



STUDENT ENROLLMENT PLAN

2025-2029



OFFICE OF THE SENIOR VICE PRESIDENT FOR STUDENT AFFAIRS
Approval Date: May 2025

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August 1, 2025 – June 30, 2029

STUDENT ENROLLMENT PLAN 2025-2029

Office of the Senior Vice President for Student Affairs

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INTRODUCTION

MESSAGE FROM COLLEGE LEADERSHIP

Montgomery College (MC) is committed to enhancing the student experience and strengthening student success through data-informed initiatives. This Student Enrollment Plan (SEP) was derived from the following Strategic Plan Goals:

- Goal 1:** Enhance Connections Between Montgomery College and Our Community
- Goal 2:** Cultivate a Sense of Belonging for Everyone at the College
- Goal 3:** Enhance Educational and Organizational Effectiveness
- Goal 4:** Increase Economic Impact for Our Students and Community

This SEP will guide our Student Affairs and Enrollment path from 2025 to 2029, aligning with the College's mission, workforce needs, and the evolving needs of our diverse communities. Our cross-divisional collaboration will ensure that we deliver on critical priorities: expanding access, improving retention, strengthening support services, and deepening career alignment.

Thank you to those who contributed to this important roadmap for the next four years.

- Dr. Tiffany Ray-Patterson
Senior VP for Student Affairs
- Dr. Kimberly McNair
Associate SVP for Student Affairs

DEVELOPMENT OF THE PLAN

Participants and Process

Led by the interim senior VP for student affairs and the associate senior VP for student affairs, with cross-divisional teams representing Academic Affairs, Advancement and Community Engagement, Administrative and Fiscal Services, and Office of the President.

Governance and Timeline

Fall 2024–Spring 2025: Data gathering, stakeholder engagement, drafting.

April 2025: Submission to Cabinet for review, feedback, and endorsement. Sharing more broadly with Student Affairs units and Student Government Associations.

August 1, 2025: Plan implementation launch.



FOUNDATIONS

ALIGNMENT WITH THE COLLEGE'S MISSION, VISION, VALUES, STRATEGIC PLAN, AND TRANSFORMATIONAL ASPIRATIONS

Mission and Vision

- Supports MC's mission: "Montgomery College is where students discover their passions and unlock their potential to transform lives, enrich the community, and change the world."
- Reflects MC's commitment to student-centered practices, equitable access, and workforce-responsive programming.

Vertical Alignment

- Directly supports the College's Strategic Plan Goals 1 and 3, and the related intended outcomes.
 - This SEP seeks to complement those efforts by streamlining enrollment processes, clarifying roles, and ensuring the reinforcement of the strategic plan's supporting strategies.

Horizontal Alignment

- Coordinates across the Offices of Institutional Research and Effectiveness (OIRE), Student Affairs (SA), Academic Affairs (AA), Administrative and Fiscal Services (AFS), Advancement and Community Engagement (ACE), and the Office of the President.
- Ensures the Student Enrollment Plan (SEP) fully aligns with the Academic Master Plan (AMP) and the Marketing Plan (MP).
 - The current AMP goals include: Serving students through counseling/advising, designing programs to meet evolving needs, accelerating student-centered teaching, and preparing students for life beyond MC.



- The current MP goals include: Increase brand recognition, increase student enrollment, strengthen alumni, community, and business engagement, promote awareness of student support services.
- Detailed crosswalks are described under each SEP Goal.
- Fosters cross-divisional collaboration to achieve shared student enrollment and success goals.

Duration of this Plan

- Effective from August 1, 2025 through June 30, 2029.
- Aligned with the College's Strategic Plan cycle, with interim checkpoints to measure and revise strategies as needed.

DESCRIPTION OF CURRENT STATE

OVERVIEW OF 2022-2025 ENROLLMENT MANAGEMENT PLAN AND ACHIEVEMENTS

Previous Enrollment Management Plan (EMP), 2022-2025

- Overarching Goal: 12% increase in enrollment
 - Goal 1: Strengthen MC's market position via targeted marketing and partnerships.
 - Goal 2: Improve outcomes from access to enrollment by focusing on high school and adult learners.
 - Goal 3: Improve student success, retention, and completion through collaboration across student support programs.

