisor program and</td>
<td>Evaluate success of and refine current Supportive Advisor Initiative for students who have been academically suspended and reinstated. Pilot a new initiative for students who are assigned to the Advising and Counseling Center and are on academic probation.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
</tr>
<tr>
<td>2874</td>
<td>Academic Standing</td>
<td>A minimum of 75 percent of Visions participants will meet academic performance levels required to stay in good academic standing, as defined by the institutions policies.</td>
<td>1690 Trio Visions Program</td>
<td>Ann McDonald</td>
<td>Ruth Thibodeau</td>
</tr>
<tr>
<td>2875</td>
<td>SSS Participant Graduation</td>
<td>A minimum of 60 percent of eligible SSS participants will graduate each year. (Eligible participants set at 40 annually, per Dept. of Education partnership agreement.)</td>
<td>1690 Trio Visions Program</td>
<td>Ann McDonald</td>
<td>Ruth Thibodeau</td>
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**Strategic Objective 2.2: Early & Often Intervention System**

Implement a student success system, logically integrated with initial intake and placement processes, that results in proactive and timely interventions and the delivery of appropriate support to students veering from course once enrolled; to include, but not limited to, automated early alert and warning system, prescriptive advising and support interventions and follow-up.

Other Units Impacted: Administrative Services, Admissions, Advising and Registration, Enrollment Management/Registrars Office, Finance/Comptroller Office

Also applies to Goal(s)/Objective(s): 2.4, 4.4, 5.4

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<tr>
<td>2876</td>
<td>Transfer</td>
<td>A minimum of 25 percent of eligible participants will transfer to a baccalaureate-granting institution each year. (Eligible participants set at 40 annually, per Dept. of Education partnership agreement.)</td>
<td>1690 Trio Visions Program</td>
<td>Ann McDonald</td>
<td>Ruth Thibodeau</td>
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Other Units Impacted: Institutional Research

| 2925       | Expand tutoring services | Incorporate a nursing tutor into the services that are available to the PN students on both the Orange & Devens Campuses. Enhance the availability of Math and writing tutors available to both the Orange and Devens campus. | 1834 Nursing | Pete Trainor | E. Costello/ J. Brooks |

Also applies to Goal(s)/Objective(s): 1.4, 2.3

| 3083       | Develop communication plans for multiple populations on campus | Develop communication plans for faculty continuing student population advisors. Create a systematic and planned system to communicate up-to-date information to the various populations about registration and course related activities. | 1610 Enrollment Management/Registrar’s Office | Ann McDonald | Dick Pastor |

Also applies to Goal(s)/Objective(s): 2.3, 2.4, 5.4

| 3181       | Improve Student Success | Improve student persistence by increasing the use of Visions assessments, the early warning system, and curriculum tracking. | 1843 Computer Graphic Design | Pete Trainor | Kristine Jordan |

Also applies to Goal(s)/Objective(s): 2.4

| 3201       | Maintain and improve communication with students regarding compliance to State immunization regulations | Purchase a new printer for Health Services office. The printer will be used to implement early notification of compliance and noncompliance to state immunization requirements. | 1670 Health Services | Ann McDonald | Diane King |

Other Units Impacted: Information Systems and Services

Also applies to Goal(s)/Objective(s): 2.4

| 3458       | Full Time Receptionist | The Counseling and Advising Center needs a full time person to be the first person to meet students and ascertain the nature of their needs. This includes whether or not the person needs to be seen immediately and by whom as well as who is the best person with whom to schedule an appointment. | 1660 Counseling | Ann McDonald | Nancy Kennedy |

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<tbody>
<tr>
<td>3493</td>
<td>To improve student persistence</td>
<td>Improve Dental Hygiene program student persistence by 10%.</td>
<td>1836 Dental Hygiene</td>
<td>Pete Trainor</td>
<td>Anne Malkasian</td>
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*Also applies to Goal(s)/Objective(s): 1.4, 2.3, 2.4, 5.3*

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<tr>
<td>3538</td>
<td>Formalized math workshops for pre-nursing curriculum</td>
<td>Develop formalized math workshops for pre-nursing curriculum. While students admitted into the nursing program must demonstrate math proficiency at the 121/124/126 level, this has not translated into success in nursing math. A math review workshop was initiated last summer to provide a general math review and introduction of med administration math in a 9 hour format. The overall student feedback was positive and results of the nursing student math competency supports the continuation of this initiative.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
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*Also applies to Goal(s)/Objective(s): 1.2*

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<tr>
<td>3559</td>
<td>Employ class/lab tutors</td>
<td>Employ class/lab tutors for BIO 115, 203, 204 and 205. Student attrition remains high in these classes which an assigned professional tutor may begin to alleviate.</td>
<td>1856 Natural Sciences</td>
<td>Pete Trainor</td>
<td>Janice Barney</td>
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*Also applies to Goal(s)/Objective(s): 1.2, 2.3*

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<tbody>
<tr>
<td>3876</td>
<td>Attendance Tracking System</td>
<td>Research, develop and implement an attendance tracking system. System should contain the following elements: Instructor's ability to check off who is not in attendance and an automatic email should post to the student's address to inquire if there is anything we can do to help.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
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*Other Units Impacted: Student Services and Enrollment Management*
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<tr>
<td>2332</td>
<td>Programming</td>
<td>Increase student life programming to four events a month to expand opportunities for students to form a stronger tie and build anchors to the college enabling the student to achieve their determined goals.</td>
<td>1640 Student Life</td>
<td>Ann McDonald</td>
<td>Greg Clement</td>
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<tr>
<td>2397</td>
<td>Expand Summer Leadership Program</td>
<td>Expand the number of students participating in the Summer Leadership Camp to give a greater number of new students an opportunity to develop leadership skills, and build relationships with other students and staff. Develop and mail out creative brochure of the program. Follow up with e-mail and phone calls. Build upon the existing program to offer more workshops throughout the academic year.</td>
<td>1640 Student Life</td>
<td>Ann McDonald</td>
<td>Greg Clement</td>
</tr>
<tr>
<td>2412</td>
<td>High School outreach</td>
<td>Visit high school BUS classes.</td>
<td>1821 Business</td>
<td>Pete Trainor</td>
<td>Michael Greenwood</td>
</tr>
<tr>
<td>2491</td>
<td>Diversity Programming</td>
<td>Offer at least four programs each academic semester to foster an opportunity for students, faculty and staff to showcase, educate and celebrate diversity. This would also enhance traditional program in place such as Hispanic Heritage Month, GLBT awareness, MLKjr and Black History Month and Asian Awareness Month, Women History etc.</td>
<td>1640 Student Life</td>
<td>Ann McDonald</td>
<td>Greg Clement</td>
</tr>
<tr>
<td>2492</td>
<td>Jump Start College/Summer courses for at-risk students</td>
<td>Link summer dual enrollment courses and student support activities with Student Life Leadership Academy to support at-risk students matriculating to MWCC in fall term.</td>
<td>1650 College Access Prep Programs</td>
<td>Ann McDonald</td>
<td>Pati Gregson</td>
</tr>
<tr>
<td>2493</td>
<td>TRiO student referral and support</td>
<td>Effectively coordinate and support Talent Search and GEAR Up 05 referrals to Visions program, Student Life activities and Academic Support Center.</td>
<td>1650 College Access Prep Programs</td>
<td>Ann McDonald</td>
<td>Pati Gregson</td>
</tr>
</tbody>
</table>

*Other Units Impacted: College Access Prep Programs*

*Also applies to Goal(s)/Objective(s): 5.2*

*Also applies to Goal(s)/Objective(s): 3.2*
<table>
<thead>
<tr>
<th>Objective #</th>
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<th>Planning Unit</th>
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<th>Unit Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2494</td>
<td>Gateway to College Dropout recovery program</td>
<td>Gateway to College program begins enrolling area high school dropouts into supportive cohort based dual enrollment program at MWCC's Gardner campus.</td>
<td>1650 College Access Prep Programs</td>
<td>Ann McDonald</td>
<td>Pati Gregson</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Other Units Impacted:</strong> Academic Affairs, Admissions, Student Services and Enrollment Management</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 3.2, 3.4</strong></td>
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<tr>
<td>2495</td>
<td>Early Awareness and at-risk K-12 student success programming/GEAR UP 2011 and Talent Search</td>
<td>Provide intense academic support and college readiness programming to students enrolled in GEAR UP 2011 and Talent Search program to increase H.S. graduation rates and matriculation into post secondary education of low income/first generation and minority students.</td>
<td>1650 College Access Prep Programs</td>
<td>Ann McDonald</td>
<td>Pati Gregson</td>
</tr>
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<td><strong>Also applies to Goal(s)/Objective(s): 3.2</strong></td>
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</tr>
<tr>
<td>2497</td>
<td>Early awareness and at-risk K-12 student success programming</td>
<td>Provide at-risk students not participating in Talent Search /GEAR UP with supportive recreational, cultural and early college awareness, academic and college readiness programming to include SAT prep, MCAS remediation, College visits and career information and planning support.</td>
<td>1650 College Access Prep Programs</td>
<td>Ann McDonald</td>
<td>Pati Gregson</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Other Units Impacted:</strong> Admissions, Lifelong Learning and Workforce Development, Twin Cities Working Coalition</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 3.2, 3.4</strong></td>
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</tr>
<tr>
<td>2498</td>
<td>Access for out of school youth and adults/EOC</td>
<td>Re-engage out of school adults and older youth in career planning, college exploration and financial planning to reenroll them into secondary or post secondary education as appropriate.</td>
<td>1650 College Access Prep Programs</td>
<td>Ann McDonald</td>
<td>Pati Gregson</td>
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<td></td>
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<td><strong>Other Units Impacted:</strong> North Central Career Services</td>
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<td></td>
<td><strong>Also applies to Goal(s)/Objective(s): 3.4</strong></td>
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<tr>
<td>2681</td>
<td>Professional Development for Student Life Staff</td>
<td>Establish a budget for professional development for student life staff. Opportunities for professional will include: CCSLA, NACA regional, ACUI National, and NASPA regional.</td>
<td>1640 Student Life</td>
<td>Ann McDonald</td>
<td>Greg Clement</td>
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<td><strong>Also applies to Goal(s)/Objective(s): 5.3</strong></td>
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<tr>
<td>2707</td>
<td>Expand awareness of disability services</td>
<td>Create expanded awareness of disability services, adaptive computer information and career opportunities for people with disabilities to a greater number of school-based and community groups, MWCC students, faculty and staff.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
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<td></td>
<td><strong>Other Units Impacted:</strong> Library and Information Services</td>
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<tr>
<td>2719</td>
<td>Refine role of the Advising Center in Returning Student Registration</td>
<td>Encourage student independence in advising process utilizing web registration. Promote use of and communication with faculty advisors.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
</tr>
<tr>
<td>2727</td>
<td>Higher visibility of Advising and Counseling Center</td>
<td>Promote higher visibility of Advising and Counseling Center to faculty and students. Work on achieving a unique identity on the College website, in the catalog, and on brochures. Communicate to students the support services offered in one place.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
</tr>
<tr>
<td>2870</td>
<td>SSS/Visions Retention</td>
<td>A minimum of 60 percent of SSS/Visions participants will persist toward completion of the academic programs in which they are enrolled from Fall 2006 to Fall 2007.</td>
<td>1690 Trio Visions Program</td>
<td>Ann McDonald</td>
<td>Ruth Thibodeau</td>
</tr>
</tbody>
</table>

