

# *Momentum* Strategic Plan | 2023-2028



Supporting  
**students.**  
Transforming  
**lives.**



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# Introduction & Outlook

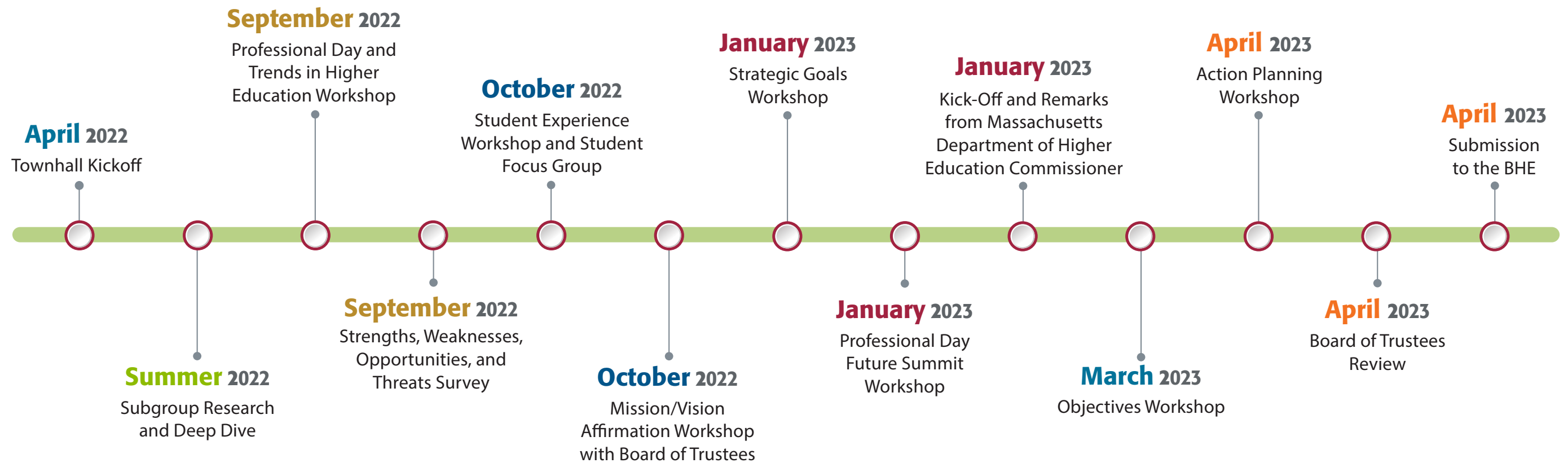
A full 55 years into what is no longer an experiment but an essential enterprise in the region, Springfield Technical Community College (STCC) is proud to present **Momentum: 2023-2028**, our Strategic Plan. After fourteen months of hard work by so many stakeholders, the mission, values, and purpose of STCC are clearly affirmed. Through a process that has been both collaborative and inclusive, we have generated a plan through the vestiges of a global pandemic, and onward with the fundamental outcome of *supporting students as they transform their lives*.

Much gratitude goes to the leadership provided by the Strategic Planning Task Force, which encompassed the dynamic views and voices of students, faculty, staff, administrators, community leaders, and Trustees. Through a multitude of forums, meetings, data review, environmental scanning, presentations, and surveys, planning has been action-oriented and objective-focused, shaping a set of priorities for the College through 2028.

Our goals in **Momentum: 2023-2028**, duly ambitious, are also distinctive for the only technical community college in Massachusetts, and one with federal designation as a Hispanic-Serving Institution (HSI). We endeavor to accelerate the development of an interconnected system of partnerships (“Lead the Educational Ecosystem”); align with labor market trends and address workforce needs (“Elevate Our Technical Mission”); streamline services to enable equity and excellence for retention, completion and transfer (“Clear the Path to Student Success”); create a connected campus climate and culture to deliver for students and employees (“Connect and Support”); and lastly, to align all of our resources in order to strengthen the college (“Reimagine STCC for a Sustainable Future”). These strategic goals provide a grounding for our collective effort in the years ahead, and the following illustrations capture the essence embedded within our two “middle names:”

We know from community leaders and employers of all sectors, the value they place on the largest and most affordable higher education institution in the City of Springfield. Supporting equitable economic opportunity is core to a community college and define our work to further the economic mobility of students and families. In partnership with a vibrant contingent of close to 700 employees, STCC is excited for the future. As we adapt and evolve, please know our commitment is evident by the momentum that continues to build across the college.

