

## Mount Wachusett Community College

*Mount Wachusett Community College (MWCC) unites education, technology, enterprise and community service to advance lifelong learning, develop human potential and stimulate economic vitality in a changing world. The College offers over 50 associate's degree and certificate programs, adult basic education/GED programs, training for business and industry, and non-credit community service programs.*

### COLLABORATIONS

- In 2007, the College created a significant public/private partnership with Heywood Hospital, UMass Lowell, and Nypro Industries in the design of a regional program that provides an educational PK-16 pipeline for traditionally under-represented populations to enter into Science, Technology, Engineering and Math (STEM) fields. The MWCC led partnership was awarded a federal Upward Bound Math and Science Program grant to support its efforts. This UBMS award is one of only three conferred in Massachusetts and the only one awarded to a community college led program—testament to the strength of the collaboration between the partners and the quality and feasibility of the program design and approach. This program provides eligible students with innovative math and science experiences and intensive academic and college preparatory support. It culminates in an engaging summer residential experience at Franklin Pierce University. The first cohort of 50 students was recruited from grade 9 at Gardner, Athol and Murdock High Schools in the fall 2007.
- MWCC was awarded \$300,000 over three years by the Gates Foundation, Carnegie Corporation, Ford Foundation, and Kellogg Foundation to replicate a high school drop-out intervention program model developed by Portland Community College in Oregon. MWCC's Gateway to College program provides high school dropouts with a chance to earn their diploma and associate's degree and/or certificate simultaneously. A total of 114 students, who dropped out of Massachusetts high schools, are currently enrolled in the Gateway program. Three students have already earned their diplomas, along with an average of 28 college credits. Gateway student retention is over 80% from the initial foundation semester to the comprehensive campus semester, and the average student GPA is 2.59. Over 300 students are projected to be enrolled by the fall 2009 semester.
- Community Scholars, with its focus on regional graduating high school seniors, substantively enhances the College's commitment to community building and civic engagement. Designed to create a pipeline of trained young professionals to work for the myriad nonprofits in the region, Community Scholars focuses on drawing more high school graduates into nonprofit work. This program provides the following incentives: free tuition and fees opportunity to learn and earn

an associate's degree from Mount Wachusett Community College with a specialized programming track in nonprofit work; guaranteed employment/internships at a competitive wage of \$10/hour for up to 1,000 hours of community service over a two-year period at a community organization while pursuing degree; \$1,000 Education Award toward a bachelor's degree at any four-year college; and leadership training and development through a summer bridge program. Partnering with the College to afford community scholar internship opportunities were the following nonprofit partners: MOC

### Program of DISTINCTION

*Mount Wachusett Community College was recognized by the College Board at its 2007 Annual Conference for its innovative efforts to build and sustain **data support systems and infrastructure** that support institutional transformation to a culture of evidence, where robust and comprehensive data analysis drives institutional planning and quality improvement. For the last four years, the Mount has been actively engaged in creating a data mart infrastructure and reporting intelligence capacity that decentralizes access to data/information across the College community for use in planning, student tracking and intervention, and assessment of institutional effectiveness. The College has constructed a multilayered Oracle infrastructure that supports transactional and frozen data analytics through the use of the Oracle BI Discoverer Plus reporting tool. The system is fully operational and accessible to over 60 trained end users.*

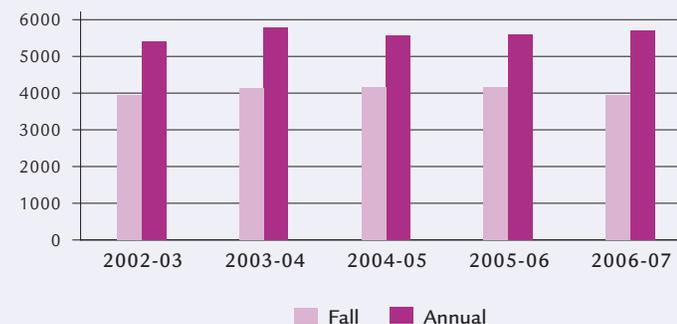
Head Start, Institute for Nonprofit Development, Cleghorn Neighborhood Center, North Central Charter Essential School, YES, Inc., The Village School, Trustees of Reservations, House of Peace and Education, Greater Gardner Chamber of Commerce, North Central Massachusetts Chamber of Commerce, MOC Pro-Health, CHC Family Health Center and Dental Program.

- Summer UP offered 150 middle and high school youth employment opportunities during a seven week program this past summer. Participating youth supervised recreational programs for children in high-risk neighborhoods in Fitchburg, Gardner, Leominster, and Winchendon. In partnership with local law enforcement, MWCC's GEAR UP program, and local community and educational institutions, Summer Up offered a chance for over 370 elementary students from these low-income neighborhoods to take part in safe recreational programs while providing students a free, healthy meal. Seventy-one percent of the middle and high school students reported a decrease in risk-taking behaviors this summer due to the program, and fifty-four percent reported feeling like they made an impact in their community.

