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At CCBC we are committed to access, opportunity and completion. We provide individuals with the tools they need to earn a degree, certificate, licensure or other workplace credential, transfer, and pursue a passion with lifelong learning. CCBC enables people to elevate their skills, education levels and employment prospects, having an incredible impact on their lives and the socioeconomic well-being of our greater community.

*Sandra L. Kurtinitis, President
Community College of Baltimore County*



The incredible value of education.
www.ccbcmd.edu

CCBC

2020

A COLLEGE ON THE CUTTING EDGE

Strategic Plan FY2017-FY2019



CCBC. The incredible value of education.

OUR MISSION

The Community College of Baltimore County transforms lives by providing an accessible, affordable, and high-quality education that prepares students for transfer and career success, strengthens the regional workforce, and enriches our community.

Where we are.



OUR VISION

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



Where we're headed.

OUR VALUES

COMMITMENT: We prepare our students to succeed and make progress toward the completion of their educational goals through degree or certificate attainment, transfer, workplace certification, career enhancement, or personal enrichment.

LEARNING: We are committed to seeing our students grow as active learners, develop a passion for life long learning, and use what they have learned to their benefit.

INNOVATION: We value innovation and support a climate of discovery. We encourage students, faculty and staff to explore new ideas, methods and processes.

RESPONSIBILITY: We have high expectations for the work of our faculty and staff, the academic rigor of our offerings, the scholarship of our students, and the involvement of the community and workplace in the college's future.

INTEGRITY: We inspire public trust by maintaining ethical and collaborative relationships with our faculty, students, staff, alumni and communities. We share our achievements and challenges honestly and openly. We insist upon fairness, mutual respect, collegiality and civility at all times.

INCLUSIVENESS: We value the diversity of people, cultures, ideas and viewpoints and honor the dignity of all persons. We are committed to preparing students to be active citizens, ready to meet the challenges of an increasingly diverse world and a changing global marketplace.

EXCELLENCE: We emphasize quality as a standard for all we do and consistently look for ways to improve organizational efficiency and effectiveness.

STEWARDSHIP: We develop sustainable fiscal and environmental practices to prudently manage our resources toward advancing the college's mission and strategic directions.

COLLABORATION: We foster continuous dialogue among students, faculty and staff and support ongoing cooperative relationships with our partners in the community regarding their educational, cultural, recreational and workforce needs.



What we believe.



CCBC provides the highest quality instruction and student services, positioning all students to maximize their performance. The college encourages students to achieve their completion goals that lead to a degree, a certificate, workplace certification, transfer credits, skills development, employment opportunities, or personal enrichment.

