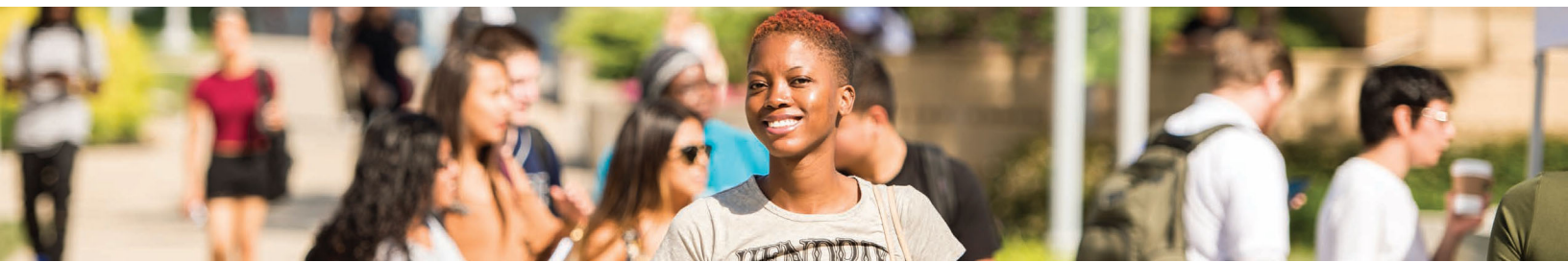




# GOAL 1:

Enhance connections between Montgomery College and our community.



## SUPPORTING STRATEGIES

- Scale up outreach efforts in the community to raise awareness of the academic, cultural, and civic opportunities available at the College.
- Leverage and expand partnerships with community-based organizations addressing mental health, food and housing insecurity for students and employees.
- Expand collaborations with county students who are in elementary and middle school.
- Strengthen our collaboration with MCPS, the University System of Maryland (USM), and other regional educational institutions enhancing students' academic journeys.
- Develop East County expansion plan to meet the community's educational needs.
- Improve alignment and communication of workforce advisory committees in all programs.
- Engage with key county and regional civic, nonprofit, and faith-based organizations.

## INTENDED OUTCOMES

- **Meaningful engagement with MCPS students and their families by 7th grade.**
- [Structured experiences designed for K-8 students to discover their passions and unlock their potential at MC.](#)
- Continuous enrollment growth, across demographic characteristics, to be the community's college.
- Integration of civic engagement in the College's practices.
- Greater sense of unity between the College and the community.
- Greater awareness of mental health and basic need supports for MC students and employees.

## INDICATORS

- Unduplicated fiscal year head count.
- Unduplicated students taking courses at the East County Education Center.
- Students enrolled in dual enrollment.
- **Percentage of 6th-grade MCPS students that have attended an MC outreach event.**
- [Percentage of MCPS K-8 schools that participated in at least one structured, College-sponsored engagement activity or outreach event during the fiscal year.](#)
- Percentage of students with an academic plan for the current year.
- Voting rate of MC students.
- Percentage of MC students facing any basic needs insecurity.



## GOAL 2:

Cultivate a sense of belonging for everyone at the College.



### SUPPORTING STRATEGIES

- Develop and promote activities for students and employees that foster a sense of belonging for everyone.
- Assure alignment of College policies and practices with antiracist principles.
- Leverage innovative teaching and delivery models to ensure equitable access and success for all students and employees.
- Develop milestones for all students at key points along their pathway, with alerts to notify students who met the milestone and supports for those who did not.
- Expand focused, equitable student supports for unique populations.
- Foster a culture of professional growth among all College employees.
- Implement ways to validate students' experiences by streamlining the transfer-in processes, the awarding of credit for prior learning, and pathways between credit and noncredit programs.
- Make data-informed decisions based on engagement and satisfaction survey results to develop timely action plans, implement change, and evaluate progress.
- Expand the opportunities for just-in-time and workforce-essential learning such as microcredentials and badging of students and employees.

### INTENDED OUTCOMES

- Students who feel a sense of belonging at the college, regardless of demographic characteristics.
- Employees who feel a sense of belonging at the college, regardless of demographic characteristics or position.
- Academic and career advising experience at key milestones for all students.

