

**Mount Wachusett Community College (MWCC) FY2026 OPERATIONAL PLAN as of July 1, 2025**

**GOAL 1: EQUITY AND INCLUSION IN OPPORTUNITY, ACCESS AND AFFORDABILITY**

**Strategic Initiative 1.1: Foster an encouraging and inclusive environment across all campuses and methods of study in which all learners can thrive.**

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
1.1.1		<b>Strategic Action 1.1.1: Actively recruit, enroll, and support learner populations who reflect the North Central Massachusetts demographic makeup.</b>	<b>The percentage point gap between the demographic profile of the student body and the demographic profile of the institution's service area is reduced annually. (Measurement: Compare student demographic data for key identifiers—e.g., race/ethnicity, age, socioeconomic status—against census or other official regional data.)</b>	Enrollment Management		7/1/2025	6/30/2027		Marcia Rosbury Henne
1.1.1	1.1.1.1	Student Financial Services (SFS) will hold FAFSA Completion Events year around.	Increase FAFSA completion among all students by adjusting our marketing to reach more students and collaborate with the Chief Diversity Executive.	Enrollment Management	Student Support Services; Marketing Department;	7/1/2025	6/30/2026	4700	Marcia Rosbury Henne
1.1.1	1.1.1.2	The Records Office, in collaboration with Information Technology Services, will create reporting that will allow the College to access timely and accurate data related to outstanding degree requirements and courses needed based on program enrollment.	1. Reports created. 2. Timely communications to students. 3. Provide data to assist with data-driven decision making.	Enrollment Management	Information Technology and Records Office	7/2/2025	6/30/2026	2200	Marcia Rosbury Henne
1.1.2		<b>Strategic Action 1.1.2: Identify barriers and develop a plan to create a more welcoming, accepting environment across MWCC's academic supports, learner services and civic learning initiatives.</b>	<b>Conduct a comprehensive assessment of MWCC's academic supports, learner services, and civic learning initiatives to identify systemic or environmental barriers to each area. Completed plan to create a more welcoming and accepting environment.</b>	Chief Diversity Executive	Office of Institutional Effectiveness	7/1/2025	6/30/2027		Stephanie Williams
1.1.2	1.1.2.1	The LaChance Library Collections Librarian and Technical Services staff will create and implement a diversity audit system.	The Collections and Technical Services staff will 1. define a set process for conducting the diversity audit, 2. begin conducting the audit, and if possible, 3. present a preliminary report. 4. More representative texts will be purchased.	Academic Affairs	Learning Commons	7/1/2025	6/30/2026	3200	Ana Gaillat
1.1.2	1.1.2.2	The Learning Success Team will provide and revise training modules for Learning Consultants that meet College Reading and Learning Association (CRLA) standards and will implement a process for staff to complete these training modules over time.	Deliverables on this project include 1. A set of modules (approximately 20) that will be developed and posted on the LSC Blackboard page and 2. a staff training schedule created for completing the modules.	Academic Affairs	Learning Commons; Chief Diversity Executive	7/1/2025	6/30/2026	3550	Ana Gaillat

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1.1.2	1.1.2.3	The Office of Institutional Effectiveness will support the effort to establish a baseline for welcoming environment as described in the Bridge Strategic Plan.	The Office of Institutional Effectiveness will partner with the Chief Diversity Executive to create an institutional definition of a welcoming environment and identify how to best assess a welcoming environment.	Chief Diversity Executive	Office of Institutional Effectiveness	7/1/2025	6/30/2026	1200	Stephanie Williams
1.1.2	1.1.2.4	The Brewer Center will design and implement revitalized programming focused on educating students on democratic practices and civic responsibility. Programming will be inclusive of education surrounding voter rights and responsibilities; understanding of the ever-changing political environment; familiarity with local, state and federal political leaders; how to actively participate in local, state and federal government, and how to organize social change work. All activities will be built using a DEI lens, working to address barriers to access and traditionally underrepresented populations.	The Brewer Center activities will increase the overall student voting rate by 5% percent (from 23.8% to 28.2%), with a direct focus on increasing the Black and Latinx student voter registration rates by 6% (from 12% to 18% and 13% to 19%). The Brewer Center will also use focus groups and student surveys to collect feedback from students, to understand the broader impact of civic and democratic learning on their sense of personal agency and confidence in addressing public policy issues.	Academic Affairs	Chief Diversity Executive	7/1/2025	6/30/2026	3050	Ana Gaillat
1.1.2	1.1.2.5	Green Street Café will create a stationary kiosk in the commons to offer breakfast & coffee to students & staff that are removed from the main cafeteria area.	Monday through Friday weekly the kiosk will allow students and staff an additional purchasing option location during the hours of 7:30am - 9:30am.	Student Affairs	Dining Services	7/1/2025	6/30/2026	9500	Jason Zelesky
1.1.2	1.1.2.6	Green Street Café will work with Purchasing, Student Government, and Student Services to initiate a full RFP for a new vending program for all campus at MWCC. The purpose of this process is to provide students with a quality and convenient food option after-hours in Gardner and to complement the lack of available food options at the Auto Tech and Leominster campus. This work is in direct response to SGA and student complaints. In addition, the RFP will request sundries and OTC medications as affordable vending options in an effort to mitigate the loss of health services and the distribution of these items on all campuses.	On or before August 15, 2025, MWCC will have a new vending program that will provide students with consistent, variable food options.	Student Affairs	Dining Services	7/1/2025	6/30/2025	9500	Jason Zelesky
1.1.2	1.1.2.7	The Commencement Committee - under the leadership and direction of Student Services - will prioritize the inclusion of equity-minded practices that include making the event - and all outreach leading up to the event - more accessible for graduating students and their invited guests. This includes captioning the event and creating sensory-friendly viewing spaces.	Commencement will incorporate inclusive and universal design elements and make accessibility a key feature in its event planning approach.	Student Affairs	Commencement Committee	7/1/2025	6/30/2026	4350	Jason Zelesky

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1.1.2	1.1.2.8	Counseling and Wellness Services will initiate a multicultural and inclusive year-round series of programs and events focused on student's emotional, physical and spiritual health. This will include the return of the annual health fair which will include all community health agencies from North Central MA.	With the addition of the new Wellness Outreach position, MWCC will establish consistent programming focused on health promotion and development including events specifically focused on all aspects of identity and representative of all students at MWCC.	Student Affairs	Student Life	7/1/2025	6/30/2025	4400	Jason Zelesky
1.1.2	1.1.2.9	The Chief Diversity Executive will work with the Office of Institutional Effectiveness to initiate the process of executing a campus climate survey with the goal of having a complete data set of analysis in FY 27.	Solidified contract with 3rd party vendor. Established taskforce(s) with a specific focus on representation from academic supports, learner services and civic learning. Institutional Research (IR) will assist in determining necessary data collection methods and survey implementation timelines.	Chief Diversity Executive	Office of Institutional Effectiveness	7/1/2025	6/30/2026	1200	Stephanie Williams
<b>Strategic Initiative 1.2: Make affordable and accessible education available equitably among all campuses, all methods of study and all programs.</b>									
1.2.1	<b>Strategic Action 1.2.1: Identify and align learner support services equitably, providing access to all services and learning environments to all learners and delivery mechanisms.</b>		<b>Develop a joint plan of action with the involvement of the Academic Senate-Student Success Committee (AS-SSC), the divisional Deans and the Office of Academic Affairs.</b>	Academic Affairs	Academic Senate	7/1/2025	6/30/2027		Ana Gaillat via Academic Senate
1.2.1	1.2.1.1	The School of Liberal Arts, Social Sciences and Education will provide support for Co-requisite English (101T).	Providing supplemental instructors for all in-person, on-campus sections of ENG 097/101 (101 Transitions).	Academic Affairs	School of Liberal Arts, Social Sciences and Education; Learning Commons	7/1/2025	6/30/2026	3500	Ana Gaillat
1.2.1	1.2.1.2	The Student Life Office will ensure that every student that requests one, will receive a photo student ID in a timely manner. This includes both regular student IDs and clinical IDs.	Promotion of benefits of a photo student ID and Student Life processing them within 1-week of request submission.	Student Affairs	Student Life Office	7/1/2025	6/30/2026	4300	Jason Zelesky
1.2.1	1.2.1.3	The MWCC Foundation, Inc. will work with students who are facing economic barriers that are negatively impacting their educational success including but not limited to: tuition, technology, educational materials, basic needs and childcare.	Number of students with economic barriers received access to financial support for tuition, technology, educational materials, basic needs and childcare from the MWCC Foundation, Inc.	MWCC Foundation, Inc.	Student Financial Services	7/1/2025	6/30/2026	FDN	Carla Zottoli
1.2.1	1.2.1.4	The Advising Office will work in collaboration with other Enrollment Management Offices to continue to develop and refine a communication plan that provides students with just-in-time information.	Completed communication plan that corresponds with retention activities in academic advising.	Enrollment Management	Advising Office; Admissions and Enrollment	7/1/2025	6/30/2025	4550	Marcia Rosbury Henne

