ALLEGANY COLLEGE of MARYLAND

STRATEGIC PLAN
2021 - 2023
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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.
Institutional Priority One - Student Success and Access

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

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**

**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**

**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

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>ACTION: YEAR ONE</th>
<th>PERSON(S) RESPONSIBLE</th>
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<tbody>
<tr>
<td>July 2020</td>
<td>Begin development of new Strategic Plan</td>
<td>Strategic Planning Council</td>
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<tr>
<td>August 2020</td>
<td>Refine institutional priorities, goals, and measures</td>
<td>Priority Teams</td>
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<tr>
<td>October 2020</td>
<td>Finalize new Strategic Plan</td>
<td>Strategic Planning Council</td>
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<tr>
<td>October-November 2020</td>
<td>Priority Teams meet to outline strategies</td>
<td>Priority Teams</td>
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<tr>
<td>October-November 2020</td>
<td>Begin implementation of Strategic Plan 2021-2023</td>
<td>Institutional</td>
</tr>
<tr>
<td>November 2020</td>
<td>Present Strategic Plan 2021-2023 to College and Board of Trustees</td>
<td>Strategic Planning Council</td>
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<td>March 2021</td>
<td>Mid-year check-in</td>
<td>Strategic Planning Council</td>
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<td>May-June 2021</td>
<td>Collect and Analyze End of Year Data</td>
<td>OIERP</td>
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<tr>
<td>TIMEFRAME</td>
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<td>July 2021</td>
<td>End of Year 1 Meeting</td>
<td>Strategic Planning Council</td>
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<td>August 2021</td>
<td>End of Year 1 Report Out</td>
<td>SPC to All-College</td>
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<tr>
<td>September 2021</td>
<td>End of Year 1 Report to Board of Trustees</td>
<td>SPC to Board of Trustees</td>
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<tr>
<td>September 2021</td>
<td>Priority Teams Meet to Outline Year 2 strategies</td>
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<td>FY22</td>
<td>Implementation of Year 2 strategies</td>
<td>Institutional</td>
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<td>February 2022</td>
<td>Mid-year check-in</td>
<td>Strategic Planning Council</td>
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<td>End of Year 2 Meeting</td>
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<td>August 2022</td>
<td>End of Year 2 Report Out</td>
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<tr>
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<td>End of Year 2 Report to Board of Trustees</td>
<td>SPC to Board of Trustees</td>
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<tr>
<td>September 2022</td>
<td>Priority Teams Meet to Outline Year 3 strategies</td>
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<td>November 2022</td>
<td>Begin Data Collection for new Strategic Plan</td>
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<td>FY23</td>
<td>Implementation of Year 3 strategies</td>
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<td>February 2023</td>
<td>Mid-year check-in</td>
<td>Strategic Planning Council</td>
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<td>Spring 2023</td>
<td>Gather Institutional Stakeholder Input for new Strategic Plan</td>
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<td>June 2023</td>
<td>End of Year 3 Meeting</td>
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<td>June 2023</td>
<td>Renew Strategic Planning Council Membership</td>
<td>President’s Staff</td>
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<td>July-August 2023</td>
<td>Begin development of new Strategic Plan</td>
<td>Strategic Planning Council</td>
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<tr>
<td>September 2023</td>
<td>End of FY21-23 Strategic Plan Report to Board</td>
<td>Strategic Planning Council</td>
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STRATEGIC PLANNING COUNCIL

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

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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:
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Title IX Coordinator | ADA/504 Coordinator
12401 Willowbrook Road | Cumberland, MD 21502
College Center 152
301-784-5206 | rconner@allegany.edu
www.allegany.edu/title-ix | www.allegany.edu/ADA-504

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