Key Takeaways

- 16% enrollment increase achieved by end of FY25, exceeding projected 12% increase.
- Despite pandemic challenges, MC saw modest credit enrollment gains in 2024.
- Dual enrollment participation rose, driving down average student age to 23.
- Adult learner enrollment has declined steadily; new strategies needed to re-engage working adults and noncompleters.

Strategic Issues and Lessons Learned

- Persistent enrollment declines prior to the pandemic, partially offset by recent modest increases.
- Demographic Shifts: Montgomery County's growing diversity (top languages: Spanish, Chinese, Korean, French, Amharic, Russian) requires expanded multilingual outreach.
- Funding and Policy Context: state, local, and federal shifts in funding models; alignment with the Maryland Higher Education Commission's (MHEC) 2021 - 2025 Maryland State Plan for Education and the Maryland Department of Education's Blueprint for Maryland's Future.
- Competitive Landscape: job market, regional four-year universities, in-state two-year colleges, out-of-state two-year colleges, and alternative learning providers require MC to innovate.
- Need for Equitable Support: Underserved students (first-generation, Asset Limited, Income Constrained, Employed (ALICE), older adult learners) require stronger wrap-around services to persist and complete.
- Need for updated processes, strategies, and programs that are student-centered and designed change at scale.
- Technology to support updated processes: automated recruitment, application, and targeted communication tools.



GUIDING PRINCIPLES AND PRIORITIES

The Student Enrollment Plan is guided by the following core principles:

- Alignment with:
 - The College's mission, vision, strategic plan, and transformational aspirations.
 - The Academic Master Plan and the Marketing Plan.
- Data, insights, and cross-College support will drive the development of student-centered enrollment, recruitment, persistence, and completion strategies that will exceed current student expectations.
- This plan will be an urgent, yet flexible, roadmap of prioritized, actionable, and measurable strategies for the College to advance in support of the outlined enrollment goals from 2025-2029.
- Student Affairs will realign human and operational resources and strengthen external partnerships to scale student support services for all students at all locations and reduce inefficiencies and redundancies.
- Student Affairs will strive to deliver personalized communications, tailored to each student, that acknowledges, anticipates, and delivers timely support services.

The Student Enrollment Plan priorities are to:

- Eliminate barriers throughout the student lifecycle that impede their pathway to successful completion of their educational goals.
- Improve conversion rates from inquiries and application to enrollment (yield) and reduce student drops from enrollment to matriculation (melt) by improving and elevating enrollment business processes to be more student centered.

- Update and evolve the College's new student onboarding processes, inclusive of a collegewide first-semester experience, anchored by dedicated and equitable counseling/advising, key wraparound services, and increased opportunities for financial supports.
- Optimize the use of technology to support a more student-centered enrollment experience by streamlining outreach, enhancing early intervention strategies, and enabling data-informed decision-making across the student lifecycle, from inquiry through matriculation and retention..
- Expand coordinated, strategic recruitment and onboarding efforts of adults 25+ within and beyond Montgomery County, including Workforce Development and Continuing Education students.
- Improve data-informed decision-making by strengthening evaluation practices, data analytics, and continuous assessment to enhance recruitment, retention, and student success.



VISION FOR FUTURE STATE

GOALS, SUPPORTING STRATEGIES, INTENDED OUTCOMES, AND INDICATORS

The 2025–2029 SEP sets four overarching goals, derived from key Strategic Plan intended outcomes, each with indicators and supporting strategies. Each goal includes both leading indicators (immediate signals of progress, such as counseling/advising contact hours or FAFSA completion) and lagging indicators (long-term outcomes, like headcount, retention, and graduation rates). The plan sets target metrics for 2029, with annual or semi-annual checkpoints throughout this timeframe.



VISION FOR FUTURE STATE (continued)

GOAL 1: CONTINUOUS ENROLLMENT GROWTH

Intended Outcomes

- Growing unduplicated headcount of 65,000 credit and noncredit students across all locations.
- Increasing in market share of local high school graduates from 20% to at least 25%.
- Expanding adult learner (age 25+) enrollment by 20%.
- Increasing the number of high school students enrolled in dual enrollment.
- Increasing the number of dual-enrolled high schoolers who transition to MC fulltime.

