Embracing TRANSFORMATION
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The new strategic plan for FY2015-FY2017, “Embracing Transformation,” was crafted to transform our institution at every level. We continue to embrace our entrepreneurial spirit as we look ahead with great enthusiasm and prepare to transform our Gardner campus with a $41 million STEM building and renovation of our Arthur F. Haley Academic Center. The project will provide our students with new classrooms, new labs and more student study and meeting space. These are exciting times.

In addition to transformative change on campus, you will read about the transformation of our academic offerings. The college has launched new academic programs and improved existing programs to better align with workforce needs and trends.

We continue to lead the way in community and civic engagement. This past year, over 144,000 hours of service were provided to community partner organizations. This has a real impact on our local economy, totaling over $200 million as measured by an independent study.

For our students, the value of a community college education can be quantified in terms of increased earnings potential; they can realize an increase in their earnings of over $13,600 per year—or over half a million dollars over the course of their lifetime. We also know their quality of life is vastly improved by our strong grounding in the Humanities, as you will read about the further progress and impact of the college’s National Endowment for the Humanities grant.

It is with gratitude and pride that we offer this annual report for your review as we take on new challenges and move boldly into the next year at Mount Wachusett Community College.

Daniel M. Asquino, Ph.D.
President
Transforming
LEARNING & OUR CAMPUS

Through innovation in technology, teaching and learning, and student support services, Mount Wachusett Community College is transforming the academic experience for learners of all ages. MWCC is fulfilling its mission of preparing the next generation of workers and leaders in North Central Massachusetts and beyond.
During its first semester in operation this spring, more than 450 students tapped into the office's available resources and support. Trained student mentors volunteer in the office to provide peers with information, referrals, and hands-on assistance with life issues that are posing barriers to their academic success, such as childcare, transportation issues, financial assistance, food assistance, housing and heating oil assistance, as well as guidance for on-campus tutoring and other support services.

“In the military, you’re always looking out for the person next to you,” said Sanderson, a U.S. Marine Corps veteran who served in the 1990-1991 Gulf War. “You’re always taught to have your battle buddy. You had to trust the guy next to you to look out for you and you had to look out for him. And that’s what we do in the SOS office. Students come to us with an issue or several issues. We’re not counselors, but we put on a counselor hat because we want to help them figure out the root problem that is keeping them from being successful.”

For his initiative, the Lunenburg resident has received state and national recognition. In March, Sanderson received the Newman Civic Fellow Award from the Massachusetts Campus Compact, which promotes student involvement in community and service learning programs. Sanderson was among 181 students across the country honored with the award by the national Campus Compact organization.

Sanderson, a husband and father of three daughters, has also served as a member of the Commonwealth Corps, is an active participant with the college’s Center of Excellence for Veteran Student Success and an officer of the Veterans Group, a club affiliated with the Student Veterans of America.

New $41 million STEM building, coming in 2016.
As MWCC begins its second half-century, the fields of science, technology, engineering, and math are taking center stage with the highly anticipated construction of a new $41 million STEM building on the Gardner campus.

Following more than a year of extensive planning and design, the college is preparing to break ground on the 44,000-square-foot addition and renovation of the 40-year-old Arthur F. Haley Academic Center. The Commonwealth is investing $38 million in the project to support the academic needs in North Central Massachusetts. The project will be one of the largest in North Worcester County.

Amenities will include:
- Eight new classrooms and laboratories
- Four lab prep rooms
- 24 new faculty offices
- Student study space
- Interior glass walls to highlight STEM student innovation
- New laboratory equipment

These new facilities will include projection microscopes with 60-inch flat screen monitors, which will be acquired through a $500,000 grant the college received from the Massachusetts Life Sciences Center.

Designed by Boston-based Architerra, Inc. to meet LEED gold certification for efficiency and sustainability, the new building will contain energy-efficient features related to heating, exhaust, lighting, and plumbing that will further reduce MWCC’s carbon footprint.

Upgrades to audio/visual equipment and enhanced wireless capabilities in labs and open areas are also among the features, as well as a new 2,300 square-foot greenhouse for science programs. Improvements to the Haley Academic Center will include a new visitor entrance, a multi-purpose room, an academic advising suite, a refurbished student-centered campus hub, and increased accessibility to the Raymond M. LaFontaine Fine Arts Center.
To better prepare students for careers in their fields and meet the needs of area employers, MWCC developed new academic programs this year and revitalized several existing programs.

Federal changes in the way patients' medical information must be recorded and stored, for instance, prompted MWCC to establish one of New England’s first Health Information Management associate degree programs. New, rigorous laboratory science and mathematics courses brought Liberal Arts & Sciences programs to a new level by creating concentrations in biological science, chemical science, physics, and pre-engineering for STEM students who plan to advance academically and professionally in these fields.