# Timeline:



# Mission:

Springfield Technical Community College  
supports students as they

*transform their lives.*

# Vision:

Springfield Technical Community College  
will be the premier

*technical community college  
in the Northeast.*

# Values:

Springfield Technical Community College

will build on our values to

*center and strengthen our mission.*



**Student-Centered:** We listen to students and provide the access and affordability needed to excel in the educational experience. We provide students with knowledge and experiences to support their learning and holistic personal and professional development and success.

**Equity:** We work tirelessly toward racially equitable outcomes by ensuring access to opportunities, removing barriers to success, and committing to antiracism. We embrace our identity as a Hispanic Serving Institution and are intentional in our efforts to best support Students of Color and Students from all marginalized identity groups.

**Dedication:** We deliver excellent learning experiences, supporting students in achieving their own goals. We are compassionate and professional when working with our students and each other. We listen and provide thoughtful and non-judgmental feedback which creates safe and welcoming spaces for everyone. We do everything we can to ensure student success and community well-being.

**Integrity:** We are moral, ethical, and honest when working with our students and each other. We foster an environment that builds trust and supports individual character.

**Respect:** We champion and incorporate mutual respect and trust among administrators, faculty, staff, and students. With respect, we embrace differences to create an inclusive environment for all.

**Community:** We partner and work with employers, industries, and non-profit organizations to develop programs, student activities, scholarships, and athletic opportunities. Together, we enhance educational opportunities and connect students and alumni to local career opportunities in the region.

# Our Uniqueness



**SIMs Medical Center:** created to provide an integrated and state-of-the-art educational environment, students and healthcare professionals have a unique setting to develop patient care skills, interdisciplinary teamwork, enhance communication, and further critical thinking. With over 70 patient simulators and associated high-fidelity technology, including virtual reality, the college provides the largest simulated learning environment for clinical experiences in New England.

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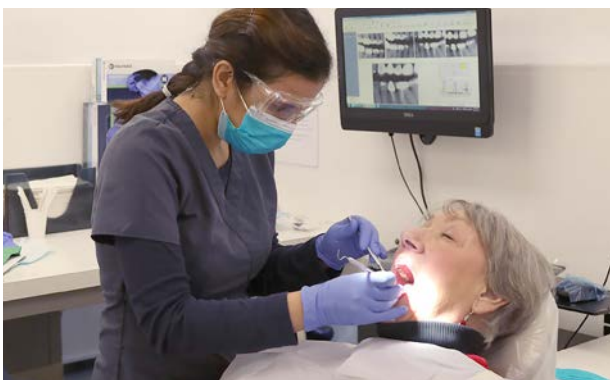
**Advanced Manufacturing:** a significant industry in the region, STCC offers a number of key programs that support precision, advanced, and diversified production specific to manufacturing. In addition to Photonics/Optics and Electrical/Robotics programs, the Mechanical Engineering Technology program provides signature preparation in CNC, CAD/CAM, and associated design and product manufacturing systems.

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**Cybersecurity:** STCC, through local, state and federal funding, has launched a Cybersecurity Center of Excellence at Union Station in downtown Springfield. Leading a consortia of partners, a Cyber Range, as well as Security Operations Center, will ensure world-class training and management operations education for students and employees in Western Massachusetts.

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**Dental Sciences:** with 18 degree and certificate programs across a matchless array of healthcare offerings, the college provides essential workforce and career pathways. A number of fields, including Dental Hygiene and Dental Assisting, are examples of where STCC is the only provider in the region.

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# Student Experience Statement:

Springfield Technical Community College (STCC) will provide a transformational **student** experience characterized by:

- a personalized, accessible, and affordable journey where students receive holistic support, and resources to help them achieve their academic, career, and personal goals.
- an intentional and smooth onboarding process for students as they enter the College, so they are ready on day one.
- clear pathways to completion, transfer opportunities, and a fulfilling profession.
- implementation of high impact practices increasing student persistence.
- an interactive, creative, and safe educational and social environment that fosters learning, sense of belonging, and connections.
- optimization and enhanced technology and systems integrated with learning materials and the overall student experience that provides real-time updates on progress and individualized guidance, and effective communication to help students successfully navigate the college.
- mentoring and the opportunity for students to learn from peers including student leaders, alumni, faculty, and staff through engaging and creative digital and in-person interactions.

Springfield Technical Community College **faculty, staff, and administration** will support this experience by:

- being supportive and encouraging students' feelings of connectedness, confidence, and agency in the learning process.
- building practices, processes, and procedures that lead to equitable student outcomes, while committing to address student need.
- engaging in student-centered work that guides and empowers students to transform their lives through education.
- developing and offering innovative programs, relevant courses, classroom experiences and industry exposure that provide opportunities for applied learning.
- recognizing the technical purpose of the College as part of its mission.