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1.2.1	1.2.1.5	The Marketing Office will redesign MWCC's website to create a streamlined, user-friendly, and visually engaging platform that enhances prospective student engagement, boosts conversions (e.g., applications, event sign-ups), and ensures compliance with new ADA accessibility regulations set for implementation across Massachusetts in April 2026.	100% compliance with the new MA Commonwealth ADA accessibility regulations by April 2026. Increase prospective student engagement by at least 15% (measured by time on site, lower bounce rates, and application conversions). Enhanced mobile responsiveness, ensuring that at least 95% of site content is optimized for all devices.	Enrollment Management	Marketing Office; All	07/01/2025	06/30/2026	5000	Marcia Rosbury Henne
1.2.2	<b>Strategic Action 1.2.2: Create schedules that allow for instructional access across all campuses and delivery systems and that close access gaps among learners who seek an affordable education.</b>		<b>An analysis of student intake and demand data will be conducted to identify any key scheduling patterns and potential access gaps. The findings will be compiled into a summary report and proactively shared with Academic Affairs to serve as a resource for scheduling courses. Optimized scheduling of classes based on student and program needs data. Develop a sustainable schedule for the Leominster campus. Space usage and classroom configuration analysis completed.</b>	Academic Affairs and Enrollment Management		7/1/2025	6/30/2027		Ana Gaillat and Marcia Rosbury Henne
1.2.2	1.2.2.1	The Records Office, Academic Affairs, and IT, will implement Course and Event Scheduling policy, process, and software across the institution. Include review of adding evening classes and accelerated classes based on admissions/IR data sets.	1. Policy created. 2 Process of course and event scheduling established. 3. Course Scheduling and Event Scheduling.	Information Technology	Records Office; Office of Institutional Effectiveness; Academic Affairs; Title III Project Director	7/1/2025	6/30/2026	2200	Dan Horlander
1.2.3	<b>Strategic Action 1.2.3: Implement "Early Intervention Procedures" to identify at-risk learners prior to "Satisfactory Academic Progress (SAP)" and realign SAP procedures and programming to best support at-risk learners so they may maintain good standing.</b>		<b>The New Early Intervention process will be successfully implemented for the upcoming academic year. Success will be measured by tracking the number of students on financial aid and academic warning and suspension, the number of interactions with their advisor or other support services and the impact on course completion, achievement and persistence.</b>	Enrollment Management	Student Financial Services	7/1/2025	6/30/2027		Marcia Rosbury Henne

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1.2.3	1.2.3.1	Student Financial Services (SFS) will collaborate with Advising and Academic Affairs and work with the CRM Governance committee to develop and implement an early intervention model for students on Academic and Financial Aid Warning, Suspension and Probation.	As a result of this activity, SFS will develop and implement an early intervention activity (at least one advising meeting per semester) with SLOs.	Enrollment Management	Student Financial Services; Advising Office;	7/1/2025	6/30/2026	4700	Marcia Rosbury Henne
1.2.3	1.2.3.2	The Advising Office will collaborate with Student Financial Services and Academic Affairs and work with the CRM Governance committee to develop and implement an early intervention model for students on Academic and Financial Aid Warning, Suspension and Probation.	As a result of this activity, Advising will develop and implement an early intervention activity (at least one advising meeting per semester) with Student Learning Outcomes (SLOs).	Enrollment Management	Student Financial Services	7/1/2025	6/30/2025	4550	Marcia Rosbury Henne
1.2.4	<b>Strategic Action 1.2.4: Engage more faculty in Open Educational Resources (OER) content development to help minimize the cost to learner access of materials and learning tools.</b>		<b>25% increase from FY 2025 baseline to FY 2027 in faculty in Open Educational Resources content development".</b>	<b>Academic Affairs</b>	<b>The Learning Design and Technology Team</b>	<b>7/1/2025</b>	<b>6/30/2027</b>		<b>Ana Gaillat</b>
1.2.4	1.2.4.1	The Academic Affairs Division will organize an annual Open Educational Resources (OER) Summer Institute and promote other OER Professional Development opportunities for faculty across various disciplines. These sessions will focus on the benefits of OER adoption, practical tools for integrating OER materials into courses, and best practices for creating and customizing OER content. The workshops will also include peer collaboration opportunities, where faculty can share their experiences and ideas for developing or adopting OER resources.	Increase faculty adoption of Open Educational Resources (OER) by 25% within the next academic year, as measured by the number of faculty who attend OER training sessions and subsequently incorporate OER materials into at least one course. Success will be evaluated through pre- and post-training surveys to assess knowledge gained, along with a tracking system to measure the number of courses using OER, leading to a 15% reduction in student spending on course materials.	Academic Affairs	The Learning Design and Technology Team	7/1/2025	6/30/2026	3000	Ana Gaillat
1.2.5	<b>Strategic Action 1.2.5: Explore and develop a plan for potential expansion to programs like dual enrollment, early college, adult education, workforce development, and other accelerated pathways to enrollment and completion.</b>		<b>Access and Transition will establish 3 year area of focus for program growth in early college and dual enrollment, and a list of 2 to 4 future high school partnerships for new early college consideration.</b>	<b>Academic Affairs and Lifelong Learning and Workforce Development</b>	<b>Access and Transition</b>	<b>7/1/2025</b>	<b>6/30/2027</b>		<b>Adam Duggan and Ana Gaillat</b>
1.2.5	<i>No activities submitted for FY26</i>								
<b>Strategic Initiative 1.3: Develop, sustain and grow reciprocal partnerships and programming that provide pathways to post-secondary education, with intentional focus on populations typically underrepresented in higher education.</b>									

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1.3.1		<b>Strategic Action 1.3.1: Develop the infrastructure for early college pathways and align all college access programs with area high schools and with areas of economic development and growth, and embedding stackable credentials.</b>	<b>Program infrastructure will be reviewed by AIR and by the MA Department of Higher Education, with 100% of designated programs being invited to apply for redesignation in 2027. 100% of established and approved early college pathways will have at least one stackable credential available to students in that pathway. (Pathways are: STEM, LAS, Healthcare, Education, Business)</b>	Academic Affairs	Access and Transition	7/1/2025	6/30/2027		Ana Gaillat
1.3.1	1.3.1.1	The Early College Team will develop the systems and processes for experiential learning opportunities for early college students, including design of credit-bearing internship opportunities for EC students within their identified academic pathway in partnership with local businesses/organizations, to give students concrete experience and employment skills in their field of interest by June 30, 2026.	List of approved internship sites created; pilot group of Pathways students to enroll and successfully complete ISC225-Professional Internship.	Academic Affairs	Access and Transition, Advising Office	7.1.2025	6.30.2026	4102	Ana Gaillat
1.3.2		<b>Strategic Action 1.3.2: Identify systemic barriers to higher education for underrepresented populations, and establish strategic initiatives to reduce or eliminate barriers.</b>	<b>Curate scholarly research, evidence-based practices, and tools/resources related to systemic barriers to higher education and equity-driven strategies and post them to the MWCC Learning Hub page (include Racial Equity and Justice Institute resources).</b>	Chief Diversity Executive	Leadership Team	7/1/2025	6/30/2027		Stephanie Williams
1.3.2	1.3.2.1	The Early College Team will work with high school partners and Academic Affairs to implement a First Year Experience (FYE) course for all new early college students to better prepare for the expectations of college coursework, and to help students explore post-secondary college and career options.	FYE will be implemented with all early college partners by fall 2026.	Academic Affairs	Early College Team	7/1/2025	6/30/2026	2800	Ana Gaillat
1.3.2	1.3.2.2	Mount Fitness will actively seek to create programming specifically for MWCC's student population. The programming will be inclusive for all students regardless of membership status.	Mount Fitness will hold at least one group exercise class per month during the Fall and Spring semesters, aimed at serving our diverse student population.	Administration and Finance	Mount Fitness	7/1/2025	6/30/2026	3000	Jay Bry
1.3.3		<b>Strategic Action 1.3.3: Continue to implement, align and support college access programming in the region, ensuring a continuity of experience for first generation and low-income youth from secondary school through postsecondary education.</b>	<b>Develop and begin implementation of a College Access Program Institutionalization plan to source funding outside of Federal dollars.</b>	Academic Affairs	Access and Transition	7/1/2025	6/30/2027		Ana Gaillat

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1.3.3.	1.3.3.1	The College Access team will work to diversify college access programming to include non-federal sources of funding, and create a plan to serve students in the region who are first-generation/low-income and underrepresented beyond Federal funding sources.	Access and Transition Team will submit at least two grant proposals in support of the college access work beyond Federal dollars.	Academic Affairs	Access and Transition Resource and Strategic Initiative Development	7/1/2025	6/30/2026	4100	Ana Gaillat
1.3.3	1.3.3.1	The Office of Academic Affairs will design and implement streamlined internal articulations for Health Careers and Early Childhood Education while effectively transitioning these operations from Workforce Development into the Academic Division. Curriculum will be adjusted and developed and academic pathways will be established to simplify student's progression while enhancing academic rigor and alignment with other programs of study. Program development and modification will pay central attention to the effects these changes could have on underrepresented students as well as first generation degree seekers	The Office of Academic Affairs will develop credit/non-credit offering alignments that will be offered to incoming student as well as dual-enrollment and early college participants withing the Health Occupations and Education areas. Recruitment and registration of students will follow and direct credit granting will be offered, in accordance with accreditation standards where applicable. The OAA will facilitate the migration of facilities, budget, personnel and equipment in conjunction with the Deans and the Workforce staff.	Academic Affairs	Lifelong Learning and Workforce	7/1/2025	6/30/2026	3000	Ana Gaillat
1.3.4	<b>Strategic Action 1.3.4: Align the Prison Education program for incarcerated and formerly incarcerated individuals with external standards and requirements, ensuring the long-term viability of the program.</b>		<b>Complete the transfer of the Prison Education Program to the Business Science Technology and Math division. Submit program approval materials to US-Department of Education and, once approved, submit results to NECHE to secure campus visit and approval.</b>	Academic Affairs		7/1/2025	6/30/2027		Ana Gaillat
1.3.4	1.3.4.1	The Office of Academic Affairs, in conjunction with the pertinent Divisional Deans and the Director of the Prison Program will effect the transfer of this program from Workforce to Academics, including the transfer of responsibilities, alignment of curriculum, improvement of practices and accreditation implications. The Program's alignment with NECHE's Standards for accreditation, as well as the requirements of the US Department of Education will be fulfilled and the future of the program will be aligned with other offerings in the pertinent academic areas	The Academic Affairs office will lead and supervise the alignment of curriculum, the faculty assignment processes and the programmatic services required in order to rectify the discrepancies present between the current operational status and the NECHE and USDOE standards. Approvals from the accreditors will be secured, and the operations of the program will be incorporated into the mainstream of Academic Affairs.	Academic Affairs	Workforce Access and Education Department	7/1/2025	6/30/2026	3000	Ana Gaillat