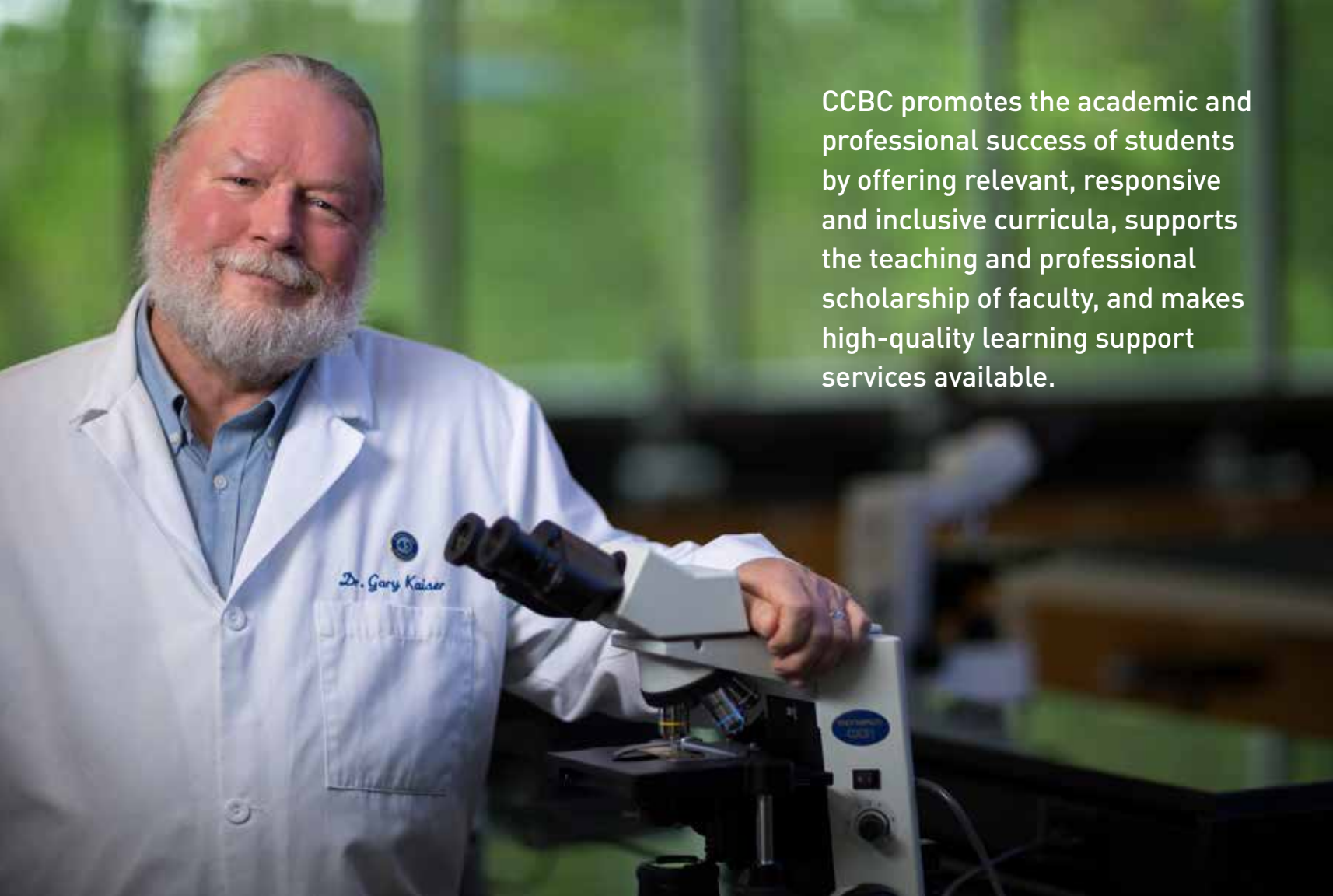
STUDENT SUCCESS STRATEGIC DIRECTION I

We believe:

- Student success defines our college.
- Fostering student achievement is our collective commitment and the ultimate measure of institutional excellence.
- Efforts to measure and track student success must focus on enhancing outcomes that emphasize completion of our students' goals.
- Student success is aligned with the intellectual, cultural, civic and economic growth of individuals and their communities.
- Quality programming and innovative learning strategies enhance student performance and engagement and influence retention, goal completion, and lifelong learning.

CCBC will continue to:

- Support students in their exploration of academic and career pathways that emphasize reasonable and realistic goals.
- Expand academic advisement to help students identify pathways across a full range of instructional programming.
- Eliminate institutional barriers that impede student success and the delivery of services.
- Address college readiness and achievement gaps to increase retention and completion rates.
- Maximize recruitment and retention efforts as a means of enrollment stabilization.
- Ensure that outcomes, standards and assessments reflect relevant academic criteria, accreditation, and industry-based standards, and are aligned to high-priority employment needs in the region.
- Utilize multiple measures to track and improve student outcomes and completions.
- Facilitate contextualized learning opportunities and experiences.
- Provide adaptive, interactive, and technologically enhanced learning environments.
- Utilize teaching and learning techniques that challenge students to meet academic standards and college expectations.
- Support student success with learning-focused policies and practices that are consistently applied across the college and bolstered by current technologies.
- Create all-inclusive learning opportunities by integrating academic activities with student development, community service, co-curricular initiatives, and service learning.
- Develop, incorporate and maintain high-impact practices and success strategies to reduce time to degree, increase student success, and promote completion.
- Foster academic, professional and personal development through lifelong learning opportunities, the arts, and community engagement.
- Recognize the unique challenges and changing needs of our diverse student population by offering targeted strategies and interventions that support recruitment, retention, academic success, and completion.
- Enhance student persistence, success and completion through collaborative and effective support systems.
- Effectively engage students in the use of credible information through the promotion of information literacy skills.



CCBC promotes the academic and professional success of students by offering relevant, responsive and inclusive curricula, supports the teaching and professional scholarship of faculty, and makes high-quality learning support services available.

TEACHING AND LEARNING EXCELLENCE STRATEGIC DIRECTION II

We believe:

- All students, faculty and staff are integral to the collaborative process of teaching and learning.
- Whether credit or continuing education, a student will be supported by all college services and programs.
- Student services are essential to support goal attainment and pathways to completion.
- Engaged students are empowered to achieve academic success and are committed to lifelong learning.
- Students equipped with credit and continuing education credentials have a vital role in our regional workforce.

