



President James L. Vander Hooven

End of Year Performance Report
Presidential Evaluation
2020-2021

October 2021

Jim's FY2021 REPORT.

Executive Summary of 2020/2021 Annual Strategic Goals

Description & Metrics	Goal	Current Value	Goal Progress	
<u>Credit Enrollment</u>	Credit Headcount	5,098	4,343	
	Credits	76,472	59,839	
<u>Non-Credit Enrollment</u>	Non-Credit Headcount	None listed for FY2020/21	2,368	
<u>Graduation Rate</u>		18.0%	25.9%	
<u>Student Persistence</u>	Annual Course Completion Rate	83.0%	80.4%	
	All Degree-Seeking Fall-to-Fall Persistence	52.5%	61.8%	
<u>Financial Viability</u>	Clean Audit	Few Exceptions	Zero Exceptions	
	Reserve Amount	\$5,000,000	\$8,000,000	
<u>Grant/Foundation Funding & Fund Raising</u>	Federal & State Grants	\$5,500,000	\$7,183,107	
	Total Foundation Revenue	\$748,000	\$2,621,275	
<u>Faculty & Staff Satisfaction</u>				
<u>Physical Plant Design & Modernization</u>				
			<ul style="list-style-type: none"> • Outfitted 22 classrooms for Hyflex teaching and learning capabilities • Asbestos Abatement Project: New Reflective Ceiling, 2nd and 3rd floors, Gardner campus <ul style="list-style-type: none"> • Boiler Plant: New Boiler and updates to boiler system • MWCCFitness: Construction: entire HVAC system is being replaced along with a new generator and ADA improvements; • Safety Improvements: Fire Alarms campus-wide upgrade, Gardner campus 	
<u>Civic Learning & Civic Engagement</u>	Increase the number of course sections where civic education is delivered and assessed (Goal: 273):	173	<i>Reached out to Shelley Nicholson</i>	
	Increase the number of project-based service learning courses:	18		
	Receive at least at 40% return rate on service learning assessments:	46%		
<u>Closing the Achievement Gap</u>		Fall'19 to Spring'20 Persistence Rate	Fall'20 to Spring'21 Persistence Rate	Change (% points)
	White Rate:	76.0%	70.7%	Down 5.3%
	Hispanic Rate:	70.6%	63.6%	Down 7.0%
	African-American Rate:	67.6%	63.0%	Down 4.6%

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***Should we do an update for COVID FY2021?
OR
Should we highlight Equity Agenda Items here?***

The year 2020 was filled with solutions to challenges that Mount Wachusett Community College could never anticipate before the pandemic arrival in March 2020. The situation the organization faced in terms of creating a safe workplace and learning environment, continuing instructional and support services remotely during our initial and extended campus closures, and maintaining a sense of community among us all was daunting.

This section highlights some of the exceptional work done across the college to keep us operating, keep us innovating, and live our mission and maintain our guiding principles during this remarkable year.

ACADEMIC AND STUDENT AFFAIRS

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ENROLLMENT AND PUBLIC AFFAIRS/*Vice President Lea Ann Scales*

Marketing and Communications

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Access and Transitions Programs

INFORMATION TECHNOLOGY SERVICES/*Executive Director Daniel Horlander*

Pandemic Tasks

eTranscripts – Now Live!

Phone Migration - Scheduled Go-Live October 19!

Virtual Computer Lab

PLANNING, DEVELOPMENT, AND INSTITUTIONAL RESEARCH

FY 2021 Noteworthy Institutional Accomplishments

- **AUTO TECH PROGRAM EARNS MASTER AUTOMOBILE SERVICE TECHNOLOGY ACCREDITATION FROM THE ASE**

The [National Institute for Automotive Service Excellence \(ASE\)](#) found that the [automotive technology program](#) at Mount Wachusett Community College meets the strict industry standards required for ASE Program Accreditation. “We commend you and your staff for maintaining your program’s standards and continuing to meet the industry’s requirements,” noted ASE President Michael Coley in a letter to MWCC President James Vander Hooven. “The explosion in automotive technology makes your high-quality automotive training program more valuable than ever.” Established in 1979 by Professor Peter L. Kaufmann, the automotive program was originally launched in tight quarters alongside the college’s facility department. In 2019 construction began on a new state-of-the-art facility on Linus Allain Avenue in Gardner. The new facility welcomed students during the height of the pandemic. Over 90% of MWCC’s Automotive Technology students returned to school in fall 2020, a rate on par with the school’s popular nursing program.

- **PARAMEDIC PROGRAM DIRECTOR AWARDED EMS EDUCATOR OF THE YEAR BY THE CENTRAL MASS EMS CORPORATION**

Peter Laitinen, MWCC Director of Paramedic Programs was presented the EMS Educator of the Year award during the organization’s Annual Meeting and EMS Awards Celebration. Laitinen joined the college in 2017, bringing with him over 35 years of public safety experience, including 31 as a state and nationally registered paramedic and ten years of law enforcement experience. Laitinen earned his AS in Nursing at Greenfield Community College, his BS in Nursing at Curry College, and is currently pursuing a Masters of Science in Homeland Security/Emergency Services Management. In addition, he holds an associate degree in emergency medical technology from Quinsigamond Community College. Peter has been instrumental in the development and success of the Paramedic Technology Program, which has now graduated 17 students in its first two classes with 100% employment as paramedics within six months of graduation. The MWCC Paramedic Technology Certificate program is one of only nine such programs in the state, and the only program in North Central Massachusetts. The intensive 14-month program prepares students to take the National Registry of Emergency Medical Technician-Paramedic Certification Exam.

- **MWCC EARLY COLLEGE PROGRAM GATEWAY TO COLLEGE GRADUATES THIRTY-TWO STUDENTS IN THE CLASS OF 2021**

Ten students earned an Associate Degree in addition to their high school diploma Mount Wachusett Community College, in partnership with Gardner Public Schools, celebrated the thirty-one students who graduated from the Gateway to College Early College program during a virtual event on May 28, 2021. Founded in 2006 thanks to a grant from the Bill & Melinda Gates Foundation, Gateway to College at Mount Wachusett Community College was the first site of its kind in the Commonwealth. The Early College program is in its 15th year of programming and has graduated 460 students to date.

- **MOUNT WACHUSETT COMMUNITY COLLEGE CELEBRATES CLASS OF 2021 NURSING PINNING**

MWCC Nursing Day Grads 2021 Mount Wachusett Community College celebrated the 104 graduates of the Associate Degree in Nursing Class of 2021 with a pinning ceremony via live stream on May 27, 2021. A traditional pinning ceremony welcomes students to the nursing profession with graduates receiving lapel pins fastened by a mentor from the nursing profession. Due to the virtual nature of the 2021 ceremony, videos of students receiving pins from family and friends were included in the live stream event.

- **MOUNT WACHUSETT COMMUNITY COLLEGE STUDENTS RECOGNIZED FOR OVER 11,184 HOURS OF VOLUNTEER SERVICE**

The Senator Stephen M Brewer Center for Civic Learning & Community Engagement Service Value Estimated at \$391,231 for completing 11,184.8 hours of volunteerism from students, including thirty-one students who contributed over 100 hours of their time. In addition to student recognition, a number of individuals and organizations were honored. The Hillary Bartlett Newsome Service-Learning Scholarship, awarded annually in memory of Hillary Bartlett, a dedicated community volunteer and MWCC alumni, was presented to Nahiomy Miller of Fitchburg. Retiring MWCC Art professor Thomas Matsuda was honored with the Faculty Civic Engagement Award for his dedication to students and the many projects he led in the Gardner area.

- **MOUNT WACHUSETT COMMUNITY COLLEGE NAMES CHRISTOPHER SHADDOCK ALUMNUS OF THE YEAR**

United States Army Veteran and cancer survivor Christopher Shaddock, Class of 2019, has been named Mount Wachusett Community College Alumnus of the Year. Shaddock, a Boston native, served in the 4-101st Airborne and Assault Division which was deployed to Iraq and Kuwait as part of Operation Iraqi Freedom. Following his tour, he struggled with substance abuse and in 2010 entered recovery. As an active member of the Alcoholics Anonymous community, Shaddock has helped many other find sobriety and the commitment to move forward. During his time at MWCC, Shaddock was an active member of the college Veteran community. As a VA work-study student, he helped other veteran students adjust to college life after their service. His VA support at the college earned him the Peter J. Trainor Leadership Award during the 2019 commencement.

- **MOUNT WACHUSETT COMMUNITY COLLEGE HONORS NEWEST PARAMEDICS IN PINNING CEREMONY**

The Paramedic Technology Program at MWCC welcomed eight new practitioners to the Paramedic profession in a pinning ceremony on May 20, 2021. This is the second class of students to graduate from MWCC's Paramedic program.

- **MOUNT WACHUSETT COMMUNITY COLLEGE CONFERS 665 DEGREES AND CERTIFICATES TO 608 STUDENTS**

Mount Wachusett Community College held its 56th Annual Commencement Ceremony in a virtual livestream on Wednesday, May 19, 2021. “While I am unable to shake your hand as you cross the stage, understand that what we are celebrating today is just as special and just as impactful as any other ceremony. It is a celebration of you,” President James Vander Hooven told graduates in his address. The 2021 Student Speaker was Vanessa Hill. Hill, a native of Puerto Rico is a mother of five. After a 19-year hiatus from education to raise her family, Hill is graduating with her Associates Degree in Human Services. She will be attending Fitchburg State University to pursue her Bachelor’s in Human Services.

- **MOUNT WACHUSETT COMMUNITY COLLEGE CELEBRATES CLASS OF 2021 DENTAL PROGRAM GRADUATES WITH PINNING CEREMONY**

On Friday, May 14, 2021, MWCC welcomed fourteen students to the dental hygiene profession with a socially distant pinning ceremony outside the main entrance of the Gardner campus. “This is not totally normal, but this is the most normal event that I have been to in about fifteen months. Thank you for this moment,” opened MWCC President James Vander Hooven. “I am so proud of the efforts these students have made over the past two years. It takes an awful lot to choose to pursue a degree in one of the caring fields, to know that you are going to be dedicating your professional careers to helping others. I am eternally grateful that you have chosen this path, and that you chose to do it with Mount Wachusett Community College.”

- **MWCC CELEBRATES 2020 NURSING AND 2021 VETERINARY TECHNOLOGY STUDENTS WITH PINNING CEREMONIES**

The Veterinary Technology Class of 2021 and the Nursing Class of 2020 were honored in virtual pinning ceremonies in April 2021. The 2021 class of Veterinary Technology students is the second class to earn their degrees through the MWCC program, and the first under the leadership of program director Tara Novak, who joined MWCC in early 2020 from Becker College. The students awarded Novak the Teacher of the Year Award and Paula Packard was awarded the Citizen Award. The Associate Degree Nursing (ADN) Class of 2020 had opted to put their pinning ceremony off in the hopes of holding an in-person event but finally chose to hold it virtually.

- **PTK PHI DELTA CHAPTER WINS 3 AWARDS AT NEW ENGLAND REGIONAL MEETING**

The Phi Theta Kappa Honor Society, Phi Delta Chapter at MWCC became a Five Start Chapter and won three awards at the New England Regional Convention and Awards Gala. The Rising Star Award is given to the PTK chapter which has shown the most progress over the past year. This was the first Rising Star Award for the MWCC chapter after they achieved five stars in evaluation criteria including membership growth and engagement in projects. Projects included the Virtual Learning Survival Guide for students, a

Self-care Relaxation Yoga Event, and the Parachute Project making masks for residents and staff of local disabled adult homes. PTK Treasurer Kasey Colon was awarded the Distinguished Officer Award for her work with the chapter, on projects, volunteering without hesitation, and her support of chapter president Paige Landry and Vice President Madison Faneuf. The PTK Phi Delta Chapter won three awards. They were the third-place finisher the Honors in Action Award for their “Disability is not an Inability” project. The Honors in Action Award recognizes academic research, problem solving, and action-oriented service to address real-world challenges in our communities. Students who participate gain job-related experience while creating lasting impacts in their communities.

