

ACADEMIC PLAN - FY2006 to FY2008

I. Learning Environment

Howard Community College creates an environment that inspires learning and the lifelong pursuit of personal and professional goals. The college provides open access and innovative learning systems to respond to the ever-changing needs and interests of a diverse and dynamic community. As a vital partner, HCC is a major force in the intellectual, cultural, and economic life of its community. Within the context of the larger college mission, the Academic Affairs area provides high quality programs that meet the needs of a wide variety of students including transfer, career, and personal enrichment.

As an open access institution, we are committed to meeting the needs of our total community. Therefore, we are equally concerned with the success and well-being of our most and our least well-prepared students, and we are committed to creating and sustaining a classroom climate conducive to learning for all of our students. We are equally committed to creating pathways that traverse artificial and real barriers that block access to educational opportunity, including barriers between credit and non-credit programs and barriers of time and distance.

The Academic Affairs area is committed to teaching and learning excellence. Demonstrated teaching excellence or demonstrated potential for teaching excellence is one of the most critical elements in the hiring of new full-time faculty. Faculty are continuously engaged in teaching improvement and learning outcomes assessment projects. Promotion, advancement, and access to additional resources are all most typically tied to activities that advance teaching and learning. At the same time, faculty are committed to high academic standards for all students in a classroom environment of mutual respect.

Academic Affairs understands its role in a fast-growing county that has attracted new technology industries like the photonics industry. We will identify and respond to the education and training needs of those industries using the resources and talents of both our credit and continuing education divisions. We will also tap the expertise of specialists from those industries to serve on our academic advisory committees.

Academic Affairs presents distance and alternative learning modes not as ends in themselves but to respond to the needs of students whose work and home schedules limit their ability to take onsite courses. We understand that these courses present unique pedagogical challenges and take seriously our charge to assure the quality of learning in these courses.

The Teaching and Learning Services division plays an integral role in creating a positive learning environment for our students. In addition to a significant book collection, our spacious and technologically advanced Library brings a network of electronic databases and Internet resources to our students and faculty. The Library's RealMedia server provides streaming video for onsite and online courses. In addition, the Teaching and Learning Services division administers Evening Services for faculty. AV Services maintains computer and projection equipment in virtually every Howard Community College classrooms, and provides specialty equipment and expertise for any teaching initiative imaginable. In addition, staff instructional designers produce a variety of course materials for faculty. AV Services' Multimedia Development Team manages large projects that require a variety of different multimedia content.

The governance structure of Academic Affairs includes the chairs of the academic divisions, program coordinators and directors, Faculty Forum, and the Curriculum and Instruction Committee. In addition, faculty committees oversee important functions like the sabbatical selection process.

	Goal	Objective	Fiscal Year	Cost	Oversight	FY2005 Results
A.	The Academic Affairs area will develop strategies and programs to meet the needs of its least well-prepared students.	1. Create programs and/or implement strategies that provide incoming freshmen with an orientation to college and survival skills for their first year.	FY2006		Bernie Sandruck Tara Hart	
		2. Match the institutional retention rate for non-minority students in Silas Craft Collegians 1, 2, and 3.	FY2006		Pam Cornell	
		3. Develop pathways that allow non-credit students to transition into credit programs.	FY2006		Sharon Pierce JoAnn Hawkins Sharon Schmickley	
		4. Do a formal assessment of the FYE and Step-Up programs and implement recommendations.	FY2006		Bernie Sandruck Tara Hart Ron Roberson	
		5. Implement the viable recommendations of the Faculty Learning Community.	FY2006		Bernie Sandruck Tara Hart Ron Roberson	
B.	Academic Affairs will establish an ongoing program to enhance the climate for learning in the classroom.	1. Disseminate <i>Classroom Behavior, A Practical Guide for Faculty</i> to all full-time and adjunct faculty.	FY2006		Ron Roberson	
C.	Academic Affairs will actively promote diversity in its restricted enrollment programs.	1. Increase the African American student population in the Rouse Scholars program from 4 to 7. (10%)	FY2007		Jerry Casway	
		2. Maintain diversity in the Silas Craft Collegians program while at the same time assuring that the target population of African-American students is well-represented.	FY2006		Pam Cornell	