# A Racial Equity *Lens*

This strategic plan demonstrates a staunch commitment to equity. Each strategic goal in the plan includes specific metrics and actions that align directly with the Massachusetts Board of Higher Education and Department of Higher Education frameworks for eliminating racial equity gaps in Massachusetts higher education. It is through a lens of racial equity that we constructed our high-level strategic goals and measurable objectives.

We encourage and invite you to view and approach the work detailed in this plan from that lens. While centering racial equity throughout the plan, the strategic planning taskforce and STCC cabinet critically analyzed an approach that also calls to the forefront lenses of equity in terms of socioeconomic status, ability, and gender. STCC's commitment to the continued disaggregation of data in student and employee access and outcomes remains strong.



# Strategic Goals

## **GOAL 1:**

### **Lead the Educational Ecosystem:**

Accelerate the development of an interconnected system of partnerships and program offerings to increase access, educational attainment, and economic mobility in the region.

## **GOAL 2:**

### **Elevate our Technical Mission:**

Ensure technical programs align with labor market trends, address evolving workforce needs, and position STCC as the premier technical community college in the region.

## **GOAL 3:**

### **Clear the Path to Student Success:**

Implement and streamline processes, pathways, and support services to enable equity and excellence in enrollment, retention, completion, and transfer.

## **GOAL 4:**

### **Connect and Support:**

Create a connected campus climate and culture that dismantles systemic barriers for students and employees in order to deliver high-quality curricular, co-curricular, and extra-curricular opportunities.

## **GOAL 5:**

### **Reimagine STCC for a Sustainable Future:**

Align fiscal, physical, and human resources to strengthen STCC's position as a student ready institution.

# Strategic Goals and Objectives

## GOAL 1: Lead the Educational Ecosystem

STCC will serve as a leader and catalyst to improve access to education, and leverage education for economic mobility. Investing in early education; expanding high school and early college pathways to provide more opportunities for students to start their college education; and aligning program offerings with career outcomes and community needs is part and parcel of ecosystem effort. Utilizing the institution as a hub for a wide range of education and lifelong learning, from childcare to continuing and adult education, STCC serves the broader Springfield community. Faculty and staff will continue to play a crucial role in fostering conversations about education, equity, access, and affordability in the region.

### Select Initiatives:

- Expand on the successes of existing programs and relationships such as clinical training partnerships with Baystate Health and long-term care facilities; expand as well with designated Early College Innovation Pathway partners that include the Springfield High School of Commerce and Veritas Prep Charter School;
- Partner with Holyoke-Chicopee-Springfield HeadStart Inc. to bring a program to campus that includes Infant/Toddler;
- Expand beyond Westfield State RN to BSN, to include other on-campus Baccalaureate programs.

### Objectives:

- 1.1 Expand high school/early college pathways.
- 1.2 Align program offerings with career professional/transfer outcomes that include business/industry/community needs.
- 1.3 Utilize STCC as a hub: from childcare/Early Education and Care training/services through baccalaureate and lifelong learning.
- 1.4 Faculty and staff serve as conveners and facilitators for regional conversations about education, equity, access, and affordability.

# Strategic Goals and Objectives

## GOAL 2: Elevate our Technical Mission

As the only technical community college in Massachusetts, STCC will leverage its unique position and resources to expand the reach of technical programs (e.g. career-focused, technology-driven, and high-demand) that provide the greatest value to the community by specifically focusing on high need sectors that include healthcare, cybersecurity, manufacturing, and energy/sustainability. STCC will work to increase enrollment of Black/African American, Indigenous, Hispanic/Latino (BIPOC) in particular, as well as renew engagement with adults. Programs that align with high-demand, high-wage jobs to support upward mobility are grounded by the regional labor blueprint via MassHire. Notably, investments in the School of Health & Patient Simulation (SHPS), and School of Science, Technology, Engineering, and Mathematics (STEM) programs are necessary to ensure they remain industry-current and sustain viable enrollment. There will be a focus on increasing enrollment and persistence for students of color in Health and STEM programs to support expanded diversity and representation in these fields.

### Select Initiatives:

- Program sustaining relocation of SHPS to a reliable building is essential; steward a \$41.5 million project with \$30M funding awarded in 2022 by Massachusetts;
- Intentionally design space to enhance collaboration and student experience with a focus on Building 27 (Workforce Development) as well as Building 32 (HVAC/Energy Systems);
- Non-credit/ technical training programs will be developed in collaboration with local businesses, and structured to support potential transition to credit programs for those seeking a broader education (e.g. Para Educator Academy and Working Water Initiative).
- Establish Cyber Center of Excellence at Union Station Springfield, which places STCC as lead and facilitator for Western Massachusetts Cyber Range and Security Operations Center (SOC).

