

STRATEGIC PLAN PERFORMANCE INDICATORS

2025 UPDATE

EXECUTIVE SUMMARY

Overall, data from Fall 2025 show measurable progress across all four strategic plan goals, with particularly strong gains in community engagement and access (Goal 1), belonging and student engagement (Goal 2), educational effectiveness (Goal 3), and economic impact through experiential learning and licensure success (Goal 4). Most other indicators have remained stable or moved modestly toward their targets, while only a few—such as internal promotions and basic needs insecurity—show notable declines. Together, these results reflect continued institutional progress toward enhancing connections, belonging, effectiveness, and economic mobility for Montgomery College students and the broader community.

FRAMEWORK AND REPORTING CYCLE

The strategic plan is organized around four overarching and interlocking goals with the intent of making Montgomery College's vision a reality. These goals are achieved by the many activities which operationalize the supporting strategies. These activities are intended to result in the achievement of critical intended outcomes and we will track the impact of the work and progress in a number of ways, including through standardized indicators. These indicators are intended to serve as broad standardized metrics by which we can use to measure our progress toward the intended outcomes and goals annually. Of the twenty-two Indicators, eight have been identified as key indicators of our performance (KPIs).

Baseline numbers are the last available data from before the strategic plan took effect in July 2023. Indicators are updated at the start of the fall semester following the end of the prior fiscal year and represent the next available number for each indicator. Indicators for which data is available less often than annually will have the prior year's data point repeated.

ANNUAL PROGRESS HIGHLIGHTS AND EMERGING TRENDS

Comparing Fall 2025's data to Fall 2024, as well as examining the trends since baseline, reveal significant progress on a number of indicators: unduplicated students taking courses at East County Education Center; unduplicated fiscal year headcount; students enrolled in dual enrollment; percentage of students with an academic plan for the current year; percentage of MCPS K-8 schools that participated in College-sponsored engagement activities (all Goal 1); percentage of students participating in extracurricular or cocurricular activity

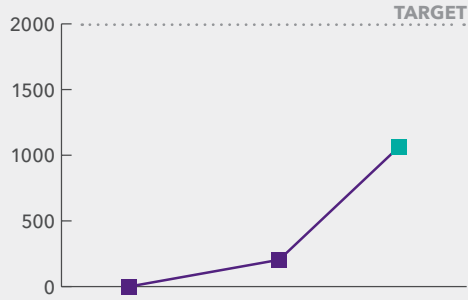
(Goal 2); annual general education proficiency rates (Goal 3); licensure pass rate; annual number of students participating in internships, experiential learning, or apprenticeships; and annual number of students having completed both credit and noncredit courses at MC (all Goal 4). The following indicators have held mostly steady or shown slight increased movement toward the target: student satisfaction, graduation rate, transfer rate to baccalaureate institutions, annual retention rates for students, annual retention rates for employees (all Goal 2), average number of qualified applications per position advertised, and number of sections cancelled during ongoing registration (both Goal 3). The following indicator has held mostly steady: percentage of credentials that map to family sustaining wages within five years of completion (Goal 4). Two indicators show more notable movement away from the target value: percentage of positions filled by current college employees (Goal 3) and percentage of MC students facing any basic needs insecurity (Goal 1). Voting rate for students (Goal 1) and employee engagement (Goal 2) has not been measured since baseline.



NUMBER OF UNDUPLICATED STUDENTS TAKING COURSES AT THE EAST COUNTY EDUCATION CENTER

1,065

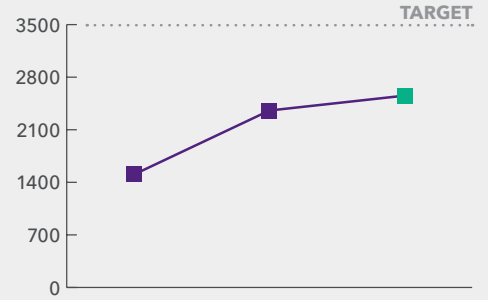
861



NUMBER OF STUDENTS ENROLLED IN DUAL ENROLLMENT

2,554

198



EMPLOYEE ENGAGEMENT

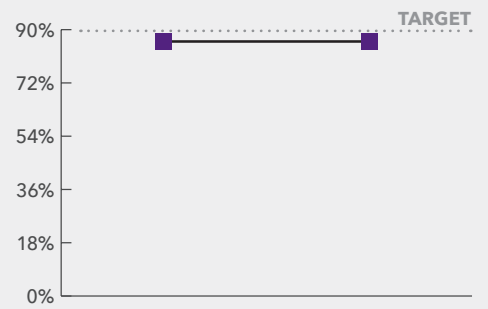
62%



% of employees indicating a sense of belonging and pride on surveys.