	Goal	Objective	Fiscal Year	Cost	Oversight	FY2005 Results
D.	Academic Affairs will develop high technology programs that address the IT needs of the community and provide important career opportunities for students.	1. Develop programs in PACS, computer forensics, computer engineering.	FY2006		Valerie Lash Sharon Pierce Sharon Schmickley Dan Friedman	
		2. Establish HCC as a Cisco University.	FY2006		Dan Friedman	
		3. Establish articulation agreements with baccalaureate degree granting institution to offer programs at the Laurel College Center.	FY2006		Ron Roberson	
		4. Identify at least one new business partner to advise and host interns for the Digital Pre-Press curriculum.	FY2006		Valerie Costantini	
		5. Investigate the feasibility and usability of a on-campus streaming video network.	FY2007		Steve Horvath Ron Roberson	
E.	Academic Affairs will develop courses and programs to meet the needs of students for whom time and distance are a barrier to taking onsite courses.	1. Identify program areas where the delivery of components at a distance increases vitality or viability or reduces costs and develop a plan for integrating distance learning activities: supplemental use of WebCT and Virtual Enterprise.	FY2006		VPAA Staff	
		2. Design processes to facilitate the extension of the supplemental use of WebCT.				
		3. Increase the non-credit distance learning offerings by 5%.	FY2006		JoAnn Hawkins	
		4. Explore the possibility of expanded offerings in the early morning and on the weekend.	FY2006		VPAA Staff	
F.	Academic Affairs will expand its course and program offerings to meet the needs of an expanding student population.	1. Establish processes to identify areas of pressing need or areas of opportunity and to quickly increase course offerings or develop new programs. Areas currently under investigation: entertainment technology, history, radiological technology, and secondary AAT in English and elementary special education.	FY2006		VPAA Staff Research & Development Team	
		2. Respond to the program recommendations of the Commission on the Future.	FY2006		VPAA Staff	
		3. Implement the mid-year nursing Program.	FY2006		Sharon Pierce	
		4. Establish articulation agreements with baccalaureate degree granting institution to offer programs at the Laurel College Center.	FY2006		Ron Roberson	
		5. Develop 3+1 bachelors of business and video production articulations with Villa Julie.	FY2006		Sharon Schmickley Valerie Lash	
		8. Develop facilities proposals for the Hospitality Management program at Belmont.	FY2006		Sharon Schmickley	
		6. Refine plans for the academic programs to be situated at Maple Lawn.	FY2006		VPAA Staff	
		7. Implement Competency Assessment Program (CAPS)	FY2006		Sharon Schmickley	
		8. Increase faculty participation in service learning by 20% (4 faculty members)	FY2006		Carol Parecco Steve Horvath	

	Goal	Objective	Fiscal Year	Cost	Oversight	FY2005 Results
G.	Academic Affairs will develop study abroad and faculty programs in subject areas where international teaching and learning experiences will significantly improve the quality of instruction and/or the relevance of the curriculum.	1. Develop additional study abroad and student exchange programs: 1) partnership with James Watt College in Scotland 2) business/ marketing articulation w/Niels Brock. 3) Establish a Chinese Language program with Suzhou University in the spring of 2006	FY2006		George Barlos Jerry Casway Sharon Schmickley Tara Hart	
		2. Integrate the Maryland Community College International Education Consortium into our study abroad planning process.	FY2006		George Barlos Ron Roberson	
		3. Implement the top priority recommendations of the Multicultural Plan.- Develop a plan for the coordination & administration of international programs.	FY2006		George Barlos Ron Roberson	
		4. Recruit 4 HCC students for the Denmark exchange.	FY2006		George Barlos Valerie Lash Sharon Schmickley	
		5. Investigate International Business and Marketing Course in Shanghai with Shanghai Jingan Community College.	FY2006		George Barlos Sharon Schmickley	

II. Organizational Effectiveness

By building on an established commitment to programs that contribute to professional development and improved student achievement, the Academic Affairs area will support initiatives that promote academic and institutional effectiveness through engaging in professional development activities, developing partnerships with internal and external constituencies, and improving administrative processes.