- **MOUNT WACHUSETT COMMUNITY COLLEGE LAUNCHES FIRST CREDIT DUAL LANGUAGE PROGRAM**

In April 2021, Mount Wachusett Community College launched the new Dual Language Business Administration certificate program, providing a bilingual educational experience for Spanish-speaking students. This Dual Language program gives students the ability to earn college credit with courses in their native language concurrently with English as a Second Language courses. The contextualized English as a Second Language courses will focus on the content the students are learning in the certificate program. Upon completion, the Dual Language program students will be ready to enroll in the associate degree in Business Administration program or enter the workforce as bilingual employees with a background in business.

- **MWCC TO HOST STORYTELLER LEN CABRAL FOR WORKSHOP**

Mount Wachusett Community College Early Childhood Education department held a two-evening workshop featuring internationally acclaimed, award-winning storyteller and author Len Cabral in March 2021. Workshop offered ideas and methods to encourage the most reluctant student to speak and write his or her own stories. Teachers and caregivers left this workshop with stories to tell and the confidence to tell them.

- **MWCC LAUNCHES COMPUTER SCIENCE DEGREE**

Mount Wachusett Community College announced the launch of its Computer Science degree for fall 2021 enrollment. In addition, MWCC Computer Information Systems and Computer Science students will be guaranteed admission to Fitchburg State University under a new agreement signed by the presidents of the two institutions. MWCC’s mission is to expand opportunity, equity and social justice by offering open-door admission to affordable programs for a diverse population of students. Computer science and the technologies it enables are used by virtually every industry to drive operations and inform decisions. In turn, these technologies provide numerous opportunities for economic growth, stability, and success for the workforce. In Central Massachusetts, the demand for computer science professionals is growing. Job growth for Computer Network Architects is growing at 8.18 percent, Web

Developers at 13.24 percent, and Information Security Analysts at a staggering 31.51 percent according to data by the Commonwealth's Department of Unemployment Assistance, Economic Research Department.

- **MOUNT WACHUSETT COMMUNITY COLLEGE AWARDED TRAINING RESOURCES AND INTERNSHIP NETWORK (TRAIN) GRANT**

Mount Wachusett Community College was awarded \$122,462 for the 2021 Fiscal Year Training Resources and Internship Network (TRAIN) grant program. The Training Resources and Internship Network (TRAIN) grant program, launched in 2016, is designed to support long-term unemployed, under-employed and new entrant adult workers who seek to enter/reenter the workforce and address this workforce shortage. The grant funding provided Certified Nursing Assistant (CNA) training through the MWCC Adult Education and Training Program. Upon completion, these students can obtain their two-year certifications in CPR and First Aid, AED and sit for the Massachusetts Nurse Aide State Exam.

- **MWCC STUDENT HONORED AS NEWMAN CIVIC FELLOW**

Paige Landry recognized for her commitment to solving public problems. MWCC is pleased to announce the inclusion of Human Services student Paige Landry in the 2021-2022 Newman Civic Fellowship cohort. Landry is one of only 212 students from 39 states, Washington, DC, and Mexico to earn this honor. The Newman Civic Fellowship is a year-long program for students from Campus Compact, a Boston-based non-profit organization working to advance the public purposes of higher education, member institutions. The students selected for the fellowship are leaders on their campuses who demonstrate a commitment to finding solutions for challenges facing communities locally, nationally, and internationally.

- **MWCC STUDENT HAFSA ASFA AWARDED THE RUTH E. DERFLER SCHOLARSHIP**

The Massachusetts Coalition for Adult Education (MCAE) has named Mount Wachusett Community College student Hafsa Asfa as its 2021 Ruth E Derfler Memorial Scholarship recipient. This scholarship is given in memory of MCAE's past president and colleague to a student who has completed their studies at a Massachusetts adult education program with distinction in not only their academics but as successful leaders in their communities and classrooms who have overcome diversity in order to pursue their education. Asfa immigrated to the US with her husband in search of a better life. Once the couple had children, her focus was on her family, ensuring that her children had what they needed in both their home and school life. As her children moved up into middle and high school, she knew it was time for her to pursue her own educational and career goals.

- **MWCC EARNS 2021-2022 MILITARY FRIENDLY® SCHOOL DESIGNATION**

Mount Wachusett Community College announced that they have earned the 2021-2022 Military Friendly® School Designation. Veteran Services at Mount Wachusett Community College are designed to help the academic, social, physical, and financial needs of veterans that are returning to school, along with guidance for their academic career. “Mount Wachusett Community College is first and foremost a student-friendly school. With that kind of inherent culture, it is not a difficult stretch to becoming a military-friendly school. With internal cross-training and cooperation, the entire college is more knowledgeable of the challenges facing our veteran students,” MWCC Director of Veteran Services Robert Mayer noted.

- **MOUNT WACHUSETT COMMUNITY COLLEGE LAUNCHES INTERNATIONAL CENTER FOR THE PROMOTION OF DIVERSITY AND INCLUSION**

Mount Wachusett Community College celebrated Martin Luther King Day 2021 with a virtual grand opening and ribbon cutting of the International Center for the Promotion of Diversity and Inclusion. Joining the celebration was keynote speaker, Asher Hamilton, Student Engagement Coordinator with Cape Cod Community College. They received their MA in Intercultural Communications, emphasizing Women’s Health, Feminist Pedagogy and Gay, Lesbian, Bisexual Youth Identity and Black Feminist thought to round things out. Currently, Hamilton is carrying out extensive research on Micro-Aggressions in academic settings in a post-Trump America and their impact on student performance and identity.

- **MWCC EXPERIENCING INCREASED STUDENT ENGAGEMENT DESPITE PANDEMIC**

Mount Wachusett Community College has long been recognized for its civic engagement, service learning and robust student involvement. During the pandemic, rather than falling off, engagement is up, with ten-fold increases in participation in virtual dialogues and speaker events in addition to non-academic related activities. A new student engagement portal was implemented, social media and email efforts were invigorated, and new partnerships were formed, all with the goal of keeping students, their families and supporters involved in the community. Armed with the new portal “InvolveMount”, MWCC Student Life has brought students together, engaging more of them – and their families – than ever before. From contests to discussions, Student Government, e-Sports tournaments, even a Zoom Winterfest fundraiser and holiday party, campus life online is robust and reaching more students than ever.

- **MOUNT WACHUSETT COMMUNITY COLLEGE CONGRATULATES 2020 PRACTICAL NURSING CLASS WITH PINNING CEREMONY**

Twenty-nine students ready to join the fight against COVID-19 were honored at the Mount Wachusett Community College Practical Nursing class of 2020 Virtual Pinning Presentation on December 21, 2020. The pinning ceremony is a traditional event for graduating nursing students dating back to the 1800's and represents the official welcome of the graduates to the nursing profession by peers and instructors.

- **MOUNT WACHUSETT COMMUNITY COLLEGE AWARDED GRANT FUNDING TO EXPAND COLLEGE ACCESS TO WINCHENDON RESIDENTS**

Mount Wachusett Community College has been granted additional funding from the Robinson-Broadhurst Foundation, Inc. to expand its skill-building workshops for Winchendon adults, particularly those who have been negatively impacted by the COVID-19 pandemic through job loss or other economic hardship. The Robinson Broadhurst Foundation, Inc. support will enable MWCC to offer a free, virtual workshop series – the Adult College Experience (ACE) – that is designed to guide adult learners through the steps of applying for college and financial aid, selecting courses, managing coursework and balancing school with work and family life. Participants attending all four workshops will be eligible to win a free, three-credit course provided by the college.

- **GATEWAY TO COLLEGE PROGRAM EARNS NATIONAL AWARD AT PEER LEARNING CONFERENCE**

Gateway to College National Network celebrated 20 years working with at risk youth and vulnerable populations at their National Peer Learning conference which was held virtually in July. MWCC Gateway to College alumni Eden Shaveet, Jasson Alvarado-Gomez, Sidney Myers, and Abraham Bravo joined Gateway to College Resource Specialist Sharmese Gunn in representing community college students and the MWCC program. The “Student Voices in Community College and Higher Education” panel discussion explored how Gateway to College not only impacts students, but how these students impacted their institutions and higher education.

- **MWCC AWARDED \$4.7 MILLION US DEPARTMENT OF EDUCATION STUDENT SUPPORT SERVICES GRANT**

Mount Wachusett Community College was awarded U.S. Department of Education Federal Student Support Services grants totaling \$4.7 million to continue to support programs that help low-income students, first-generation college students and students with disabilities succeed in college. MWCC will receive \$1.2 million over the next five years – \$253,000 per year – to support the Student Support Services STEM Health Sciences program, known on campus as the Rx Program. Through the Rx

Program comprehensive services are provided to students who are majoring in health sciences – nursing, dental, physical therapy, complementary health care, medical assisting, medical office, exercise science, and the allied health interdisciplinary studies program. MWCC’s second TRIO program, the Visions Program, will receive \$688,000 each year, for a total of over \$3.4 million. Now entering its forty-second year as an educational opportunity program at MWCC, Visions serves eligible students enrolled in any non-health services major. Students in both the Rx and Visions Programs receive support services that include tutoring, academic advising, career, personal and transfer counseling and supplemental courses including financial aid workshops and economic literacy education. Students also participate in mentoring programs with faculty and peers.

- **MWCC PAYS TRIBUTE TO JAMES O. GARRISON, LONGTIME COMMUNITY SUPPORTER AND PHILANTHROPIST**

On Thursday, September 17, 2020, MWCC hosted a gathering of family and friends to honor the life of longtime trustee, supporter, and community leader James O. Garrison in front of the MWCC Garrison Center for Childhood Education which he made possible. Joining family members were current and former members of the MWCC Foundation Board of Trustees and college administration members including GFA Federal Credit Union President and CEO Tina Sbrega, Winfield Brown, President and CEO of Heywood Healthcare, Mark Hawke past Mayor of Gardner, and Daniel Asquino, retired President of MWCC. “I am thankful for the opportunity to get to know and appreciate Mr. Garrison’s generosity,” noted master of ceremonies, MWCC President James Vander Hooven. “I know that his gentlemanly demonstration over many decades of community leadership and service was not a result of business success, it was a result of character. Every time I come over to read a story to the children at the Garrison Center for Childhood Education, I am reminded of the domino effect of his impact on the region.”

- **MWCC NEWEST CRIMINAL JUSTICE PROFESSOR BRINGS EXPERIENCE IN PSYCHOLOGY AND CRIMINOLOGY FOCUSING ON HUMAN TRAFFICKING**

Mount Wachusett Community College is pleased to welcome our newest criminal justice faculty member, Katherine Wahrer. The Scarborough, Maine native discovered her passion for psychology, criminal justice and teaching at Stonehill College in Easton, MA where she earned her bachelor’s degree in Psychology and Criminology. Inspired by her professor Dr. Twyman-Ghoshal, she focused her research studies on human trafficking, which lead her to an internship at ASTRA in Belgrade, Serbia where she worked on a variety of action initiatives against human trafficking in that country. In 2016 and 2017 she was a LION Scholar for conducting independent research in Belgrade, Serbia and Yerevan, Armenia, about anti-trafficking actions. In 2017 Stonehill College named her Criminology Student of the Year. Following her graduation from Stonehill, Wahrer earned her master’s in criminal justice at the University of Albany, State University of New York where she is now a doctoral candidate. As a research assistant for the John Finn Institute for Public Safety, she helped code police body-worn cameras for projects that examined supervised coaching, instruction, and police performance.

