



**Learning
First
2·0**

Transform. Adapt. Succeed.

Strategic Plan
The Next Five Years 2004 • 2008

CCBC is a premier, learning-centered institution.

It takes *Vision* to move a college forward.

Our Vision

The Community College of Baltimore County (CCBC) is a premier, learning-centered institution.

Our Mission

CCBC is a learning-centered public college that anticipates and responds to the educational, training and employment needs of the community by offering a broad array of high quality general education, transfer and career programs; student support services; and economic and community development activities.

The College serves its diverse community as a center for lifelong learning to improve the quality of life in Baltimore County and the region in a time of rapid societal and technological change. CCBC commits to the optimal use of available resources in a responsive and responsible manner. Finally, the College commits to demonstrated and improved learning outcomes for all of its students.

We Believe

CCBC acquires its direction through a firm commitment to its learning-centered vision and mission. The College's strategic, long-range and operational plans, as well as its budget, focus the entire organization on its preeminence as a learning-centered institution. The College assures its vision and mission through the successful completion of its plans, and through a persistently positive attitude on the part of faculty, administration, staff and students.

As a learning-centered community college, CCBC:

- Makes learning its central focus.
- Makes students active partners in the learning process.
- Assumes final responsibility for producing student learning.
- Focuses on learning outcomes to assess student learning and success.
- Creates a holistic environment that supports student learning.
- Ensures that every member of the college community is a learner.
- Evaluates all areas of the College by the ways they support student learning.
- Assesses student learning at the institutional, program and course levels.
- Focuses on two questions to guide all institutional decisions:
 - a. How does this action improve and expand student learning?
 - b. How do we know this action improves and expands student learning?



The publication of **LearningFirst 2.0**, The Community College of Baltimore County's strategic plan for 2004–2008, is a landmark in the life of CCBC. It signifies not only the remarkably successful completion of CCBC's first five years as a multi-campus institution, but reaffirms our commitment to student learning as the nation's premier, learning-centered community college.

Since 1998, LearningFirst principles have guided everything we dream and do at CCBC — in our classrooms as well as in offices and meeting spaces throughout the college. Our collective dedication to these principles has served us well: excellence in planning, finance and governance earned CCBC the prestigious Bellwether Award; we became one of just 12 Vanguard Learning Colleges in the United States and Canada; and CCBC earned the Middle States Association's unqualified accreditation and accolades for our learning-centered practices.

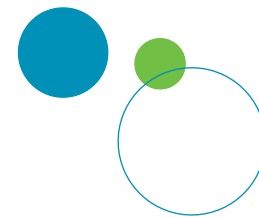
These achievements and honors are a concrete acknowledgment of the creativity, energy and commitment to purpose demonstrated each day by faculty, staff and community supporters of CCBC. They also recognize the CCBC Board of Trustees' faith in our vision, and its trust in the college's ability to deliver on our promise of enhanced student learning.

LearningFirst 2.0 is our compass. It reaffirms our commitment to student learning.



The institutional mindset shaped during the past five years has provided a strong foundation for the development of **Learning First 2.0**. A Strategic Planning Committee – made up of more than 50 individuals representing a diverse range of college-wide positions, interests, and expertise – assisted members of the Chancellor's Cabinet, Board of Trustees and the Vanguard Learning College Team in examining and evaluating CCBC's mission, vision, strategic directions and other plan components. The result is a plan that continues to focus sharply on maximizing student learning, while remaining open to an evolution of thought and flexibility of action.

Within the context of a dynamic social, economic, political and educational environment, **Learning First 2.0** is our compass. Throughout the next five years the local terrain will certainly change, our resources may vary and our path could shift, but we can and will remain true to the learning-centered course we have set.





Student Learning

CCBC provides a high quality learning-centered education that **maximizes student learning** and makes students partners in their education.

Student learning is the College's core strategic direction that is informed and enhanced by eight supporting strategic directions. In a learning-centered college, faculty and staff enter into a partnership with students to foster learning and to help students take responsibility for their own learning. Documenting improved and expanded student learning is the measure of the success of this partnership.

CCBC will:

- Maintain and enhance a learning-centered community with a variety of high quality programs, strategies and methods to meet the needs of its students.
- Provide academic programs and support services that will help students develop and achieve their educational goals.
- Maintain a community in which ideas about learning can be exchanged openly and in which collaboration across campuses, academic programs and student support services will promote student learning and success.
- Support an environment that helps students take responsibility for their own learning and become lifelong learners.
- Invest in academic programs and curricula that meet current and future needs of students and discontinue those programs that do not.
- Emphasize continuous self-assessment at the institutional, program and course levels to document improved and expanded student learning.



Learning Support

CCBC provides a comprehensive and responsive support system that **recognizes the learner as central** to the learning process.

Student learning and success in an open admissions environment requires high quality learning support systems and services outside the classroom. CCBC offers all its learners a wide variety of innovative support services from assessment and advising to counseling and tutoring, to maximize learning as students pursue their educational goals. The College also provides opportunities for student learning outside the classroom, including student life activities and library services.

