

## I. INTRODUCTION

Montgomery College in 2002 began developing an Academic Master Plan (AMP) to identify and address the strategic steps necessary to attend to perceived issues, build on its strengths, and optimize opportunities for the future. The goals of this planning effort were to

- develop an AMP reflecting the College's array of educational programs that will meet future community educational and workforce needs and attend to changing demographic, geographic, and employment factors;
- interface with other College planning efforts, including the Facilities Master Plan, student services plans, and information technology plans; and
- integrate planning more fully into the College's overall management systems.

In undertaking academic master planning, Montgomery College built on the considerable strengths of its academic and service programs developed by dedicated faculty and staff on its three campuses and at many sites throughout the county, programs and services that represent a solid base of important intellectual assets in Montgomery County.

In an ideal world, a college would develop an academic master plan before developing a facilities master plan. However, state requirements and economic constraints made it necessary for Montgomery College to prepare its Facilities Master Plan first. Recognizing that many of the questions to be answered and information to be collected would be valuable for both plans, the College chose to engage a consultant who could assist with both plans, and to jointly conduct campus interviews and data collection. While this plan worked extremely well, it meant that some of the information developed for the AMP was collected early in the process. The process also meant that critical new directions and factors had to be incorporated at the end of the plan preparation. The new direction from the focus on the Learning College (Section III) and the new factors arise from a renewed emphasis on addressing capacity and access (Section VI).

In revising existing College Goals and Objectives, developers of the planning process relied upon learning college principles. Extensive College input provided a basis for revisions that were further refined and recorded by members of the AMP Writing Committee.

Those who participated in the development of the AMP recognize that it, like all strategic plans, will always be a "work in progress" as new trends emerge and future events occur. Nevertheless, the plan should provide the College with a framework to continue and expand its leadership position in the delivery of quality educational services to the citizens, businesses, and agencies of Montgomery County and Maryland in the years ahead.