## I. ACCESS TO PUBLIC HIGHER EDUCATION IN MASSACHUSETTS

Access Indicators*	
<b>FALL ENROLLMENT</b>	
Fall 2006 Headcount:	3,937
Fall 2006 FTE:	2,399
<i>Results: Over the last three years, fall headcount enrollment has decreased 5.5%, and fall FTE enrollment has decreased 4.3%.</i>	
<b>ANNUAL ENROLLMENT</b>	
FY2007 Headcount:	5,710
FY2007 FTE:	2,522
<i>Results: Over the last three years, annual headcount enrollment has increased 2.5%, and annual FTE enrollment has increased 5.0%.</i>	
<b>MINORITY ENROLLMENT</b>	
Minority Enrollment Percentage in Fall 2006:	17.5%
<i>Results: Comparable to the institution's primary draw region's minority representation of 17.3%.</i>	

Fall and Annual Headcount Enrollment



## II: AFFORDABILITY OF MASSACHUSETTS COMMUNITY COLLEGES

Affordability Indicators*	
<b>% OF MEDIAN FAMILY INCOME</b>	
Tuition and fees as a percent of median family income in FY2007:	5.5%
<i>Results: Comparable to the Northeast regional average of 4.9%.</i>	

Tuition and Fees as a Percent of Median Income

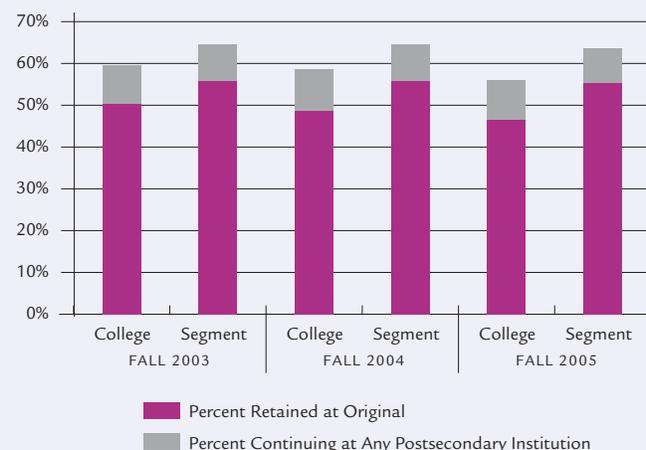
	FY2003	FY2004	FY2005	FY2006	FY2007
Tuition and fees	\$3,410	\$4,010	\$4,010	\$3,970	\$4,120
State median family income (SMFI)	\$66,922	\$67,527	\$68,701	\$71,655	\$74,463
Tuition and fees as % of SMFI	5.1%	5.9%	5.8%	5.5%	5.5%
Segment avg. tuition and fees as % of SMFI	4.2%	4.8%	4.9%	4.9%	4.7%
Northeast avg. tuition and fees as % of SMFI			4.8%	4.8%	4.9%

\* See Technical Guide (pages 109–110) for indicator methodology and details.

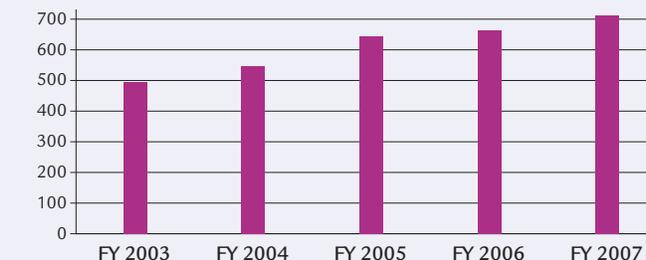
III: STUDENT SUCCESS AND ACADEMIC QUALITY

Success and Quality Indicators*	
<b>FALL COHORT FIRST-YEAR PERSISTENCE</b>	
Retained at original institution:	46.5%
Continuing at any institution:	55.9%
<i>Results: Persistence at original institution has declined 3.9% over the last three years and is below the segmental average of 55.3%.</i>	
<b>FALL-TO-SPRING RETENTION</b>	
2006–2007 Fall-to-Spring Retention Rate:	86.1%
<i>Results: Fall-to-spring retention has declined 2.0% over the last three years.</i>	
<b>COURSE COMPLETION</b>	
FY2007 Credit Course Completion Rate:	83.1%
<i>Results: Above the Board of Higher Education’s target rate of 75%.</i>	
<b>DEGREES CONFERRED</b>	
Total Degrees Conferred in FY2007:	713
<i>Results: Average degrees conferred per year over the last three years: 674.</i>	
<b>NURSING EXAM PASS RATE</b>	
2006 Pass Rate for First-Time Test-Takers on the National Nursing Licensure Examination:	94.6%
<i>Results: Above the Board of Higher Education’s target pass rate of 85%.</i>	
<b>WORKFORCE DEVELOPMENT</b>	
FY2007 Annual Enrollment in Workforce Development Courses:	6,270
<i>Results: Average annual enrollment in workforce development courses per year over the last three years: 5,323.</i>	

