# AACC

# AACC FORWARD 2030

## STRATEGIC PLAN FY 2026 – FY 2030

## PURPOSE

This strategic plan will move AACC forward as a dynamic and student-centered college that delivers exceptional learning experiences while protecting the long-term viability and sustainability of the institution. The plan is grounded in our core values, ensuring AACC remains committed to putting students first in everything we do.

## AACC VISION, MISSION AND VALUES

### Vision

Anne Arundel Community College is a premier learning community that transforms lives to create an engaged and inclusive society.

### Mission

With learning as its central mission, Anne Arundel Community College responds to the needs of our diverse community by offering high quality, affordable, accessible and innovative lifelong learning opportunities.

### Values

- Community and Relationships
- Equity and Inclusion
- Innovation and Creativity
- Opportunity
- Positivity

# VALUE: Community and Relationships

## GOAL: Be a Vibrant Resource for the Community

### Objective
Nurture the college's impact in the community through mutually beneficial connections.

### Outcome
External partnerships are cultivated to effectively address the evolving needs of our community.

### Indicators
- Dual Enrollment: Enrollment of high school students taking AACC courses

- Market Share of First-Time Full-Time Freshmen: Percentage of service area residents enrolled as first-time, full-time freshmen at any Maryland college or university who are attending AACC

- Market Share of Part-Time Undergraduates: Percentage of service area residents enrolled as part-time undergraduates at any Maryland college or university who are attending AACC

- Transfer and Four-Year Completion Rate: Percentage of students who earned a degree or certificate within four years of initial enrollment

- Transfer and Earned Baccalaureate: Percentage of students who earned a baccalaureate degree within six years of initial enrollment

- Dollars Raised for Support of College Programs and Scholarships: Dollars raised for college programs and scholarships through private philanthropy and publicly funded grants

- Center for the Study of Local Issues (CSLI) Study – A semiannual survey conducted to Anne Arundel County residents by the CSLI at AACC

# VALUE: Equity and Inclusion

## GOAL: Provide Access for All

### Objective
Cultivate a culture where all feel welcomed, valued and supported so they may continually grow and succeed.

### Outcome
All students feel empowered with a sense of belonging and agency while accessing affordable, high-quality higher education.

### Indicators
- Credit Enrollment: Unduplicated enrollment headcount in credit programs

- Noncredit Enrollment: Unduplicated enrollment headcount in noncredit programs

- Percent of First-Generation Students: Percentage of credit students who are first-generation college students (neither parent attended college)

- Percent of Credit Students Receiving Financial Aid: Percentage of credit students receiving financial aid

- Affordability – Percent of Tuition/Fees at Maryland Public Four-Year: Percentage of reported annual tuition and mandatory fees to the average annual tuition and fees for a full-time resident undergraduate at a Maryland public four-year institution

- Enrollment in English for Speakers of Other Languages (ESOL) Courses: Unduplicated headcount in English for Speakers of Other Languages (ESOL) courses

- Percentage of Adult Students: Percentage of students 25 years old or older enrolled in credit courses

- AACC Workforce Report: Annual report prepared by human resources on the college's workforce by identifying trends, monitoring key metrics and making data-informed decisions

- Scholarship Dollars Disbursed to Students: Private and publicly funded scholarship dollars disbursed to students

# VALUE: Innovation and Creativity

## GOAL: Ensure Academic Excellence

### Objective
Provide innovative, rigorous and evidence-based teaching, collaborative and flexible learning opportunities, holistic student support services and collegewide resources that empower students to achieve their goals

### Outcome
A responsive and forward-looking institution that evolves to meet the changing needs of its learners, advancing student success through continuous improvement and assessment and strategic use of resources to preserve institutional sustainability

### Indicators
- External awards and designations: Awards that the college received from government, government agencies or professional organizations

# VALUE: Opportunity

## GOAL: Drive Economic and Social Mobility

### Objective
Student learning experiences are aligned to create education-to-workforce pathways that address community needs and enhance opportunities for financial growth and career advancement.

### Outcome
The completion of degrees, certificates and credentials continues to align with regional trends and demographic shifts to prepare students for financially sustaining incomes.

