

# Carroll Community College STRATEGIC INITIATIVES FOR FY2016

**Advancing the priorities in *Compass 2020***

No.	Initiative Title	FY2016 Strategic Initiatives
<b>I. Student Achievement</b>		
I-1	Program Completion	Analyze correlates of success and adopt best practices to support student degree, program, and credential completion.
I-2	Areas of Study, Pathways, and Student Academic Planning	Implement the Areas of Study, Academic Pathways, and Student Planning initiative to promote recruitment and retention.
I-3	Developmental Education Redesign	Complete the restructuring of Developmental Education and assess its impact on student outcomes and program completion.
<b>II. Enrollment Development</b>		
II-1	Five-year Academic and CET Instructional Programming Plan	Identify current programs for enhanced development, and new instructional programs to launch over the next five years.
II-2	Course Delivery and Scheduling to Accommodate Adult Learners	Enhance course delivery and scheduling to increase opportunities for adult learners and promote operational efficiencies.
II-3	Cyber Security Program	Implement the credit Cyber Security program and build multiple on-ramps for students with earned industry certifications.
II-4	Credit for Prior Learning	Attract students, and advance their degree progress, through credit for prior learning including earned industry credentials.
II-5	Strategic Marketing Plan	Strengthen marketing to attract and retain students, and promote new academic and Continuing Education programs.
<b>III. County Economic Development</b>		
III-1	Business Training and Services	Support economic development through customized training, business consulting services, and community partnerships.
III-2	Career Pathways and Educational Transitions	Design, implement, and assess the effectiveness of career pathways incorporating Adult Education, noncredit career education, and degree-credit programs.
III-3	Apprenticeships, Certificates, and Middle Skills Job Preparation	Enhance non-degree career training program opportunities and market effectively to attract new student populations to campus.
<b>IV: Advancing Excellence</b>		
IV-1	Employee Compensation	Evaluate the college's financial resources and organizational structure to support implementation of a competitive employee compensation and benefits program.
IV-2	Adjunct Faculty Development	Implement a program to enhance the effectiveness of adjunct faculty teaching and organizational engagement.
IV-3	Business Intelligence	Implement business intelligence and data governance to support outcomes assessment and data-based decisionmaking across campus at all levels.
IV-4	Instructional Portfolio and Scheduling Analysis	Assess the college's programs and scheduling, and implement strategies to promote efficiencies and return on investment while enhancing outcomes.
IV-5	Compliance and Re-accreditation	Complete the college's Periodic Review Report to Middle States and ensure compliance with all federal and state regulations.
<b>V. Resource Management</b>		
V-1	Five-year Financial Plan	Identify revenue and expenditure implications of enrollment assumptions and departmental and program plans, and prepare a five-year strategic financial plan through June 30, 2020.
V-2	Workforce Planning	Analyze staffing and anticipated retirements across all functions, in response to enrollment and revenue assumptions and Compass 2020 strategic priorities.
V-3	Technology Master Plan	Update the college's Technology Master Plan through June 30, 2020.
V-4	Fundraising	Support the Carroll Community College Foundation in attracting and shepherding donors to further contributions to the college.