Indicators

- **Leading:** Application yield, enrollment business process metrics, CRM engagement metrics, FAFSA completion among target populations.
- **Lagging:** Unduplicated headcount, proportion of Montgomery County high school graduates enrolling at MC, growth in adult learners, dual enrollment students, and increased persistence and retention rates.

Alignment with the Strategic Plan (SP), Academic Master Plan (AMP), and Marketing Plan (MP)

- **SP Goal 1:** Enhance Connections Between Montgomery College and Our Community.
- **AMP Goal 2:** Designing Programs and Pathways to Meet Students' Needs.
 - By creating more robust pathways for adult learners and dual-enrolled students, this goal expands program options that meet evolving student needs and county workforce demands.
 - Integrating short-term credentials, prior learning assessment, and flexible scheduling addresses key AMP priorities of broadening access to relevant, career-aligned programs.
- **MP Goal 3:** Increase Student Enrollment
 - Expand awareness and interest among prospective students through integrated, targeted marketing that guides students to personal achievement, career success, and lifelong growth via Montgomery College's transformative, practical, and affordable education grounded in academic excellence.

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VISION FOR FUTURE STATE (continued)

Supporting Strategies

In collaboration with Academic Affairs, Advancement and Community Engagement, and Administration and Fiscal Services:

1. Improve Enrollment Services Business Processes

- a. Utilizing best practices from the American Association of Collegiate Registrars and Admissions Officers (AACRAO), the National Association of Student Financial Aid Administrators (NASFAA), the American Association of Community Colleges (AACC), and the Council for the Advancement of Standards in Higher Education (CAS).
- i. Review, assess, update, and modernize College access services, workflow, and process improvements.
- ii. Review, assess, update, and modernize financial aid services, workflow, and process improvements.
- iii. Implement a customer service model that exceeds student and family expectations.
- a. Develop and enhance departmental collaboration, communication, process integration and alignment within and between enrollment management departments (Financial Aid, Raptor Central, Records and Registration, Recruitment and Scholarship) and related collegewide plans, goals, initiatives, and departments, such as Community Engagement and Marketing and Communications.
- b. Develop and implement a new application and comprehensive outreach and communications strategy as part of the CRM implementation to improve the student experience, service delivery, and processing, and student communications.
- c. Explore strategies to evolve and scale Call Center and chat/chatbot staffing and operations.

2. Expand and Strengthen High School-to-College Transition Opportunities

- a. Enhance prospective student/applicant engagement activities and communications, such as senior commitment days and social media campaigns that support sense of belonging, increase enrollment conversion, and reduce melt; and engage prospects who are not pursuing any post-secondary education.

3. Develop and Implement a Plan To Grow and Evolve Athletics Recruitment and Availability

- a. Launch an Athletics Recruitment Taskforce to develop an athletics plan, inclusive of formal student athlete pipelines through current and future sports teams.
- b. Increase the availability of athletic opportunities and services across the College.



VISION FOR FUTURE STATE (continued)

GOAL 2: **INCREASED, EQUITABLE STUDENT RETENTION AND COMPLETION RATES**

Intended Outcomes

- Increasing first-year retention for full-time, first-time-entering (FTEIC) students to 70%.
- Raising three-year graduation rate for FTEIC from 30% to 35%.
- Reducing excess credits and lower average time-to-degree completion to under 4.0 years.

Indicators

- Leading: Early-alert interventions, credit accumulation, midterm grade improvements.
- Lagging: Fall-to-fall retention rates, FTEIC three-year graduation rate, second-year persistence rates improve.

Alignment with the Strategic Plan (SP), Academic Master Plan (AMP), and Marketing Plan (MP)

- **SP Goal 2:** Sense of Belonging.
- **AMP Goal 1:** Serving All Students Through Academic Advising
 - This goal's focus on first-year counseling/advising, wraparound services, and proactive early-alert interventions directly enhances counseling/advising capacity, ensuring equitable access for every student at critical milestones in the first semester and first year.
- **MP Goal 4:** Promote awareness of student support services.
 - Increase awareness among all current and prospective students about the full range of financial aid, scholarships, and wraparound academic and student support services to help them afford college, stay enrolled, and persist to complete.

