

Goal 1: Enhance Connections between Montgomery College and our Community

Continued engagement with K-12 students through signature events and new initiatives. Enrollment growth driven by a new Student Enrollment Plan, with efforts to improve retention through expanded support services. Enhancing civic engagement in the academic experience and strengthening community unity through strategic partnerships. Ongoing and varied programming to support mental health and basic needs services for students and employees.

A. Meaningful engagement with MCPS students and their families by 7th grade

- The community engagement team has reached over 1,200 MCPS students through school visits and campus tours.
- Signature events and programs (Middle School Latina Legacy, Merit Badge University, MD Can Code, Youth Summer Programs, the Maryland Science Bowl) continue to expand outreach.
- Future plans focus on scaling middle and elementary school tours and two large scale events this spring hosting 6,000 MCPS 8th graders.

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

- The new SEP (effective July 1, 2025) focuses on adult learners, multilingual learners, and employer collaboration.
- Dual Enrollment growth fueled by legislation, expanded programs (including virtual middle school), and outreach to marginalized communities.
- Retention efforts include expanded Starfish use, career advising, mental health support, and basic needs programs.

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

- Gathering data on civic engagement in general education courses, student volunteering, and service-learning components to assess and scale these efforts.
- The Student Voter Action Plan includes voter registration outreach and the MC Votes Student Ambassador program, reaching 7,000 students annually.
- Focus for remainder of FY25 includes tracking civic engagement efforts, scaling successful strategies, and reviewing procedures for excused absences related to voting.

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

- The College's brand initiative aims to elevate MC as a destination community college, with Phase One including research and stakeholder feedback to evaluate the market position.
- Efforts are underway to expand the partner matrix to better classify and evaluate partnerships by impact, strategic alignment, and commitment and to identify opportunities for growth.
- The East County Education Center has hosted 45 events with over 2,000 participants. Future focus will shift to sustained and meaningful engagement.

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

- Ongoing mental health and basic needs programming includes Mental Health First Aid training, food pantries, mobile markets, with over 1,000 students accessing basic needs services monthly.
- Mental health counseling usage has increased in recent years, and a food security survey was distributed to students, with results pending.
- Future plans include faculty and staff awareness surveys, an anti-stigma campaign for FSAP resources, and piloting a program in nursing to assess need for mental health/basic needs support.

Goal 2: Sense of Belonging

Extensive programming helps to foster a sense of belonging for both students and employees. Focused initiatives to ensure support students taking non-credit courses and student parents. Professional development for employees. Development of a student-centered, collaborative, and equitable advising model.

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

- Safe Zone training expanded to students, anti-racist badging for faculty, community programs focusing on bias and discrimination, and development of a Dialogue Skills Series for students.
- Improving inclusivity for non-credit students including new student clubs and auditing process and policy language to expand student participation.
- Initiatives for student parents, including improved physical spaces (such as a dedicated library space) and faculty training on best practices for supporting for student parents.

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

- A new 'Culture and Language at Work' series launched with an Amharic session, fostering cultural awareness. Required antiracism training is now asynchronous for broader accessibility.
- A structured Interdisciplinary Dialogue initiative will train employees to facilitate inclusive discussions, and a new cohort-based Search Advocate Program will be piloted.
- Future plans focus on supporting employee resource groups, providing resources (e.g. manager appreciation, team community service activities), and a comprehensive employee engagement plan

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

- The newly formed Academic Advising Group is developing a student-centered, collaborative, and equitable advising model.
- Efforts to activate degree plans in Starfish have resulted in a 96% activation rate for FTEIC students. Advising Day in November provided guidance to 1,200 students.
- Future plans include student journey mapping to define key advising milestones and implementing pre-college career assessments into advising meetings.

Goal 3: Educational and Organizational Effectiveness

Advancing academic excellence through competency bootcamps, foundational course supports, and a shared understanding of excellence tied to the Academic Master Plan. Efforts to enhance the student experience include improved physical learning environments, a reimagined ATPA program, and a streamlined registration process. Systematic use of data is improving course scheduling, informing program suspensions, increasing student engagement through targeted outreach, and highlighting the need for expanded multilingual support. A renewed focus on advising and the full adoption of Starfish to ensure collaborative student-supports to improve retention.

I. Academic excellence in all programs

- Work tied to the Academic Master Plan is helping to shape a shared understanding of academic excellence which can be integrated into syllabi, student orientation, and campus activities.
- Competency bootcamps were piloted in engineering gateway courses, with preliminary feedback suggesting a need for additional pre-skill development or bridge programs.
- Proposals being developed to ensure systematic supports in foundational courses, learning plans for developing general education competencies, and essentials skills related to majors.

J. An Effective Learning Environment for All Students

- New multilingual campus maps highlighting student support services, clearly identified remote-learning spaces, a new Honors lounge in Germantown, and the modernized Takoma Park/Silver Spring library, all serve to improve the physical learning environment.
- Assessments of dual-language course support and embedded learning center/library instruction indicate a 2-3% improvement in student success rates; a proposal for scaling these up is being developed.
- A reimagining ATPA will integrate success coaches into academic programs.