STUDENT SATISFACTION

86%
NO CHANGE

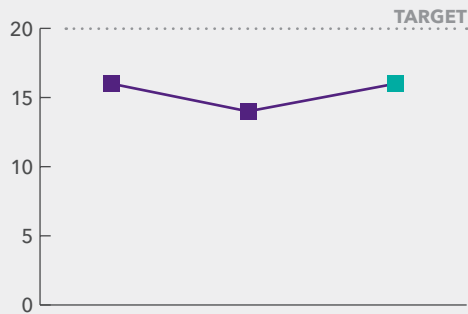


% of students indicating a sense of belonging and feeling welcome on surveys.

AVERAGE NUMBER OF QUALIFIED APPLICATIONS PER POSITION ADVERTISED

16

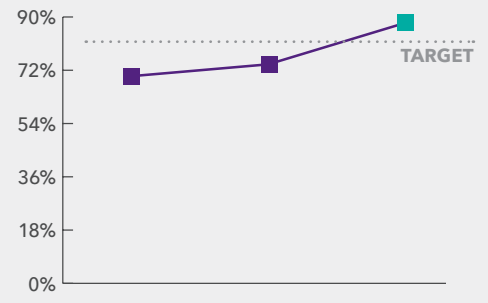
2



GENERAL EDUCATION PROFICIENCY RATES

88%

14%

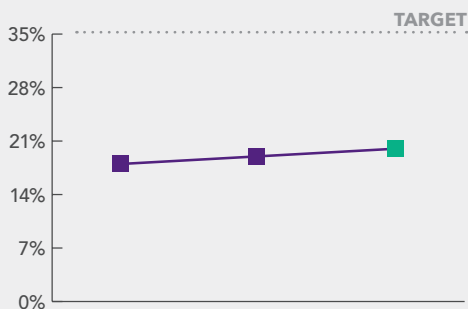


% of students rated as proficient or advanced on core general education competencies.

GRADUATION RATE

20%

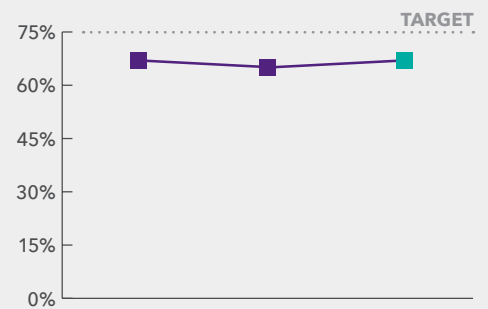
1%



PERCENTAGE OF CREDENTIALS THAT MAP TO FAMILY SUSTAINING WAGES WITHIN FIVE YEARS OF COMPLETION

67%

2%





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	46,341				44,800
Unduplicated students taking courses at the East County Education Center	0	204	1,065				2,000
Students enrolled in dual enrollment	1,506	2,356	2,554				3,500
Percentage of 6th grade MCPS students that have attended an MC outreach event	0	0	16%				100%
Percentage of students with an academic plan for the current year	65%	100%	100%				80%
Voting rate of MC students	58%	[58%]	Update Fall 2025				61%
Percentage of MC students facing any basic needs insecurity	57%	85%	Update Spring 2026				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%	20%				35%
Transfer rate to baccalaureate institutions	43%	43%	46%				50%
Employee engagement	62%	[62%]	[62%]				75%
Student satisfaction surveys	86%	86%	Update Spring 2026				90%
Percentage of students participating in extracurricular or cocurricular activity	75%	84%	Update Spring 2026				80%
Annual retention rates for students	65%	64%	67%				68%
Annual retention rates employees	95%	94%	96%				Above 85%



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	16				20
Annual retention rates for students	65%	64%	67%				68%
Annual retention rates for employees	95%	94%	96%				Above 85%
Percentage of positions filled by current college employees	59%	37%	40%				50%
Annual general education proficiency rates	70%	74%	88%				83%
Number of sections cancelled during ongoing registration	571/8,318 (7%)	539/8,190 (7%)	543/7,963 (7%)				5%
Annual number of employee non-retirement separations from the College	96	104	76				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%	20%				35%
Licensure pass rate	78%	79%	92%				85%
Annual number of students participating in internships, experiential learning, or apprenticeships	1,813	1,955	2,292				3,000
Annual number of students having completed both credit and noncredit courses at MC	1,019	1,403	1,384				1,500
Percentage of credentials that map to family sustaining wages within five years of completion	67%	65%	67%				75%