A new credit certificate in Analytical Laboratory and Quality Systems builds upon our industry-recognized noncredit training in advanced manufacturing. Created with funding from the National Science Foundation, the program has expanded to include an associate degree.

Additionally, a certificate program was created to prepare students for jobs in the state and region’s expanding hospitality industry. The growing need for tech-savvy information technology professionals launched our Cyber Security certificate.

Existing programs that have been improved to align with current industry trends include:

- Graphic and Interactive Design (formerly Computer Graphic Design)
- Media Arts and Technology (formerly Broadcasting & Electronic Media)
- Energy Management
- Medical Coding
The arts and humanities are experiencing a renaissance at MWCC. New programs and courses in music, the performing arts, fine arts, and literature are enhancing the well-rounded academic experience of today’s students.

Most notably, a $500,000 challenge grant from the National Endowment for the Humanities is invigorating cross-curricular teaching and learning.

The goal of the challenge grant is to establish a permanently endowed program to strengthen the college’s humanities curriculum, support collaborative and interdisciplinary teaching and research in the humanities, examine the intersection between the humanities and other academic disciplines, and engage MWCC and the community in the discussion of enduring themes from the world’s many cultures and traditions.

Henry David Thoreau’s *Walden: or Life in the Woods* is the focus of the project’s inaugural theme, “East Meets West in a Cabin in Concord: Walden and Beyond.”

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THE MWCC HUMANITIES PROJECT

“WE ARE EXCITED BY THIS OPPORTUNITY TO ENHANCE OUR ABILITY TO SERVE STUDENTS AND THE COMMUNITY BY INSTILLING AN APPRECIATION FOR THE HUMANITIES AND CIVIC ENGAGEMENT WITHIN OUR CURRICULUM.”

- President Asquino

MWCC volunteers replicate Thoreau’s 1842 hike up Wachusett Mountain during a Hike for Humanities fundraising event.
The 19th century author, philosopher, naturalist and abolitionist considered himself as much a scientist as a poet. Still relevant today, his work gave rise to the “citizen science” movement. Thoreau was also deeply influenced by Eastern religious and philosophical thought at a time when globalization was not a buzzword. And of course, Thoreau, the creator of the modern concept of civil disobedience, is the perfect vehicle for examining the power and responsibility of the individual citizen in a healthy democracy.

The college is partnering with the Thoreau Society of Concord. Society members and affiliates, including Thoreau scholars and a re-enactor, are leading book discussions, lectures, poetry readings, and performances. Led by English Professor and Liberal Arts Chair Michelle Valois, the MWCC Humanities Project will continue with a new theme each year.

For upcoming humanities project events, please visit mwcc.edu/humanitiesproject.

When Associate Professor of English Kara Roche realized few students were interested in studying the works of William Shakespeare, she created a new course and curriculum to pique interest in the 16th century English playwright—recently deemed one of the world’s most influential people of all time by TIME magazine.

In this new course, students read *Macbeth*, *Othello*, *Julius Caesar*, and other texts to draw comparisons between Shakespeare’s tragic heroes and the journey of Anakin Skywalker. Questions of government and leadership, power and lust, jealousy and fatal attraction, friendship, religion, forbidden love, good vs. evil, stoicism, and temptation are among the archetypal topics discussed and expanded upon through various writing assignments, projects, and research.

“*ET TU, ANAKIN?*

“It really did what it was supposed to do, and that is get students interested in Shakespeare again and learn how relevant he remains in today’s world.”

- Associate Professor, Kara Roche
Civic engagement is not just part of the educational mission, but at the core of our institutional values. Administered through our endowed Center for Civic Learning and Community Engagement, our programs touch the lives of more than 10,000 individuals in the region each year, while enhancing students' perspective on the importance of being engaged citizens. The Center also houses the college's internship, career placement, and job readiness programs and directly aligns civic education with workforce training and job placement efforts.
Volunteer Louis Ayisi, a pre-engineering student at MWCC, helps paint buildings at Gardner’s Greenwood Memorial Pool.
Drawing upon leadership examples set by MWCC, the Massachusetts Board of Higher Education in May voted to require public colleges and universities to incorporate civic learning into their undergraduate curricula. President Asquino chaired the board-commissioned study group tasked with guiding state-wide integration of civic learning objectives, and Fagan Forhan, MWCC Director of Experiential Learning Opportunities & Civic Engagement, served on the committee.

“We are a society confronted with a civic recession. It’s time to step up to the plate,” said President Asquino, who implemented civic engagement as a hallmark at Mount Wachusett Community College nearly two decades ago. “Since emphasizing community engagement in academic programs, students are more excited about their learning, and they’re going out into the community to apply that learning.”

This groundbreaking vote came at the conclusion of an academic year that saw MWCC students amass 144,000 hours of service learning, volunteerism, internships, practicums, co-ops, and field experience.

