



ALLEGANY COLLEGE of MARYLAND

EDUCATIONAL MASTER PLAN:

A Roadmap for Success

2025 - 2028



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MESSAGE FROM THE SENIOR VICE PRESIDENT OF INSTRUCTIONAL AND STUDENT AFFAIRS

The outgoing Educational Master Plan (EDMP) 2022-2025 was written in the aftermath of a global pandemic. As we write this current plan, we find the college in an equally tumultuous period that contextualizes its writing and our collective work. In this time of rapid transformation in higher education, Allegany College of Maryland remains steadfast at this pivotal moment—where technological transformation, workforce evolution, and profound social change converge. Our unwavering commitment to student success and educational excellence will guide our journey.

The 2025-2028 Educational Master Plan reflects our collective determination to meet the challenges of the moment while keeping an eye on the future. Three strategic goals will shape our direction over the next three years.

First, we will facilitate the ethical, effective, and equitable use of artificial intelligence for our students, faculty, and staff. Artificial intelligence is the most transformational technology we have ever known. It is incumbent upon us to ensure that humans are the driver of the technology, using it to enhance human potential rather than replacing it; human + AI or a human-centric AI. We must

imagine an educational vision that prepares future generations to be informed AI citizens and innovators, not just AI users. It will be necessary to advance AI literacy beyond its current definition of basic technical competencies. The future will require students who can actively shape, create, leverage, and responsibly manage the ethical and societal implications of AI.

Second, we will further enhance the Culture of Care at ACM, deepening our shared commitment to holistically support every student so that they may reach their full potential. Research reveals that the #1 reason students “stop out” is for mental health reasons. The global pandemic and social isolation only made matters worse. ACM’s “secret sauce” or key differentiator has always been our student-centeredness. Over the next three years, we will expand ways to offer a proactively supportive environment for students, empowering them to succeed academically, emotionally, and socially. The measures we hope to influence will include increased mental health, belongingness, resilience, and to self-regulate—thereby increasing a student’s ability to remain in college. Emotional and psychological readiness are intimately linked with academic readiness and success.

To paraphrase Wendell Berry, the purpose of colleges is not just to train workers or create knowledgeable citizens, but to help facilitate the development of a “fully human being.”

Third, we will increase effective collaboration with business, industry, and educational partners to ensure our programs align with emerging workforce needs and regional and statewide priorities. In rural communities, community colleges function as anchor institutions and rural development hubs. The work involves forging productive reciprocal relationships, aligning the college’s priorities with community needs, and viewing the success of the region and the college as intertwined. Collaboration and partnership lead to shared success. Whether that work is with Allegany County Public Schools as we work together to realize the vision of the Blueprint for Maryland’s Future by creating a world-class educational system that provides excellent and equitable education. Or through the work with Frostburg State University on the Aspen Transfer Intensive and the creation of a collaborative advising network for transfer students. It is seen in the work of Continuing Education, meeting the immediate needs of business and industry, while anticipating their future ones. Building stackable credentials,

offering industry recognized certifications, and creating a seamless pathway between credit programs and continuing education/workforce development. And it is seen with ACM’s Allied Health programs convening programming that addresses the needs of rural health care or finding flexible instructional methods for health programs to share students cross-institutionally.

Collectively, these three goals capture our promise to our students, employees, and the community. The promise that ACM will remain a beacon of hope, opportunity, and innovation. We believe in the transformative power of education. May this Educational Master Plan be our guide towards that noble destination.

With optimism for the path ahead,



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

AI was minimally used for clarity and flow in the creation of this letter.





ALLEGANY COLLEGE OF MARYLAND INSTITUTIONAL STATEMENTS

Our Vision: We will be the college of choice that transforms lives, strengthens communities, and makes learners the center of everything we do.

Our Mission: We deliver diverse and relevant education centered around student success in a supportive and engaging community.

Our Values:	Quality	We improve through assessment.
	Integrity	We promote honesty and trust.
	Respect	We foster dignity and worth.
	Opportunity	We provide innovative choices.
	Wellness	We promote healthy lifestyles.

