



Student Achievement

Promote student learning and achievement through effective teaching, a supportive learning environment, data-based enrollment management strategies, and activities to encourage student engagement and responsibility.

Instructional Programs

Develop and implement new academic and continuing education programs to meet the postsecondary education and workforce development needs of Carroll County.

Technology

Make optimal use of technology to promote student learning and increase the efficiency and effectiveness of college operations.

Assessment/Improvement

Continuously assess the effectiveness of the college's programs and services, use the findings to improve, and share the results as appropriate to provide accountability to stakeholders.

Facilities Enhancement

Identify facilities enhancements as appropriate to support student access and success.

Foundation and Institutional Advancement

Explore new funding sources to support new programs, workforce development, and technology initiatives.

STRATEGIC PLAN FY2012

**FY2012 STRATEGIC INITIATIVES
TO ADVANCE COMPASS PRIORITIES**

AREA TASKS AND INTENDED OUTCOMES

**ADOPTED BY THE
PLANNING ADVISORY COUNCIL
SEPTEMBER 19, 2011**

Carroll Community College

STRATEGIC PLAN FOR FY2012

Adopted by the Planning Advisory Council September 19, 2011

Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
<p>COMPASS PRIORITY I: STUDENT ACHIEVEMENT <i>Promote student learning and achievement through effective teaching, a supportive learning environment, data-based enrollment management strategies, and activities to encourage student engagement and responsibility.</i></p>					
<p>I-1— Assess the 2010 retention intervention system to further enhance student achievement and completion with the goal of increasing the number of Carroll graduates by 25 percent by 2020. College Goals: Student Learning and Achievement (III) Initiative Coordinator: Michael Kiphart</p>					
I-1-ASA-a	Using the data reporting structures associated with the Retention Alert system, when fully available, create a persistence tracking system to monitor the results of Retention Alert interventions.	Develop baseline data from the Retention Alert system and establish appropriate benchmarks.	M. Kiphart	June 2012	
I-1-ADM-a	Provide database support to assist with the assessment of the current retention intervention system. Review and develop technology plans to address any requested enhancements	Success will be measured by developing and implementing requested enhancements to Retention Alert module.	P. Davis	June 2012	
<p>I-2— The Student Persistence and Achievement Committee will develop action plans and benchmarks by December 2011 to augment student achievement and completion. College Goal: Student Learning and Achievement (III) Initiative Coordinator: Michael Kiphart</p>					

I-2-ASA-a	Implement the Student Persistence and Achievement Committee's recommendations for action and benchmarks as cited in the Academic plan under Objective III-C.	Increase student retention benchmark rate by 10%; increase graduation benchmark rate by 20%.	Deans	June2012	
I-2-ADM-a	Work with the Student Persistence and Achievement Committee to provide database support to maximize access to data utilizing the Operational Data Store and Business Objects for reporting and analytical purposes.	Accurate, timely, and easily acquired data made available; data extracts and reports provided to requesting committee(s) or individuals.	P. Davis	June 2012	
I-3— Develop a unified systems approach to instructional development, advising, and marketing for credit and noncredit career and professional development programs.					
College Goal: Student Learning and Achievement (III), Career Development (V)					
Initiative Coordinators: J. Ball, K. Merkle					
I-3-ASA-a	Identify and develop at least two credit programs to be included in the unified systems approach in conjunction with CET offerings.	Credit programs selected and publicized for Fall 2012.	J. Ball Deans	June 2012	
I-3-CET-a	Identify and develop two CET career training programs to be included and fully developed within the unified systems approach.	Training programs selected and credit/CET options identified and publicized for fall 2012.	K. Merkle R. Ward K. Menasche	June 2012	
1-3-ASA-b	Collaborate with the CET area to develop integrated advising and information processes to assist students exploring education and training options	Meet with student CET staff to develop processes	Ball Kiphart Edwards Corcoran	June 2012	
I-3-CET-b	Collaborate with the academic/student affairs area to develop integrated advising and information processes to assist students exploring education and training options	Meet with student affairs staff to develop processes	R. Ward S. Long K. Menasche	June 2012	
I-3-CET-c	Collaborate with PMA and the Academic areas on a marketing plan for selected career areas.	Marketing materials prepared for Fall 2012 program offerings	K. Merkle R. Ward K. Menasche C. Campitelli	June 2012	