Supporting Strategies

In collaboration with Academic Affairs, Advancement and Community Engagement, and Administration and Fiscal Services:

1. Unify Equitable Access to New Student Onboarding

- a. Standardize and enhancing new student onboarding, inclusive of orientation and first-year counseling/advising procedures at all locations.
- b. Require orientation for all FTEIC students; provide peer mentors and/or assigned counselors/advisors to elevate the student experience.
- c. Review, improve, and enhance onboarding communications from College Access and Financial Aid with the development of a comprehensive communications plan.

2. Expand Student Life and Wraparound Services

- a. Evolve the Student Life Office into a multi-campus network for wraparound student support and engagement, inclusive of student events, clubs, basic needs, wellness, and community connections.

3. Explore Additional Financial Support Structures for Students and Families

- a. Explore and expand targeted micro-grants for Pell-eligible students, explore onboarding incentivization, Raptors Ready expansion, and potential "Come Back to Complete" scholarships, etc.
- b. Scale and enhance financial aid information sessions and "pay for college" outreach to MCPS parents and families.

VISION FOR FUTURE STATE (continued)

GOAL 3: ACADEMIC AND CAREER ADVISING EXPERIENCE AT KEY MILESTONES FOR ALL STUDENTS

Intended Outcomes

- Ensuring that every student has clear counseling/advising and career readiness touchpoints in the first year (counseling/advising, career programming, etc.).
- Expanding the use of experiential learning across student affairs programs and experiences.
- Scaling Student Employment Services at all locations to impact all students.

Indicators

- **Leading:** Number of students engaged with counseling/advising, number of students meeting clear career counseling milestones, increased number of experiential learning opportunities through Student Affairs experiences, increased number of students at all locations engaged with Student Employment Services.
- **Lagging:** Number of students/graduates employed or offered employment, student employment services engagement, gains in demonstrated student learning outcomes (e.g., career-readiness skills, financial literacy, leadership competencies) measured through standardized rubrics or post-program surveys.

Alignment with the Strategic Plan (SP),

Academic Master Plan (AMP), and Marketing Plan (MP)

- **SP Goal 2:** Sense of Belonging and Goal 4: Increase economic impact for our students and community.
- **AMP Goal 1:** Serving All Students Through Academic Counseling/advising.
 - Expanding consistent, personalized academic counseling/advising, from new student onboarding through first-year check-ins, embodies the AMP's drive to ensure all students receive structured, high-touch counseling/advising that keeps them on track.
- **AMP Goal 4:** Preparing Students for Life Beyond MC
 - By strengthening career development components, including internships and employer partnerships, this goal ensures graduates transition seamlessly to the workforce or further education, aligning with the AMP's vision of positioning students for post-completion success.
- **MP Goal 3:** Strengthen alumni, community, and business engagement.
 - Amplify Montgomery College's role in shaping alumni success, enriching our community, and driving regional prosperity through transformative, practical, and affordable education grounded in academic excellence.
- **MP Goal 4:** Promote awareness of student support services.
 - Increase awareness among all current and prospective students about the full range of financial aid, scholarships, and wraparound academic and student support services to help them afford college, stay enrolled, and persist to complete.



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VISION FOR FUTURE STATE (CONTINUED)

Supporting Strategies

In collaboration with Academic Affairs, Advancement and Community Engagement, and Administration and Fiscal Services:

1. Modernize and Standardize Academic Counseling/Advising

- a. Implement recommendations from the Academic Advising Workgroup (AAW); expand use of Starfish across Student Affairs for real-time student progress tracking; and collaborate with Academic Affairs on the Montgomery College community, advising, relationships, engagement, and support network (MC CARES) pilot program and early-alert initiatives.

2. Strengthen Career Development Integration

- a. Leverage and grow the College Central Network by embedding the awareness and use of it through first-year counseling/advising and new student onboarding efforts.
- b. Integrate Career Readiness training into the Counseling/Advising discipline. Develop key career milestones along the student experiences. Assess for learning and effectiveness.
- c. Explore incorporation of career modules into first-year experience courses and throughout first-year advising touch points.