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1.3.5		<b>Strategic Action 1.3.5: Strengthen and expand the early college programs and Adult Education programs, with emphasis on teaching and learning, student success (program and goal completion), institutional infrastructure and sustainability</b>	<b>MassLINKS and the MWCC Site-Based Adult Education programs will establish 10-15 Programmatic benchmarks and measure program performance against those benchmarks by June 30, 2027. Access and Transition will attain at least one additional early college designation (Clinton); 85% of early college students will attain at least 12 college credits prior to high school graduation by June 30, 2027.</b>	Academic Affairs and Lifelong Learning and Workforce Development		7/1/2025	6/30/2027		Adam Duggan and Ana Gaillat
1.3.5	1.3.5.1	The Early College Team will work with partnering high schools to create a financially sustainable model that allows Gateway/Pathways students to remain within their home district, rather than utilizing school choice for most students, as well as to work with the finance department to create a single seat rate that will allow a cost effective way to better integrate students into the	MOU agreements updated to include agreed upon number of students to participate in Gateway/Pathways from each district along with financial support from the districts for these seats. New single seat rate will be ready to use by fall 2026.	Academic Affairs	Finance and Administration	7/1/2025	6/30/2026	4100	Ana Gaillat
<b>GOAL 2: EQUITABLE AND INCLUSIVE STUDENT SUCCESS AND ACHIEVEMENT</b>									
<b>Strategic Initiative 2.1: Provide an integrated system of services that advances learner academic, career, personal and professional success on all campuses and through all delivery models.</b>									
2.1.1		<b>Strategic Action 2.1.1: Continue to build upon the work of the College and Career Alignment Project in designing appropriate pathways for incoming learners, including the expansion of community service, internships, cooperative education, volunteerism, and work experience.</b>	<b>Report on actionable partnership opportunities for expanding student experiences by June 30, 2027. Increase the total number of pre-registration/undecided student career counseling appointments by June 30, 2027 compared to FY 2025. Two cohorts of Title III Faculty Scholars from the Title III Experiential Learning and Career Integration Institute will work on course development incorporating experiential learning and career integration by June 30, 2027.</b>	Academic Affairs and Enrollment Management		7/1/2025	6/30/2027		Ana Gaillat and Marcia Rosbury Henne
2.1.1	2.1.1.1	Career Services Office will continue to engage in conversations with faculty leads and industry partners to explore the development of new agreements.	Summary report that outlines actionable partnership opportunities for expanding student experiences by June 30, 2026.	Enrollment Management	Career Services Offices, Academic Affairs	7/1/2025	6/30/2026	4800	Marica Rosbury Henne
2.1.1	2.1.1.2	Career Services Office will increase student engagement with career planning resources in the onboarding phase of the student lifecycle.	Increase in total number of pre-registration/undecided student career counseling appointments compared to previous year by June 30, 2026.	Enrollment Management	Career Services Offices	7/1/2025	6/30/2026	4800	Marcia Rosbury Henne

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2.1.1	2.1.1.3	Academic Affairs will launch in collaboration with the Brewer Center and Career Services an Experiential Learning and Career Integration Institute on course development incorporating experiential learning and career integration.	Developed Experiential Learning and Career Integration Institute by Title III Faculty Leaders. At least 8 faculty participate in Experiential Learning and Career Integration Institute by June 30, 2026.	Academic Affairs	Title III Faculty Leaders, Career Services Office, Brewer Center, Office of Resource and Strategic Initiative Development	7/1/2025	6/30/2026	3000	Ana Gaillat
<b>Strategic Initiative 2.2: Guide learners through the processes of setting career, academic, and personal goals.</b>									
2.2.1	<b>Strategic Action 2.2.1: Offer and broaden dynamic learner life experiences that engage learners in co-curricular and leadership activities.</b>		<b>Student Services will have a corps of engaged and knowledgeable student leaders by supporting students' professional development at national conferences in FY2026 and FY 2027. Student Services will engage student leaders in the National Society of Leadership and Success (NSLS); increasing the number of student leaders to be inducted by FY2027. Student Services and Student Life will host its first ever "Leadership Lock-In" , 24 hour leadership training for student organizations in FY 2026.</b>	Student Affairs		7/1/2025	6/30/2027		Jason Zelesky
2.2.1	2.2.1.1	The Student Life Office will create and execute engaging programming for ALL MWCC campuses that appeal to students from all demographics. This will include speakers, performers, leadership training, activities and more both in person and virtual, day and evening.	The Student Life Office will hold at least one "event" per week during the fall and spring semesters.	Student Affairs	Chief Diversity Executive; Brewer Center	7/1/2025	6/30/2026	4300	Jason Zelesky
2.2.1	2.2.1.2	The Student Life Office will provide extensive support to student organizations to aid in their regrowth on campus. This process was begun in FY24.	The Student Life Office will provide additional direct support to Student Organizations to ease the burden on advisors and aid in building leadership skills in students. As part of this initiative we will host a summer Leadership Lock In for returning student leaders to becoming fully trained prior to the start of the semester and learn valuable leadership skills as well as build important connections with one another.	Student Affairs	Student Life Office	7/1/2025	6/30/2026	4350	Jason Zelesky

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2.2.2		<b>Strategic Action 2.2.2: Build robust career and transfer development that supports learner networking through job panels, job fairs, and career readiness workshops.</b>	Career and Transfer Services will collaboratively develop an integrated programming model to provide students with holistic support, measured by the launch of a unified, co-branded calendar of events—including workshops, fairs, and advising opportunities—made available to all students.	Enrollment Management		7/1/2025	6/30/2027		Marcia Rosbury Henne
2.2.2	2.2.2.1	Enrollment Management will organize and execute regular comprehensive career community events that facilitate direct interaction between students, local employers, and representatives from business and industry that match MWCC’s academic and career programs. These events will incorporate diverse opportunities for internship exploration, career readiness, and student development, such as informational panels with industry professionals, networking sessions, and skill-building workshops focused on career readiness and successful academic progression.	Increase exposure to internship and career opportunities within a student’s first two semesters at MWCC, ultimately increasing the percentage of MWCC students who report securing employment upon graduation, as measured by post-graduation surveys	Enrollment Management	Academic Affairs, Career Services	7/1/2025	6/30/2026	4800	Marcia Rosbury Henne
2.2.3		<b>Strategic Action 2.2.3: Create and expand curriculum-based internships, cooperative education, volunteer opportunities, service learning, civic engagement, and other work experiences for learners that align to academic pathways to gain insight into their chosen field.</b>	Aligned to MWCC’s Title III Grant outcomes, increase total career contextualized or experiential learning and work-based experience courses/sections with career aligned student learning outcomes from 75 courses/sections by Sept. 2027 via course redesign.	Academic Affairs		7/1/2025	6/30/2027		Ana Gaillat

