



Anne
Arundel
Community
College



AACC THE LEARNING COLLEGE WORK TENETS

MESSAGE FROM THE PRESIDENT



December 2009

Dear Colleagues:

AS WE CONTINUE TO STRENGTHEN AND ENHANCE OUR EFFORTS to promote our students' success and to meet the needs of our community, I would like to ask you to pause for a few moments to read and reflect upon the booklet.

Taken together, the components of this document constitute the foundation upon which Anne Arundel Community College builds its commitment to provide meaningful lifelong learning experiences to our community.

The expectations outlined in these pages set a standard to which all of us must aspire as we continue to contribute to our institution's success. These guidelines empower us to provide the best experiences for our students and the community we serve.

I commend them to you and I thank you for your service to the college.

Sincerely,

A handwritten signature in black ink that reads "Martha A. Smith". The signature is fluid and cursive, with a large, prominent "M" and "S".

Martha A. Smith, Ph.D.
President



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COLLEGE VISION

ANNE ARUNDEL COMMUNITY COLLEGE is a premier learning community whose students and graduates are among the best-prepared citizens and workers of the world.

PHILOSOPHY

ANNE ARUNDEL COMMUNITY COLLEGE strives to embody the basic convictions of our country's democratic ideal: that individuals be given full opportunity to discover and develop their talents and interests; to pursue their unique potentials; and to achieve an intellectually, culturally, and economically satisfying relationship with society.

MISSION STATEMENT

WITH LEARNING AS ITS CENTRAL MISSION, Anne Arundel Community College responds to the needs of a diverse community by offering high quality, affordable, and accessible learning opportunities and is accountable to its stakeholders.

*From the Anne Arundel Community College Mission
Approved by the Board of Trustees April 14, 2009*



MISSION GOALS

GOAL 1

EXCELLENCE IN TEACHING AND LEARNING

GOAL 2

STUDENT ACHIEVEMENT AND SUCCESS

GOAL 3

ACCESS AND AFFORDABILITY

GOAL 4

DIVERSITY

GOAL 5

COMMUNITY ENGAGEMENT AND ENRICHMENT

GOAL 6

EFFECTIVE MANAGEMENT

MISSION GOALS

MISSION GOAL 1 Excellence in Teaching and Learning

OBJECTIVES:

- ▶ Advancing the excellence of teaching and learning for students, faculty, and staff;
- ▶ Providing a range of integrated credentialing opportunities; and
- ▶ Upholding rigorous and fair standards of student achievement.

MISSION GOAL 2 Student Achievement and Success

OBJECTIVES:

- ▶ Providing appropriate services in support of learner access, success, and development; and
- ▶ Providing appropriate placement for all learners.

MISSION GOAL 3 Access and Affordability

OBJECTIVES:

- ▶ Providing accessible learning opportunities responsive to a range of community needs; and
- ▶ Working to make all programs and courses affordable to those who can benefit.



MISSION GOALS

MISSION GOAL 4 Diversity

OBJECTIVES:

- ▶ Promoting a campus climate that is inviting to and supportive of diverse populations (dimensions of diversity include race, color, age, religion, sex, national origin, marital status, sexual orientation, ability, genetic information and veteran status).

MISSION GOAL 5 Community Engagement and Enrichment

OBJECTIVES:

- ▶ Supporting members of the community to benefit from global opportunities;
- ▶ Promoting county and state economic development through a variety of educational, support, and training services to business, not-for-profit and governmental organizations;
- ▶ Providing a source for intellectual, cultural and physical vitality in the community; and
- ▶ Promoting a culture of community involvement and stewardship.

MISSION GOAL 6 Effective Management

OBJECTIVES:

- ▶ Managing all aspects of the college effectively through planning, organizing, staffing and directing; and
- ▶ Establishing performance standards, assessing performance and taking appropriate action.