Presently, Howard Community College dedicates close to thirty days per year toward faculty development in the form of focused professional development periods in August, January, and May. In addition, there are specialized initiatives that take place throughout the year, like the Diversity Program and the Summer Grant Program. To further facilitate communication and interaction between instructors, faculty development initiatives have been extended to the World Wide Web in the form of the Teaching and Learning Institute. In addition to existing initiatives that center on new and continuing full-time faculty development, initiatives that target adjunct faculty development have been implemented in the form of the adjunct development grant, the adjunct tuition reimbursement program, and the adjunct advancement program. Effectively engaging increasing numbers of full- and part-time faculty through asynchronous learning formats is an area of current need and one that will continue to demand attention as we continue to grow.

The Academic Affairs area continues to aggressively seek partnerships and articulation agreements that provide clear and substantial benefits to our students. The efforts that have gone into establishing the Mid-Maryland Allied Healthcare Education Consortium and the Laurel College Center provide a strong foundation on which to develop further partnerships.

Continuing to align and improve administrative processes through the application of the Baldrige criteria will be a continuing challenge over the next four years leading to the college's Baldrige application. Particularly, processes that were developed when the college was small and no longer function well at our current level of complexity will need to be re-engineered.

	Goal	Objective	Fiscal Year	Cost	Oversight	FY2005 Results
A.	Academic Affairs will expand and improve its professional development program.	1. Develop 2 online training modules for adjunct faculty	FY2006		Steve Horvath	
		2. Assure that 100% of faculty who teach online participate in online professional development activities.	FY2006		Virginia Kirk	
		3. Assure that faculty meet core competencies.	FY2006		VPAA Staff	
		4. Identify and address unique staff professional development needs each year. - Training for Faculty administrators and Coordinators	FY2006		VPAA Staff	
		5. Revise Chair/Director/Coordinator Handbook	FY2006		VPAA Staff	
B.	Academic Affairs will improve or maintain graduation and transfer rates to be at or above the average of all Maryland Community Colleges as reflected by IPEDS and the MACC Databook.	1. Reduce the minimum number of credits required in all programs to be 62 or fewer (excluding programs where minimum requirements are mandated by external accrediting agencies).	FY2006		VPAA Staff	
		2. Conduct a review of career programs to determine the cause of low completions rates.	FY2006		VPAA Staff	
		3. Review mathematics program to analyze causes of and propose solutions to the low success rate on the initial college-level math course.	FY2006		Bernie Sandruck	
		4. Redesign the layout of the college catalog for greater clarity and usability.	FY2006		VPAA Staff	

	Goal	Objective	Fiscal Year	Cost	Oversight	FY2005 Results
C.	Academic Affairs will develop external partnerships to more effectively and economically deliver needed programs and services to students	1. Collaborate with HCPSS to develop career institutes and/or other vocational training programs that provide a seamless transition from high school to college.	FY2006		Ron Roberson	
		2. Collaborate with HCPSS on curriculum design and assessment for college-prep mathematics courses.	FY2005		Bernie Sandruck	
		3. Identify 4-year partners to develop 2+2 programs on campus or at one of our additional locations.	FY2006		Ron Roberson	
		4. Develop industry partnerships in high-tech programs.	FY2006		Dan Friedman Sharon Schmickley Valerie Costantini JoAnn Hawkins	
		5. Academic Affairs will negotiate articulation agreements that provide significant benefits for our students.	FY2006		Ron Roberson	
		6. Pilot new internship alternative learning mode in the IT courses.	FY2006		Sharon Schmickley	
		7. Investigate options for funding the Renew program if current grant funding does not continue	FY2006		Emily Slunt	
D.	Academic Affairs will continually assess and improve its courses and programs.	1. Academic Affairs will give high funding priority to faculty projects that promote learning and/or increase retention.	FY2006		Ron Roberson Steve Horvath	
		2. Continuing Education and Workforce Development will each year assess the effectiveness of programs leading to a certification.	2006		JoAnn Hawkins	
		3. Each division will implement a strategic multi-year plan for outcomes assessment.	FY2006		VPAA Staff	
		4. Academic Affairs will implement the Middle States Information literacy standards through Library classes and tutorials, classroom projects, and curricular structure.	FY2006		Lucy Gardner Steve Horvath	
		5. Program-level reviews will be conducted on Low Productivity Programs.	FY2006		VPAA Staff	
		6. Each academic division and work unit will review and update its core work each year.	FY2006		VPAA Staff	
		7. Increase the retention rate in distance learning courses to mirror those in comparable onsite courses.	FY2006		Virginia Kirk	
		8. Produce a yearly report on the overall retention in distance and alternative mode courses and a breakdown by mode.	FY2006		Virginia Kirk	

