



TRANSFORMATIONAL ASPIRATIONS AND STRATEGIC PLAN

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TRANSFORMATION ASPIRATIONS

- **ACCESS**

- Deliberate work in the community to create a college-going culture.

- **COMPLETION**

- Ensure that credentials the College offers provide experiences of economic, social, and community impact.

- **POST-COMPLETION SUCCESS**

- Ensure students have skills to ensure success on their journey and the ability to earn a family sustaining wage.

Transformational Aspirations Dashboard

The bold set of transformational aspirations that will guide the College for the next decade focuses on engagement with internal and external stakeholders and identifies social, economic, and community impacts that will transform lives and society. These aspirations can be broken into three components: **access**, **completion**, and **post-completion success**.



- **Access** is not simply opening the doors of the institution to those interested in attending. Instead, it is deliberate work in the community to create a college-going culture across the county, and especially in those areas where going to college has historically been the exception instead of the expectation.
- **Completion** is not just about earning degrees. The College must ensure that all credentials that the College offers provide experiences of economic, social, and community impact.
- **Post-completion success** is our institutional ability to transform lives. When students leave MC, whether they are transferring to another school or entering the workforce, they need to have mastered skills that will ensure success on their journey and allow them to earn a family sustaining wage.

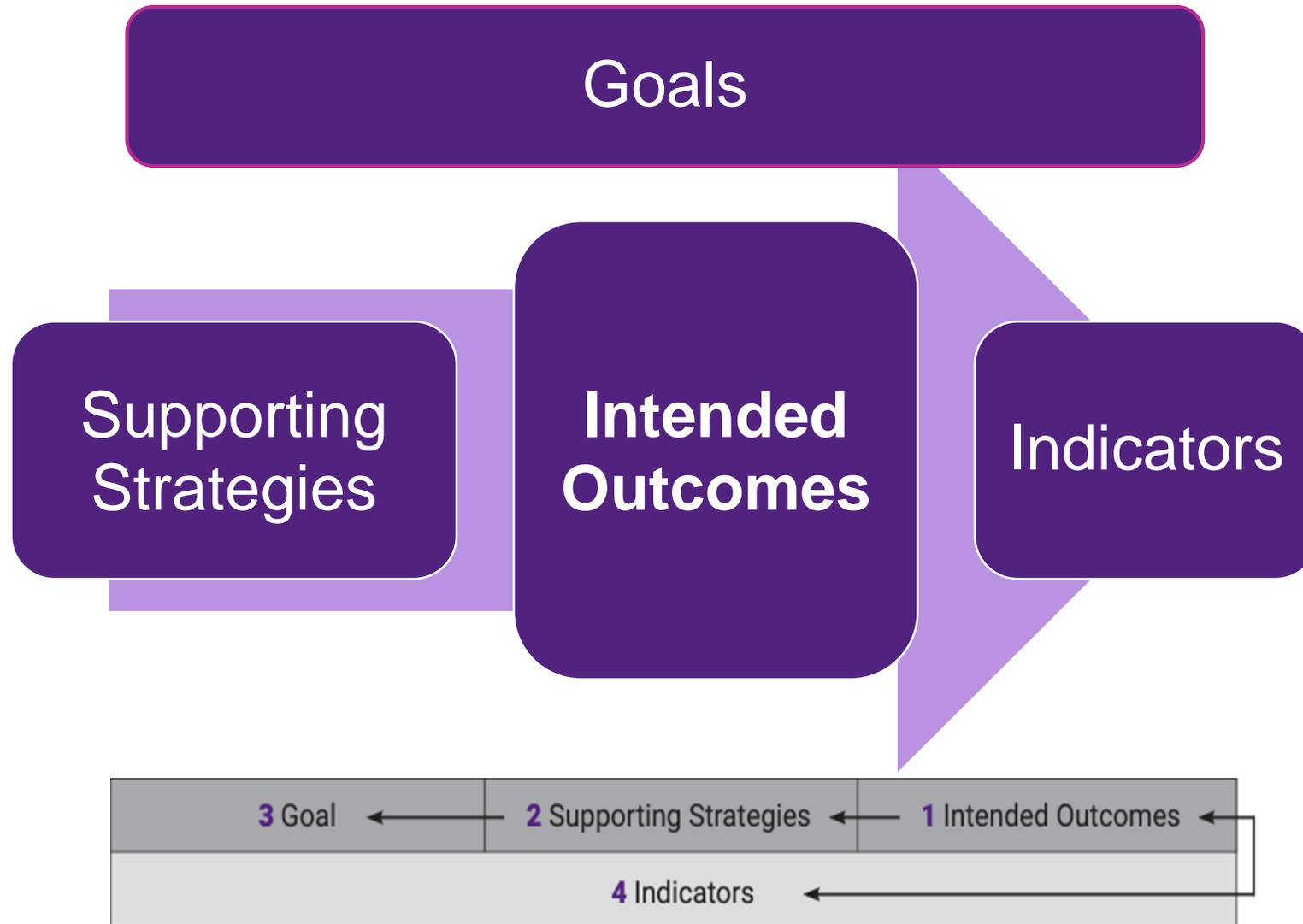
Each aspiration is accompanied by aims—that is, specific and measurable targets, which we want to realize in 10 years. These aspirations are ambitious, big ideas that will have a deep and lasting impact on the communities of Montgomery County.