INSTRUCTIONAL AND STUDENT AFFAIRS MISSION

The mission of Instructional and Student Affairs is to provide responsive educational and administrative support, guidance, and leadership to promote innovative and enriching learning.



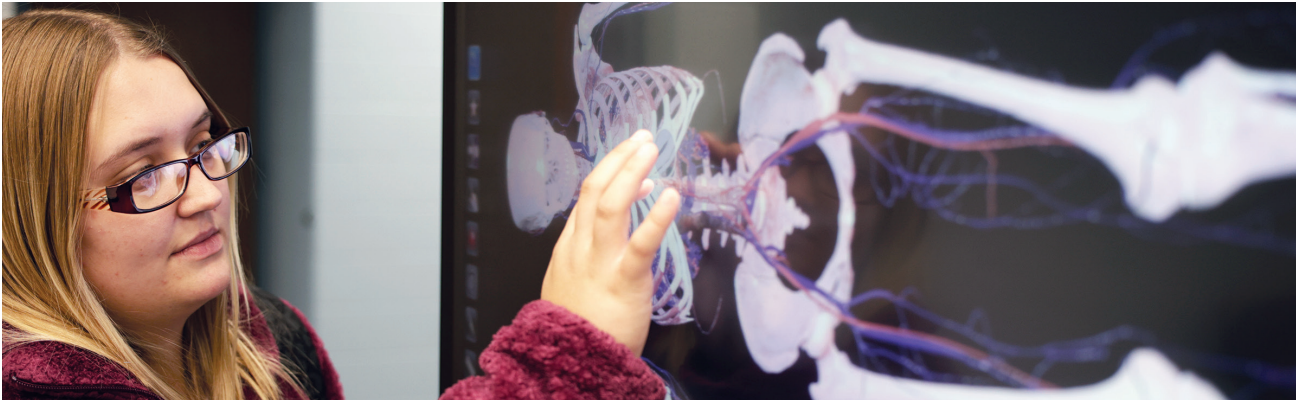
PURPOSE OF THE EDUCATIONAL MASTER PLAN

At Allegany College of Maryland, we believe that the highest aspirations for education are liberation of minds and transformation of lives. Being educated is not solely a matter of being knowledgeable about certain subject material, but about how we understand one another and the world around us. Beyond promoting learning that opens the mind to new information, institutions of higher education are able to facilitate discussion and collaboration among their members, thereby fostering a sense of local, national, and global community.

- Our challenge is to meet these lofty ambitions while simultaneously preparing students for real-world vocations that provide family-sustaining wages. We accept that balancing the philosophical understanding of the purpose of education with its concrete purpose—namely empowering students with the skills necessary to be successful in their chosen careers—is essential to the college’s mission.

Generally, the aim of Allegany College of Maryland’s 2025–2028 Educational Master Plan is to provide an educational vision of the college as well as establish priorities that aim to enhance learning and teaching. The writers of the Educational Master Plan intend that this document will be used as guidance for other planning processes across the college, including but not limited to the Strategic Plan and ISA Annual Objectives, the latter of which will function as the dynamic action plan for this document. But, perhaps more importantly, the Educational Master Plan aims to cultivate a culture that embraces the learning college model and encourages educational innovation that will transform the college.





INSTITUTIONAL PLANNING 2025-2028

The Strategic Master Plan and the Educational Master Plan (EDMP) are the primary planning documents of the institution: each will inform and be informed by the other. The Instructional and Student Affairs Annual Objectives will supply the action plan for the EDMP and provide necessary linkages to the institution's Strategic Plan. Likewise, the EDMP will inform and require alignment by the other major institutional plans, including the Facilities Plan, the Technology Plan, the Strategic Enrollment Management Plan, and the Marketing Plan. This document will be an evolving document to show where we are and where we need to grow. The solid arrows in the graphic reveal a direct connection between the EDMP and the other plans, signifying the bi-directional influence. Multiple arrows between the plans intimate a strong connection, as seen between the EDMP and the Strategic Plan. The dotted arrows reveal a more indirect relationship between the plans.