- **VANESSA HILL SWORN IN AS MWCC STUDENT TRUSTEE**

Mount Wachusett Community College student Vanessa Hill was elected by her fellow Student Government Association members to represent the students of MWCC on the College Board of Trustees and sworn in on October 21, 2020 during the virtual Board of Trustees meeting. In addition to her position on the Board of Trustees, she will also serve on the Student Advisory Council, a group comprised of SGA presidents and student trustees from all 29 public institutions in MA. Hill is pursuing her associate degree in Human Services, after which she plans to transfer to Fitchburg State University for her bachelor's degree. As a mother to five children, three of whom are also college students and the co-owner of a small business, Hill Investment Designs, Hill is ready to serve the students of MWCC.

- **NINE STUDENTS RECOGNIZED AT DENTAL PROGRAM PINNING CEREMONY**

Students who graduated August 2020 with their Dental Hygiene associate degree were honored on Friday, September 18, during an outdoor, socially distant pinning ceremony at Mount Wachusett Community College's Gardner campus. This honor is particularly special for this group of students who passed the ADEX Clinical Board Licensing Exam after spending their final semester learning remotely without the opportunity to practice their skills for several months. "As you know, this year was particularly challenging for our students," noted Cindy Cadoret, Dental Education Program Director. "In normal times, they spend the final semester of the program honing their clinical skills in preparation for this exam. COVID abruptly halted their clinical training and many students did not pick up an instrument until we were able to safely return to the clinic this summer. Faculty worked hard to develop innovative simulated clinical experiences for students to keep their technical and critical thinking skills sharp. Their hard work paid off."

- **TEA TIME SERIES RETURNS FOR 2020-2021 EVENTS**

The nationally recognized Tea Time Speaker Series returned to MWCC Fall 2020 with "Leadership is Not a Title, It's an Action" from award-winning speaker Erika Gilchrist on October 26, 2020. Gilchrist, a 20 year veteran of the speaking circuit, is the author of over a dozen books, creator of the WTF – Women Thriving Fearlessly! Brand, and founder of the largest conference for women in business in the Chicago area – the Women Thriving Fearlessly Expo. Additionally, she has been featured as one of the one of the "15 Most Powerful Women on the South Side of Chicago," Chicago Woman Magazine, WCIU, CLTV, and Rolling Out Magazine. Co-sponsored by the MWCC Office of Student Life, the "Leadership is Not a Title, It's an Action" event is ideal for emerging leaders, starting them off with a strong foundation on which to build their strengths and authenticity.

- **Mount Wachusett Community College Board of Trustees Grants Tom Matsuda Emeritus Status**

The Board of Trustees of Mount Wachusett Community College voted unanimously to approve the recommendation of Thomas Matsuda for Emeritus status. Matsuda is a master sculptor and multimedia artist who specializes in Buddhist iconography. He began his formal studies as an artist at Pratt Institute and as a lithographic printer in New York. His work was in abstract drawings, paintings, and prints, influenced by Eastern Philosophy. A prolific artist, his work includes two hundred sculptures in Japan for various temples, shrines, villages, businesses, and individual patrons. He has been an artist-in-residence in Latvia, Japan, and Romania with public art installations and exhibitions in those countries as well as throughout the US including a seven-ton marble Buddha for the Grafton Peace Pagoda in Grafton, NY.

- **MWCC STUDENTS NAMED 2020 COCA-COLA LEADERS OF PROMISE SCHOLARS**

Mount Wachusett Community College is pleased to announce Hannah Bennett and John Maron have been included among the 207 Phi Theta Kappa members named 2020 Coca-Cola Leaders of Promise Scholars and received a \$1,000 scholarship. The Coca-Cola Leaders of Promise Scholarship Program helps new Phi Theta Kappa members defray educational expenses while enrolled in associate degree programs. Scholars are encouraged to assume leadership roles by participating in Society programs and are selected based on scholastic achievement, community service, and leadership potential. Nearly 700 applications were received.

- **MWCC WELCOMES NEW DIRECTOR OF VETERINARY TECHNOLOGY PROGRAM – TARA NOVAK**

Mount Wachusett Community College is pleased to welcome Tara Novak as the new Chair and Program Director of the Veterinary Technology Associate Degree Program. Novak joins MWCC after ten years with Becker College in Leicester, Mass where she was most recently the Director of Veterinary Technology as well as clinical instructor and certified veterinary technician. As Director of Veterinary Technology at MWCC, she is responsible for all aspects of accreditation by the American Veterinary Medical Association (AVMA) Committee on Veterinary Technician Education and Activities (CVTEA) and the adherence of the curriculum to AVMA/CVTEA requirements.

- **MWCC RECEIVES CAREER READINESS AND EDUCATIONAL ACCESS GRANT**

The MWCC Foundation announced the receipt of the 2020 Career Readiness and Educational Access Grant Program, facilitated by the Community Foundation of North Central Massachusetts. The grant of \$28,000 was used to support a new MWCC Student Stabilization Scholarship Fund that will be awarded to North Central Massachusetts residents to cover their unmet costs for tuition, fees, and books while they attend MWCC. This scholarship will fund at least 30 full-time and/or part-time new and existing MWCC students of approximately \$1,000 scholarships each to meet unmet financial aid need and/or expected family contribution.

FY2021 Grants Currently Operating and Awarded, Sorted by Strategic Goals:

Equity & Access, Academic & Workforce Strength (Goals 1 & 3)

Grant Name	Funding Source	Amount Awarded	College Division
Perkins Postsecondary Allocation FY2021	MA Department of Higher Education	\$185,956	Academic & Student Affairs
Upward Bound Math and Science: Year 4	US Department of Education	\$277,134	Access & Transition
Science, Technology, Engineering and Mathematics (STEM) Starter Academy FY2021 (Year 8)	MA Department of Higher Education	\$265,000	Academic & Student Affairs
STEM Starter Academy Summer Bridge Program FY2021	MA Department of Higher Education	\$30,000	Academic & Student Affairs
STEM Starter Academy Pre-Teaching Experience	MA Department of Higher Education	\$6,000	Academic & Student Affairs
Child Care Access Means Parents in School (CCAMPIS) Year 1	US Department of Education	\$63,572	Academic & Student Affairs
Educational Talent Search: Year 1	US Department of Education	\$385,551	Access & Transition
North Central MA Talent Search: Year 1	US Department of Education	\$277,375	Access & Transition
MWCC Portrait of A Graduate: Part 1	Barr Foundation	\$250,000	Access & Transition
Educational Opportunity Center: Year 1	US Department of Education	\$273,793	Academic & Student Affairs
Robinson-Broadhurst Foundation, Inc. The College Success Academy	Robinson-Broadhurst Foundation, Inc.	\$20,000	Admissions & Financial Aid
Robinson-Broadhurst Foundation, Inc. COVID-19 Student Stabilization Fund	Robinson-Broadhurst Foundation, Inc.	\$15,000	MWCC Foundation/Fin. Aid

Robinson-Broadhurst Foundation, Inc. Winchendon Scholarship	Robinson-Broadhurst Foundation, Inc.	\$20,000	Student Services (Financial Aid)
High School Equivalency Test Center (HiSET) Grant Fund Code 850	MA Department of Elementary and Secondary Education	\$7,912	Student Services (Testing Center)
MWCC Transition to Community College FY2021	MA Department of Elementary and Secondary Education	\$150,000	Lifelong Learning & Workforce Development
Higher Education Innovation Fund (HEIF) FY2021: Equity Project Collaboration with Holyoke Community College	MA Department of Higher Education	\$5,000	Academic & Student Affairs
Higher Education Innovation Fund (HEIF) FY2021: Prior Learning Assessment (PLA) Project Collaboration with North Shore Community College	MA Department of Higher Education	\$3,800	Academic & Student Affairs
SUCCESS Grant (Supporting Urgent Community College Equity Through Student Services) FY2021	MA Department of Higher Education	\$430,762	Academic & Student Affairs
Early College Designation FY2021: Area High Schools	Commonwealth of MA	\$333,450	Access & Transition

Equity & Access, College & Career Alignment, Academic & Workforce Strength

(Goals 1, 2, & 3)

Grant Name	Funding Source	Amount Awarded	College Division
Commonwealth Dual Enrollment Program FY2021	MA Department of Higher Education	\$40,000	Access & Transition
Community Adult Learning Center: Year 3	MA Department of Elementary and Secondary Education	\$644,844	Lifelong Learning & Workforce Development
Integrated English Literacy and Civics Education: Year 3	MA Department of Elementary and Secondary Education	\$37,665	Lifelong Learning & Workforce Development
Outstationing (Part of ABE CALC): Year 3	MA Department of Elementary and Secondary Education	\$14,982	Lifelong Learning & Workforce Development
Integrated Education and Training: Year 3	MA Department of Elementary and Secondary Education	\$42,335	Lifelong Learning & Workforce Development
Career Center of Leominster FY2021	U.S. Dept. of Labor, WIA National Emergency Fund	\$213,496	Lifelong Learning & Workforce Development
Shannon Community Safety Initiative (CSI)	Shannon CSI	\$54,700	Access & Transition
Summer Accelerate to College Program (Adult Education Programs)	MA Department of Elementary and Secondary Education	\$20,000	Lifelong Learning & Workforce Development
Educational Access Fund	Community Foundation of North Central MA	\$30,000	Student Services (Financial Aid)
North Central MA Health Career Opportunity Program (HCOP) Year 3	US Department of Health Resources and Services Administration	\$640,000	Academic & Student Affairs
Fitchburg GEAR UP 2024/2025 Project Year 3	US Department of Education	\$669,600	Access & Transition

Training Resources and Internship Network (TRAIN) Grant Program: Certified Nursing Assistant Additional Funding	MA Department of Higher Education	\$30,000	Lifelong Learning & Workforce Development
Training Resources and Internship Network (TRAIN) Grant Program: Certified Nursing Assistant FY2021: Part 2	MA Department of Higher Education	\$122,461	Lifelong Learning & Workforce Development

College & Career Alignment, Academic & Workforce Strength (Goals 2 & 3)

Grant Name	Funding Source	Amount Awarded	College Division
Student Support Services – Visions Year 2	US Department of Education	\$450,550	Student Services
Student Support Services – Health Sciences/Science, Technology, Engineering and Mathematics (STEM) Year 2	US Department of Education	\$261,888	Student Services
Student Support Services – Disabilities Year 2	US Department of Education	\$261,888	Student Services
International Studies and World Cultures at MWCC Year 2 (Extension)	US Department of Education	\$87,485	Academic & Student Affairs
Mass Cap READY GO Early Childhood Ed Collaborative	MASS CAP	\$25,000	Academic & Student Affairs
MWCC Early Childhood Education Career Pathways Grant FY2021	MA Department of Early Education and Care	\$200,000	Academic & Student Affairs
MWCC ESOL-Contextualized Healthcare Academy	UMass Health Alliance/Clinton Hospital	\$99,600	Lifelong Learning and Workforce Development
MWCC Central Region Healthcare Hub Initiative Year 1	MassHire/Workforce Boards/Central Region	\$71,000	Lifelong Learning and Workforce Development
Heywood Central Region Healthcare Hub Initiative Year 1	MassHire/Workforce Boards/Central Region	\$43,000	Lifelong Learning and Workforce Development

Equity & Access, Academic & Workforce Strength (Goals 1 & 3)

Grant Name	Funding Source	Amount Awarded	College Division
North Central MA Humanities Project - Words and Pictures: Exploring Graphic Storytelling - Extended	MA Humanities Council	\$2,900	Academic & Student Affairs
United Way Youth Venture – FY2021/2022	United Way of North Central MA	\$145,000	Access & Transition
United Way Youth Venture_FY2021 Additional Funding	United Way of North Central MA	\$10,000	Access & Transition

Infrastructure & Readiness (Goal 4)

