BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE

May 16, 2018
Board Conversation
Chris T. Matthews Board Room (A201)

In Attendance:

>   **Trustees David F. Bufter, Chair; Myrna R. Whitworth, Vice Chair; Debra S.
>   Borden; Nick Diaz; Tom Lynch; and Dr. John Molesworth. Former Trustee Roger
>   A. Wilson's position is currently vacant. Also in attendance: President Elizabeth
>   Burmaster, Secretary/Treasurer of the Board; Education Liaison Janice Spiegel;
>   Dana McDonald, Vice President (VP) for Fiscal Services/Auxiliaries; Dr. Wayne
>   Barbour, VP for Learning Support; Dr. Tony Hawkins, Provost/Executive Vice
>   President (EVP) for Academic Affairs, Continuing Education, and Workforce
>   Development; Jerry Boyd, Special Assistant (SA) to the President for Institutional
>   Effectiveness; John Wichser, Chief of Operations (COO); Joseph McCormick, Chief
>   Information Officer (CIO); Dr. Kenneth Urban, Interim EVP for Finance and
>   Human Resources; SAT members Dr. Jacob Ashby, Senior Researcher, Academic
>   Affairs; Dr. Brian Stipelman, Associate Vice President (AVP)/Dean of Arts &
>   Sciences; Laura Mears, AVP for Enrollment Services; Elizabeth Duffy, Director of
>   Open Campus and Dual Enrollment; Andrew McClain, Dual Enrollment Specialist;
>   Patricia Meyer, AVP for Continuing Education and Workforce Development; Kim
>   Duncan, Executive Director of Adult Education & Lifelong Learning; Adam Reno,
>   Associate CIO; Chris Sasse, Director of College Safety and Emergency
>   Preparedness; Peter Lee, Business Manager; and Kari Melvin, Recording Secretary.**

Board Chair Bufter opened the meeting at 6:00 p.m.

**President Burmaster introduced the Strategic Advisory Team (SAT) Workgroup
Summaries. The SAT is a volunteer, cross-functional team of workgroups open to all
College employees. Its purpose is to support the implementation of the annual strategic
priorities set by the Board of Trustees.**

**SAT members provided a progress update on each of the 2017-2018 annual strategic
priorities established by the Board of Trustees.**

**Annual Strategic Priority A – Develop a 5-year Academic Master Plan that establishes
Academic Affairs Team goals and priorities, guides program development and review,
integrates facilities management, and identifies future initiatives, was presented by Dr.
Jacob Ashby, and Dr. Brian Stipelman.**

Annual Strategic Priority B – Implement a new Enrollment Services Center in Jefferson Hall which utilizes best practices in delivery of student services to maximize recruitment, access, affordability, and student success was presented by Laura Mears.

Annual Strategic Priority C – Establish career and technical pathways for high school students to FCC certificates and industry credentials that lead to employment was presented by Elizabeth Duffy and Andrew McClain.

Annual Strategic Priority D – Optimize the partnership among Frederick County Workforce Services, WIOA partners, and FCC to create a more efficient local and regional workforce development system was presented by Patricia Meyer and Kim Duncan.

Annual Strategic Priority E – Develop a 5-year College IT Strategic Plan which addresses hardware, software, and infrastructure needs to ensure optimal functionality within resource allocation was presented by Adam Reno.

Annual Strategic Priority F – Develop a comprehensive plan for emergency preparedness, crisis management, and continuity of operations which incorporates the use of best practices and training for all of the College community was presented by Chris Sasse.

Annual Strategic Priority G – Implement a sustainable business model in College auxiliaries which serves student and College needs was presented by Peter Lee.

The SAT Workgroup Summaries are attached hereto and incorporated herein.

The meeting was adjourned at 6:55 p.m.

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Elizabeth Burmaster
Secretary/Treasurer

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Prepared by Kari Melvin
Office of the President
Frederick Community College

Strategic Advisory Team 2017-2018
May 2018 Workgroup A Summary

Chairs	Committee Members
Dr. Alanka Brown, Dr. Brian Stipelman, Dr. Kelly Trigger	Dr. Jacob Ashby, Natasha Cleveland, Dr. Renee Davis, Elizabeth DeRose, Dr. Marc Frankenberry, Jurgen Hilke, Sam Martin, Erin Peterson, Bryan Valko, Jeanni Winston-Muir, Dr. Perry Wood
Senior Leader	
Dr. Tony Hawkins	

Annual Strategic Priority A
Develop a 5-year Academic Master Plan (AMP) that establishes Academic Affairs Team goals and priorities, guides program development and review, integrates facilities management, and identifies future initiatives.