*Other Units Impacted: Academic Support Services, Financial Aid*

| 2892       | Part-time PN Program                                                            | This project is a continuation of the part-time program which services 25 students from area nursing homes. This will entail providing cycle III & IV class, lab and clinical sections. We provide the service, then bill the participating facilities and they pay the agreed upon fees. | 1834 Nursing | Pete Trainor       | Eileen Costello    |

*Also applies to Goal(s)/Objective(s): 1.4, 3.4, 4.1*

| 2923       | Revise the criteria used to rank a potential nursing student for admission     | Work collaboratively with Admissions to revise the admission review process to assure continuity between nursing programs, and to promote the college mission of open access.                                         | 1834 Nursing | Pete Trainor       | Eileen Costello    |

*Also applies to Goal(s)/Objective(s): 1.2, 1.3, 1.4, 2.4*

| 2996       | Participate in Community College Survey of Student Engagement (CCSSE) Spring 2007 | Participate in CCSSE as member of the MA Community College Consortium.                                                                                                                                                   | 1320 Institutional Research | Elaine Smith | Becky Forest       |

*Other Units Impacted: Office of Associate Vice President*
<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>3092</td>
<td>Improve air quality of Health Services</td>
<td>Improve air quality of Health Services Center to insure health promotion and prevent disease transmission.</td>
<td>1670 Health Services</td>
<td>Ann McDonald</td>
<td>Diane King</td>
</tr>
<tr>
<td>3239</td>
<td>Tutoring services for satellite campuses</td>
<td>Expand tutoring services to satellite campuses; recruit, hire, and train qualified tutors to work weekly (by appointment) at satellite campuses. Increase communication between Gardner campus Academic Support Center and other MWCC campuses.</td>
<td>1860 Academic Support Services</td>
<td>Pete Trainor</td>
<td>Jo Ann Brooks</td>
</tr>
<tr>
<td>3240</td>
<td>Textbook conversions to audio</td>
<td>Purchase software program (OMNI Page Pro) for scanning and converting texts to audio for students with visual impairments; purchase new computer to handle software and high-volume use.</td>
<td>1860 Academic Support Services</td>
<td>Pete Trainor</td>
<td>Jo Ann Brooks</td>
</tr>
<tr>
<td>3266</td>
<td>Planning for Anticipated Increases in ABE grant award</td>
<td>Plan for anticipated increases in ABE grant award. Evaluate space availability in anticipation of the need for increase of services with additional funding.</td>
<td>1450 ABE Program</td>
<td>Jackie Feldman</td>
<td>Dale Sanborn</td>
</tr>
<tr>
<td>3290</td>
<td>Hire tutors and staff</td>
<td>Recruit, hire, and train qualified professional, paraprofessional, and peer tutors and staff to sufficiently cover all open hours of operation of the Academic Support Center, MWCC satellite campuses, and provide on-line tutoring. Funding to include in-class tutors for specific courses as well as staff and equipment to meet accommodation needs of students with disabilities (i.e. scribes, readers, text conversions, tape recorders, etc.).</td>
<td>1860 Academic Support Services</td>
<td>Pete Trainor</td>
<td>Jo Ann Brooks</td>
</tr>
<tr>
<td>3329</td>
<td>Improve services to international students</td>
<td>Improve advising, counseling and support services to international students enrolled at the college.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
</tr>
<tr>
<td>3372</td>
<td>Research tutors</td>
<td>Hire research tutors to work in targeted English courses (and perhaps courses in other disciplines) in preparation for research project assignments.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
</tr>
<tr>
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<tr>
<td>3373</td>
<td>Articulation with local high school and middle school English faculties</td>
<td>Create an informational exchange and articulation between MWCC English faculty and local high school and middle school English faculties.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
</tr>
<tr>
<td>3469</td>
<td>Pilot supportive advisor program for students testing into developmental classes.</td>
<td>Utilizing students assigned to the Advising and Counseling Center, select those who tested into developmental classes and assign them to one or two of the counselors working in the Advising and Counseling Center. These advisors will utilize a supportive model with multiple contacts throughout the semester.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
</tr>
<tr>
<td>3540</td>
<td>Increase participation in ACT program</td>
<td>Increase participation in ACT (Advanced College Training) program to the allotted 15 students. ACT is a dual enrollment program. Shriver students take a full-time course load (min. 12 credits) while they maintain their enrollment at SJCC.</td>
<td>1420 Shriver Job Corps/Educational Services</td>
<td>Jackie Feldman</td>
<td>Kris Asselin</td>
</tr>
<tr>
<td>3563</td>
<td>Increase enrollment for college credit for Shriver courses</td>
<td>Increase number of students taking advantage of earning college credit for courses taken at Shriver. Shriver has 15 credits associated with the computer and business trades.</td>
<td>1420 Shriver Job Corps/Educational Services</td>
<td>Jackie Feldman</td>
<td>Kris Asselin</td>
</tr>
<tr>
<td>3564</td>
<td>Create college preparation materials/meetings for ACT students</td>
<td>Create a more comprehensive college preparation program for students beginning the ACT program.</td>
<td>1420 Shriver Job Corps/Educational Services</td>
<td>Jackie Feldman</td>
<td>Kris Asselin</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 1.2, 1.3, 1.5, 3.2*

*Other Units Impacted: Academic Support Services, Advising and Registration, Counseling, Enrollment Management/Registrars Office, Financial Aid, Student Services and Enrollment Management*

*Other Units Impacted: Enrollment Management/Registrars Office*

*Other Units Impacted: Academic Support Services, Counseling*
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>1822</td>
<td>Exit exam</td>
<td>Develop a comprehensive exit exam for Complementary Healthcare students to ensure student success and measurable outcome data.</td>
<td>1832 CHC&lt;br&gt;(Complementary Health Care)</td>
<td>Pete Trainor</td>
<td>Margaret Jaillet</td>
</tr>
<tr>
<td>2142</td>
<td>Improve Banner Utilization for Student Academic Progress and Performance</td>
<td>Improve how the college uses Banner to monitor and accurately manage student academic status and progress; activate important functionalities not currently used and make corrections where the system is used inappropriately.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
</tr>
<tr>
<td>2168</td>
<td>Refine and Expand Data Mart Capabilities</td>
<td>Develop and or refine data mart infrastructure for student tracking to degree and human resource analysis and ad hoc querying importing HRCMS data for complete picture of all employees; fine tune and refine existing financial aid and other student related data mart structures to ensure completeness.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
</tr>
<tr>
<td>2376</td>
<td>Create New Internal Reports: Time to Degree and Course Enrollment Trends</td>
<td>Develop the report programs to produce three new IR internal reports: 1) Campus Population Summary 2) Time to Degree and 3) Course Enrollment Trends. Time to Degree Report will require the design of a student tracking data mart capability as well as a report. Course Enrollment trends will include course capacity and actual enrollment.</td>
<td>1320 Institutional Research</td>
<td>Elaine Smith</td>
<td>Becky Forest</td>
</tr>
<tr>
<td>2792</td>
<td>Improve and expand the ECE program</td>
<td>Hire a new full-time faculty position in Early Childhood who will help to coordinate the evening courses, advise day and evening students, and act as a community and lab-school liaison.</td>
<td>1824 Early Childhood Education</td>
<td>Pete Trainor</td>
<td>Rosanne Morel</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 1.2, 1.5*

*Other Units Impacted: Financial Aid, Human Resources and Affirmative Action*

*Also applies to Goal(s)/Objective(s): 4.4*

*Other Units Impacted: Academic Affairs, Information Systems and Services*

*Also applies to Goal(s)/Objective(s): 1.2, 5.3*

*Also applies to Goal(s)/Objective(s): 1.1, 1.2, 1.4, 1.5, 3.2, 5.1, 5.4*
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<tbody>
<tr>
<td>2916</td>
<td>Enhance Use of ATI materials in all nursing courses</td>
<td>Integrate a component of ATI testing and support materials into all nursing classes and lab sections of the program.</td>
<td>1834 Nursing</td>
<td>Pete Trainor</td>
<td>Eileen Costello</td>
</tr>
<tr>
<td></td>
<td>Also applies to Goal(s)/Objective(s): 1.1, 1.2, 1.4, 1.5, 4.4</td>
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<tr>
<td>2994</td>
<td>Acquire Knowledge of Persistence and Tracking Research Practices</td>
<td>Support the college’s need for accurate and best practice methods of tracking student persistence and measuring student success.</td>
<td>1320 Institutional Research</td>
<td>Elaine Smith</td>
<td>Becky Forest</td>
</tr>
</tbody>
</table>
## Fiscal 2007 Strategic Initiatives/Objectives

### Strategic Goal 3.0: Strengthening Community Outreach Involvement Impact

Mount Wachusett Community College will strengthen its presence and impact with all communities it serves and be universally recognized among constituencies as a readily accessible, responsive community resource vital to building and sustaining economic growth and development, regional prosperity, and a high quality of life.

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<tr>
<td>2169</td>
<td>Events Management System</td>
<td>Establish an Events Management System that interfaces with Banner room scheduling and facilities notification systems to improve the College's overall scheduling and management of all college sponsored events.</td>
<td>1310 Information Systems and Services</td>
<td>E. Smith/ E. Terceiro</td>
<td>E. Smith/ M. Sargent/ J. Meagher</td>
</tr>
<tr>
<td>2184</td>
<td>Develop and make operational Banner Alumni</td>
<td>Develop and make operational the Banner Alumni module and possibly development component if product assessment indicates the development component meets the college's needs; requires the College to establish address Banner management policy and activate Common Matching feature of Banner 7.0.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
</tr>
<tr>
<td>2189</td>
<td>Increase community based learning opportunities</td>
<td>Increase the number and quality of required community based learning opportunities within the PTA curriculum. PTA 117 will include a mandatory requirement of community outreach.</td>
<td>1833 Physical Therapist Assistant</td>
<td>Pete Trainor</td>
<td>Jackie Shakar</td>
</tr>
<tr>
<td>2637</td>
<td>Business Plan Competition</td>
<td>Organize and implement the 2nd Annual MWCC Business Plan Competition to be completed by December 2006.</td>
<td>1490 Curriculum Development/ Entrepreneurial Center</td>
<td>Jackie Feldman</td>
<td>Lisa Derby Oden</td>
</tr>
</tbody>
</table>

### Strategic Objective 3.1: Enhance Civic Engagement

Facilitate and sponsor activities within the region to raise consciousness, promote and instill a sense of community and civic responsibility and involvement.

