

Planning Brief PB2006-03

Prince George's Community College Annual Institutional Objectives Fiscal Years 2006 and 2007

I. Lifelong Success for All Students

Prince George's Community College will empower students for lifelong success by fostering student engagement in a learning-centered environment that inspires academic excellence, encourages professionalism and leadership development, and prepares students for transition to senior colleges, universities and/or the workplace.

Objective I.a: Increase student educational goal attainment.

Institutional Critical Steps

I.a.(1) Assess all learning programs.

Instructional Team Objective(s):

- Develop a five-year schedule of curricular area reviews, departmental self-studies, and program self-studies that complements course assessments. (FY06/FY07)
- Develop and/or update criteria and guidelines for the self-assessments and curricular area reviews as well as a format for all self-study presentations. (FY06/FY07)
- Implement the *Quality Matters at PGCC* initiative to ensure quality online instruction. (FY06/FY07)
Partner(s): Technology
- Achieve successful external program accreditations. (FY06/FY07 and beyond)

Student Services Objective(s):

- Establish a five-year timeline for assessing learning outcomes for Student Services programs. (FY06)
- Assess self-directed learning outcomes to establish state-wide baseline data for each functional area as part of the Maryland Community College Student Services Affinity Group project. (FY06)

- Publish and disseminate the Student Services assessment plan. (FY06)
- Assess learning outcomes of the TARGET program to determine if students achieved the established learning outcomes. (FY06)
- Assess learning outcomes for “CAP 102: Achieving College Success” course to determine if students are meeting intended learning outcomes. (FY07)
- Evaluate the ‘Laying Tracks’ program, a structured academic/mentoring learning community program for students in ALANA and/or SSS/TRIO, to determine impact on retention. (FY07)

Technology Area Objective(s):

- Implement the *Quality Matters at PGCC* initiative in conjunction with the Vice President for Instruction during FY06 to provide a comprehensive, standards-based approach to quality assurance in online courses, and complete this initiative on 50percent of all online courses. (FY06/FY07)
Partner(s): Instruction

WDCE Objective(s):

- Pre-assess students in WDCE courses to determine long-term individual learning goal(s).

I.a.(2) Align credit and noncredit programs that support career development and lifelong learning.

Instructional Team Objective(s):

- Identify the number of courses which incorporate concurrent noncredit and credit course learning. (FY06)
- Expand by 5 percent the course offerings which incorporate concurrent noncredit and credit course learning. (FY07)

WDCE Objective(s):

- Develop career pathways for students built around WDI industry clusters.

- I.a.(3) Design and implement a set of college-wide performance indicators to measure students' academic progress.

Administrative and Finance Objective(s):

- Delineate the dashboard indicators related to student success that would be critical to capture in the ERP system. The dashboard indicators will be finalized before the end of FY06 in order to be ready for merging when ERP implementation commences.

Partner(s): Technology

- Develop a series of data elements that could be tracked regularly to describe student academic progress by semester. The data will be defined during FY06 and a scorecard will be created and tracking will begin in FY07.

Partner(s): Instruction, Student Services, Technology

Technology Area Objective(s):

- Develop performance indicators that measure the extent and impact of Blackboard usage throughout the college during FY06 and implement these indicators during FY07.

- I.a.(4) Link course assessment and general education assessment more closely to student success.

Instructional Team Objective(s):

- Explore strengthening the "CAP 110: Introduction to College Life" course with the Student Services Area that exposes students to critical thinking and meta-cognitive learning, information resources skills, study skills, time management, test-taking and college survival skills. (FY06)

Partner(s): Student Services

- Develop a five-year schedule for reviewing master course syllabi that aligns with the five-year schedule of curricular area reviews, departmental self-studies and program self-studies. Report findings will be used to update the Instruction area's strategic and operational objectives and to effectively meet the budgetary needs of those curricular areas and programs. (FY06/FY07)

- Identify the critical thinking skills (i.e., at the introductory, intermediate and mastery/advanced levels) that students have to demonstrate in general education and program core courses. The Instruction Team will develop a continuum of critical thinking skills that students are exposed to and will need to demonstrate at the beginning of their college studies via a required college orientation

course, throughout their general education and program core courses and at the end of their studies via a required capstone experience course (e.g., via a clinical, practicum, apprenticeship, cooperative education, internship or capstone course, etc.) for all degree programs. (FY06/FY07)

- I.a.(5) Develop a broad array of student engagement opportunities to foster academic excellence, professionalism, leadership and lifelong learning. (FY06/FY07)

Instructional Team Objective(s):

- Expand learning community program offerings and the peer-led team learning to engage and retain at-risk students. (FY06/FY07)
- Incorporate the concept of “learning centeredness” in every Collegian Center. (FY06/FY07)
- Increase by 20 percent the number of courses that incorporate service learning in degree programs. (FY06/FY07)

President’s Office Objective(s):

- Offer internship opportunities for two PGCC students in the office of Marketing and Public Relations. (FY06/FY07)
Partner(s): Instruction
- Conduct at least two presentations on academic preparation for and success in careers in marketing and public relations in order to grow the number of individuals in these fields.

Student Services Objective(s):

- Prepare students for success in their community and in the workplace by establishing prescribed leadership development activities and assessment methods to document student learning. (FY06)
Partner(s): Instruction
- Implement the Career Development Citation Program to recognize students for participation and performance in professional development and credited classroom activities. (FY06)
- Utilize the workshop component of the Career Development Citation Program to enable student leaders to compile a professional and cocurricular portfolio as part of the Maryland State Dean’s Assessment Project. (FY06)

- Evaluate the effectiveness of the “Men Moving Forward” and the “Meeting in the Ladies Room” programs for achievement of intended student learning outcomes. (FY06)
- Implement pilot for “Laying Tracks,” a structured academic/mentoring learning community program for students in ALANA and SSS/TRIO to impact student engagement and increase student retention. (FY06)
- Foster student engagement by increasing student involvement in intramural opportunities by 15 percent (from 800 to 920 students). (FY06)
- Increase participation in the Career Development Citation Program by 10 percent. (FY07)
- Market and implement the new student leadership development program. (FY07)
- Increase female student involvement in intercollegiate athletic opportunities in order to achieve “Equity in Athletics” based on Title IX regulations. (FY07)

I.a.(6) Implement a degree audit system for tracking student progress toward degrees at 15, 30 and 45 credit intervals.

Student Services Objective(s):

- Initiate the communications stream to establish academic intervention at 15 credits to determine accuracy of curriculum placement. (FY06)
- Provide degree audit for students at the 30 and 45 credit mark, with a focus on students in business management curriculum. (FY06)

Partner(s): Instruction

- Increase the number of students who begin their developmental math sequence by their second semester in order to reduce their math barriers to graduation. (FY07)

Partner(s): Instruction

- Expand degree audit targeting one additional academic program with the highest rate of non-completers. (FY07)

Partner(s): Instruction

Objective I.b: Improve student academic outcomes.

Institutional Critical Steps

- I.b.(1) Ensure that oral and written communication, abstract reasoning, and critical thinking are outcomes for all courses throughout the curricula.

Instructional Team Objective(s):

- Develop a college orientation course with the Student Services area that exposes students to critical thinking skills (including meta-cognitive learning skills), study skills, time management skills, test-taking skills, and college survival skills to be used in all courses. (FY06)
- Identify the critical thinking skills (i.e., at the introductory, intermediate, and mastery/advanced levels) that students have to demonstrate in courses that are not part of a general education core. (FY06/FY07)

- I.b.(2) Develop and implement a process for integrative assessment of student learning.