Grant Name	Funding Source	Amount Awarded	College Division
Campus Consortium Automating User Provisioning and DeProvisioning Grant – Year 2	Campus Consortium	\$21,000	Information Technology Services
MA Skill Capital FY2022: Dental Clinic Upgrade & Expansion	MA Skills Cabinet	\$250,000	Academic & Student Affairs

FY2021 ANNUAL INVENTORY OF ACCOMPLISHMENTS

BY COLLEGE DIVISION

ACADEMIC AFFAIRS

Interim Vice President John Eisler

STUDENT AFFAIRS

Interim Vice President Jason Zelesky

- MWCC's CCAMPIS (Child Care Access Means Parents in Schools) federal grant was renewed fully funded through October 2025. Student-parents are the fastest growing sub-population of college students in the United States, and MWCC continued to be a local and national leader in serving these students. In this past year, MWCC has opened a new Family Resource Center, established a \$15,000 scholarship fund for student parents, relocated and renovated a Lactation Room (across from the Family Resource Center), and developed a plan for drop-in childcare so that student-parents can attend class, study groups, etc.
- MWCC successfully transitioned student life, student clubs and organizations, and campus programming to a remote platform during the COVID-19 pandemic. MWCC was recognized as both a state-wide and national leader for its remote programming initiatives which included the development of MA community college-wide programming. MWCC's Assistant Director of Student Life, Kathy Matson, was featured and published in national publications for her leadership and innovation during this challenging year. MWCC saw an increase in student participation in remote programming and was able to bring workshops, events, concerts, and cultural programming from all over the world to our students in North Central Massachusetts using Zoom and other remote platforms.
- MWCC Student Life also transitioned to a virtual platform to manage all clubs, organizations, and programming. MWCC's InvolveMOUNT platform allows students to actively participate in student life events while managing student clubs, advisor responsibilities, group budgets, and student government elections. InvolveMOUNT has significantly increased student participation and engagement in MWCC events.
- MWCC – in collaboration with the other 14 MA community colleges – established a SUCCESS Scholars program through the Commonwealth's SUCCESS Fund initiative. The SUCCESS (Supporting Urgent Community College Equity through Student Services) grant was developed to allow community colleges to provide wrap-around supports and services to improve outcomes for the most vulnerable student populations including, not limited to, low-income, first-generation, minority, and disabled students. In collaboration with the Department of Higher Education's "Equity Initiative", the SUCCESS fund looks to focus supports to improve retention, persistence, and graduation rates of traditionally underserved student populations. MWCC received just under \$1 million (with an anticipated annual budget of \$430,000) to develop a program designed to support 300 new students. This includes hiring SUCCESS coaches to work directly with this cohort to improve the transition to college and facilitate connections, the addition of an instructional designer to assist faculty with developing high-impact learning environment (both remote and in-person), and a consultant to consider the

college's advising model. This program officially launched in September of 2021 and is directed by the Dean of Students and MWCC's Mental Health Counselor.

- MWCC Student Services has pivoted to support the college's commitment to providing a safe environment during the COVID19 pandemic. The Dean of Students works closely with Human Resources, the Gardner Board of Health, the Department of Public Health, and the Contact Tracing Collaborative of MA to coordinate and respond to students who test positive for COVID-19. This localized contact tracing effort has allowed MWCC to continue to offer both in-person services and classes with minimal interruption during the Fall 2020, Spring 2021, and Fall 2021 semesters.
- MWCC has partnered with Fitchburg State University and LUK, Inc. (community service organization in North Central MA) in support of the Commonwealth's "Moving to College" program. "Moving to College" is funded through Governor Baker's office and is focused on providing wraparound supports for homeless or housing insecure youth – many of whom are connected to the Department of Children and Families. This scholarship program allows students to live in the residence halls at Fitchburg State while attending either FSU or MWCC. The program covers a student's tuition, room and board, books, and transportation costs. In the first year of the program, MWCC and FSU are supporting three students.
- MWCC's Media Services has played a pivotal role in installing and developing technology solutions in classrooms and remotely to ensure effective delivery of course content and programming to students and employees in a remote or hybrid environment. Media Services has built a number of "hyflex" classrooms on the Gardner and Leominster campuses that allow for courses to be taught in multiple modalities.
- MWCC created a new position in FY21 - the Director of Student Services for the Leominster campus to provide additional support to our students taking courses on this campus. The Director of Student Services at the Leominster Campus provides day-to-day oversight of the campus operation, facilitates events for the students, oversees the new food pantry on that campus, and fosters an environment of student success on that campus.

ENROLLMENT AND PUBLIC AFFAIRS

Vice President LeaAnn Scales

Enrollment Management (Admissions, Advising, Career and Transfer)

- After a successful Spring2021 (virtual) Academic Preview Day series, Admissions and faculty are collaborating again to offer Fall Academic Preview Days to prospective students. The fall 2021 schedule current includes ESOL, Dual Language Business Administration Certificate, Computer Science, Computer Information Systems, Veterinary Technology, Liberal Arts & Sciences, Honors, Allied Health, Human Services, Substance Abuse Counseling, Theater Arts, Early Childhood Education, Art, Business, Fire Science with more events being added.
- Introducing HANDSHAKE! Handshake officially launched on September 29th at MWCC Handshake is an online recruiting platform for higher education students and alumni, and partners with colleges and employers locally and world-wide to streamline and simplify the job search process.

MWCC Students and alumni on Handshake receive personalized opportunity to:

- Experience a simple job search with many customizable options to find the right jobs and internships for you
- Save favorite job searches and companies to be notified when new jobs are posted matching your preferences
- Explore thousands of jobs available to you in Utah and around the country
- Be notified of upcoming job and interview deadlines
- Apply for jobs directly through Handshake with the click of a button
- Connect with hundreds of top employers and meet your potential
- See employer reviews from other students
- Register for job fairs, information sessions, and other recruiting events
- Schedule on-campus appointments and interviews

The employers on Handshake are working directly with MWCC Career Services to recruit students. MWCC has chosen to partner with Handshake because it is an excellent platform for students to find everything from their first internship or cooperative learning experience to the job that launches them in to their dream career.

- Advising, Career and Transfer rebranded their offices with new signage and hosted an Open House for faculty, staff and students on September 30, 2021.
- Since January 2021, the Admissions team has logged more than 32,000 contacts in the CRM. Streamlining of internal Admissions processes to improve efficiency and tracking has allowed more robust contact with prospective students.
- Transfer Services held a successful virtual transfer event with representatives from four-year colleges & universities. MWCC Students can made individual appointments with transfer counselors and received information as needed to make plans for a smooth transfer process upon graduation from MWCC.
- 2021 Summer Melt Outreach: The Enrollment Management Committee spearheaded a cross-functional call campaign connecting faculty and staff with students. Using targeted lists and scripts staff from across campus leveraged resources and engaged in phone outreach, helping to student maintain interest and increase persistence from spring to fall semesters.
- The Admissions Team has implemented a territory management model that focuses on both assigned high schools in a specific target area, and CBO/business and industry outreach within the college's service delivery area for the 2021-2022 recruitment season.
- The College Success Academy at Murdock High School enters its 4th year in the 2021/2022 academic year. Admissions staff conducts seminars on a bi-weekly basis at the high school, guiding juniors and seniors through the college search and career navigation process.
- Selective Admissions:
 - Launched online LPN application in July 2021: 60 applicants – Cohort under review for acceptance, new acceptances will be smaller this year due to COVID-19 deferrals from 2020.
 - Veterinary Technology – Admissions accepted 54 students for Fall 2021, the largest cohort in history of program.
 - Fall PTA Program – Cohort Accepted, 15 students matriculated for Fall 2021

Selective Application Deadlines

- Nursing/Advance Standing – November 1
- Nursing Bridge – November 15
- Nursing (RN) – February 1
- Dental Hygiene – February 1
- Vet Tech – February 1
- PTA – May 15

MWCC Enrollment for Fall 2021
Application Data – Fall 2021 & Spring 2022

As of 9/29/2021	Total Applications	Total Enrolled	Top 3 Enrolled Programs	Top 3 Enrolled Towns
Fall 2021	1,919	880	Allied Health (170) Liberal Arts & Sciences (85) Human Services (37) Business Administration Certificate (33)	Fitchburg (126) Leominster (122) Gardner (91) Athol (34)
Spring 2022	130	NA	NA	NA

Outreach

- Phone Outreach – Average 375 inquiry & applicant calls in the enrollment funnel weekly
- Active Standard and Date Driven Outreach Campaigns via email, phone calls, USPS, and text messaging.
- Admissions, Advising, Career and Transfer work closely with Marketing and Print Services to ensure refreshed and accurate messaging and collateral materials. This includes updated presentations and recruitment tools to give our communications and presentations a branded and unified look and message.

The Senator Stephen M. Brewer Center for Civic Learning and Community Engagement

- The Senator Stephen M. Brewer Center for Civic Learning and Community Engagement created opportunities for over 1,819 students to engage with their community. From days of service, to dialogues around challenging subjects, to political engagement, students were challenged to examine their own preconceived notions of the world.
- The Brewer Center began the year welcoming a new Coordinator of Civic Engagement, Rose Calder, who was instrumental in bringing Brewer Center programs and services online to ensure students remain engaged in the community throughout the pandemic. This also expanded the Brewer Center’s reach and opened up dialogues and programming for other community colleges across the Commonwealth and to our greater community and the general public.
- The Brewer Center provided over 71,500 hours of service to the local and international community, our students engaged in meaningful experiences to broaden their own thinking about themselves and the world around them. These completed hours created an economic impact of \$2,502,437 of volunteer service to the community. Due to the pandemic, we offered an Alternative Spring Break consisting of a variety of virtual opportunities.
- **Leadership Academy:** This year’s Leadership Academy was a virtual event for incoming student

leaders who had the opportunity to learn about resources on campus, build connections, and jump into the college culture of giving by participating in a day of service. Each year, the Brewer Center partners with the Office of Student Life to find community service projects for participants. This year students participated in online sessions to brainstorm how they can make an impact on their communities.