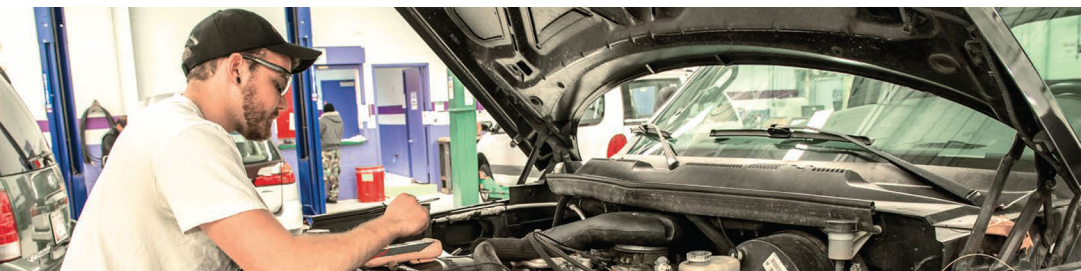
### INDICATORS

- Graduation rate.
- Transfer rate to baccalaureate institutions.
- Employee engagement and student satisfaction surveys.
- Percentage of students participating in extracurricular or co-curricular activity.
- Annual retention rates for students and employees.



## GOAL 3:

Enhance educational and organizational effectiveness.



### SUPPORTING STRATEGIES

- Streamline the student registration process for all students.
- Adhere to a strategically designed and inclusive enrollment management plan.
- Implement a common technology to advise and counsel students along their entire academic pathway.
- Expand and innovate high impact teaching practices.
- Expand the use of data to effectively monitor student enrollment and the progression through their academic journey, including post-completion success.
- Implement a work culture that meets the changing needs of students, employees, and the College.
- Revise employee performance evaluation procedures to support institutional goals and more frequent conversations with supervisors.
- Align staffing with student and institutional needs to help the College to be a destination employer.
- Explore options for students desiring to earn a baccalaureate degree at Montgomery College.

### INTENDED OUTCOMES

- Academic excellence in all programs.
- An effective learning environment for all students.
- Efficient registration process for all students.
- Data-informed program development, recruitment, scheduling and student support services.
- Increased, equitable student retention and completion rates.
- Consistent student support services available to all students, regardless of location or program.
- ~~Competitive compensation packages for all employees.~~
- ~~Large pools of qualified candidates for job postings.~~
- [Attract and retain a highly qualified workforce.](#)

### INDICATORS

- Annual average number of qualified applications per position advertised.
- Annual retention rates for students and employees.
- Percentage of positions filled by current college employees.
- Annual general education proficiency rates.
- Number of sections cancelled during ongoing registration.
- Annual number of employee non-retirement separations from the College.





## GOAL 4:

Increase economic impact for our students and community.



### SUPPORTING STRATEGIES

- Identify employment needs and relevant skills that prepare students for the future and incorporate those skills into appropriate pathways.
- Embed career advising and readiness competencies into academic programs and co-curricular learning.
- Partner with industry representatives, where appropriate, to inform students, faculty, and staff of best practices and current trends.
- Expand equitable access to internships, experiential learning, apprenticeships, and employment opportunities for all students.

### INTENDED OUTCOMES

- ~~Affordable postsecondary education offerings.~~ [Increased supports to ensure an affordable postsecondary education.](#)
- ~~Post-completion success through greater preparation and employability.~~
- [Increased preparation for employment and decreased gaps in earning potential among all students.](#)
- ~~Career development integrated into the student experience.~~
- ~~Increased connections between workforce and academic programs.~~
- [Strengthened integration of workforce and career development with academic programs.](#)
- All degrees, certificates, and micro-credentials are designed for economic, social, and community impact.
- ~~Increased economic mobility through decreased gaps in earning potential among all students.~~

### INDICATORS

- Graduation rate.
- Licensure pass rate.
- Annual number of students participating in internships, experiential learning, or apprenticeships.
- Annual number of students having completed both credit and noncredit courses at MC.
- Percentage of credentials that map to family sustaining wages within five years of completion.