COLLEGEWIDE CORE COMPETENCIES

CONSISTENT WITH THE INSTITUTIONAL MISSION AND VISION, Anne Arundel Community College expects students to gain and demonstrate appropriate proficiency in core competencies which encompass general education and essential life skills. The college is committed to offering experiences that allow students to acquire, develop and demonstrate growth in these competencies. The attainment of these competencies provides the foundation for lifelong learning.

COMMUNICATION Using listening, speaking, reading, writing and visual communication skills effectively.

TECHNOLOGY FLUENCY Utilizing technology to enhance productivity in one's academic, professional and personal life.

INFORMATION LITERACY Recognizing when information is needed and locating, evaluating, and using information appropriately.

PERSONAL WELLNESS Demonstrating the use of strategies that promote holistic health and wellness.

SELF MANAGEMENT Displaying accountability and adaptability as a learner.



COLLEGEWIDE CORE COMPETENCIES

SCIENTIFIC REASONING Applying logic and the scientific method to interpret observable evidence.

QUANTITATIVE REASONING Applying mathematical concepts appropriately to analyze and interpret quantitative information.

SOCIAL AND CIVIC RESPONSIBILITY Participating in communities as an informed, committed and productive individual.

GLOBAL PERSPECTIVE Awareness and understanding of the diversity and interdependence among cultures, communities and the environment.

INNOVATIVE AND CRITICAL THINKING Integrating knowledge to analyze problems using different modes of thinking (critical, creative and innovative).

Approved by the Academic Forum on January 14, 2009



MISSION MANDATES

- ▶ Quality
- ▶ Access
- ▶ Affordability
- ▶ Responsiveness to the needs of the community
- ▶ Accountability

MAJOR STRATEGIC ISSUES

- ▶ Enhancing access for underserved populations
- ▶ Optimizing student success for all students
- ▶ Maximizing internal and external resources through innovation and reinvention to ensure institutional sustainability



OPERATING PRINCIPLES OF COLLEGE VALUES

At Anne Arundel Community College, a community of learners, the following values guide our efforts to achieve our mission:

QUALITY: We believe in striving for excellence in learning and teaching, as well as in our support, management and governance systems.

SERVICE: We believe the college exists to meet the needs of individual learners as well as our community.

DIVERSITY: We believe differences in race, color, age, religion, sex, national origin, marital status, sexual orientation, ability, genetic information, and veteran status should be respected. We value diversity in preparing students, faculty and staff to be members of the global community.

CREATIVITY AND INNOVATION: We believe in cultivating the capacity for ingenuity and originality in our students, the college and ourselves.

COLLABORATION: We believe in the synergy created by teamwork, cooperative effort and consensus building.

COMMUNICATION: We believe in keeping ourselves well informed, sharing information honestly and in a timely manner, listening without judgment and exchanging ideas respectfully.

INTEGRITY: We believe in holding ourselves and others accountable for professional and personal actions and acting honestly and responsibly in all matters.

CIVILITY: We believe in interacting with others at all times in a fair, respectful, thoughtful and considerate manner.

BALANCE: We believe in nurturing the development of intellectual, spiritual, emotional and physical well-being. We also value tradition while embracing change and reasonable risk taking.

GOODWILL: We believe in nurturing a positive approach to all that we do, embracing laughter, enthusiasm and joyfulness in our work and in our lives.

PRUDENCE: We believe in the analysis and use of relevant data in making our decisions, while maintaining flexibility in our thinking.

Approved by the Strategic Planning Council on May 17, 2007

Reviewed by the Board of Trustees on September 11, 2007

ANNE ARUNDEL COMMUNITY COLLEGE

Spirit of Community

ANNE ARUNDEL COMMUNITY COLLEGE is built on our commitment to excellence, engagement in the learning process and mutual respect and courtesy.