Other Units Impacted: Community and Foundation Development, Facility Operations, Lifelong Learning and Workforce Development

Also applies to Goal(s)/Objective(s): 4.4, 5.4

Other Units Impacted: Community and Foundation Development, Finance/Comptroller Office, Financial Aid, Human Resources and Affirmative Action, Student Services and Enrollment Management

Also applies to Goal(s)/Objective(s): 4.1

Prepared by: Data Management & Institutional Assessment
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<tr>
<td>3034</td>
<td>Department of Industrial Accidents grant</td>
<td>Provide training for one Mass. Company in FY07. Department of Industrial Accidents grant was submitted on April 3, 2006. This objective is contingent upon grant approval.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>3232</td>
<td>Intergenerational arts project</td>
<td>Create, organize and implement an intergenerational arts project in Gardner.</td>
<td>1405 LIFE Program</td>
<td>Jackie Feldman</td>
<td>Lorraine Wickman</td>
</tr>
<tr>
<td>3252</td>
<td>Complete the process for obtaining a Carnegie Classification</td>
<td>Engage faculty in the process of analyzing courses for presence of civic engagement.</td>
<td>1800 Academic Affairs</td>
<td>Parent/Dan Asquino</td>
<td>Pete Trainor</td>
</tr>
<tr>
<td>3397</td>
<td>Provide enrichment to the extended college community</td>
<td>Provide enrichment to the extended college community by participating in activities and projects both within and outside the Library and College.</td>
<td>1870 Library and Information Services</td>
<td>Pete Trainor</td>
<td>Linda Oldach</td>
</tr>
<tr>
<td>3428</td>
<td>Evaluate Staffing Needs</td>
<td>Evaluate staffing needs for Leominster and Gardner NCCCs. DWS placed one Case Manager in Gardner when Tyco closed to assist in meeting the training demand in that area. The training effort is drawing down and we need to determine if this is the proper location for a Case Manager, since a case manager is a limited and valuable resource.</td>
<td>1460 North Central Career Services</td>
<td>Jackie Feldman</td>
<td>John Miner</td>
</tr>
<tr>
<td>3441</td>
<td>Ensure Latino parental involvement and leadership</td>
<td>Implement Twin Cities Latino Coalition Strategic Plan.</td>
<td>1000 President's Office</td>
<td>Parent/Dan Asquino</td>
<td>Dan Asquino</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 3.4, 4.1*

*Other Units Impacted: Administrative Services, Grants Development, Student Life*

*Also applies to Goal(s)/Objective(s): 3.4*
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<tr>
<td>3525</td>
<td>Gallery Assistant - service learning/civic engagement position</td>
<td>Seek an art student volunteer to assist with gallery. An opportunity for student to learn about gallery operations and gain civic engagement credit. Involvement with installing and dismantling exhibitions, help with production of announcements and mailing, reception hospitality and other gallery related duties.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
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</table>

| 3561       | Statewide Summit on Civic Engagement | Plan and execute, in partnership with North Shore Community College, the Board Of Higher Education (BHE) and Massachusetts Campus Compact, a statewide summit on service learning and civic engagement to be held in Fall, 2006. | 1720 Center for Democracy and Humanity | Sharyn Rice | LeaAnn Erickson |

Other Units Impacted: Facility Operations, Facilities Administration, Reproduction Services

| 3714       | Develop an Integrated and Sustainable Center for Democracy and Humanity | Secure integration and sustainability of the Center for Democracy and Humanity through building a strong financial and intellectual investment with all partners and constituencies, including faculty, students, trustees, lawmakers, and community leaders. | 1720 Center for Democracy and Humanity | Sharyn Rice | LeaAnn Erickson |

Other Units Impacted: Community and Foundation Development, Human Resources and Affirmative Action, Institutional Advancement, Marketing, Presidents Office, Public Affairs
 Also applies to Goal(s)/Objective(s): 4.1

| 3737       | Promote staff writer to assistant director of marketing communications | Promote staff writer to assistant director of marketing communications to write, edit, update, and oversee the design and production of marketing communications, including the college website. This position would support the growing marketing demand of a growing institution, providing support for new marketing initiatives and additional departments and staff. Currently, four staff members provide support for four campuses, over 40 academic programs, noncredit programs, over ten administrative departments, grant-funded programs, college events, and community and business partnerships. On an annual basis, marketing staffs projects and initiatives include completing over 10 major publications, updating and building a 4,000 page website, advertising in over ten different types of media year-round, conducting marketing testing and photo shoots, and completing about 300 design projects per year. | 1730 Marketing | Sharyn Rice | Nichole Carter |

Also applies to Goal(s)/Objective(s): 5.4

| 3738       | Support Public Relations at MWCC | Employ a full-time staff person to support effective MWCC public relations in the community, and for the Center for Democracy and Humanity. | 1710 Public Affairs | Sharyn Rice | LeaAnn Erickson |

Also applies to Goal(s)/Objective(s): 3.5, 5.4
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<th>Planning Unit</th>
<th>VP Responsibility</th>
<th>Unit Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>3885</td>
<td>Increase Service Learning</td>
<td>Increase participation in Service learning and Civic Engagement.</td>
<td>1720 Center for</td>
<td>Peter Trainor</td>
<td>Melissa Fama</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Democracy and</td>
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<td>Humanity</td>
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Other Units Impacted: Academic Affairs, Marketing, Reproduction Services
<table>
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<tr>
<th>Objective #</th>
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<th>Planning Unit</th>
<th>VP Responsibility</th>
<th>Unit Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2496</td>
<td>Dual Enrollment</td>
<td>Increase numbers of students enrolled in Dual Enrollment by 10% annually until 2008.</td>
<td>1650</td>
<td>College Access</td>
<td>Ann McDonald</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Units Impacted: Academic Affairs, Admissions</td>
<td></td>
<td>Prep Programs</td>
<td></td>
</tr>
<tr>
<td>2507</td>
<td>Stipend</td>
<td>Fund a position with the CAPP administration for a person who will work with Intramurals/ALANA and CAPP College students. This position will help create a bridge/mentor program to better assist with our retention efforts for currently enrolled students.</td>
<td>1640</td>
<td>Student Life</td>
<td>Ann McDonald</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Units Impacted: Academic Affairs, Admissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3301</td>
<td>Spring Children's Production</td>
<td>Foster articulation with local elementary schools by sponsoring an annual Spring Childrens' production for grades K through 8 and to complement the elementary school curriculum with production study guides.</td>
<td>1844</td>
<td>Theater</td>
<td>Pete Trainor</td>
</tr>
<tr>
<td>3302</td>
<td>Fall Touring Show</td>
<td>Foster articulation with local elementary schools by sponsoring an annual Fall childrens' touring production for grades K through 8 and to complement the elementary school curriculum with production study guides.</td>
<td>1844</td>
<td>Theater</td>
<td>Pete Trainor</td>
</tr>
<tr>
<td>3304</td>
<td>Summer Drama Camps</td>
<td>Enhance the development of local youth talent by operating Summer Drama Camp programs for students in grades 1 through 12.</td>
<td>1844</td>
<td>Theater</td>
<td>Pete Trainor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Units Impacted: Lifelong Learning and Workforce Development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3305</td>
<td>Technical Theatre Apprenticeships</td>
<td>Provide hands-on learning experiences in technical theatre through summer apprenticeships.</td>
<td>1844</td>
<td>Theater</td>
<td>Pete Trainor</td>
</tr>
</tbody>
</table>

Strategic Objective 3.2: Increase Pre K-12 Collaboration Activities

Be a proactive collaborator with regional early childhood providers and K-12 school systems in developing meaningful and functional programs that substantively advance a seamless regional pre K-16 system of education including, but not limited to, early skills assessment and intervention programs to provide an essential academic skill foundation for college success; early awareness programs to enhance understanding of the world of work, occupations, careers, the importance of higher education, and the academic paths students need to follow to successfully realize career aspirations.
<table>
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<tr>
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<th>VP Responsibility</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3464</td>
<td>TAMY Awards</td>
<td>Recognize and support local high school performing arts programs through the development of a new program celebrating the musical theatre productions at local high schools (the TAMY Awards).</td>
<td>1844 Theater</td>
<td>Pete Trainor</td>
<td>Gail Steele</td>
</tr>
</tbody>
</table>

Prepared by: Data Management & Institutional Assessment
## Objective Title

### Objective Description

**Strategic Objective 3.3: Foster Higher Education Collaboration**

Cultivate strong and viable partnerships with regional two and four-year colleges to assure the needs of the region are comprehensively addressed with the highest quality programs/services delivered through innovative approaches to resource sharing, cohesive curriculum development, and service delivery.

<table>
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<tr>
<th>Objective #</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3178</td>
<td>Articulation Agreements</td>
<td>Revisit our current articulation agreements, and establish new agreements, for our print and web/multimedia transfer students. (By May, 2007)</td>
<td>1843</td>
<td>Computer Graphic Design</td>
<td>Pete Trainor Kristine Jordan</td>
</tr>
<tr>
<td>3447</td>
<td>National Coalition Building Institute</td>
<td>MWCC in collaboration with Quinsigamond C.C., Fitchburg State College and Worcester State College will be participating in the National Coalition Building Institute program. NCBI will offer students, faculty, and staff a diverse appreciation for diversity. The workshops will empower attendees while allowing them to appreciate their differences, uncover/address any prejudicial biases, and then learn to disrupt hurtful remarks in a sensitive and skillful manner.</td>
<td>1100</td>
<td>Human Resources and Affirmative Action</td>
<td>Parent/Dan Asquino Diane Greb</td>
</tr>
<tr>
<td>3519</td>
<td>Art Department as Liaison</td>
<td>Act as liaison to art-related programs: sharing resources and opportunities for our art students, art program and community. For example: placing an advanced ceramic student in a paid position teaching clay courses at the Fitchburg Community Center, placing a student in a summer art program as the teaching assistant, an art faculty volunteering to jury local art association exhibition, establishing a scholarship for a MWCC graduating art student to receive from Montserrat College of Art, etc.</td>
<td>1841</td>
<td>Art</td>
<td>Pete Trainor Joyce Miller</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 3.4*

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</tr>
</thead>
<tbody>
<tr>
<td>3874</td>
<td>Central Links Collaborations</td>
<td>Further the mission and goals of Central Links through collaborative grant development.</td>
<td>1510</td>
<td>Grants Development</td>
<td>Jan LeClair Joe Stiso</td>
</tr>
</tbody>
</table>

*Other Units Impacted: Presidents Office*
### Strategic Objective 3.4: Regional Economic & Workforce Development

Be a central go to source for economic development and the education and training of the regional workforce through the proactive delivery of innovative and responsive workforce development courses, programs, and services.