I-3-CET-d	Work with Student Affairs to promote entry level workforce training programs and adult education to individuals whose test scores do not qualify them for entrance into academic programs.	Send CET certificate information to individuals who did not enroll in academic coursework	K. Merkle R. Ward S. Long	Dec. 2011	
I-3-PMA-a	Develop a brochure for Health Information Technology marketing both credit and CET offerings in one publication; this will serve as a prototype for integrated credit-CET marketing in selected career areas.	HIT brochure printed and distribution plan established.	E. Swengler	Oct. 2011	
I-3-PMA-b	Develop new web content to support integrated credit-CET program marketing in selected career areas.	New HIT web content displaying credit and CET options posted.	M.A. Davis	Nov. 2011	
I-3-PRE-a	Distribute press releases and write features informing the community about these integrated credit-CET career paths and options.	Releases or features published in local media.	S. Blair	June 2012	

<p>COMPASS PRIORITY II: INSTRUCTIONAL PROGRAMS <i>Develop and implement new academic and continuing education programs to meet the postsecondary education and workforce development needs of Carroll County.</i></p>					
<p>II-1— Meet 2012 statewide goals for the “Skills2Compete” and national degree completion agenda. College Goals: Student Learning and Achievement (III), Career Development (V) Initiative Coordinators: R. Brown, S. Geppi, M. Kiphart, K. Menasche, R. Ward</p>					
Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
II-1-ASA-a	Implement activities of the Academic Plan under Objective 1.A.	As indicated in the Academic Plan.	ASA staff	June 2012	
II-1-CET-a	Achieve a 20% increase over FY09 workforce enrollments to meet the Skills2Compete goal.	Achieve increase of 1,784 enrollments over FY09	K. Menasche R. Ward S. Long	June 2012	

II-1-CET-b	Expand business outreach to deliver training and services to the County's targeted industry sectors of high tech manufacturing, agriculture, bioscience, information technology, professional and business services and research and development.	Provide services or training to 10 new business clients.	K. Menasche BTG	June 2012	
II-1-CET-c	Align outreach and marketing efforts to promote the training programs leading to a Continuing Education Certificate, and the career areas with credit and non-credit options.	Revise web pages and print materials to highlight CET certificates and career pathways and options	R. Ward K. Menasche C. Campitelli	June 2012	
II-1-PMA-a	Develop print and electronic publications, advertising, collateral and web content to market "Skills2Compete" programs and the "Commit to Complete" initiative.	Materials produced, posted, and distributed.	E. Swengler	June 2012	
II-1-PMA-b	Assess effectiveness of <i>Get Committed</i> campaign by determining retention, progress toward degree, and degree completion of program participants.	Participant cohorts established in cooperation with Student Affairs; cohorts followed term-to-term and reports produced.	J. Nickels	June 2012	

II-2— Research the need and feasibility of expanding instructional programs in agriculture, environmental studies, geographic information systems, electronic technology, aging studies, and digital fine arts.					
College Goal: Career Development (V), County Business Development (VI)					
Initiative Coordinators: R. Brown, S. Geppi, A. Davis, S. Gore, M. Stovall, K. Menasche, R. Ward					
Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
II-2-ASA-a	In conjunction with Institutional Research, conduct feasibility studies for each proposed program area.	Studies completed.	A. Davis, M. O'Neal R. Brown S. Reid S. Gore M. Stoval	June 2012	