### Objectives:

- 2.1 Increase number of individuals completing short-term training/non-credit credentials (especially in healthcare, cyber security, energy/green sector, and manufacturing).
- 2.2 Increase enrollment of BIPOC and adults (age 25+) in programs that align with high-demand and high-wage jobs to support local upward mobility.
- 2.3 Continue to invest in School of Health & Patient Simulation and School of Science, Technologies, Engineering, and Mathematics programs to ensure program offerings remain industry-current and carry viable enrollment.
- 2.4 Increase enrollment and persistence for Students of Color in Health and STEM programs.

# Strategic Goals and Objectives

## GOAL 3: Clear the Path to Student Success

Emerging from the pandemic, STCC has achieved success in attracting and retaining BIPOC and first-generation students (+50% Pell-eligible) through implementation of signature SUCCESS-funded programs that include MILE & LEAD, which have complimented a long-standing TRiO program. STCC will build on those successes, with continued state funding, by expanding and formalizing systems and supports that have proven most effective in bolstering student success. Systems change has included advisor assignment, streamlined application and enrollment processes, required foundational first year experiences, holistic wrap-around services, and significant faculty investment includes instructional design support and establishment of the Center for Online and Digital Learning (CODL). There will be a continued focus on coordinating new student transitions into college to increase yield and support application, enrollment, and new student orientation processes. Employees will work to ensure all programs, particularly the area of General Studies, have credit-bearing high-impact practices to increase overall retention rates and decrease equity gaps for underrepresented groups. By increasing student participation in signature programs and co-curricular activities, STCC will help engage students and foster a sense of community on campus; strengthening holistic, integrated, student services and resources will support increases in on-time certificate and degree completion rates.

### Select Initiatives:

- Continue to expand SUCCESS-funded programming and initiatives, including continued staff hiring that intentionally focused on students from historically marginalized communities;
- As a compliment to the unique Health Science meta-major (which includes simulation courses and embedded certificates including EMT), STCC will develop a STEM Studies meta-major that similarly has unique learning experiences;
- With anticipated support via legislation, implement MassReconnect, or associated “Free Community College” program that addresses affordability needs, and supports student recruitment and completion.

### Objectives:

- 3.1 Coordinate new student transitions into college to increase yield to support application, enrollment, and new student orientation processes.
- 3.2 Ensure all programs have foundational first year experiences to increase overall first year retention rate by 5% and decrease equity gaps in first year retention for Latino/a/x, African American, Pell recipient students by 5%.
- 3.3 Increase student participation in STCC signature programs (SUCCESS-funded) and/or co-curricular activities.
- 3.4 Strengthen holistic, wraparound student services and resources, to increase on time certificate and degree completion.

# Strategic Goals and Objectives

## GOAL 4: Connect and Support

STCC intentionally works to formalize clear pathways, and remove barriers, to help students achieve their goals, both individually and as a community partner with organizations, business and companies. The implementation of high-impact practices (clinicals, practica, co-op, etc.) and curricular innovation will support student retention and completion. The action of reviewing and re-envisioning all academic programs will ensure students are prepared for transfer and/or good jobs, through the use of flexible delivery modes. Increasing access to financial aid will reduce cost barriers for students and make education more affordable. Additionally, increasing support for student well-being, including mental health and basic needs services, will be a key aspect of our approach. Expanding diversity-equity-inclusion dialogue and fluency among employees is crucial to creating a more inclusive campus culture. Lastly, investing in employee diversity, particularly faculty, is important to ensure a diverse and representative faculty that can support diverse student populations is in place.

### Select Initiatives

- The STCC Center for Access Services (which includes the Ram Mini Mart) is a signature source of student support; additional implementation measures will include addressing food insecurity through on-campus food locker/distribution, as well as pursuing a novel public/private higher education student housing initiative.
- Establishment of AIA@STCC formalized a key forum for employee dialogue; further investment includes hiring the first Chief Equity Officer and establishing an Office of Equity and Inclusion;
- Leverage data from the CCSSE (Community College Survey of Student Engagement) to better understand faculty and student views of care and belonging;
- Invite faculty, as an integrated element of academic program review, to continue the deep exploration of program success, including their use of curricular to connect with students.

