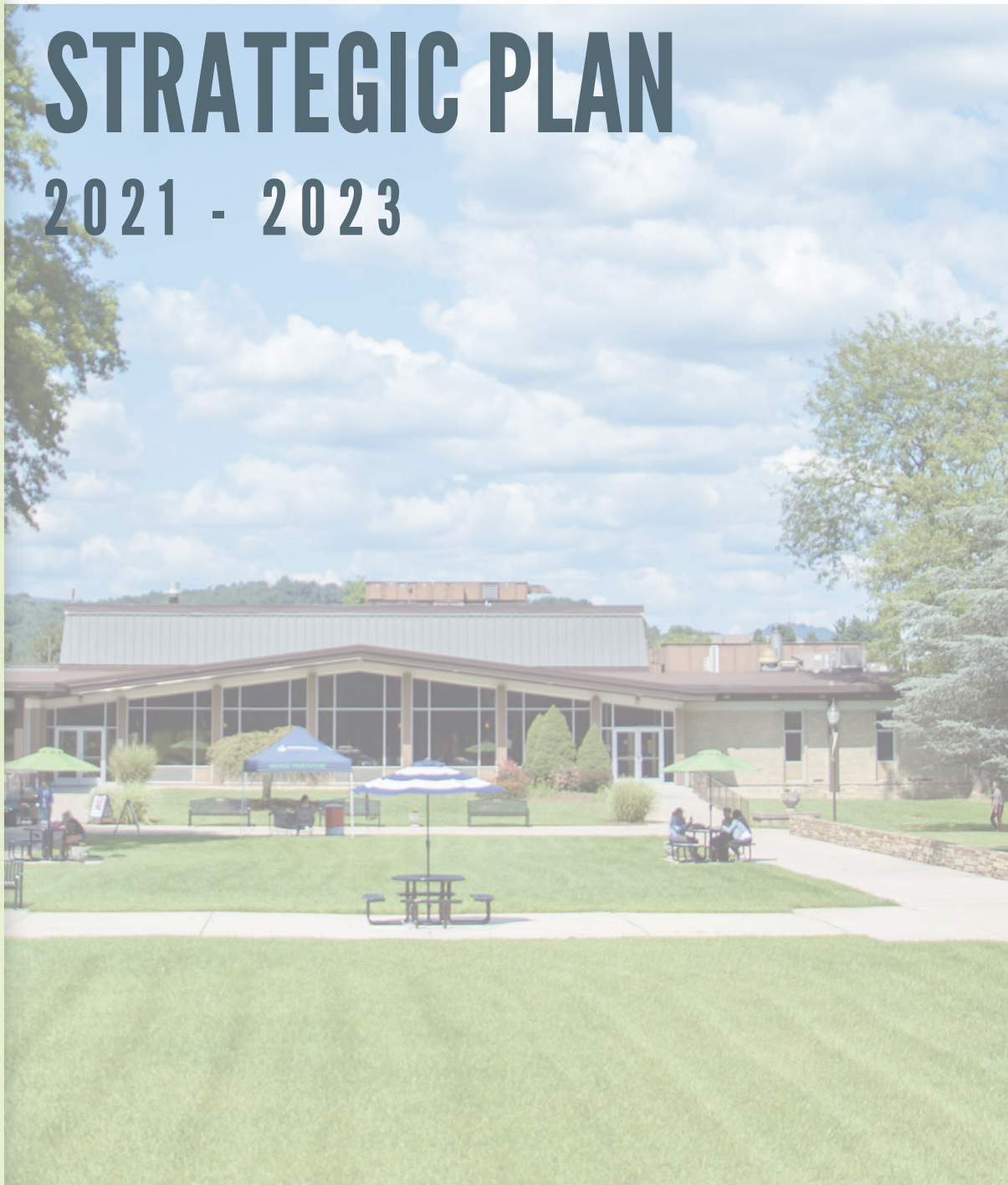




## ALLEGANY COLLEGE *of* MARYLAND

# STRATEGIC PLAN

## 2021 - 2023



**ALLEGANY**  
**COLLEGE**  
*of*  
**MARYLAND**





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# STRATEGIC PLAN INTRODUCTION

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Dealing with a global pandemic is a bit like sailing a ship through a hurricane. The overwhelming instinct is to worry solely and exclusively about the storm. Unlike a hurricane, however, institutions have the benefit of and obligation to plan strategically for what happens after the storm has passed. We must consider why we put out to sea in the first place and where we intend the ship to land upon completing its journey. Even though all of the College's employees and their work are affected by the pandemic, there are strategic opportunities and considerations that necessitate long-term thinking.

With the massive changes undertaken by faculty, students, and staff alike to adapt to the pandemic learning environment, the College is in the fortuitous position of similarly adapting its strategic orientation to direct resources towards institutional resilience in the face of increased remote learning, positioning itself to transition into a new and heretofore unexplored higher education landscape, while refocusing on how the institutional mission continues to play an important role in education and economic development throughout the greater Allegany county region.

Institutions of higher education have been competing for a narrower pool of students in an increasingly digital educational age for years now. This has been exacerbated by the pandemic. It is for this reason that the College is focusing with this Strategic Plan on maintaining and improving the College's high quality of educational offerings regardless of what students are enrolled in which programs or how they are receiving their education. Enrollment, success, and the digital experience are all goals derived from the College's Mission to continue providing educational opportunities for as many people as possible in a way that conveys them towards academic and post-graduation success. Goals related to institutional efficiencies, serving as an anchor institution, and ensuring ongoing alternative revenue streams remain strong are designed recognizing fiscal realities in today's economy while signifying the importance the College plays within this community.

The prior Strategic Plan, from FY16-FY20, had as its number one goal to increase credit enrollment. Although this was unsuccessful, many strong initiatives came out of emphasizing the need for continued credit enrollment focus. This continues to be a focus area for the College. New programs in Sustainable Brewing and Digital Analytics are on the horizon while the existing LPN to RN online program is demonstrating significant growth potential. Online offerings have, understandably, grown considerably in Fall 2020, which the College intends to sustain through dedicated efforts in professional development, awareness, and engaging student feedback.

Another area of carry-over from the prior plan is the goal related to institutional efficiency. Although it was recognized as an area of importance throughout that plan, the new Strategic Plan incorporates more appropriate measures of progress and accompanying strategies for affecting institutional operations. Proposed strategies may include looking at course scheduling related to Guided Pathways, review of whether any job functions can be centralized, and centralization of print services.

One of the key areas of success from the prior Strategic Plan was in the improvement of employee morale and experience, as demonstrated by internal and external employee surveys. This allows the College to focus more narrowly on those areas of employee experience and engagement that are continued areas of concern, notably the awareness of and satisfaction with compensation and benefit offerings.

There are many paths forward from operational to strategic in a normal year. 2020 has certainly been anything but normal. The College has weathered this storm hardily and, with the implementation and incorporation of this Strategic Plan, is well-positioned to transition into whatever the educational world may look like afterwards.





## 2021-2023 STRATEGIC PLAN PRIORITIES AND GOALS

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### **Institutional Priority One - *Student Success and Access***

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#### **Goal 1.1 *Increase regional first time students***

- a. Number of new students from regional counties
- b. Early College conversion rate
- c. Fall-to-Fall Retention

#### **Goal 1.2 *Increase student success***

- a. First semester Mid-term Course A/B/C Rate
- b. 200% Graduation & Transfer Rate
- c. Institutional Course-Level Pass Rate

### **Institutional Priority Two - *Educational Innovations***

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#### **Goal 2.1 *Improve digital experience and engagement***

- a. Student satisfaction with services composite
- b. Student digital engagement composite score
- c. Percentage of course offering OERs
- d. Percentage of online courses offered with QM certification
- e. Faculty/staff satisfaction with digital experience



### **Institutional Priority Three - *Institution of Place***

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#### **Goal 3.1 *Promote the College as an Anchor Institution***

- a. Faculty, staff and students engagement in community support activities
- b. Facility usage by faculty, staff, and students
- c. Community partners receiving education and training through new or revised training and programming

#### **Goal 3.2 *Increase alternative revenue sources***

- a. Ranking of contributions relative to Maryland CCs
- b. 5-year rolling average of grants received relative to ACM operating budget

### **Institutional Priority Four - *Institutional Sustainability***

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#### **Goal 4.1 *Improve and sustain the financial health of ACM through reduction of financial inefficiencies***

- a. Percent of new Fall students deregistered
- b. Average cash on hand (in months)
- c. Preventative vs. Reactive maintenance ratio
- d. Percent of Sections with at least 8 students

#### **Goal 4.2 *Enhance employee value within the institution***

- a. Employee Morale Composite
- b. Employee Retention Rates
- c. Number of employees doing internal professional development