II-2-CET-a	Research need for entrepreneurial, career and continuing professional education offerings in agriculture and agribusiness.	Research completed and next steps identified for FY2013.	K. Merkle K. Menasche	June 2012	
II-2-CET-b	Expand course offerings in allied health and other high demand occupations	Increase course offerings and enrollments.	R. Ward L. Trostle	June 2012	
II-2-CET-c	Explore new models of lifelong learning course delivery.	Determine need for new model; plan for FY2013 implementation.	S. Long	June 2012	
II-2-PMA-a	As part of the environmental scan in preparation of developing the next <i>Compass</i> strategic plan, analyze regional occupational demand data to identify “middle skills” training needs.	Regional occupational demand forecasts analyzed and disseminated to campus planners.	C. Clagett	March 2012	

COMPASS PRIORITY III: TECHNOLOGY

Make optimal use of technology to promote student learning and increase the efficiency and effectiveness of college operations.

III-1—Implement the Faculty Productivity Tracking System and Adjunct Contract Approval System using the HR and Faculty modules in Colleague.

College Goal: Effective Resource Use (XI)

Initiative Coordinator: R. Brown, B. Leimbach, N. Schoppert

Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
III-1-ASA-a	Work with ASA staff to enter faculty contracts into the system prior to the start of each semester.	Prior to the start of each semester, 95% of contracts will have been entered into the system.	Deans	Oct. 2011	
III-1-ASA-b	Develop procedures and train staff so that, to the extent possible, ASA can generate the “Cost of Instruction Report” each semester directly from the Colleague system.	80% of the data needed for the Cost of Instruction Report will have been generated via automated process.	R. Brown B. Leimbach N. Schoppert	Oct. 2011	

III-1-ADM-a	Analyze and implement Assignment Contracts feature in Colleague. Work with Student and Academic Affairs and Payroll staff to coordinate the project and provide the necessary training and support throughout the project.	Following testing, feature implemented for majority of faculty contracts in live system for Fall 2011 semester.	B. Leimbach	Oct. 2011	
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III-2—Improve the data management and reporting environment to ensure success in business intelligence endeavors.					
College Goal: Effective Resource Use (XI)					
Initiative Coordinator: Patti Davis					
Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
III-2-ADM-a	Coordinate the development of the college's Business Intelligence (BI) vision, strategy, and roadmap and establish and implement a BI and data governance structure by working with ASR Analytics consulting group and the college community.	Success will be measured by developing and implementing a BI vision and roadmap including development of an active data governance committee.	P. Davis	June 2012	
III-2-CET-a	Participate in collegewide work groups to implement the business intelligence plan and migrate essential CET reports to that platform.	Use business objects to create CET reports	S. Long P. Hobbs	June 2012	
III-2-PMA-a	Participate in the data governance committee to unify data definitions, meta-data coding definitions, queries, and reports for college-wide use; field test reports to insure reliability and accuracy.	Contributed to committee deliberations; reports tested to insure reliability and accuracy.	J. Nickels	June 2012	

COMPASS PRIORITY IV: ASSESSMENT/IMPROVEMENT*Continuously assess the effectiveness of the college's programs and services, use the findings to improve, and share the results as appropriate to provide accountability to stakeholders.***IV-1— The credit instructional area will assess and restructure processes and communications methods for implementing and sharing results of instructional quality initiatives.**

College Goals: Student Learning and Achievement (III), Employee Development (X)

Initiative Coordinator: Jim Ball

Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
IV-1-ASA-a	In association with the Mission and Institutional Goals review process, the academic area will develop a new dashboard of institutional effectiveness indicators relating to learning and student performance. This dashboard will be used to assist the college in communicating results of instructional quality initiatives, including results of program reviews and other instructional assessment initiatives.	New learning performance dashboard will be developed.	J. Ball R. Brown S. Geppi J. Ohlemacher	June 2012	

IV-2— The committee appointed by the President will recommend, and the President and Board will approve, revisions to the college's Mission Statement and Institutional Goals.