Transformational
Aspirations

Strategic Plan

Action steps





GOAL 1: ENHANCE CONNECTIONS BETWEEN MC AND OUR COMMUNITY

| Outcome | FY24 | FY25 | FY26 | FY27 | FY28 |
|--|------|------|------|------|------|
| Structured experiences designed for K-8 students to discover their passions and unlock their potential at MC | X | X | | X | |
| Continuous enrollment growth, across demographic characteristics, to be the community's college | X | X | | | X |
| Integration of civic engagement in the College's practices | X | | | X | |
| Greater sense of unity between the College and the community | X | | | | X |
| Greater awareness of mental health and basic need supports for MC students and employees | X | | | X | |

GOAL 2: SENSE OF BELONGING FOR EVERYONE AT THE COLLEGE

| Outcome | FY24 | FY25 | FY26 | FY27 | FY28 |
|---|------|------|------|------|------|
| Students who feel a sense of belonging at the college, regardless of demographic characteristics | X | X | | | X |
| Employees who feel a sense of belonging at the college, regardless of demographic characteristics or position | | X | | X | |
| Academic and career advising experience at key milestones for all students | | X | | X | |

GOAL 3: ENHANCE EDUCATIONAL AND ORGANIZATIONAL EFFECTIVENESS

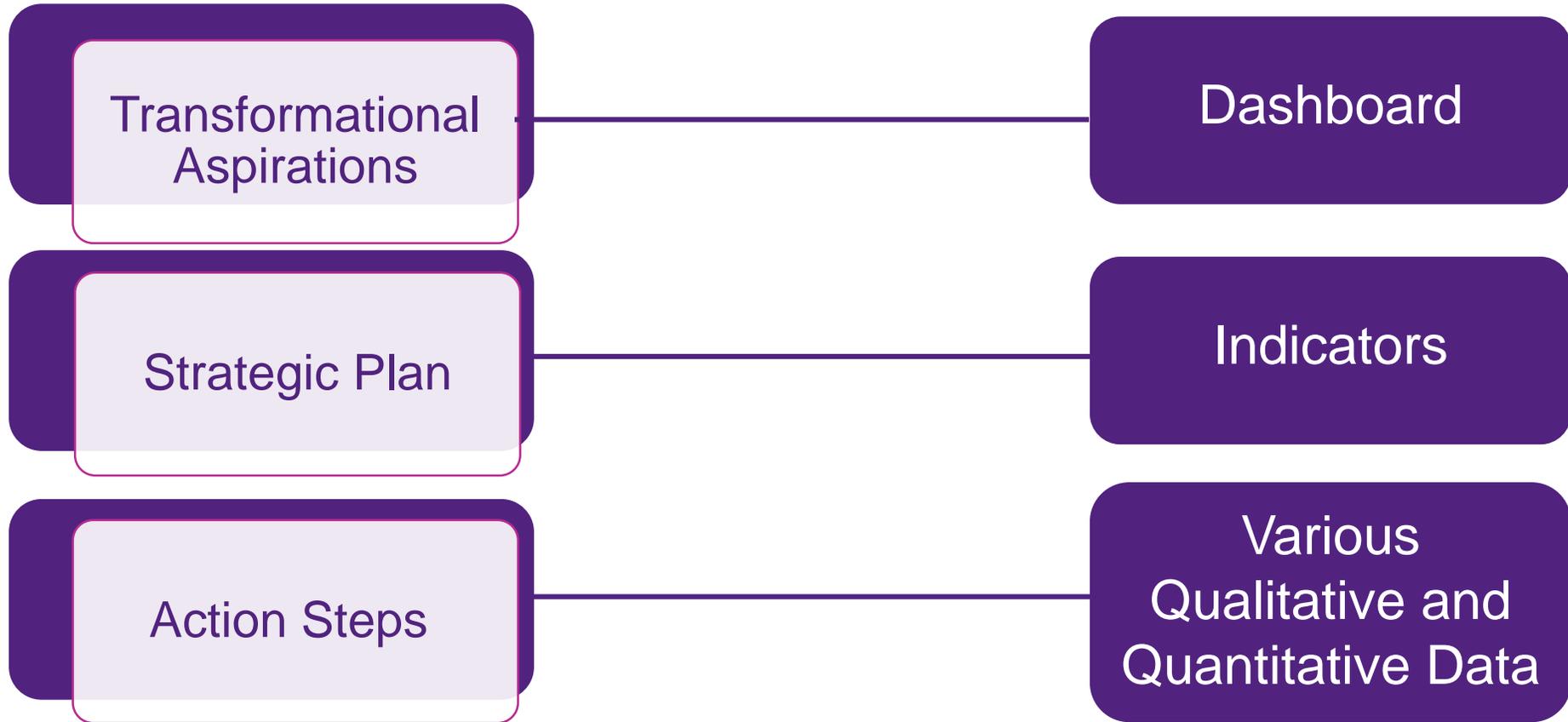
| Outcome | FY24 | FY25 | FY26 | FY27 | FY28 |
|--|------|------|------|------|------|
| Academic excellence in all programs | | | X | | X |
| An effective learning environment for all students | | X | | X | |
| Efficient registration process for all students | X | | X | | |
| Data-informed program development, recruitment, scheduling, and student support services | | | X | | X |
| Increased, equitable student retention and completion rates | X | | X | | |
| Consistent student support services available to all students, regardless of location or program | X | | | X | |
| Attract and retain a highly qualified workforce. | | | | X | |

