

**To:** Montgomery College Community  
**From:** Dr. Jermaine F. Williams, President  
**Subject:** Refreshing Our Strategic Plan  
**Date:** November 9, 2022

A college's strategic plan provides its guiding light to fulfill its mission and realize its vision. Montgomery College has been guided by the strategic plan, *Montgomery College 2025*, since it took effect on July 1, 2020. It is a visionary plan with six important goals that have steered College decision-making over the past two years. You may recall that it was composed in 2018 and adopted by the Board of Trustees in 2019.

While *MC 2025* was designed as a five-year plan to be in effect through 2025, we all know that the world has changed dramatically since it was composed. The College and the county are impacted by the pandemic and its influences on health issues and the economy, by a concomitant social justice awakening, as well as by individuals' college-going decisions, career expectations, and more. Through listening and learning about the lived experiences of the members of internal and external communities and their desire for transformation, it became clear that there is an opportunity for our strategic plan to reflect changes brought on by these unprecedented times.

Therefore, as I announced in my [inaugural address](#) last month, it is time to refresh our strategic plan.

A refreshed strategic plan will chart a path for Montgomery College going forward, taking into consideration the needs of our students and our community today. It can build upon what we have learned through the [Presidential Transition Advisory Committee report](#), the [Your Voice, Your MC employee survey](#), the [Community College Survey of Student Engagement](#), the transformational goals shared during inauguration (see the [video of inauguration](#) at 1:59:50), and more.

The College has a long and deep commitment to those we serve—MC has been a catalyst for change, and we seek to be an agent of transformation for our region's residents and employers. Our community needs us to be bold and the data point us in the direction our county needs. I have shared these three transformational focus areas to inform our work going forward, and these can be the bedrock of our future, beginning with a refreshed strategic plan:

- **Access**—Montgomery College will be a leader in creating a college-going culture in all of Montgomery County
- **Completion**—Montgomery College will be a leader in providing student experiences of economic, social, and community impact
- **Post-Completion Success**—Montgomery College will transform lives when our students succeed *after* they complete at the College

Finally, there is an immense benefit to structuring the timeline of this refreshed strategic plan to align with our accreditation cycle. This helps the institution to take full advantage of what it learns during the accreditation process. Since MC is scheduled for re-accreditation during the 2026–2027 academic year, the refreshed plan should align with this.

Dr. Stephen Cain, chief of staff/chief strategy officer, will serve as the executive sponsor of this strategic planning effort. He will assemble a committee to begin working later this month and he is planning an inclusive process with input from students, faculty, staff, as well as community and business leaders. Please watch for more information from Dr. Cain on how you can express your interest in working on the committee.

Thank you for all you do to serve students and each other and strengthen our community.