<table>
<thead>
<tr>
<th>Objective #</th>
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<th>Unit Manager</th>
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</thead>
<tbody>
<tr>
<td>1771</td>
<td>Case Manager Reference Library</td>
<td>Create a Case Managers Reference Library to use as a resource to improve case management. Library will include: 1) Self Paced Workbook teaching and basic interpersonal skills of Case Management; 2) DWS Case Management Process guideline or checklist; 3) MOSES (IT data base) reference manual; and 4) Quality Assurance Standards (model file, Q and A, WIA documentation, etc.).</td>
<td>1460 North Central Career Services</td>
<td>Jackie Feldman</td>
<td>John Miner</td>
</tr>
<tr>
<td>2202</td>
<td>Master Logger Certification</td>
<td>Continuation and improvement of Master Logger Certification Program for southern New England logging companies that results in the certification of 6 companies.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>2394</td>
<td>Forest Viability Grant Program</td>
<td>Fulfill commitments to EOEA contract by completing 10 second-round Forest Viability projects and 5 third-round projects.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>2395</td>
<td>Southern New England Logger Education</td>
<td>Provide 25 accredited workshops for southern New England logging companies that provide 3,000 credit-hours and produce $35,000 in gross revenue.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>2638</td>
<td>Incubator Without Walls</td>
<td>Launch Incubator Without Walls program.</td>
<td>1490 Curriculum Development/ Entrepreneurial Center</td>
<td>Jackie Feldman</td>
<td>Lisa Derby Oden</td>
</tr>
<tr>
<td>2692</td>
<td>ERC Marketing</td>
<td>Develop comprehensive annual marketing plan for ERC.</td>
<td>1490 Curriculum Development/ Entrepreneurial Center</td>
<td>Jackie Feldman</td>
<td>Lisa Derby Oden</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 4.1*

*Also applies to Goal(s)/Objective(s): 3.5, 4.1*
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</thead>
<tbody>
<tr>
<td>2787</td>
<td>Bioenergy Supply Development Initiative</td>
<td>Provide services under contract with Mass. DOER.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>2790</td>
<td>F&amp;WPI Mission</td>
<td>Strengthen role of Institute in fostering forest industry workforce development, improved forest health, and improved forest products economy through civic engagement, program promotion, and general outreach that is not income producing.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>2791</td>
<td>Workforce Development - Primary industry</td>
<td>Obtain at least two contracts to provide training to companies or organizations.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>3062</td>
<td>Rex Lumber workforce training grant management</td>
<td>Manage the registration of Rex Lumber employees into training classes as part of the MA workforce training fund program.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>3064</td>
<td>High Tech Machinery Series</td>
<td>Provide 3 workshops on tooling, software and high-tech machinery specific to the woodworking industry.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>3426</td>
<td>Paperwork reduction</td>
<td>Evaluate hardcopy documentation maintained in case files and MOSES to determine if some of the hardcopy documentation can be reduced.</td>
<td>1460 North Central Career Services</td>
<td>Jackie Feldman</td>
<td>John Miner</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 1.1, 1.2, 1.5, 2.1, 2.3, 3.1, 3.3, 4.1, 4.4, 5.4*

*Other Units Impacted: Lifelong Learning and Workforce Development, Workforce Development*

*Also applies to Goal(s)/Objective(s): 1.1, 3.1, 3.3, 4.4*

*Other Units Impacted: Lifelong Learning and Workforce Development*

*Also applies to Goal(s)/Objective(s): 1.1, 1.2, 4.1, 4.3*
<table>
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<tbody>
<tr>
<td>3427</td>
<td>Involve DWS in at least one MWCC Job Fair</td>
<td>NCCC conducts Job Fairs and so does MWCC, yet NCCC-DWS does not participate in the MWCC Job Fairs. We should support the colleges Job Fair in order to educate students and the community about training services offer through WIA Title 1- Dislocated Worker Services.</td>
<td>North Central Career Services</td>
<td>Jackie Feldman</td>
<td>John Miner</td>
</tr>
<tr>
<td>3518</td>
<td>Non-credit art courses &amp; workshops</td>
<td>Collaborate with Lifelong learning and Workforce Development to continue to develop an art program that includes non-credit art courses and workshops for adults, teens, and children. Courses and workshops will be offered in the evening, weekends, and summer.</td>
<td>Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td></td>
<td>Also applies to Goal(s)/Objective(s): 4.1, 5.4</td>
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<tr>
<td>3568</td>
<td>Workforce Development Business Networking Event</td>
<td>Host quarterly breakfast or luncheon for area businesses, the purpose being to educate business community about Training Options available at MWCC, as well as the way in which the Workforce Training Fund can fund the training.</td>
<td>Workforce Development</td>
<td>Jackie Feldman</td>
<td>Jeremiah Riordon</td>
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<td>Also applies to Goal(s)/Objective(s): 4.1</td>
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<tr>
<td>3572</td>
<td>Business Prospect Sales Account</td>
<td>Create a reimbursement account for the purpose of sales prospecting by taking prospective clients to coffee, lunch, etc.</td>
<td>Workforce Development</td>
<td>Jackie Feldman</td>
<td>Jeremiah Riordon</td>
</tr>
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<td></td>
<td>Also applies to Goal(s)/Objective(s): 4.1</td>
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<tr>
<td>3573</td>
<td>Increase Lead Sales Contact Availability By Verizon Trio PDA/Telephone Upgrade</td>
<td>Increase availability of lead sales person to customers and prospects via telephone and email via Trio PDA/Telephone.</td>
<td>Workforce Development</td>
<td>Jackie Feldman</td>
<td>Jeremiah Riordon</td>
</tr>
<tr>
<td>3617</td>
<td>Renewable energy outreach to the community</td>
<td>Continue to provide technical assistance to those seeking to employ renewable energy strategies within their facilities. Continue to participate in forums, workshops, conferences to disseminate information on the College's renewable/sustainable energy projects.</td>
<td>Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td></td>
<td>Also applies to Goal(s)/Objective(s): 4.1, 4.4</td>
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<td>Unit Manager</td>
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<tr>
<td>3641</td>
<td>Hire Half Time Grant Writer</td>
<td>Hire a 20 hours per week/half time position for the purpose of writing and submitting monthly grants focusing on Workforce Development.</td>
<td>1480 Workforce Development</td>
<td>Jackie Feldman</td>
<td>Jeremiah Riordon</td>
</tr>
</tbody>
</table>

*Also applies to Goal(s)/Objective(s): 4.1, 4.5*
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</thead>
<tbody>
<tr>
<td>3310</td>
<td>Audience development</td>
<td>Promote audience development through the TAM web site, season brochures and other marketing tools.</td>
<td>1844 Theater</td>
<td>Pete Trainor</td>
<td>Gail Steele</td>
</tr>
<tr>
<td>3735</td>
<td>Portray the best image of the college</td>
<td>Portray the best image of the college on the college website, in college print publications and in local newspapers and publications.</td>
<td>1710 Public Affairs</td>
<td>Sharyn Rice</td>
<td>LeaAnn Erickson</td>
</tr>
</tbody>
</table>

**Strategic Objective 3.5: Implement an Integrated Marketing System**

Institute a comprehensive and integrated marketing, outreach, and enrollment management planning process and plan supportive of recruitment/enrollment, community outreach and involvement, and institutional development that involves a) adoption of a market orientation mindset among faculty and staff; b) continuous assessment of constituency needs, market characteristics, competitive advantages; c) a target market approach to promotion, outreach, and recruitment; and d) well defined metrics to document and verify the Colleges impact.
Fiscal 2007 Strategic Initiatives/Objectives

Strategic Goal 4.0: Acquire and Use Resources Wisely & Effectively

Mount Wachusett Community College will accomplish its strategic goals, objectives, and action plans by acquiring and effectively using fiscal, physical, human, and technology resources to fully and directly support implementation of the College’s vision and mission driven Strategic Plan.

<table>
<thead>
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</thead>
</table>
| Strategic Objective 4.1: Increase Revenue Generation Efforts
Aggressively pursue an integrated strategy for increasing revenues:
1) Student Revenue: Keep student charges at a level essential for maintaining competitive advantage and draw while increasing the number of students enrolled and retained at the College;
2) Government Support: Secure an adequate level of state funding;
3) Grants Development/Fundraising: Aggressively seek and increase funds from public and private funding sources;
4) Entrepreneurial: Expand revenue streams from entrepreneurial, corporate training, and auxiliary service activities. |
<p>| 1807 | Implement Thin-Client Environment | Replace existing lab computers with thin-client workstations to better utilize funding opportunities and to create an environment requiring less ongoing support for individual computers. (Rooms 209, 240, 241, 284 and 313) | 1310 Information Systems and Services | Elaine Smith | Elaine Smith |
| Also applies to Goal(s)/Objective(s): 1.2, 4.3, 4.5 |
| 2166 | Initiate student drop for nonpayment process | Initiate and perfect the policies and technical procedures for dropping students for nonpayment prior to the freezing of term student enrollment data; institute aggressive policies and procedures for early communications with students and a well defined process for reinstating students post drop. | 1310 Information Systems and Services | E. Smith/ E. Terceiro, A. McDonald | Ella Wright/ N. Miller/ J. Soucier/ G. Roberts/ R. Pastor/ J. Walsh/ T. Howlett/ B. LaBonte |
| Other Units Impacted: Admissions, Advising and Registration, Data Management and Institutional Assessment, Enrollment Management/Registrars Office, Finance/Comptroller Office, Financial Aid, Student Services and Enrollment Management |
| Also applies to Goal(s)/Objective(s): 2.1 |
| 2573 | Increase staff skills and productivity | Improve staff productivity and effectiveness through tools, team-building, training and development. | 1510 Grants Development | Jan LeClair | Joe Stiso |
| Also applies to Goal(s)/Objective(s): 4.2, 4.4, 4.5, 5.3, 5.4 |</p>
<table>
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<tr>
<td>2579</td>
<td>Increase the college's self-sufficiency and viability</td>
<td>Promote an organizational culture for designing programs and projects that: 1) strengthens the viability of the college; 2) is grounded in research and predicated on best practices from the field; 3) is need-driven and strongly supported by data and evidence; 4) develops strong implementation, evaluation, dissemination, and sustainability plans; 5) fosters collaboration among internal and external stakeholders; and 6) results in projects that are cost effective, with cost share elements from the college and its planning partners.</td>
<td>1510 Grants Development</td>
<td>Jan LeClair</td>
<td>Joe Stiso</td>
</tr>
<tr>
<td>2788</td>
<td>Profitable Workshops for DCE</td>
<td>Provide 4 DCE workshops on forestry topics of general interest.</td>
<td>1485 Forest and Wood Products Institute</td>
<td>Jackie Feldman</td>
<td>Joe Smith</td>
</tr>
<tr>
<td>3312</td>
<td>Shared IT Resource Models</td>
<td>Work with Fitchburg State College and eventually other Massachusetts Banner public colleges to implement substantive cost sharing strategies: e.g. sharing key high skilled positions; Banner administration/programming; reports development; dmart development; hardware/software sharing and licensing; disaster recovery; training; i.e. shared resource efforts up to and including a central data center model where all costs for management and staffing are shared by multiple colleges.</td>
<td>1300 Data Management and Institutional Assessment</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
</tr>
<tr>
<td>3443</td>
<td>Liquidate Perkins Loan Program</td>
<td>Liquidate the Federal Perkins Loan Program to cease participation in the loan program.</td>
<td>1620 Financial Aid</td>
<td>Ann McDonald</td>
<td>JoEllen Soucier</td>
</tr>
<tr>
<td>3491</td>
<td>Explore possibility of evening classes</td>
<td>Explore the possibility of evening Dental Hygiene classes so that we may increase the number of students admitted to the Dental Hygiene program.</td>
<td>1836 Dental Hygiene</td>
<td>Pete Trainor</td>
<td>Anne Malkasian</td>
</tr>
<tr>
<td>3553</td>
<td>Hire Bilingual Liaison 100% in Financial Aid</td>
<td>Currently Kathy Lewis is working in Financial Aid 60% of the time and at the EOC the other 40% of the time. Decision has been made to move Kathy to Financial Aid 100% of the time.</td>
<td>1620 Financial Aid</td>
<td>Ann McDonald</td>
<td>JoEllen Soucier</td>
</tr>
</tbody>
</table>

**Other Units Impacted:** Academic Affairs, Administrative Services, Community and Foundation Development, Data Management and Institutional Assessment, Grants Management, Institutional Operations/Executive Vice President, Lifelong Learning

**Also applies to Goal(s)/Objective(s):** 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 3.5, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.4
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<tbody>
<tr>
<td>3560</td>
<td>Expand grants capacity to obtain external resources</td>
<td>Expand grants capacity to obtain external resources.</td>
<td>1510 Grants Development</td>
<td>Jan LeClair</td>
<td>Joe Stiso</td>
</tr>
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<td><strong>Also applies to Goal(s)/Objective(s): 5.3</strong></td>
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</tr>
<tr>
<td>3602</td>
<td>Increase revenue</td>
<td>Increase Fitness Center revenue to offset expenses.</td>
<td>1880 Fitness and Wellness Center</td>
<td>Pete Trainor</td>
<td>Steve Washkevich</td>
</tr>
<tr>
<td>3674</td>
<td>Engage alumni and students through campus events and activities</td>
<td>Engage alumni in on campus activities i.e. board meetings, events, fundraising, volunteerism.</td>
<td>1750 Alumni Affairs</td>
<td>Sharyn Rice</td>
<td>Melanie Patterson</td>
</tr>
<tr>
<td></td>
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<td><strong>Other Units Impacted: Administrative Services, Community and Foundation Development, Foundation</strong></td>
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<td><strong>Also applies to Goal(s)/Objective(s): 5.2</strong></td>
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<tr>
<td>3676</td>
<td>Develop and raise resources for scholarship, operating expenses and to increase revenue generation</td>
<td>Increase revenue generation for scholarships and operating expenses through fundraising activities and other events.</td>
<td>1750 Alumni Affairs</td>
<td>Sharyn Rice</td>
<td>Melanie Patterson</td>
</tr>
<tr>
<td>3680</td>
<td>Develop alumni board through recruitment and active participation</td>
<td>Recruit new alumni members, host meetings, create volunteer opportunities and encourage philanthropy.</td>
<td>1750 Alumni Affairs</td>
<td>Sharyn Rice</td>
<td>Melanie Patterson</td>
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<td><strong>Other Units Impacted: Administrative Services, Facility Operations</strong></td>
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<tr>
<td>3681</td>
<td>Maintain accurate and current alumni contact information; e-mail addresses, phone numbers and mailing addresses</td>
<td>Utilize the services of Harris Connect and other resources to maintain accurate and updated contact information on alumni.</td>
<td>1750 Alumni Affairs</td>
<td>Sharyn Rice</td>
<td>Melanie Patterson</td>
</tr>
<tr>
<td></td>
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<td><strong>Other Units Impacted: Administrative Services, Information Systems and Services, Reproduction Services</strong></td>
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<tr>
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<tr>
<td>3873</td>
<td>Annual Grant Planning</td>
<td>Assist the institution, its divisions and departments to meet identified priority strategic initiatives through the development of appropriate and successful proposals for funding.</td>
<td>1510</td>
<td>Grants Development</td>
<td>Jan LeClair</td>
</tr>
</tbody>
</table>

*Other Units Impacted: Academic Affairs, Administrative Services, Community & Foundation Development, Data Mgmt & Institutional Assessment, Institutional Operations/Exec VP, Lifelong Learning and Workforce Development, School of Business, Social Sciences*

*Also applies to Goal(s)/Objective(s): 1.1, 1.2*
**Strategic Objective 4.2: Implement Improved Budget Planning & Management**

Assure achievement of the College's mission, goals, and objectives by fully integrating resource and budget development with strategic and annual action planning into one cohesive system that: (a) defines short- and long-term revenue requirements and funding priorities; (b) facilitates reallocation of resources to high demand/high need priorities and activities; and (c) informs and focuses resource development planning.

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</thead>
<tbody>
<tr>
<td>3343</td>
<td>On Line Planning System (SPOL) Refinement and Enhancement</td>
<td>Refine SPOL (online planning system) upon completion of the FY 2006 pilot effort to accommodate: MWCC key performance indicator categories, more college specific descriptions for objective types, reports essential to support MWCC planning and budget needs, improved ease of access/utilization for executive level review and approval of units within their divisional area.</td>
<td>1300 Data Management and Institutional Assessment</td>
<td>E. Smith/ J. Gustowski</td>
<td>E. Smith/ M. Poor</td>
</tr>
<tr>
<td>3593</td>
<td>Initiate inventory control policies and procedures</td>
<td>The College has adopted new policies and procedures to ensure compliance with state regulations regarding real property inventory. This initiative will be ongoing with no end date.</td>
<td>1200 Institutional Operations/ Executive Vice President</td>
<td>Parent/Dan Asquino</td>
<td>Ed Terceiro</td>
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</tbody>
</table>

*Other Units Impacted: Administrative Services*

*Also applies to Goal(s)/Objective(s): 4.3*
<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>2149</td>
<td>Annual boiler inspection Annual boiler inspection with dept of public safety. Annual fire sides and 3 year water side teardown.</td>
<td>1240 Maintenance and Mechanical Systems</td>
<td>Ed Terceiro</td>
<td>William Swift</td>
</tr>
<tr>
<td>2190</td>
<td>Capital equipment Review equipment inventory and accurately project requirements. Include new state of the art electrical simulation unit as well as possible other needs.</td>
<td>1833 Physical Therapist Assistant</td>
<td>Pete Trainor</td>
<td>Jackie Shakar</td>
</tr>
<tr>
<td>2206</td>
<td>PM plan development Develop preventative maintenance plan for facilities.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td>2571</td>
<td>Data Center Security Improvement Per State IT Audit Install security measures as prescribed by state auditors to improve the security of the College's IT data/network infrastructure.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Ella Wright</td>
</tr>
<tr>
<td>2725</td>
<td>Expand multimedia capabilities Purchase and install state of the art multimedia equipment. September 2007</td>
<td>1440 Leominster Campus</td>
<td>Jackie Feldman</td>
<td>Lee Cogswell</td>
</tr>
<tr>
<td>2880</td>
<td>Staffing and equipment needs Monitor and assess any needs in CHC staffing or equipment to ensure student success.</td>
<td>1832 CHC (Complementary Health Care)</td>
<td>Pete Trainor</td>
<td>Margaret Jaillet</td>
</tr>
</tbody>
</table>

**Strategic Objective 4.3: Improve Physical Facilities**

Develop a flexible institutional plan and capital funding approach for facility acquisition, upgrade/improvement, and utilization that directly supports the Colleges evolving teaching and learning, student support, and administrative needs defined by strategic goals and objectives while recognizing the importance of flexibility and responsiveness in an ever changing environment.