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
2.2.3	2.2.3.1	The Brewer Center will expand civic leadership opportunities and invest in reciprocal community partnerships through the expansion of the Student Leaders in Civic Engagement (SLiCE) program, with an additional 5 members who will be placed strategically at partnering organizations based on student goals/interests, alignment with community organization need and proximity to the student placed at that site. Recruitment of potential SLiCE Members will be designed to recruit students of color, LGBTQ+ students, low-income and first-generation students who have all completed at least one semester successfully (2.0 or higher). Students will be eligible for these paid positions up to one full year after MWCC graduation. Program model is based on extensive experience with the Community Scholars program in the late 2000's (discontinued due to high expense of enrollment/classes that was covered by the program), and AmeriCorps Job Ready (2010's), which was discontinued due to AmeriCorps poverty wage requirement for Members.	The Brewer Center will increase the number of SLiCE from the current five employees to a total of ten employees. Using the Massachusetts State Civic Learning Rubric, students in the SLiCE program will participate in focus groups and in pre- and post-assessments to measure skill development; civic-knowledge, analysis, identity and commitment; ethical reasoning, and ability to work within and learn from diverse communities. Community partners hosting SLiCE students will also receive surveys and participate in evaluative interviews to assess impact of student placement on each partnering organization.	Academic Affairs	Chief Diversity Executive; Office of Resource and Strategic Initiative Development	7/1/2025	6/30/2026	3050	Ana Gaillat
2.2.3	2.2.3.2	Academic Affairs Title III Faculty Leaders and participating Faculty Scholars will expand career contextualized or experiential learning and work-based experience courses/sections with career aligned student learning outcomes.	Increase career contextualized or experiential learning & work-based experience courses/sections with career aligned student learning outcomes from 57 to 65 courses/sections by Sept. 2026 via course redesign. <i>(Aligned to MWCC's Title III Grant Outcomes)</i>	Academic Affairs	Title III Faculty Leaders, Title III Faculty Scholars, Brewer Center, Title III Project Director, Resource and Strategic Initiative Development	7/1/2025	6/30/2025	3000	Ana Gaillat
<b>Strategic Initiative 2.3: Close gaps in learner opportunity and achievement among learners from communities of color and others from underrepresented populations.</b>									
2.3.1	<b>Strategic Action 2.3.1: Analyze institutional and historical barriers to learner opportunity and achievement, especially among learners from underrepresented backgrounds, to address achievement gaps and to inform institutional action plans, with particular emphasis on the Leominster Campus.</b>		<b>Confirmation that data was reviewed. A report that synthesizes existing qualitative and quantitative data, identifying key institutional and historical barriers to learner opportunity and achievement (disaggregated by student identity), and with insight specific to the Leominster campus.</b>	Chief Diversity Executive	Presidents Office	7/1/2025	6/30/2027		James Vander Hooven and Stephanie Williams
2.3.1	2.3.1.1	The Office of Institutional Effectiveness will create at least one new analysis or dashboard view for an area in support of learners from underrepresented backgrounds.	The Office of Institutional Effectiveness will create one new dashboard or analysis with a student demographic disaggregation that supports another department's strategic plan.	Academic Affairs	Office of Institutional Effectiveness	7/1/2025	6/30/2026	2500	Ana Gaillat

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
2.3.1	2.3.1.2	The Student Services Team will lead the College in the implementation of the three-year Fund for Improvement of Postsecondary Success (FIPSE) foundation grant to build robust basic needs services that will improve access and opportunity designed to address food insecurity, provide child care resources, and improve upon the availability of mental health resources on all campuses.	Using the FIPSE grant dollars, MWCC will be able to collect and analyze data to determine equity and services gaps for students while attempting to identify what services are most needed in our community of learners. This will allow MWCC to track how increased services impact students with the goals of 1. increasing the number of low-income students served by 30%; 2. increase persistence rate of students served by 25%; 3. increase degree completion rate of students served by 20%; and, 4. decrease the overall basic need gap by 15% because of our efforts.	Student Affairs		7/1/2025	7/1/2128	4500	Jason Zelesky
2.3.1	2.3.1.3	The Paramedicine Program will fully implement a systematic plan of evaluation, complete with a calendar that specifies timeframes for review of student outcomes, program and institutional outcomes, accreditation standards, and requirements.	Program will fully implement an SPE including calendar by June 30, 2026	Academic Affairs	School of Nursing and Health Sciences; Paramedicine Program	7/1/2025	6/30/2026	3100	Ana Gaillat
2.3.1	2.3.1.4	The Dental Hygiene Program will fully implement a systematic plan of evaluation, complete with a calendar that specifies timeframes for review of student outcomes, program & institutional outcomes, accreditation standards, and requirements.	Program will fully implement an SPE including calendar by June 30, 2026.	Academic Affairs	School of Nursing and Health Sciences; Dental Education Program	7/1/2025	6/30/2026	3110	Ana Gaillat
2.3.1	2.3.1.5	The Veterinary Technician Program will fully implement a systematic plan of evaluation, complete with a calendar that specifies timeframes for review of student outcomes, program and institutional outcomes, accreditation standards, and requirements.	Program will fully implement an SPE including calendar by 6.30.26	Academic Affairs	School of Nursing and Health Sciences; Veterinary Technician	7/1/2025	6/30/2026	3610	Ana Gaillat
2.3.1	2.3.1.6	The Advising Office will continue to assess operational activities in relation to student success and achievement.	Advising will identify at least one area of improvement and conduct an assessment. Assessment may include student and staff surveying and/ or data analysis.	Enrollment Management	Advising Office	7/1/2025	6/30/2025	4550	Marcia Rosbury Henne
2.3.1	2.3.1.7	The Records Office will research and review the college catalog format to ensure it is accessible and clear for all students, including those from underrepresented backgrounds, by identifying and addressing policies and language that may act as barriers to understanding and student success.	Creation of a new and improved college catalog.	Enrollment Management	Records Office	7/2/2025	6/30/2026	4800	Marcia Rosbury Henne
<b>GOAL 3: EQUITABLE AND INCLUSIVE PEDAGOGY, FACILITATION, AND ACADEMIC PROGRAMMING</b>									
<b>Strategic Initiative 3.1: Implement an academic program that is relevant, cohesive, consistent and rigorous across all campuses, divisions, and delivery methods.</b>									

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
3.1.1		<b>Strategic Action 3.1.1: Continuously identify and develop new academic programs, including developing stackable credentials and credit mapping in response to the diverse and evolving needs of students and the workforce.</b>	<b>Develop at least three (3) new programs/options in areas of occupational need.</b>	Academic Affairs		7/1/2025	6/30/2027		Ana Gaillat
3.1.1	3.1.1.1	The MWCC Foundation, Inc. will continue to work with the college to expand and diversify the Automotive Technology building to accommodate more learners in more specialized programs in line with the workforce needs of the region.	Increase educational access for diverse populations to opportunities in the automotive technology sector.	MWCC Foundation, Inc.	Academic Affairs; School of Business, Science, Technology, and Math; Resource and Strategic Initiative Development	7/1/2025	ongoing	FDN	Carla Zottoli
3.1.2		<b>Strategic Action 3.1.2: Expand co-curricular programming, service learning and civic engagement opportunities, and relevant support services into academic courses to support the intent of the academic program.</b>	<b>Re-launch and optimize the offerings at the Brewer Center, creating a minimum of 10 service learning opportunities for students in different academic areas.</b>	Academic Affairs		7/1/2025	6/30/2027		Ana Gaillat
3.1.2	3.1.2.1	The Brewer Center will work to re-establish and expand service learning as a vital part of curricular expectations for students through the launch of a faculty service-learning institute and relaunch of the faculty fellows' program, which includes facilitation of faculty collaboration and the provision of individualized faculty support; in addition, the Brewer Center and the LAS School will collaborate on a revision of the Civic Engagement and Community Leadership (LACE) degree, inclusive of a service learning internship experience available to students across disciplines through ISC225.	The Brewer Center will design and conduct surveys and interviews with faculty, to use their feedback to aid in increasing the amount of course sections that include a service learning component by 100% (5 sections in FY24 to 10 sections in FY26) as well as the number of students participating in service learning by 20% (94 students in FY24 to 113 in FY26).	Academic Affairs	Chief Diversity Executive	7/1/2025	6/30/2026	3050	Ana Gaillat
3.1.3		<b>Strategic Action 3.1.3: Increase faculty engagement in using diverse learning modalities (online and hybrid) for students in the classroom.</b>	<b>30% increase from FY 2025 baseline to FY 2027 in faculty engagement participating in professional development related to diverse learning modalities, to include AI, new BlackBoard tools and capabilities.</b>	Academic Affairs		7/1/2025	6/30/2027		Ana Gaillat

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
3.1.3	3.1.3.1	The School of Business, Science, Technology and Math will work with the Business department after the five year program review to evaluate and design course offerings to support student pathways through certificate/degree attainment.	This is a two-pronged approach. To support students in the Leominster and Fitchburg area, the department will transition from web courses and instead pilot hybrid BUS, ACC, MKT, and MGT courses at the Leominster campus AY25-26. The second initiative is to address gaps in students' educational backgrounds by targeting the development of foundational accounting skills through the provision of in-person only ACC 101 courses AY25-26.	Academic Affairs	School of Business , Science, Technology and Math, Business Department	7/1/2025	6/30/2026	3600	Ana Gaillat
3.1.3	3.1.3.2	The School of Business, Science, Technology and Math and the Computer Information Systems (CIS) department in support of credit for prior learning, will assess pre-career certifications and create a map for credit attainment for students, advisors, and workforce development.	By the end of the FA25 semester, the CIS department have revised 7 courses and will complete an assessment of 3 Comp- TIAA exams and determine credit equivalencies across existing and newly designed CIS courses. In accordance with a state wide initiative, future steps include marketing certificate and degree pathways to perspective students.	Academic Affairs	School of Business , Science, Technology and Math, Computer Information Systems Department, Lifelong Learning and Workforce Development	7/1/2025	12/31/2025	3600	Ana Gaillat
3.1.4	<b>Strategic Action 3.1.4: Modernize the integration of technology both on campus and virtually that provides infrastructure to support all learners.</b>		<b>MWCC will have students and staff on same email system by summer 2026. Modernize Banner ecosystem by moving to SaaS. Modernize reporting and inventory workflows by summer 2026 and choosing date for full SaaS implementation.</b>	<b>Information Technologies and Student Affairs</b>		7/1/2025	6/30/2027		<b>Jason Zelesky and Dan Horlander</b>
3.1.4	3.1.4.1	The Division of Information Technology Services will migrate users from Google Workspace to Microsoft 365 and provide free Microsoft Office for the desktop to students.	Students will continue to have access to free downloads of Microsoft Office for desktop. The current method of distribution will conclude in spring 2025. Moving forward, students and staff will transition to a unified platform, ensuring a more seamless and cohesive user experience. Additionally, students will be able to upload Microsoft Office documents directly into Blackboard, further enhancing efficiency and collaboration.	Information Technologies	Lifelong Learning and Workforce Development	7/1/2025	6/30/2026	2100	Dan Horlander