"WE ARE A SOCIETY CONFRONTED WITH A CIVIC RECESSION. IT’S TIME TO STEP UP TO THE PLATE."

-President Asquino
CIVIC TRANSFORMATION
BY THE NUMBERS

SERVICE LEARNING
- 396 students
- 12,566 hours for local organizations
- $268,489 economic impact for the North Central Massachusetts region

VOLUNTEERISM
- 609 students
- 2,419 hours of bright ideas
- $51,669 money that can now be spent elsewhere

INTERNSHIPS, EXTERNSHIPS & CO-OPS
- 63 placements at local public service agencies
- 7,584 hours spent on career readiness
- 84% of site supervisors say their students are job ready
- 93% of internship site supervisors will host a student again
- $161,994 saved by businesses hosting MWCC students

ECONOMIC IMPACT
Data inclusive of 917 clinical and practicum students who completed 115,040 service hours
- MWCC students supported our community
- 144,000 hours of service performed
- $3.5 million economic impact
Established in 2001, the Center for Civic Learning and Community Engagement helped facilitate several major developments with local, national, and campus-wide implications.

- MWCC was once again named to the President’s Higher Education Honor Roll for Community Service, a designation the college has held since the honor roll was established in 2006.

- The American Association of State Colleges and Universities (AASCU) identified MWCC as an exemplary member institution of The Democracy Commitment (TDC), the community college sister project to the American Democracy Project (ADP). The Democracy Commitment, of which President Asquino is a founding signatory, provides a national platform for community colleges to develop programs, projects, and curricula aimed at engaging students in civic learning and democratic practice.

- This year, MWCC entered into a partnership with Keene State College at the invitation of American Democracy Project founder George Mehaffy. The two colleges are leading other institutions in a national, three-year initiative in which faculty, staff, and students examine the impact of growing economic inequality on society and the economy.

- Six MWCC faculty and staff presented workshops at the national ADP/TDC meeting in Louisville, Kentucky in June.

- MWCC, having long participated in the United Way Day of Caring, served as a host site for the first time in 2013. More than 100 volunteers package 16,000 meals for area food pantries and families in need. The effort was duplicated this fall, with more than 200 volunteers packaging 20,700 meals.

- This summer, in partnership with the Montachusett Opportunity Council (MOC) and the MWCC Access & Transition Division, the Center co-sponsored “Poverty at Home/
Reasons for Hope,” a conference to address poverty in North Central Massachusetts and commemorate the 50th anniversaries of the Economic Opportunity Act and the Civil Rights Act of 1964. President Asquino spoke on the “Creating Hopeful Communities” panel, emphasizing the crucial role that early education and higher education play in lifting families out of poverty and the need to offer increased access to education. Other guest speakers included Congressman Jim McGovern and Ronald G. Marlow, Massachusetts Assistant Secretary for Access and Opportunity.

- The Center presented community partnership awards to several community organizations for their commitment to provide civic engagement, service learning, and volunteer opportunities to MWCC students. Recipients of this new award were the Boys & Girls Club of Fitchburg and Leominster, the Montachusett Veterans Outreach Center, and the House of Peace and Education.

- Students enrolled in a new civic learning course complete 30 hours or more of service and examine real-world issues and solutions through coursework. This new addition to the college’s curriculum now serves as a required capstone course for students earning an associate degree in General Studies. During the 2013-2014 academic year, MWCC students enrolled in civic learning courses volunteered at the Boys & Girls Club of Fitchburg and Leominster and the Montachusett Veterans Outreach Center.
Transforming THE WORKFORCE

MWCC works in collaboration with many public and private entities, including businesses and nonprofit organizations of all sizes, area Chambers of Commerce, the Massachusetts Executive Offices of Labor and Workforce Development and Housing and Economic Development, the North Central Workforce Investment Board, the North Central Career Centers, and many others to reach a common goal: regional, state, and national economic development.
MWCC Biotechnology/Biomanufacturing Department Chair Lara Dowland, Ph.D.
“MOUNT WACHUSETT IS PROVIDING CENTRAL MASSACHUSETTS WITH TOP TIER TRAINING AND CREDENTIAL PROGRAMS, SENDING POSITIVE RIPPLE EFFECTS THROUGH OUR MANUFACTURING COMPANIES AND WORKFORCE”

- Congresswoman Niki Tsongas

When the company she was working for moved its operations overseas, Rebecca Carr enrolled in a short-term training program offered through MWCC’s Certification Center for Advanced Manufacturing to enhance her skills. After completing a five-week session, she landed a full-time job as a second shift coder at Bemis Associates in Shirley.

“All the skills that we practiced at Mount Wachusett came in handy not only in the interview process, but also on the manufacturing floor,” Carr says. “I received OSHA 10 and Career Readiness certifications. The skills that I acquired helped me secure this position.”