Outcomes	Outcome Leaders	Next Steps
Engaged an open, iterative process to gather input for the AMP. • Hosted four Academic Affairs team meetings (with 125+ participants) • Led four subgroups of 60+ members focused on instruction, academic support, educational effectiveness, and leadership • Shared AMP drafts with IT and Facilities	Dr. Jacob Ashby Dr. Alanka Brown Dr. Brian Stipelman Dr. Kelly Trigger	• Continue to hold open sessions to collect feedback on the effectiveness of the Academic Master Plan • Update the AMP routinely to reflect strategic priorities
Created a five-year AMP consisting of four themes with corresponding goals and objectives that will drive academic planning and budgeting. • Educational Excellence • Academic Support and Infrastructure • Academic Affairs Faculty and Staff Development and Leadership • Modernization and Impact	Dr. Jacob Ashby Dr. Alanka Brown Dr. Brian Stipelman Dr. Kelly Trigger	• Implement annual initiatives that support the Academic Affairs Team with achieving AMP goals and objectives • Link budgetary request to identified initiatives
Created assessment indicators. • Finalized criteria for academic program review, curriculum development, and AMP assessment • Established benchmarks to gauge the FCC student lifecycle and guided pathways progress	Dr. Jacob Ashby	• Track identified benchmarks to measure effectiveness of the Academic Master Plan
Aligned AMP with FCC 2020, the accreditation process, and MD Plan for Post-Secondary Education. • Linked AMP goals of the MD State Plan for Post-Secondary Education: Access, Success, and Innovation	Dr. Jacob Ashby Dr. Alanka Brown Dr. Brian Stipelman Dr. Kelly Trigger	• Continue the Academic Master Plan integration with the Facilities Master Plan and IT Strategic Plan • Ensure future related facilities and IT requests align with the Academic Master Plan

Strategic Advisory Team 2017-2018
May 16, 2018 Workgroup B Summary

Chair: Laura Mears Senior Leader: Dr. Wayne Barbour	Committee Members: Dr. Chad Adero, Ivania Amador, Jane Beatty, Britney Carter, Brenda Dayhoff, Jen Frank, Lisa Freel, Jerry Haynes, Marsha Mason-Sowell, Jenny Moore, Katy Potts, Sarah Radinsky, Brenda Steele, Deirdre Weilminster, Ina Wolf

Annual Strategic Priority "B"		
Implement a new Enrollment Services Center in Jefferson Hall which utilizes best practices in delivery of student services to maximize recruitment, access, affordability, and student success.		
Outcomes	**Outcome Leaders**	**Next Steps**

Maximize the use of SAT workgroup B as a cross-campus think-tank and incorporate feedback from students into the improvement of business processes.
 	
 • Completed SWOT analysis and educated staff through the sharing of data, statistics, graphics, and reports with the purpose of reviewing procedures and operations of enrollment and student services:
     o Admissions
     o Counseling & Advising
     o Registration & Records
     o Financial Aid
     o Finance/Student Accounts
     o ABE/ESL
     o CEWD Registration
     o Testing Center
 	
 • Identified onboarding needs and student services within three specific categories that would improve efficiencies and eliminate handoffs during the enrollment experience:
     o technology
     o student services
     o student behavior
 	
 • Identified best practices recognized as innovative and selected which would be relevant and beneficial to FCC students:
     o Virtual Open House (Fall'17, Summer'18)
     o Virtual Advising (Piloted with cohort)
	Laura Mears	• Expand virtual advising as an option for all students, among multiple staff, and develop a policy and plan for continuous operations
		
		 • Conduct a free 14-day pilot of software for student check-in and tracking for Jefferson Hall, and test functionality and ease of use within current swing space
		
		 • Develop policy and procedures regarding text messaging
		
		 • Develop virtual tours for prospective students and add to the College Website

• Completed a Student Intake Survey with 943 student responses:
    o 58% enrolled for classes online (8% from public computers on campus)
    o 46% of the students visited Jefferson Hall two to four times prior to their first class; (13% never visited Jefferson Hall)
    o 24% stated that they had never visited any of these offices – Admissions, Financial Aid, Counseling & Advising, Welcome Center, or Student Accounts
		• Analyze the results of the Student Intake Survey objectively and determine specific areas for improvement
		• Conduct the Student Intake Survey a second time after Jefferson Hall has been reconfigured, and compare data between the two surveys

Decrease handoffs and bottlenecks by creating an enrollment experience that is efficient and effective for students, parents, families, employees, and guests.
 	