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
3.1.4	3.1.4.2	The Academic Affairs Division will successfully implement and integrate a new, scalable Learning Management System (LMS) across both on-campus and virtual learning environments, ensuring it meets the diverse needs of students and faculty, enhances accessibility, and creates a seamless user experience.	Implement a new Learning Management System (LMS) that increases faculty and student engagement by 30% within the first academic year. This will be measured by tracking the adoption rate of the new LMS, with at least 85% of faculty incorporating the platform for course management, content delivery, and assessments.	Academic Affairs	Learning Commons	7/1/2025	6/30/2025	3000	Ana Gaillat
3.1.5	<b>Strategic Action 3.1.5: Continue to apply current processes for application of best practices in course design and development, course review and approval, and alignment of learning outcomes to assure quality and consistency.</b>		<b>Develop and offer an Online Teaching Readiness course for current and incoming faculty. Work with new online faculty in the development of courses utilizing best practices of course design and assessment.</b>	Academic Affairs		7/1/2025	6/30/2027		Ana Gaillat
3.1.5	3.1.5.1	The Learning Design and Technology Team will continue to advance the development and implementation of a comprehensive Instructional Design Framework to enhance course delivery and student engagement.	The Instructional Designer will redesign at least one course using the new framework, leading to a 25% increase in student engagement, as measured by faculty feedback surveys. These courses will meet Title II accessibility standards, with faculty reporting a 30% increase in confidence in applying course design best practices, as measured by narrative responses to their experience.	Academic Affairs	The Learning Design and Technology Team; Advising Office	7/1/2025	6/30/2026	3000	Ana Gaillat
3.1.5	3.1.5.2	The School of Liberal Arts, Social Sciences, and Education will review Liberal Arts Civic Engagement and Community Leadership (LACE) academic program and courses to make sure that they are meeting current needs.	The LAS committee will review the LACE program. This may include revisions to program map as appropriate, development of possible internships.	Academic Affairs	School of Liberal Arts, Social Sciences and Education, Access and Transition	7/1/2025	6/30/2026	3500	Ana Gaillat
3.1.5	3.1.5.3	The School of Liberal Arts, Social Sciences, and Education will review the First Year Experience 101 course to make sure that they are meeting current needs.	FYE 101 to update student learning outcomes and include current best practices.	Academic Affairs	School of Liberal Arts, Social Sciences and Education	7/1/2025	6/30/2026	3500	Ana Gaillat
3.1.5	3.1.5.4	The School of Liberal Arts, Social Sciences, and Education will review Early Childhood Education (ECE) academic programs and courses to make sure that they are meeting current needs.	Review of ECE curriculum to meet new state standards.	Academic Affairs	School of Liberal Arts, Social Sciences and Education; Early Childhood Education Department	7/1/2025	6/30/2026	3500	Ana Gaillat
<b>Strategic Initiative 3.2: Continue the development and implementation of an assessment plan at the institutional, program and course levels that is focused on the achievement of student learning outcomes.</b>									

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
3.2.1		<b>Strategic Action 3.2.1: Continue the development and implementation of a process to access the Institutional Student Learning Outcomes (ISLOs) and Program Student Learning Outcomes (PSLOs).</b>	<b>By April 2026, introduce a plan for mapping Institutional Student Learning Outcomes (ISLOs) to all courses and align all Program Student Learning Outcomes (PSLOs) to ISLOs. The process will include assessment frameworks with defined benchmarks for artifacts, data collection tools, and annual reporting, ensuring that results could be communicated to stakeholders for continuous improvement.</b>	Academic Affairs	Office of Institutional Effectiveness	7/1/2025	6/30/2027		Ana Gaillat
3.2.1	3.2.1.1	The Office of Institutional Effectiveness Assessment Specialist will provide faculty workshops for program learning outcomes with content related to equity.	The Office of Institutional Effectiveness Assessment Specialist will deliver at least one workshop to faculty with equitable student learning outcomes content.	Academic Affairs	Office of Institutional Effectiveness	7/1/2025	6/30/2026	2500	Ana Gaillat
3.2.1	3.2.1.2	The Office of Academic Affairs will work to re-establish and expand assessment initiatives at the college, as a vital part of academic and programmatic expectations for faculty and staff. Through a "state of the college" evaluation, a curricular and co-curricular plan will be developed in conjunction with other areas of the college.	The Office of Academic Affairs, in collaboration with the Office of Institutional Effectiveness will design and conduct surveys and/or focus groups to ascertain the status and needs for operational assessment in different areas of the college. Based on these findings, a comprehensive Assessment Plan will be developed in alignment with pertinent accreditation requirements.	Academic Affairs	Office of Institutional Effectiveness ; Academic Senate; Student Affairs; Leadership Team; Unions	7/1/2025	6/30/2026	3000	Ana Gaillat
3.2.2		<b>Strategic Action 3.2.2: Align Course Learning Outcomes (CSLOs) with Program Student Outcomes (PSLOs).</b>	<b>By June 2027, complete the alignment of Course Student Learning Outcomes (CSLOs) to their corresponding Program Student Learning Outcomes (PSLOs) in all active degree and certificate programs, verified through curriculum maps and reviewed by</b>	Academic Affairs	Office of Institutional Effectiveness	7/1/2025	6/30/2027		Ana Gaillat
		<i>No activities submitted for FY26</i>							

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
3.2.3		<b>Strategic Action 3.2.3: Develop an accessible archive for documenting student learning outcomes and institutional assessment work.</b>	<b>By Spring of 2026, at the end of the first pilot term for Blackboard Ultra (BBU), complete an evaluation of BBU as a potential centralized, digital archive (accessible to faculty, staff, and leadership) to house alignment and pathways information, assessment study documents, student learning artifacts, and institutional assessment reports. Concurrently identify other possible assessment technologies that might serve this purpose if BBU proves unusable.</b>	Academic Affairs	Office of Institutional Effectiveness	7/1/2025	6/30/2027		Ana Gaillat
3.2.3	3.2.3.1	The Office of Institutional Effectiveness's Assessment Specialist will work with faculty and staff to identify and develop a process for maintaining assessment documents.	The Office of Institutional Effectiveness will establish a repository location and process for maintaining assessment documents. The process will be communicated to faculty, Academic Affairs staff and the college community.	Academic Affairs	Office of Institutional Effectiveness	7/1/2025	6/30/2026	2500	Ana Gaillat
<b>Strategic Initiative 3.3: Create an online and multimodal learning environment (physical space such as classrooms, testing center and library, and institutional technological resources) that meets the diverse needs of faculty and learners in the 21st century.</b>									
3.3.1		<b>Strategic Action 3.3.1: Develop a facility and funding plan for the Learning Commons that will serve the needs of and inspires students, faculty and staff as well as supporting our connections in the larger community.</b>	<b>Development and vetting of the facility and funding plan for the Learning Commons. Have completed "preliminary study" to understand scope and cost in preparation for future capital bond bill.</b>	Finance and Administration and Academic Affairs	Learning Commons, Facilities Management, and Resource and Strategic Initiative Development	7/1/2025	6/30/2027		Jay Bry and Ana Gaillat
3.3.1	3.3.1.1	The Assistant Dean of the Learning Commons, representing the Learning Commons staff, will collaborate with Academic Affairs, Finance and Administration, and other stakeholders to develop a facility and funding plan for the Learning Commons.	The project deliverable will be the facility and funding plan.	Academic Affairs	Learning Commons Finance and Administration; Resource and Strategic Initiative Development;	7/1/2025	6/30/2026	3200	Ana Gaillat
<b>GOAL 4: REGIONAL and ECONOMIC DEVELOPMENT LEADERSHIP</b>									
<b>Strategic Initiative 4.1: Collaborative investigation that creates a strategy to prepare a vital pipeline of learners and workers, from K-12 through postsecondary education, and occupational training programs, ready to enter the regional workforce.</b>									