## STRATEGIC PLAN 2021-2023 TIMELINE

TIMEFRAME	ACTION: YEAR ONE	PERSON(S) RESPONSIBLE
July 2020	Begin development of new Strategic Plan	Strategic Planning Council
August 2020	Refine institutional priorities, goals, and measures	Priority Teams
October 2020	Finalize new Strategic Plan	Strategic Planning Council
October-November 2020	Priority Teams meet to outline strategies	Priority Teams
October-November 2020	Begin implementation of Strategic Plan 2021-2023	Institutional
November 2020	Present Strategic Plan 2021-2023 to College and Board of Trustees	Strategic Planning Council
March 2021	Mid-year check-in	Strategic Planning Council
May-June 2021	Collect and Analyze End of Year Data	OIERP





TIMEFRAME	ACTION: YEAR TWO	PERSON(S) RESPONSIBLE
July 2021	End of Year 1 Meeting	Strategic Planning Council
August 2021	End of Year 1 Report Out	SPC to All-College
September 2021	End of Year 1 Report to Board of Trustees	SPC to Board of Trustees
September 2021	Priority Teams Meet to Outline Year 2 strategies	Priority Teams
FY22	Implementation of Year 2 strategies	Institutional
February 2022	Mid-year check-in	Strategic Planning Council



TIMEFRAME	ACTION: YEAR THREE	PERSON(S) RESPONSIBLE
July 2022	End of Year 2 Meeting	Strategic Planning Council
August 2022	End of Year 2 Report Out	SPC to All-College
September 2022	End of Year 2 Report to Board of Trustees	SPC to Board of Trustees
September 2022	Priority Teams Meet to Outline Year 3 strategies	Priority Teams
November 2022	Begin Data Collection for new Strategic Plan	OIERP
FY23	Implementation of Year 3 strategies	Institutional
February 2023	Mid-year check-in	Strategic Planning Council
Spring 2023	Gather Institutional Stakeholder Input for new Strategic Plan	Strategic Planning Council
June 2023	End of Year 3 Meeting	Strategic Planning Council
June 2023	Renew Strategic Planning Council Membership	President's Staff

TIMEFRAME	ACTION: YEAR FOUR	PERSON(S) RESPONSIBLE
July-August 2023	Begin development of new Strategic Plan	Strategic Planning Council
September 2023	End of FY21-23 Strategic Plan Report to Board	Strategic Planning Council





## STRATEGIC PLANNING COUNCIL

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Dr. Cynthia Bambara, *President*

Mr. Scott Harrah, *Executive Director of Institutional Effectiveness, Research, and Planning*

Mr. David Jones, *Vice President of Advancement and Community Relations*

Dr. Kurt Hoffman, *Senior Vice President of Instructional and Student Affairs*

Ms. Christina Kilduff, *Vice President of Finance and Administration*

Mr. Jeff Kirk, *Dean of Continuing Education and Workforce Development*

Ms. Leah Pepple, *Director of PA Advancement and Community Relations*

Ms. Melinda Duckworth, *Director of Human Resources*

Mr. Tom Striplin, *Dean of Arts and Sciences*

Ms. Wendy Knopsnider, *Web Content Specialist*

Mr. Arthur Priadkin, *Research Analyst*

Dr. Bill Rocks, *Dean of Career Education*

# ALLEGANY COLLEGE *of* MARYLAND

## **Cumberland Campus**

12401 Willowbrook Road, SE • Cumberland, MD 21502-2596  
301-784-5000

## **Bedford County Campus**

18 North River Lane • Everett, PA 15537-1410  
814-652-9528

## **Somerset County Technology Center**

281 Technology Drive • Somerset, PA 15501-4300  
814-445-9848

## **Bedford County Technical Center**

195 Pennknoll Road • Everett, PA 15537-6946  
814-623-2760

## **School of Hospitality Management and Culinary Arts**

*The Culinaire Café / Gateway Center*  
110-114 Baltimore Street • Cumberland, MD 21502-2302  
301-784-5410

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*For inquiries related to this policy, please contact:*

*Dr. Renee Conner, Dean of Student and Legal Affairs  
Title IX Coordinator | ADA/504 Coordinator  
12401 Willowbrook Road | Cumberland, MD 21502  
College Center 152  
301-784-5206 | [rconner@allegany.edu](mailto:rconner@allegany.edu)  
[www.allegany.edu/title-ix](http://www.allegany.edu/title-ix) | [www.allegany.edu/ADA-504](http://www.allegany.edu/ADA-504)*

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