GOAL 4: INCREASE ECONOMIC IMPACT FOR OUR STUDENTS & COMMUNITY

| Outcome | FY24 | FY25 | FY26 | FY27 | FY28 |
|--|------|------|------|------|------|
| Increased supports to ensure an affordable postsecondary education. | | | X | | X |
| Increased preparation for employment and decreased gaps in earning potential among all students. | | | X | | X |
| Strengthened integration of workforce and career development with academic programs. | | | X | | |
| All degrees, certificates, and micro-credentials are designed for economic, social, and community impact | | | X | | X |

FY26 OUTCOMES

- Efficient registration process for all students
 - Academic excellence in all programs
 - Data-informed program development, recruitment, scheduling, and student support services
 - Increased, equitable student retention and completion rates
 - Increased supports to ensure an affordable postsecondary education
 - Increased preparation for employment and decreased gaps in earning potential among all students
 - Strengthened integration of workforce and career development with academic programs
 - All degrees, certificates, and micro-credentials are designed for economic, social, and community impact
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GOAL 1

Enhance connections between Montgomery College and our community.

| INDICATOR | BASELINE | 2024 | 2025 | 2026 | 2027 | 2028 | TARGET |
|---|----------|--------|--------------------|------|------|------|-----------|
| Unduplicated fiscal year headcount | 40,342 | 45,385 | 46,341 | | | | 44,800 |
| Unduplicated students taking courses at the East County Education Center | 0 | 204 | 1,065 | | | | 2,000 |
| Students enrolled in dual enrollment | 1,506 | 2,356 | 2,554 | | | | 3,500 |
| Percentage of 6th grade MCPS students that have attended an MC outreach event | 0 | 0 | 16% | | | | 100% |
| Percentage of students with an academic plan for the current year | 65% | 100% | 100% | | | | 80% |
| Voting rate of MC students | 58% | [58%] | Update Fall 2025 | | | | 61% |
| Percentage of MC students facing any basic needs insecurity | 57% | 85% | Update Spring 2026 | | | | Below 50% |



GOAL 2

Cultivate a sense of belonging for everyone at the College.

| INDICATOR | BASELINE | 2024 | 2025 | 2026 | 2027 | 2028 | TARGET |
|--|----------|-------|--------------------|------|------|------|-----------|
| Graduation rate | 18% | 19% | 20% | | | | 35% |
| Transfer rate to baccalaureate institutions | 43% | 43% | 46% | | | | 50% |
| Employee engagement | 62% | [62%] | [62%] | | | | 75% |
| Student satisfaction surveys | 86% | 86% | Update Spring 2026 | | | | 90% |
| Percentage of students participating in extracurricular or cocurricular activity | 75% | 84% | Update Spring 2026 | | | | 80% |
| Annual retention rates for students | 65% | 64% | 67% | | | | 68% |
| Annual retention rates employees | 95% | 94% | 96% | | | | Above 85% |