Instruction Team Objective(s):

- Publish clear program learning outcomes for all degree programs in the catalog. (FY06/FY07)

- I.b.(3) Develop and implement a plan to improve the effectiveness of course prerequisites.

Instructional Team Objective(s):

- Examine all departmental course prerequisites to ensure they are logically sequential and academically sound. (FY06/FY07)

Objective I.c: Improve student utilization and satisfaction with academic support and student services.

Institutional Critical Steps

- I.c.(1) Modify service delivery patterns to respond to comprehensive student and faculty needs across sites, instructional modalities and times of the day.

Instructional Team Objective(s):

- Examine course scheduling formats at the main campus and the three extension centers as part of the College's Enrollment Management Committee. (FY06)
- Revise the course scheduling formats at the main campus and the three extension centers. (FY06/FY07)

Student Services Objective(s):

- Conduct survey of representative sample of students to assess need for weekend and evening hours. (FY06)
- Conduct review of opening/closing times and staffing hours to support student access to a variety of services. (FY06)
- Conduct a formative evaluation of the seamless enrollment process, known as TARGET, that allows a student to test, receive orientation, and register for classes the same day. (FY06)

- Assess the need for the Workforce Development and Continuing Education "live operator" phone line for possible reallocation of resources. (FY06)
Partner(s): WDCE

- Create and establish an Enrollment Information Center to include an 800 number to support the delivery of accurate and timely information to potential students. (FY07)
Partner(s): Technology, WDCE

Technology Area Objective(s):

- Adapt existing academic and student support services to meet the needs of distance learning students during FY06 and conduct a customer satisfaction survey of these services during FY07 to determine effectiveness. (FY06/FY07)

I.c.(2) Improve customer service in all areas of the college in line with the learning-centered philosophy.

Administration and Finance Objective(s):

- Implement a nationally benchmarked student satisfaction survey (such as the Noel/Levitz Student Satisfaction Inventory—NLSSI) to be given to all students once a year in order to measure the effectiveness of student support services and to compare our performance with that of national peers. Investigate the best

survey vendor during FY06 and implement the survey during FY07 with appropriate budget requests. (FY06/FY07)

Partner(s): Student Services, Instruction, WDCE, Technology

- Develop and implement a faculty and staff climate survey to determine the satisfaction levels of college employees with the various service units on campus. (FY06)

Partner(s): President's Council

- Develop a college-wide customer service training program in conjunction with Workforce Development and Continuing Education. (FY06/FY07)

Partner(s): WDCE

Instructional Team Objective(s):

- Provide training for faculty, staff and administrators on learning-centeredness as central to PGCC's vision, mission, and values. (FY06/FY07)
- Determine the learning-centered policies, processes, and practices that exist within the Instruction area. (FY06/FY07)
- Identify the learning-centered policies, processes, and practices that need to be improved and implemented within the Instruction area. (FY06/FY07)

Student Services Objective(s):

- Create a new employee orientation program (with a customer service focus) for Student Services' employees in order to increase the level of student satisfaction with services. (FY06)
- Develop and implement Student Service customer service training program to decrease the number of service complaints by 50 percent. (FY06)
- Conduct qualitative customer service feedback surveys during spring 2006 arena registration to establish baseline data for improvement of services. (FY06)
- Revise job descriptions in Student Services to reflect customer service as a performance evaluation tool. (FY06)
- Implement Noel/Levitz Student Satisfaction Inventory to determine student awareness levels of support programs. (FY06)

Partner(s): Administration & Finance

- Create a “Guide to Athletics” in order to provide timely information on activities and athletic facilities available to students, faculty, staff and the community. (FY06)

Technology Area Objective(s):

- Develop and implement an on-going customer services satisfaction survey mechanism for all employees and students who receive support from Technology Services. (FY06)
- Increase Technology Services Help Desk hours to reflect the college’s hours of operation during the seven day week. (FY06)
- Acquire an appropriate Technology Services Help Desk tracking and management system. (FY07)
- Assess customer service within the Technology division and develop a plan to improve this service. (FY07)

I.c.(3) Improve student awareness and use of student support services.

Student Services Objectives(s):

- Increase student awareness and participation in health education programs by 15 percent. (FY06)
- Increase the number of students that request HIV screening tests by 50 percent. (FY06)
- Increase student awareness of the availability of athletic opportunities through conducting a minimum of ten activities per year in conjunction with student clubs and organizations. (FY06)
- Implement a mechanism for tracking student athletes’ academic progress at the 5th and 10th week of the semester in order to provide appropriate support to achieve academic success. (FY06)
- Develop partnerships with at least three student clubs and leadership groups to provide presentations on services/resources available in Student Services. (FY06)
- Increase new faculty awareness and utilization of Student Services resources through targeting mailing and small individual and group presentations. (FY06)

Partner(s): Instruction

Technology Area Objective(s):

- Increase student awareness of wireless Internet access and *mypgcc*. (FY06)
- Collaborate/partner with the Instruction Division in an initiative during FY06 to increase student awareness of *mypgcc*, particularly for distance learning students. (FY06)

WDCE Objective(s):

- Raise the level of awareness of academic support and related services for noncredit students in order that WDCE instructors can better assist in improving student satisfaction. (FY06/FY07)

Objective I.d: Improve retention of students.

Institutional Critical Steps

- I.d.(1) Develop and implement a comprehensive, data-driven student retention plan that includes discipline-specific retention activities and faculty mentoring.

Administration and Finance Objective(s):

- Write a comprehensive report on the impact of student engagement as measured by the Community College Survey of Student Engagement (CCSSE) survey during FY06. Work out the details of implementing the survey each year through the Maryland Community College Consortium agreement during FY06. Make a report to the Enrollment Management Task Force. (FY07)

Instructional Team Objective(s):

- Examine existing data that focuses on student retention to identify strengths, weaknesses, opportunities and threats. (FY06/FY07)
- Explore methods to enhance faculty advisement and mentoring of students. (FY06/FY07)

Student Services Objective(s):

- Publish the enrollment management plan to include assigned responsibility and a strategy for monitoring impact. (FY06)
- Assess and evaluate the withdrawal patterns of first-time, full-time students in support of the College's enrollment plan to increase retention. (FY06)

- Pilot use of educational plans to be implemented in Spring 2006 in selected CAP 102 classes to clarify student goals. (FY06)
 - Refine course content/title and recommendation for mandatory CAP 110/102 student orientation course to targeted student population. (FY06)
- Partner(s): Instruction**
- Implement use of educational plans in all CAP classes through training of CAP faculty. (FY07)
 - Implement mandatory CAP 110/102 first-year experience course for targeted student population to increase student persistence. (FY07)

Technology Area Objective(s):

- Prepare a retention plan for distance learning students to increase retention by 3 percent in FY06 and another 3 percent in FY07. (FY06/FY07)
- Investigate software packages to determine student readiness for online learning during FY06 and implement the best one during FY07. (FY06/FY07)

WDCE Objective(s):

- Create individualized career maps for students that lead to employment or attainment of personal learning goals. (FY06/FY07)

I.d.(2) Develop and implement an action plan for “at-risk” students to provide appropriate supports for those students.

Student Services Objective(s):

- Determine the need for alternate financial options for students to include tuition payment and book purchases. (FY06)
- Identify with Instruction, appropriate support services for use with at-risk students. (FY06)
- Implement recommendations for alternate financial options for student payments. (FY07)

WDCE Objective(s):

- Develop a referral system that “funnels” at-risk students into the WDCE adult education pipeline. (FY06/FY07)

I.d.(3) Expand student participation in the Collegian Centers, Honors Program and Phi Theta Kappa.