CCBC will:

- Provide student support services responsive to student needs, including advising, tutoring and counseling, all of which increase student retention and success.
- Support seamless cooperation between instructional and student support services to enhance student learning and provide proactive academic intervention at the earliest indication that a student is experiencing difficulties.
- Provide effective student skills assessment to enhance course placement for improving student success and learning.
- Increase access to programs and services for the community through flexible schedules, technology, effective credit and non-credit partnerships, and a variety of instructional delivery systems, including online Web-based courses, telecourses, fast-track courses and weekend programs.
- Unify student services into a single college structure to improve learning and to provide services more effectively to all students at all locations.
- Incorporate appropriate student life activities into the learning process to enhance student learning and future success.
- Support library services, especially information literacy, as an integral part of the learning process.



Learning College

CCBC is a learning college that explores new learning college architectures and that **values continuous organizational improvement** and the free exchange of ideas.

As a community of learners, the College values participation in institutional planning, development and renewal. The College engages in continuous quality improvement; overcomes academic and higher education barriers to successful student learning; carefully assesses and improves its systems, structures and processes; and works to utilize resources wisely and responsibly.

CCBC will:

- Support college-wide programs to promote continuous improvement through organizational learning.
- Maintain a comprehensive institutional effectiveness system and culture of evidence that promotes continuous improvement.
- Maintain ongoing professional development that promotes a learning-centered environment and an organizational culture that values continuous improvement.
- Establish and support new schools and vertical markets in justice, allied health and information technology.
- Provide clearly defined college-wide governance and committee structures to ensure college-wide review of important issues, participation in the examination of alternatives, and the effective communication of decisions. (Middle States recommendation)
- Explore and develop new architectures to promote the development of the learning college and to overcome barriers to successful student learning.



Infusing Technology

CCBC **makes optimal use of technology** to enhance student learning and to increase the effectiveness and efficiency of college operations.

CCBC will continue the development of instructional technology, the use of smart classrooms and the expansion of distance learning opportunities, and will provide an online comprehensive student Learning Management System (LMS) in order to support CCBC's primary mission of student learning. Faculty, staff and administrators will have technological resources and skills in order to provide effective college operations and to prepare students to live and work in a global and information-based economy.

CCBC will:

- Continue to incorporate new instructional technologies into the learning process for all learners.
- Continue to provide students, faculty and staff with access to state-of-the-market technology at all locations.
- Train and support faculty, students and staff to ensure the effective implementation of technology.
- Maintain and improve the integrated administrative computing system and infrastructure to promote effective and efficient operations and enhanced student learning.
- Develop a comprehensive online student Learning Management System.
- Review and revise the CCBC strategic technology plan as needed, with special emphasis on college-wide instructional technology, as a means of promoting a learning-centered college.



Organizational Excellence

CCBC continually improves its management practices, **supports its faculty and staff**, and effectively and efficiently utilizes its resources.

CCBC promotes continual improvement in its organizational structure, policies and practices in order to focus support on a learning-centered environment. CCBC maintains a climate that promotes the success of employees, a commitment to integrity, as well as exemplary standards of professional excellence. In addition, CCBC continues to make prudent use of resources, foster organizational responsibility, and demand accountability at all levels within the organization. The College must continue to establish, measure and act on outcomes that are linked to improvement in the organization. Finally, the College will refocus its energies and resources to support the maintenance and development of high quality facilities.

CCBC will:

- Operate a single college, multi-campus organizational structure that functions cooperatively, effectively and efficiently in utilizing instructional, human and fiscal resources to maximize student learning.
- Review current policies and procedures to promote best practices in the recruitment, selection, empowerment, development, evaluation and recognition of high quality, competent, caring and productive faculty and staff.
- Improve management procedures and practices continually to provide for the optimal use of instructional, human and fiscal resources.
- Invest the required resources to renovate, build and manage facilities to provide a holistic environment that supports student learning and enhances community access.
- Provide an organizational structure with clearly defined roles, responsibilities and accountability for the College's ongoing functions and for its goals and objectives. *(Middle States recommendation)*
- Continue to integrate planning and budgeting functions at the College to promote more effective use of human and fiscal resources.
- Provide procedures for maintaining and providing appropriate access to College, student and employee records and for maintaining and providing access to the policies that govern the College. *(Middle States recommendation)*
- Work with county, state and private funding sources to provide appropriate classrooms and facilities for the College's ongoing functions and for its goals and objectives. *(Middle States recommendation)*



Embracing Diversity

CCBC **celebrates and values the diversity** of its students, faculty and staff, and produces high levels of learning for all of its diverse learners.