Carr is one of nearly 100 area residents who recently retrained for in-demand jobs in advanced manufacturing through new programs created through Trade Adjustment Assistance Community College and Career Training (TAACCCT) funding awarded by the U.S. Department of Labor (DOL). The programs were bolstered this year when a four-college consortium, led by MWCC, was awarded a five-year $15.9 million grant to provide accelerated training and credentials to students pursuing new careers or job advancement in the field.

Based upon feedback from manufacturing leaders in the region, the TAACCCT III grant focuses on aligning credit programs with industry certifications. The college’s workforce team assembled a top-notch advisory board of industry experts who reviewed equipment, offered internships, and are in the process of reviewing credit curriculum.

Students are completing the training to obtain a National Career Readiness Certificate and one or more industry-recognized certifications that can be “stacked” into further training to gain greater skills and create flexible employment options.

Mount Wachusett joined Southwest Tennessee Community College, North Central State College in Ohio, and Bossier Parish Community College in Louisiana to create

IN-DEMAND WORKFORCE ALIGNMENT
the Advanced Manufacturing, Mechatronics, and Quality Consortium to help job seekers quickly obtain training and credentials in the advanced manufacturing fields of Mechatronics and Quality.

Key local partners in the effort include Nypro Inc., SMC, Ltd., Celltreat Scientific Products, Operon Resource Management, the North Central Massachusetts, Greater Gardner and Nashoba Valley Chambers of Commerce, the North Central Massachusetts Development Corp., the North Central Massachusetts Workforce Investment Board, and the Career Center of North Central Massachusetts. Montachusett Regional Vocational Technical School and the Leominster Center for Technical Education Innovation will also be involved in the partnership.

The competitive DOL grant was one of 57 awarded to community colleges and universities around the country to develop and expand innovative training programs in partnership with local employers. The TAACCCT program is a multi-year, $2 billion initiative to expand targeted training programs for unemployed workers, especially those impacted by foreign trade.

“With this Department of Labor funding, Mount Wachusett is providing central Massachusetts with top-tier training and credential programs, sending positive ripple effects through our manufacturing companies and workforce. This is yet another example of how Massachusetts has become a national leader for cutting-edge technology innovation and development,” said Congresswoman Niki Tsongas.

Congressman James McGovern said, “This major federal grant enhances Mount Wachusett Community College’s role as a national leader in developing pioneering job-training pathways for their students. This grant, partnering Mount Wachusett with colleges around the country, will allow workers, veterans, and other students to secure work quicker, in more advanced positions.”

"THE SKILLS THAT I ACQUIRED HELPED ME SECURE THIS POSITION."

- Rebecca Carr

Watch Advanced Manufacturing certificate holder Rebecca Carr in action at Bemis Associates, where she now works full-time: mwcc.edu/devens/success
MWCC, its students, and alumni add more than $207 million in income each year to North Central Massachusetts and the Commonwealth, according to a new, independent report.

The study, prepared by Economic Modeling Specialists, Inc., provided a regional economic impact analysis and an investment analysis for the 2012-2013 fiscal year. According to the findings, MWCC promotes economic growth in the 29 cities and towns it serves in many ways. The college is one of the region’s largest employers, a buyer of goods and services, a primary source of education to local residents, and supplies local industry with trained workers.

During the analysis year, income created as a result of college operations equaled $37.8 million, and income created as the result of student productivity equaled $169.8 million, for a total impact of $207.6 million.

There is also a tremendous benefit to our students. For example, the average student who completes their associate degree can see an increase in earnings of $13,600 per year – over half a million dollars over the course of their lifetime.

In addition, the benefit-cost ratio is significant. The study calculated the collective value of higher future wages that MWCC students will receive over the course of their careers at $409 million. If we divide that by the value of student costs, we get a benefit-cost ratio of 6.3. In other words, for every $1 a student invests in MWCC, they will receive a cumulative $6.30 in higher future wages.
BREAKTHROUGHS IN BUSINESS

Productivity is soaring at Trelleborg Sealing Solution’s aerospace division, thanks to grant-funded training employees have received in Six Sigma/Green Belt and Lean through MWCC’s Division of Lifelong Learning & Workforce Development.

A global manufacturer in the polymer industry, Trelleborg turned to MWCC for assistance in acquiring a state Workforce Training Fund grant to expand production and reduce waste at its Northborough site. In 2012, the company was awarded a two-year $57,000 grant for higher level training for its production crews, as well as a leadership component for top managers. Following the completion of training this past spring, the company reports significant growth due to more efficient, streamlined processes.

“We felt that having a partnership with Mount Wachusett would be advantageous,” says Human Resources Manager Jorge Matesanz. “Now we have a group with the Green Belt tools to do some analysis, brainstorming, critical thinking, and problem solving. They’ve been tackling one thing after another. It is transformational in that we’ve transformed the workspace, streamlined workflow on the production floor, and created a more dynamic environment.”

