

Transformational Aspirations and Strategic Plan

Debbie Van Camp Director of Policy & Planning

August 21, 2025

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.

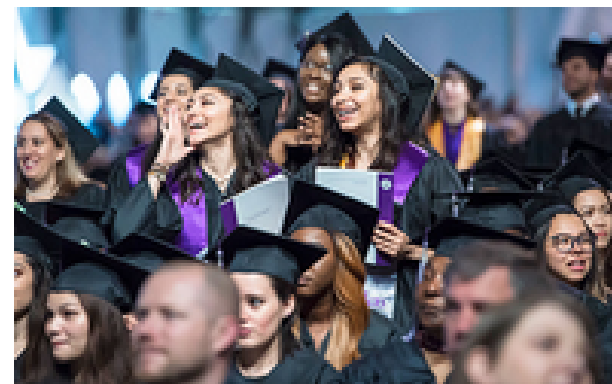
- POST-COMPLETION SUCCESS

- 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.



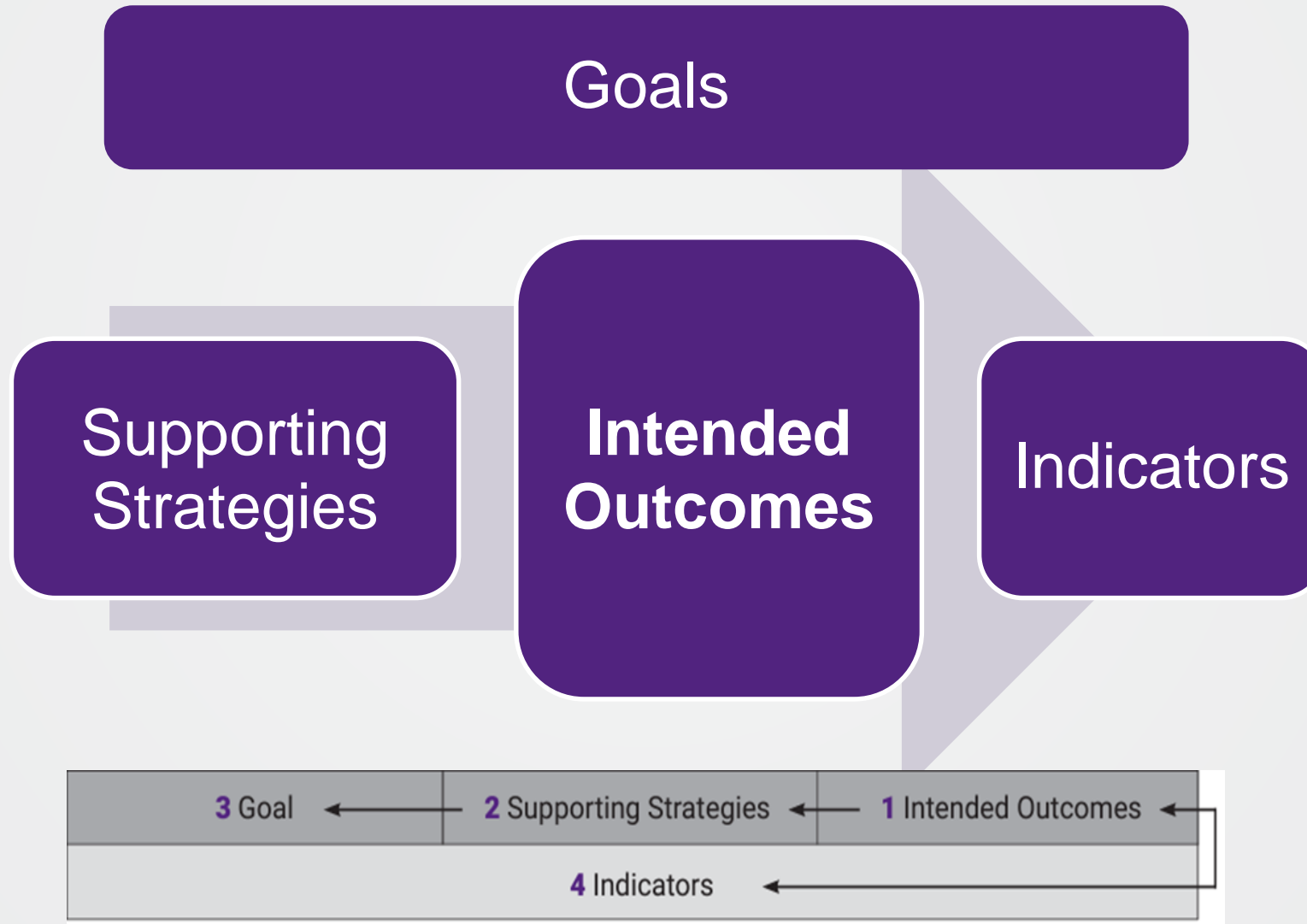
Each aspiration is accompanied by aims—that is, specific and measurable targets, which we want to realize in 10 years. These aspirations are ambitious, big ideas that will have a deep and lasting impact on the communities of Montgomery County.