3. Scale Student Employment and Scholarship Services at All Locations

- a. Strengthen our tracking of alumni employment outcomes.
- b. Evolve our enrollment data infrastructure to leverage predictive analytics to educate students on high-growth career fields.
- c. Grow scholarship services beyond the Rockville Campus and expand awareness of scholarship opportunities to student affairs programs.



VISION FOR FUTURE STATE (CONTINUED)

GOAL 4: DATA-INFORMED RECRUITMENT AND STUDENT SUPPORT SERVICES

Intended Outcomes

- Establishing a Student Affairs division-wide culture of continuous improvement, where every department is in compliance with collecting and using evidence-based metrics to inform service and program enhancements.
- Systematically tracking and improving student satisfaction, service usage, and student learning outcomes tied to Student Affairs programming.
- Increasing collaboration among Student Affairs, Academic Affairs, the Office of Institutional Research and Effectiveness, and the Office of Information Technology to share data insights and align data-driven continuous improvement efforts.
- Elevating our consistent, high-quality student support (counseling/advising, basic needs, etc.) across all locations and online.
- Increasing equitable access to College resources for first-generation, low-income, nontraditional, and multilingual learners.
- Reducing withdrawal rates among FTEIC, first-generation, low-income, nontraditional, and multilingual learners.

Key Indicators

Leading Indicators

- Adoption rate of standardized continuous improvement tools or surveys across Student Affairs (e.g., % of departments using an approved evaluative framework).
- Adoption rate of viable findings implemented as part of a standardized Student Affairs continuous improvement and evaluation cycle.
- Staff and faculty participation rates in professional development related to continuous improvement.
- Service usage rates (tutoring, orientation), wait times, satisfaction surveys.

Lagging Indicators

- Improvement in student satisfaction scores year over year (i.e., from baseline to +5% by 2029).
- Increase in service usage and student engagement metrics (i.e., from baseline to +10% more appointments, workshops, or programming attendance in targeted departments, digital use, answer rates, and response rates).
- Reduced withdrawal rates of FTEIC, first-generation, low-income, nontraditional, and multilingual learners (i.e., from baseline to -10% by 2029).

Alignment with the Strategic Plan (SP), Academic Master Plan (AMP), and Marketing Plan (MP)

- **SP Goal 3:** Educational and organizational efficiency.
- **Underpins All Four AMP and MP Goals**
 - Building a robust, data-driven culture benefits every stage of the academic journey, from pre-enrollment outreach (AMP Goal 2) to counseling/advising and career readiness (AMP Goals 1 and 4).
 - Data analytics and continuous assessment also provide crucial insights into learning outcomes and equity gaps, reinforcing AMP Goal 3's pursuit of responsive, student-centered instruction.
- **Facilitates Continuous Improvement**
 - By regularly measuring student satisfaction, service usage, and learning outcomes, the College can fine-tune its academic and co-curricular offerings, ensuring full alignment with AMP objectives across counseling/advising.



VISION FOR FUTURE STATE (CONTINUED)

Supporting Strategies

In collaboration with the Office of the President, Academic Affairs, Advancement and Community Engagement, Administration and Fiscal Services:

1. Create a Student Affairs Division-Wide Continuous Improvement Framework

- a. Develop standardized assessment and continuous improvement protocols (e.g., surveys, focus groups, outcome rubrics) for Student Affairs Departments to capture student satisfaction, service usage, and learning outcome data.
- b. Establish a continuous improvement steering committee within Student Affairs to monitor baselines, coordinate timelines, data integrity standards, and reporting procedures.

2. Align Assessment with Institutional Goals

- a. Ensure that Student Affairs metrics align with the College's strategic plan and the SEP goals, specifically around counseling/advising, student engagement, and completion outcomes.
- b. Connect new Student Affairs continuous improvement data to the College's existing dashboards (or create new ones) for institution-wide visibility.

3. Build Staff Capacity for Data Collection and Analysis

- a. Offer professional development on using qualitative and quantitative methods to measure learning outcomes and satisfaction.
- b. Incorporate results-based decision-making in annual planning, budgeting, and staff evaluations to embed a culture of continuous improvement.

4. Utilize Results to Drive Continuous Improvement

- a. Require each Student Affairs unit to create an annual "Continuous Improvement to Action" report identifying key findings from data collection, proposed service improvements, and budget/staffing needs.