	Goal	Objective	Fiscal Year	Cost	Oversight	FY2005 Results
		9. Implement strategies to increase retention in the Nursing & Cardiovascular programs by 5%.	FY2006		Sharon Pierce	
		10. Implement strategies to increase enrollment in the EMT program by 5%.	FY2006		Sharon Pierce	
		11. Evaluate the accelerated program and make recommendations for revision, if needed.	FY2006		Sharon Pierce	
		12. Assess our best-practices approach for writing-intensive curriculum courses.	FY2006		Tara Hart Jerry Casway	
		13. Revise the structure and deliverables of the Entrepreneurial Plan.	FY2006		Sharon Schmickley JoAnn Hawkins Patty Keeton	
E.	Academic Affairs will continually assess and improve its administrative processes.	1. Establish the Baldrige Criteria for Performance Excellence as the management model for division chairs.	FY2006		Ron Roberson	
		2. Improve the accuracy of the book ordering process to an error rate of 5% or less.	FY2006		VPAA Staff	
		3. Improve the IDEA Survey return rate to 90%.	FY2006		VPAA Staff	
		4. Develop the ability to do long-range tracking of students, including tracking by cohort.	FY2006		Ron Roberson	
		5. Improve the on-time return rates for correction rosters and grades to 100%.	FY2006		VPAA Staff	
		6. Develop a process for enforcing a requirement for the submission and for verifying consistency of course syllabi.	FY2006		VPAA Staff	
		7. Implement the top two priority items from the CQIN-APQC Developmental Education Study.	FY2006		Bernie Sandruck Tara Hart	

III. Staffing

The most pressing staffing issue of the Academic Affairs area is increasing the number of full-time faculty to reach MHEC's 50/50 benchmark ratio of full- to part-time faculty. The rapid growth in our student population has made reaching and sustaining that benchmark a particular challenge. Despite a net increase of 31 new full-time faculty since FY1999, an increase of more than 20% in the student headcount during the same period has resulted in no positive growth in the full-time/part-time ratio.

The next most significant issue is recruiting and retaining an adequate number of adjunct faculty. The adjunct development program initiated in the fall of 1999 and the current initiative to significantly increase the pay of adjuncts over a 3-year period which began in FY2002, are both focused on improving the preparation and pay of adjuncts.

Our other staffing issues reflect our growing complexity as an organization. Among those issues are 1) the need to move away from staffing critical functions with temporary staff and 2) new staffing for functions like instructional design where the sophistication of our current needs requires a different organization. In addition, there are staffing needs that are dictated by growth. On the horizon are a variety of staffing needs which will be generated by the new Arts and Humanities building.

	Goal		Objective	Fiscal Year	Cost	Oversight	FY2005 Results
A.	Academic Affairs will provide adequate staffing to broadly achieve teaching and learning excellence.	1.	Academic Affairs will increase the number of full-time faculty to make positive progress toward MHEC's 50/50 benchmark.	FY2006	\$413,000	Ron Roberson	
		2.	Fill all vacated faculty positions.	FY2006		Ron Roberson	
		3.	Re-evaluate the effectiveness of the multimedia design team, and make a determination of whether an instructional designer position is needed.	FY2006	\$ 45,000.00	Lucy Gardner Steve Horvath	
		4.	Review and propose changes to staffing levels of academic affairs departments to assure adequacy for growth in enrollment and changes due to reorganization.	FY2006		VPAA Staff	
		5.	On an ongoing basis, review grade levels and faculty and staff compensation to assure equity	FY2006		VPAA Staff	
B.	Academic Affairs will identify and plan for staffing needs for the Laurel College Center.	1.	Identify and plan for staffing needs for FY2006 and FY2007.	FY2006		Bernie Sandruck Ron Roberson	
C.	Academic Affairs will identify and plan for staffing needs for the new Visual & Performing Arts building.	1.	Re-evaluate the workload and staffing needs of the AV area.	FY2006		Lucy Gardner Steve Horvath	
		2.	Determine administrative workgroup structure.	FY2006		Valerie Lash Ron Roberson	
		3.	Determine lab support, security, and housekeeping needs.	FY2006		Valerie Lash Ron Roberson	