• Reviewed categorization of student onboarding and intake within three distinct areas and implemented plans to decrease handoffs and bottlenecks:
    o Pre-admission activities
    o Intake services to first day
    o Ongoing activities
• Conducted cross-training within:
    o Financial Aid and Student Accounts
    o Registration & Records and Student Accounts
    o Registration & Records and Admissions
    o Counseling & Advising and Admissions
    o Counseling & Advising and Registration & Records
• Assessed functionality of PerfectForms and converted multiple paper forms to PerfectForms, improving both efficiency and processing time
• Identified technology resources needed for onboarding and enrollment of students
	Laura Mears
	Jerry Haynes
	
	Jefferson Hall - Directors:
	Lisa Freel
	Dr. Chad Adero
	Deirdre Weilminster
	Brenda Dayhoff
	Jane Beatty
	Brenda Steele
		• Establish specific questions and answers that represent a basic knowledgebase for admissions, financial aid, registration and records, counseling and advising, and finance/student accounts for use throughout the College to ensure consistency of response and messaging to students
		• Operationalize the use of PerfectForms to improve workflow, communication, and the student experience
		• Confirm the best way to communicate to students about technology resources
		• Pilot orientation for Targeted ESL student population in relation to technology resources

Strengthen the gains within enrollment and student services by providing plans that connect all improvement activities.
 	
• Utilized multiple methods of business process review:
    o Non-Academic Program Review
    o Business Process Mapping
    o Mystery Shopper
    o Focus Group
    o Student Surveys
    o Reports and Institutional Data
	Laura Mears
	Jerry Haynes
		• Further explore ways to solicit and document the voice of students as it relates to enrollment and student services
		• Facilitate longitudinal and continuous improvement of business processes by constructing action plans and taking the goals that emerge from non-academic program review and

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		develop benchmarks for the next program review

Enable students to make informed, cost-effective decisions about their educational path whether via degree, certificate, personal enrichment, credit, and/or continuing education/ workforce development.
 	
• Re-envisioned Jefferson Hall from the perspective of the student with departments represented on multiple floors and services based on themed concept:
    o First Floor - Enrollment Center
    o Second Floor – College and Career Readiness Center
    o Third Floor - Financial Services Center
	Laura Mears
	Jerry Haynes
	
	Jefferson Hall - Directors:
	Lisa Freel
	Dr. Chad Adero
	Deirdre Weilminster
	Brenda Dayhoff
	Jane Beatty
	Brenda Steele
		• Continue streamlining business processes to support the enrollment process and the overall student experience
		• Complete the Jefferson Hall reconfiguration project

Strategic Advisory Team 2017-2018
May 2018 Workgroup C Summary

Chairs	Committee Members
Elizabeth Duffy, Andrew McClain	Chianti Blackmon, Dr. Molly Carlson, Dr. Ken Kerr, Chuck LoSchiavo, Vanessa Lovato, Jennifer Moxley, Cheryl Schnebly, Lauren Standifer, Michelle Tertel
Senior Leader Dr. Tony Hawkins	

Annual Strategic Priority C Establish career and technical pathways for high school students to FCC certificates and industry credentials that lead to employment.		
Outcomes	**Outcome Leaders**	**Next Steps**
Initiated a pilot for the Frederick High School Linking Youth to New Experiences (LYNX) program with three Career Pathways in Fall 2019	Beth Duffy, Andrew McClain, Kathy Koops (FCPS), Michelle Shearer (FCPS)	• Professional development for high school administrators and counselors • Educate parents, students, and community of new Pathways
Identified additional Career Pathways for county-wide offerings	All	• Professional development for high school administrators and counselors
Created marketing materials	Beth Duffy, Andrew McClain, Marketing Department	• Timing of printed materials for distribution and promotion • Website updates to include Career Pathways programs
Garnered Support/Approval from Dr. Alban (FCPS Superintendent)	Beth Duffy, Andrew McClain, Diana Sung (FCPS)	• Update FCC/FCPS MOU to include Career Pathways

