

# FCC 2020



Strategic Plan 2019-2020



## 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.*

# 2019-2020 Annual Strategic Priorities

- Implement the goals and priorities of the Academic Affairs, Continuing Education, and Workforce Development (ACEWD) Master Plan with a focus on enhancing student success and retention through high impact practices in teaching and learning.
- Enhance communication and employee relations through the implementation of recommendations from the 2018-2019 internal Task Force, external review report, ombudsman feasibility study, and climate survey.
- Use a comprehensive, inclusive, and participatory process with representatives from the College and the Frederick County community to develop a new five-year Strategic Plan which will serve the College from July 1, 2020 through June 30, 2025.
- Increase student access through the implementation of best practices in recruitment, persistence, retention, advising, scheduling, and affordability.
- Create a safer and healthier workplace through the development and implementation of an Environmental & Health Safety Plan which ensures compliance with all state and federal regulatory bodies that oversee higher education. The plan will address ongoing training, education, employee development, compliance documentation, and records retention.
- Research, analyze, communicate, and implement needed network infrastructure upgrades in order to provide improved services, resiliency, and availability for critical IT systems.

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