### Objectives:

- 4.1 Increase implementation of high-impact practices (HIPs) and curricular innovation to support student retention/completion.
- 4.2 Review, and continue to re-envision, all programs (and develop new ones) for students to transfer or secure good jobs, with delivery modes designed for flexibility.
- 4.3 Increase percent of students applying for and receiving aid to reduce financial-related barriers for students and ensure STCC remains the most affordable option for higher education.
- 4.4 Increase support for student well-being in all forms to expand access to and utilization of mental health services and campus-provided basic needs services.
- 4.5 Increase diversity-equity-inclusion dialogue and fluency by STCC employees.
- 4.6 Continue to invest in employee diversity college-wide, with particular emphasis on faculty.

# Strategic Goals and Objectives

## GOAL 5: Reimagine STCC for a Sustainable Future

Common to all community colleges in Massachusetts, significant declines in student enrollment, exacerbated by the pandemic, has created an imperative to plan how to invest scarce resources in order to optimize student and community impact. As the most affordable higher education institution in Springfield, there is a clear value proposition for STCC. But the first year of this plan, with an anticipated structural deficit of about \$4 million, requires intentional focusing on high-demand/value programs, investments in infrastructure, and operations built from thoughtfully developed plans. There remains a need to leverage historical contributions to grow philanthropic support of the college. This goal speaks to financial sustainability, campus infrastructure, and advancement efforts at STCC, because sustainability will be defined more by doing different, as opposed to doing more with less. STCC will work diligently adapt to achieve a sustainable financial standing aligned with strategic priorities by FY 2027. A new Academic Plan is needed; an updated Campus Master Plan is needed, and there is a need to develop and implement a multi-year Information Technology plan by FY 2025. Optimizing campus space utilization will enhance the student and employee experience and support student success. Strengthening the foundational aspect of Advancement, including collaboration with the STCC Foundation, will increase and diversify STCC's donor base and funding sources. Lastly, STCC has every expectation it will continue to be the most affordable higher education option in the third largest city in Massachusetts.

### Select Initiatives

- Significant increases in IT investment have been made over the last few years; continuation of \$1 million plus annually needs sustained funding and personnel support;
- Pivot to online, as opposed to remote learning, during COVID years was defined by preemptive investment in Center for Online and Digital Learning (4 FTEs including 3 instructional designers and one Learning Management System Administrator); further evolve this functional area as a Center for Teaching Excellence that invests needed supports and forums with and for faculty;
- Continue internal discussions specific to program viability.

### Objectives:

- 5.1 Achieve a sustainable financial standing, aligned with strategic priorities by FY 2027.
- 5.2 Develop and implement multi-year Information Technology (IT) plan by FY 2025.
- 5.3 Optimize and plan campus space utilization to enhance the student and employee experience and support student success.
- 5.4 Strengthen infrastructure for Advancement to increase and diversify STCC's donor base and funding sources leveraged from external philanthropic support.
- 5.5 Continue to position STCC as the most affordable higher education institution in the City of Springfield.

# STCC Momentum 2023-2028: Objective Measures and Scorecard

**GOAL 1: Lead the Educational Ecosystem:** Accelerate the development of an interconnected system of partnerships and program offerings to increase access, educational attainment, and economic mobility in the region.

OBJECTIVE	OBJECTIVE MEASURES	BASELINE*
1.1 Expand high school/early college pathways.	1.1a # total credits earned by HS students	1,234
	1.1b # New Early College-designated Pathways	2
	1.1c # HS Students enrolled (dual enrollment census)	289
	1.1d # of "new" students coming from Springfield	250
1.2 Align program offerings with career/professional/transfer outcomes that include business/industry/community needs.	1.2a # Number of career based offerings	42
1.3 Utilize STCC as a hub: from childcare/Early Education and Care training/services through to baccalaureate and lifelong learning.	1.3a # Current Early College options available	6
	1.3b % Latino/a/x students enrolled/served by program	37%
	1.3c % African American students enrolled	8%
1.4 Faculty and staff serve as conveners and facilitators for regional conversations about education, equity, access and affordability.	1.4a # forums/sessions per year	127 (estimate of combined forums/session internal to STCC)
	1.4b # of advisory board meetings, by program, by school	28
	1.4c Additional Measure (Convening)	325 Advisory Board members

\* Baseline data for novel measures will be updated/ revised as needed.





# Objective Measures and Scorecard

**GOAL 2: Elevate our Technical Mission:** Ensure technical programs align with labor market trends, address evolving workforce needs, and position STCC as the premier technical community college in the region.

