

Table of Contents

Executive Summary ..... 1

I. Introduction ..... 3

II. Mission and Internal Spirit..... 5

III. Vision of a Learning College..... 7

IV. College Goals and Objectives (July 2005) ..... 9

    The Learning College: Building a Framework for Continuing Excellence and  
        Accountability at Montgomery College..... 9

    Priorities and Goals ..... 9

    Goal I: Maximize access, retention, and success in a learning-centered culture. .... 10

    Goal II: Refine an outcomes-based educational environment that fosters intentional  
        learning in attaining goals. .... 10

    Goal III: Develop and replicate institutional models that promote achievement for all  
        students and professional growth for faculty and staff. .... 11

    Goal IV: Create physical, social, and working environments that facilitate varied aspects of  
        learning..... 11

    Goal V: Increase capacity to support growing student enrollment. .... 11

    Goal VI: Increase financial efficiencies, reallocate resources, and seek additional funding  
        sources to support the Learning College goals..... 12

V. Montgomery College Strengths, Opportunities, Threats, and Issues ..... 13

    A. Strengths..... 13

    B. Opportunities ..... 13

    C. Threats..... 14

    D. Issues..... 15

VI. Planning Context..... 19

    1. Demography..... 20

    2. Quality of Life..... 22

    3. Economic and Workforce Development..... 22

    4. Montgomery County Education..... 23

    5. Technology in Support of Education..... 25

    6. Policy and Legislation ..... 25

    7. Higher Education Financing ..... 27

    8. Capacity and Access..... 27

VII. College Profiles and Projections.....	31
VIII. Germantown Campus Projections.....	37
IX. Rockville Campus Projections.....	39
X. Takoma Park/Silver Spring Campus Projections.....	41
XI. Workforce Development & Continuing Education (WD&CE) Campus Projections.....	43
XII. Peer Comparisons.....	45
XIII. Discipline Direction Survey Summary.....	49
APPENDIX A: Tables of Discipline Clusters and Discipline Area Summaries.....	51
APPENDIX B: State of Maryland and Montgomery County Labor Department Statistics.....	69
APPENDIX C: Montgomery College Data.....	74