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
4.1.1		<b>Strategic Action 4.1.1:</b> Use labor market studies and workforce data to develop and implement relevant education and training in credit and non-credit programs.	<b>The Division of Lifelong Learning and Workforce Development (LLL/WFD) will develop one new non-credit training program aligned to the MassHire North Central Workforce Board 2026-2029 Four-Year Plan.</b>	Lifelong Learning & Workforce and Academic Affairs		7/1/2025	6/30/2027		Adam Duggan and Ana Gaillat
4.1.1	4.1.1.1	The School of Business, Science, Technology and Math will work with Automotive Technology department to use data to expand on existing academic programs which educate and train students to fill the employment needs of the region.	In collaborate with campus and community stakeholders, the department will utilize Advisory Board, labor market, and workforce data from FA25 events to seek and leverage resources/funding for the Linus Allain site, academic programs, and students during FY26.	Academic Affairs	School of Business, Science, Technology and Mat; Advisory Boards	7/1/2025	6/30/2026	3600	Ana Gaillat
4.1.1	4.1.1.2	Adult Education will actively refer students to the Transition to College and Workforce Access and Education, establishing a referral and follow-up system to ensure students receive the necessary support to enroll and persist in the program.	Increasing enrollment by 10% over the next year. AE will establish a referral and follow-up system to ensure students receive the necessary support to enroll and persist in the programs. This initiative will ensure that more adult learners gain the academic and career readiness skills needed to successfully transition into postsecondary education and in-demand career fields.	Lifelong Learning & Workforce	Workforce Access and Education	7/1/25	6/30/26	7300	Adam Duggan
4.1.2		<b>Strategic Action 4.1.2:</b> Develop a comprehensive employer engagement plan for the Lifelong Learning and Workforce Development Division that forecasts their needs to overcome perceived skills gaps among workers and identify new opportunities to grow the region's economic health.	<b>The Division of LLL/WD will develop a documented employer engagement plan Identifying the following: 3 Key Employers within Each Priority Industry Identified in the 4-year Plan, Signature Non-Credit Programs, Key Regional Partners, and 3-5 strategic activities.</b>	Lifelong Learning & Workforce		7/1/2025	6/30/2027		Adam Duggan
4.1.2	4.1.2.1	Lifelong Learning and Workforce Development Division will develop a comprehensive employer engagement plan that forecasts their needs to overcome perceived skills gaps among workers and identify new opportunities to grow the region's economic health.	Meet with at least 5 new companies per week to discuss incumbent worker trainings to upskill their employees and to also educate employers on The Workforce Training Fund grant opportunity to help fund the training.	Lifelong Learning & Workforce	N/A	7/1/2025	6/30/2026	7400	Adam Duggan
4.1.3		<b>Strategic Action 4.1.3:</b> Develop an internal process for non credit to credit articulation and mapping via earned industry recognized credential and for student learning outcome assessment.	<b>Implementation of the identified process and procedure developed by the Massachusetts Community College's (MACC) Non-Credit Mobility Team.</b>	Lifelong Learning & Workforce and Academic Affairs		7/1/2025	6/30/2027		Adam Duggan and Ana Gaillat

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
4.1.3	4.1.3.1	Lifelong Learning and Workforce Development Division, in collaboration with the Academic Affairs Division, will explore and implement any and all necessary changes to ensure MWCC successfully operates a minimum of two non-credit to credit pathways ensuring students have the ability to complete a short term training program leading to an industry recognized credential and receive academic credits at MWCC for successfully completing that training program and earning that certification.	MWCC will operationalize and offer a minimum of two non-credit to credit pathways awarding academic course equivalencies and associated credits for a minimum of two short-term non-credit training programs leading to industry recognized certifications.	Lifelong Learning & Workforce	Academic Affairs	7/1/2025	6/30/2026	7000	Adam Duggan
4.1.4	<b>Strategic Action 4.1.4: Develop and operationalize a systematic curriculum review process that aligns with national industry standards of existing non credit workforce training that will ensure continuous quality improvement across all programs.</b>		<b>The Division of LLL/WD, Department of Corporate Training and Community Education will develop written procedures for conducting comprehensive curriculum review processes for Workforce Training Courses at MWCC.</b>	Lifelong Learning & Workforce		7/1/2025	6/30/2027		Adam Duggan
4.1.4	4.1.4.1	Workforce Access and Education will develop and operationalize a systematic curriculum review process that aligns with national industry standards of existing non-credit workforce training that will ensure continuous quality improvement across all programs.	Established curriculum review process to align all non-credit workforce training programs with national industry standards, which includes conducting a comprehensive program audit and engaging content experts and industry employers to evaluate and refine curricula. By June 30, 2026, at least 50% of reviewed programs will integrate industry-aligned improvements, leading to enhanced training quality and a measurable increase in employment opportunities for program graduates.	Lifelong Learning & Workforce	Workforce Access and Education	7/1/2025	6/30/2026	7200	Adam Duggan
<b>Strategic Initiative 4.2: Leadership on issues that shape the regional workforce and economic viability.</b>									
4.2.1	<b>Strategic Action 4.2.1: Increase work-based learning, apprenticeships and other models that engage learners in career pathways from secondary education through postsecondary study, as well as those involved workforce training programs such as Adult Education.</b>		<b>The Division of LLL/WD will add work-based learning modules to a minimum of one (1) technical training program in Manufacturing or Information Technology.</b>	Lifelong Learning & Workforce		7/1/2025	6/30/2027		Adam Duggan
4.2.1	4.2.1.1	The Lifelong Learning and Workforce Development Division will increase apprenticeships by collaborating with the Massachusetts Division of Apprentice Standards to deliver a 150 hour Front Line Supervisor Registered Apprenticeship Program that will engage learners in career pathways from secondary education through postsecondary study, as well as those involved in workforce training programs such as Adult Education.	Collaborate with an identified Sponsor for The Massachusetts Division of Apprentice Standards to deliver training for the 150-hour Registered Apprenticeship program: Front Line Supervisor. This training will serve at least three local businesses to train 15 to 20 employees/apprentices.	Lifelong Learning & Workforce		7/1/2025	6/30/2026	7400	Adam Duggan

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
4.2.1	4.2.1.2	The Workforce Access and Education Department will increase work-based learning, in the IT field that engage learners in career pathways from secondary education through postsecondary study, as well as those involved in workforce training programs such as Adult Education.	Workforce Access and Education will expand work-based learning opportunities by partnering with at least two IT companies or school districts to provide internships and job placement for students.	Lifelong Learning & Workforce	Workforce Access and Education Department;	7/1/2025	6/30/2026	7200	Adam Duggan
4.2.2	<b>Strategic Action 4.2.2: Be a leader and a catalyst of regional efforts to diversity the workforce in North Central Massachusetts.</b>		<b>Deliver a minimum of 3 training programs designed to the development of foundational English Language skills necessary for workplace success.</b>	<b>Lifelong Learning &amp; Workforce</b>		<b>7/1/2025</b>	<b>6/30/2027</b>		<b>Adam Duggan</b>
4.2.2	4.2.2.1	Lifelong Learning and Workforce Development, with help from the Information Technology Division, will develop an implementation plan for how to successfully track outcomes at the course level to ensure efficient and accurate automated reporting capability for non-credit workforce courses leading to industry recognized credentials.	A plan will be developed identifying a minimum of three pathways to ensure accurate and efficient outcomes tracking at the course level by the MWCC Division of Lifelong Learning and Workforce Development.	Lifelong Learning & Workforce	Information Technology	7/1/2025	6/30/2026	7000	Adam Duggan
4.2.2	4.2.2.2	Workforce Access and Education will be a leader and catalyst of regional efforts to diversify the workforce by providing an ESOL Certified Nursing Assistant (CNA) program in collaboration with the North Central Career Center.	Workforce Access and Education will collaborate with the North Central Career Center to enroll and train 20 students in an ESOL Certified Nursing Assistant (CNA) program. By the end of the program, at least 80% of participants will successfully complete the training and obtain certification, with a minimum of 80% securing employment in healthcare or advancing to further education within 90 days of completion. WAE will offer one information session per semester at the Spanish American Center.	Lifelong Learning & Workforce	Workforce Access and Education Department;	7/1/2025	6/30/2026	7200	Adam Duggan
4.2.2	4.2.2.3	Adult Education will be a leader and catalyst of regional efforts to diversify the workforce in North Central Massachusetts by strengthening the pathways for ESL learners to access workforce training and employment opportunities.	This action will establish a formal referral system to support ESL students in transitioning to workforce training programs, ensuring they receive appropriate guidance and resources.	Lifelong Learning & Workforce	Workforce Access and Education Department; Adult Education Department	7/1/2025	6/30/2026	7300	Adam Duggan
<b>GOAL 5: INSTITUTIONAL CAPACITY BUILDING for EQUITABLE-DECISION MAKING AND INCLUSIVE ENGAGEMENT</b>									
<b>Strategic Initiative 5.1: Human: Promote employee diversity and a culture that fosters leadership, institutional change and efficiency, and creates a positive employee climate that includes open and transparent communication channels.</b>									

