

The Community College of Baltimore County

Strategic Plan

FY 2008 to FY 2010

Adopted, June 20, 2007

CCBC Strategic Plan – FY 2008 to FY 2010

Mission

The Community College of Baltimore County provides an accessible, affordable, and high-quality education that prepares students for transfer and career success, strengthens the regional work force and enriches our community.

Vision

We will be the institution of choice for students, where together we make teaching purposeful, learning powerful, and community paramount.

Values

Learning: We celebrate learning and are committed to ensuring our students grow as learners, develop a passion for life-long learning, and use what they have learned to benefit our community.

Responsibility: We encourage open and honest communications, fairness, mutual respect, collegiality, and civility in all college-related matters. We have high expectations for the work of our employees, the academic rigor of our offerings, the scholarship of our students, and the involvement of the community and the workplace in the college's future.

Integrity: We inspire public trust by maintaining ethical, honest, and trustworthy relationships with our faculty, our students, our staff, and our community.

Inclusiveness: We welcome, respect, and embrace the differences and similarities of our employees, our students, and the communities we proudly serve. We acknowledge the richness of diversity and the dignity of all persons.

Excellence: We strive for personal and organizational improvement and the wise and prudent management of our resources. We will continuously improve teaching and learning experiences to meet or exceed the needs of the workplace and the highest expectations of our community.

MISSION



VISION



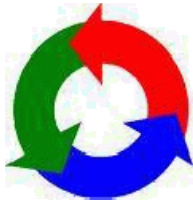
VALUES



STRATEGIC DIRECTIONS



ADMINISTRATIVE/OPERATIONAL PLANS



**Teaching and Learning
Excellence**



Organizational Excellence



Community Engagement

Strategic Directions

I. Teaching and Learning Excellence

We will focus on quality education by ensuring state-of-the-art teaching that combines outstanding teachers; the responsibility of learners for active engagement; appropriate technology and facilities; highly-focused services that support student entry, steady progress, and attainment of goals; and the evaluation of student learning and services that provide a basis for continuous improvements.

We understand that...

- student success is our success.
- the classroom is the most important place in our College.
- all faculty and staff have a responsibility to seek continual improvements in educational programs and services that support student success.

We will....

- provide rigorous, intellectually challenging, and relevant outcomes-based curricula in all programs.
- work with students to help them identify and achieve their goals by offering comprehensive programs and services and creating supportive learning environments.
- provide a learning environment that values diversity, multiculturalism, and inclusiveness; and encourages all participants to respect the diversity of our world, develop the competencies needed to bridge cultures, and understand local, national, and global perspectives.
- offer specialized formats and diverse instructional delivery systems aligned with our Mission.
- coordinate credit and non-credit programming to best meet student, workplace, and community needs.
- continue our strong commitment to provide quality programming and services that have currency and market viability.
- foster an appreciation for lifelong learning, personal development, and educational and professional advancement.
- develop new curricula to support areas of targeted growth and review existing curricula, services, and programs based on student and community needs.
- support and fund faculty professional growth and development and better align faculty assessments and compensation with performance accountability.
- implement effective services that will attract, enroll, and retain students who can benefit from our programs and services.
- deliver instruction utilizing the most effective pedagogy to foster successful student outcomes.

Strategic Directions

II. Organizational Excellence

We will focus on building an organizational culture that promotes excellence by developing individuals, teams, and processes that contribute to the effective management of learning, human resources, facilities, services, finances, and the effective use of technology.

We understand that....

- CCBC is ONE College.
- change and renewal must occur at all levels of the organization and must have a positive effect throughout our operations.
- the best practices of efficiency and effectiveness must be woven throughout our daily tasks.
- our work is important to the Mission and Vision of the College and that all of our employees should be encouraged to succeed.
- all staff should be recognized for their contributions to the College and be valued for their perspectives.

We will....

- provide the highest quality managerial, administrative, and operational support for teaching and learning.
- continue the evaluation of and complete the restructuring of the College.
- better align policies, procedures, compensation, evaluations, and operations to ensure appropriate consistency, fairness, and effectiveness.
- concentrate on the renewal of and enhancements to physical infrastructure, including buildings, grounds, offices, and classrooms.
- support all levels of instruction (credit and non-credit).
- support the infusion of technology into our classrooms and office environments.
- provide training and on-going support to all employees in the effective use of technological tools that they need to perform their jobs.
- promote the personal and workplace growth of all employees through professional development.
- provide for a safe, clean, and secure classroom and workplace environment for our students and our employees.
- build work teams that effectively utilize the rich diversity of talents, skills, and perspectives of our students and employees.
- improve communication college-wide to actively inform and involve our internal and external communities.

Strategic Directions

III. Community Engagement

We will earn the respect of our community by being a good neighbor, and providing learning that is highly valued by citizens, community partners, and local businesses.

We will earn the support of our community with the value that we bring to individuals, with its positive contributions to the well-being of the area and the workplace, and by the transparency and accountability with which we perform our Mission.

We understand that we must....

- earn the community's support.
- effectively promote and market our programs and services to gain student, community, business, and workforce recognition.
- continue to identify and cultivate mutually-beneficial partnerships with business, education, and government throughout the Baltimore Region.

We will....

- aggressively seek external funds for learning and student support, infrastructure renovations, maintenance and development, and college sustainability.
- meet the training and education needs of the County and the Region by offering a balanced and responsive credit and non-credit educational menu.
- build community awareness through communications, partnerships, and marketing to heighten the perception of our impact, value, and merit.
- expand our partnerships with high schools and transfer institutions.
- build a college community that embraces the diversity of our world and forges a rich learning and working environment for all.
- renew and expand our affiliations and partnerships with college sponsors, donors and supporters.