In the Vanguard Learning College, excellence and equity are not mutually independent goals but complementary expectations. Embracing diversity is the manifestation of moral, ethical and legal imperatives to ensure that all persons realize their full potential, and of the institutional commitment to ensure that each member of the college community respects the differences in humankind so as to function more effectively in a multicultural world. To this end, the College affirms its intention to enroll and support a diverse student body and to employ a highly qualified faculty, staff and administration that mirrors the diversity of the community served by the College. In embracing diversity, the College recognizes that culture is an asset in teaching and learning and it seeks to employ innovative and creative approaches that more directly link culture, information processing and learning outcomes. Finally, the College asserts that variances in academic achievement by race are unacceptable; therefore, the College will close the achievement gap between African-American learners and their white counterparts during the next 10 years.

CCBC will:

- Enroll and retain a student population that reflects the diversity of Baltimore County.
- Employ and retain faculty, administration and staff who reflect the diversity of the region and relevant labor pools.
- Infuse diversity in the curriculum and provide instructional methods to accommodate diverse learning styles.
- Support an integrated program of initiatives and activities to promote knowledge of, experience of, and sensitivity to diversity.
- Use research-based strategies to eliminate any gaps among groups of learners.
- Produce an institutional climate that welcomes and values the diversity of its community.
- Identify and implement programs to increase the intercultural competence of CCBC students, faculty and staff.
- Focus on closing the achievement gap for African-American learners as a major, ongoing institutional imperative.



Community Development and Institutional Advancement

As an active member of its greater community, CCBC **takes a leading role in improving access to learning** for the disadvantaged, delivers workforce training, forms partnerships to support economic and community development, and increases resources through a vigorous institutional advancement effort.

CCBC is an active participant in sustaining and building the external community by developing and strengthening productive relationships with all members of the community, including government, private, cultural and business interests. The College will enhance its efforts to improve the economic base of the Baltimore region. In order to continue its central role in the community and to maintain its preeminence as a premier, learning-centered institution, the College must increase its resources through institutional advancement.

CCBC will:

- Enhance relationships with private and public organizations that promote the College as a learning-centered organization and as a valuable member of the community.
- Promote programs, courses and services that support economic, cultural and community development.
- Strengthen partnerships with other learning organizations that improve student learning and success, including public and private schools and other postsecondary institutions.
- Develop the College's foundation and alumni organizations to better serve the community and the College.
- Generate additional resources through external sources, including the College's foundation, alumni organizations, grants, major gifts and partnerships with public and private organizations.
- Become the presumptive deliverer of workforce development and technology training in the Baltimore region and promote partnerships for the advancement of technology-based development for students.
- Work with county, state and private funding sources to provide appropriate classrooms and facilities for the College's ongoing functions and for its goals and objectives. *(Middle States recommendation)*



Enrollment Management

CCBC maximizes enrollment in a manner that **balances access to student learning** and the development of a learning college.

An important component in advancing CCBC as a learning college is to provide and support policies, practices and programs that improve access to learning for students at its main campuses and other convenient locations, all of which serve the learning needs of the community. Central to enrollment management are programs and services that anticipate the changing needs of the College's various communities and that maximize access for learners.

CCBC will:

- Develop enrollment targets that focus on the student as a learner and the continued development of the learning college.
- Update and integrate policies and practices to improve student access, retention and success.
- Provide programs, services and delivery systems that anticipate and respond quickly to dynamic environments and serve the diverse needs of current and prospective students.
- Provide marketing, recruitment and customer services that are responsive to the public and that promote the College as a premier learning-centered institution.
- Provide a comprehensive Learning Management System (LMS) that incorporates a wide variety of student services, including admissions, registration and financial aid.
- Increase access to CCBC by creating additional off-site locations that serve the learning needs of the community.



Strategic Communication

CCBC recognizes the importance of effective internal and external communications to the advancement of the learning college.

The development of CCBC as a single college has led to a number of challenges, including assuring effective communications in a new and complex organization. A college with many disparate locations and constituencies must work to build an informed community. CCBC recognizes the importance of assuring effective, timely, accurate and comprehensive communication as an essential component of a successful learning college.

CCBC will:

- Finalize and implement its strategic communications plan to promote effective internal and external communications.
- Provide for the flow of timely, accurate, comprehensive and useful information among the College's many constituencies so that all feel involved and included in the realization of the College's mission, goals and objectives. (*Middle States recommendation*)
- Create and regularly update a repository of policies for students, faculty and staff.
- Provide for the participation in, and communication of, priorities and decisions so as to promote a widespread sense of ownership in the future of the College. (*Middle States recommendation*)
- Develop the College's capacity to respond quickly to the needs of its stakeholders in regional and state agencies and in private organizations.
- Maximize the use of technology to improve internal and external communications.



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CCBC White Marsh
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The Community College
of Baltimore County practices
equal opportunity in education
and employment and is strongly and
actively committed to diversity within
the college community.

CCBC is a Vanguard Learning College
and Bellwether Award winner.

CCBC is fully accredited by the
Middle States Association of Colleges
and Schools and the Maryland Higher
Education Commission.

Give yourself more options.
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Fall 2003

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