Trelleborg touts the skills training as a perk when recruiting engineers and other employees, Matesanz says. “We’ve expanded significantly. Prior to the training, we had 105 employees, and now with the expanded production capability, we were able to increase to 154 employees.”

In Massachusetts, all employers who contribute to the fund through participation in the Commonwealth’s unemployment insurance program are eligible to apply for training grants.

During the 2013-2014 fiscal year, MWCC helped area companies secure $504,624 in training grants, adding to a seven-year combined total of $4.1 million awarded to the region’s businesses, healthcare, and nonprofit organizations. Overall, MWCC’s workforce development team offered training to 28 companies, representing 4,028 workers.
MWCC has been recognized nationally as a top military-friendly school for providing wrap-around services to veterans, service members, and their families.

A designated Yellow Ribbon School by the U.S. Department of Veteran Affairs, MWCC now serves more than 350 vets each year through its Center of Excellence for Veteran Student Success. Support services address the unique academic, financial, social, and physical needs of veterans transitioning to college life.

In fall 2014, MWCC was again named to Military Times Best for Vets Colleges, and was ranked among the top nationally for two-year schools. MWCC and other top schools were showcased in Military Times EDGE magazine, the premier publication for military transition, and affiliated Gannet Company publications and websites, including USA Today and the newsweeklies Military Times, Army Times, Navy Times, Air Force Times and Marine Corps Times.

MWCC has been named to the Military Friendly Schools list by Victory Media for six consecutive years, and also has been designated a top military-friendly college by Military Advanced Education in its 2014 Guide to Military Friendly Colleges and Universities.
Building upon its commitment to veterans and military families, MWCC was recognized as one of the first 250 community colleges and universities across the country to implement the Obama Administration’s new “8 Keys to Success” initiative to boost academic opportunities and improve employment outcomes for veterans.

The 8 Keys focus on providing high-quality, affordable education for veterans and service members and highlight specific ways colleges and universities can best assist those who are transitioning from military service to college as they pursue their education and employment goals. This endeavor supports veterans in their effort to complete their college degrees, certificates, industry-recognized credentials, and licenses in preparation for jobs in high-growth sectors of the economy.

MWCC was one of six Massachusetts institutions and the first community college in the Commonwealth to embrace the 8 Keys initiative.

MWCC students develop strong leadership skills through programs that run throughout the academic year.

Most recently, MWCC established an online chapter of Sigma Alpha Pi, the National Society of Leadership and Success, to enable more students to participate, particularly those whose schedules prevent them from attending on-campus programs. Students participate in discussion groups and webinars hosted by lawmakers, activists, and motivational speakers. During this first year, 194 students were inducted.

MWCC’s Leadership for Life program offers workshops during the fall and spring semesters that are aimed at helping students succeed in college. Topics vary each semester and include time management, health and wellness, communication, and civic engagement projects.

The college’s popular Summer Leadership Camp, a two-day program offered each August for incoming students, recently celebrated its 10th year. Activities include workshops, community service, and an opportunity to meet with faculty, staff, and members of student clubs and organizations.

“We are proud and honored to continue our commitment to serving veterans and military families. The men and women who serve our country, and the families that support them, do so at a tremendous sacrifice.”

-President Asquino
This academic year, five Murdock High School seniors earned a high school diploma and a certificate from MWCC through the Robinson-Broadhurst Foundation Career Tech Scholarship program.

The full-time dual enrollment program, funded by a grant from the Foundation, allows Winchendon students to earn academic credentials to enter the workforce or to apply toward an associate or bachelor’s degree. All five of the participants are now continuing their education at MWCC, with three enrolled in STEM programs.

During their senior year, students receive scholarships to begin a trade or technical program in automotive technology, allied health, information technology support, or accounting. Students enter the workforce with a marketable skill, increase their lifetime income, and have the opportunity to continue with their higher education.

“This program not only helps students achieve their goal of obtaining a college education without accruing tremendous loan debt,” said President Asquino, “but ultimately supports the economic development of our region by preparing young people with skills they can directly apply in the workforce.”
To better prepare high school graduates for success in college-level mathematics, Mount Wachusett Community College teamed up with Leominster High School to create the Math Modeling Initiative pilot program.

MWCC Professor and Math Department Chair Yoav Elinevsky, Assistant Professor Shawn Case, and educators within the college’s divisions of Access & Transition and Academic Affairs partnered with Leominster educators to create the program, which identifies whether students need developmental math before being accepted into college-level courses.

An abridged Modeling in Mathematics course was offered to seniors at LHS and the district’s vocational school, the Center for Technical Education Innovation. The course includes the traditional curriculum of a developmental math course with a strong emphasis of solving complex problems and linear modeling, as well as techniques focusing on math for everyday applications.

At the end of the year, 79 students out of 116 had a path to take a college level math course, a success rate of nearly 70 percent. Nearly 90 percent of the students demonstrated college level mastery of arithmetic.