GOAL 3

Enhance educational and organizational effectiveness.

| INDICATOR | BASELINE | 2024 | 2025 | 2026 | 2027 | 2028 | TARGET |
|---|----------------|----------------|----------------|------|------|------|------------------|
| Annual average number of qualified applications per position advertised | 16 | 14 | 16 | | | | 20 |
| Annual retention rates for students | 65% | 64% | 67% | | | | 68% |
| Annual retention rates for employees | 95% | 94% | 96% | | | | Above 85% |
| Percentage of positions filled by current college employees | 59% | 37% | 40% | | | | 50% |
| Annual general education proficiency rates | 70% | 74% | 88% | | | | 83% |
| Number of sections cancelled during ongoing registration | 571/8,318 (7%) | 539/8,190 (7%) | 543/7,963 (7%) | | | | 5% |
| Annual number of employee non-retirement separations from the College | 96 | 104 | 76 | | | | N/A ¹ |

¹ This indicator is tracked and disaggregated to monitor for patterns/trends, but there is no target.



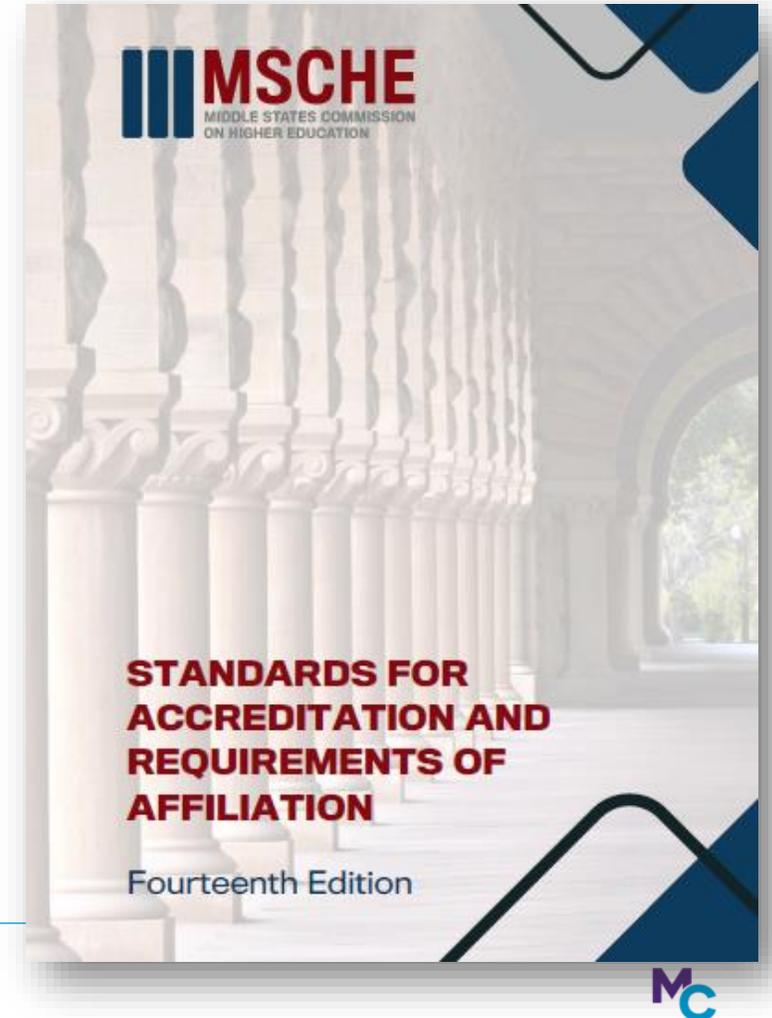
GOAL 4

Increase economic impact for our students and community.

| INDICATOR | BASELINE | 2024 | 2025 | 2026 | 2027 | 2028 | TARGET |
|---|----------|-------|-------|------|------|------|--------|
| Graduation rate | 18% | 19% | 20% | | | | 35% |
| Licensure pass rate | 78% | 79% | 92% | | | | 85% |
| Annual number of students participating in internships, experiential learning, or apprenticeships | 1,813 | 1,955 | 2,292 | | | | 3,000 |
| Annual number of students having completed both credit and noncredit courses at MC | 1,019 | 1,403 | 1,384 | | | | 1,500 |
| Percentage of credentials that map to family sustaining wages within five years of completion | 67% | 65% | 67% | | | | 75% |