Annual Strategic Priority C		
Establish career and technical pathways for high school students to FCC certificates and industry credentials that lead to employment.		
Promoted FCC career programs	All	• Schedule FCC Department Chairs and Program Managers for Frederick High School visits, fall 2018

Strategic Advisory Team 2017-2018
May 2018 Workgroup D Summary

Chairs Kim Duncan, Patricia Meyer	Committee Members Janice Brown, Dr. Renee Davis, Alissa Hart, Alan Imhoff, Angel Marshall, Ann Scholl-Fiedler, Danielle Stoffer, Sarah Cosgrove
Senior Leader	

Annual Strategic Priority D
Optimize the partnership among Frederick County Workforce Services, Workforce Innovation and Opportunity Act (WIOA) partners, and FCC to create a more efficient local and regional workforce development system.

Outcomes	Outcome Leaders	Next Steps
Increase collaboration with Local Workforce Development System to maximize opportunities for students available under the Workforce Innovation and Opportunity Act. • Established a new position at Frederick County Workforce Services (FCWS). The Transition Specialist will provide case management and support co-enrolled students in Adult Education programs who are FCWS customers. Services will include job search, training, and career exploration. • Completed four Workforce Innovation and Opportunity Act (WIOA) Partners training sessions for front-line staff. Outcomes include a universal referral form, WIOA partner reference guides, and a pilot program for tracking, and co-case management for customers being served by multiple partners. • Ensured access to the Maryland Workforce Exchange for Adult Basic Education (ABE) staff. This will better support goal attainment and reduce duplication of services.	Kim Duncan, Angel Marshall	• Continue to work with Frederick County Workforce Services (FCWS) Transition Specialist to develop opportunities for collaboration and processes for referral to support the co-enrollment of Adult Education students in FCWS Title I services.

Annual Strategic Priority D
Optimize the partnership among Frederick County Workforce Services, Workforce Innovation and Opportunity Act (WIOA) partners, and FCC to create a more efficient local and regional workforce development system.

Strengthen the joint activity between FCC and the Frederick County Workforce Services (FCWS) agency that is enabled by our co-location at the Monroe Center: • Implemented initiatives through FCWS and Workforce Development including cohort training for Patient Care Technician and Administrative Assistant. An industrial maintenance program is also in development. These programs allow for on-site services provided in conjunction with program delivery. • Supported Healthcare and IT Fairs that yielded employer and customer engagement. • Added FCWS information to new and existing publications. • Increased information sharing between FCC and FCWS regarding employers, job leads, and co-facilitated networking events. • Added a position of Enrollment Advisor at the Monroe Center to support FCWS customers.	Danielle Stoffer Anne Scholl-Fiedler Janice Brown	• Continue to engage FCWS for program development and opportunities for collaboration.
Participate in the marketing and public relations campaign for the state-wide WorkSmart Initiative. • Supported engagement in state level discussions by the Executive Director, Workforce Training, and the Business Solutions Manager.	Patricia Meyer	• Respond to WorkSmart opportunities as provided via Maryland Community College Association for Continuing Education and Training (MCCACET) and Maryland Department of Commerce.
Develop and implement strategies to increase campus wide awareness of resources and opportunities available under Workforce Innovation and Opportunity Act (WIOA) and Problem solve gaps in services to better meet the needs of students. • Increased collaboration with Counseling & Advising Offices and CEWD. • Increased system access to CEWD staff regarding Individual College Academic Plan (ICAP) and Advising Note. • Increased system access to Counseling & Advising staff to CE Transcripts. • Presented Prior Learning Assessment to CE staff. • Developed a model for a communication forum for front line staff – FCC Program Opportunities Processes (POP)!	Team Effort	• Receive approval to implement the front line staff communication forum.