Instructional Team Objective(s):

- Incorporate the concept of “learning centeredness” (i.e., creating and nurturing a ‘community of learners’ tied more to classroom instruction and learning) in every thematically-linked Collegian Center. The goal is to integrate a graded curricular component in all Collegian Centers. (FY06/FY07)
- Create stronger structures for curricular integration, co-curricular, and extra-curricular activities, and improve outreach to students through the College’s five Collegian Centers. (FY06/FY07)
- Increase by 20 percent the number of courses that incorporate service learning in degree programs. (FY06/FY07)
- Develop three new Collegian Centers (e.g., Health Sciences, Global Education and the Visual and Performing Arts). (FY07)
- Increase student participation in existing Collegian Centers by 20 percent. (FY07)
- Increase student retention in existing Collegian Centers by 10 percent. (FY07).
- Increase the number of students who conduct basic and applied research and then present their scholarly work at the regional Beacon Conference. (FY06/FY07).
- Increase, by at least one, the number of program articulation agreements to four-year institutions for Honors Program/Honors Academy students. (FY06/FY07)
- Strengthen PGCC’s Tau Pi Chapter of Phi Theta Kappa through more active leadership and participation in national PTK events and engaging in local/regional community service activities to be eligible for “Five-Star” Chapter Designation. (FY06/FY07)
- Establish separate cost center budgets for both Beacon Conference and Phi Theta Kappa to determine actual costs and the adequacy of college budgetary resources for these programs. (FY06/FY07)

Technology Area Objective(s):

- Develop and pilot a web-based Distance Learning Community Center that includes information, seminars and an introduction/welcome from the President and Vice Presidents during FY06 to increase a sense of inclusiveness by distance learning students. (FY07)

II. Academic and Career Pathways through Collaborations

Prince George's Community College will collaborate with organizations to identify and meet the educational needs of the community and the business world. It will collaborate with the county school system and four-year colleges and universities to build seamless transitions that ensure lifelong student success.

Objective II.a: Increase student transfer to four-year colleges and universities.

Institutional Critical Steps

- II.a.(1) Increase the number of articulation agreements with four-year institutions by 50 percent.

Instructional Team Objective(s):

- List all current articulation agreements in a table format in the college catalog. (FY06)
- Develop new program articulation agreements by 10 percent each year in response to state and local labor trends and workforce development needs. (FY06/FY07)

Student Services Objective(s):

- Develop pre-career/pre-transfer curriculum codes that will allow students to focus on selecting a major during their first year, while also meeting requirements for financial aid eligibility. (FY06/FY07)

Partner(s): Instruction

- II.a.(2) Establish disciplinary majors and mechanisms to track transfer and success with the majors.

Instructional Team Objective(s):

- Work with the Admissions and Records office to assign discipline codes for students completing coursework in degree program options to track and more aptly monitor student outcomes. (FY06/FY07)

Partner(s): Student Services

Student Services Objective(s):

- Review SDS transfer web site and implement changes to include a transfer checklist for student use. (FY06)
- II.a.(3) Establish partnerships and disciplinary collaborations with four-year colleges and universities.

Instructional Team Objective(s):

- Based on state and county college transfer and career/technical data, develop program partnerships and articulation agreements as stated in II.a.(1). (FY06/FY07)
- Establish ongoing relationships with representatives from four-year colleges and universities to provide guest lectures, seminars, panels, etc., for the express purpose of encouraging students to transfer upon completing the associate degree. (FY06/FY07)

Technology Area Objective(s):

- Actively participate in Maryland Online initiatives relating to partnerships and agreements with senior institutions and other community colleges during FY06 and evaluate the success of these relationships during FY07. (FY06/FY07)
 - Identify possible transfer institutions with baccalaureate degrees available through online learning during FY06 and collaborate/partner with the Instruction Division to establish articulation agreements with at least two such institutions during FY07. (FY06/FY07)
- II.a.(4) Develop and implement a plan to increase the transfer rates of students for whom this a goal.

Instructional Team Objective(s):

- Establish a college policy (and corresponding timelines) by which students need to satisfactorily complete college preparatory courses before taking credit courses. (FY06)
- Develop and/or use program planning guides to assist students to track their own academic progress and course scheduling plans. (FY06/FY07)
- Develop a model to provide additional student/faculty engagement via faculty, advising and mentoring. (FY06/FY07)

Student Services Objective(s):

- Partner with Instruction to develop a plan for increasing transfer rates of students. (FY06)
Partner(s): Instruction
- Review SDS transfer web site and implement changes to include a transfer checklist for student use. (FY06)

Objective II.b: Expand collaborative efforts with Prince George's County Public Schools to increase college readiness for students.

Institutional Critical Steps

- II.b.(1) Increase the number of college readiness programs in partnership with the Prince George's Public School System.

Instructional Team Objective(s):

- Examine and review existing college readiness program partnerships with PGCPs. (FY06)
- Increase the number of PGCPs students that attend PGCC as a result of program partnerships (e.g., dual enrollment, concurrent enrollment, tech prep, College and Career Transitions Initiative, etc.) and specific student recruitment efforts (e.g., campus study tours, sponsoring visits with students and faculty in the Collegian Centers, PGCPs/PGCC global education, study abroad, foreign language acquisition, etc.) that emphasize career pathways and help to clarify students' career goals. (FY06/FY07)

Student Services Objective(s):

- Expand the high school placement testing program to include testing for 1,000 sophomores in selected feeder schools in order to assess college readiness. (FY07)

WDCE Objective(s):

- Revise "Jobs that Pay will show you the Way" brochure. (FY06/FY07)
- In collaboration with PGCPs, develop comprehensive articulated career pathways that include paths from high school career academies to WDI (expand CCTI model). (FY06/FY07)

- In collaboration with PGCPs, administer Accuplacer to a cohort of high school students (10th or 11th grade) for early assessment and identification of remedial needs. (FY06/FY07)
- In collaboration with PGCPs, offer dual enrollment courses that are both academic- and career-oriented. (FY06/FY07)

II.b.(2) Pursue programs that support the basic skills needs of the county (i.e., GED, school-to-work, basic skills training, English language proficiency).

WDCE Objective(s):

- In collaboration with PGCPs, offer remedial instruction. (FY06/FY07)

Partner(s): Instruction, Student Services

II.b.(3) Develop programs for working with middle school and high school counselors to provide information to students and parents about Prince George's Community College programs.

Student Services Objective(s):

- Increase awareness of college services/resources for both middle and high school counselors by providing three formal high school counselor orientations, 10 middle school campus visits, and 10 workshops on financial aid planning. (FY06)

II.b.(4) Assess the effectiveness and impact of refresher courses for developmental programs.

Administration and Finance Objective(s):

- Produce a research report and present to the Dean of Developmental Education and Weekend Programs, the President's Cabinet and the college community on the correlation between student success in developmental refresher courses and successful completion of developmental requirements. (FY06)

II.b.(5) Establish an ongoing dialogue between college faculty and PGCPs teachers within the disciplines.

No Objectives for FY06/FY07.

- II.b.(6) Build articulated linkages between PGCCPS career academies and PGCC career, technical and occupations programs.

Instructional Team Objective(s):

- Identify existing Tech Prep agreements with PGCCPS. (FY06)
- Explore potential Tech Prep agreements with PGCCPS' high schools based on state and local labor trends and demand data. (FY06/FY07)

WDCE Objective(s):

- Where appropriate, articulate noncredit courses with credit degree and certificate programs.

Partner(s): Instruction

Objective II.c: Increase enrollments in credit and noncredit programs.

Institutional Critical Steps

- II.c.(1) Develop a consistent, unified marketing plan that supports academic, workforce development and continuing education programs.

