



Compass 2025

College Priorities through June 30, 2025



CARROLL
COMMUNITY COLLEGE
NICHOLAS
002046433

Carroll Community College
Mission Statement

Empowering
learners.

Changing
lives.

Building
community.

Carroll Community College provides accessible, high-quality educational opportunities to advance careers, enrich lives, and strengthen the community we serve.

Approved by the Board of Trustees on June 20, 2018



Mission Goals

Through effective teaching, engaged learning, and a caring, student-centered environment, Carroll Community College:

1. Provides associate degree programs, career and credentialing preparation, job skill enhancement, continuing professional education, and career resources and support to strengthen the regional workforce.
2. Supports student attainment of essential skills in general education and prepares students for transfer to earn degrees beyond the associate.
3. Delivers training and essential services to businesses and entrepreneurs, and creates and sustains strategic community partnerships to support business and economic development.
4. Empowers students to define and achieve their educational and career goals, while offering individualized academic support services to enhance academic progress, educational transitions, and program completion.
5. Fosters campus and civic engagement and a sense of belonging, by providing a safe learning environment that models respect, acceptance, inclusion, and empathy towards diverse ways of thinking and being.
6. Provides personal and community enrichment through lifelong learning opportunities, creative and cultural arts, athletics, student organizations, and special events.
7. Assesses College programs and services to continuously improve student outcomes and the efficient use of College financial, human, physical, and technological resources.

Approved by the Board of Trustees on June 20, 2018.





Message from the President

This past year, Carroll Community College celebrated its 25th Anniversary as an independent college. As a vibrant center of higher education and career preparation, the College continues to make Carroll County a better place to work and live.

In this publication, we share our strategic plan that was prepared by multifunctional teams and vetted widely on campus. The plan anticipates emerging trends, addresses challenges, and strengthens the College's ability to strategically carry out our mission to empower learners, change lives, and build our community over the next five years.

We value the trust placed in us by our students, the residents of Carroll County, and those who support us. We endeavor to inspire all who "Enter to Learn" to attain their personal and professional goals and become engaged citizens. We are strongly positioned to support economic development and meet the current and future needs of local and regional employers.

The College takes pride in our students, our steadfast partnerships, and our collective efforts to enhance the quality of life in the County. We continue to work tirelessly to create a brilliant future for all we serve. We energetically invite you to be part of that future.

A handwritten signature in gold ink that reads "James D. Ball". The signature is fluid and cursive.

Dr. James D. Ball
President

College **Vision**

Carroll is our community's
first choice for learning.

College Values

At Carroll Community College, we demonstrate the following values in all we do:

COMMUNITY: Carroll is the community's college, and building community is highlighted in its mission statement. Through associate degree programs, career education, support for entrepreneurs, corporate training, kids' summer camps, adult personal enrichment, cultural events, athletics, and its many partnerships with community and governmental organizations, the College is dedicated to enriching the community it serves.

ACCOUNTABILITY: The College is a good steward of the public's trust and is transparent and accountable in all it does. It assesses its mission accomplishment through benchmarked institutional effectiveness measures, national and state peer comparisons, and regular program reviews. Student learning outcomes are continuously assessed and curricula revised to ensure the highest quality educational experience for students. Assessment data are regularly shared with the College's governing board, the County government, and the public.

RESPECT: Carroll Community College is an organization that values, recognizes, and rewards just, humane, honest, and respectful human interaction; ethical and truthful representation of the College to students and the community; positive and collaborative problem-solving; and solutions-oriented action. Carroll fosters engagement and a sense of belonging by providing a safe learning and working environment that models respect, acceptance, inclusion, and empathy towards diverse ways of thinking and being.

REFLECTION: Inscribed within the Seal of Carroll Community College are three ideals of an educated person: "Knowledge, Truth, and Wisdom." To inspire these ideals, the College encourages students and employees to reflect on their learning and personal experiences to build knowledge, distinguish truth, and develop wisdom.

OPPORTUNITY: Carroll strives to provide an affordable education accessible to all who can benefit from its offerings, with transitional education to prepare students for college work and flexible learning options including online and evening classes to fit our students' busy lives.

LEARNING: The words "Enter to Learn" are chiseled above the College's main entrance, heralding its primary and defining mission. The phrase is also emblematic of Carroll's institutional culture of organizational learning and continuous improvement.

LEADERSHIP: Carroll challenges its students and employees to take responsibility for and control of their lives and become engaged citizens and leaders in their chosen careers. Similarly, the College embraces the challenge of being a thought leader in the community it serves.

Approved by the Board of Trustees on April 17, 2019





Carroll... the Community's College

Providing access to higher education

- 11,288 credit and continuing education students attended the College in 2017 – 18.
- 90% of students live in Carroll County.
- 406 high school students dually enrolled in Spring 2019, up 109% in 5 years.
- 18% of credit students in Spring 2019 were the first in their family to attend college.
- 44% of all Carroll County residents starting college as full-time freshmen in Maryland started at Carroll Community College (FY 2018).
- 67% of all Carroll County residents attending a Maryland college or university as part-time undergraduates enrolled at Carroll (FY 2018).

Providing pathways to the bachelor's degree

- 48% of bachelor's degree recipients from Maryland colleges and universities had previous enrollment at a community college.
- 884 = number of different colleges and universities nationwide that Carroll students have transferred to since 2005.
- Carroll boasts the highest degree and transfer rate within four years of all Maryland community colleges.

Supporting economic development*

- 3 industries most served by Carroll programs are Health Care, Manufacturing and Professional Services.
- 2% growth in career program enrollment in the last five years.
- 7,199 enrollments in Continuing Education workforce development courses, growing 12% since 2013.
- 391 completers in 42 Continuing Education workforce training certification programs, including apprenticeship programs in Electrical and HVACR.
- 56 area businesses and organizations contracted with Continuing Education and Training's Advantage C for customized training and consulting, serving 2,546 employees.
- 11 business start-ups were supported by MILLER: Resources for Entrepreneurs.
- 291 small business operators enrolled in MILLER courses and conferences.

**FY 2018 data*





Current Trends and Challenges

Compass 2025's Strategic Priorities address the following issues affecting the College:

Decrease in Enrollment

Decline in enrollment is driven by:

- Decline in public school population
- Smaller high school graduating classes
- Increased competition for fewer students
- A low unemployment rate in Carroll County
- Attendance in traditional college programs waning in favor of attending short-term workforce certification programs

Funding Uncertainty

While County funding has increased recently, State funding for the College has been relatively flat in light of recent enrollment decreases. Future State and County funding is uncertain because the Kirwan Commission's public school funding requirements are still unfolding, and the impact of Maryland's Community College Promise Scholarship Program on Carroll's enrollments is difficult to predict.

Rising Tuition Costs

Student tuition has increased as a result of escalating costs for health care, state-of-the-market equipment and learning technologies, competitive salaries, and keeping the campus a safe place to learn and work. With almost 40% of the College's overall revenue generated by student tuition, these rising costs increase the financial burden on fewer students.

- 22% of Carroll County households are below the Asset Limited, Income Constrained, Employed (ALICE) livable wage threshold, hindering college attendance.
- Only 5% of Carroll County households are below the Federal Poverty Level, resulting in limited funding for students and the College.

Carroll Community College Planning Advisory Council

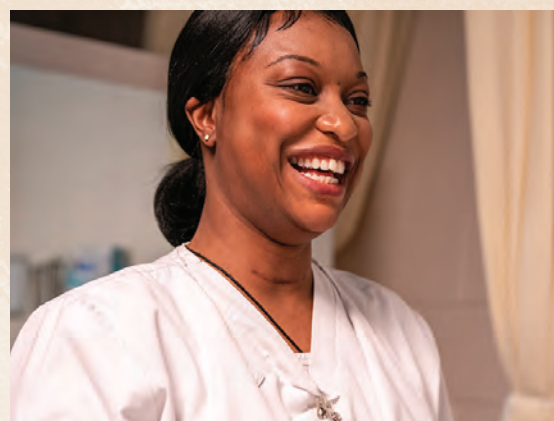
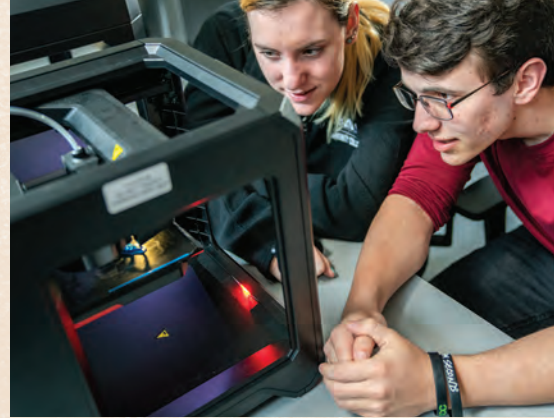
The Planning Advisory Council is an advisory body to the President. It is not part of the College's governance structure, and as such it endorses recommendations; it does not approve policy or make decisions. The chair does call for formal votes and the recommendations of the Council are respected by the President, Executive Team, and Board of Trustees. Most planning at the College occurs at the area, department, and office levels, and the Planning Advisory Council serves as an information-sharing forum for the College planners who sit on the Council.

Charge

- Develops multi-year Compass strategic plans identifying major institutional priorities for the five-year planning horizon
- Endorses and monitors implementation of the annual Strategic Plan
- Monitors accomplishment of the College mission by establishing and maintaining a system of Institutional Effectiveness Assessment Measures
- Serves as the College budget committee, providing input into the development of annual operating budget requests
- Reviews college-wide functional plans including master plans for facilities and technology, and solicits and reviews institutional research supporting informed planning and decision-making at all levels of the institution

Membership

- 22 permanent members based on their positions at the College
- 8 faculty representatives on rotating two-year terms, nominated by Vice President of Academic and Student Affairs
- Presidents of Academic Council and College Senate
- The Board of Trustees is represented at their option
- Student representative appointed by the Student Government Organization
- The Vice President of Planning, Marketing, and Assessment serves as chair



Compass 2025 Strategic Priorities

Guiding College Planning through June 30, 2025

Priority 1 Student Success

Provide an empowering educational experience to support students from initial contact through completion of their educational goals.

Priority 2 Career and Economic Development

Expand community partnerships to support economic development, and introduce programs to meet emerging workforce needs and attract new student populations to the College.

Priority 3 Diversity and Global Citizenship

Prepare students for diverse work environments and a dynamic, connected global community.

Priority 4 Institutional Excellence

Assess institutional effectiveness and act on the results to ensure academic rigor, program impact, continuous improvement, and institutional advancement.

Priority 5 Resource Management

Garner and shepherd resources to accomplish the College's mission and vision, attract and retain a diverse, highly skilled faculty and staff, and ensure student, faculty, staff, and visitor safety.

Approved by the Board of Trustees on March 20, 2019.

Priority

1

Student Success

Provide an empowering educational experience to support students from initial contact through completion of their educational goals.

- Realize FTE enrollment of 3% above College projections each year.
- Implement Phase 1 of the Plan for Lynx Athletics and evaluate readiness for Phase 2.
- Meet Institutional Effectiveness benchmarks for retention and completion, overall and by demographic category, for credit and non-credit students.
- Expand online programs and courses to serve adult and continuing students, and ensure online program quality.
- Increase student transfer success to reach College benchmarks for graduation-transfer rates.



Priority

2

Career and Economic Development

Expand community partnerships to support economic development, and introduce programs to meet emerging workforce needs and attract new student populations to the College.

- Identify new community partnership opportunities to expand enrollment of credit and non-credit workforce certification programs.
- Facilitate County economic development by expanding training and consulting services to businesses and non-profit organizations of all sizes, and advancing entrepreneurial initiatives.
- Forge partnerships with local economic development entities for resource and information sharing, and referral opportunities to ensure community workforce needs are met.



Priority

3

Diversity and Global Citizenship

Prepare students for diverse work environments and a dynamic, connected global community.

- Provide learning experiences that allow students to develop cultural competence, diversity awareness, and understanding of interdependent, global systems.
- Expand application, enrollment, and completion of historically underrepresented groups.
- Meet benchmarks in retention and graduation-transfer rates for students of all racial, ethnic, and socio-economic groups.
- Recommend best practices for diversity- and equity-related data collection and analysis.
- Coordinate educational resources and opportunities that foster global and diversity awareness for faculty and staff.



Priority

4

Institutional Excellence

Assess institutional effectiveness and act on the results to ensure academic rigor, program impact, continuous improvement, and institutional advancement.

- Complete the College's Self Study on schedule and host a successful Middle States evaluation team visit resulting in reaccreditation.
- Assess and improve program and course offerings and delivery methods.
- Continuously improve technology systems and infrastructure to enhance student learning, business processes, cost efficiency, and the user experience, and to better inform planning and decision-making.
- Support the successful conclusion of the Investing in a Brilliant Future Campaign to advance the College's mission and strategic priorities.
- Provide leadership in the community by expanding outreach and convening key community stakeholders, government officials, businesses, and civic organizations to identify needs, leverage partnerships, and facilitate strategic problem-solving.
- Conduct advocacy strategies for the College's needs by engaging dialogue with elected officials and funding agencies.



Priority

5

Resource Management

Garner and shepherd resources to accomplish the College's mission and vision, attract and retain a diverse, highly skilled faculty and staff, and ensure student, faculty, staff and visitor safety.

- Update the five-year strategic financial plan reflecting enrollment, programming, staffing, and funding assumptions, and work with Carroll County Board of Commissioners and Carroll County Legislative Delegation to garner support for the plan.
- Update the five-year Technology Master Plan reflecting Compass 2025 strategic priorities and current revenue and expenditure assumptions.
- Optimize credit and non-credit instructional cost effectiveness to maximize enrollment and minimize instructional costs.
- Enhance staff onboarding and training to continuously update employee skills, maximize employee competencies, increase organizational effectiveness, and ensure compliance with employment laws and current best practices.
- Ensure faculty, staff, student, and visitor safety and emergency preparedness.



Accreditation Middle States Commission on Higher Education

Carroll 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.

The College has been fully accredited since 1996.

Approval Maryland Higher Education Commission

Carroll Community College was approved by the Maryland Higher Education Commission on April 14, 1993 to operate as a community college in the State of Maryland. The approval authorizes the College to award associate degrees and lower division certificates.

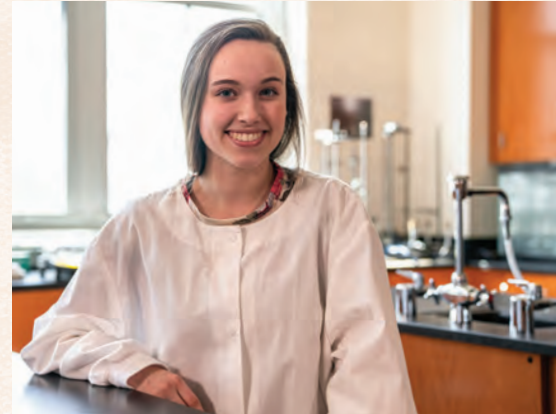
Carroll Lynx Athletics Program

As a member of the National Junior College Athletic Association (NJCAA) and the Maryland Junior College Athletic Conference (MD JUCO), the mission of the athletics program at Carroll Community College is to develop eligible student-athletes as students seeking to earn an Associate Degree first, and as athletes aiming to compete in intercollegiate sports while demonstrating respect, sportsmanship, integrity and leadership second. Carroll Community College's athletics program fully supports the College's mission, values, vision, and strategic priorities.

Competition will begin in August 2019 with the soccer and cross country teams in action. Plans are now being made to introduce lacrosse in 2021.

College Milestones

- 1976** College opens as branch campus of Catonsville Community College
- 1990** Campus on Washington Road opens
- 1993** Carroll Community College is established with its own Board of Trustees
Dr. Joseph F. Shields is appointed first president
- 1994** College celebrates its first Commencement
- 1996** College grants initial accreditation from the Middle States Commission on Higher Education
- 1997** First Penguin Random House Book Fair is held benefitting student scholarships
- 1999** Dr. Faye Pappalardo is appointed second President
- 2001** Holniker Child Development Center opens; now named Littlest Learners
- 2002** The Scott Center opens, housing the theater, art gallery and Hikel Business Training Center
- 2003** With the Miller family's support, the College expands services to small businesses, growing into MILLER: Resources for Entrepreneurs in 2016
- 2004** Summer!Kids@Carroll's first summer camp is held; Teen College added in 2012
Nursing and Allied Health building opens; now named Pappalardo Center
- 2006** First Starry Night is held to benefit student scholarships and high priority programs
- 2007** Martin K.P. and Kelly W. Hill Scholars program admits inaugural class of honor students
- 2010** K building, the College's largest, opens, featuring classrooms, café and Bollinger Family Conference Center
- 2014** Dr. James D. Ball is appointed third President
- 2016** STEM Scholars program is established with support from the Kahlert Foundation
Carroll's corporate training services evolves into Advantage C
- 2018** Carroll celebrates 25th Anniversary as an independent college
College Foundation launches Investing in a Brilliant Future Major Gift Campaign
- 2019** Carroll Lynx Athletics program begins competing in soccer and cross country



Carroll Community College

Board of Trustees

Sherri-Le W. Bream, *Chairperson*

Kelly M. Frager, *Vice Chairperson*

David S. Bollinger

Diane A. Foster

Dennis J. Hoover

Mary Kay Nevius-Maurer

David P. O'Callaghan

Dr. James D. Ball, *Secretary/Treasurer*

County Commissioner, *Ex-officio*

Dr. James D. Ball, *President of the College*

Former Presidents

Dr. Faye Pappalardo

1999 – 2014

Dr. Joseph F. Shields

1993 – 1999

Foundation

Board of Directors

Annette Danek-Akey, *Penguin Random House, President*

Lorene Shiffler, *Blossom and Basket Boutique, Vice President*

Mark Krebs, *Farmers & Merchants Bank, Treasurer*

Theresa Bethune, *Freedom Broadband/InfoPathways*

Tony Chiavacci, *Kojak Graphics*

Joseph G. DiMaggio, Jr., *Kelly and Associates*

Megan Eaves, *BGE*

Dr. R. Lorraine Fulton, *Education Executive*

Amy Giannakoulis, *Trembling Giant Marketing*

Russell J. Grimes, *Carroll Community Bank*

Virginia Harrison, *Dressing by Virginia*

Kelly W. Hill, *Distinguished Alumna*

Bernard Jones, Sr., *Retired, BAE Systems*

Robin Kable, *Wakefield Farm*

Benjamin Scheper, *Apple Plumbing and Heating*

Margaret Welliver, *Shelter Systems*



CARROLL
COMMUNITY COLLEGE