*Also applies to Goal(s)/Objective(s): 1.1, 1.2*

*Also applies to Goal(s)/Objective(s): 4.4*

*Other Units Impacted: Facility Operations, Maintenance and Mechanical Systems*

*Other Units Impacted: Information Systems and Services, Media Services*
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>2920</td>
<td>Physical and Professional Working Environment</td>
<td>Conduct planning meetings with facilities and operations personnel to develop a comprehensive plan aimed at developing an institutional plan to build or renovate space in FY 2008 for the Campus Police Department which will improve the physical and professional working environment for the Campus Police Department in order to facilitate response to incidents on campus, promote best practices in tracking of evidence and property, enhance accessibility for students, staff, and faculty.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimaga</td>
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<td></td>
<td></td>
<td>Other Units Impacted: Facility Operations, Facilities Administration, Information Systems and Services, Institutional Operations/Executive Vice President, Maintenance and Mechanical Systems</td>
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<td>Also applies to Goal(s)/Objective(s): 4.4, 5.4</td>
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<tr>
<td>2930</td>
<td>Create a system for intercampus mail delivery</td>
<td>Create a courier service to deliver mail and materials to and from main campus.</td>
<td>1440 Leominster Campus</td>
<td>Jackie Feldman</td>
<td>Lee Cogswell</td>
</tr>
<tr>
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<td>Other Units Impacted: ABE Program, Lifelong Learning and Workforce Development, Shipping/Receiving and Mailroom</td>
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<tr>
<td>2941</td>
<td>Security Support for Off-Campus Sites</td>
<td>Enhance and support Satellite Campuses by providing them with increased security presence, and developing a working space at the two major off-campus sites: Devens and Leominster, which will enhance the response to incidents at these locations. A small office area should be planned into any future renovations at either of these two sites. This area would provide working space as well as interview space and meeting space to address needs at the main satellite campuses.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimaga</td>
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<td>Also applies to Goal(s)/Objective(s): 5.4</td>
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<tr>
<td>2954</td>
<td>Tractor replacement for 1974 ford 4400</td>
<td>Tractor replacement for outdated equipment and transmission failure.</td>
<td>1240 Maintenance and Mechanical Systems</td>
<td>Ed Terceiro</td>
<td>William Swift</td>
</tr>
<tr>
<td>3205</td>
<td>Create a comfortable, technologically enhanced learning environment</td>
<td>Create a comfortable, technologically enhanced learning environment. (capital funds)</td>
<td>1870 Library and Information Services</td>
<td>Pete Trainor</td>
<td>Linda Oldach</td>
</tr>
<tr>
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<td>Other Units Impacted: Administrative Services, Information Systems and Services, Media Services</td>
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<tr>
<td>3306</td>
<td>Theatre maintenance</td>
<td>Continuously maintain and upgrade the Theatre at the Mount facility and ancillary areas through routine maintenance, repairs and inspections.</td>
<td>1844 Theater</td>
<td>Pete Trainor</td>
<td>Gail Steele</td>
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<td>Other Units Impacted: Facility Operations</td>
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<tr>
<td>3307</td>
<td>Sound booth/handicapped seating</td>
<td>Provide a better theatre experience for audiences by designing and building a new sound booth in the back of the theatre; construction of this booth to be done in conjunction with the creation of an improved handicapped seating area. This objective is contingent upon grant approval.</td>
<td>1844 Theater</td>
<td>Pete Trainor</td>
<td>Gail Steele</td>
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<tr>
<td>3309</td>
<td>Backstage improvements</td>
<td>Improve the performance environment for artists by renovating the green room, sewing room and dressing rooms. This objective is contingent upon grant approval.</td>
<td>1844 Theater</td>
<td>Pete Trainor</td>
<td>Gail Steele</td>
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<tr>
<td>3445</td>
<td>New position/Trades worker</td>
<td>I would like a new tradesworker position. The college has added 12k sqft in the addition of the Wetmore building. We are currently adding 5k sqft child care building. Facility's also maintains the entire Devens satellite building along with the Leominster campus. The college has also added a power plant along with numerous energy conservation measures that greatly impact added preventive maintenance. With the above statements Facility's staff has not grown while demands for Facility's and Maintenance has greatly increased. A trades worker position allows this person to have a wide job description including snow removal. This position would help with all aspects of facility maintenance and would help keep utility cost down due to the upkeep that is needed for the power plant and numerous energy conservation measures that were implemented over the last few years. Lack of preventive maintenance leads to higher energy consumption and poorer controlled environment that is occupied.</td>
<td>1240 Maintenance and Mechanical Systems</td>
<td>Ed Terceiro</td>
<td>William Swift</td>
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<tr>
<td>3446</td>
<td>Heat pumps faculty offices</td>
<td>Replace packaged heat/cool systems in faculty offices. The systems are 1970 vintage and have completely outlived there useful life. I would like to start changing them to packaged heat pumps that are extremely efficient compared to the existing electric resistant heating. Heat pumps have three time the efficiency of the existing systems. The typical cost of a replacement packaged heat pump is $1500. per office and there are 72 offices. (capital funds)</td>
<td>1240 Maintenance and Mechanical Systems</td>
<td>Ed Terceiro</td>
<td>William Swift</td>
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<tr>
<td>3452</td>
<td>Salt shed</td>
<td>Construct a new salt shed to keep the sand and salt dry. The salt shed was built in the late 70's. It was built without permits and does not meet any Mass. codes so ever. This building is a safety issue and is ready to fall down. If the building inspector inspects this it will be condemned! $50k</td>
<td>1240 Maintenance and Mechanical Systems</td>
<td>Ed Terceiro</td>
<td>William Swift</td>
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</table>

*Other Units Impacted: Facility Operations*
<table>
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<tr>
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<tbody>
<tr>
<td>3520</td>
<td>Update and repair art studio</td>
<td>Update and repair art studio facilities. Sinks and drains need updating. Blinds and lighting need to be repaired. Meeting scheduled with Ed Terceiro to evaluate.</td>
<td>1841 Art</td>
<td>Pete Trainor</td>
<td>Joyce Miller</td>
</tr>
<tr>
<td>3554</td>
<td>Signage and documents will reference a safe environment</td>
<td>Adhere to all Right to Know regulations in automotive area and be considered a safe environment.</td>
<td>1852 Automotive Technology</td>
<td>Pete Trainor</td>
<td>Peter Kaufmann</td>
</tr>
<tr>
<td>3594</td>
<td>Wind turbine project</td>
<td>This is a multi-year project that will include all the necessary studies to construct a wind turbine on campus for electrical generation.</td>
<td>1200 Institutional Operations/Executive Vice President</td>
<td>Parent/Dan Asquino</td>
<td>Ed Terceiro</td>
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<td>Other Units Impacted: Maintenance and Mechanical Systems</td>
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<tr>
<td>3595</td>
<td>Biomax 50 installation</td>
<td>Install, monitor, and evaluate biomass combined heat and power system.</td>
<td>1200 Institutional Operations/Executive Vice President</td>
<td>Parent/Dan Asquino</td>
<td>Ed Terceiro</td>
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<td>Other Units Impacted: Maintenance and Mechanical Systems</td>
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<tr>
<td>3605</td>
<td>Improve Fitness Center Facilities</td>
<td>Develop family changing area and prepare plans for renovation of the lockerooms and lockers.</td>
<td>1880 Fitness and Wellness Center</td>
<td>Pete Trainor</td>
<td>Steve Washkevich</td>
</tr>
<tr>
<td>3606</td>
<td>Solar array</td>
<td>Finance, purchase and install approximately 100kWe solar panels on the roof of the main building to reduce the College's dependence on electricity from the grid.</td>
<td>1200 Institutional Operations/Executive Vice President</td>
<td>Parent/Dan Asquino</td>
<td>Ed Terceiro</td>
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<tr>
<td>3716</td>
<td>Maintain tile floors</td>
<td>Maintain tile floors. Remove floor finish and re-coat each classroom and hallways.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td>3717</td>
<td>Purchase new chairs for various locations throughout the College</td>
<td>Upgrade chairs throughout the campus. This is a two year project, with the intent of purchasing 75 chairs each year.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td>3718</td>
<td>Replace folding chairs in fitness and wellness center</td>
<td>Replace folding chairs in Fitness and Wellness Center. Many chairs in the center are broken and in need of replacement.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td>3719</td>
<td>Pump out holding tanks throughout campus</td>
<td>Pump out holding tanks throughout campus. Various oil separator tanks and the acid tank must be pumped out this year. A contractor will be brought in to complete this mandatory task.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td>3720</td>
<td>Carpet replacement</td>
<td>Implement a five year plan to replace worn out carpeting in offices throughout the campus.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td>3721</td>
<td>Carpet cleaning</td>
<td>Professionally clean carpeted areas throughout campus.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
<tr>
<td>3726</td>
<td>Update Physical Facilities</td>
<td>Research and purchase new Xerox copiers for the Leominster and Fitchburg ABE site locations.</td>
<td>1450 ABE Program</td>
<td>Jackie Feldman</td>
<td>Dale Sanborn</td>
</tr>
</tbody>
</table>
### Strategic Objective 4.4: Expand Technology Utilization

Establish the essential technological infrastructure and support, provide adequate staff training, and maintain technological currency as essential steps to increasing institutional capacity to use technologies strategically and effectively as vital tools to enhance teaching and learning responsiveness, facilitate student success, maximize institutional efficiencies and cost effectiveness across the College, and support comprehensive, data/metric based planning, and quality improvement processes.

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<tbody>
<tr>
<td>1774</td>
<td>Select and Implement Contact Software</td>
<td>Review available applications and select appropriate software that will enable LLL &amp; WD to improve customer service by delivering more specialized, scheduled, individual services to area businesses and organizations.</td>
<td>1480 Workforce Development</td>
<td>Jackie Feldman</td>
<td>Jeremiah Riordon</td>
</tr>
<tr>
<td>1924</td>
<td>Replace EOL HPLJ4000 Printers</td>
<td>Replace the old HPLJ4000 printers in the classrooms as they are currently at the end of their life cycle.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Ella Wright</td>
</tr>
<tr>
<td>2170</td>
<td>Create and maintain a more complete documentation library</td>
<td>Develop a centralized library for the storing of all: 1) network related documentation including but not limited to design/configuration diagrams, a well defined log of improvements and changes improvement tracking 2) computer programs for reports and processes with full descriptions of what the report/process does, who is the owner, and the logic code and 3)full documentation on the Banner/Oracle infrastructure including the data mart instance, Discoverer structure and data dictionary, reports library.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>CIO</td>
</tr>
<tr>
<td>2221</td>
<td>Reduce ISS Problem Solving/Report Production Time</td>
<td>Reduce by 20% the time needed to resolve desk top problems and by 25% the time required to develop reports that support analytics and metrics.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Ella Wright</td>
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*Also applies to Goal(s)/Objective(s): 5.3*