CCBC will continue to:

- Provide comprehensive services to assist students in selecting relevant academic and career pathways.
- Foster an accessible, supportive and safe learning environment to engage and retain students.
- Promote a college environment that is success-centered and completion-oriented.
- Provide high-quality programs that have state-of-the-market viability and respond to the evolving needs of the student, community and workforce.
- Prepare students to communicate effectively, think both critically and creatively, and solve complex problems.
- Construct academic models that develop transferable skills, create stackable credentials, and recognize prior learning.
- Collaborate with K-12 and four-year partners to maximize opportunities for student success.
- Transform teaching and learning experiences to address the diverse needs of the workplace and expectations of the region.
- Optimize student learning outcomes by maximizing effective technological formats, applying best practices for online delivery, and incorporating high-impact and innovative learning activities in the classroom.
- Provide faculty and staff with professional development opportunities that foster teaching and learning excellence and facilitate student success and completion.
- Encourage students to value citizenship, professional development, and lifelong learning.
- Promote student awareness of the need to develop a sense of ethics, integrity, stability and civility.
- Cultivate a college community that values diverse and changing populations, embraces inclusiveness, and contextualizes events and issues within a global perspective.
- Expand online offerings to provide a full range of educational opportunities..



CCBC encourages an organizational culture that emphasizes quality, continuous improvement, integrity, collaboration, service and success. The college supports faculty and staff responsible for managing the college's academic, capital, financial, human and technological resources.

ORGANIZATIONAL EXCELLENCE STRATEGIC DIRECTION III

We believe:

- Change is continuous and the college must be sensitive to and flexible in adapting to the changing needs of our students, faculty, staff and community.
- Our mission of providing a quality education at a low cost is made possible through the prudent management of our fiscal and human resources.
- Faculty and staff should be valued as individuals and recognized and rewarded for their service to the college.
- Quality is a process where operations are analyzed, best practices are implemented, and innovation is valued.
- Open and honest communication among students, faculty, staff and the community is vital to meet our goal of service to the community.
- The rich diversity of our students and communities should be reflected in the diversity of our faculty and staff.

CCBC will continue to:

- Ensure the fiscal strength of the college by pursuing changes that will make the college more efficient and effective.
- Pursue alternative revenue streams available to the college, including private and public grants, fundraising initiatives, and other revenues that are not paid by students.
- Participate and collaborate on college-wide enrollment stabilization strategies.
- Utilize data to pursue cost-effective and cost-saving efficiencies as a means of economic stabilization in operations, programs and processes.
- Develop funding sources to improve the facilities available to students, faculty, staff and the community.
- Provide an attractive, safe, clean, secure, sustainable, civil and respectful college environment for students, faculty, staff and the community.
- Adopt policies and procedures and make investments that improve the environmental sustainability of the college.
- Develop and manage our information technology infrastructure and our data in a secure, cost-conscious, practical and flexible way.
- Develop policies and procedures that move us to a "one-college" institution, where credit and continuing education work together to provide our community with a broad range of educational, career and job training opportunities.
- Provide professional development opportunities for employees to develop technology, data literacy and other valued skills, leadership opportunities, and personal growth.
- Utilize and build upon the rich diversity of talents, skills and perspectives of students, faculty and staff.
- Be an employer of choice for a diverse workforce serving diverse populations and diverse communities in the county and the region.
- Emphasize data-driven, metrics-based, decision-making practices that leverage our institutional asset: data.
- Ensure equity, consistency and fairness by public and periodic reviews of policies, procedures, evaluations, programs and operations.
- Encourage employees to identify and implement best practices, both within the college and by building relationships with other colleges, K-12 educators, and professional organizations.
- Assess our progress as an institution and share the results with students, faculty, staff and the community.



CCBC values community support, respect, collaboration and engagement.

COMMUNITY ENGAGEMENT STRATEGIC DIRECTION IV

We believe:

- Community engagement extends beyond our campuses and sites and is global in nature.
- Earning the support and maintaining the involvement of our diverse communities by responding to their needs and anticipating future needs and interests are essential to our mission.
- Fiscal integrity, programmatic transparency, and accountability are vital to maintain the trust of our public and private supporters.
- Respecting and honoring our communities' close attachments to individual campuses are important in fostering their support and participation.
- Continuous promotion and targeted marketing for programs and services are critical to building and sustaining awareness among our internal and external communities.
- Partnering, collaborating and engaging with existing and potential stakeholders are important to the future of the college.

CCBC will continue to:

- Capitalize on emerging technologies to engage community members and create a greater awareness of CCBC.
- Expand relationships with transfer colleges and universities and continue to develop articulation agreements.
- Deepen our partnerships with high schools and expand recruitment opportunities for developing academic programs that support the transition from high school to college.
- Recognize and value the rich diversity of our communities.
- Expand outreach with government, donors, alumni, businesses and other partners to enhance economic and enrollment stabilization efforts.
- Pursue external funds and resources for college priorities and special initiatives.
- Identify, cultivate and engage in targeted and mutually beneficial partnerships with businesses and industries, workforce development, economic development, community groups and associations, not-for-profit organizations, government entities, and other educational institutions throughout the Baltimore metropolitan region and state.

CCBC. The incredible value of education.

SEE
WHAT YOU
CAN BE

The Community College of Baltimore County is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104, (267-284-5000). The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation.