



Strategic Plan 2020-2025

Model educational excellence by designing and delivering student learning experiences, pathways, and programs that increase student access, success, and completion. [MSCHE Standards III and V]

- a. Ensure that students develop the skills, awareness, and knowledge needed to achieve their academic, professional, and/or personal goals
- b. Strengthen faculty and staff technology skills, cultural competence, instructional effectiveness, leadership, and innovation
- c. Cultivate and strengthen programs and partnerships that support the educational, workforce, and economic development needs of Frederick County, and regional and national partners, with a focus on high-demand career, technical, and transfer programs
- d. Eliminate the achievement and opportunity gaps for underrepresented students and emerging populations
- e. Increase student success in and access to online and hybrid learning by expanding programming, improving success rates, ensuring quality design and delivery, and providing instructional, technical, and student support services
- f. Enhance educational affordability, access, and success through innovative and high impact practices
- g. Increase student cultural and global competence through innovation and alignment of curricular and co-curricular programming
- h. Provide quality academic support programs, resources, and services that meet teaching and learning needs in all learning environments
- i. Ensure that the design and use of the learning management system effectively supports student learning and instruction in all learning environments

Support the student learning experience through data-informed enrollment management, responsive programming, and efficient systems. [MSCHE Standard IV]

- a. Optimize enrollment in all learning environments with intentional focus on underrepresented and emerging populations by enhancing access, improving success, and accelerating completion
- b. Forge new and strengthen existing enrollment in programming that engages students across their lifespan
- c. Expand resources that support student well-being
- d. Effectively steward students from enrollment through completion by improving student communication and aligning support services, programs, engagement, and operations
- e. Eliminate the achievement and opportunity gaps with targeted support programs, tools, and resources
- f. Implement advising models, staffing structures, and technical systems that align with college and career pathways

Strategic Plan 2020-2025 *continued*

Lead the College with excellence, transparency, and accountability.

[MSCHE Standards II, VII, VI]

- a. Enact participatory decision-making that clearly delineates roles, responsibilities, communication processes, and timelines
- b. Utilize data and evidence-based practices to align planning, budgeting, and resource allocation, inform decision-making, and support continuous improvement
- c. Infuse diversity, equity, and inclusion goals throughout academic, support, administrative, and team plans
- d. Ensure transparency in employment practices
- e. Increase the recruitment and retention of a diverse workforce
- f. Provide training and resources that develop employee job-specific and technology skills, cultural competence, team development, and leadership
- g. Provide effective technology solutions, systems, and interfaces that support learning, instruction, communication, and College operations
- h. Strengthen the safety and security of both individuals and data in physical and virtual environments
- i. Expand environmental sustainability goals and practices

Ensure the fiscal stability and sustainability of the College.

[MSCHE Standards II, VII, VI]

- a. Align fiscal resources with emerging, on-going, and annual strategic priorities
- b. Strengthen enrollment management to ensure maximum access to courses and efficient use of facilities and resources
- c. Pursue grants and alternative sources of revenue to provide funding for program growth and emerging priorities
- d. Optimize business practices that enhance College operations



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