OBJECTIVE	OBJECTIVE MEASURES	BASELINE*
2.1 Increase number of individuals completing short-term training/ non-credit credentials (especially in healthcare, cyber security, energy/ green sector and manufacturing).	2.1a # Total new non-credit offerings, by type	26
	2.1b # enrollment	1234
	2.1c # completions	811
2.2 Increase enrollment of BIPOC and adults (age 25+) in programs that align with high-demand and high-wage jobs to support upward mobility.	2.2a Total unduplicated adult enrollment in selected career/technical programs	452
	2.2b Total BIPOC unduplicated enrollment in selected career/technical programs	102
2.3 Continue targeted investment in high-priority Health & Patient Simulation and School of Science, Technologies, Engineering, and Mathematics programs to ensure program offerings remain industry-current and carry viable enrollment.	2.3a Student enrollment numbers SHPS and STEM Programs	734 (SHPS enrollment 2022fa) 948 (STEM enrollment 2022fa)
	2.3b Unduplicated enrollments in STEM and technical programs	1347
	2.3c # Faculty participated in professional development	85 Faculty Total (For STEM and SHPS)
	2.3d SHPS relocation project/ benchmarked milestones and funding	\$41.5M
2.4 Increase enrollment and persistence for students of color in SHPS and STEM programs.*	2.4a BIPOC student enrollment in SHPS and STEM programs (Nursing, Health Science, Dental, Manufacturing (MET, Photonics, EET/Robotics), cyber security, and Engineering	85
	2.4b Fall-to-fall retention rate for BIPOC students in SHPS and STEM programs	STEM Retention BIPOC: 46% SHPS Retention BIPOC: 59%
	2.4c Completion rates for BIPOC students in SHPS and STEM programs	STEM Graduation BIPOC: 26%. SHPS Graduation BIPOC: 68%
	2.4d Transfer rate for BIPOC students in SHPS and STEM programs	STEM Transfer BIPOC: 14% SHPS Transfer BIPOC: 15%

\* Baseline data for novel measures will be updated/ revised as needed.

# Objective Measures and Scorecard

**GOAL 3: Clear the Path to Student Success:** Implement and streamline processes, pathways, and support services to enable equity and excellence in enrollment, retention, completion, and transfer.

OBJECTIVE	OBJECTIVE MEASURES	BASELINE*
3.1 Coordinate new student transitions to increase yield to support application, enrollment, and new student orientation processes.	3.1a # of new applicants	4,045
	3.1b % Yield: applicant to enrolled	56%
	3.1c % New students completing NSO	57%
3.2 Ensure all programs have foundational first year experiences to increase overall first year retention rate by 5 percentage points and decrease equity gaps in first year retention for Latino/a/x, African American, Pell recipient students by 5 percentage points.	3.2a # students engaged in SUCCESS services (coaching, academic advising, mentoring, case management, tutoring, transfer advising, academic support workshops, and/or career advising)	194
	3.2b Fall-to-fall retention rate (STCC calculations)	51%
	3.2c Fall-to-fall retention rate for Latino/a/x students, gap in retention rate	41%
	3.2d Fall-to-fall retention rate for African American students, gap in retention rate	49%
	3.2e Fall-to-fall retention rate for Pell recipient students and disaggregated rates, gap in retention rate	53%
	3.2f CCSSE Active and Collaborative Learning Benchmark Score	43.4
3.3 Increase student participation in STCC signature programs (SUCCESS-funded) and/or co-curricular activities.	3.3a # Students participating in defined programs (MILE, LEAD, TRIO, etc.)	844
	3.3b # Students participating in clubs and defined co-curricular activities	Clubs:175, Co-Curricular 750
3.4 Strengthen holistic, wraparound student services and resources.	3.4a # Students served by defined services (Laptops/hot spots, etc.)	353 Laptops, Hotspots, and or Chromebook rentals/renewals (Unduplicated Students).
	3.4b % Students earning associates within 3 years	25%
	3.4c % Students earning certificates within 3 years	53%

\* Baseline data for novel measures will be updated/ revised as needed.



# Objective Measures and Scorecard

**GOAL 4: Connect and Support:** Create a connected campus climate and culture that dismantles systemic barriers for students and employees in order to deliver high-quality curricular, co-curricular, and extra-curricular opportunities.