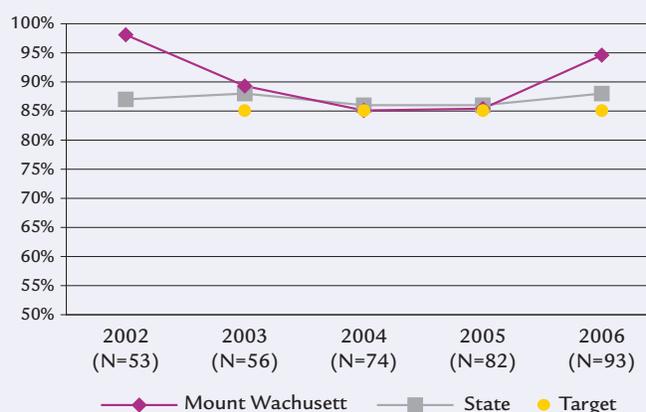
First-Year Persistence Rate (Fall-to-Fall)



Degrees Conferred



Nursing Exam Pass Rate (Associate’s Level)



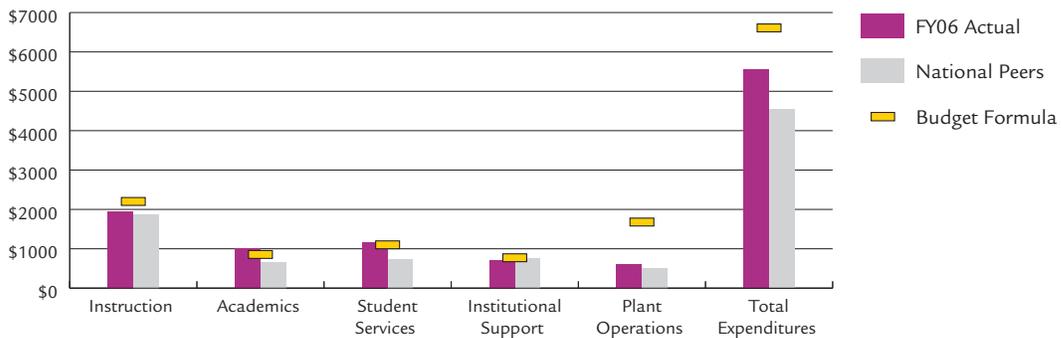
\* See Technical Guide (pages 109–110) for indicator methodology and details.

**IV: EFFECTIVE AND EFFICIENT USE OF RESOURCES**

Efficiency and Innovation *	Compliance *
<p><b>EFFECTIVE PROJECTS AND INITIATIVES</b></p> <p>Collaborated with Fitchburg State College, Quinsigamond Community College, and Worcester State College to execute a joint contract for \$400,000 to fund a “house doctor” architectural services and a contract for joint banking services, saving \$24,000.</p> <p>Undertook significant investment in infrastructure repairs and restoration.</p> <p>Raised \$889,357 through private fundraising.</p>	<p><b>ANNUAL INDEPENDENT AUDIT</b></p> <p><i>No material weaknesses based on annual external independent audit:</i></p> <p>2007</p> <p>2006</p> <p>2005</p> <p>2004</p> <p>2003</p>

**Resource Allocation \***

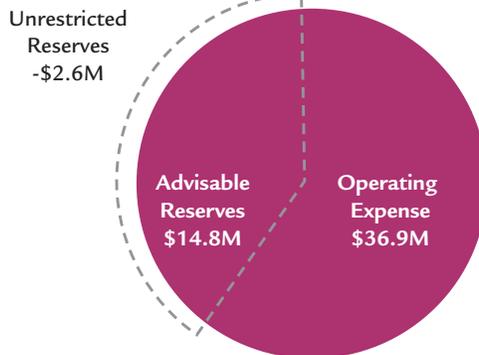
**EXPENDITURES PER STUDENT—ACTUAL, BUDGET FORMULA & NATIONAL PEERS**



**Financial Health Indicator \***

**PRIMARY RESERVE RATIO**

$$\frac{\text{Unrestricted Reserves } -\$2,562,754}{\text{Total Operating Expenses } \$36,896,912} = -6.9\%$$



\* See Technical Guide (pages 109–110) for indicator methodology and details.