Due to this success, the program has since expanded to two additional high schools: Fitchburg High School and Montachusett Regional Vocational Technical School.
INSTITUTIONAL SUCCESS

MWCC’S RAINMAKERS

Acquiring grants for an organization is a time-consuming, highly competitive process, particularly in this economy. While securing one for your organization is fantastic news, procuring many is cause for celebration.

This fiscal year, MWCC’s Office of Institutional Advancement, comprised of Vice President Joseph Stiso, Director of Grants Development Heather Layton, Grant Writer/Development Specialist Moira Adams, and Staff Assistant Karen Payne, garnered more than $8.3 million for the college in competitive state and federal grants to support new and ongoing initiatives. The funding supports transitional programming for adult career changers and dislocated workers, TRIO Student Support Services, childcare assistance, scholarships, dual enrollment programs, workforce training, STEM programming, and K-12 partnerships.

Grants were awarded to the college this year by the U.S. Department of Labor, the U.S. Department of Education, the National Endowment for the Humanities, the National Science Foundation, the Massachusetts Departments of Higher Education and Elementary & Secondary Education, the Massachusetts Life Sciences Center, the Community Foundation of North Central Massachusetts, the Robinson-Broadhurst Foundation, the Massachusetts Cultural Council, and many more.
CHARITABLE GIVING

MWCC employees topped their previous record with a $66,573 donation to the 2014 Commonwealth of Massachusetts Employees Charitable Campaign (COMECC) and the United Way of North Central Massachusetts. The annual campaign gives state employees the opportunity to support private, nonprofit organizations. Each year, more than $2 million is raised statewide to assist state, national, and global charitable endeavors.

SHINE INITIATIVE

MWCC joined Heywood Hospital and the SHINE Initiative to cohost a free mental health conference in March. President Asquino, suicide survivor Kevin Hines, and other speakers focused on erasing the stigma associated with mental illness, the importance of early diagnosis and treatment, veterans’ post-war health issues, and suicide prevention. The half-day conference was attended by more than 300 people.

AWARDS & RECOGNITION

- National Association for Campus Activities (NACA): Associate Dean of Students Gregory Clement received the 2014 Frank Harris Outstanding Student Government Advisor Award for his commitment to mentoring and advising student leaders.
- 29 Who Shine Award: Business Administration major Kathleen A. Matson, FY14 Board of Higher Education student member, MWCC Student Government Association president, club officer, and active campus volunteer, was recognized by the state Department of Higher Education. Associate Dean of Students Gregory Clement received a campus mentor award.
- 2014 Commonwealth Citation Award: Jo-Anne Cronin-Fors, John Walsh, and the Academic Advising department: Dawn Babineau, Erin Battistoni, Susan Blain, Michelle Contey, Jaime Dumont-McEvoy, Craig Elkins, Kijah Gordan, Meghan Koslowski, José Mangual, Stephanie Marchetti, Elaine Murray, Christine Rayner, Limari Rivera, Patricia Sabulis, Karen Sanieski, Linda Scullane, Liza Smith, Sandy Tavares, and Chrystal Voorheis.
- MWCC’s 2014 da Vinci Parachute Award for innovation and creativity: Helen Butler, Alan Cumming, Mary Maga, and the Human Resources and Payroll Division: Kathy Boucher, Maria Gariepy, Connie Helstowski, Debbie Holland, Heather Mulry, Tracy Sheridan, and Nancy Thibodeau.
- Massachusetts Colleges Online Course of Distinction Award: Instructor Liane Jablonski, for her online course Introduction to Sociology.
Embracing ACADEMIC EXCELLENCE

49TH COMMENCEMENT

During its 49th Commencement on May 21, MWCC awarded 857 associate degrees and certificates to 786 graduates.

President Asquino commended graduates for their ongoing commitment to improving the world around them, referencing the 144,000 hours of service learning and volunteerism amassed by MWCC students during the academic year.

Marty Meehan, chancellor of the University of Massachusetts, Lowell, delivered the commencement address. A first-generation college student himself, Meehan praised the graduates for their achievements and the college for its leadership in civic engagement.
The 2014 Alumna of the Year Award was presented to Chevenee Reavis, director of strategic initiatives for Water.org, a global nonprofit founded by CEO Gary White and actor Matt Damon that is dedicated to providing people in developing nations with access to clean water and sanitation. As a dual enrollment student at MWCC, Chevenee earned an associate degree in Business Administration in 2000, followed by a bachelor’s degree in Marketing and Communications at Emerson College.

Liberal Arts major Jillian Johnson, a participant in MWCC’s Pathways Early College Innovation School, received the Trustees Award for her service this year on the MWCC Board of Trustees. The President’s Key Award for academic excellence was presented to Natural Resources major Seth Pease and Business Administration major Nina Margand. Business Administration major Kathleen Matson and Bryan Sanderson, a Human Services major, were honored with the Dean’s Key Award for outstanding community service. Emerita status was awarded to Biology Professor Christine Kisiel.