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
5.1.1	<b>Strategic Action 5.1.1: Deliberately increase recruitment and retention of diverse employees that are reflective of MWCC's learner population.</b>		<b>Increased diversity in the applicant pools and increased diversity of the workforce, specifically as measured in comparison to the standard 'employees of color' referenced in the 2021 strategic plan.</b>	<b>Human Resources, Payroll and Affirmative</b>		7/1/2025	6/30/2027		<b>Peter Sennett</b>
5.1.1	5.1.1.1	Human Resources and Payroll will research new recruitment strategies and implement novel approaches that result in applicant pools reflecting the demographics of the college student population.	The HR office will monitor applicant pools and collect sourcing data to evaluate utility of specific approaches.	Human Resources and Payroll	Chief Diversity Executive	7/1/2025	6/30/2026	2400	Peter Sennett
5.1.1	5.1.1.2	Human Resources and Payroll will develop and implement a policy addressing remote employee positions.	A completed policy document.	Human Resources and Payroll	N/A	7/1/2025	6/30/2026	2400	Peter Sennett
5.1.1	5.1.1.3	Human Resources and Payroll will work to streamline personnel administration functions.	A modified workflow process enabling cost centers to initiate personnel actions for review and approval.	Human Resources and Payroll	Finance and Administration	7/1/2025	6/30/2026	2400	Peter Sennett
5.1.1	5.1.1.4	The Nursing Department and Academic Affairs Division will collaborate on ways to attract and retain nursing faculty in order to ensure that the programs are fully resourced with essential faculty.	Nursing program will hire for all open positions by January 1, 2026.	Academic Affairs	Nursing Department	7/1/2025	6/30/2026	3150	Ana Gaillat
5.1.1	5.1.1.5	Mount Fitness will proactively seek out MWCC students to work at the front desk of our facility.	Mount Fitness will host a job information session during the Fall and Spring semesters at the facility.	Admin Finance	N/A	7/1/2025	6/30/2026	2800	Jay Bry
5.1.2	<b>Strategic Action 5.1.2: Consistently provide ongoing and intentional professional development to those seeking to be leaders that expands their skill set and is relevant to their role within the institution.</b>		<b>A standardized curriculum addressing essential skills for supervisors and those who aspire to supervisory/ management roles.</b>	<b>Human Resources and Payroll</b>		7/1/2025	6/30/2027		<b>Peter Sennett</b>
<i>No activities submitted for FY26</i>									
5.1.3	<b>Strategic Action 5.1.3: Provide comprehensive ongoing professional development opportunities to all employees to increase their ability to operate using a diversity, equity and inclusion lens.</b>		<b>Professional Development (PD) reports that tracks participation, satisfaction, knowledge gains. Incorporate Diversity Equity and Inclusion (DEI) competencies into annual performance evaluation tools. Conduct pulse surveys or short reflections tied to PD sessions.</b>	<b>Chief Diversity Executive and Human Resources and Payroll</b>	<b>Leadership Team</b>	7/1/2025	6/30/2027		<b>Stephanie Williams and Peter Sennett</b>

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
5.1.3	5.1.3.1	The Chief Diversity Executive will collaborate with HR to conduct an internal assessment (e.g., surveys, focus groups) to identify gaps in interdepartmental collaboration and understanding of equity principles. Based on that information, define specific learning objectives related to cross-functional teamwork and equity-minded decision-making with the intent to develop a comprehensive plan and budget needed for consistent professional development opportunities the following fiscal year.	Data informs the design of a comprehensive professional development plan for faculty and staff, ensuring that the plan is both relevant and effective in addressing areas of need.	Chief Diversity Executive	Human Resources	7/1/2025	6/30/2026	1200	Stephanie Williams
<b>Strategic Initiative 5.2: Physical and Technological Infrastructure: Invest in physical and technological infrastructure to support current and future programs and campus safety.</b>									
5.2.1	<b>Strategic Action 5.2.1: Develop and implement a rolling 3 to 5 year plan for addressing deferred maintenance, capital technology, software and student management system improvement needs with a plan for funding.</b>		<b>Hardware plan for 2025-2030 submitted to MWCC Budget office in winter 2025. Plan date and funding in FY26 to move Banner to SaaS to avoid hardware and major software upgrades that start in 2029. A list of identified deferred maintenance (DM) projects with priorities for the College will be prepared., with preliminary studies started in preparation of future DM funding</b>	<b>Administration and Finance and Information Technology</b>	<b>Facilities Management</b>	<b>7/1/2025</b>	<b>6/30/2027</b>		<b>Jay Bry and Dan Horlander</b>
5.2.1	5.2.1.1	The Division of Information Technology will implement Ellucian Strategic Alignment Workshop; Staff from across campus will participate in an in-person, one-day strategic alignment engagement with Ellucian.	The objective is to secure staff buy-in for bridging strategic goals with tactical implementation. Ellucian will deliver a report eight weeks after the session for Leadership to review and discuss. The outcome is to determine the timing on moving to Banner SaaS.	Information Technology	Title III Project Director; Admissions Registrar/ Enrollment Financial Aid Bursar Student Success Finance Deans	7/1/2025	12/31/2025	2100	Dan Horlander
5.2.2	<b>Strategic Action 5.2.2: Evaluate and develop a facility and funding plan, and begin the implementation of the learning environments across all campuses, instructional sites, and modalities of learning to meet the needs of learners, faculty and staff, and are healthy, safe, engaging, easily-navigated and conducive to maximized learning.</b>		<b>Develop list of identified deferred maintenance (DM) projects with priorities and begun “preliminary studies” in preparation of future DM funding. Have completed “preliminary study” for Haley 1st Floor to understand scope and cost in preparation for future capital bond bill.</b>	<b>Administration and Finance</b>	<b>Facilities Management</b>	<b>7/1/2025</b>	<b>6/30/2027</b>		<b>Jay Bry</b>

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
5.2.2	5.2.2.1	The Leominster Campus will work with Facilities and Academic Affairs will build on the success of the recent campus renovations to examine the current furniture and classroom layouts to determine ways that we can maximize enrollments and emphasize the importance of creating the most dynamic learning experience for faculty and students.	Ongoing conversation with multiple stakeholders including a consultant to identify ways we can increase enrollment capacity in current classrooms while keeping in mind the needs of our faculty and students.	Student Affairs	Facilities Management; Academic Affairs	7/1/2025	6/30/2026	7500	Jason Zelesky
5.2.2	5.2.2.2	The Facilities Management Department will collaborate with various Haley Building First Floor Stakeholders to develop a comprehensive and inclusive Programming Space Study by May 2025 to address the growing and changing needs of the student population of the college, that will then be used by MWCC's House Doctor to develop a Preliminary Renovation Study Concept and Cost Estimate that will better position the College for if/when a Bond Bill is announced by the Commonwealth of Massachusetts.	Completed Programming Space Study by May 2025. Completed Preliminary Renovation Concept Study and Cost Estimate by January 1, 2026. Ultimately receive funding for Major Renovation of Haley 1st Floor . <i>End Date will be determined by DCAMM</i>	Administration and Finance	Enrollment Management; Chief Diversity Executive; Learning Commons and Testing; Lifelong Learning and Workforce Development; Student Affairs	7/1/2025	6/30/2026	2200	Jay Bry
<b>Strategic Initiative 5.3: Capacity Building: Build our capacity to operate efficiently, effectively, and safely to meet the needs of learners and employees.</b>									
5.3.1	<b>Strategic Action 5.3.1: Establish structures that regularly review, update, and/or develop comprehensive documented college wide policy, process, and practices for consistent application across the college.</b>		<b>A comprehensive documented college wide structure for regularly reviewing policy, process and practice by June 30, 2027.</b>	<b>Presidents Office</b>	<b>Leadership Team</b>	<b>7/1/2025</b>	<b>6/30/2027</b>		<b>Jim Vander Hooven</b>
5.3.1	5.3.1.1	The President's Office will facilitate a Policy and Process Working Group to develop a process and set-up a college-wide repository for reviewing and collecting college-wide policy and processes by June 30, 2026.	Convening of work group and establishment of college-wide repository.	President's Office	All	7/1/2025	6/30/2026	1000	Jim Vander Hooven
5.3.1	5.3.1.2	The Information Technology Division will update Gramm-Leach-Bliley Act (GLBA) Policies and Procedures as required by law.	Communicate, review and implement policies and procedures required by GLBA law. Plan and implement inclusive workplace practices procedure.	Information Technology Division	Human Resources and Affirmative Action	7/1/2025	6/30/2027	2100	Dan Horlander
5.3.1	5.3.1.3	The Resource and Strategic Initiative Development Office in collaboration with the Finance Office and the Information Technology Services Division will finalize the set-up and pilot the Amplifund Grant Management Solutions system post award functionality.	Update Amplifund Grant management Solutions system with new General Ledger Codes upon completion of the Banner Finance refresh, upload FY 27 grant budgets; launch budget integration for pilot grant and identify and remediate any issues identified with, with draft grant director training on tool.	Resource and Strategic Initiative Development	Administration and Finance; Information Technology Services; Title III Project Director	7/1/2025	6/30/2027	6000	Heather Layton

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
5.3.1	5.3.1.4	The Marketing Office will establish a unified and consistent branding and communication system across MWCC by providing existing Canva users with individual licenses, ensuring enhanced security, compliance, and an improved user experience.	100% of designated employees provided with individual Canva licenses and trained on brand-aligned design practices.	Enrollment Management	Various	7/1/2025	6/30/2026	5000	Marcia Rosbury Henne
5.3.2	<b>Strategic Action 5.3.2: Expand readiness activities that mitigate the effects of technological disasters and safety concerns.</b>		<b>MWCC will have ability for students and faculty to be able to login to Blackboard if local data center is down. MWCC will have ability for staff to continue to work in Banner in the Cloud if local data center is down Shift all Facility and Campus Police radios from analog to digital, allowing better communication between the Gardner and Leominster Campus and providing critical linkages between our Campus Police and Gardner Fire and Police.</b>	<b>Student Affairs and Information Technology</b>		7/1/2025	6/30/2027		<b>Jason Zelesky and Dan Horlander</b>
5.3.2	5.3.2.1	Campus Police and VP of Student Services will investigate the installation of AED devices on all campus and - if approved - will implement a training, testing, and oversight program that will include population-level CPR training and portable AED devices available to responding Campus Police officers.	Campus Police and VP of Student Services will present a plan based on best practice in higher education settings. If approved, CP and SS will develop an implementation plan that will include training.	Student Affairs	Campus Police and Public Safety	7/1/2025	6/30/2026	2050	Jason Zelesky
5.3.2	5.3.2.2	The Media Services Team will initiate the process of upgrading all radios to digital, to include: Removal of any non-upgradable radios and replace them with digital units. Addition of a digital radio repeater on the Leominster campus and connect all radio repeaters via the network. Modification of current licenses for the new radio frequencies required for the Leominster implementation. Ensuring that all systems are implemented according to the scheduled plan.	Media Services Team will develop and implement a plan to create and unify a Leominster campus police radio system with the Gardner campus radio system . This plan will also include transitioning both the campus police and facilities radio systems to full-time digital operation. Additionally, we will implement a solution that will enable Gardner police to communicate on MWCC radio frequencies at all times.	Student Affairs	Media Services Team; Campus Police and Public Safety	7/1/2025	6/30/2026	2350	Jason Zelesky
5.3.2	5.3.2.3	Campus Police and VP of Student Services will work with Facilities and IT to develop and implement a plan to replace the end of life Alertus alarm system. The plan will be to replace this system with a more robust "blue light" system that can tie all campuses together and place beacons in outside areas including parking lots, walkways, and other outside/remote areas.	Campus Safety and Emergency Notification is a key strategic initiative. This campus-wide upgrade would provide much needed emergency coverage in areas of campus not currently served and will address spotty cell coverage and link our campus locations together with direct emergency notifications.	Student Affairs	Campus Police and Public Safety	7/1/2025	6/30/2026	2050	Jason Zelesky