### Indicators
- Number of Awards: Total credit awards conferred and the number of graduates
- Gainful Employment (pending decision by new federal administration): Measures student post-graduate earnings in relation to their program debt cumulated at the college

- Licensure Pass Rates: Total credit program pass rates in licensure or certification programs
- Completions of Workforce Training Programs: Number of completions of licensure or certification workforce training programs by industry
- Enrollment in Continuing Professional Education Leading to Government or Industry Required Certification and Licensure: Headcount and course enrollments in continuing education courses with a continuing professional education intent
- Enrollment in Continuing Education Workforce Development Courses: Headcount and course enrollments in continuing education courses with workforce intent
- Enrollment in Contract Training: Headcount in contract training courses
- One-Year Out Transfer Outcomes: Percentage of graduate transfers within one year
- One-Year Out Graduate Outcomes: Percentage of graduates employed within one year

# VALUE: Positivity

## GOAL: Foster a Student-Centered Culture

### Objective
Provide holistic support for students, ensuring their academic, personal and professional growth through engaging activities and experiences

### Outcome
A positive, vibrant community that leads to student achievement and success for all

### Indicators
- Achieving the Dream (ATD) Fall-to-Fall Persistence Rate: Percentage of students who persisted from summer/fall term of first enrollment to the following fall term per ATD
- Student Success: Percent of students who graduated, transferred prior to degree or credential attainment or persisted at the college per Richmond Federal Reserve Survey of Community College Outcomes

# Strategic Plan Glossary

- **Academic Excellence:** The pursuit of the highest quality in teaching, learning and scholarship to foster student success, critical thinking and lifelong learning.

- **Activity:** A specific action that drives the work for the strategic plan each fiscal year.

- **Agency:** The capacity of students, faculty and staff to make informed choices and take actions that influence their educational and career pathways.

- **Assessment:** The systematic process of collecting, analyzing and using data to evaluate the effectiveness of educational programs, student learning and institutional operations.

- **Belonging:** The experience of students, faculty and staff of feeling valued, included and connected to the college community.

- **Benchmark:** A standard or point of reference used to measure performance and progress against best practices or institutional goals.

- **Collaborative Learning:** An instructional approach that encourages students to work together to enhance problem-solving, communication and critical thinking skills.

- **College Plan:** The annual priorities and actions determined by the president and vice presidents that support the implementation of the strategic plan.

- **Community:** A broad term encompassing students, faculty, staff, local businesses, industries, governmental organizations and residents who engage with and support the college.

- **Continuous improvement:** The ongoing, systematic efforts to enhance institutional effectiveness, student outcomes and overall educational experience.

- **Dual Enrollment:** A program allowing high school students to take college-level courses for credit, providing an early start on higher education or career training.

- **Economic and Social Mobility:** The ability of individuals to improve their economic status and social position by providing affordable, accessible pathways to higher education, skill development and career opportunities.

- **External Partnerships:** Collaborations between the college and secondary/postsecondary institutions, businesses, industries, governmental agencies, nonprofit organizations and individuals to enhance educational opportunities and workforce development.

- **Flexible Learning:** Educational models that provide students with varied instructional methods, schedules and formats (e.g., online, hybrid, accelerated courses) to accommodate diverse needs.

- **Goal:** A broad, long-term aspiration that guides institutional planning and student achievement efforts.

- **Holistic Support:** Addresses all aspects of a student's needs – academic, personal and professional – to promote overall well-being and success.

- **Indicator:** A measurable metric used to assess progress toward a goal or objective, such as graduation rates, job placement or student retention.

- **Objective:** A specific, actionable and measurable target designed to advance the college's mission and drive decisions that impact institutional success, supporting the achievement of broader institutional goals.

- **Outcome:** The intended result or impact that the college strives to accomplish through its objectives within a specific strategic planning cycle.

- **Regional Trends and Demographic Shifts:** Changes in population, economic conditions and social factors affecting educational needs, often referenced through reports such as "Poverty Amidst Plenty VII: Moving Forward Together" (Community Foundation of Anne Arundel County).

- **Rigorous Teaching:** The intentional design and delivery of high-quality, evidence-based instruction that challenges students to think critically, engage deeply with content and apply their learning in meaningful ways.

- **Student-Centered Culture:** Every aspect of the college – its practices, policies and people – is intentionally designed to prioritize and support the academic, personal and professional growth of students. It reflects a deep, institutionwide commitment to meeting students where they are, valuing their experiences and empowering them to achieve their goals.

- **Student Support Services:** Programs and resources designed to help students succeed academically, personally and professionally, such as tutoring, advising, counseling and financial aid assistance.

- **Sustainability:** The institution's ability to maintain its mission, services and impact over the long term by responsibly managing resources, adapting to changing needs and ensuring financial, academic and operational stability.

- **Workforce Training Program:** A curriculum or series of courses designed to equip students with industry-specific skills, credentials or certifications to meet local and regional labor market demands.

- **Viability:** The institution's ability to remain operationally, financially and academically strong over time.

- **Vibrant Resource:** A dynamic, inclusive and growth-oriented college that actively contributes to regional vitality.

# ANNE ARUNDEL COMMUNITY COLLEGE