

FCC 2020



Strategic Plan 2018-2019



Mission:

With teaching and learning as our primary focus, FCC prepares an increasingly diverse student body to complete their goals of workforce preparation, transfer, career development, and personal enrichment with quality, innovative lifelong learning.

In traditional and alternative learning environments, we anticipate and respond to the needs of our local, regional, and global communities.

Values:

Learning: Lifelong acquisition of knowledge and skills

Innovation: Creative thinking and approaches that enhance learning and support continuous improvement

Diversity: Visible and invisible human differences that affect the success of students, staff, and members of the community

Excellence: Upholding high academic standards by providing a quality educational environment

Community: Encouraging the engagement of all internal and external stakeholders through communication and collaboration

Integrity: Fair and ethical standards in all policies, procedures, and practices

Vision:

We transform individuals and communities through learning.

Goal 1 – Enhance student persistence, success, and completion through collaborative and effective support systems. (Standard IV)

1. Create a unified culture of persistence, success, and completion.
2. Develop and implement comprehensive orientation and mentoring programs.
3. Expand student access to and utilization of support services.
4. Develop and implement pathways for credit and non-credit students to easily navigate transition points.
5. Enhance communication strategies for students, faculty, and staff.

Goal 2 – Promote excellence in the design, delivery, and support of student learning. (Standard III)

1. Expand innovative instruction to increase student engagement and meet the demands of changing populations.
2. Design and support professional development that enhances student learning.
3. Develop and implement quality delivery standards and assessment protocols for each modality of instruction.
4. Increase student engagement by promoting the importance of co-curricular and extra-curricular events.
5. Expand systematic program review and assessment to all areas of College operations.

Goal 3 – Ensure fair and ethical standards in all policies, practices, and procedures throughout the College Community. (Standard II)

1. Establish an ongoing systematic review of all internal and external policies, practices, and procedures.
2. Implement a transparent communication plan for ensuring clarity of policies, practices, and procedures.
3. Develop and ensure transparency in employment practices.

Goal 4 – Prepare for the future through effective planning, resource development, and continuous institutional improvement that is aligned with the College mission. (Standard VI)

1. Establish priorities and identify current and anticipated resources.
2. Secure innovative and creative revenue sources through entrepreneurial efforts.
3. Design a systematic plan to align staffing needs with strategic priorities.

Goal 5 – Enhance access, support, and opportunities that meet the needs of diverse and changing populations. (Standard II)

1. Improve student recruitment efforts and employment practices to build the diversity and inclusiveness of our College.
2. Create targeted programs for emerging populations that address their specific needs and enhance student learning.
3. Implement strategies to increase and engage diverse and emerging populations.
4. Expand community outreach to secure resources for student support.

Goal 6 – Expand the leadership capacity of all employees through professional development to meet the challenges and opportunities for our College. (Standard VII)

1. Develop a plan that ensures continuity of campus operation.
2. Develop a systematic plan to provide opportunities for career growth.
3. Create professional development opportunities that improve job skills, leadership capabilities, and employee productivity.
4. Develop a sustainable program to mentor employees and acknowledge their contributions to the operation of the College.

Goal 7 – Clearly articulate a governance structure that is transparent and outlines roles, responsibilities, and accountability for decision making. (Standard VII)

1. Ensure that all job descriptions are current and representative of employees' responsibilities.
2. Maintain current organizational charts and make them accessible.
3. Develop a component for new employee orientation to ensure they understand their roles and responsibilities in the governance structure.

Goal 8 – Articulate career pathways for continuing education and credit students which enhance their ability to secure employment. (Standard III)

1. Align programs with current and future jobs.
2. Develop and implement a credit for prior learning structure which includes non-credit pathways.

Goal 9 – Increase access, affordability, and student goal completion. (Standard IV)

1. Enhance the college readiness of FCPS students by collaborating on early assessment, professional development, and the development of effective transition courses in math and English.
2. Enhance collaborative efforts between local high schools and FCC to develop early college access through dual enrollment initiatives.
3. Improve the access, retention, and goal completion for adult learners.
4. Implement strategies that reduce the time to goal completion and make FCC more affordable.

All strategic goals are linked to the Standards for Accreditation of the Middle States Commission on Higher Education.

2018-2019 Annual Strategic Priorities

- Maximize opportunities for student success by creating new pathways in academic, continuing education, and workforce development programs.
- Enhance access to student services through the implementation of a new enrollment services model in the reconfigured Jefferson Hall.
- Enhance best practices in communication and employee relations.
- Convene a College-wide Task Force that examines the process of decision-making at Frederick Community College and makes recommendations that lead to a governance process that is inclusive and participatory.
- Implementation of and employee training on PeopleSoft upgrades that provide new capabilities, achieve greater efficiencies, and enable the College to review and improve existing business workflows.
- Implementation of Operations Team strategic objectives for renovation design, deferred maintenance, emergency preparedness, and collaboration.

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Enhance best practices in communication and employee relations.

- Conduct a campus climate survey using the Personal Assessment of the College Environment (PACE) survey instrument
 - Conduct a feasibility study of the merits, role, and specific functions of an ombudsman vs. a mediator in supporting effective communication
 - Conduct an assessment of the College organizational and governance structure using an external reviewer recommended by the Middle States Commission for Higher Education
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Convene a College-wide Task Force that examines the process of decision-making at Frederick Community College and makes recommendations that lead to a governance process that is inclusive and participatory.

- Appoint a College employee to be Chair of the Task Force
- The appointed Chair shall work with the Affinity Group Chairs to develop a process for Task Force membership selection
- The Task Force will review the existing organizational structure, all Board-approved policies and procedures, and the Employee Handbook with Full-Time and Adjunct Faculty Addendum and CEWD Adjunct Faculty Addendum
- The Task Force will review the governance structures at other community colleges similar in size and scope to FCC
- The Task Force will submit a final report to the Board of Trustees at their May 15, 2019 meeting