K. Efficient Registration Process for All Students

- A comprehensive audit of registration systems is underway, with a promising new product in beta testing. A journey mapping exercise has identified key pain points in the registration process.
- The assessment testing website has been revamped, making it more user-friendly and helping new students navigate the registration process more easily.
- Efforts to simplify webpages and improving the onboarding process for new students, including updates to the welcome letter, are underway.

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

- Increased and more systematic use of Ad Astra reports is improving course scheduling and benchmarks to track key metrics are being developed.
- A program viability review has identified eight programs for suspension based on a rubric that considered enrollment, completion, and labor market data.
- Over 20,000 welcome calls were made to new credit applicants, leading to a 10% increase in MyMC account claims. A targeted call campaign was launched in December 2024 to address barriers faced by adult students
- Data on over-the-phone interpretation services revealed the need for multilingual support across departments. Focus for FY25 includes Cafecito #3 on academic preparation, and the "Spend Spring Break with MC" event to provide an immersive college experience for MCPS students.

M. Increased, Equitable Student Retention and Completion Rates

- Full adoption of Starfish in fall 2024 is supporting the goal of advising and counseling students throughout their academic pathways.
- ATPA will be reimagined to embed success coaches in academic programs, with a new grant program meaning ATPA supports will be at ECEC beginning in fall 2025.
- The Academic Advising Group will present a plan for integrating instructional faculty into Starfish, with training starting in summer.

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

- Intentional efforts to ensure that students receive key first-semester advising has resulted in 96% of the 2023 and 2024 FTEIC cohorts having activated their degree plans in Starfish.
- Collegewide Advising Day in November served 1,200 students, with improvements focused on consistent advising across campuses, including in-person and virtual options.
- Efforts were made to raise awareness of student support services like tutoring for non-credit students.

O. Competitive Compensation Packages for All Employees

- The ongoing Classification and Compensation Practices Study, in partnership with Segal Consulting, reviews compensation practices, and salary structures.
- A planned communications/awareness campaign will be developed to increase understanding of the College's total rewards compensation philosophy and what benefits are available.
- Continuous analysis of any opportunities to expand benefits, such as increased contributions to health premiums and improved short-term disability coverage.

P. Large Pools of Qualified Candidates for Job Postings

- Adherence to best practices for advertising of positions ensure they are posted across multiple local and national platforms to attract a diverse pool of candidates.
- Training and pre-search conversations ensure strong collaboration between hiring managers and recruiters, focusing on candidate quality.
- Recruitment metrics, including application numbers, diversity tracking (around 75% BIPOC applicants), and the time from job posting to offer, are monitored quarterly.

Goal 4: Increased Economic Impact for our Students and Community

Prioritizing affordability by keeping tuition stable and aligning financial aid with student needs. Integration of career development into the student experience through tools, resume support, and expanded experiential learning opportunities. Greater connection of workforce and academic programs through joint advisory boards, apprenticeships, and credentials designed for real-world impact.

Q. Affordable Postsecondary Education Offerings

- Efforts to maintain affordability have kept tuition and fees stable, with no increases in three out of the last four years.
- Changes in Title IV Financial Aid guidelines have enabled the realignment of the Foundation Emergency Student Assistance Funds.

R. Post-completion success through greater preparation and employability

- Career readiness modules are being developed for gateway courses in majors like Business, Communications, Psychology, Biology, Computer Science, and Criminal Justice.
- Ensuring equitable access to resume development and mock interviews by leveraging available resources and technologies like Big Interview.

S. Career development integrated into the student experience

- Integration of career development tools like College Central Network (CCN) and Career Coach into the student experience.
- Expansion of career services at transfer fairs with resume and cover letter assistance available.
- Increased collaboration with UMBC/USG to promote STEM Ready and Social Work pipelines, offering paid experiential learning and volunteer opportunities.

T. Increased connections between workforce and academic programs

- Joint Advisory Boards will ensure stronger alignment of workforce and academic programs
- Pending hire of an apprenticeship coordinator to expand apprenticeships in non-traditional fields.
- Hiring of career navigators to develop guided pathways into employment and credit programs.

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

- Internal environmental scan and mapping of micro-credentials to ensure alignment with employer needs for key skills like critical thinking, communication, and digital literacy.
- Curriculum alignment with soft skills is underway through collaboration with Deans, aiming to integrate key competencies into existing degree programs for workforce readiness.
- A spring pilot will embed Career Coach into ELAP courses to help students explore majors

V. Increased economic mobility through decreased gaps in earning potential among all students

- The CAR report includes how discipline integrates career awareness and development activities.
- Collaborate with Deans to review analysis assessing the distribution of students across majors with varying earning potentials (low, medium, high) that helped identify which student groups may need targeted intervention regarding earning potential.