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Strategic Advisory Team 2017-2018
May 2018 Workgroup E Summary

Chair **Adam Reno** **Senior Leader** **Joseph McCormick**	**Committee Members** Adam Reno, Alanka Brown, Brenda Dayhoff, Brenda Steele, Brian Stipelman, Bryan Valko, Cindy Osbon, Colleen McKnight, Deirdre Weilminster, Dina Yagodich, Doree Lynn Miles, Greg Solberg, Jacob Ashby, James Hatch, Jane Beatty, Jerry Haynes, Jessica Young, John Anzinger, Joseph McCormick, Jurgen Hilke, Kate Kramer-Jefferson, Kathi Groover, Kelly Trigger, Kristi Mills, Laura Mears, Marci Dean, Marie Staley, Mike Marshall, Sandra Marshall, Scott Reece

Annual Strategic Priority E **Develop a 5-year College IT Strategic Plan which addresses hardware, software, and infrastructure needs to ensure optimal functionality within resource allocation.**		
Outcomes	**Outcome Leaders**	**Next Steps**
Develop a 5-year College IT Strategic Plan. • Presented the 5-year IT Strategic Plan to the Board in November 2017 Strategic directions within the plan will remain consistent from year to year	Joseph McCormick Adam Reno	• New action items within strategic directions will be recommended each year by IT, with input from Technology Advisory Committee, and reviewed by Senior Leaders and the Board
Strategic Direction 1 - IT Hardware Upgrades: • Completed academic and administrative computer inventories • Ordered First year lifecycle replacements for academic computers in H, L, A buildings • Completed the classroom audio visual (AV) inventory	Scott Reece Mike Marshall	• Complete the networking/telecommunications inventory • Complete installation of first year lifecycle replacements for academic computers (early summer 18) • Procurement and installation of first year lifecycle replacements for administrative computers (early summer 18) • Develop a plan for replacement of the College telephone system • Review College wireless infrastructure for FY19 upgrade and reconfiguration needs

Annual Strategic Priority E
Develop a 5-year College IT Strategic Plan which addresses hardware, software, and infrastructure needs to ensure optimal functionality within resource allocation.

• Completed network switch infrastructure and battery backup replacement project • Completed fiber optic cable upgrades for the main campus		• Complete audio visual (AV) upgrades in H (Student Center) building in summer 2018
Strategic Direction 2 – Cybersecurity: • Faculty now use their own username/password to login on instructor station computers in many classrooms • Cyber security training is now required for all employees and covers topics ranging from Personally identifiable information to email phishing • Enabled Advanced Threat Protection for email which scans all email attachments for the presence of malware • Put in place 90-day password policies for all IT users • Audited all department files shares • Developed a comprehensive patch management plan for computers • Developed an information security incident response procedures document	Scott Reece Sandra Marshall	• Evaluation of self-service account management system for the College is ongoing – replacement system in FY19 • Develop and implement a plan to secure and upgrade the College wireless infrastructure to include a wireless web portal • Plan and implement a mobile device management solution

Annual Strategic Priority E **Develop a 5-year College IT Strategic Plan which addresses hardware, software, and infrastructure needs to ensure optimal functionality within resource allocation.**		
Strategic Direction 3 – Software Improvements & Additions: • Software approvals now routed through IT • Completed Lumens to PeopleSoft Interface project • Completed the Blackbaud upgrade for Raiser's Edge and Financial Edge • Integrated the TK20 software application with PeopleSoft and Microsoft Active Directory • Completed a Single sign on to access the SchoolDude system • Developed an inventory of all software assets on College computer systems	Adam Reno	• Finalize the software request workflow within our Service Desk application • PeopleSoft Financials 9.2 application upgrade is underway with the configuration of the technical components complete. Functional testing began in March of 2018 • Campus Solutions 9.2 Upgrade – This project will also include a business process assessment for each of the core areas that utilize this application. • Enable wait list functionality in PeopleSoft Campus Solutions • Implement an e-transcript solution for students • Implement the PeopleSoft Notification Framework to allow text notifications to students • Select and implement a visitation management solution
Strategic Direction 4 - Policies and Procedures: • Developed and received Board approval for the PII (Personally Identifiable Information) Policies and Procedures • Developed Information Security Incident Response Procedures • Rewrote and updated the Technology Use Policy and Procedures • Developed a plan for the disposal of old equipment – integrated into the Technology Use Policy	Joseph McCormick Scott Reece	• Standard Operating Procedure documentation is being created by each team within IT • Develop and implement new operational model for Copy Center operations

Annual Strategic Priority E		
Develop a 5-year College IT Strategic Plan which addresses hardware, software, and infrastructure needs to ensure optimal functionality within resource allocation.		

