



 **Student Achievement**

Continuously enhance instructional program quality and effectiveness to increase student achievement, retention, and program completion.

 **Enrollment Development**

Respond to community and student needs through innovation and resourcefulness in instructional programming, course delivery and scheduling, student services, and effective communications.

 **County Economic Development**

Support Carroll County business and workforce development through career and professional education, contract training and consulting services, and partnerships with local businesses and economic development agencies.

 **Advancing Excellence**

Invest in the college's employees, technology, and decision-support systems to further the college's excellence.

 **Resource Management**

Implement resource management strategies to respond to anticipated levels of governmental support and fund the college's priorities.

College Mission

Approved by the Board of Trustees February 15, 2012

Carroll Community College is a public, open admissions, associate-degree-granting college serving Carroll County, Maryland with baccalaureate preparation programs, career education, workforce and business development, and personal and cultural enrichment opportunities. As a vibrant, learner-centered community, the college engages students as active learners, prepares them for an increasingly diverse and changing world, and encourages their lifelong learning.

Mission Goals

Approved by the Board of Trustees February 15, 2012

- Access, Affordability, and Learning Support
- Core Competencies
- Baccalaureate Preparation
- Career Education
- Learning Assessment and Program Review
- County Business Development
- Diversity and Cultural Awareness
- Community Enrichment
- Organizational Culture
- Effective Resource Use

***Compass 2020* : Strategic Priorities through June 30, 2020**

Approved by the President June 3, 2015

- Student Achievement
- Enrollment Development
- County Economic Development
- Advancing Excellence
- Resource Management

President's Annual Strategic Initiatives

Announced by the President June 3, 2015

The president announces the college's strategic initiatives for the next fiscal year in June, following endorsement by the Board of Trustees. The initiatives guide area and office planning for the coming year, and specify the tasks necessary to make progress toward the accomplishment of the priorities in *Compass 2020*. The initiatives and their associated tasks, listed under the appropriate *Compass* priorities, comprise the college's annually-updated Strategic Plan.

Mission Statement

Carroll Community College is a public, open admissions, associate-degree-granting college serving Carroll County, Maryland with baccalaureate preparation programs, career education, workforce and business development, and personal and cultural enrichment opportunities. As a vibrant, learner-centered community, the college engages students as active learners, prepares them for an increasingly diverse and changing world, and encourages their lifelong learning.

The college's mission is expressed in the following goals:

- 1. Provide an affordable center of learning with supportive and caring faculty and staff, appropriate admissions practices, effective learner support services, relevant programs, and a variety of teaching and learning strategies.**
- 2. Provide opportunities for all learners to develop competencies in communications skills, critical thinking, quantitative and scientific reasoning, information and technological literacy, creativity, global awareness, and personal development.**
- 3. Prepare students for completion of the baccalaureate degree through rigorous transfer programs, appropriate advising and support services, and effective articulation agreements.**
- 4. Provide career preparation, job skill enhancement, continuing professional education, and career development services through credit and noncredit programs.**
- 5. Ensure learning through ongoing assessment of student progress and achievement, and evaluation of the effectiveness of instructional programs and support services.**
- 6. Support county business growth by providing training and services directly to businesses, and by partnering with industry, community organizations, Carroll County schools, higher education institutions, and government entities to advance economic and community development.**
- 7. Embrace an increasingly diverse and changing world by encouraging students, faculty, and staff to value diversity, cultivate global awareness, and practice responsible citizenship.**
- 8. Provide cultural and community enrichment through lifelong learning opportunities, creative arts activities, and special events that educate and entertain.**
- 9. Nurture a learning-centered, inclusive, and collaborative organizational culture that fosters personal and professional growth, leadership skills, and the development and implementation of best practices.**
- 10. Employ the college's financial, physical, and technological resources effectively and efficiently to fulfill the college's mission.**

Approved by the Board of Trustees February 15, 2012

Carroll Community College

 **Compass 2020**

College Strategic Priorities for FY2016-FY2020

Adopted June 3, 2015

STUDENT ACHIEVEMENT

- I. Continuously enhance instructional program quality and effectiveness to increase student achievement, retention, and program completion.**

ENROLLMENT DEVELOPMENT

- II. Respond to community and student needs through innovation and resourcefulness in instructional programming, course delivery and scheduling, student services, and effective communications.**

COUNTY ECONOMIC DEVELOPMENT

- III. Support Carroll County business and workforce development through career and professional education, contract training and consulting services, and partnerships with local businesses and economic development agencies.**

ADVANCING EXCELLENCE

- IV. Invest in the college's employees, technology, and decision support systems to further the college's excellence.**

RESOURCE MANAGEMENT

- V. Implement resource management strategies to respond to anticipated levels of governmental support and fund the college's priorities.**

Carroll Community College

STRATEGIC INITIATIVES FOR FY2016

Advancing the priorities in *Compass 2020*

No.	Initiative Title	FY2016 Strategic Initiatives
I. Student Achievement		
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.
II. Enrollment Development		
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.
III. County Economic Development		
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.
IV: Advancing Excellence		
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.
V. Resource Management		
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.

Announced by the President June 3, 2015

Strategic Planning Assessment

<p>Mission</p>	<p>The college's mission statement is affirmed every four years in a report to the Maryland Higher Education Commission. The report is reviewed by the Planning Advisory Council, approved by the president, and submitted by the Board of Trustees as required by state law.</p>
<p>Mission Goals</p>	<p>Current trends in the Institutional Effectiveness Assessment Measures are reviewed by the Planning Advisory Council in February and reported to the Board of Trustees in December. There are multiple measures for each Mission Goal.</p>
<p>Compass Strategic Priorities</p>	<p>The president, executive team, and Planning Advisory Council develop a multi-year plan after completing an environmental scan, SWOT analysis, and review of trends in the Institutional Effectiveness Assessment Measures.</p>
<p>Annual Strategic Initiatives</p>	<p>Strategic Plan Coordinators provide annual progress reports on the accomplishment of the initiatives at the May meeting of the Planning Advisory Council. Vice presidents or their designees provide status reports on each task supporting the initiatives in the college's Strategic Plan at the end of April.</p>