- **Campus Conversations:** The Brewer Center hosted virtual events this year in an attempt to bring the campus community together to discuss topics and encourage engaging discourse. A total of 22 virtual dialogues were held beginning in the summer of 2020. Topics included: racial injustice; policing; voting; immigration detention centers and COVID-19; the COVID-19 vaccination; monuments and racial reckoning; the environment; women's empowerment; and, many more interesting topics. Dialogues had upwards of 60 participants each, which included a mix of students, faculty, and staff. Every dialogue was recorded and posted on the Brewer Center's social media pages, gathering more viewers.
- In addition, the Brewer Center hosted a dialogue training in partnership with Nancy Thomas, Director of the Institute for Democracy and Higher Education at the Jonathan M. Tisch College of Civic Life at Tufts University, to expand the # of trained facilitators based on the tremendous increase in participation we've seen this year. 34 faculty/staff/students were trained, and a faculty-focused training is being planned for Fall 2021.
- 2020 was an election year and the Brewer Center focused on various political topics meant to engage students and boost voter registration. "Check to Elect" was the title of the campaign created to encourage others to check the information provided to prepare them for Election Day.
- The Center hosted virtual election night watch party moderated by political science adjunct faculty Shane Martin. Additional social media campaigns, information available on our website, and dialogues were the focus of this outreach.
- Constitution Day was held as a half day virtual event with all other Community Colleges. The Brewer Center staff served as co-chairs for the event which included a guest speaker, and three breakout sessions.
- The Center's annual Coat Drive was not an option due to COVID-19. We partnered with Student Life to mail out MWCC hats and socks along with a \$50 check for students in need to purchase winter clothing. 50 students received a package.
- **Campus Food for Thought Food Pantry** partnered with Hannaford in Gardner. For every reusable bag purchased (\$2.50) in the month of June, the Gardner pantry will receive \$1. In partnership with Student Life, 130 Thanksgiving Baskets were distributed to students.
- The Food for Thought Campus Pantry is run through the SOS peer mentoring program. The pantry provides food for students in need while also meeting with them on a regular basis to provide them with resources in the community for a variety of needs. The program shifted to a pick up opportunity for students in Gardner and Leominster.
- In the Fall of 2020, 53 unique students used the pantry a total of 89 times and were provided with 3,916 items. In Spring of 2021, 19 unique students used the pantry 70 times and were provided with 4,432 items.
- In June, the Green Street Café donated 572 lbs. of food, including frozen meals and bulk items, such as hot dogs, hamburger, chicken nuggets, mozzarella sticks, crinkle fries, flour and rice. Green Street Café prepared the food, which was then distributed to the Food for Thought students in June. 13 students picked up food, which fed upwards of 87 people within their households.
- Finally, Food for Thought Campus Pantry has expanded to Leominster. The campus has begun a partnership with the Worcester County Food Bank and opened in September 2021

- **Student Leaders in Civic Engagement (SLiCE)** Joshua Reynolds – In 2019-2020, Josh focused his time working in conjunction with Student Services and the LINK program. He worked directly with students in recovery for alcohol or drug addiction. In addition to providing them with resources relating to addiction, he also coordinated with SOS and the Food for Thought Campus Pantry to meet their additional needs. Josh also provided opportunities for students in recovery to connect with one another during coffee hour socials. Josh continued this work with SLiCE and LINK in the fall to move services and events online.
- Hanna Shailer – Hanna worked closely with the Food for Thought Campus Pantry and SOS. She was instrumental in moving SOS services online and in aiding the Program Aide in providing food pantry pickup services. Hanna graduated with a degree in Human Services and is continuing with MWCC and SLiCE as she begins the Nursing program.
- **Newman Civic Fellow**
The 2020 Newman Civic Fellowship was awarded to Paige Landry. Paige is a full-time Human Services student who has just completed the Human Services Technician Certificate and is now pursuing her Associates Degree. Paige is incredibly engaged both on and off-campus. In addition to being an honors student, she takes an active leadership role on campus as the President of Phi Theta Kappa Honors Society, the President of the Delta Alpha Pi International Honor Society, a member of the National Society of Leadership and Success Honors Society, the President of the MWCC Sexuality and Gender Alliance Club and a member of the Student Government Association.
- **The 2021 Service Learning and Volunteerism Celebration** was a virtual event live streamed on social media. Honors and awards were mailed out to students in advance. Awards include the Presidential Service and Volunteerism Awards to students who completed over 100 hours of service at the college, (30 students), the Sharyn Rice Award (\$500), the Newman Civic Fellow Award, Site Partner of the Year (Luk, Inc.) and Faculty Member of the Year (Tom Matusda). Guest speaker Maria Milagros discussed the importance of celebrating success and community engagement, and highlighted its importance especially with the timing of the pandemic.
- **Faculty Racial Justice Fellows** Over the summer of 2020 we saw an unprecedented nation-wide call for racial justice and the Brewer Center recognizes its place within that call. We supported six faculty interested in curriculum redesign to integrate racial justice and civic learning into their curriculum. Each faculty member received a \$1,500 stipend and regular meetings with other fellows and Brewer Center staff to aid in their curriculum development. Responsibilities of faculty fellows included: Engagement in curriculum redesign activities/assignments and/or proposal of new courses or projects to incorporate racial justice into your area of study and participation in monthly virtual meetings to discuss strategies, resources, best practices, progress and potential pitfalls. New projects will be launched in the fall of 2021. The following faculty were a part of the 2020-2021 cohort:
 - *Kathryn Smith (English) - Curriculum redesign of English 101 for the prison program to be inclusive of authors of color and stories relating to racial justice.*
 - *Maureen Provost (Early Childhood Education) - Engagement in national organization to encourage racial conversations with young children and integration of best practices to ECE courses.*
 - *Michelle Valois (English) - Introduction of racially diverse works into English and Art of Being Human courses.*
 - *Joyce Miller (Art) - Integration of racial justice themes in Introduction to Sculpture courses.*

- *Lara Dowland (Biology) - MWCC has the unique privilege of storing a proton of Henrietta Lacks DNA. The analysis of this DNA, along with the story behind its contribution (without consent) to understand DNA was incorporated into Biology courses.*
- *Katherine Wahrer (Criminal Justice) - Introduction of racial justice and policing themes into criminal justice courses.*

United Way Youth Venture/Changemaking/Portrait of a Graduate

- **Portrait of a Graduate**, funded by the Barr Foundation, surveyed and interviewed more than 3,000 students, teachers, staff and community members to ascertain what every high school graduate should know and be able to do at graduation. The work has representation from the broader North Central Mass community as well as partners: Fitchburg, Gardner, Leominster, and Winchendon Public Schools. The data has strong potential for creating significant change within the field of education in our region moving forward. A year 2 grant was submitted this summer, to continue to the next stage of this work.

Barr provided us with the unique opportunity to have representatives from across our partnering institutions, representing perspectives from parents, teachers, students and community, participate in the **228 Accelerator program, on “Designing Achievement from the Margins”**. This program was an intensive PD opportunity designed to provide participants with a unique framework to focus on equity in education, and moving to designing programs, policies and procedures to promote achievement across culturally distinct groups. Barr is funded participation, and MWCC had 4 individuals as part of the cohort of 10 from our POG working team: Jason Zelesky, Fagan Forhan, Lauren Mountain and Angele Goss.

Portrait of a Graduate Student Art Exhibit and Community Listening Session was held on Tuesday, March 30 with 94 virtual attendees and three live stream broadcasts. The main broadcast to www.facebook.com/uwyvncm resulted in engagement of more than 1,600 with 700+ views and climbing.

On April 14th, MWCC, the United Way of NCM, Barr Foundation and Reliant Foundation sponsored **Heathy Minds; Well Being for Well Doing Virtual Youth Conference**. More than 4,000 students and adults from 8 school districts in NCM registered to attend the event. United Way Youth Venture, partnered with 30 area organizations to provide over 70 workshops for students in grades 2-12 that focused on physical, fiscal and mental health. All attendees will be able to access all the workshops for the next six months and the reviews have continued to be very positive.

- Event featured film premiers of MWCC program highlights of Vet Tech, Fire Science, and Auto Tech as well as tours of Wildwood Farm and the Tower Garden at Growing Places—these were areas of particular interest to students.
- View the session descriptions and speakers: https://whova.com/web/hmww_202104/Agenda?view=preview

K-12 Partnership Programs:

- Both Educational Talent Search and North Central MA Talent Search submitted grant proposals to be re-funded for new 5-year grant cycles by the Department of Education.
- ETS and NCMTS ran programs engaging students in an online certification for 3D printing and design through MakerBot. Students who completed the certification will be able to participate in 3D printing activities in the fall.

- North Central Mass Talent Search (NCMTS)
 - Remote programming continued through workshops, tutoring and individualized services. We incorporated Zoom meetings with colleges and universities to present to students.
 - Evaluating e-Tutoring programs with anticipated launch in mid-December.
 - Moved NCMTS Application online.
- Upward Bound Math & Science (UBMS)
 - Incorporated remoted programming for STEM career presenters, college admission panels, which included presentations by HBCUs.
 - Launched Google Classroom as a parent/student virtual hub.
 - Moved stipend disbursements to direct deposit to prevent lost checks and reissuances.
 - Evaluating e-Tutoring programs with anticipated launch in mid-December
- GEAR UP:
 - Gear Up rolled out tutor.com for all 8th and 9th graders in Fitchburg Public Schools
 - Career & College Workshops were well attended virtually with positive feedback
 - Virtual parent programming is was held every 2nd Thursday of each month, and run in both Spanish and English
 - We wrote and submitted a new GEAR UP grant, in partnership with Gardner. Gardner has identified Melissa Bourque Silva and Karen McCrillis as the Gardner members of our working team, which also consists of Mitch, Heather, Fagan, Ray and Peter Chirichiello (current GEAR UP Fitchburg Director). Melissa Bourque Silva began her career with MWCC as a GEAR UP Fitchburg Counselor, worked as a program director here for some years, and continues as a MWCC Adjunct English Instructor in her current role as a high school English teacher with Gardner. If awarded, the grant will serve students in the graduating classes of 2027 and 2028 (current 5th and 6th grades).
 - A successful virtual Summer Program focused on MCAS prep. 37 students enrolled with positive gains in pre-test, post-test results.
 - The 2021 Annual Performance Report (APR) for GEAR UP was submitted. Each APR reports on data from the previous year – so the 2021 APR reports on 2019-2020 data. Highlights include:
 - Average daily attendance was 96.07%. Exceeding our objective by 5%
 - At least 25% of Fitchburg Educators have participated in GEAR UP or GEAR UP sponsored Professional Development
 - 97% or GEAR UP students participated in at least 1 GEAR UP activity in the 2019-2020 school year – exceeding our objective by 22%.
 - Despite the restrictions of COVID and virtual learning, the sum hours of Counseling/Advising students received actually increased.
 - College Visits, Educational Trips, and Workshops also increased in 2019-2020 due to a strong effort in the first half of the year, pre-COVID, and then continued virtual services during the start of COVID restrictions

State-Level Leadership with the Massachusetts Educational Opportunity Association (MEOA):

- Since October 2020, members of the UBMS team have been serving on the board of (MEOA), the state-level professional association for educational opportunity programs.
- Ralph Hogan, President-Elect, leads Development Committee, serves on Professional Development Committee and Conference Committee
- Sehba Hasan, serving on Professional Development Committee
- Ursula Rice, Co-Chair, Alumni Committee (serving with TS staff, Riley Elliot)

Shannon Grant – Senior Success Program

- The Tri-City Anti-Gang Partnership again awarded MWCC with annual funds to support area youth who are low-income, first generation college, and struggling with other societal impacts from having a parent in prison, being DCF involved, a single parent, and a myriad of other issues. We again have the gifted Maria Vazquez in the role of community outreach counselor, who will work with up to 30 high school seniors from Fitchburg, Leominster and Gardner as they transition from high school to college.
- Weekly or bi-weekly individual coaching calls as well as weekly workshops were conducted with the high school seniors as they transitioned into summer work/classes and then to prepare them for the fall.
- Local banking partners (Workers Credit Unions, Rollstone, and Baystate Savings) developed a series of financial literacy programs that were implemented throughout the year, and will be continued during our summer program.

Dual Enrollment & Early College

- Gateway to College had a successful recruitment season with 40 new students enrolled in the program providing both high school and college credit in fall of 2020. Gateway is currently running 18 for-credit courses and numerous noncredit support classes.
- Pathways Early College Experience has 19 new students enrolled in Fall 2020. Students were cohorted into 4 college level classes in order to reduce spending within this program.
- The DE Fire Science program is very successful. We hope to expand this spring to create a second cohort of students. The current program has 10 students who will continue this spring.
- Google IT certificates will be a new opportunity for dual enrollment students to earn this credential before they graduate high school. Recruitment was very successful with 19 students enrolled, 4 more than our goal.
- Early College Academy: Funding from DHE was received, and spring enrollments have been submitted for reimbursement at the approved rate of \$135/credit/student.
- In partnership with Admissions, we began providing monthly Dual Enrollment & Early College info sessions on the first Wednesday evening of each month, with an overview of ALL the early college and dual enrollment programs.
- DHE/DESE announced a process for new designations, one abbreviated for already developed programs, and one longer for 21-22 for programs that need design time. We applied and were awarded a designation for our Gateway to College program in partnership with GALT.
- Through Perkins funding, we worked with Fred LeBlanc from the Fire Science program to plan a Hazardous Materials course over the summer. Fire Science has been well received by our dual enrollment students and they are eager to take advantage of additional coursework. We already have one student committed to attending MWCC as a Fire Science major this year following high school graduation.
- A virtual celebration was held on April 1st to honor 27 Gateway to College students who achieved a 3.0 or higher in the fall 2020 semester. President Vander Hooven, LeaAnn Scales, and Gateway to College/Achieving the Dream national representatives Prentice Davis and Nick Mathern joined

Gateway staff in this celebration. This is an incredible accomplishment, especially in the current remote environment.