The 2014 Service above Self Award was presented to Attorney Charles A. Gelines, Sr., for his ongoing leadership on many North Central Massachusetts initiatives.

“THE DECISION TO ATTEND MWCC CLEARLY CHANGED MY PATH. IT WAS A COMMUNITY THAT CARED ABOUT MY ADVANCEMENT.”

- Alumna of the Year Chevenee Reavis
Transforming
INNOVATION

INNOVATION FUND

To spur innovation, the MWCC Foundation awarded eight faculty and staff members funds to implement new ideas tied to the college’s 2014-2017 strategic plan, “Embracing Transformation.”

“The Innovation Fund allows us to award relatively small sums of money to inventive staff and faculty and give them the opportunity to test their concept to determine if it should become an effective standard practice for the college,” said Foundation Executive Director Carla Zottoli.

A combined $46,000 was awarded to faculty and staff members who provided plans to enhance college life and student completion rates.

Initiatives include: upgrading adaptive technology; creating a bridge program for non-traditional students; service learning projects in audio and video courses; enrolling more first-year students into the honors program; enrolling high school students in two graphic design courses; and peer-to-peer recruiting.

“Through its generous support, the Foundation has both inspired and invigorated our faculty and staff,” said President Asquino.

ALUMNI ASSOCIATION

Under the direction of Associate Director of Alumni Relations Carol Jacobson, the MWCC Alumni Association Board of Directors more than doubled in membership, and now proudly includes members who represent each decade, including the first graduating class of 1966.

“Our alumni are a very important part of our college community,” President Asquino said. “The college is proud to offer this increased investment in our alumni through professional development programming, social events, and other initiatives.”

MWCC alumnus, Edwin Encarnación
For generations, area families have turned to MWCC for transformational educational experiences, including Baldwinville resident Kathy Matson and sons Isaac, Zechariah, and Caleb. A Business Administration major, Kathy represented students across the Commonwealth as the student member on the Massachusetts Board of Higher Education.

In addition to working two jobs and consistently making the President’s List and Dean’s List, Kathy provided more than 400 volunteer hours to the community this past year alone. She served as president of MWCC’s Student Government Association, as an officer in the Phi Theta Kappa and Alpha Beta Gamma honor societies, as a mentor with the Students Serving our Students (SOS) office, and is now on the MWCC Alumni Association Board.

Named a National Newman Civic Fellow, Kathy also received the Department of Higher Education’s 29 Who Shine award.

Kathy, who earned an associate degree in Criminal Justice from MWCC in 1985, is now pursuing a bachelor’s degree in Business through MWCC’s 3+1 transfer program with Nichols College.

Following in the footsteps of their father, Calvin, the Matson sons are serving their country in the military. Isaac, a 2012 alumnus of MWCC and former president of the Student Government Association, earned a bachelor’s degree in Criminal Justice and is now enrolled in the U.S. Army’s Officer Candidate School.

The two youngest Matsons participated in the ROTC program at MWCC. Zechariah, who earned an associate degree in Fire Science Technology, has enlisted in the Marine Corps. Caleb serves in the U.S. Army as a member of the Army Honor Guard while completing a degree in Criminal Justice.
FINANCIAL OVERVIEW

**REVENUE**

REVENUE PERCENTAGE
- State Appropriations - 29%
- Capital Funding - 2%
- Tuition & Fees - 33%
- Grants - 30%
- Other Income - 5%

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>$16,242,842</td>
<td>$14,319,107</td>
</tr>
<tr>
<td>Capital Funding</td>
<td>1,134,245</td>
<td>380,786</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>18,594,569</td>
<td>19,410,162</td>
</tr>
<tr>
<td>Grants</td>
<td>16,664,142</td>
<td>16,176,452</td>
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<tr>
<td>Other Income</td>
<td>3,032,917</td>
<td>3,282,535</td>
</tr>
</tbody>
</table>

Figure 1. $55 million in revenue

**EXPENSES**

EXPENSE PERCENTAGE
- Instruction - 26%
- Scholarships - 19%
- Student Services - 19%
- Academic Support - 10%
- Maintenance of Plant - 12%
- Institutional Support - 11%
- Public Service - 2%
- Auxiliary Enterprise - 2%

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$14,265,140</td>
<td>$13,469,378</td>
</tr>
<tr>
<td>Scholarships</td>
<td>10,456,978</td>
<td>10,428,766</td>
</tr>
<tr>
<td>Student Services</td>
<td>10,438,297</td>
<td>9,943,679</td>
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<tr>
<td>Academic Support</td>
<td>5,560,275</td>
<td>5,219,052</td>
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<tr>
<td>Maintenance of Plant</td>
<td>6,618,741</td>
<td>6,239,563</td>
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<tr>
<td>Institutional Support</td>
<td>6,075,209</td>
<td>5,882,564</td>
</tr>
<tr>
<td>Public Service</td>
<td>957,729</td>
<td>1,031,255</td>
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<tr>
<td>Auxiliary Enterprise</td>
<td>1,334,388</td>
<td>1,344,352</td>
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</tbody>
</table>

Figure 2. $55 million in expenses
ECONOMIC IMPACT OF STUDENT PRODUCTIVITY

$169,800,500  accumulated contribution in added income

FY14 ENROLLMENT

CREDIT 4,726
NON-CREDIT 5,909
TOTAL 10,635

FOUNDATION, INC.