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<tr>
<td>2503</td>
<td>On-line requisitions</td>
<td>Explore the feasibility of on-line purchase requisitions and approval queue processing. This will not only improve operating efficiencies by streamlining processes and reducing the use of paper, but will also allow College staff to track the progress of any purchase requisition they may place.</td>
<td>1253 Finance/Comptroller Office</td>
<td>Jane Gustowski</td>
<td>Robert Labonte</td>
</tr>
<tr>
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<tr>
<td>2504</td>
<td>Accounting Indexes</td>
<td>Simplify the College's accounting structure and improve the consistency of revenue/expenditure classifications through the use of accounting indexes.</td>
<td>1253 Finance/Comptroller Office</td>
<td>Jane Gustowski</td>
<td>Robert Labonte</td>
</tr>
<tr>
<td>2505</td>
<td>Decentralized Banner Access</td>
<td>Grant inquiry access to Banner budget screens so that the College community can have up-to-date information with regards to their budget status and create their own ad hoc reports and to develop a user manual and training program for the use of said system.</td>
<td>1253 Finance/Comptroller Office</td>
<td>Jane Gustowski</td>
<td>Robert Labonte</td>
</tr>
<tr>
<td>2506</td>
<td>E-Visions</td>
<td>Bring the E-Visions software on-line and utilize it to improve the appearance of Billing Statements sent to students.</td>
<td>1253 Finance/Comptroller Office</td>
<td>Jane Gustowski</td>
<td>Robert Labonte</td>
</tr>
<tr>
<td>2508</td>
<td>Banking</td>
<td>Submit an RFP and award a contract for banking services together with the other three colleges who are members of Central Links. This will assure that the College is receiving all of the services required at the most favorable rates.</td>
<td>1253 Finance/Comptroller Office</td>
<td>Jane Gustowski</td>
<td>Robert Labonte</td>
</tr>
<tr>
<td>2674</td>
<td>Improve Network Infrastructure</td>
<td>Improve the current network infrastructure to provide administrative, financial, and operational benefits. The benefits include upgrading the existing infrastructure, plan for the future and to take advantage of technological innovations such as IP telephony, Web Portal, Blackboard Hosting, Video and Messaging, Streaming media and other new technologies.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
</tr>
<tr>
<td>2929</td>
<td>Report Writing and Evidence and Property Tracking System</td>
<td>Improve the Department's ability to provide accurate and timely documentation of incidents, property and evidence and provide a database for the tracking of parking permits. A report writing database will facilitate research of information within the database and enhance statistical research for development of planning strategies and ensure accuracy in the filing of the annual CLERY report.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimaga</td>
</tr>
</tbody>
</table>

Other Units Impacted: Information Systems and Services

Also applies to Goal(s)/Objective(s): 5.3
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<tr>
<td>3185</td>
<td>Upgrade Mac Labs</td>
<td>Have ISS upgrade our Macintosh computers with the most current operating system Mac OSX Tiger, upgrade to our free download of Suitcase Fusion, and upgrade QuarkXPress to version 6.5. (By July - September, 2006)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
</tr>
<tr>
<td>3186</td>
<td>Software Purchase and Upgrade</td>
<td>Purchase Macromedia Contribute for the PC lab, if not purchased as part of bulk purchase agreement with Adobe for Macromedia Suite 8 which includes Contribute and FlashPaper. (By Mid July, 2006)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
</tr>
<tr>
<td>3187</td>
<td>Upgrade PC Lab</td>
<td>Work with ISS to upgrade the PC Lab per our original specs—the computers we received are not what we had given them specs for. This would also include the installation of Macromedia Contribute and the upgrade for Dreamweaver, Flash, and Fireworks version 8. (By July - September, 2006)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
</tr>
<tr>
<td>3188</td>
<td>New Laser Printer for Labs</td>
<td>Have ISS purchase and install a new laser printer for Room 346 to replace the old 5si that is currently in very poor condition. This will increase the productivity of the students and lab assistants when printing projects. (By July - September, 2006)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
</tr>
<tr>
<td>3189</td>
<td>CGD Server</td>
<td>Have ISS install a new CGD Storage Server for use by all CGD students and faculty for storage of course files and folders. Have ISS test the new CGD Storage Server on the Macintosh Apple Network to insure compatibility and full network integration including PC to MAC and MAC to PC folder accessibility. (By July/August 2006)</td>
<td>1843 Computer Graphic Design</td>
<td>Pete Trainor</td>
<td>Kristine Jordan</td>
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*Other Units Impacted: Information Systems and Services*

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<tr>
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</thead>
<tbody>
<tr>
<td>3251</td>
<td>Multimedia equipment for lab room 208</td>
<td>Update the multimedia equipment for lab room 208. Teacher computer and ceiling mounted projector (dedicated) are needed to display materials in this lab room.</td>
<td>1856 Natural Sciences</td>
<td>Pete Trainor</td>
<td>Janice Barney</td>
</tr>
<tr>
<td>3308</td>
<td>Box office improvements</td>
<td>Increase efficiency in the theatre box office through the acquisition of a voice mail system and new credit card processing system.</td>
<td>1844 Theater</td>
<td>Pete Trainor</td>
<td>Gail Steele</td>
</tr>
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*Other Units Impacted: Information Systems and Services*
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<tbody>
<tr>
<td>3332</td>
<td>Upgrade adaptive equipment for hearing impaired students</td>
<td>Upgrade adaptive equipment for hearing impaired students. Purchase new phonic loop system for the hearing impaired. The current ones are no longer working and are outdated.</td>
<td>1660 Counseling</td>
<td>Ann McDonald</td>
<td>Nancy Kennedy</td>
</tr>
<tr>
<td>3369</td>
<td>Improvement of I magazine printing</td>
<td>Improve the quality of printing of the student/alumni I magazine with better paper, more graphics, and more color.</td>
<td>1842 English</td>
<td>Pete Trainor</td>
<td>David Patterson</td>
</tr>
<tr>
<td>3392</td>
<td>Upgrade computer lab</td>
<td>Upgrade all computers in one of the computer labs in the Leominster campus.</td>
<td>1440 Leominster Campus</td>
<td>Jackie Feldman</td>
<td>Lee Cogswell</td>
</tr>
<tr>
<td>3415</td>
<td>Media services / professional devolvement</td>
<td>Support MWCC, BCT, AVTV, and media services and to stay current with the required knowledge for audio and video technology as it relates to multi media television, radio, video production &amp; audio visual.</td>
<td>1251 Media Services</td>
<td>Jane Gustowski</td>
<td>Art Collins</td>
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<td>Other Units Impacted: Media Services</td>
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<tr>
<td>3421</td>
<td>Media services general expenditures</td>
<td>Repair and general up keep of the multi media and AVTV systems.</td>
<td>1251 Media Services</td>
<td>Jane Gustowski</td>
<td>Art Collins</td>
</tr>
<tr>
<td></td>
<td>Other Units Impacted: Media Services</td>
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<tr>
<td>3521</td>
<td>Upgrade/Update Scientific Equipment/Teaching materials</td>
<td>Upgrade scientific equipment/teaching materials for Gardner/Devens campuses. Purchase the following items: Agar Platemaker ($30,000), replace 2-3 new microscopes (high quality) per year to replace old, purchase one dedicated microscope and camera projecting unit combination for room 241, purchase one camera/microscope and dedicated monitor for Devens, upgrade computers in lab room 241.</td>
<td>1856 Natural Sciences</td>
<td>Pete Trainor</td>
<td>Janice Barney</td>
</tr>
<tr>
<td>3522</td>
<td>Purchase Teaching models for classroom use</td>
<td>Purchase teaching models for Gardner/Devens of the following: 3-D model of the spinal cord (quantity of 3), 3-D model of motor neuron (quantity of 3), 3-D model of skeletal muscle/motor plate (quantity of 3).</td>
<td>1856 Natural Sciences</td>
<td>Pete Trainor</td>
<td>Janice Barney</td>
</tr>
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<tbody>
<tr>
<td>3546</td>
<td>Improve ISS technical Support of Remote Campuses and extend hours of Help Desk Operation.</td>
<td>Improve ISS technical support of remote campuses and provide extended Help Desk Hours to 8:00 PM by taking half time technician position and making fulltime and establishing a weekly schedule of 1) rotating technical support to 8:00PM and 2) travel to each remote campus to provide services such as computer moves, installation, telecommunication support, and removal of old equipment.</td>
<td>1310 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
</tr>
<tr>
<td>3707</td>
<td>Update Automotive Technology</td>
<td>Update automotive technology. Would like to acquire two 9 pin laptops that could be used as interfaces with the car computers. This request is contingent upon the library being approved for replacement laptops. Their old laptops would work fine for our purposes.</td>
<td>1852 Automotive Technology</td>
<td>Pete Trainor</td>
<td>Peter Kaufmann</td>
</tr>
</tbody>
</table>

*Other Units Impacted: Information Systems and Services, Library and Information Services*
### Strategic Objective 4.5: Improve Human Resources

Employ proactive, creative approaches to hiring, retaining, training/retraining, rewarding and deploying College faculty and staff to ensure a highly skilled and dedicated College workforce positioned to forward the Colleges vision, achieve mission, and successfully accomplish strategic goals and objectives; including, but not limited to, competitive faculty/staff recruitment and retention programs, professional development, and training support systems; incentive and reward systems for high performance and productivity; innovative staff scheduling and utilization practices.

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</tr>
</thead>
<tbody>
<tr>
<td>2111</td>
<td>Professional development</td>
<td>Participate in Fitness and Nutritional Professional conferences.</td>
<td>1831 Fitness Leadership and Exercise Science</td>
<td>Pete Trainor</td>
<td>Nola Sapienza</td>
</tr>
<tr>
<td>2199</td>
<td>Multicultural Awareness</td>
<td>Increase College-wide multicultural awareness/appreciation through offering/sponsoring: annual trainings, events, etc. in an effort to continue to develop faculty, staff, and student's appreciation for differences.</td>
<td>1110 Cultural Diversity</td>
<td>Diane Greb</td>
<td>Justine Lizotte</td>
</tr>
<tr>
<td>2563</td>
<td>Achieving Higher Diverse Recruitment/Retention Rates</td>
<td>Assist the Department of Human Resources and Affirmative Action through achieving the Colleges targeted Affirmative Action Plan goals in all recruitment/retention efforts during the 2006-2007 academic year. Paying particular attention to achieving a higher retention rate of its diverse employee population through offering new workshops and by sponsoring cultural awareness/appreciation events. These events and workshops will need to be offered by both the Professional Development and Multicultural Awareness Committees in collaboration with the Department of Human Resources and Affirmative Action.</td>
<td>1110 Cultural Diversity</td>
<td>Diane Greb</td>
<td>Justine Lizotte</td>
</tr>
<tr>
<td>2934</td>
<td>Fiscal and Human Resource Development</td>
<td>Improve the use of fiscal and human resources within the Department by employing best practices in proactive hiring, training, promoting, and rewarding of employees.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimaga</td>
</tr>
<tr>
<td>3055</td>
<td>Arming the Police Officers</td>
<td>Enhance the ability of Campus Police Officers to respond to potentially violent calls especially those involving knives, guns, or other weapons by providing them with sufficient training in the use of firearms, including close quarters shooting for the future purpose of arming all certified campus police officers who maintain active Special State Police Licenses. The objective is to provide the 40 hour basic firearms training meeting the standards set by the Massachusetts Criminal Justice Training Counsel. Thereafter, annual recertification of 8-16 hours/year will be provided.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimaga</td>
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<tr>
<td>3278</td>
<td>New England HERC Web Based Recruitment</td>
<td>Address/assist with the needs of higher education/academic recruitment challenges through participation with the New England Higher Education Recruitment Consortium.</td>
<td>1100 Human Resources and Affirmative Action</td>
<td>Parent/Dan Asquino Diane Greb</td>
<td></td>
</tr>
<tr>
<td>3279</td>
<td>Automated Recruitment System</td>
<td>Utilize an automated recruitment technology support system. A needs assessment was conducted which identified the automated recruitment system as necessary in order to forward the strategic goals and objectives in HR and AA.</td>
<td>1100 Human Resources and Affirmative Action</td>
<td>Parent/Dan Asquino Diane Greb</td>
<td></td>
</tr>
<tr>
<td>3282</td>
<td>Translator Services</td>
<td>Obtain translator services in order to be in compliance with EEOC regulations which state that all policies and procedures need to be available in multiple languages (other than just English).</td>
<td>1100 Human Resources and Affirmative Action</td>
<td>Parent/Dan Asquino Diane Greb</td>
<td></td>
</tr>
<tr>
<td>3283</td>
<td>Performance Recognition Program</td>
<td>Participate in the Massachusetts Performance Recognition state-wide program which is specifically designed to recognize outstanding state employees and their contributions. The Commonwealth of Massachusetts Performance Recognition Program allows the Commonwealth to thank outstanding employees and to promote high standards of excellence.</td>
<td>1100 Human Resources and Affirmative Action</td>
<td>Parent/Dan Asquino Diane Greb</td>
<td></td>
</tr>
<tr>
<td>3291</td>
<td>Evening Administrator</td>
<td>Hire a part time evening administrator. Other Units Impacted: Human Resources and Affirmative Action</td>
<td>1440 Leominster Campus</td>
<td>Jackie Feldman Lee Cogswell</td>
<td></td>
</tr>
<tr>
<td>3584</td>
<td>Maintain open door policy for faculty and staff.</td>
<td>Provide support and encouragement for the work that is done by everyone in this division.</td>
<td>1830 School of Health Sciences</td>
<td>Pete Trainor Deb Orre</td>
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*Also applies to Goal(s)/Objective(s): 5.4*