1. Facilities Plan – The current Facilities Plan is an operational plan that falls under Finance. This operational plan is not informed by any ACM committee; however, there is a budget request form that requires facilities requests to be linked to data and planning documents, and they must tie to the college's strategic goals and mission. The Educational Master Plan is consulted for capital improvements grants.

2. Technology Plan – The *currently being developed* Technology Plan is an operational plan that falls under Institutional Technology. This operational plan is informed by the Institutional Technology Advisory Committee. This committee's bylaws and procedures require proposals and requests to be aligned with the ACM Strategic Plan and other institutional master plans. Instructional and Student Affairs has consulted on previous plans and hopes to do so for this next plan as well.

3. Strategic Enrollment Management Plan (SEMP) – The *currently being developed* Strategic Enrollment Management Plan is ideally an operational plan that is a collaboration among multiple stakeholders to maximize college growth. The stakeholders work collaboratively to ensure that the college is strategically preparing to meet the future enrollment, financial, and academic needs of students. This plan will have extensive input from Instructional and Student Affairs.

4. Marketing Plan - The Strategic Marketing Plan, which concluded in 2024, is an operational document under the Advancement Division. It is internal and confidential, aligned with the ACM Strategic Plan, and consistent with both the Educational Master Plan and ACM's overall mission. Due to recent leadership transitions, the development of a new Strategic Marketing Plan has been on hold. The next iteration of the Strategic Marketing Plan, to be published in 2026, will be designed to allow for annual reassessment and updates, enabling ACM to remain responsive to shifting enrollment trends, evolving digital platforms, and changing student behavior, while maintaining the flexibility to adjust tactics year-to-year. It is anticipated that Instructional and Student Affairs, along with the Educational Master Plan, will continue to serve as consultative resources.



EDUCATIONAL MASTER PLAN – RECAP OF GOALS

Each Educational Master Plan includes a set of overarching goals which are guided by the College's Mission, Vision and Values and Allegany College of Maryland's Strategic Plan. The following table includes a recap of goals from previous years.

Previous Goals		
2015-2018	2019-2022	2022-2025
Develop rich and challenging learning opportunities for students, faculty, and staff	Student success improvement	Support DEIJ efforts and endeavors in ISA areas
Increase service learning and civic engagement	Ensure quality faculty and staff experience	Foster student academic success
Increase cultural competence	Improve student experience	Broaden student experience, growth, and resilience
Create a culture of assessment		

The 2022-2025 end of year report produced by the Senior Vice President of Instructional and Student Affairs (ISA) details yearly initiatives which addressed each of the goals and provides an overview of the progress and results of those initiatives.



EDUCATIONAL MASTER PLAN 2025-2028 GOALS

Allegany College of Maryland strives to stand out among its higher education peers by providing **educational excellence** and fostering **student success**. The following overarching goals are intended to support this objective. These goals were established by the Educational Master Plan committee in consideration of the College's Mission, Vision and Values, in alignment with Allegany College of Maryland's Strategic Plan. The intention is to provide an educational and strategic direction to the college over the next three years.

1. Facilitate ethical, effective, and equitable use of **AI**.

Artificial Intelligence tools can offer valuable support to ACM students, faculty and staff; at the same time, there are distinct challenges to the use of this burgeoning technology. It is essential to ensure such tools are used ethically, effectively, and equitably. Examples of strategies for doing this include pedagogical assistance to faculty to prepare students to creatively use AI in their future work, the development of course-specific AI use policies, the formation of an AI Task Force, and professional development opportunities to better understand how to incorporate AI into instruction and management.

2. Further enhance the **Culture of Care** at ACM.

Allegany College of Maryland's "Culture of Care" is a holistic approach that integrates mental, physical, and emotional well-being. This Culture of Care supports students' emotional and psychological resilience. Examples of strategies for enhancing ACM's Culture of Care include improving academic and emotional readiness, increasing student engagement and sense of belonging within the ACM community, and promoting mental and physical wellness through initiatives such as the Center for Mind Body Medicine trainings.