WDCE Objective(s):

- In collaboration with the Recruitment office, visit county high schools to recruit students into noncredit PGCC programs. (FY06/FY07)

Partner(s): Student Services

- In collaboration with Marketing and Public Relations, create cross-divisional recruitment materials based in career pathways and industry clusters. (FY06/FY07)

Partner(s): President's Office

- II.c.(2) Develop and implement a strategic college-wide distance learning plan for credit and noncredit as part of the college's Enrollment Management Plan

Technology Area Objective(s):

- Increase credit and noncredit distance learning enrollments by 5 percent annually in FY06 and FY07. (FY06/FY07)
- Increase the number of credit and noncredit programs promoted via the college's cable TV station by 5 percent annually in FY06 and FY07. (FY06/FY07)

- Determine the feasibility of adding a portal and content management system to support the Blackboard course management system during FY06 and acquire these software components during FY07. (FY06/FY07)

Objective II.d: Develop innovative solutions to respond to business employee recruitment, training and retention needs.

Institutional Critical Steps

II.d.(1) Identify career pathways that meet the staffing needs of businesses.

No Objectives for FY06/07.

II.d.(2) Increase collaboration with local businesses, industry and governmental entities to develop a comprehensive program for economic and workforce development.

No Objectives for FY06/07

President's Office Objective(s):

- Feature college's business partnerships and four-year alliances in at least two publications. (FY06)

Instructional Team Objective(s):

- Increase administrators' and faculty members' involvement with industry clusters of the Governor's Workforce Investment Board. (FY06)
- Develop and/or strengthen the membership on advisory committees for career and technical programs. (FY06/FY07)
- Develop the criteria and guidelines for the use of advisory committees to review, revise, and/or discontinue instructional programs based on labor trends and workforce development needs of Prince George's County, the Washington D.C. Metropolitan Area, and the State of Maryland. (FY06/FY07)

Technology Area Objective(s):

- Collaborate/partner with the WDCE division to explore opportunities for distance learning programs and courses related to economic and workforce development during FY06 and establish three distance learning programs/courses during FY07. (FY06/FY07)

Partner(s): WDCE

WDCE Objective(s):

- Organize WDCE staff around WDI industry clusters structure. (FY06/FY07)
- Train one or more WDCE coordinators as an “Employee Retention Specialist.” (FY06/FY07)
- Execute one or more business contract that includes employee recruitment or retention services. (FY06/FY07)

Objective II.e: Identify career pathways to meet the workforce needs of the community.

II.e.(1) Identify career pathways that are critical to the economic well-being of Prince George’s County.

No Objectives for FY06/FY07.

II.e.(2) Develop a comprehensive plan for meeting the education and training needs of the community.

Technology Area Objective(s):

- Collaborate/partner with the WDCE division to explore opportunities for distance learning programs and courses related to economic and workforce development during FY06 and establish three (3) distance learning programs/courses during FY07. (FY06/FY07)

III. Technological Investment in People and Solutions

Prince George's Community College will make cost-effective investments in the technological development of its students and employees and will acquire emerging, proven technologies to meet institutional needs and support a learning-centered college.

Objective III.a: Streamline college-wide business processes.

Institutional Critical Steps

III.a.(1) Implement an Enterprise Resource Planning system.

Technology Area Objective(s):

- Select and acquire an ERP system, associated systems and an implementation and training services program during FY06. (FY06/FY07)
- Initiate the ERP system implementation and training program during FY06 and continue this program during FY07 in accordance with the predetermined 36-month timetable. (FY06/FY07)
- Conduct a risk assessment study of the current administrative legacy system during FY06. (FY06/FY07)
- Develop and finalize an ERP project management and governance structure during FY06. (FY06/FY07)
- Establish appropriate ERP vendor workspace and meeting room facilities in A339 during FY06. (FY06/FY07)
- Acquire and install appropriate equipment, wiring and cabling for an ERP training room in A302 during FY06. (FY06)
- Coordinate the documentation of current business processes of those functional areas listed in the ERP schedule that will be implemented during FY06 and during FY07. (FY06/FY07)
- Ensure that distance learning business processes are included in all relevant phases of the ERP implementation process during FY06 and during FY07. (FY06/FY07)

III.a.(2) Upgrade the network infrastructure.

Technology Area Objective(s):

- Select and acquire the Phase II network infrastructure solution during FY06. (FY06)
- Initiate the installation of the Phase II network infrastructure solution during FY06 and complete the installation process during FY07. (FY06/FY07)
- Conduct a risk assessment study of the current network infrastructure, including those components relevant to the delivery of distance learning courses and programs during FY06. (FY06)
- Conduct a risk assessment study of the current PBX system during FY06. (FY06)
- Pilot a Voice-Over-Internet-Protocol (VOIP) system in the Facilities Management building during FY06. (FY06)
- Develop and issue an RFP to acquire a new PBX system during FY07. (FY07)

III.a.(3) Ensure accessibility of appropriate institutional data (i.e., student, financial, payroll, human resources) for use by members of the college community.

No objectives for FY06/FY07. This critical step will be accomplished during the third year of ERP system implementation.

III.a.(4) Standardize paper processes throughout the college.

WDCE Objective(s):

- Create a process for electronic submission of appointment sheets. (FY06/FY07)
- Standardize WDCE course syllabi and related course forms. (FY06/FY07)
- Create a standardized contract training form and formula. (FY06/FY07)
- In collaboration with the Marketing and Public Relations Office, review and streamline course schedule development process. (FY06/FY07)

Objective III.b: Improve security of data, systems and network privacy.

Institutional Critical Steps

III.b.(1) Implement a set of computer usage standards, policies and procedures.

Technology Area Objective(s):

- Implement a college-wide policy for the creation and expiration of Novell login and GroupWise passwords during FY06. (FY06)
- Establish standards for all facets of technology, including equipment, software, classroom and lab facilities, network security, video surveillance system, Internet, web site, network infrastructure, e-mail, identity management, and Technology services during FY06 and update as appropriate during FY07. (FY06/FY07)
- Establish a cybersecurity strategy for the college that includes executive-level commitment during FY06. (FY06)
- Establish a college-wide network and data vulnerability assessment strategy during FY07. (FY07)

III.b.(2) Develop a process for auditing the computer usage standards on a regular basis.

III.b.(3) Invest in technology to improve the physical security of the campus.

Administration and Finance Objective(s):

- In conjunction with Administrative Technology Service, complete the implementation of a campus wide camera security system (interior and exterior); and to continually improve and upgrade campus police's technological capabilities. Create a plan during FY06 and implement in FY07. (FY06/FY07)

Partner(s): Technology

Technology Area Objective(s):

- Acquire and install a video surveillance system for the external doors of Chesapeake, Lanham and Marlboro Halls during FY06. (FY06)

- Develop a comprehensive public safety technology plan in conjunction with Facilities Management that includes the exteriors of all buildings and the parking lots during FY07. (FY07)

Partner(s): Facilities Management

Student Services Objective(s):

- Ensure compliance with state law and federal regulations in reference to student privacy issues by providing faculty and staff with ten workshops. (FY06)
- Eliminate the printing of Social Security numbers on computer generated standard reports such as class rosters, grade reports, bills, early alerts and all other pertinent documents. (FY07)
- Install computer lab management software in student assessment services to provide a secure environment for computerized testing. (FY07)

Partner(s): Technology

III.b.(4) Implement a system of identifying students and employees that eliminates the use of Social Security numbers.