Strategic Direction 5 - Professional Development and User Education:
 	
• IT, EDAT (Employee Development Advisory Team) and CTL (Center for Teaching and Learning), working in partnership, utilized the data from a College IT needs assessment survey to develop targeted training programs and workshops. Focus areas included:
    o Office 365,
    o Cybersecurity
    o Personally Identifiable Information awareness
    o PeopleSoft budget reporting
    o Perceptive Content
    o PerfectForms
• Conducted 26 training classes during the Fall of 2017 and 27 during the Spring of 2018
• Conducted the first required IT-PII training during the fall of 2017 - 405 full-time employees completed
	Adam Reno
	Sandra Marshall
		• Replace IT security training tool
		• Support ongoing IT training http://calendar.frederick.edu/site/employee/

Strategic Direction 6 - Disaster Recovery: • Completed the Continuity Of Operations Plan (COOP) documents for IT • Completed the Information Security Incident Response Procedures (presented to BOT in April) • Replaced battery backup in all data closets	Scott Reece Joseph McCormick	• Develop a disaster recovery plan that incorporates COOP information and Information Security Incident Response Procedures • Research the feasibility of installing a redundant internet circuit • Develop hot/cold site plan for select services and servers

Annual Strategic Priority E		
Develop a 5-year College IT Strategic Plan which addresses hardware, software, and infrastructure needs to ensure optimal functionality within resource allocation.		
• Replaced battery backup for phone system • Setup secondary server backups with Microsoft Azure • Setup PeopleSoft secondary backup with Microsoft Azure • Added Redundant phone line card to phone system		
Strategic Direction 7 - IT Strategic Plan & Facilities Master Plan: • Developed an Audio/Video classroom technology lifecycle and completed the initial alignment with the Facilities Master Plan	Bryan Valko	• Incorporation of new Academic Master Plan • Jefferson Hall reconfiguration • Building E Renovation • Linganore Hall Renovation/Addition - develop plan for data center renovation (IT) • Facilities planning and IT are now meeting every other week to discuss the integration of the Audio/Video Plan, Facilities Master Plan, and FY18 renovation projects

Strategic Advisory Team 2017-2018
May 2018 Workgroup F Summary

Chair	Committee Members
Chris Sasse Director of Safety & Emergency Preparedness	President Burmaster, John Anzinger, Dr. Wayne Barbour, Gerald Boyd, Caroline Cole, David Croghan, Kathy Francis, Kathi Groover, Dr. Tony Hawkins, Jerry Haynes, Neile Hicks, Sue Johnson Kari Melvin, Joseph McCormick, Dana McDonald Mike Pritchard, Scott Reece, Joyce Ruane, Linda Seek, Greg Solberg, Nikki Teasley
Senior Leader John Wichser Chief of Operations	

<table>
<tr><td colspan="3">Annual Strategic Priority F
Develop a comprehensive plan for emergency preparedness, crisis management, and continuity of operations which incorporates the use of best practices and training for all of the college community</td></tr>
<tr><td>Outcomes</td><td>Outcome Leaders</td><td>Next Steps</td></tr>
<tr>
<td>Strategic Direction 1: Update Emergency Response Guide (replace copies throughout the College):
• Audited, edited, reprinted, and distributed 500+ copies at the Main Campus and the Monroe Center
• Updated FCC Website and Communication Central</td>
<td>Chris Sasse, Security Team, Marketing Team</td>
<td>• Review annually and update as needed with "best practices"</td>
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<td>Strategic Direction 2: Develop and conduct training for second shift, third shift, and weekend employees on emergency response procedures:
• Provided Emergency Preparedness training to full time and PTVS Operations and Security staff, and held drills on evenings and weekends (7 each)</td>
<td>Chris Sasse, Greg Solberg, Nikki Teasley</td>
<td>• Continue to provide workshops and drills for Operations and Security staff</td>
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<td>Strategic Direction 3: Develop and conduct faculty and adjunct safety and security training (in collaboration with the Center for Teaching and Learning):
• Presented safety updates to more than 200 faculty members at the Learning retreat and two adjunct faculty nights
• Produced new safety and security training video with assessment for faculty, and posted on Communications Central
<u>Strategic Direction 3 Continued:</u></td>
<td>Chris Sasse, Dr. Kelly Trigger, Anne Hoffman, Faculty Assoc., Marketing Team</td>
<td>• Continue to provide workshops, emergency preparedness learning tools and identify College safety or security improvements through announced and unannounced drills</td>
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Annual Strategic Priority F
Develop a comprehensive plan for emergency preparedness, crisis management, and continuity of operations which incorporates the use of best practices and training for all of the college community