- The Gateway to College graduation was held on Friday, 5/28, virtually, with 269 views as of Monday morning. 31 students graduated, 10 of whom also have completed an Associate's Degree.

Faculty Professional Development Offered by the Early College team:

- Two professional development opportunities were created for MWCC faculty, supported by the early college funding.
 - One, offered on two separate dates, was held in partnership with Dr. Awkward's office, which oversees the Open Educational Resource initiative statewide.
 - The second was a book study on Batina Love's 'We Want to Do More Than Survive: Abolitionist Teaching and the Pursuit of Educational Freedom', and was facilitated by Angele Goss and Lauren Mountain through the Changemaking initiative. Each participant received a copy of the book, and the group met each Thursday in June for open discussions.

MARKETING & COMMUNICATIONS:

Advertising: In July 2020, The successful [Life Happens, Keep Learning campaign](#) continues this year due to the positive return on investment (ROI), with minor messaging tweaks to support the current operational state and enrollment goals. The campaign ran mid-November through early December resuming in late December through early January. A multi-channel approach is underway, investing in platforms such as Spotify, YouTube, Radio (WSRS), Geofencing and most recently TikTok. Outside of the campaign specific messaging, we continued to run Google Ad Words, optimizing key words and running ads in the Gmail platform to support our recruitment and enrollment goals.

Marketing supported the Virtual Open house held on November 4, 2020 through direct mail, YouTube 30 second video, Spotify audio ad, Google ads, Facebook/Instagram organic and paid ads, Google My Business, and collaboration of admissions email messaging. The outcome of these efforts resulted in over 1,300 visits to /open house webpage and of those 1,016 were new users.

During the Winter of 2021, a new paid social ad launched targeting adults in Winchendon specifically using Robinson Broadhurst funding.

During the Spring of 2021, paid social advertising was added to our marketing strategy. Our focus shifted to target career changers, remote college learners, and high school students. This shift gave us the opportunity to focus specific messaging to these populations. This resulted in over 800 unique clicks. Additionally, we continued to run Google AdWords, optimized key words and ran Gmail ads to support our recruitment and enrollment goals, ran traditional radio, streaming radio and [YouTube ads](#). Admissions ran "Welcome Wednesday" info session events during the month of April of 2021.

We promoted these through YouTube pre-roll, in video YouTube ads, Spotify, retargeting, WKLB and WSRS along with a direct mail campaign targeted to inquiries and applicants through admissions CRM. The Summer promotion started on May 1 on [local radio stations, streaming radio](#), retargeting and social paid advertising. These ads will focus on welcoming "guest students" from other institutions. For the new Dual Language Program we used advertising funds allocated through the PERKINS grant to contract 2 side-by-side billboards on Temple St along Rt. 2 in Fitchburg. One is featured in Spanish and other in English. Our press release which was distributed to both our standard distribution list, and also to a list of Spanish language media sources. Printed collateral and a boosted blog post were also used, as well as a [Dual Language Radio](#) spot on Pandora SoundCloud ran May 1 - June 1, along with a direct

mailer targeted to Spanish speaking households within our SDA (~4,500). The outcome of the campaign resulted in 10 enrolled students. The two most successful channels being organic traffic to the blog followed by the paid Facebook/Instagram ad with 19 shares and 45 unique clicks.

In addition to the branding campaigns, we are able to closely focus on a handful of academic programs which were indicating a need for an enrollment boost. The past year we were able to focus on enhancing the search engine optimization of:

Accounting/Bookkeeping, Accounting Concentration, Administrative Assistant, Allied Health, Concentration, Allied Health Certificate, Art, Art Concentration, Audio Engineering Concentration, Automotive Tech Degree, Automotive Tech Certificate, Biology, Business Career, Business Transfer, Chemistry, Civic Engagement, Computer Information Systems, Computer Information Systems Transfer Track, Computer Science Transfer Track, Criminal Justice - Law Enforcement Concentration and Transfer Track, Cyber Security Certificate, Dental Hygiene, Dental Assisting Certificate, Early Childhood Education Career, Early Childhood Education Certificate, Early Education and Care for Exceptional Children, Early Childhood Education Transfer, Elementary Education Track, Engineering & Physics, Fire Science, Graphic & Interactive Design Certificate, Graphic & Interactive Design, Human Services, Human Services, Technician Certificate, Interdisciplinary Studies, IT Support Specialist Certificate, Law Enforcement Certificate, Liberal Arts & Sciences, Math, Media Arts & Technology, Media Communications Track, Medical Assisting Degree, Pharmacy, Photography Concentration, Professional Writing Track, Theater Arts Track, Veterinary Technician, and Video Film Concentration

A handful of the programs listed above included pay per click (PPC) ads and paid keywords. This helps to increase the program's rank within a Google search. Additionally, 17 programs listed above included updating the webpage's backlinks, content updates, and linked to related blogs. All of the listed programs above included metadata and keywords within the pages to help with search. Throughout the year, due to the pandemic which hindered our ability to create video showing live classroom experiences, we were still able to create whiteboard explainer videos for:

- [COVID Operations](#)
- [Online Learning Tips](#)
- [IT Support Services](#)
- [Your First Choice](#)
- [Visions and RX Programs](#)
- [Disability Support Services](#)
- [Student Parent Support - CCAMPIS](#)
- [HCOP](#)
- [STEM Starter Academy](#)

SOCIAL MEDIA: During July of 2020 we saw a 40% increase in engagement on Facebook and Instagram and we are continuing to see growth through a newer adopted social. During the peak of COVID, we promoted a series of video shorts, "Melissa's Mental Health Minute," which became our top interacted video. Additionally, the "On the Frontlines of COVID-19" interview gained momentum with over 130 views and 224 impressions.

Social media traffic from Facebook has generated an increased number of information requests. Facebook is our top social channel, responsible for 90% of social media traffic. We have and will continue to use this as an advertising medium within our overall marketing mix.

Soon after January of 2021, MWCC social networks had added 911 followers. Form completions generated by visitors from social had increased 133%.

Spring of 2021 we continued to see social engagement growth, particularly on Instagram which was directly related to a switching to more relatable content, including content from professors.

COMMUNICATIONS & WEBSITE: Marketing made it a priority to keep the community, campus, staff and faculty updated on the latest information during COVID. The Re-entry Committee created a Communications Sub-committee to ensure all communication both printed and digital were up-to-date. The COVID [webpage](#) is, and continues to be, updated so all are informed on any campus operational changes. Social media has been used as an additional method to inform our community on our operational status, state regulations, and best practices. An [explainer video](#) was created early on to break down the new operations for students in a digestible manner.

Prior to students returning fall 2021, the subcommittee met on campus and evaluated all signage and replaced outdated information with the newest guidelines and messaging. We will continue to do this so staff, faculty and visitors are always informed of current protocol.

An internal marketing newsletter—*mScoop*—was sent out to employees to keep all updated on best practices, marketing updates, links to shareable content, most recent blogs, how to report web errors and tips on staying social with us.

The website search engine optimization and digital advertising efforts in October 2020 lead to an increased acquisition of leads. The website traffic YoY is up 34.99%. The new home page navigation was implemented on November 5 which has provided a better user experience through organization of the navigation menu, event dates on the homepage, better placement of call-to-action buttons and enrollment date/information.

Competitor SEO Keyword Analysis Report conducted by our vendor highlighted some areas for improvement in content in program specific areas and opportunities to use different content types such as micrographics, video, and online guides to attract and enhance user experience. Since then, we have continued to developed videos (as in the above section) along with 42 blogs.

During the summer of 2021, marketing initiated the change of the website chatbot from Facebook Messenger to Ocelot's chatbot product. Marketing worked with Admissions, IT, Advising Career and Transfer, Student Financial Services, and Records to cultivate over 1,000 custom questions that were frequently asked through Facebook Messenger. Launched at the end of September 2021, the bot now replaced the manual answering of questions which was time consuming, inefficient, and inconsistent. Additionally, this will provide analytical data which we can use to improve answers and web content to address the needs of website visitors.

PRESS RELEASE/BLOGS: Over the past year, Marketing has developed 42 blogs and 58 press releases. In late October, we interviewed a mother/son alumni nurse team, both the blog and interview reached 130 views.

The Telegram and MassLive both ran stories regarding the delayed graduation of our nursing students due to a lack of clinical placements, the articles were fair and ended on a positive note with students complimenting the college.

The blog explaining the differences between CIS and CS degrees and the blog titled "Community College vs University: Pros and Cons" and "Community College Myths" helped to enhance keyword search for high value terminology and proved to be successful with view and conversion rates.

Supporting the Office of **Life Long Learning and Workforce Development**, Marketing created and published three catalogs covering both Fall and Spring which are mailed to approximately 50,000 area

residents. Additionally, we assisted in the creation and delivery of two summer adventure catalogs.

As of spring of 2020, funds were allocated to digitally advertise on Facebook to help increase course enrollment and drive more traffic to their pages. The ads that ran early March of 2020 gained over 152 page views and have reached over 4,500 people.

With the departure of a team member in the Lifelong Learning/WFD group at the end of 2020, the marketing team increased support to the department. We assisted in rebranding of the 3DCart purchasing site and optimized their Constant Contact email tool. By the beginning of 2021, we saw an increase of 12.6% to the personal enrichment page along with a 28.44% increase to the 3DCart site.

Early March of 2021, the department initiated the creation and migration of United Way Youth Venture pages and content to its own sub-domain of mwcc.edu. Editors of UWYV are now able to have more control over their content, branding, navigation, event postings, and imagery. The sub-domain uwyv.mwcc.edu launched December of 2020.

Marketing also assisted the Barr Foundation Portrait of a Graduation with graphical, event, website, and content support throughout the year.

Mount Fitness: Early March of 2021, the department initiated the creation and migration of Mount Fitness's pages and content to its own sub-domain of mwcc.edu. This has allowed Mount Fitness to set themselves apart from the college as a community fitness center. They now have more control over their content, navigation and imagery to help increase membership. The sub-domain fitness.mwcc.edu launched June of 2021.

Mount Fitness understandably lost memberships due to the pandemic and in an effort to help regain membership, we created, set-up and monitored a Facebook specific ad advertising special pricing through the month of April 2021. The ad resulted in 15,000+ reach and generated 283 unique clicks.