- b. Regularly share continuous improvement outcomes with cross-divisional partners (e.g., Academic Affairs, OIRE) to enhance collaboration and highlight the student success gains tied to robust support services.

5. Strategic Use of Technology To Support Institutional Priorities

- a. Continue aligning and optimizing the use of a student success management system (SSM) to provide a centralized and integrated view of the student journey, supporting coordinated interventions, and personalized engagement.
- b. Implement a customer relationship management (CRM) system to enhance the student experience, and improve service delivery and processing and student communications.
- c. Expand chatbots usage, Call Center functions, and multilingual support to reduce access barriers.

Projected Impact

- A consistently high-quality student experience, driven by clear performance metrics and accountability measures.
- Ongoing improvements in Student Affairs programs (e.g. counseling/advising, orientation, co-curricular activities) as staff regularly respond to data insights.
- Broader institutional view of Student Affairs' role in driving retention, completion, and equitable outcomes.



ASSESSMENT: MEASURABLE OUTCOMES

INDICATORS AND TARGETS

Each goal includes both Leading Indicators (immediate signals of progress, such as counseling/advising contacts or FAFSA completion) and Lagging Indicators (long-term outcomes, like headcount, retention, and graduation rates).

The plan sets target metrics for 2029, with annual or semi-annual checkpoints in between.

Key Indicators of the SEP

Leading:

- Prospective student yield.
- Applicant conversion.
- CRM engagement and enrollment funnel metrics.
- FAFSA completion among target populations.
- Student services usage rates, wait times, satisfaction surveys.
- Career counseling and student employment services participation.

Lagging:

- Unduplicated headcount.
- Proportion of Montgomery County high school graduates enrolling at MC.
- Number of adult learners.
- Reduced withdrawal rates.
- Student engagement metric.
- Student/graduate employment.
- Alumni salary growth.

Accountability and Timelines

Annual Progress Reviews

- The SEP Core Team reviews division/unit data and collaborates with OIRE to produce updated data on enrollment, retention, completion, and support usage.
- Presentations made to Cabinet each fall to discuss adjustments or resource needs.

Mid-Plan Review (FY27)

- A formal evaluation of goals, strategies, and metrics to refine approaches where needed.
- Possible budget realignment for potentially under-resourced initiatives.

Plan Conclusion (FY29)

- Final assessment of whether the SEP goals were met.
- Establishment of any new or continuing strategies for subsequent planning cycles.

Tools and Methods of Evaluation

- **Institutional Dashboards:** OIRE Dashboards integrated with data from student success management, customer relationship management, learning management, and other systems.
- **Student Surveys and Focus Groups:** Gather qualitative feedback on onboarding, counseling/advising, and support services on a regular basis.
- **Employer and Community Partner Feedback:** Evaluate the effectiveness of workforce alignment, internship placements, and career pipelines.
- **External Benchmarks and Comparisons:** Compare MC's performance to peer institutions and meet compliance/reporting standards (IPEDS, MHEC, etc.).
- **Key Frameworks:** Adapt identified frameworks (e.g. AACRAO, CAS, NASPA, etc.) for Student Affairs units.



NEXT STEPS AND IMPLEMENTATION

1. Finalize Metrics and Baselines

- Confirm all baseline data.
- Align each strategy with a realistic timeline and resource plan.

2. Resource Allocation and Staffing

- Determine CRM requirements and timeline for CRM completion.
- Realign student affairs leadership roles and responsibilities.

3. Communication and Training

- Socialize the final draft SEP with Student Affairs faculty, staff, and leadership.
- Train relevant teams (College Access, Counseling/ Counseling/Advising, IT, Student Life, etc.) on updated processes and systems.

4. Launch in August 2025

- Begin implementation steps, track early progress, and adjust as needed.

By coordinating cross-divisionally, leveraging data-driven decision-making, and meeting students' evolving needs, the College will continue to thrive as the community's college in Montgomery County and beyond.



APPENDIX A: OPERATIONAL PLAN

2025-2029 OPERATIONAL IMPLEMENTATION PLAN

Purpose

This operational plan outlines the concrete activities, responsible leads, timelines, resources, and evaluation methods associated with the implementation of the four strategic goals of the SEP. It is intended to support divisional leaders in turning strategy into sustained student services, business practices, and enrollment outcomes.

