

Goal 1: Enhance Connections between Montgomery College and our Community

Continued expansion of K–8 engagement through signature programs. Enrollment growth supported by a streamlined admissions experience, improved student services, and multilingual access. Strengthened civic engagement through increased faculty development supported by a shared guiding framework and enhanced brand visibility driving community connection. Ongoing efforts to enhance awareness and access to mental health and basic needs supports.

A. Structured experiences designed for K-8 students to discover their passions and unlock their potential at MC

- Partnered with MCPS to deliver curriculum-aligned, arts-based programming for sixth-grade students through the *Portraits of Life* initiative.
- The second annual MC Experience will engage approximately 1,800 eighth-grade students across all three campuses, with increased structured faculty involvement.
- Planning for a collegewide K–8 outreach framework, including a centralized tracking system to support alignment, equity, and long-term sustainability.

B. Continuous enrollment growth, across demographic characteristics to be the community's college

- Launched a redesigned admissions application to simplify the process, reduce barriers, and better connect with key student populations, supporting enrollment growth.
- Streamlined core enrollment services through operational improvements, including extended evening hours and standardized Point of Service Surveys to enhance the student experience.
- The “Ask Monty” chatbot now provides multilingual support enabling users to access information on demand in their preferred language.

C. Integration of civic engagement in the College's practices

- The Institute for Race Justice and Civic Engagement resumed programming, hosting events on culturally relevant topics engaging constituents across the College.
- Building capacity for civic engagement through participation in Transform Mid-Atlantic's Senior Advisory Group and increased faculty development opportunities.
- Faculty Council finalized a guiding statement of civic engagement to establish a shared understanding to guide the implementation work of the Academic Master Plan.

D. Greater sense of unity between the College and the community

- Implemented the new MC brand through updated materials and coordinated outreach, with the *Proving What's Possible* campaign achieving strong early results
- The Pathways to Excellence Partnership Program launched in January, connecting local businesses with opportunities to support student success and the regional workforce.
- Digital and social engagement were strategically optimized through storytelling and targeted media investments, driving strong web traffic, growing audiences, and favorable media coverage.

E. Greater awareness of mental health and basic need supports for MC students and employees

- Montgomery College was designated a Hunger-Free Campus by MHEC, receiving an \$11,000 grant to expand food security efforts and community partnerships.
- SNAP outreach and support were strengthened through an on-campus training pilot with mRelief and the addition of a SNAP eligibility screener to improve student access to benefits.
- Increased visibility has increased employee awareness and use of mental health supports, while higher participation in Mental Health First Aid (MHFA) supports student well-being.

Goal 2: Sense of Belonging

Focused initiatives are strengthening a sense of belonging for students and employees through targeted supports, shared frameworks, and expanded professional development. Advising is being enhanced through a student-centered, milestone-based roadmap to completion, supported by new tools and initial advisor training.

F. Students who feel a sense of belonging at the college, regardless of demographic characteristics

- Advanced an initiative to implement an opt-in addition of stickers on MC ID cards as an extension of Eric's Law, with strong student interest and completed feasibility and legal review supporting implementation planning.
- Student Affairs engagement efforts and feedback from focus groups are informing a working definition of student sense of belonging.
- Expanded support for student veterans through broader VA Work-Study Program approval across campuses, increasing capacity to serve veterans.

G. Employees who feel a sense of belonging at the college, regardless of demographic characteristics or position

- The Vice President for Inclusive Excellence and Belonging led collegewide conversations to assess climate and inform strategic priorities.
- A draft definition of employee sense of belonging was developed, supported by research and benchmarking to guide future initiatives.
- An inaugural cohort of 26 staff completed facilitated dialogue certification, strengthening capacity for inclusive conversations across the College.

H. Academic and career advising experience at key milestones for all students

- Developed a comprehensive roadmap to completion with advising and career benchmarks from pre-enrollment through 60 credits and post-completion.
- Created both detailed and student-friendly versions to support clarity and usability.
- Began initial training with program advisors to ensure timely, milestone-based student support.

Goal 3: Educational and Organizational Effectiveness

Progress focused on advancing academic excellence through participation in national initiatives, program review, and continued refinement of programs and learning experiences. Improvements to the learning environment and registration experience include shorter terms, clearer guidance on AI use, a more streamlined admissions process, coordinated onboarding, and expanded access to placement. Data-informed approaches are being used to improve scheduling, recruitment, advising, and student support, with efforts like MC Cares, student journey mapping, and credit for prior learning helping to strengthen retention and completion. Expanded services, including extended hours and basic needs supports, are improving access and consistency across campuses. Efforts to attract and retain a highly qualified workforce include more intentional onboarding, new feedback tools, and expanded recruiting partnerships.