Technology Area Objective(s):

- Lead a college-wide task force to develop short and long term recommendations to improve the security of student and employee identity information, including Social Security numbers during FY06. (FY06)
- Purchase and deploy an online security awareness training program whose successful and mandatory completion is a requirement for all employees during FY06 and update this program as appropriate during FY07. (FY06/FY07)
- Secure a data transport between the college and the off-site Blackboard server during FY07. (FY07)
- Select and acquire additional security and desktop management software to increase the protection of both institutional data and personal identity information during FY06 and during FY07. (FY06/FY07)

WDCE Objective(s):

- Examine and revise departmental practices regarding student privacy (e.g., SSN). (FY06/FY07)

Objective III.c: Improve technology systems support structure.

Institutional Critical Steps

III.c.(1) Acquire the human resources to effectively manage the expanding use of technology.

Technology Area Objective(s):

- Establish the database management position which is a fundamental staffing requirement for the ERP implementation project during FY07. (FY07)
- Establish the TRC training coordinator position to manage and support employee training, including the coordination of ERP training during FY06. (FY06)
- Improve the Technology Services staffing efficiency of computer-enabled classrooms and computer labs during FY06. (FY06)

III.c.(2) Implement regular and up-to-date computer refresh processes for the total college environment.

President's Office Objective(s):

- Upgrade computer hardware and software to improve publications production. (FY06/FY07)

Partner(s): Marketing and Public Relations

Technology Area Objective(s):

- Establish the PC Refreshment plan during FY06 and implement this plan during FY07. (FY06/FY07)

III.c.(3) Improve the effectiveness of user support services for all areas of the college.

Technology Area Objective(s):

- Develop the specifications for the Phase II Remote Access Project during FY06 and implement Phase II during FY07. (FY06/FY07)
- Develop performance indicators for all facets of the Technology Division during FY07. (FY07)

Objective III.d: Maintain, upgrade, and expand technology resources to support academic and administrative systems.

Institutional Critical Steps

III.d.(1) Upgrade and expand the college's Web presence and services and make the web site more functional and effective for students and the community.

President's Office Objectives(s):

- With the assistance of the college Webmaster, continue to improve the look and navigation of the web site. (FY06/FY07)
Partner(s): Technology
- Conduct at least one focus group on the look and usability of the college web site. (FY06)

Student Services Objective(s):

- Investigate new software packages that will permit the College to offer virtual tours for web site users to increase utilization of the web site. (FY06)
Partner(s): Technology, Marketing and Public Relations
- Improve the accuracy of SS information and interactive capability by providing timely updates and revisions to text and program information at least once per semester. (FY07)
Partner(s): Technology

Technology Division Objective(s):

- Develop a strategic plan for modernizing the college web site which includes incorporation of the content management system that is purchased via the ERP RFP during FY06 and implement during FY07. (FY06/FY07)
- Develop a web-based card catalog system for the Library to enhance the Library's services during FY06 and implement during FY07. (FY06/FY07)
- Implement the Faculty and Staff Directory to provide students and the community access to current faculty information during FY06. (FY06)
- Create a plan to increase Internet capacity using INET during FY06 and implement this plan in FY07. (FY06/FY07)

- Reengineer the existing Instructional Technology Services web site into a Technology Division web site during FY06. (FY06)

WDCE Objective(s):

- Expand WDCE web presence. (FY06/FY07)

III.d.(2) Enable web-based, just-in-time (real-time) student access to relevant, personal college-related information.

This critical step will be addressed throughout the implementation of the new ERP system.

III.d.(3) Acquire and deploy specified software services (e.g., one-card, portal, student email, pay for print, cyber café, online degree audit, online tutoring and advising) and provide training for their use.

Instructional Teams Objective(s):

- Assist in selecting appropriate software and helping to write the policies and procedures relevant to the Instruction area (e.g., ERP System and AdAstra). (FY06/FY07)

Technology Area Objective(s):

- Prepare and issue an RFP for the acquisition of a one-card system and a pay-for-print system during FY07. (FY07)
Partner(s): Administration and Finance
- Develop the specifications for a student email system during FY06. Implement in FY07. (FY06/FY07)
- Review the need for upgrading the hardware for the college's current unsupported IVR system during FY06 and upgrade as appropriate during FY07. (FY06/FY07)

III.d.(4) Update the college's Strategic Technology Plan.

Technology Area Objective(s):

- Update the college's strategic technology plan in FY06. (FY06)
Partner(s): President's Cabinet

Objective III.e: Upgrade the technology skills of all students and employees of the college.

Institutional Critical Steps

III.e.(1) Develop a procedure to identify the priority needs for technology training.

Technology Area Objective(s):

- Establish a professional development checklist for employee technical skills and knowledge training needs. (FY06/FY07)
Partner(s): Administration and Finance (Human Resources)
- Tabulate the results of the checklist results and develop a training plan coordinated through the Technology Resource Center. (FY06/FY07)

WDCE Objective(s):

- Offer computer skills courses for employees and encourage them to take classes. (FY06/FY07)
Partner(s): Technology
- Assess WDCE employee computer training and equipment needs.
Partner(s): Technology, Administration and Finance (OPIR)

III.e.(2) Provide ongoing training to students and employees to use software applications and equipment.

Instructional Team Objective(s):

- Provide technology training programs through the Center for Faculty Professional Development, the Technology Resource Center and Distance Learning Center for all teaching and academic/student support employees. (FY06/FY07)
Partner(s): Technology

President's Office Objective(s):

- Insure proficiency and efficiency in the use of Macintosh equipment in Marketing and Public Relations by training the graphic design team in the use and maintenance of that equipment. (FY06)

Technology Area Objective(s):

- Provide systematic training and support for faculty and staff involved in the development and delivery of distance learning courses. (FY06/FY07)
- Provide awareness and educate students, faculty and staff as to how to use wireless Internet capabilities on the Largo campus. (FY06/FY07)
- Continue to provide technology training to college employees. (FY06/FY07)
- Implement and sustain continuous employee GroupWise training during FY06. (FY06)

WDCE Objective(s):

- Develop computer skills courses for nursing students. (FY06/FY07)
Partner(s): Technology

III.e.(3) Expand programs to assist faculty in acquiring the skills needed to incorporate technology into their teaching.

Instructional Team Objective(s):

- Integrate the Technology Resource Center's and the Distance Learning Center's technical and/or pedagogical training into the Center for Faculty Professional Development (soon to be the Teaching and Learning Center). (FY06/FY07)

Technology Area Objective(s):

- Work with the Office of the Vice President for Instruction to establish an Instructional Designer function in the Technology Resource Center during FY07 with this function being covered with contract services during FY06. (FY06/FY07)
Partner (s): Instruction
- Assess use of technology by faculty to deliver instruction and enhance learning during FY06. (FY06)

Objective III.f: Develop and expand technology in classrooms, laboratories and services.

Institutional Critical Steps

- III.f.(1) Expand the integration of technology into the college's program offerings and provide every classroom with resident multimedia and Internet capability.