• Produced a new "Lockdown Magnet" video and posted on Communications Central for faculty and staff
• Provided spring semester refresher training for CTL staff
• Provided safety training for **221 Faculty/staff** as of May 2018 **including:**
    o 59 - Adult Education adjuncts
    o 39 - ILR adjuncts
    o 26 – Fred. County WF Services staff
    o 32 - Monroe Center adjuncts/staff – 7 sessions
    o 46 - New College employees @ HR orientations
    o 7 - Evacuation Area Manager training
    o 5 - Main Campus Floor Coordinators
    o 2 - New Building Coordinators
    o 5 - Refresher Emergency Response Team		

Strategic Direction 4: Schedule and conduct drills for building evacuations, lockdown, and shelter-in-place for all shifts at the Main Campus and Monroe Center:
<u>Main Campus</u>
    o 7 - Evacuation Drills
    o 1 - Lockdown Drill
    o 1 - Shelter in Place for Weather Emergency Drills
 	
<u>Monroe Center</u>
    o 6 - Evacuation Drills
    o 2 - Lockdown Drills
    o 3 - Shelter in Place for Weather Emergency Drills
 	
Completed surveys and after action reports for drills
	Chris Sasse, CMT, Security Team, Andrea Matthews	• Continue with the announced drills with dates and times provided for the fiscal Year 2018-2019. The drill type, however, will be provided at the time of the drill.

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Annual Strategic Priority F **Develop a comprehensive plan for emergency preparedness, crisis management, and continuity of operations which incorporates the use of best practices and training for all of the college community**		

Strategic Direction 5: *Revise and update the Continuity of Operations Plan (COOP):*
 • Created **172** Continuity of Operations Plans with consultants from the University of Maryland Center for Health & Homeland Security:
    o President's Office-Institutional Effectiveness....21
    o Academic Affairs……..………………………..21
    o Learning Support……..……………………….31
    o Finance/Human Resources…...……………....19
    o Cont. Ed. – Workforce Development…………22
    o Operations…………………………………....31
    o Information Technology……...……………….27
	Chris Sasse Elizabeth Burmaster, Dr. Wayne Barbour, Gerald Boyd, Dr. Tony Hawkins, Joseph McCormick, Dana McDonald
	
	 Consultants from the University of Maryland – Center for Health and Homeland Security
		• Review/update each plan annually with department stakeholders
		 • Exercise the COOP Plans by Department

Strategic Direction 6: Provide training on the COOP through the Crisis Management Team and Senior Leadership Team: • Aug 2017 - FEMA Cyber Virtual workshop w/SLT • Sept. 2017 - COOP intro workshop w/CMT • Oct. 2017 – Training exercise "Cougar Crash" w/CMT • Nov. 2017 – Univ. Of MD COOP consultation w/SLT • Dec. 2017 – Chris Sasse attended COOP training at University of MD Center for Health & Homeland Security • Jan. 2018 Unified Command Workshop/Scenario w/CMT • March 2018 FCC Alert workshop w/SLT • AY 18-19 – COOP exercises and Emergency Preparedness Tabletop training to be scheduled	Chris Sasse SLT and/or CMT Kathy Francis & MACEM Team	• Conduct tabletop exercise annually • Attend emergency preparedness training • Validate COOP plans

Annual Strategic Priority F **Develop a comprehensive plan for emergency preparedness, crisis management, and continuity of operations which incorporates the use of best practices and training for all of the college community**		
Strategic Direction 7: Review and update appropriate FCC/agency MOUs related to emergency preparedness and the COOP. • Completed MOU Review-update: o Frederick Police Department o Frederick County Public Schools o Frederick County Health Department o American Red Cross o Heartly House o Hampton Inn o Ruppert Properties (Monroe Center) o Others pending by Department for COOP	Chris Sasse John Wichser	• Create new MOUs with COOP needs • Review existing MOUs annually
Strategic Direction 8: Upgrade College safety and life-safety systems - Fire alarm systems and mass notification system design, specifications, and replacement: • Fire Alarms Bldgs. "D," "F," and "L" RFP's pending • Mass Notification system – Incorporate Fire Alarm speakers with College PA system - pending • FCC Alert (E2Campus) "Version 6" migration in summer 2018	John Wichser, John Anzinger, Chris Sasse	• Install new fire alarm systems in summer 2018 • SOW/RFP's for Mass Notification upgrade summer 2018 • Train administrators on new FCC alert Version 6 in summer 2018
Strategic Direction 9: Upgrade College safety and life-safety systems - Closed-circuit television (CCTV) camera locations and camera specifications: • Completed Monroe Center CCTV (Jan. 2018) o 24 cameras installed • Additional CCTV in D, G, H, L, LC, P • RFPs pending: o 42 interior additional cameras o 10 exterior additional cameras	John Wichser, John Anzinger, Chris Sasse, Neile Hicks	• Install Main Campus cameras in summer 2018