IV. Infrastructure

Howard Community College's tremendous recent growth is challenging its ability to provide adequate space and resources for its students. We are currently implementing interim measures to address a 20% increase in student headcount since FY2000. We are piloting the use of the Ad Astra Scheduling software maximize the use of space as future semester schedules are generated.

In the fall of 2003, the opening of a new 100,000 square foot classroom building temporarily alleviated our space crunch. However, since the college qualified for that additional space 10 years ago based upon much smaller enrollment figures at that time, it is anticipated that the relief will be short-lived. In conjunction with the opening of the new classroom building, the move of the English and Foreign Language and the Business and Computer divisions into the new building created new classroom space in the L-Building and Hickory Ridge. An attendant infrastructure issue is the anticipation of and preparation for emerging technology. To that end, wireless technology capability will be taken into consideration in outfitting the technology of all new buildings. Retrofitting existing spaces for wireless technology will also become necessary if this emerging technology becomes more predominant over the next several years.

In addition to the new classroom building, the Laurel College Center will require attention to the infrastructure over the next year. A biology/allied health lab at Laurel will help to address a shortage of lab space on the main campus. Since the Laurel facility will augment but not replace Gateway, the issue of the location of the Business Training Center when the County sells the Gateway building remains to be resolved.

Construction of the Arts and Humanities building will continue with a best-case scenario goal of a FY2006 opening. The Arts and Humanities building will provide for the first time space that is specifically designed for the fine and performing arts and finally provide a permanent home for a performing arts program that has flourished despite having no dedicated space.

	Goal		Objective	Fiscal Year	Cost	Oversight	FY2002 Results
A.	Academic Affairs will secure facilities for the expansion of its credit and non-credit programs.	1.	Create a Biology/A&P Lab at Laurel.	FY2006		Dan Friedman Ron Roberson	
		2.	Create a Computer Forensics lab.	FY2006		Sharon Schmickley Ron Roberson	
		3.	Monitor the County's plans for the sale of the Gateway Building in order to determine if there is a need to relocate the BTC.	FY2006		JoAnn Hawkins Ron Roberson	
			Do an analysis of the staff, classroom, and tutoring space needs of ConEd.			JoAnn Hawkins Ron Roberson	
		4.	Assess the adequacy of the facilities currently provided by Howard County Fire and Rescue for our EMS program and develop a plan for moving the program back to campus if that becomes necessary.	FY2006		Sharon Pierce Ron Roberson	
		5.	Project expanded space needs at Laurel College Center.	FY2006		Bernie Sandruck Ron Roberson	
		6.	Complete the renovation of the Carriage House at Belmont.	FY2007		Sharon Schmickley Ron Roberson	
B.	Academic Affairs will facilitate the move into the Visual & Performing Arts Building and the re-fitting of vacated spaces in existing buildings with the least disruption to teaching and learning.	1.	Develop a timeline for the re-fitting of vacated spaces and the disposition of old equipment.	FY2006		Dan Friedman Jerry Casway Emily Slunt Valerie Costantini	
		2.	Develop a plan for the assignment of faculty offices for FY2007.	FY2006		Dan Friedman	
C.	Academic Affairs will assure that its furnishings, equipment, supplies and instructional technologies meet the learning needs of its students.	1.	A plan for the replacement of furniture, equipment, supplies, and computers and related technologies will be developed each year based the ability of current equipment to meet instructional needs.	FY2006		VPAA Staff	
		2.	Increase Library budget for new books and digital media to address needs of new and existing programs	FY2006		Lucy Gardner	
		3.	Explore the possibility of expanding wireless capability in the ILB.	FY2006		Sharon Schmickley Ron Roberson	