

Middlesex Community College  
Strategic Plan 2007-2010  
Outline of Major Focus Areas and Goals  
May 2007

**Focus Area 1: Increase access to higher education and support academic excellence and success for all students.**

**Goal 1.1: Broaden Pathways and Increase Access to Higher Education**

Examples:

- The College will focus on recruitment strategies to reach all segments of the regional population including immigrant populations and adult learners.
- A focus on financial planning as exemplified by the new workshops offered to students will assist them with planning and financing their education to meet the increasing cost of education.
- The College will continue to review and enhance Pre-K through Higher Education Partnerships and articulation agreements with high schools and baccalaureate degree granting institutions. Programs such as dual enrollment, tech prep and colleges offering their degree programs at Middlesex will also be advanced, with a focus on vertical alignment of curricula. The College will work towards an alignment of additional courses similar to that of the math courses at the high school and the University levels.
- The ESL tutoring labs will be revitalized with curriculum and new software in order to allow faculty to utilize streaming media to interact with students in class and maximize the tutoring labs as a learning aid to promote English acquisition.
- New pilot programs for developmental students will be developed to help them master skills in preparation for college-level coursework.
- An emphasis on opportunities through Extended Campus/Distance Learning (on-line, hybrid, self-paced, etc.) will be augmented.
- Address the needs of Veterans returning from active duty.

**Goal 1.2: Improve the Retention Rate and the Successful Course Completion Rate by Concentrating Efforts in Major Areas.**

- Opportunities for development and implementation of a variety of teaching and learning strategies that foster student success will be offered.
- Learning Communities will be researched and pilot programs launched to break down interdisciplinary boundaries and establish cohort groups to aid student retention and support student success.
- The Enrollment Services, Research & Planning Division and the Division of Academic & Student Affairs will collaborate to assure quality holistic advising through a comprehensive student-centered planning process, including academic, transfer, career and life planning.

Examples:

- The College-Wide Advising Task Force will work with faculty and staff to implement an advising model that realizes the vision and accomplishes the goals developed by the planning group.
- An Enhanced Orientation Process that provides on-going opportunities for students to connect with the college community will be designed and implemented through a collaborative, campus-wide process.
- A new probation mentoring model will be fully implemented to aid in the retention of probationary students.
- Enhance opportunities for student engagement
- More campus-wide activities to encourage campus life and enhance culture of engagement at the College.

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- Focus on ensuring a welcoming environment by all departments within the College including its contractors.
- Administer the Community College Survey of Student Engagement (CCSSE) and the Community College Survey of Faculty Engagement (CCSFE).

**Goal 1.3: Support an inclusive environment through the development of a College-Wide infrastructure that brings together key individuals from a variety of areas to develop initiatives that foster cultural diversity.**

Examples:

- The College will create a Diversity Coordinating committee to unify offerings and promote an inclusive environment for the College Community.
- Programs—such as orientation, mentoring, case management, and transition points—to help culturally diverse and historically underrepresented student groups achieve their educational goals and career aspirations will be researched, designed, piloted and assessed.
- Civility issues will continue to be expanded and will remain a focus throughout student programs and activities. Widely distribute a definition of “Civility” and the College’s desired outcomes.

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Focus Area 2: Identify and respond to current and emerging educational, workforce, civic, environmental, multi-cultural, and global awareness needs of the communities in the service region.

Goal 2.1: Continue to Implement Workforce Development Initiatives.

Examples:

- Workforce Development Across the Curriculum research will encompass all academic divisions to ensure that new programs evolve as needed.
- Radio Frequency Identification, a new program that prepares technicians to use wireless technology in material management, field equipment installation and maintenance, and process and quality improvement, will be launched and expanded.
- A decision will be made as to whether to authorize, plan and develop certificate programs in Emergency Management and/or Homeland Security; a co-op program will also be explored.

Goal 2.2: Advance Workforce Development Related Partnership Initiatives.

Examples:

- EdLink—Middlesex Community College, North Shore Community College, University of Massachusetts Lowell, and Salem State College—has a refined strategic focus on sustainable economic and cultural growth for the Northeast region.
- Healthcare Partnerships such as the Lahey Clinic Nursing Program and Radiation Technology courses will continue to be a significant focus.
- The International/Multicultural Student office has been awarded a grant in partnership with the Service Employees International Union local 888 and the Mass Workers Education Roundtable to educate day care providers in English skills to be implemented through the English Learner Institute.
- Middlesex Community College has partnered with the Northeast Massachusetts Law Enforcement Council, a consortium of 45 police departments, to provide technical training to law enforcement personnel. To assist with curriculum development and long-term planning for the project, the Massachusetts Association of Crime Analysts and the International Association of Crime Analysts have joined the partnership.
- Middlesex Community College is partnering with Bunker Hill Community College, Northern Essex Community College, Bristol Community College, the State Attorney General's Office, and the Northeast Massachusetts Law Enforcement Council to offer *Computer Forensics*, a program on electronic evidence gathering, and investigating and analyzing computer systems to determine if they were used for illegal activities.
- Partner with National Grid and others to develop programs to provide entry level utility technicians.
- BATEC, a partnership of MCC, BHCC, RCC and UMass Boston, will be used to expand and improve existing programs and to develop new initiatives.