Goal 1: Continuous Enrollment Growth

Initiative	Action Steps	Stakeholders and Partners	Timeline	Resources Needed	Metrics
College Access and Financial Aid Program Review, Assessment and Redesign	Map current workflows and streamline processes; Implement new Application for Admission and CRM, Enrollment management, M admissions, Financial Aid, and Records and Registration, program review/assessment best practices	Student Affairs Stakeholders: Enrollment Management, Records and Registration, Access and Enrollment, Raptor Central Partners: OIRE, IT, Community Engagement	August 2025 – December 2026	Change and project management support; staff training and time	Application yield, CRM engagement, processing efficiencies, student satisfaction, benchmarks; retention
FAFSA and Financial Aid Simplification	Audit processes; Train staff; Simplify student communication	Student Affairs Stakeholders: Financial Aid Scholarships; Partners: IT, Marketing and Communications; Community Engagement	August 2025 – June 2026	Blue Icon (NAFSAA) Consultant; Staff training and time; Change and project management support	Processing time; Packaging time: # Approved not packaged; FAFSA completion rates; FAFSA enrollment rate; Student satisfaction

APPENDIX A: OPERATIONAL PLAN (continued)

Goal 1: Continuous Enrollment Growth (continued)

Initiative	Action Steps	Stakeholders and Partners	Timeline	Resources Needed	Metrics
Enhance Service Excellence, Availability and Delivery	Survey students and take action on findings to improve service availability and delivery; Evolve Raptor Central and Financial Aid chat/ chatbot services	Student Affairs Stakeholders: Raptor Central, Financial Aid, Records Partners: OIT, HRSTM, Marketing and Communications	January 2026 – December 2027	Staffing; licenses; space; training	Calls; emails; chat interactions; chatbot interactions; call handle time; service levels; abandonment rate; ROI; student satisfaction
Enhance prospective student/applicant engagement activities that support sense of belonging, increase enrollment conversion and reduce melt, and engage prospective students who are not pursuing any post-secondary education	Host senior commitment/ signing days at each high school; Develop messaging and implement communications plan for the CRM that engage students through the enrollment process and strengthen connections between applicants and their academic interests and faculty; communications plan for the CRM that engage students through the enrollment process and strengthen connections between applicants and their academic interests and faculty	Student Affairs Stakeholders: Recruitment; Raptor Central; Scholarships Partners: Marketing and Communications; Academic Affairs, OBS, OIT, Community Engagement	Annually and each semester	Event and promotions budget; Staffing; Space	HS graduate yield rate; Enrollment, conversion rate, faculty engagement, ROI
Athletics Plan Taskforce	Form taskforce; Evolve services and availability; Design pipelines; Secure scholarship; plan events and other activities	Student Affairs Stakeholders: Student Success and Engagement, Athletics, Recruitment; Financial Aid; Scholarships Partners: Marketing and Communications; Facilities	August 2025 – December 2025	Staffing time; Athlete engagement software; Space; Athlete scholarship	New athlete enrollment; ROI

APPENDIX A: OPERATIONAL PLAN (continued)

Goal 2: Increased, Equitable Retention and Completion Rates

Initiative	Action Steps	Stakeholders and Partners	Timeline	Resources Needed	Metrics
New Student Onboarding and Required Orientation and Advising	Implement mandatory FTEIC orientation; Implement approved new student onboarding workgroup recommendations; implement communications plan	Student Affairs Stakeholders: Deans of Student Affairs, Student Life, Counseling and Advising Support Areas: Academic Affairs; Marketing and Communications	August 2025 – June 2026	Staff hours; Staff training; LMS integration; CRM integration	Retention (fall-to-fall), satisfaction; Funnel Progression; Milestone completion; Attendance
Early Alert and Peer Mentoring Integration	Develop and implement an early alert program; Train student mentors; Assign to new credit students and to students in select workforce programs	Student Affairs Stakeholders: Student Life; Deans of Student Affairs; Counseling and Advising Partners: Academic Affairs; WDCE; OIT; OIRE	January 2026 – June 2027	Stipends; training modules	Retention (fall-to-fall), first-semester GPA, Workforce to Credit conversion; #alerts; contacts; credit accumulation
Microgrants and Incentives and Scale and enhance Financial Aid Outreach to MCPS Parents and Families	Create 'Come Back to Complete' fund; Evaluate impact. Create "Pay for College" Outreach Strategy for MCPS parents and families	Student Affairs Stakeholders: Financial Aid; Scholarships; Recruitment; Counseling and Advising; Recruitment Partners: Foundation, Marketing and Communications	August 2026 – June 2027	Donor engagement; Data dashboard FAFSA and Scholarship Submissions	Credit accumulation; Returner yield; student debt; default rates

