EXECUTIVE MANAGEMENT

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Executive Vice President

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Melissa Fama, Ph.D.
Vice President of Academic Affairs

Robert LaBonte
Vice President of Finance & Administration

Diane Ruksnaitis
Vice President of Human Resources & Affirmative Action

Lea Ann Scales
Vice President of Access, Transition & Development

Joseph Stiso
Associate Vice President of Development, Planning, & Institutional Research

Vincent Ialenti, Ed.D.
Interim Dean, School of Liberal Arts, Education, Communications & Humanities
Dean, Academic & Institutional Technology

Embracing Transformation:
STRATEGIC PLAN
EXECUTIVE SUMMARY

Full text available at mwcc.edu/external/strategicplan
STRATEGIC GOALS

1. ACCESS

We commit to building access to opportunities for learning for all and creating new linkages that increase the region’s college-going rate, improve affordability, increase participation among diverse and nontraditional populations, increase college enrollment, and increase the opportunity to develop skills needed for employment.

Strategic Directions:

1.1 To provide all members of the community we serve opportunities to pursue or continue higher education and career training and eliminate achievement gaps among students from diverse backgrounds by: deepening and expanding collaborations with K-12 districts; investing in pre-college support and preparation programs; enhancing high school services that decrease students’ need for remediation prior to college matriculation; and increasing enrollment among nontraditional age (age 25+) learners who seek to enter or advance in the workforce.

1.2 To design and deliver alternate models for training, education, and support services that target the diverse needs of lifelong learners and to increase opportunities for affordability.

2. SUCCESS

We are a community of learners in which all students, faculty, staff, and administrators are active participants in the principles of lifelong learning and where engaged teaching and learning form the foundation for improved student outcomes, demonstrated by increased rates of completion, retention, graduation, transfer, and acquisition of career skills.

Strategic Directions:

2.1 To improve rates of success among students in course completion, skill attainment, semester-to-semester persistence, degree completion, transfer, and employment by providing and prescribing participation in academic and student support systems that all students in their successful preparation, timely progression, and desired completion; by implementing and sustaining innovative teaching and learning strategies and policies; and by supporting and developing a college faculty who focus their development and practice on employing exemplary teaching, learning, and advising strategies.

2.2 To establish learning and learning support systems and techniques designed to increase success rates among groups of learners from diverse backgrounds by delivering forward-thinking support systems expressly designed to mitigate the achievement gaps encountered among diverse learners enrolled at MWCC.

3. LEARNING

We provide innovative, effective teaching and superior quality in academic programs and pedagogy. We seek to impart to students a comprehensive general education, up-to-date and industry driven knowledge, and the ability to make an impact on their lives and community. Collaboratively, we shall continuously strive to improve our academic offerings by being responsive to industry needs through comprehensive outcomes assessment as well as implementing and sustaining innovative teaching and learning strategies and policies, and by supporting and developing a college faculty who focus their development and practice on employing exemplary teaching, learning, and advising strategies.

Strategic Directions:

3.1 To develop structured and relevant pathways to credentials with clear routes to navigating program and course options by aligning courses, degree programs, certificate programs, and shorter-term credentials to mesh with the academic rigor and relevant skills expected by employers and transfer institutions that receive our graduates and by expanding opportunities for students to acquire credit for experiential learning.

3.2 To enhance teaching and learning success through the integration of technology into the classroom and the individual student learning experience.

3.3 To increase faculty and student participation in civic engagement and service learning.

4. PROGRESS

We will devote our efforts and resources to demonstrate effectiveness and efficiency in business operations that lead to institutional self-sufficiency. Further, we shall serve as a prominent driving force and resource in the region in the areas of economic development, leadership, and innovation.

Strategic Directions:

4.1 To lead as a model of community and environmental responsibility, actively responding to community needs and goals by: developing visionary, strategic partnerships for regional workforce development and economic development and by devoting resources to improving MWCC’s position as a good steward of the environment.

4.2 To provide students with consistent, high-quality educational and customer service experiences by organizing academic and administrative operations to achieve greater efficiencies and delivery of quality educational services.

4.3 To invest in each other and develop, support, recruit, and retain a competent workforce by developing and deploying a diverse campus environment, and by expanding opportunities available to all employees so that they may achieve their greatest potential.

4.4 To build the physical and technological infrastructures and provide sustainable fiscal support to initiatives befitting a leading-edge community college by making fiscal and management decisions that increase efficiency and effectiveness of campus operations in a secure environment that meets industry standards; by making financial investments in facilities and technology that help advance the college’s business goals; by implementing a “growth and change” agenda through dynamic resource development and expert stewardship of funds allocated and awarded to the institution; and by securing funding to support initiatives aimed at improving student outcomes consistent with institutional goals.

VALUES

Mount Wachusett Community College is a community of learners where all are welcomed, valued for their individuality, and applauded for their unique contributions to making the college a special place to learn, work, gather, and grow. Students, faculty, and staff recognize the importance of diversity in sustaining a rich, healthy, and vibrant environment and affirm the following values that unite us as a collective body and guide our daily interactions.

Human Potential
Pursuit of Excellence
Mutual Respect and Trust
Institutional Integrity
Considerate Open Communication
Creativity and Responsible Risk Taking
Cooperation and Collaboration

VISION

Mount Wachusett Community College is the college of opportunity and a model of teaching and learning excellence.

MISSION

MWCC is a lifelong learning community dedicated to excellence in education and responsive to the changing needs of the communities we serve. Our focus is the preparation of individuals for lives of fulfillment, leadership, and service in a diverse and global society. We are committed to engaging students in rich and challenging learning opportunities within a small college atmosphere that is known for its personal touch.

The full text of the FY2015-2017 Strategic Plan can be found at mwcc.edu/external/strategicplan.