3. Increase effective **collaboration** with business, industry, and other educational partners.

Part of Allegany College of Maryland's vision is to strengthen communities. Increasing effective collaboration with business, industry, and other educational partners will support this vision. Examples of strategies for increasing effective collaboration with business and industry include partnerships formed and grown within the Program Advisory Committee and participation in Career Days and other community events. Examples of strategies to increase effective collaboration with other educational partners include reviewing, expanding, and creating new Memorandums of Understanding (MOUs) and articulation agreements, and building relationships with other higher education institutions through ACM's participation in the transfer intensive program.

TIMELINE FOR EDUCATIONAL MASTER PLAN

June 2025 through September 2025

- A new Educational Master Plan Steering Committee (EDMPSC) is established through the annual sign-up process conducted by the Sub-Committee on Committees of the President's Advisory Team.
- The Committee meets monthly to plan how to move forward with drafting the Educational Master Plan (EDMP) 2025-2028.
- The Committee decides which sections of the EDMP 2022-2025 should be kept, deleted, or revised and what sections should be added.
- New goals are discussed and decided upon.
- Steering committee members chose or are assigned sections of the last Plan to review/revise or add new sections to write for the EDMP 2025-2028. Section drafts were due in SharePoint by Friday, Oct. 17, 2025.
- People Responsible: EDMPSC

October 2025

- EDMPSC submits their chosen or assigned sections by October 17, 2025.
- The Committee reviews the draft Educational Master Plan 2025-2028 and provides feedback.
- Senior Vice President of Instructional and Student Affairs (SVPISA) shares goals with Associate Dean of Institutional Effectiveness, Research, and Planning (ADIERP) to ensure goals are measurable.
- A draft of the EDMP 2025-2028 is sent to Desktop Publishing to begin design of a professional publication for presentation to the Board of Trustees at their November meeting.
- A draft of the EDMP 2025-2028 is shared with all faculty and ISA staff on Thursday, October 23, 2025. All are reminded of the forum to be held on October 29, 2025.
- A forum is held on Wednesday, October 29, from 3:30 – 4:30 pm, in Technology Building, room 121. All faculty and ISA staff are invited to attend to give their feedback on the EDMP 2025-2028.
- Feedback from the Committee and forum is collected and applied to the draft EDMP 2025-2028.
- People Responsible: EDMPSC; Faculty; ISA Staff; Desktop Publishing Team



November 2025

- Revisions are provided to the Desktop Publishing Team. The EDMP 2025-2028 is proofed and printed by Monday, November 10, 2025.
- SVPISA presents the EDMP 2025-2028 to Board of Trustees for feedback and approval.
- The EDMP 2025-2028 is uploaded to the ISA SharePoint and ACM Website in place of the previous version.
- A link and PDF file of the EDMP 2025-2028 is emailed to the ACM Community.
- Copies of the EDMP are provided to the seven ISA Area Leaders.
- People Responsible: Desktop Publishing & Print Shop Team; SVPISA; Executive Associate SVPISA

January – February 2026

- Seven ISA Area Leaders each meet with their staff to discuss where their program/unit goals and objectives fit within the goals of the EDMP 2025-2028.
 - Dean of Student & Legal Affairs
 - Dean of Career Programs
 - Dean of Enrollment and Educational Services
 - Dean of Arts & Sciences
 - Dean of Continuing Education & Workforce Development
 - Director of Pathways for Success
 - Associate Dean of Nursing
- Area Leaders provide list to SVPISA of unit goals/objectives that relate to the EDMP 2025-2028.
- People Responsible: Seven ISA Leaders

February – March 2026

- SVPISA and representatives from EDMPSC consult with the Associate Dean of Institutional Effectiveness, Research, and Planning (ADIERP) to plan for end-of-academic year data collection.
- Seven ISA Area Leaders communicate to their unit/program staff what data will be needed and the deadline.
- People Responsible: SVPISA; ADIERP (Scott); Seven ISA Area Leaders

May through June 2026

- Program and Unit directors submit data (in format requested by EDMP Committee) to ISA Area Leaders.
- Each Area Leader will report progress on goals and objectives by typing directly into the End-of-Year Progress Chart.
- SVPISA reviews and finalizes End-of-Year Report, seeking additional input from ISA Area Leaders as necessary.
- People Responsible: All ISA program and unit directors; Seven ISA Area Leaders; SVPISA