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

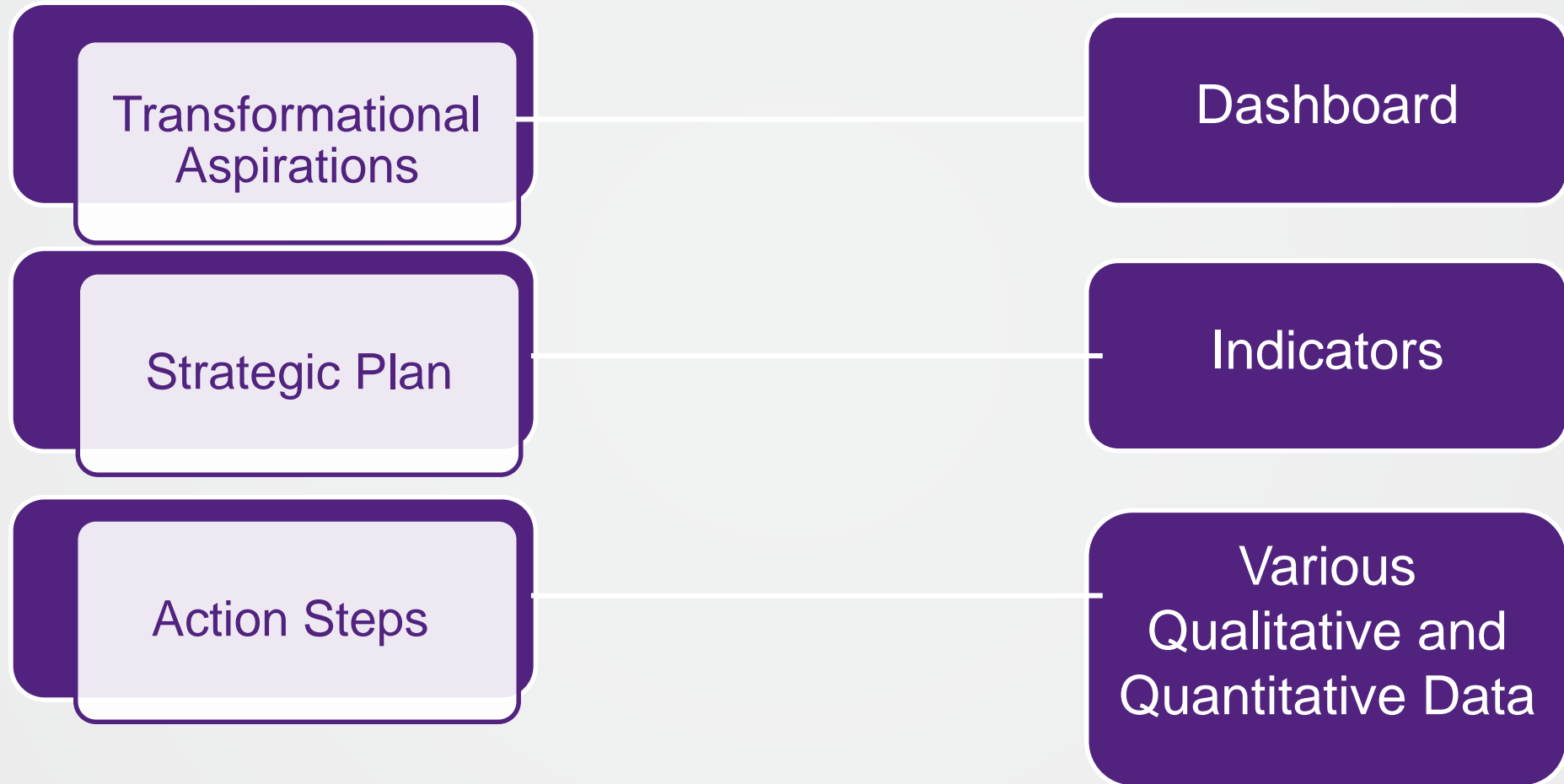
Outcome	FY24	FY25	FY26	FY27	FY28
Academic excellence in all programs			X		X
An effective learning environment for all students		X		X	
Efficient registration process for all students	X		X		
Data-informed program development, recruitment, scheduling, and student support services			X		X
Increased, equitable 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

Proposed 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





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					44,800
Unduplicated students taking courses at the East County Education Center	0	204					2,000
Students enrolled in dual enrollment	1,506	2,356					3,500
Percentage of 6th grade MCPS students that have attended an MC outreach event	0	0					100%
Percentage of students with an academic plan for the current year	65%	Update Spring 2025					80%
Voting rate of MC students	58%	Update Fall 2024					61%
Percentage of MC students facing any basic needs insecurity	57%	Update Spring 2025					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%					35%
Transfer rate to baccalaureate institutions	43%	43%					50%
Employee engagement	62%	Update Spring 2025					75%
Student satisfaction surveys	86%	Update Spring 2025					90%
Percentage of students participating in extracurricular or cocurricular activity	75%	Update Spring 2025					80%
Annual retention rates for students	65%	64%					68%
Annual retention rates employees	95%	94%					Above 80%



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					20
Annual retention rates for students	65%	64%					68%
Annual retention rates for employees	95%	94%					Above 85%
Percentage of positions filled by current college employees	59%	37%					50%
Annual general education proficiency rates	70%	74%					83%
Number of sections cancelled during ongoing registration	571/8,318 (7%)	539/8,190 (7%)					5%
Annual number of employee non-retirement separations from the College	96	104					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%					35%
Licensure pass rate	78%	79%					85%
Annual number of students participating in internships, experiential learning, or apprenticeships	1,813	1,955					3,000
Annual number of students having completed both credit and noncredit courses at MC	1,019	1,403					1,500
Percentage of credentials that map to family sustaining wages within five years of completion	67%	65%					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

Dr. Debbie Van Camp
Director of Planning and Policy

✉ debbie.vancamp@montgomerycollege.edu

☎ 240-567-3165

📍 Other location/Off Campus, CT 5418

Nat Gorman Urrutia
Executive Associate

✉ nat.gorman@montgomerycollege.edu

☎ 240-567-1613

📍 Other location/Off Campus, CT 5443G