Annual Strategic Priority F **Develop a comprehensive plan for emergency preparedness, crisis management, and continuity of operations which incorporates the use of best practices and training for all of the college community**		
Strategic Direction 10: Upgrade College safety and life-safety systems - Building access systems design, product specifications, and replacement Scope of work being created for: • Selected door & hardware replacements in Buildings A, B, D, F, L • Lockdown capabilities for all classrooms • "State of the Art" access control - SOW in progress • SME/Contractor acting as consultant for access control • College "1 Card" system – Building Access, ID, Learnings Commons Card, Bookstore, Debit dollars in Cougar Café	John Wichser, John Anzinger, Chris Sasse, Neile Hicks, and Consultant company	• Finish statement of work for RFP's

Strategic Advisory Team 2017-2018
May 2018 Workgroup G Summary

Chair	Committee Members
Peter Lee	David Anderson, Michael Baisey, Teri Bickel, Fred Hockenberry, Kimberly Madden, Susan McMaster, Donna Mortimer, Taylor Smith, Karen Wilson, Jessica Young
Senior Leader	
Dana McDonald	

Annual Strategic Priority G		
Implement a sustainable business model in College auxiliaries, which serves student and College needs.		
Outcomes	**Outcome Leaders**	**Next Steps**

Develop and implement a sustainable business model for each auxiliary, which results in break-even financial performance and increased satisfaction of students, faculty, and staff.
 	
 • Developed strategic plans for each auxiliary
 • Dining Services
     o Lowered Cost of Goods Sold, reviewed and revised the pricing structure and product mix
     o Purchased a new Point of Sale (POS) system
     o Reviewed and revised staffing schedules
     o Achieved higher commissions on vending and increased the number of vending units
 • Bookstore
     o Reviewed product offerings
     o Began a Direct Access program to provide digital textbooks directly to the students via Blackboard on the first day of class
     o Offered a payment plan for course materials
	Teri Bickel
	 Fred Hockenberry
	 Peter Lee
		• Limit catering options in Dining Services
		 • Pilot evening childcare in the Children's Center beginning Fall 2018

Annual Strategic Priority G
Implement a sustainable business model in College auxiliaries, which serves student and College needs.

Develop an action plan for all three auxiliaries (Dining Services, the Bookstore, and the Children's Center) which increases efficiency and effectiveness using student, faculty, and staff survey data. • Administered surveys and developed action plans based on the responses for all three auxiliaries	Teri Bickel Fred Hockenberry Peter Lee	• Identify opportunities to improve the efficiency and effectiveness of the hiring process for auxiliaries • Maximize utilization of work-study students in auxiliaries • Consider a private dining area for faculty and staff • Conduct follow-up surveys
Develop and implement a marketing plan for each auxiliary to generate additional revenue. • Continued executing the established marketing plan for the Children's Center • Developed and implemented marketing plans for the Bookstore and Dining Services	Teri Bickel Fred Hockenberry Peter Lee	• Re-brand Dining Services • Deploy online ordering options for Dining Services • Enhance the web presence of auxiliaries • Optimize and continue the current marketing plan for the Children's Center
Analyze the impact of open educational resources (OER) on the Bookstore and develop an action plan to mitigate the impact. • Discussed and gained a better understanding of Open Educational Resources (OER) and the impact of OER on the Bookstore and the entire College	Teri Bickel Fred Hockenberry Peter Lee	• Continue to analyze the impact of OER in the Bookstore • Participate in OER meetings to gauge the impact to the entire College • Research option of providing technology to students via financial aid in the Bookstore