REVENUE

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants &amp; Contributions</td>
<td>$523,807</td>
<td>$236,423</td>
</tr>
<tr>
<td>Fundraising Activities</td>
<td>173,242</td>
<td>147,880</td>
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<tr>
<td>Investment Returns</td>
<td>879,804</td>
<td>374,749</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$1,576,853</strong></td>
<td><strong>$759,052</strong></td>
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</tbody>
</table>

NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Beginning of the Year</td>
<td>$5,871,382</td>
<td>$4,359,464</td>
</tr>
<tr>
<td>End of the Year</td>
<td>$6,652,536</td>
<td>$4,542,836</td>
</tr>
<tr>
<td><strong>Increase/Decrease</strong></td>
<td><strong>+781,154</strong></td>
<td><strong>+183,372</strong></td>
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</tbody>
</table>

EXPENSE

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services: Academic Support</td>
<td>$696,730</td>
<td>$403,324</td>
</tr>
<tr>
<td>Supporting Services: Management Fees</td>
<td>98,969</td>
<td>172,356</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$795,699</strong></td>
<td><strong>$575,680</strong></td>
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</table>

ENDOWMENT MONEY

<table>
<thead>
<tr>
<th></th>
<th>FY14</th>
<th>FY13</th>
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</thead>
<tbody>
<tr>
<td>Community Foundation of North Central Mass.</td>
<td>$4,467,289.01</td>
<td></td>
</tr>
<tr>
<td>MWCC Foundation, Inc. (Commonfund)</td>
<td>$3,932,446.17</td>
<td></td>
</tr>
<tr>
<td><strong>Total Endowment</strong></td>
<td><strong>$8,399,735.18</strong></td>
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</tbody>
</table>
FY 13-14 Boards
& EXECUTIVE COUNCIL

BOARD OF TRUSTEES
Tina Sbrega, Chair
James Garrison, Vice Chair
Mark Havke, Secretary
Phil Stan, Student Trustee 14-15
Jillian Johnson, Student Trustee 13-14
Richard Cella
George Thomas Clay
Sheila Daly
Joana Dos Santos
Scott Howard

MWCC FOUNDATION, INC.
BOARD OF DIRECTORS
Richard Mohnk, Chair
Raymond Martino, Vice Chair
Peter Armbruster, Clerk
Scot Barrett, Treasurer
Charles Bowles
Winfield Brown
Wayne Cnty
Richard Cella
Anthony Cetrone (board emeritus)
Walter Dwyer, IV
Richard Flannagan
James Garrison
Mark Geoffroy
George Jones, III
Raymond LaFond
Erica Light
Ann McDonald
Douglas Petersen
Linda Racine
Molly Ruble
Steven Sharek
Gail Steele
Regina Wironen
Carla Zottoli

EXECUTIVE COUNCIL MEMBERS
Daniel Asquino, Ph.D., President
Ann McDonald, J.D., Executive Vice President
Jacqueline Belrose, J.D., Vice President, Lifelong Learning & Workforce Development
Robin Duncan, Senior Advisor to the President
Melissa Fama, Ph.D., Vice President, Academic Affairs
Robert LaBonte, Vice President, Finance & Administration
Diane Ruksnaitis, Vice President, Human Resources & Affirmative Action
Lea Ann Scales, Vice President, External Affairs, Communications & K-12 Partnerships
Joseph Stiso, Vice President, Development, Planning & Institutional Advancement
Vincent Ialenti, Ed.D., Dean, Academic & Institutional Technology
Our Values & Mission Statement

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 & Trust
- Institutional Integrity
- Considerate Open Communication
- Creativity & Responsible Risk Taking
- Cooperation & Collaboration

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

GOALS
- Access
- Learning
- Success
- Progress
FY14 PRESIDENT’S REPORT

Gardner
444 Green Street
Gardner, MA 01440
978-632-6600

Devens
One Jackson Place
27 Jackson Road
Devens, MA 01434
978-630-9569

Leominster
100 Erdman Way
Leominster, MA 01453
978-630-9810

Fitchburg (Dental Programs)
326 Nichols Road
Fitchburg, MA 01420
978-878-8564

Online
mwcc.edu