OBJECTIVE	OBJECTIVE MEASURES	BASELINE*
4.1 Increase implementation of high-impact practices (HIPs) and curricular innovation to support student retention, transfer and completion.	4.1a # of new HIPs implemented by school (e.g. credit-bearing internship)	15
	4.1b % of all courses with at least one HIP implemented	634 (67%)
4.2 Review, and continue to re-envision, all programs (and develop new ones) for students to transfer or secure good jobs, with delivery modes designed for flexibility.	4.2a # of completed program reviews/annual	63
	4.2b % of courses and programs available online (by school)	Courses: SHPS: 122 LAPS – 121 STEM – 230  Programs: SHPS – 1 LAPS – 21
	4.2c # of proposals finalized by Curriculum Committee/Chief	27
4.3 Increase percent of students applying for and receiving aid to reduce financial-related barriers for students and ensure STCC remains the most affordable option for higher education.	4.3a % of STCC applicants that apply for financial aid	65%
	4.3b % of STCC students receiving some type of financial aid	48%
	4.3c Avg. total award amount	\$2,960.00
	4.3d CCSSE metric Providing financial support to afford education	2.82
	4.3e % of drops due to financial-aid related challenges	<1%
4.4 Increase support for student well-being in all forms to expand access to and utilization of mental health services and campus-provided basic needs services.	4.4a CCSSE measure: Support for Learners Benchmark	52.4
	4.4b # Students utilizing services, by area/office	1,627
4.5 Increase diversity-equity-inclusion dialogue and fluency by STCC employees.	4.5a # Annual DEI forums and trainings offered	# Annual DEI forums and trainings offered 79 sessions # Total Annual Forums/sessions per year 126 (DEI and non DEI)
	4.5b # Employee participants, by type, in annual DEI forums and trainings	Duplicated headcounts 361 faculty 189 staff
4.6 Continue to invest in employee diversity college-wide, with particular emphasis on faculty.	4.6a (#) total number of full-time & DCE/adjunct faculty of color	IPEDS Data Full-time Instructional Staff of Color (15%)
	4.6b (#) total number of full-time & DCE/adjunct faculty who are women	IPEDS Data Full-time Instructional Staff Women (61%)

\* Baseline data for novel measures will be updated/revised as needed.

# Objective Measures and Scorecard

**GOAL 5: Reimagine STCC for a Sustainable Future:** Align fiscal, physical, and human resources to strengthen STCC's position as a student ready institution.

OBJECTIVE	OBJECTIVE MEASURES	BASELINE*
5.1 Achieve a sustainable financial standing, aligned with strategic priorities by FY 2027.	5.1a Balance budget without reserves	FY2027
5.2 Develop and Implement multi-year Information Technology (IT) plan	5.2a Develop plan	FY2025
5.3 Optimize and plan campus space utilization to enhance the student and employee experience and support student success.	5.3a Update campus/capital Master Plan	FY2026
	5.3b Completed mini-Master Plan for B27	FY2026
	5.3c Space utilization metrics	FY2026
	5.3d SHPS relocation	FY2026
5.4 Strengthen infrastructure for Advancement to increase and diversify STCC's donor base and funding sources leveraged from external philanthropic support.	5.4a Develop Advancement Plan	FY2024
	5.4b # of total donors and major gifts (\$25,000+)	Total donors: 291 Gifts above 25K: 2
	5.4c Increase % of Giving Day totals	Giving day donors: 34 Giving day total: \$3,954.01
	5.4d % of Alumni giving totals	167 total alumni who gave in 2022
	5.4e Total annual dollars raised/annual	\$224,546.13
5.5 Continue to position STCC as the most affordable higher education institution in the City of Springfield.	5.5a #/% Pell Enrollment	1824/46%
	5.5b \$ Total Tuition/Fees	\$2,760.00

\* Baseline data for novel measures will be updated/ revised as needed.



# DHE Scorecard

DHE SCORECARD METRICS:	BASELINE (2021)
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STCC intentionally developed a Strategic Plan that utilizes a Racial/Equity lens, and centers that outlook so that in no form or fashion, is equity ever separate from the work. Related, and given establishment by the Department of Higher Education (DHE) of the Performance Measurement Reporting System (PMRS), which helps promote “accountability for effective management and stewardship of public funds and to achieve and demonstrate measurable educational outcomes,” STCC has established a specific Scorecard using the MPRS system of metrics. As DHE describes, **“equity is more than simply creating a level playing field; it requires a concerted and intentional effort to remove barriers and obstacles that hinder the success of students that heretofore did not have these advantages.”** STCC knows for example, that by 2030, the goal for Massachusetts public higher education graduates who are African American and Latino/Latina will increase to 51% and 50% respectively, and the college is poised to continue explicitly in supporting this goal.