APPENDIX A: OPERATIONAL PLAN (continued)

Goal 3: Academic and Career Advising at Milestones

Initiative	Action Steps	Stakeholders and Partners	Timeline	Resources Needed	Metrics
Starfish Expansion	Expand employee Starfish usage and training	Student Affairs Stakeholders: Counseling and Advising; Student Career and Employment Services Partners: Academic Affairs; IT, OIRE	September 2025 – June 2026	Licenses; training	Touchpoint engagement; retention (fall-to-fall); completion; milestones
Career Milestone Map	Create 'Career Checkpoints' in year 1	Student Affairs Stakeholders: Student Employment and Career Services; Counseling and Advising Partners: Academic Affairs; ELITE; OIRE; OIT	August 2026 – June 2027	Faculty PD; milestone tracking	% of students with career plans; internships; post-completion
College Central Integration	Cross-functional rollout in onboarding and advising	Student Affairs Stakeholders: Student Employment and Career Services, Counseling and Advising; Raptor Central; Recruitment; Financial Aid; Records and Registration Partners: Marketing and Communications; OIT; OIRE; Academic Affairs	January 2026 – December 2026	Promotion plan and related materials; Training	Platform usage data; change of major
Scholarship Services Expansion	Pilot at Germantown and Takoma Park/Silver Spring	Student Affairs Stakeholders: Scholarship Partners: Facilities; HR, OIRE	December 2026 – June 2027	Staffing, office space	# scholarship applications; # scholarship awards; amount of scholarship awards; student debt

APPENDIX A: OPERATIONAL PLAN (continued)

Goal 4: Data-Informed Recruitment and Student Support Services

Initiative	Action Steps	Stakeholders and Partners	Timeline	Resources Needed	Metrics
Ongoing Data, Assessment and Continuous Quality Improvement Training	Host workshops for Student Affairs staff	Student Affairs Stakeholders: SVP Office; Deans of Student Affairs Partners: OIRE, HR	August 2025 – June 2029	Training design; facilitation	PD participation, assessment usage; quality improvement activities
Division-Wide Dashboards	Build dashboards with key SEP and SA unit metrics	Student Affairs Stakeholders: SVPSA Office; Deans of Student Affairs Partners: OIRE, OIT	August 2025 – June 2027	Data engineering; Tableau licenses	Usage rates; metric accuracy; data informed decision-making; benchmark performance
Multilingual Communication and Outreach	Expand languages; Launch live multilingual help	Student Affairs Stakeholders: Enrollment Management Partners: OIT; Community Engagement; HRSTM; Marketing and Communications	July 2026 – June 2027	Translation services; chatbot vendor; multilingual supports; training	Response time, user satisfaction
'Improvement to Action' Reports	Require annual report from SA units	Student Affairs Stakeholders: SVPSA Office; Deans of Student Affairs Partners: OIRE; HRSTM	June 2026 – June 2029	Report templates; training	Completed reports, presentations, and, impact narratives

APPENDIX A: OPERATIONAL PLAN (continued)

Timeline Overview

Phase	Milestone	Date
SEP Launch	SEP goes live; shared with collegewide staff	August 2025
Year 1 Execution	First set of initiatives implemented through established workgroups; Baseline data confirmed	FY26
Midpoint Evaluation	Adjustments made to lagging indicators, strategies	FY27
Year 3 Acceleration	Remaining strategies launched; Expansion begins	FY28
Final Assessment	Full report of outcomes; new SEP begins planning	FY29

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