FINANCE AND ADMINISTRATION

Vice President *Sandra Quayle*

FINANCE:

FACILITIES:

- Outfitted 22 classrooms for Hyflex teaching and learning capabilities
- Asbestos Abatement Project: New Reflective Ceiling, 2nd and 3rd floors, Gardner campus
- Boiler Plant: New Boiler and updates to boiler system
- MWCCFitness: Construction: entire HVAC system is being replaced along with a new generator and ADA improvements;
- Safety Improvements: Fire Alarms campus-wide upgrade, Gardner campus

HUMAN RESOURCES AND AFFIRMATIVE ACTION
Vice President Peter Sennett

PROFESSIONAL DEVELOPMENT & SPECIAL EVENTS:

STAFFING:

SURVEY:

PAYROLL & BENEFITS:

OTHER:

PLANNING, DEVELOPMENT, AND INSTITUTIONAL RESEARCH

Director of Grants Development Heather Layton

Director of Institutional Research and Assessment Tiffany Parker

PLANNING:

GRANTS DEVELOPMENT:

- Set direction and led grant development work at the institution. Results: \$7,183,107; 51 grants have been submitted, and 48 funding decisions have been made with 42 awards made (88% success rate and 30% over annual goal of \$5,500,000)
- Developed strategic capital grant development strategy for Dental Education Clinic operatory and radiographic equipment upgrades and addition of a new Sterilization Center that resulted in both a MA Skills Capital and Health Foundation of Central Massachusetts awards
- Collaborated with Lifelong Learning and Workforce Development on funding English as a Second Language Contextualized Health Care Academy grant through multiple (3) funding sources via a UMASS Memorial Health Alliance grant; TRAIN, and Integrated Education and Training grant.
- Development and submission of six large U.S. Department of Education Federal grant applications: two Educational Talent Search grants, an Educational Opportunity Center grant, a Child Care Access Means Parents in School grant, a GEARUP grant, and a Strengthening Institutions Title III grant.
- Development of collaborative Gardner GEARUP grant project with Gardner public school district and 7 other community partners to serve the entire 6th grade cohort for the class of 2028 and 7th grade cohort for the class of 2027 through their high school graduation and first year of college to increase their academic performance, preparation for postsecondary education, high school graduation, and enrollment in postsecondary education.
- Collaborated with MWCC Foundation on grant submittals (Community Foundation of North Central MA, Robinson Broadhurst Foundation, Aspen Fund on five grants)
- Facilitated pro-active grant planning meetings for: Early Childhood Education and Child Care Access Means Parents programs and strategic remote access project funding,

GRANTS MANAGEMENT:

- Facilitated the completion of multiple continuation applications and budget approvals.
- Managed the MASS CAP Ready Go sub-award grant to provide training to the early childhood educators on childhood trauma
- Facilitated the National Workforce Diversity Pipeline closeout documents
- Worked with Health Career Opportunity Program (HCOP) project director and staff on reporting and outcomes
- Assisted MA Skills Capital grant project team (Dental Education Clinic in Fitchburg)

OTHER:

- Council for Advancement and Support of Education – Federal Funding Task Force Leadership Team
- Council for Education – TRIO Proposal Reviewer
- Massachusetts Community College Grant Developers active member
- All College Forum steering committee participation
- NECHE steering committee and Standard 7 committee participation for 10 year accreditation

INSTITUTIONAL RESEARCH:

- OIRA staff are heavily involved in the NECHE self-study process. Director Tiffany Parker is co-chairing the NECHE Steering Committee, Sr. Analyst Shawn LaRoche is leading the Standard 8 Educational Effectiveness Team. Asst. Dean Becky Forest served on the Standard 9 Integrity, Transparency and Public Disclosure. Since October 2020 the OIRA staff went above and beyond regular working hours to meet NECHE needs. In order for the OIRA to continue to meet the needs of the college during the NECHE self-study process a part-time research analyst was hired for the duration of the project.
- During FY2021 the Tableau implementation met important milestones. The OIRA collaborated with Information Technology staff to have Tableau Reader installed on all MWCC computers to allow users to access Tableau dashboards securely. Tableau dashboards for term enrollment, Retention Rates, Graduation rates and a programmatic focus were completed. Each dashboard provides a view of race/ethnicity to inform the MA DHE Equity Agenda.
- OIRA staff completed all 41 annual federal and state mandatory reports on time. FY2021 had significant changes needed in order to meet federal and state level Perkins Grant reporting requirements. In order to identify employment within 6 months of completion we had to change from a single graduate survey annually to three surveys each administered within the specified timeframe after the award conferral date. In order to meet new student and program level requirements, OIRA and IT programming staff, Teri Manseau, collaborated for weeks to provide reports to Dean Missi Sargent.
- Additionally, the OIRA staff completed 63 projects for internal constituents. Project topics ranged from academic program review support, two analyses for the Faculty Academy, the creation and implementation of a survey registration policy, and requests from academic deans and faculty. With each request, if race/ethnicity detail can be provided, it has been.

- Other projects - OIRA staff supported President Vander Hooven's request to complete an EMSI Economic Impact Study in spring 2021. OIRA staff collaborated with Academic Affairs to complete NC-SARA reporting.
- Sr. Analyst Shawn LaRoche served as a co-chair on the MWCC Diversity, Equity & Inclusion (DEI) team. The team presented to college wide audiences, including the MWCC Board of Trustees, on numerous occasions in FY2021 and team accomplishments for the year include updating the team mission and values statements and creating a job description for the newly created Diversity Executive position.
- Sr. Analyst Shawn LaRoche served as the proposal review coordinator and on the conference planning team for the regional professional association, Northeast Association for Institutional Research (NEAIR).

LIFELONG LEARNING AND WORKFORCE DEVELOPMENT

Vice President *Adam Duggan*

The Division of Lifelong Learning and Workforce Development accomplished the goals highlighted in this report throughout a challenging year by leaning on the following guiding principles:

- 1) **Access drives equity.** Every member of our community has a right to accessible learning opportunities regardless of the challenges posed by circumstance. It is incumbent upon our division to create access points for our students (especially where seemingly few exist).
- 2) **Collaboration drives success.** The challenges facing our students require the financial and human capital of the entire college and community. It is incumbent upon our division to create and sustain the internal and external collaborative networks necessary for our students to succeed.
- 3) **Innovation drives progress.** Innovative program design that leverages technology to provide flexible, high quality programming sensitive to the needs of adult students facing barriers to success (transportation, scheduling conflicts, work and family, etc.) is critical to foster student success. The division seeks opportunities to leverage the existing resources and programming of institutional and regional partners to broaden opportunities for our learning community and present pathways to previously unconnected elements of the education and training networks within our region. There is never only one way to solve a problem and the Division is committed new perspectives and creative solutions.
- 4) **Structure drives outcomes.** Direct connections to and positive relationships with employers are critical to building the pathways to employment for our residents and economic growth for the region. Business and industry drive our region and they need our students and services to succeed and grow. It is incumbent upon our division to serve as the conduit between business and industry and the skilled and committed workforce they need to thrive.

NON-CREDIT ENROLLMENT OVERVIEW:

The following report highlights important areas of accomplishment within the division over the

course of Fiscal Year 2021. Despite working through the challenges of Covid-19 and fluid health and safety policies and procedures, the MWCC Division of Lifelong Learning and Workforce Development provided creative and innovative education and training opportunities while even bringing back summer youth programming as we moved across FY21 and into FY22. The table below shows comparative FY20 and FY21 total non-credit enrollment data for the division throughout the summer, fall, and spring semesters, followed by further reporting broken down by functional area within the Division. This report highlights the innovation and responsiveness of the division to the evolving needs of our region throughout the most challenging of years.

Year	Summer Semester	Fall Semester	Spring Semester	Total
FY20	539	2047	1179	3765
FY21	155	1561	1812	3528
Difference	-384	-486	633	-237
% Increase	-71%	-24%	54%	-6%

The above table highlights the impact of Covid-19 on non-credit enrollment as the summer and fall semesters of FY21 are 74% and 24% below what was seen in the typical environment prior to Covid-19 during the spring semester of FY20. However, what is shown throughout the entirety of FY21 is a steady progression as the Division found its footing and introduced creative and innovative delivery options throughout all functional areas of the division. This is highlighted by the 54% increase year-over-year during the spring semesters. The spring semester of FY20 was the first impacted by Covid-19. One year later, enrollment was 54% higher than that first semester while still operating under a state of emergency and limited campus-based options due to health and safety guidelines. Overall non-credit enrollment dipped by only 6% throughout FY21 - a credit to the work of the staff and an example of our division’s ability to adapt and thrive in a constantly shifting and uncertain environment.

ADULT EDUCATION & TRAINING:

The table below shows total enrollment numbers for FY21. These numbers represent the total number of students enrolled in programming for any amount of time and not necessarily the final numbers of countable individuals based on funding source requirements - often funding sources require attendance thresholds and other markers to be met prior to a student being officially “countable” according to their policies and procedures.

	Adult Ed/ESOL (DESE)	Healthcare Training (DHE)	YouthWorks - Healthcare (CommCorps)	Total
Enrollment	359	67	55	481

The Department of Adult Education and Training looks at three distinct areas of performance when measuring the success of its programming:

1. Measurable Skill Gain (MSG) as measured by ACLS. This indicator is used for CORE Adult Education courses and measures academic progress, academic credentials earned (HiSET or GED), and postsecondary enrollment.
2. The MassHire North Central Career Center looks at a number of indicators including but not limited to: (1) Job Seekers Served (2) Job Seeker Services Provided (3) Unemployed Individuals Served (4) Employers Served, and (5) Employer Services Rendered.
3. Workforce Training Programs measure the following: (1) Enrollment Capacity (2) Program Completions (3) Microcredentials earned, and (4) Occupational Industry Credentials earned.

Adult Education MSG Table Covering FY20 and FY21

The table below shows a three year window of MSG measurements comparing MWCC’s rates with the Commonwealth of Massachusetts. The three-year window provides a Pre-Covid context as well as how MWCC performed compared to the state during FY20 at the outset of the pandemic and then throughout FY21 during a full year’s implementation of remote programming through the State of Emergency. As shown, MWCC almost returned to pre-pandemic MSG rates in FY21 - an incredible accomplishment for the Adult Education and Training programs.

Fiscal Year	MWCC	Massachusetts	Difference
FY19	41.80%	46.79%	-4.99%
FY20	30.30%	23.85%	6.45%
FY21	40.58%	TBD	TBD

MassHire North Central Career Center FY21 Outcomes Reporting

The MassHire North Central Career Center shifted to remote services at the onset of the pandemic. The center quickly and successfully shifted job seeker programming to remote delivery and was among the first Career Centers in the state to be up and operational and offering a full complement of remote services. The MassHire North Central Career Center was seen as a statewide model in FY21 and provided support to other MassHire Career Center across the state as they transitioned to remote services. The table below provides data for core outcomes measuring career center success.

FINANCIALS:

The table below shows the funding secured by the Department of Adult Education and Training throughout FY21 as well as continuation and new funding secured for FY22 through a variety of grants sources and partnership contracts.

FY21 and anticipated FY22 Funding

Funding Source	FY21	FY22
Fund Code 671	\$946,464.00	n/a
Fund Code 359	\$37,665.00	n/a

Fund Code 340	n/a	\$1,084,002.50
Fund Code 668	\$150,000.00	\$150,000.00
Fund Code 850	\$7,339.00	\$7,913.00
FY20 TRAIN Rollover	\$30,000.00	n/a
TRAIN	\$122,461.00	\$142,067.00
MassHire NCCC	\$204,461.00	\$234,000.00
Determination of Need	\$99,600.00	n/a
Central MA Health Hub	n/a	\$114,153.00
Total	\$1,597,990.00	\$1,732,135.50
FY22 Increase		\$134,145.50
FY22 Percent Increase		8.4%

WORKFORCE DEVELOPMENT:

Our workforce development team hosted a Cybersecurity Breakfast at Devens Commons in partnership with UMass-Lowell that was attended by over 60 people. The team also attended the ribbon-cutting of a new cyber range at UMass-Lowell and discussed collaboration to provide municipal cybersecurity training programs.

The Workforce Development Office met with Millipore Sigma in Jaffrey, NH to discuss Quality Technician Training for incumbent workers as part of the federal TechHire grant and in effort to develop a sustainable approach to curriculum delivery. The program has been very successful and the division is planning how to build upon this success to continue to serve the region's need for training in advanced manufacturing as TechHire grant activities come to a close. .

The Workforce Development Office completed the U.S. Department of Labor TechHire grant (6/30/2021) with a total of 407 participants served over 5 years - 130 of these from MWCC. Additionally, Workforce Development provided non-credit Manufacturing Training for the MassHire North Central Workforce Board. Programming trained 26 participants as described below generating \$103,715 in revenue for the college.

