

Strategic Initiatives for FY2017

Advancing the priorities in Compass 2020

No.	Initiative Title	FY2017 Strategic Initiatives	Coordinators
I. STUDENT ACHIEVEMENT — CONTINUOUSLY ENHANCE INSTRUCTIONAL PROGRAM QUALITY AND EFFECTIVENESS TO INCREASE STUDENT ACHIEVEMENT, RETENTION, AND PROGRAM COMPLETION.			
I-1	Program Completion	Analyze correlates of success and adopt best practices to support student degree, program, and credential completion; examine the increasing trend of full-time students converting to part-time and create interventional strategies to reverse this trend.	Janenne Corcoran Chairs Libby Trostle Jean Marriott
I-2	Areas of Study, Pathways, and Academic Planning Milestones	Review alternative practices to determine the most effective way to implement milestone advising.	Kristie Crumley Laurie Shields
I-3	Transitional Mathematics Redesign	Complete the restructuring of Transitional Mathematics and assess its impact on student outcomes and program completion.	Maria Burness
I-4	Academic Services	Continue to assess the success of Academic Services and make process improvements.	Kate Demarest Marsha Nusbaum
II. ENROLLMENT DEVELOPMENT — RESPOND TO COMMUNITY AND STUDENT NEEDS THROUGH INNOVATION AND RESOURCEFULNESS IN INSTRUCTIONAL PROGRAMMING, COURSE DELIVERY AND SCHEDULING, STUDENT SERVICES, AND EFFECTIVE COMMUNICATIONS.			
II-1	Five-year Academic and Continuing Education Instructional Programming Plan	Prepare timeline and implementation plan for new and enhanced instructional programs through FY2020.	Karen Merkle Nancy Perry
II-2	Programs and Course Delivery to Attract Adult Learners	Develop programs, stackable credentials, course delivery and scheduling, and academic preparation options to increase opportunities for adult learners.	Laurie Shields Libby Trostle Steve Berry
II-3	Enrollment Cultivation and Communications Assessment System	Implement a system to track and communicate with prospective credit and continuing education students from initial contact or lead capture through all stages of enrollment, measure the effectiveness of communication strategies, and leverage data to guide collegewide decisionmaking.	Patti Davis Maya Demishkevich Candace Edwards Jean Marriott
II-4	Strategic Marketing Plan	Develop and begin implementation of a multi-year Strategic Marketing Plan.	Maya Demishkevich
III. ECONOMIC AND COMMUNITY DEVELOPMENT — SUPPORT CARROLL COUNTY BUSINESS, WORKFORCE, AND COMMUNITY DEVELOPMENT THROUGH CAREER AND PROFESSIONAL EDUCATION, CUSTOMIZED TRAINING AND CONSULTING SERVICES, PARTNERSHIPS WITH LOCAL BUSINESS ORGANIZATIONS AND ECONOMIC DEVELOPMENT AGENCIES, AND CULTURAL ENRICHMENT OFFERINGS.			
III-1	Business Training, Services and Outreach	Promote economic development through customized training, consulting services, entrepreneurial initiatives and partnerships.	Libby Trostle Sonya Hand
III-2	Community Development and Enrichment	Support community development through topical conferences, personal enrichment offerings, service learning, multicultural activities, and fine and performing arts programming.	Kathy Mayan Heather Diehl Seth Schwartz
IV. ADVANCING EXCELLENCE — INVEST IN THE COLLEGE'S EMPLOYEES, TECHNOLOGY, AND DECISION-SUPPORT SYSTEMS TO FURTHER THE COLLEGE'S EXCELLENCE.			
IV-1	Adjunct Faculty Development	Implement a program to enhance the effectiveness of adjunct faculty teaching and organizational engagement.	Steve Berry Nancy Perry
IV-2	Process Improvement and Business Intelligence	Implement business intelligence and data governance to support efficiency and data-based decisionmaking across campus at all levels.	Vice Presidents
IV-3	Instructional Portfolio and Scheduling Analysis	Continue to assess the college's programs and scheduling, and implement strategies to promote efficiencies and return on investment while enhancing outcomes.	Laurie Shields
IV-4	General Education Review	Implement COMAR changes as approved by MHEC.	General Education Committee Chairs
IV-5	System to Ensure Compliance with Governmental Regulations	Develop a formal system to inventory and monitor compliance requirements and to conduct institutional cross-functional communication and training as required, to meet all mandated federal and state compliance and reporting requirements.	Joel Hoskowitz Janet Nickels
IV. RESOURCE MANAGEMENT — IMPLEMENT RESOURCE MANAGEMENT STRATEGIES TO RESPOND TO ANTICIPATED LEVELS OF GOVERNMENTAL SUPPORT AND FUND THE COLLEGE'S PRIORITIES.			
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, 2021 that includes a competitive employee compensation and benefits program.	Alan Schuman
V-2	Workforce Planning	Analyze staffing and anticipated retirements across all functions, in response to enrollment and revenue assumptions and Compass 2020 strategic priorities.	Donna Marriott
V-3	Technology Master Plan	Update the college's Technology Master Plan through June 30, 2020.	Alan Bogage Patti Davis
V-4	Fundraising	Support the Carroll Community College Foundation in launching a 25th Anniversary major gifts campaign in partnership with the campaign consultants.	Steve Wantz