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</thead>
<tbody>
<tr>
<td>3603</td>
<td>Full time staffing</td>
<td>Hire 2 full time Staff Assistants for the Fitness Center. One for group exercise and additional administrative duties, another for Personal training an additional administrative duties.</td>
<td>1880 Fitness and Wellness Center</td>
<td>Pete Trainor Steve Washkevich</td>
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<tbody>
<tr>
<td>3728</td>
<td>Hire support staff for PN part and full-time program</td>
<td>Hire a full-time support person for the PN part-time and full-time program - clerk II.</td>
<td>1445 Devens Campus</td>
<td>Jackie Feldman</td>
<td>Julie Crowley</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Units Impacted: Human Resources and Affirmative Action, Lifelong Learning and Workforce Development, Nursing</td>
<td></td>
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</tr>
<tr>
<td>3736</td>
<td>Improve support to college from Print Shop and Mailroom</td>
<td>Provide adequate support to all departments within the college including satellite locations.</td>
<td>1250 Administrative Services</td>
<td>Ed Terceiro</td>
<td>Jane Gustowski</td>
</tr>
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<td>Also applies to Goal(s)/Objective(s): 5.4</td>
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<tr>
<td>3875</td>
<td>Professional Development</td>
<td>By June 2007, all DIA staff will advance their skills sets and knowledge base to remain current with, or exceed, the demands of their job responsibilities.</td>
<td>1510 Grants Development</td>
<td>Jan LeClair</td>
<td>Joe Stiso</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Units Impacted: Human Resources and Affirmative Action, Information Systems and Services</td>
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<td>Also applies to Goal(s)/Objective(s): 4.1</td>
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</table>
MWCC will reinforce its commitment to responsiveness, service, and high performance/results and assure institutional excellence and effectiveness by creating a progressive and collaborative climate and culture that embrace diversity, cultivate and value team, are flexible and adaptive to change, open to new ideas and approaches, creative and innovative, driven by high standards of performance and implementation of honest, ongoing quantitative and qualitative performance measurement as a vital tool for continuous quality improvement.

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<tbody>
<tr>
<td>2623</td>
<td>Publish a community magazine</td>
<td>Publish a magazine for MWCC community members and alumni to communicate MWCC’s value to the community.</td>
<td>1700 Community and Foundation Development</td>
<td>Parent/Dan Asquino</td>
<td>Sharyn Rice</td>
</tr>
</tbody>
</table>

Other Units Impacted: Alumni Affairs, Foundation, Public Affairs
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<tbody>
<tr>
<td>233</td>
<td>Enhance Existing Enrollment Reports with Admissions Data</td>
<td>Expand content and data provided in all enrollment reports to include admissions data and analysis.</td>
<td>1320 Institutional Research</td>
<td>Elaine Smith</td>
<td>Becky Forest</td>
</tr>
<tr>
<td>2383</td>
<td>Initiate Student Satisfaction Survey</td>
<td>Gather information on all enrolled student's level of satisfaction.</td>
<td>1320 Institutional Research</td>
<td>Elaine Smith</td>
<td>Becky Forest</td>
</tr>
<tr>
<td>3040</td>
<td>Training and Education</td>
<td>Pursue high standards in the education and training of officers in order to improve service, readiness, and accountability by increasing in-service Departmental Training and providing applicable video training and increased specialized training.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimagta</td>
</tr>
<tr>
<td>3048</td>
<td>Key Program Improvement</td>
<td>Improve the record keeping, and tracking of keys and related documentation in order to improve the security of the college and off-site campuses by providing the means by which to ensure levels of access to all areas and verify return of campus keys upon the resignation of employees.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimagta</td>
</tr>
<tr>
<td>3049</td>
<td>Traffic and Pedestrian Safety</td>
<td>Enhance traffic safety initiatives by providing equipment for enforcement of speed limits on campus in order to create a safer campus for vehicular and pedestrian traffic.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimagta</td>
</tr>
<tr>
<td>3056</td>
<td>RAD Equipment Improvement</td>
<td>Improve the equipment used in the RAD program to enhance the safety of participants through the use of properly fitting equipment for use in college training classes and community outreach.</td>
<td>1210 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimagta</td>
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<tr>
<td>3344</td>
<td>Data Mart Functionality and Capacity</td>
<td>Evolve the data mart infrastructure to an OLAP structure for improved trending and dashboarding; expand functionality to include student tracking capacity to support Title III initiatives, student persistence to graduation; a finance data mart; and an online dashboard indicator capability for key institutional effectiveness metrics.</td>
<td>1300 Data Management and Institutional Assessment</td>
<td>Elaine Smith</td>
<td>Elaine Smith</td>
</tr>
<tr>
<td>3450</td>
<td>NUP Evaluations</td>
<td>Implement the NUP evaluation process as a management tool for discussing NUPs work performance, encourage understanding of organizational goals, provide career counseling, promote relationship building, and/or advance the ability of the administrator to further the College Mission. A key element of the evaluation process is the mutual establishment of measurable goals, which must be directly tied on the College's Strategic goals with consideration of the NUP's job description and the objectives of the administrator and supervisor.</td>
<td>1100 Human Resources and Affirmative Action</td>
<td>Parent/Dan Asquino</td>
<td>Diane Greb</td>
</tr>
<tr>
<td>3468</td>
<td>Participate as a member of a statewide steering committee for Nursing</td>
<td>Participate as a member of a statewide steering committee for Nursing. This steering committee was appointed by the Massachusetts Board of Higher Education to provide oversight to a group of nursing education and practice stakeholders in assessing nursing in Massachusetts and recommending changes to enhance the education and practice models for the state.</td>
<td>1830 School of Health Sciences</td>
<td>Pete Trainor</td>
<td>Deb Orre</td>
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Other Units Impacted: Information Systems and Services

Other Units Impacted: Nursing
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<tbody>
<tr>
<td>Strategic Objective 5.4: Increase Internal Communication\Collaboration</td>
<td>Maximize cross divisional and departmental communication and collaboration to ensure all members of the faculty and staff are well informed and actively working as teams to realize institutional vision and achieve excellence through accomplishment of strategic goals and objectives.</td>
<td>Implement methods to establish better communications with the MWCC Community</td>
<td>2143 Information Systems and Services</td>
<td>Elaine Smith</td>
<td>CIO</td>
</tr>
<tr>
<td>Communication and Accountability of Information</td>
<td>Improve the Departments ability to communicate with other law enforcement agencies and retrieve important information accurately, clearly, and in a timely manner through the purchase of two multi-function color copiers with ability to perform as a printer/fax/scanner. Units will be used in the Campus Police Office and in the Office of the Secretary to Campus Police and Facilities for use of both Departments. The Unit in the Campus Police Office will replace the current fax and serve the added purpose of providing access to colored faxes from other law enforcement agencies as well as ability to copy documents for other college Departments and requests by the college community as appropriate. The unit in the Secretaries office will enable confidential communication ability for the Campus Police Chief and Facilities and the ability to make copies of documents in everyday practices.</td>
<td>3051 Public Safety and Security</td>
<td>Ed Terceiro</td>
<td>Karen Kolimaga</td>
<td></td>
</tr>
<tr>
<td>Coordinate and generate commencement communications</td>
<td>Announce and disseminate information regarding the commencement ceremony to the necessary constituents including prospective graduates, faculty, staff, and invited guests.</td>
<td>3081 Graduation Committee</td>
<td>Ann McDonald</td>
<td>Ann McDonald</td>
<td></td>
</tr>
<tr>
<td>Strengthen the library's presence</td>
<td>Expand awareness of library resources.</td>
<td>3393 Library and Information Services</td>
<td>Pete Trainor</td>
<td>Linda Oldach</td>
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*Other Units Impacted: Community and Foundation Development, Marketing, Reproduction Services, Student Life*
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<tr>
<td>3586</td>
<td>Continue to meet monthly with program chairs/directors and add one combined meeting per semester</td>
<td>Regular meeting provide an opportunity to keep abreast to current issues and the status of projects. Combined meetings all staff to share with one another, provide support and input into problem solving.</td>
<td>1830 School of Health Sciences</td>
<td>Pete Trainor</td>
<td>Deb Orre</td>
</tr>
<tr>
<td>3616</td>
<td>Renewable energy outreach</td>
<td>Develop opportunities for faculty, staff and students of MWCC to learn about the renewable/sustainable projects underway at the College. Conduct tours, professional development opportunities, and workshops for the MWCC community.</td>
<td>1230 Facilities Administration</td>
<td>Ed Terceiro</td>
<td>Rob Rizzo</td>
</tr>
</tbody>
</table>