Course	COURSE DATES:	ENROLLMENTS
Robotics and Automation	02/08/2021- 03/31/2021	5

SolidWorks (CAD)	2/17/2021- 6/17/2021	6
CNC Machine Operator	03/22/2021 - 5/20/2021	3
Quality Yellow Belt	4/26/2021-06/10/2021	6
Robotics and Automation	4/26/2021-06/17/2021	6
Total		26

This programming includes the CNC Machine Operator Program run in collaboration with the Leominster Center for Technical Education and Innovation. Other listed programs were held at the MWCC Devens campus with the exception of SolidWorks which was delivered 100% remotely.

Finally, MWCC continued its support for regional capacity building in the manufacturing sector by training a cohort of 5 participants in the Manufacturing Instructor Training program. Workforce training funding of \$100,000 was secured for training through MassHire in FY22.

Provided non-credit Google IT Certificate program remotely to students from Shriver Job Corps and to area high school students in collaboration with MWCC Access and Transition. A cohort of 10 students funded through Youth Connecting Activities funds provided by the MassHire Metro Southwest Workforce Board ran from January 11th - May 30, 2021. This program will run again in FY22 for MassHire MetroSW.

CORPORATE TRAINING:

Like many areas of the college, corporate training activities conducted by the Division of Lifelong Learning and Workforce Development were severely impacted by Covid-19 throughout FY21. The Corporate Training team was forced to navigate the challenges associated with the State of Emergency and the health and safety restrictions in place across both the private and public sector. Despite these challenges, the corporate training team was able to move a number of initiatives forward and continue to provide superior employer services and incumbent worker training programs to the employers of North Central Massachusetts.

Below are highlights from FY21:

- \$251,550.00 billed
- Trained a total of 452 individuals.
- Trained 362 incumbent workers in the following areas:
 - Supervisory, Management, and Leadership
 - Lean
 - ISO
 - Excel

- Customer Service
- Communicating with Challenging People
- Team Building
- Negotiating
- Performance Management
- Coaching
- Change management.
- Trained 48 youth aged 14 - 24 (YouthWorks) in Intro to Entrepreneurship course.
- Trained 42 in the Emergency Medical Technician (EMT) training program.

Workforce Training Fund Grant Activity

- Began training for two new Workforce Training Fund Grants that MWCC Workforce Development Department wrote and gained approval for at the end of FY20.
 - Bio-Techne received \$191,095.00 and MWCC began training in September 2020.
 - VanPool received \$212,025.00 and MWCC began training in January 2021.
 - Both customers were agreeable to having these delivered in a virtual format via Zoom and have indicated high satisfaction with training outcomes.
- Continued training at DS Smith, a third Workforce Training Fund grant written by MWCC that ended in November.
- Wrote \$244,635.00 Workforce Training Fund grant for Masy Bioservices, submitted at the end of FY2021 - application was approved and training began in October 2021.

Additional Partnerships

- Partnered with UMASS Lowell's TURI (toxic use reduction) department to deliver Lean Green Belt training to 10 food and beverage manufacturers in Massachusetts.
- Partnered with NAMC to deliver a 150-hour Group Leader training to (20) first line supervisors at Jabil. This program speaks to those that were recognized for their good work, promoted to supervisor, but had no formal supervisory training. At the completion of the apprenticeship program, employees receive a generous hourly wage increase. This is the second of these programs MWCC has delivered at Jabil with a third to begin September 2021.

Innovative Approaches:

All corporate trainings typically delivered in-person were transitioned to fully remote virtual delivery options throughout FY21. Instructors were provided professional development around best instructional practices using the Zoom platform. PD focused on basic functionality and methods for using the platform to enhance student engagement.

FY22 Anticipated Initiatives:

FY22 initiatives will focus on the development and branding of corporate training services offered through a new corporate training center dedicated to providing employer services that meet the rising demand of incumbent worker training programs across diverse industry sectors throughout the region. Additionally, the corporate training center will write at least three (3) new Workforce Training Fund grants for local business partners. Additional goals will be focused on increasing the number of training programs offered through the Workforce Training Funds Express Program that provides opportunities for companies with 100 or fewer employees to receive up to \$30,000/year of training at no cost and companies in excess of 100 employees receive a 50% state reimbursement. Finally, the corporate training center will partner with other departments within the division to develop and deliver ESL and

conversational Spanish for corporate partners and expand our non-credit manufacturing incumbent worker training programs.

CORRECTIONAL EDUCATION:

The Second Chance PELL program continues to maintain quality programming providing higher education to the men at NCCI Gardner and MCI Shirley. Even with the challenges that the program has faced with COVID-19, including not having direct access to students, a reduction of class size from 18 students in a class to 7-8 students, and creating procedures and systems to keep Second Chance PELL instructors, staff and students safe - the program continues to thrive and provide high quality instruction and services to incarcerated students.

Over this year the program has managed to squeeze every possible learning opportunity out for our Second Chance PELL students and made sure that this situation had as little impact as possible on the students. For the first months the program was not able to access students directly so we pivoted learning and found ways to communicate through mailing information directly to students and having staff answering the new resource line. Once permitted to return to in person classes the program has been able to offer more classes since there are less students allowed in the classroom, every student enrolled in the program has been able to take 6 credits each semester. Our goal was to maintain our current students and work on new systems to communicate with them as we do not have as much access as we have had in the past. The program has maintained and just completed recruitment of an additional 18 students who started in September 2021. To date, the Second Chance PELL program has 60 active students from the Department of Corrections. The program has also been able to add a phone resource line so that students can call MWCC staff directly without any cost. This has allowed students to reach instructors and program staff outside of class time and has been very helpful to both the students and Second Chance PELL program staff.

Tressa Stazinski, the Director of Correctional Education, also has spent the last year documenting the program in a Second Chance PELL guide that will be used to orient new staff, share best practice, and documents all of the intricacies to managing and providing a PELL program to incarcerated students. Since the ban on PELL was lifted and now inmates are PELL eligible the program has also had many other programs reaching out to learn how to start their own PELL programs with incarcerated students. It is exciting that MWCC is the leader of this work and able to provide guidance to other institutions to provide this important work in their communities.

In addition, Tressa has been working with the Sheriff's Office and the Fitchburg Community Corrections Center with the goal to develop programming and access to Higher Education and Workforce Development programs for the men that are participating in the programs offered at the center.

PERSONAL ENRICHMENT:

Personal Enrichment courses too were severely impacted by the State of Emergency and health and safety restrictions throughout FY21. Unfortunately, this did mean that the summer youth programming typically offered throughout the summer was canceled during the summer months of 2020. However, as shown in the Division-wide non-credit enrollment reporting, Personal Enrichment, like all programming throughout the Division, was able to adjust to the evolving environment and find ways to offer high quality community education offerings to the communities of North Central Massachusetts. Though

enrollment dipped, as the table below shows, enrollment increased from fall to spring semester as the department's comfort with remote programming grew.

Fall 2020	Spring 2021	Summer 21 (through June 30th)	Total
115	219	44	378

Summer and Youth Programming:

Though summer and youth programming was canceled during the summer of 2020 due to health and safety restrictions associated with the state of emergency, the Division continued preparations for what potential youth programming could look like in the summer of 2021. With preparations ongoing throughout the spring semester, MWCC was able to bring on a seasonal Director of Summer programming and offer its summer youth programming including summer camps on the Gardner Campus. The success of these programs have pushed the Division to look at ways to expand its summer and youth programs in FY22 and beyond.

INFORMATION TECHNOLOGY SERVICES

Executive Director Daniel Horlander

eTranscripts

- During the beginning of the pandemic, it became quite clear that the Academic Records Office needed a solution to provide transcripts to students in a timely fashion which was not easy in the new remote environment. Thus, in collaboration with Academic Records Office, IT has implemented eTranscripts product. Students and alumni are now able to request and receive an electronic transcript as quickly as an hour. This is a dramatic benefit for both the student and the department to streamline the process and allow the department to place their resources into other demands.

Phone Migration

- During the pandemic, the enrollment office requested access to phone lines from home with caller ID showing MWCC. IT had already reviewed some phone options to go with between 2021-23, but took initiative to sign-up with RingCentral. They provided the campus free phones lines for 100 staff for 90 days. After finding out how easy and feature-rich the software was for the initial 30 staff members, IT began to determine if it was feasible to move to RingCentral. With our current vendor contract ending January 3, 2021, it made sense to move forward with the new system. Staff and full-time faculty, a total of 580, will be able to not only use their physical phone at work, but use an application on their computer or mobile device - also known as a softphone. The softphone allows an employee to call from anywhere using MWCC as their caller ID. In addition, they can text, fax, and collaborate over video.

Virtual Computer Lab

- During the planning process for a computer lab for students at the Gardner location, it was clear that a remote option was required not only for online classes during Covid, but for students who are or will be remote long-term with MWCC. The new virtual computer lab has been viewed by 173 students over the course of one month so far. This provides students access to Office, SolidWorks, Adobe Creative Cloud, Mathematica, and COMSOL using a modern browser on any

hardware – Chromebook, Windows, Mac, and tablet. The technology streams the software over the browser similar to how Netflix is viewed on a laptop computer.

Ocelot AI Chatbot

- The campus will be migrating from several separate messaging systems to one on MWCC web site. Currently, students connect mainly through Facebook Messenger to start conversations through MWCC web site. This is very time consuming for the marketing and other departments as they must answer individual questions when they are available. The new system will be able to handle the conversations on their behalf. The system comes with a large knowledge base of content and thousands of videos. If the system is not able to answer the student's questions, it can escalate the issue to the correct department.

Benefits to MWCC

- 30% fewer incoming questions
- Additional staff time available for 1-1s with students
- Increased student engagement and satisfaction
- Increased enrollment and yield
- Preloaded knowledgebase and video library
- Optional out-of-the-box integration with Zoom or Live chat to quickly connect with students

Benefits to Students

- Students can be anonymous when asking questions
- Instant Answers 24/7/365
- Consistent, accurate answers
- Multilingual

IT Staff

- Hired new senior programmer position
- Filled empty help desk specialist position

IT Projects

- Security Focus
 - New password management, multi-factor authentication, and automating provisioning and de-provisioning of accounts to increase security
 - Secured \$250,000 to pay for provisioning over 5 years with assistance from grant office
 - Secured \$175,000 MA state grant to be used by public safety equipment and IT cybersecurity with assistance from grant office
 - Installed additional public safety cameras in IT area
 - Knowbe4 phishing training
 - Upgrading Office 365 to include enhanced email security
 - Upgrading VPN to include multi-factor authentication
 - Upgrading VPN to include laptop scanning to ensure antivirus protection is available
 - Continuing Windows 7 to 10 migration for faculty and staff computers
 - Replaced Internet CORES in server room
- Pandemic Focus
 - Converting 580 phone lines from TPX to RingCentral to provide softphone option
 - Implementing eTranscripts with Records office

- Ordered 223 Windows laptops to replace student laptops removed for staff remote work and additional provide additional staff/student loans
- Ordered 53 Chromebooks for student loans
- Upgrading 25 switches (IT closets) for Hy-flex classrooms.
- Implementing CampusLabs to be used by Dean of Students and Early College
- Banner Modernization Focus
 - Updating DegreeWorks to modern version
 - Upgrading Banner infrastructure in preparation for modernization project
 - Turning off Banner 8 admin interface
- Department Requests
 - Setting up network, wireless, computers, and phones for new automotive location
 - Setting up network, wireless, and phones for dental location
 - Help Library convert over from HELM to CWMARS
 - Implemented data feed for SAM disability database
 - Updating Blackboard to SAAS and modern interface
 - Career Services Handshake application
 - Answering NECHE accreditation requests from the committees
 - GetInclusive application for Human Resources.
 - Ordered hundreds of computers for various grants