Instructional Team Objective(s):

- Identify the classrooms at the Largo Campus and the Extension Centers that need smart classroom capabilities. (FY06)
Partner(s): Technology
- Assess the efficacy of the "Computer Literacy" requirement in the general education core for all degree programs. (FY06/FY07)

President's Office Objective(s):

- Develop a communications plan to inform the college community of the work of the College-wide Forum. (FY06/FY07)
Partner(s): Marketing and Publication Relations
- Develop an internal communications plan in conjunction with the Strategic Planning Council on the philosophy and practice of a learning-centered college (FY06/FY07)
Partner(s): Marketing and Publication Relations
- Expand and rename the Marketing Outreach Committee. (FY06/FY07)
Partner(s): Marketing and Publication Relations

Technology Area Objective(s):

- Establish a plan for updating the technology of each classroom that transitions these facilities from smart to intelligent/mediated classrooms during FY06. (FY06)
Partner(s): Instruction
- Establish a plan for updating the technology of each academic lab during FY07. (FY07)
- Establish standards for multimedia lecterns during FY06. (FY06)
Partner(s): Instruction

- Acquire and implement new technology in the Health Simulation Lab in Lanham 311 during FY06. (FY06)
Partner(s): Instruction
- Acquire and implement new technology in the Interdisciplinary Arts Lab in Marlboro 1016 during FY06. (FY06)
Partner(s): Instruction
- Expand the technology support for the Visual Communications Program during FY06. (FY06)
Partner(s): WDCE
- Complete the implementation of the computer-enabled classroom in Bladen 205 to support the Developmental Math Program during FY06. (FY06)
Partner(s): Instruction
- Provide an additional media lectern and projection system for the Developmental Reading Program during FY06. (FY06)
Partner(s): Instruction
- Implement wireless Internet access in the “T” temporary classrooms during FY06. (FY06)
- Increase the availability of computer and projection equipment in the “T” temporary classrooms during FY06. (FY06)
- Complete a pilot test using VMW for targeted CIS classrooms to improve instructional flexibility of the classroom and to reduce dependency on the Instructional Technology Services staff during FY06. (FY06)
Partner(s): Instruction
- Expand implementation of *mypgcc* (single ID) in college computer labs and computer-enabled classrooms during FY06 and communicate schedule to all faculty and staff. (FY06)
- Provide technology upgrades to the Marlboro Hall lecture classrooms (M1097, M1098, M1104) during FY06. (FY06)
Partner(s): Facilities, Instruction
- Refresh the PC desktops in A201, B303, L108 and L226 during FY06. (FY06)
- Expand the use of Personal Response Systems (PRSs) to increase the level of student engagement in the classroom during FY06. (FY06)

- Pilot the use of Symposium annotation device technology to increase effectiveness of face-to-face classroom delivery during FY06. (FY06)
Partner(s): Instruction

WDCE Objective(s):

- Develop a proposal to digitize the equipment in the photo studio. (FY06/FY07)
- Offer CNA/MA theory online for all students. (FY06/FY07)

III.f.(2) Provide student support services with appropriate technology to enhance the student learning experience.

Technology Area Objective(s):

- Collaborate with the Advising Center, the Student Assessment Center and the Library to identify and provide the appropriate support services to meet the needs of distance learning students during FY06. (FY06)
- Establish a plan to implement a college video network to support interactive video across institutions, video conferencing, a student information video channel and video-on-demand capability during FY06 as well as acquire and implement appropriate standards-based technology during FY07. (FY06/FY07)

III.f.(3) Expand the pervasive use of web-based and/or electronic course management tools in all applicable credit and noncredit courses.

Instructional Team Objective(s):

- Provide ongoing Blackboard training to all faculty members interested in integrating course management software into their courses and/or updating their skills. (FY06/FY07)
Partner(s): Technology

Technology Area Objective(s):

- Develop a plan to expand the use of Blackboard in all credit courses during FY06. (FY06)
- Increase the use of Blackboard by 10 percent in credit courses annually during FY06 and during FY07. (FY06/FY07)
Partner(s): Instruction

- Increase the use of Blackboard by 10 percent in noncredit courses annually during FY06 and during FY07. (FY06/FY07)

Partner(s): WDCE

- Create a plan for the phased-in expansion of the student information video channel during FY06. (FY06)
- Implement a pilot for the student information video channel during FY07. (FY06)

IV. An Institutional Culture That Embraces Learning Centeredness

Prince George's Community College will adopt an institutional culture that is learning centered; a system of collegial governance; and data-driven, decision-making systems.

Objective IV.a: Create an institutional culture that is focused on learning.

Institutional Critical Steps

IV.a.(1) Educate the college community on the processes and practices related to the learning-centered philosophy.

President's Office Objective(s):

- Create and implement a communications vehicle to inform the college community of the work of the College-wide Forum and on the philosophy and practice of a learning-centered college. (FY06)
Partner(s): College-wide Forum
- Expand and rename the Marketing Outreach Committee. (FY06)
- Coordinate a series of weekly college-wide dialogues to promote understanding of the learning-centered philosophy. (FY06/FY07)
- Create an electronic library of resource tools for the college community on the best practices of learning-centered organizations. (FY06/FY07)
- Create the learning symposium. (FY06/FY07)
- Launch a comprehensive communications strategy to increase awareness and knowledge about the learning-centered initiative. (FY06/FY07)

Technology Area Objective(s):

- Conduct a retreat for the Technology staff to initiate learning-centered cultural changes. (FY06/FY07)

WDCE Objective(s):

- Establish a consistently user-friendly atmosphere (e.g., more customer service focused) in WDCE. (FY06/FY07)

IV.a.(2) Identify and adopt a set of principles across all areas of the college that is in line with our institutional commitment to learning centeredness.

Instructional Team Objective(s):

- Develop the charter of a College-wide Academic Standards Committee as part of the College-wide Forum's By-Laws (*Middle States Site Visit Team's Recommendations*). (FY06)
Partner(s): College-wide Forum
- Examine the charge, function and responsibilities of the Curriculum Committee as part of the College-wide Forum's By-Laws (*Middle States Site Visit Team's Recommendations*). (FY06)
Partner(s): College-wide Forum
- Assess existing job titles, division/department names and the general vernacular to enhance PGCC's objective of becoming more learning centered. (FY06/FY07)
- Evaluate existing academic standards that are congruent with PGCC's objective of becoming a more learning-centered institution. (FY06/FY07)

President's Office Objective(s):

- Design and facilitate the process to create a set of institutional learning-centered principles. (FY06/FY07)

IV.a.(3) Define and adequately communicate the institutional measures that are related to our standards of learning centeredness.

Technology Area Objective(s):

- Review and revise distance learning mission and goals to reflect commitment to learning centeredness during FY06. (FY06)
- Develop an atmosphere within the Technology Division that promotes and exhibits learning-centered behaviors during FY06 and FY07. (FY06/FY07)

Objective IV.b: Become a learning-centered institution.

Institutional Critical Steps

IV.b.(1) Establish a single institutional assessment plan that includes clear guidelines for linking assessment of results to mission, goals and objectives in order to measure college accountability and improvement.

Administration and Finance Objective(s):

- Develop and implement a method for effectively managing strategic action plans (critical steps) and reporting results annually. Modify, fine tune and operationally define the performance indicators associated with each strategic objective in FY06 and begin tracking progress in FY07. Communicate to the college community in FY06, how the tracking mechanism will be used by each department. (FY06/FY07)
- Assess the recurring research reports and projects done under OPIR for usefulness and usability. Create an inventory broken into mandated-required/internal-required/not-required. Evaluate the usefulness of those not-required reports to determine what we don't need to do. Create a mechanism for generating recurring reports that would help the college in decision-making and learning centeredness. (FY06)
- Enroll the college in the Community College Benchmarking Project in order to have national peer comparisons for tracking our performance in key strategic indicators. Complete the investigation into feasibility in FY06 and implement in FY07. (FY06/FY07)

WDCE Objective(s):

- Integrate the benefits of WDI and career pathways into learning-centered discussions. (FY06/FY07)

Partner(s): College-wide Forum

IV.b.(2) Develop a process of quality improvement to identify the essential components of the programs that support learning-centeredness.

President's Office Objective(s):

- Conduct a site visit to a nationally recognized learning-centered college to perform a benchmarking analysis of its quality assessment process. (FY06/FY07)

- Develop a schedule and process for the assessment of processes and practices using the Approach-Deployment-Learning-Integration (ADLI) quality assessment tool. (FY06/FY07)

Technology Area Objective(s):

- Implement the “*Quality Matters* at PGCC” quality assurance process to ensure a process that is learning centered and faculty driven during FY06. (FY06)

Objective IV.c: Enhance the governance system and leadership structure of the college.