ACTIONS YEAR TWO

July 2026

- SVPISA shares End-of-Year Progress Report with EDMPSC to determine the following:
 - o Discuss progress toward reaching EDMP 2025-2028 goals.
 - o Determine whether to revise EDMP 2025-2028 goals.
- People Responsible: SVPISA; EDMPSC

August through September 2026

- Seven ISA Area Leaders review with their staff current version of EDMP 2025-2028 to discuss where their program/unit goals and objectives fit within the three goals outlined in the plan.
 - o Identify emerging program goals and corresponding objectives.
 - o Potentially hold forums for discussion and questions.
- A revised version of the EDMP 2025-2028 is uploaded to the ISA SharePoint and ACM Website in place of the previous version (if necessary).
- A link and PDF file of the revised EDMP 2025-2028 is emailed to the ACM Community (if necessary).
- People Responsible: Seven ISA Area Leaders; Executive Associate SVPISA

September – October 2026

- All ISA areas and ISA-led committees/task forces begin implementing goals and objectives.
- People Responsible: All ISA program and unit directors and ISA-led committee/task force chairs

February 2027

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- People Responsible: SVPISA; ADIERP (Scott); Seven ISA Area Leaders

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 - o Determine whether to revise EDMP 2025-2028 goals.
- People Responsible: SVPISA; EDMPSC

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- A link and PDF file of the revised EDMP 2025-2028 is emailed to the ACM Community (if necessary).
- People Responsible: Seven ISA Area Leaders; Executive Associate for SVPISA

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- People Responsible: SVPISA; ADIERP (Scott); Seven ISA Area Leaders

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- Each Area Leader will report progress on goals and objectives by typing directly into the End-of-Year Progress Chart.
- SVPISA reviews and finalizes End-of-Year Report, seeking additional input from ISA Area Leaders as necessary. SVPISA shares End-of-Year Progress Report with EDMP 2025-2028 Committee.
- A new Educational Master Plan 2028-2031 (EDMP) Steering Committee is established through the annual sign-up process conducted by the Sub-Committee on Committees of the President's Advisory Team.
- The first meeting of the EDMP 2028-2031 Committee is conducted.
- People Responsible: All ISA program and unit directors; Seven ISA Area Leaders; SVPISA; EDMPS 2028-2031

July – September 2028

- A summary report of the Educational Master Plan 2025-2028 is presented to the Board of Trustees.
- The EDMPS 2028-2031 begins process of drafting the Educational Master Plan 2028-2031.
- People Responsible: SVPISA; EDMPS 2028-2031

THE 2025-2028 EDUCATIONAL MASTER PLAN STEERING COMMITTEE INCLUDES:

- Rachel Katherine Cofield, *Associate Professor, English*
- Jennifer Engelbach, *Dean, Enrollment and Educational Services*
- Cassie Foster, *Assistant Professor, Biology*
- Carolyn George, *Associate Professor, Biology*
- Kurt Hoffman, *Senior Vice President, Instructional & Student Affairs*
- Tom McInroy, *Dean, Continuing Education and Workforce Development*
- Patsy McKenzie, *Professor, Psychology*
- Shauna McQuade, *Executive Associate to Senior Vice President, Instructional & Student Affairs*
- Karin Savage, *Dean, Career Education*
- Mihaela Wood, *Dean, Arts & Sciences*





**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 Education Site

281 Technology Drive • Somerset, PA 15501-4309
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

Garrett County Nursing Site

317 Pythian Avenue • Oakland, MD 21550-5111
301-334-0530

Western Maryland Works

37 Lane Avenue • LaVale, MD 21502-7012
301-784-5236

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For inquiries related to the application of this statement, the Non-Discrimination policy, Title IX, and ADA/504, please contact:
Dr. Renee Conner, Dean of Student and Legal Affairs, Title IX Coordinator, ADA/504 Coordinator, 301-784-5206 / rconner@allegany.edu

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