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**Goal 2.3: Continue to expand Civic Engagement, Cultural and Performing Arts, International and Service-Learning Activities.**

Examples:

- The Graphic Arts and Theater departments in collaboration with the *Light of Cambodian Children* will work with 30 at-risk Cambodian Youth from the City of Lowell to produce and illustrate a bilingual Cambodian Folktales book and adapt a subset of the stories for production as plays in multiple venues.
- Community Collaborative Art in the Park will speak to relevant issues in the community through Public Art Projects in collaborations both “people to people” and with organizations such as the Revolving Museum to transform Dugan Park by creating an art installation to add enchantment and allow music and mini-theater performances.
- The College is committed to the pursuit of identifiable and justifiable capital funding needed for a new Cultural and Performing Arts Center
- Khmer Art and the Creative Economy, new low relief carving ceramics courses for Lowell youth groups and MCC students that will be held at the *Lowell Community Charter Public School*, will teach budding artists to create high quality art products that may become a source of livelihood for them.
- In collaboration with UMass Lowell, the Tsongas Center Project will include presentations in history, science, and culture in Lowell.
- Continue to develop and implement international initiatives that focus on faculty, staff and student exchanges and contract training.
- Establish an International Center on campus to continue the Multicultural and Global Presence Project so that students, faculty and staff will be exposed to global activities and different cultures.

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**Focus Area 3: Assure institutional effectiveness and accountability**

**Goal 3.1: Implement the MCC Model for Assessment of Student Learning Outcomes; and use assessment data to review the efficacy of current programs and establish continuous training activities to support student learning, and strengthen the culture of assessment throughout the College.**

**Examples:**

- In fiscal 2007, an institutional process and cycle for assessment of Institutional Student Learning Outcomes will be developed, and the assessment of the six Institutional Student Learning Outcomes will begin.
- Examine the impact of technology on student learning via the assessment plan.
- Additionally, the core curriculum and intensive values will be reviewed, workplace and life skills will be infused into the curriculum, and the newly revised program reviews will continue on a redefined schedule.

**Goal 3.2: Support ongoing Professional Development for faculty and staff.**

**Examples**

- Examples of currently planned activities for Faculty Professional Development include (1) TLRC Initiatives, (2) the Mid-Career Institute, (3) the Carnegie Academy, and (4) the Islam Project. (5) Continue faculty professional development around new teaching methodologies and course delivery methods i.e. hybrid. Adjuncts will also be a focus for hiring and support.
- Examples of currently planned activities for Staff Professional Development include (1) Workshops related to the budget and the budget process, (2) Workshops to enhance writing skills for letters and emails, (3) Additional workshops to further assessment training, and (4) Project Management across Divisions. (5) Investigate creating a "Professional Staff Institute." An "Article of the Month" discussion group may also be offered.

**Goal 3.3: Strive to maintain exemplary fiscal management and stability; and initiative a College-Wide Annual Fund Raising Campaign to facilitate grant proposals, receive matching state funds, and make a new source of money immediately available to internal constituents.**

- Middlesex Community College would benefit from a fully-funded formula-based, rather than historically-based, budget. The College will continue to provide a leadership role in its work with the Board of Higher Education to develop a new disbursement formula that ties funding for a college to its enrollment, building needs, and instructional support services.

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**Goal 3.4: Renew the College's infrastructure to assure institutional effectiveness.**

Examples

- The five-year Technology Tactical Plan will be renewed.
- Beginning in fiscal 2008, the network infrastructure and the telephone systems will receive a large scale update.
- An Institutional Data Warehouse to support Institutional Reporting and Decision-Making will be created.
- The Web Portal will be overhauled to attract credit and non-credit prospective students and organizational clients and move them through the enrollment process from prospects to alumni and satisfied clients.
- To more efficiently mediate the geographical separation of campus locations, the College will develop a plan to implement a digital document management solution and conversion process for paper-based documents.
- A comprehensive and complete Pandemic and Disaster Recovery Plan for the College will be designed and implemented.