Fall Undergraduate Enrollment (all students)	4,020
% Latino/a/x Enrollment: Fall	32%
% African American Enrollment: Fall	14%
% Pell Recipient Enrollment: Fall	52%
% Students with Unmet Need on Direct Costs	17%
% Students with Unmet Need on Total Educational Costs	88%
1st Year Retention (all students)	59%
Latino/a/x 1st Year Retention	55%
Latino/a/x-White 1st Year Retention Gap	17%
African American 1st Year Retention	61%
African American-White 1st Year Retention Gap	11%
Pell Recipient 1st Year Retention	61%
Pell recipient- Non-Pell 1st Year Retention Gap	5%
Completion of Both English and Math Within the First Year	36%
Timely Completion of Gateway Courses	33%
On-time Credit Accumulation	30%
6-Year Comprehensive Student Success	65%
Left With at Least 30 Credits	8%
Earned Certificate	3%
Earned Associate Degree	28%
Degree Production in High-Demand Occupations	200+/28% of total graduates

# Implementation

With endorsement by the STCC Board of Trustees, and approval by the Massachusetts Board of Higher Education, as well as Secretary of Education, implementation will define the next phase of Momentum: 2023-2028. This plan is intended to provide guidance for all divisions, areas, departments, and units in the formalization of operational tactics that drive objectives and strategic goal achievement. An essential element within implementation will be our openness to learn and evolve, particularly given the significant time, energy, expertise and talent devoted by so many across the college. STCC will also continue to listen and engage with our community leaders, organizations and regional companies, knowing the college is resolute in our desire to remain responsive to needs.

Part of implementation will also be the revisiting of associated plans, and likely establishment of new plans, including a Campus/Capital Master Plan, IT/Technology Five-Year Plan, Academic Plan, Strategic Enrollment Plan, Advancement Plan, and related fiscal planning and forecasting. Facilitation of implementation, including our use of data, benchmarks, and outcomes assessment to measure progress, will be a key area of focus, and collaboration by administrators, faculty and staff a vital part of the methodology.



# Glossary:

- **Ability:** “The quality of having the means or skill to do something. Ability is not permanent, can fluctuate throughout one’s life, and is another aspect of diversity in our communities. Disabilities do not necessarily limit people unless society imposes assumptions that do not account for the variation in people’s abilities.” (Boston University)
- **Access:** Ways in which educational institutions and policies ensure—or at least strive to ensure—that students have equal and equitable opportunities to take full advantage of their education. (Glossary of Education Reform)
- **Anti-racism:** “Anti-Racism is the practice of actively identifying and opposing racism. The goal of anti-racism is to actively change policies, behaviors, and beliefs that perpetuate racist ideas and actions.” (Boston University)
- **Equity:** “Equity refers to achieving parity in student educational outcomes, regardless of race and ethnicity. It moves beyond issues of access and places success outcomes for Students of Color at center focus.” (USC Center for Urban Education)
- **Equity Mindedness:** “The term “Equity-Mindedness” refers to the perspective or mode of thinking exhibited by practitioners who call attention to patterns of inequity in student outcomes. These practitioners are willing to take personal and institutional responsibility for the success of their students, and critically reassess their own practices. It also requires that practitioners are race-conscious and aware of the social and historical context of exclusionary practices in American Higher Education.” (USC Center for Urban Education)
- **Marginalized:** Marginalized populations are groups and communities that experience discrimination and exclusion (social, political, and economic) because of unequal power relationships across economic, political, social, and cultural dimensions. (National Institute of Health)
- **Partnerships:** STCC formal and informal relationships with school districts, high schools, industries, employers, and institutions of higher education.
- **Socioeconomic Status:** “Socioeconomic status is the position of an individual or group on the socioeconomic scale, which is determined by a combination of social and economic factors such as income, amount and kind of education, type and prestige of occupation, place of residence, and—in some societies or parts of society—ethnic origin or religious background.” (American Psychological Association)
- **Student Ready Institution:** “Rather than focusing on student preparedness (or lack thereof), the focus on what the college can do to prepare for their entering students. What must change in an institution’s policies, practices, and culture in order to be truly student-ready.” (AACU)
- **Student Success:** Success consists not just of good grades and steady progress toward graduation, but a holistic sense of fulfillment. (Education Advisory Board)  
  
According to the Massachusetts Board of Higher Education, student success is viewed in the lens of: On-time credit completion, timely completion of gateway course in math and English, first-year retention, comprehensive success of first-time and transfer students, and the community college six year comprehensive student success rate. (Mass.edu)
- **Sustainable:** Maintained at length without interruption or weakening.
- **Technical:** A technical degree is a certification acquired after studying a course that teaches certain education courses based on an occupational skill set. A technical program is made to prepare students who know what they want to do professionally and want to start working immediately.

# Strategic Planning Task Force

- Dr. Shai Butler** *Co-Chair, Strategic Planning Task Force  
Vice President of Advancement & External Affairs*
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Professor of Office Information Technology*
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- Dan Surdyka** *Task Force Communications Lead  
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- Andrea Nathanson** *Vice President of Administration/CFO*
- Eugene Noble** *Interim Director of Institutional Research*
- Kim Noel** *Library Circulation Manager & AFSCME Steward*
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