Institutional Critical Steps

- IV.c.(1) Create a mechanism to track students’ and employees’ recommendations from conception through adoption or rejection.

President’s Office Objective(s):

- Launch the Prince George’s Community College Governance web site to provide information on the status of all College-wide Forum recommendations. (FY06/FY07)

- IV.c.(2) Enhance regular and effective internal communications.

President’s Office Objective(s):

- Contribute at least five articles to the IQ newsletter highlighting information on the College-wide Forum. (FY06/FY07)
- Re-engineer the President’s web site to include current memos and letters on PGCC governance. (FY06/FY07)

Technology Area Objective(s):

- Develop a quarterly electronic Technology Area newsletter during FY07. (FY07)
- Devise and implement a solution to provide college staff off-campus access to the college’s document management system as part of the specifications of the Phase II Remote Access Project during FY06. (FY06)

IV.c.(3) Monitor governance system to assure that it is efficient and productive.

President's Office Objective(s):

- Facilitate the creation of an interim governance document for the College-wide Forum. (FY06/FY07)
- Identify the existing college-wide committees, groups and councils to determine their charge and relationship to other internal governance bodies. (FY06/FY07)

V. An Enhanced Total Work Environment

Prince George's Community College will build the human resources capacity to effectively deliver institutional objectives and create a work environment that is flexible and responsive, and supports employee and organizational growth.

Objective V.a: Establish and implement a comprehensive human resources strategic plan.

Institutional Critical Steps:

- V.a.(1) Establish a vehicle for comprehensive succession planning at all levels of the college organizational structure.

Administration and Finance Objective(s):

- Develop an acceptable definition of succession planning in FY06. Review all job grades and titles in FY06 in order to determine the utility of reducing the number of classifications. (FY06/FY07)

- V.a.(2) Increase diversity among college employees.

President's Office Objective(s):

- Increase the number of minority applicants meeting minimum qualifications by 10 percent through recruitment at local job/employment fairs and community-related events. (FY06/FY07)
- Foster and nurture a relationship with five community organizations to attract a diverse population of applicants. (FY06/FY07)
- Strengthen the alliance with the area institutions of higher education with graduate programs and with alumni associations to identify diverse individuals interested in employment with the college. (FY06/FY07)

WDCE Objective(s):

- Develop a mentoring or coaching plan within WDCE including cross training, partnering with other staff, etc. (FY06/FY07)

- V.a.(3) Reduce the amount of time required to recruit, interview and hire new employees in order to create a more flexible and responsive work environment.

Administration and Finance Objective(s):

- Develop a survey to be administered to hiring authorities in regards to time lines in the various stages of the hiring process during FY06. (FY06)

President's Office Objective(s):

- Identify a cadre of 25 or more individuals campus-wide, who will serve as representatives for the Affirmative Action Officer. (FY06/FY07)
- Provide affirmative action/review screening committee training on a quarterly basis to the cadre of AA representatives and others. (FY06/FY07)

- V.a.(4) Develop a process to identify new training needs for staff in each unit.

Administration and Finance's Objective(s):

- Develop a training "needs analysis" based on collaboration with the constituency leaders and a separate training "needs analysis" on the specific needs of managerial staff. Development of training modules and budget requirements will take place during FY06. Implementation will begin in FY07. (FY06/FY07)

President's Office Objective(s):

- Develop a model for succession planning by assessing all area positions and responsibilities, and developing, along with each employee, individual proposals for employee growth and professional development in the President's Office Staff area. (FY06/FY07)
- Provide at least one professional development opportunity for each employee in the President's Office Staff area. (FY06/FY07)

Student Services Objective(s):

- Adopt a set of customer service standards through initial and ongoing training that will include accuracy of data input in compliance with system requirements. (FY07)

Technology Area Objective(s):

- Develop and implement a process to evaluate the training needs of the Technology Division staff during FY06. (FY06)

Objective V.b: Ensure that salaries and benefits are competitive.

Institutional Critical Steps

- V.b.(1) Evaluate compensation and benefits for all positions on a three-year, cyclical basis at a rate of one-third per year.

WDCE Objective(s):

- Implement flex time or telecommuting in WDCE. (FY06/FY07)
- V.b.(2) Implement a plan for ensuring competitive salaries and benefits for all positions across all organizational levels.

Objective V.c: Increase staff utilization of and satisfaction with professional development and training.

Institutional Critical Step:

- V.c.(1) Develop and implement a professional development plan that will enhance supervisory skills and increase oral and written communication, discipline specific knowledge and technical literacy so all employees can realize their full potential for advancement.

Technology Area Objective(s):

- Provide training opportunities for Technology staff members related to learning centeredness, customer service and technical skills during FY07. (FY07)

VI. An Enhanced Physical Environment

Prince George's Community College will develop and implement capital projects that respond to the learning-centered environment, improve the physical facilities and increase the physical safety of the college.

Objective VI.a: Complete major renovation projects.

Institutional Critical Steps:

VI.a.(1) Complete renovation of Bladen Hall Student Services.

Administration and Finance Objective(s):

- Conduct biweekly progress meetings with the contractor (James E. Knott, Inc.) to ensure that the construction work for Bladen Student Services is completed as scheduled in FY2007. This objective will be ongoing during FY06 and FY07. (FY06/FY07)

Student Services Objective(s):

- Finalize the furniture and the technology needs for affected departments in Student Services. (FY06/FY07)

Partner(s): Administration and Finance, Technology

VI.a.(2) Complete renovation of Accokeek Hall Library Building.

Administration and Finance Objective(s):

- Work with the A/E to complete the construction and bid documents for the Renovation of Accokeek Hall during FY06. Obtain Board of Public Works approval for award of contract no later than FY07 to complete Accokeek Hall construction work as planned in FY2008. (FY06/FY07)

Partner(s): Instruction

Objective VI.b: Increase the physical safety of the college.

Institutional Critical Step:

- VI.b.(1) Develop and implement a plan to improve campus safety for students and employees.

Administration and Finance Objective(s):

- Work with the Office of Marketing and Public Relations to provide students, employees, and the college community with daily online access to safety, security, and crime prevention information. This planning phase will begin in FY06 with full implementation in FY07. (FY06/FY07)

Objective VI.c: Develop new capital improvement projects.

Institutional Critical Steps:

- VI.c.(1) Annually develop and revise the college's five-year capital improvement program.

President's Office Objective(s):

- Communicate the facilities master plan to employees and students. (FY06/FY07)

Administration and Finance Objective(s):

- Work with the President's Cabinet and CWF Facilities Committee to prepare and submit the college's five-year capital improvement program and annual capital budget request by June 1 of each fiscal year. This is an ongoing objective and will take place during FY06 and FY07. (FY06/FY07)

WDCE Objective(s):

- Work with facilities management office to renovate the Camp Springs site. (FY06/FY07)

- VI.c.(2) Develop and implement an approach to effectively fund capital improvement projects.

No objectives for FY06/FY07

VI.c.(3) Complete construction of the High Technology Center.

President's Office Objective(s):

- Plan and implement a grounds-breaking ceremony for the High Tech Center before the end of FY06. (FY06/FY07)

Administration and Finance Objective(s):

- Work with the A/E (Heery International) to complete construction and bid documents during FY06. Obtain Board of Public Works approval for award of contract no later than FY07 to complete construction of the High Technology Center as planned in FY 2008. (FY06/FY07)

Partner(s): President's Council

- Establish college A/E Selection Committee and obtain Board of Public Works approval for award of A/E contract to design and complete construction documents for the Center for Health Studies during FY06. Obtain Board of Public Works approval for award of contract during FY07 to complete construction for the Center for Health Studies building as planned in FY2010. (FY06/FY07)

Partner(s): President's Council

Objective VI.d: Improve physical facilities, furnishings and equipment, and signage.