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
5.3.3		<b>Strategic Action 5.3.3: Develop and administer a plan to foster effective communication channels through the establishment of policies, procedures and systems</b>	<b>Finalized Communication Plan to foster improved communication channels among administration, employees, and students by June 30, 2026 and implementation of communication plan by June 30, 2027.</b>	Presidents Office	Leadership Team	7/1/2025	6/30/2027		Jim Vander Hooven
5.3.3	5.3.3.1	The President's Office in collaboration with Leadership Team will develop a communication plan with the goal to improve communication by June 30, 2026.	Communication plan will be developed.	President's Office	Leadership Team	7/1/2025	6/30/2026	1000	Jim Vander Hooven
5.3.4		<b>Strategic Action 5.3.4: Develop a transparent and well-defined process for employees to access the requisition and support of professional development.</b>	<b>Documented process for requesting funds to support professional development activities.</b>	Presidents Office and Human Resources and Payroll	Leadership Team	7/1/2025	6/30/2027		Jim Vander Hooven and Peter Sennett
5.3.4	5.3.4.1	The President's Office in collaboration with Leadership Team will define a transparent process for employees to request and fund professional development.	Transparent process for professional development will be defined.	President's Office	Leadership Team	7/1/2025	6/30/2026	1000	Jim Vander Hooven
5.3.4	5.3.4.2	Student Financial Services (SFS) will continue their training and cross collaboration with our divisional teams - with the goal of growing our own within the department/division. We are requesting to include more conferences ) and local trainings to assist with the team's professional development.	We will have team members be able to advance from within when new opportunities occur.	Enrollment Management	Student Financial Services; Admissions and Enrollment	7/1/2025	6/30/2026	4700	Marcia Rosbury Henne
5.3.5		<b>Strategic Action 5.3.5: Analyze, modify and implement all college policies, processes with a diversity, equity and inclusion perspective.</b>	<b>Percent of institutional policies have undergone equity review. Percent of policies revised or eliminated due to exclusionary or inequitable language or impact. Percent of students, faculty, and staff who report knowing where to find policies and understanding them.</b>	President's Office	Leadership Team	7/1/2025	6/30/2027		Stephanie Williams
5.3.5	5.3.5.1	The Chief Diversity Executive will partner with Leadership Team to evaluate and refine (if needed) their equity-centered operational activities, ensuring alignment with the Strategic Bridge Plan and (if needed) assist in defining measurable outcomes. <i>(This goal is contingent upon leadership's willingness to engage in meaningful collaboration and accountability efforts.)</i>	The creation of a comprehensive record of those meetings (as a process that aligns with/follows the overall strategic planning process) that outlines the who, what, when, where, why and how.	Chief Diversity Executive	Resource and Strategic Initiative Development	7/1/2025	6/30/2026	1200	Stephanie Williams

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
5.3.5	5.3.5.2	The Resource and Strategic Initiative Development Office using the Society for College and University Planners Integrated Planning Process will launch the FY 2028-FY 2032 Strategic Planning Process in collaboration with key stakeholders by completing the Landscape and Planning Roadmap process.	Complete the Society for College and University Planners (SCUP) Integrated Planning Process Assess the Landscape and Planning Roadmap process of strategic planning by June 30, 2026 (i.e. Onboarding a strategic planning team;/ assessing Institutional context; ) completing a stakeholder analysis, environmental scan (internal and external) and begin the SWOT analysis; to prepare for a Fall 2027 plan development.	Resource and Strategic Initiative Development	President; Leadership Team; Representatives from all Divisions	7/1/2025	6/30/2026	6000	Heather Layton
<b>Strategic Initiative 5.4: Financial: Build institutional financial strength and sustainability through diversified revenue-generating sources and use of transparent financial structures and processes.</b>									
5.4.1	<b>Strategic Action 5.4.1: Complete a campus utilization plan that assists MWCC in maximizing the potential of all campuses, is equitable across campuses, meeting the needs of our community and secures, invests, and expands revenue sources at the college.</b>		<b>Continue to work with Division of Capital Asset Management and Maintenance (DCAMM) on Utilization Study with goal of receiving final report by June 2026.</b>	<b>Administrati on and Finance</b>		7/1/2025	6/30/2027		Jay Bry
5.4.1	5.4.1.1	The Vice President of Finance and Administration and Facilities Management Office, working with DCAMM in collaboration with campus partners, will complete a campus space utilization study that will include all types of spaces across the campus as defined within the DCAMM scope of work.	Completed Space Utilization Study.	Administrati on and Finance	Facilities Management	7/1/2025	6/30/2026	2000	Jay Bry
5.4.2	<b>Strategic Action 5.4.2: Develop an inclusive process for budget submissions, adjustments, and online, real-time access to data.</b>		<b>Implement both budget transfer process and electronic modality. Complete updates to BANNER self-service along with new trainings thereby providing better real-time access to data.</b>	<b>Administrati on and Finance</b>		7/1/2025	6/30/2027		Jay Bry
5.4.2	5.4.2.1	The Finance Office will redeploy the BANNER Finance module to update and maximize the use of existing technology resulting in more efficient and transparent process and financial data including online budgeting components, online requestions, along with new financial reports and improved self-service data.	New instance of BANNER Finance goes live July 1, 2026.	Administrati on and Finance	Information Technology and Systems	4/1/2025	6/30/2026	2000	Jay Bry

Bridge Strategic Action Item	Operational Activity Number	Operational Activity	Measurable Outcome	Division	Collaborator	Start Date	End Date	Cost Center	Division Lead/LT Member
5.4.3	<b>Strategic Action 5.4.3: Create and pursue a long-term resource development agenda and respective sustainability plans that align with MWCC's strategic goals, objectives, and initiatives.</b>		<b>Developed Annual and Long-Term Resource Development plan aligned to MWCC's Strategic Plan by June 20, 2026. Submitted/Pursued Resource Development Plan to external resources (grants and private fundraising) based on plan, successfully obtaining external funding aligned to MWCC's Strategic Plan by June 30, 2027.</b>	<b>Resource &amp; Strategic Initiative Development and MWCC Foundation, Inc.</b>		7/1/2025	6/30/2027		<b>Heather Layton and Carla Zottoli</b>
5.4.3	5.4.3.1	The MWCC Foundation, Inc. will work closely with the Office of Resource and Strategic Initiative Development to identify and pursue a range of resource opportunities that will fund initiatives, programs and facilities that align with the college's educational goals.	Increase in both the number of foundation grant applications submitted and successful awards received towards the college's strategic goals, objectives and initiatives.	MWCC Foundation, Inc.	Resource and Strategic Initiative Development	7/1/2025	6/30/2026	FDN	Carla Zottoli
5.4.3	5.4.3.2	The Resource and Strategic Initiative Development Office will develop and pilot an in-person and virtual monthly Grant Academy/ Professional Development program in AY2026 to train interested staff and faculty on grant development best practices.	Finalized content of 9 workshops that build upon one another; Train faculty and staff on grant and concept development and designing a grant/concept to be equity minded in its design. Expand the number faculty and staff engaged in the grant development process from FY 2025 numbers. Expand the number of new grant opportunities pursued that align with MWCC's strategic goals, objectives, and initiatives.	Resource and Strategic Initiative Development	Chief Diversity Executive	7/1/2025	6/30/2026	6000	Heather Layton
5.4.4	<b>Strategic Action 5.4.4: Diversify revenue sources to build institutional financial strength and sustainability.</b>		<b>Completed meetings with key Leadership Team (LT) members and discussion with entire LT Team.</b>	<b>Administration and Finance</b>		7/1/2025	6/30/2027		<b>Jay Bry</b>
5.4.4	5.4.4.1	The Mount Fitness management team will conduct industry research to identify trends to build and diversify sustainable revenue sources.	The Mount Fitness management team will conduct monthly "programming" meetings where each manager will be required to present a new programming idea, with the goal of implementing 2 per fiscal year.	Administration and Finance	Mount Fitness	7/1/2025	6/30/2026	2800	Jay Bry