As a member of the Anne Arundel Community College community, I have the obligation to accept responsibility for my conduct. *I will:*

- ▶ **Respect the rights and property of all members of the campus community**
- ▶ **Uphold personal and academic integrity**
- ▶ **Practice honesty in communication**
- ▶ **Listen to others' viewpoints**
- ▶ **Recognize the strength of diversity**
- ▶ **Oppose bigotry**
- ▶ **Work with others to uphold these standards**



Approved by the Committee Advisory to the President on March 4, 1998

PRINCIPLES OF LEADERSHIP

THESE ARE THE BELIEFS AND VALUES that form the foundation for leadership and management at Anne Arundel Community College. The Anne Arundel Community College workforce is committed to a set of values that governs all relationships among its members as well as the behavior of its members toward students and the community at large. All who serve the college strive to foster trust, honesty, respect of others and student success.

The college community celebrates the dignity and worth of every individual.

We are guided by the following principles:

- ▶ **Student success is our goal.**
- ▶ **We strive continually to improve.**
- ▶ **We are a learning community.**

The application of these values and principles advances our efforts to fulfill the college mission by enlisting the spirit and talent we all possess. We believe that all members of the college community should demonstrate these qualities as they carry out their work:

- ▶ **Commitment to excellence**
- ▶ **Recognition of the talents and achievements of others**
- ▶ **Honesty and candor in communication**
- ▶ **Acceptance of responsibility for our actions**
- ▶ **Openness to constructive criticism**
- ▶ **Eagerness to improve**
- ▶ **Prudence and rationality in the face of conflict**
- ▶ **Respect for others**
- ▶ **Trustworthiness**

ALL MEMBERS OF THE COLLEGE COMMUNITY cultivate strength of self, the desire to learn and improve, the willingness to invite challenge, the ability to cope positively with change, and the ability to take initiative when confronting problems. Each individual in the workforce is encouraged to be a leader and an innovator. Furthermore, we hold to the principle that responsibility and accountability are requisites of authority. Since this is so, those in leadership positions must take special care to exemplify these values in their working relationship with others.

Successful leadership will apply the listed values and principles to management practice and will incorporate the following qualities as well:

- ▶ **Possess the ability to inspire others to do their best**
- ▶ **Articulate issues and problems in clear, unequivocal terms**
- ▶ **Demonstrate commitment to the college vision**
- ▶ **Exhibit an entrepreneurial spirit**
- ▶ **Employ an inclusive rather than exclusive management style**
- ▶ **Promote excellence in performance of self and others**
- ▶ **Strive for balance and fairness in decision-making**
- ▶ **Recognize opportunities and take advantage of them**
- ▶ **Seek synergy in problem solving**
- ▶ **Have the self-confidence to recognize problems as opportunities**
- ▶ **Be tolerant of change and attendant disorder**
- ▶ **Be willing to share authority with others**



WE RECOGNIZE THAT LEADERSHIP QUALITIES are of little use to the organization unless they are translated into action. Sound management is leadership in action. The managerial guidelines that follow are derived from the values, principles and qualities expressed in this document:

- ▶ **Be accessible.**
- ▶ **Be honest in your dealings with others.**
- ▶ **Be truthful and direct, and when confidentiality prevents this, say so.**
- ▶ **Create an environment in which people are willing to take risks without fear of reprisal.**
- ▶ **Deliver bad news in person.**
- ▶ **Don't personalize decisions that you or others make.**
- ▶ **Find an opportunity in every interaction to affirm someone.**
- ▶ **Focus on the purpose for which you are conducting a process.**
- ▶ **Identify accurately the source of information for your judgments.**
- ▶ **Match process to the size of the problem; get closure as quickly as possible.**
- ▶ **State clearly your expectations; identify the roles and responsibilities of all parties.**
- ▶ **Use and analyze data as the basis for decision-making**
- ▶ **Weigh the impact of decisions for all concerned and especially for students.**
- ▶ **Be fiscally responsible.**

For Anne Arundel Community College to succeed as a learning community, we must all affirm, support and apply the values that contribute to a climate of trust, to open and respectful communication, to cooperative problem solving, and to continual improvement.

Approved by the President's Council on August 7, 1997



Anne Arundel Community College

Students First