Institutional Critical Steps

- VI.d.(1) Process and evaluate requests for college improvements and major repairs within applicable construction and safety codes.

Administration and Finance Objective(s):

- Evaluate requests from the college community for repairs and improvements on a continuing basis. Prioritize and document the requests within the Total Maintenance System work order delivery system. This evaluation process will begin in FY06 to be completed by the end of FY07. (FY06/FY07)

Technology Area Objective(s):

- Increase collaboration between the Technology Area and the Office of Facilities Management staff to improve the success rate of new and existing college-wide facilities improvement projects during FY06. (FY06)

WDCE Objective(s):

- In collaboration with Student Services, recommend enhancement to signs for the: (FY06/FY07)
 - Continuing Education registration area
 - Evening and Weekend Office
 - Continuing Education Building

VI.d.(2) Develop and implement a process for improving college signage.

Technology Area Objective(s):

- Evaluate the need for more signage to help students locate Distance Learning services during FY06. (FY06)

Administration and Finance Objective(s):

- Develop educational specifications for a capital improvement project that will address campus roadway improvements and signage during FY06. Obtain program approval from the Maryland Higher Education Commission, Department of Budget and Management, and the Department of General Services during FY07. Obtain Board of Public Works approval for award of the A/E and construction contracts and complete the construction work as planned in FY2011. (FY06/FY07)

VII. Increased Sources of Revenue

Prince George's Community College will fund its long-term strategic priorities by increasing revenue from public and private sources.

Objective VII.a: Increase public sources of financial support for the college.

Institutional Critical Steps

VII.a.(1) Educate the electorate, businesses and community on the importance of the college to the economic well-being and quality of life for citizens of Prince George's County through education, workforce development and cultural enhancement.

President's Office Objective(s):

- Meet on a monthly basis with county and state elected officials and keep the college's needs before them. (FY06/FY07)
- Develop stories for major newspapers that keep the public aware of PGCC. (FY06/FY07)

Instructional Team Objective(s):

- Provide success stories and general information about the college's instructional programs that are responsive to economic, social, and workforce development needs of the diverse student constituencies and the public, private and non-profit sector organizations served. (FY06/FY07)
- Invite, involve and recognize leaders from public, private and non-profit sector organizations to serve as members of the college's program advisory committees. (FY06/FY07)

VII.a.(2) Foster and nurture relationships with elected officials and those who influence elected officials (i.e. home owners associations, parents, business leaders, community groups, student groups and alumni).

President's Office Objective(s):

- Conduct a survey to assess the needs and interests of alumni. (FY06/FY07)
Partner(s): Development Office, Administration and Finance

- Analyze the effectiveness of the current alumni organization and recommend a long-range strategic plan for the organization. (FY06/FY07)
Partner(s): Development Office
- Add ten outstanding alumni to the wall of fame. (FY06/FY07)
Partners: Development Office
- Increase the net proceeds of the annual alumni golf tournament by 10percent over FY05. (FY06/FY07)
Partners: Development Office
- Expand the alumni web page. (FY06/FY07)
Partners: Development Office, Technology

VII.a.(3) Increase the funds received from external grants.

Instructional Area Objective(s):

- Develop a strategic grant-writing agenda through the Center for Academic Resource Development (CARD) to strengthen the College's instructional programs and to ensure that students' diverse learning needs are met. (FY06/FY07)

Student Services Objective(s):

- Submit Talent Search and Educational Opportunity Center grant proposal applications to seek Federal funding for college readiness programs. (FY06)

Technology Area Objective(s):

- Investigate a fourth-year dissemination grant from FIPSE to continue the *Quality Matters at PGCC* project during FY06. (FY06)

Objective VII.b: Increase private sources of financial support for the college.

Institutional Critical Steps

VII.b.(1) Increase contributions to the annual fund and capital campaigns.

President's Office Objective(s):

- Raise \$4 million in the Major Gifts Campaign by June 2006. (FY06/FY07)

- Recruit seven community volunteers to cultivate and solicit individual major gifts. (FY06/FY07)
- Hold five leadership awareness events for top donors. (FY06/FY07)
Partner(s): Development Office
- Expand the coverage of the campaign newsletters to the community. (FY06/FY07)
Partner(s): Development Office
- Solicit new employees and those who made one-year campaign gifts. (FY06/FY07)
Partner(s): Development Office
- Provide more recognition via events for major gift donors. (FY06/FY07)
Partner(s): Development Office
- Solicit graduating seniors for a class gift. (FY06/FY07)
Partner(s): Development Office
- Recruit five individuals to the Prince George's Community College Foundation, Inc. board of directors. (FY06/FY07)
Partner(s): Development Office
- Promote the major gifts campaign by expanding internal and external communication with current donors and prospective donors. (FY06/FY07)
Partner(s): Development Office

WDCE Objective(s):

- In collaboration with CARD and the development office, establish a better working relationship with regarding to grants and business solicitations/contributions. (FY06/FY07)
- Send announcements of grant opportunities to appropriate coordinator to explore possible "fit." (FY06/FY07)
- Identify one grant specialist/leader for each WDI. (FY06/FY07)

VII.b.(2) Increase grants received from private foundations.

No objectives for FY06/FY07

Objective VII.c: Expand the number of programs and services offered to businesses for a fee.

Institutional Critical Steps

VII.c.(1) Deliver innovative degree programs and instructional formats through contract training.

WDCE Objective(s):

- In collaboration with the Career Center, explore ways for the College to assist employers with employee recruitment. (FY06/FY07)
- In collaboration with the Assessment Center, explore ways for the College to assist employers with employee skills assessment. (FY06/FY07)
- Through CBIT, explore ways for the college to assist/consult employers with employee retention. (FY06/FY07)

VII.c.(2) Develop and deliver new revenue-generating programs for credit and noncredit.

Instructional Team Objective(s):

- Review individual instructional programs for fiscal efficacy and resource allocation. (FY06/FY07)
- Allocate funds to instruction areas/programs that are responsive to enrollment trends, college transfer programs, and labor demand/workforce development needs. (FY06/FY07)
- Develop new college transfer and career/technical instructional programs that are responsive to local and state needs and will generate revenues for both the credit and noncredit areas of the College. (FY07)

Objective VII.d: Increase institutional efficiency.

Institutional Critical Steps

VII.d.(1) Revisit operational budget process to include innovative budget allocation techniques.

WDCE Objective(s):

- Explore the feasibility of combining large volume courses (e.g., CNA, Motorcycle Safety, etc.) into combined or online lecture components. (FY06)

VII.d.(2) Assess cost centers for efficiency and adequacy of funding.

No objectives for FY06/FY07

VII.d.(3) Align the annual operational budget with institutional goals and objectives.

Administration and Finance Objective(s):

- Working with the Budget Action Committee and the College-wide Forum to educate the cost center managers in how to align the budget to the strategic plan using the strategic budget form. The college's goals and objectives will be given to the areas within the college that they apply to and the cost center manager will be trained to apply the funding necessary to meet the objectives. This project will begin in FY06 and will be completed by the end of FY07. (FY06/FY07)

Technology Area Objective(s):

- Review all recurring contracts to achieve cost savings wherever possible during FY06 for the FY07 budget year. (FY06/FY07)
- Prepare and submit all recurring Technology purchase requisitions for FY07 to the Office of Procurement by May 15, 2006. (FY06)