College Goals: All

Initiative Coordinators: C. Clagett, J. Ohlemacher

Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
IV-2-PMA-a	Co-chair the Mission and Institutional Goals Committee, leading to recommendations for revisions for presentation to the Planning Advisory Council on November 21, 2011.	Recommendations presented to the Planning Advisory Council November 21, 2011.	C. Clagett J. Ohlemacher	Nov. 2011	

IV-2-PMA-b	Widely share the revised Mission Statement and Institutional Goals, after approval by the President and Board of Trustees, to ensure the college community is well informed.	College employees, students, and stakeholders demonstrate knowledge of the college's mission and mission-based goals.	C. Clagett E. Swengler	March 2012	
IV-2-PMA-c	Update catalog, other publications, and website to reflect new Mission Statement and Institutional Goals.	All materials produced after adoption will include revised Mission and Goals.	E. Swengler	June 2012	
IV-2-PRE-a	Prepare press release, Today newsletter article, and possible feature publicizing the revised college Mission.	Media coverage of revised Mission and Institutional Goals.	S. Blair	June 2012	

IV-3— Review and revise, as necessary, the college's Institutional Effectiveness Assessment Measures to ensure that they effectively assess accomplishment of the college's Mission and Institutional Goals.					
College Goals: All					
Initiative Coordinators: C. Clagett, J. Ohlemacher					
Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
IV-3-ASA-a	See task IV-1-ASA-a above				
IV-3-CET-a	Review the IE measures related to CET and recommend revisions based on their relevancy and effectiveness in measuring CET accomplishment toward achieving college mission and goals.	Provide recommendations for revisions.	K. Merkle	Dec. 2011	
IV-3-PMA-a	Lead a process to revise the college's Institutional Effectiveness Assessment Measures so they effectively assess accomplishment of the college's revised Mission and Institutional Goals, and secure endorsement of the Planning Advisory Council and approval of the President and Board of Trustees for the new measures.	Revised measures endorsed by the Planning Advisory Council by February 20, 2012, and approved by the President and Board of Trustees by March 21, 2012.	C. Clagett J. Ohlemacher	March 2012	

IV-3-PMA-b	Share the revised Institutional Effectiveness Assessment Measures with the college community, and ensure data collection processes are in place to support first reporting of new measures in December 2012.	Unit managers at all levels understand the new measures, and data collection and analysis procedures in place.	C. Clagett J. Ohlemacher J. Nickels	June 2012	
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IV-4— Complete analytical studies of student course performance, persistence, and degree progress, to support development and implementation of effective retention strategies leading to increased rates of program completion.

College Goals: Student Learning and Achievement (III)

Initiative Coordinator: Janet Nickels

Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
IV-4-CET-a	Expand professional development opportunities in learning outcomes assessment for adjunct faculty	Increased proficiency in implementing learning assessments in identified training programs	K. Menasche R. Ward	June 2012	
IV-4-CET-b	Implement tracking systems that support the CET Certificate Completers Initiative.	CE Certificate completion posted on CE Record, and annual certificate completer data available.	S. Long P. Hobbs	Oct. 2011	
IV-4-PMA-a	Complete longitudinal studies of student achievement in developmental courses and student success in transitioning to college-level courses.	Analysis completed and report published for the 2006 degree progress cohort, with comparisons to 2004 and 2005 cohorts.	J. Nickels	Dec. 2011	
IV-4-PMA-b	Using the Maryland Model of Degree Progress, examine student outcomes as they relate to developmental status and within the context of national student achievement studies.	Published report and "Datashare" sessions held with appropriate stakeholders.	J. Nickels	June 2012	
IV-4-PMA-c	Extend the Maryland Model of Degree Progress analysis to six and eight years after college entry for at least two additional cohorts.	Six-year and eight-year analyses completed for two additional cohorts.	J. Nickels	June 2012	

IV-4-PMA-d	Using entering student cohorts, examine student progress, persistence and retention two years after entry with particular emphasis on students placed in developmental courses.	Written reports published, results presented to SPAC, and “Datashare” sessions held with appropriate stakeholders.	J. Nickels	June 2012	
IV-4-PMA-e	Complete analysis of student progression through developmental math courses and success in college-level math using course-based cohorts.	Written reports published, results shared with math faculty.	J. Nickels	Dec. 2011	
IV-4-PMA-f	Complete a comprehensive analysis of student performance in developmental and college-level math courses.	Written reports published, results shared with math faculty.	J. Nickels	Dec. 2011	

COMPASS PRIORITY V: FACILITIES ENHANCEMENT

Identify additional facilities enhancements as appropriate to support student access and success.