I. Academic excellence in all programs

- Joined the Aspen Institute's *Unlocking Opportunity* network to advance data-informed program review and reforms that improve student outcomes and academic quality.
- Conducting a comprehensive review of the academic catalog to improve accuracy, clarity, and consistency of program information.
- Refined initiatives such as the Engineering Competency Bootcamp, while expanding capacity for interdisciplinary, research, and career-connected learning opportunities.

J. An Effective Learning Environment for All Students

- Participating in Achieving the Dream's Scaling Shortened Academic Terms initiative to expand flexible course formats that support student momentum and completion.
- Developed AI-Inclusive Curriculum Guidelines to standardize how instructors communicate and integrate AI use in coursework.
- Library Services assessed research instruction and expanded information literacy and AI-related support to strengthen student learning.

K. Efficient Registration Process for All Students

- Launched the new Recruit application to streamline the student onboarding experience, with early data showing improved efficiency.
- Strengthened onboarding through coordinated Academic and Student Affairs efforts, including targeted outreach like Raptor Central's "Welcome Calls" to support key milestones.
- Implemented Honorlock for placement testing and coursework, expanding access through a free, 24/7, no-scheduling platform and supporting more efficient registration.

L. Data-Informed Program Development, Recruitment, Scheduling, and Student Support Services

- Scaled implementation of Ad Astra to support data-informed scheduling, including updated space utilization rules, ongoing data audits, and expanded trainings.
- Developed a draft scheduling framework to improve consistency, reduce scheduling barriers, and better align course availability with program pathways.
- Built staff capacity for data-informed recruitment through Student Affairs Assessment 101 and applied survey results to understand what is working and adjust outreach accordingly.
- Expanded targeted outreach and support efforts (e.g., Cafecito sessions, Paying for College series, welcome calls) to better guide students through key enrollment steps and improve engagement.

M. Increased, Equitable Student Retention and Completion Rates

- Piloted MC Cares with a group of students, testing tools like progress surveys, shared success plans, and coordinated outreach to improve how support teams work together.
- Mapped student journeys across at least 18 different student groups to better target advising at key points along the way.
- Launched the Office of Learning Recognition and Advancement website to expand access to credit for prior learning and improve clarity for students.

N. Consistent Student Support Services Available to All Students, Regardless of Location or Program

- Extended evening hours and clearer signage across key student service offices ensure students can consistently access support across locations.
- The opening of the Germantown food pantry expands consistent access to food resources across campuses, supported by standardized tracking and coordinated operations.
- Expanded contraception services now offer Plan B and Opill through on-campus pickup or mail delivery, with ongoing improvements informed by student feedback.

O. Attract and retain a highly qualified workforce

- Introduced an in-house onboarding tool used in manager coaching meetings to support more intentional onboarding, training, and role alignment to support retention.
- Prepared to launch a 30-day new hire survey to get direct feedback on recruitment and onboarding and use it to make targeted improvements.
- Expanded recruiting partnerships (e.g., University of Maryland, Maryland Department of Labor, ABILITY Magazine) to broaden the talent pipeline and increase visibility of open positions.

Goal 4: Increased Economic Impact for our Students and Community

Progress focused on affordability, career preparation, and better alignment between programs and student outcomes. Financial supports and zero-cost materials are reducing barriers and helping students stay on track. Stronger connections between academics and career development are improving preparation for employment. This work is grounded in a more intentional approach to program design, ensuring all credentials lead to meaningful economic, social, and community impact.

P. Increased supports to ensure an affordable postsecondary education

- Ongoing financial supports through Emergency Assistance Funds and increased Raptor Scholarships with strong persistence and completion outcomes for recipients.
- Continued growth in zero-cost course materials (Z-courses) is generating significant cost savings for students and expanding access.
- A new Recruitment and Financial Aid partnership launched the Paying for College series, helping students better understand costs and feel more confident about enrolling.

Q. Increased preparation for employment and decreased gaps in earning potential among all students

- Secured \$2.6M+ to lead Maryland's nursing simulation consortium, expanding hands-on training, faculty development, and workforce preparation in nursing programs.
- Upgraded Big Interview, giving all students access to practice interviews with feedback they can use to improve.
- Expanded career readiness across the curriculum, with all general education communication courses now intentionally building job-market skills.

R. Strengthened integration of workforce and career development with academic programs

- Selected to participate in the Council for Adult and Experiential Learning (CAEL) Adult Learner Academy to better align programs with workforce needs and improve support of adult learners.
- Continued building out credit for prior learning to better recognize students' prior experience and accelerate progress.
- Embedded Career Coach in Blackboard to help students connect coursework more directly to career pathways.

S. All degrees, certificates, and micro-credentials are designed for economic, social, and community impact

- Through the Aspen Institute's *Unlocking Opportunity* initiative, the College is strengthening how programs are designed and reviewed to align credentials with transfer and family-sustaining careers.
- Established a framework to review learning outcomes for alignment with civic engagement, global and cultural perspectives, and service learning, providing a basis to assess whether a credential delivers meaningful social and community impact.