MIDDLE STATES STANDARDS FOR ACCREDITATION

- I. Mission and Goals
- II. Ethics and Integrity
- III. Design & Delivery of the Student Learning Experience
- IV. Support of the Student Experience
- V. Educational Effectiveness Assessment
- VI. Planning, Resources, and Institutional Improvement
- VII. Governance, Leadership, and Administration



Spring/ Summer 2025

- Submit Self-Study Design
- Host Self-Study Preparation Visit
- Gather supporting evidence

Fall 25 & Spring/ Summer 2026

- Meetings with College Community
- Writing the Self-Study Report
- Gather supporting evidence

Fall 2026

- Final draft of Self-Study completed
- Finalize evidence inventory

MSCHE visit Spring 2027

- MSCHE team site visit occurs

Self-study process

Sets the groundwork for next Strategic Plan

Strategic Planning

~Write the next Strategic Plan

| Effective date | July 1 2018 | July 1 2019 | July 1 2020 | July 1 2021 | July 1 2022 | July 1 2023 | July 1 2024 | July 1 2025 | July 1 2026 | July 1 2027 | July 1 2028 | July 1 2029 | July 1 2030 | July 1 2031 | July 1 2032 | July 1 2033 | July 1 2034 | July 1 2035 | July 1 2036 | July 1 2037 | | | |
|-------------------------------|-------------|-----------------------|-------------|-------------|--------------------------------|-------------|--------------------------------------|--------------------|----------------------------|----------------------------|-----------------------------------|----------------------------|----------------------------|-------------------|-----------------------|--------------------|--------------------|-------------|-------------|-------------|-------|--|--|
| Academic Year | AY 18-19 | AY 19-20 | AY 20-21 | AY 21-22 | AY 22-23 | AY 23-24 | AY 24-25 | AY 25-26 | AY 26-27 | AY 27-28 | AY 28-29 | AY 29-30 | AY 30-31 | AY 31-32 | AY 32-33 | AY 33-34 | AY 34-35 | AY 35-36 | AY 36-37 | AY 37-38 | | | |
| Fiscal Year | FY 19 | FY 20 | FY 21 | FY 22 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | FY 29 | FY 30 | FY 31 | FY 32 | FY 33 | FY 34 | FY 35 | FY 36 | FY 37 | FY 38 | | | |
| MSCHE | Visit | Current accreditation | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | Self-Study | Visit and feedback | Next accreditation | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | Self-Study | Visit and feedback | | | | | | |
| Strategic plan | | | | | Current strategic plan | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | Write | Next strategic plan | | | | Assessment & SWOT | Bridge strategic plan | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | Write | | | |
| Master Plans | | | | | | | Current master plans (e.g. AMP, SEP) | | | | | | | | | | | | | | | | |
| | | | | | | | | | | Write | Next master plans (e.g. AMP, SEP) | | | | Assessment & SWOT | Bridge master plan | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | Write | | |
| Facilities Master Plan | | | | | Current facilities master plan | | | | | | | | | | | | | | | | | | |
| Other Tactical Plans | | | | | | | | | Tactical plans (1-3 years) | | | Tactical plans (1-3 years) | | | | | | | | | | | |
| | | | | | | | | | Tactical plans (1-3 years) | | | Tactical plans (1-3 years) | | | | | | | | | | | |
| | | | | | | | | | | Tactical plans (1-3 years) | | | Tactical plans (1-3 years) | | | | | | | | | | |

Office of Planning and Policy

Our Purpose

We support the Mission of Montgomery College by leading the implementation, monitoring and assessment of the strategic plan as well as maintaining accurate and effective policies and procedures that reflect and advance the strategic objectives and mission of the College.

We do this by:

- Leading the collegewide development and implementation of the strategic plan.
- Educating the college community about the content, goals, and timelines expressed in the strategic plan.
- Developing and facilitating methods to monitor and assess strategic plan progress.
- Supporting the alignment and integration of other plans at the College with the strategic plan.
- Developing and composing periodic and annual reports on the College's progress toward achieving the outcomes of the strategic plan.
- Overseeing the periodic review of policies and procedures.
- Coordinating the development, maintenance, and as-needed modification of College policies and procedures.
- Collaborating with members of the College community to draft modifications of existing policies and procedures and to develop new ones as needed.
- Ensuring the College community is involved in and informed about changes to the College's policies and procedures.



[Strategic Plan](#)

[Policies and Procedures](#)

Contact Us

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