[no new initiatives in FY2012]

COMPASS PRIORITY VI: FOUNDATION AND INSTITUTIONAL ADVANCEMENT

Explore new funding sources to support new programs, workforce development, and technology initiatives.

VI-1— Disseminate information about the President’s Society to a wider audience to enhance its membership.

College Goal: Effective Resource Use (XI)

Initiative Coordinator: Steve Wantz

Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
VI-1-ASA-a	In collaboration with the Executive Director of the Carroll Community College Educational Foundation, develop a “Friends of Carroll Opera” funding strategy to support Carroll’s Summer Opera Program.	Friend of Carroll Opera strategies developed and fundraising underway.	J. Ball S. Wantz S. Geppi S. Gore E. Wirth	June 2012	

VI-1-DEV-a	Develop strategies to cultivate and solicit support of the President's Society to multiple constituency groups.	Qualify prospects for this affluent giving society.	S. Wantz	Oct. 2011	
VI-1-DEV-b	Work with the President and the Foundation Board to solicit prospects and dramatically increase the number of donors in this society.	Increased donor base and giving in this society.	S. Wantz	June 2012	
VI-1-PMA-a	Develop marketing materials, including web pages and digital signs, to promote contributions to the President's Society.	Materials produced and in use by target dates established by the Foundation Office.	E. Swengler	June 2012	
VI-1-PRE-a	Prepare press release, Today newsletter article, and possible feature publicizing the President's Society.	Media coverage of President's Society.	S. Blair	June 2012	

VI-2— Develop and implement a plan to sell 250 bricks during the Commemorative Brick Campaign by May 2012.

College Goal: Effective Resource Use (XI)

Initiative Coordinator: Steve Wantz

Task Number	Task Statement	Intended Outcome/ Success Indicator	Person(s) Responsible	Target Date	Results
VI-2-DEV-a	Identify various constituencies to promote the engraved brick campaign.	Build broad base of appeal for campaign.	S. Wantz	Sept. 2011	
VI-2-DEV-b	Develop multiple fulfillment processes through which to promote the brick campaign.	Create a wide variety of ways for people to simplify the fulfillment process and encourage sales of bricks.	S. Wantz	May 2012	
VI-2-DEV-c	Develop an ongoing sales plan throughout the year reaching a broad audience of prospects through a wide variety of solicitations.	Sell 250 or more bricks in year 1.	S. Wantz	May 2012	
VI-2-PMA-a	Develop marketing materials, including web pages and digital signs, to promote purchases of Commemorative Bricks during FY2012.	Materials produced and in use by target dates established by the Foundation Office.	E. Swengler	May 2012	

VI-2-PRE-a	Prepare press release, Today newsletter article, and possible feature publicizing the Commemorative Brick Campaign.	Media coverage of the Commemorative Brick Campaign.	S. Blair	June 2012	
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- Notes:
1. Area tasks are listed once even though they may support more than one Strategic Initiative.
 2. The President's Annual Strategic Initiatives are updated each year. *Compass* Priorities will remain through FY2012.
 3. Area annual operational plans include area and unit-specific goals in addition to the tasks supporting the President's Annual Strategic Initiatives included above.

Abbreviations

ASA	Academic and Student Affairs	DEV	Institutional Advancement and College Foundation
ADM	Administrative Services	PMA	Planning, Marketing, and Assessment
CET	Continuing Education and Training	PRE	President's Office

FY2012 Strategic Plan adopted by the Planning Advisory Council and approved by the President September 19, 2011.
FY2012 Annual Strategic Initiatives announced by the President to the college community May 24, 2011.
***Compass: Charting the Course to FY2012* multi-year Strategic Plan approved by the President September 19, 2005.**