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FY26-30 STRATEGIC PLAN: OUTCOMES IN YEAR 1 OF PLAN

Garrett College launched the FY2026-2030 Strategic Plan on July 1, 2025. The Senior Leadership Group developed a set of Year 1 initiatives they wished to implement to advance the goals and objectives of the new plan. *It should be emphasized that Strategic Plan goals and objectives will stay the same throughout the five years of the plan, but the tactics we use to implement the plan will change as we move through the plan years.*

Key Fiscal Year 2026 areas of focus, by goal, included:

Goal 1: Enhancing connections with the community.

- Evaluate the Performing Arts Center at Garrett College
- Host the launch of swim teams from Northern and Southern Garrett high schools
- Expand the College's international student outreach programs and evaluate the international student experience
- Develop credit and non-credit pathways in partnership with Garrett County Public Schools
- Create a new website for the Performing Arts Center

Goal 2: Offer innovative, sustainable programs to enable student success.

- Recruit and support the Radiological Technology program's first cohort
- Launch the men's soccer program
- Increase credit enrollment
- Implement higher "floor score" Grade-Point Average for freshman on-campus housing eligibility
- Hire a full-time Program Director/Instructor for the Paramedic Program
- Establish partnerships with organizations to deliver specialized Workforce Training programs

Goal 3: Maximize human, technical, physical, and fiscal resources to support GC strategic objectives.

- Fund Year 5 of the faculty compensation plan
- Fund staff compensation increase via a formula that addresses compression in the higher grades
- Develop and begin implementing IT and facilities priority projects plans
- Develop and begin implementing plans to streamline processes in identified areas of opportunity
- Renovate the 700 Building to meet strategic enrollment objectives

Strategic Plan Year 1 Implementation Highlights (Fiscal Year 2026)

A summary of key highlights from FY26 Strategic Plan implementation is below:

- Fiscal Year 2026 credit hours increased 9.32% while credit headcount increased 8.04%.

- Fiscal Year 2026 Satisfactory Academic Progress was 96.29%, breaking a record of 96.01% set in Fiscal Year 2025.

- The initial radiologic technology cohort finished Academic Year 2026 with a cumulative 3.62 Grade-Point Average (GPA).

- High School Dual Enrollment (HSDE) set all-time headcount records in three of the four academic semesters, including 300 HSDE students in Spring 2026.

- Garrett College launched its men's soccer program, with 23 full-time students, in fall 2025.

- The Garrett College Board of Trustees funded the final year of the five-year faculty compensation plan, which called for a 5% raise for faculty members. The Trustees also funding a 5% raise for staff that ran through a formula designed to address compression issues in Grades 10 through 18.

- The 700 Building renovation/phases 1 and 2 were completed in June 2026. The renovation's first two phases provides locker rooms, athletic training facilities, a fitness center, and coaches offices. Phases 3 and 4 (the final two phases – set for fall 2026 completion) will provide a conference room, two additional offices, and entryway to the turf field for the four intercollegiate teams that play on the adjacent field.

- Implementation – in partnership with the Garrett College Foundation – of an Athletics Capital Campaign that, to date, has raised nearly $900,000 on a $500,000 initial goal.

- A wide array of technology projects were approved and implemented that provided upgraded technology for: campus wi-fi; CARC Point-of-Sale (POS) system; leased printers; main campus classroom and conference room technology; and Adult Basic Education (ABE) technology at the Southern Outreach Center (SOC).

- Enhancements were implemented in procurement, scholarships, summer camps, capital budget tracking, summer adjunct faculty onboarding, and variable-hour new-hire processes, most at little or no cost to the institution beyond staff time.

A more detailed report on Year 1 plan implementation, by strategic goal, starts on page 3.

Goal 1: Enhance Connections with the Community.

Objective 1: Leverage Garrett College's role as a community partner through meaningful engagement efforts.

Tactic 1a: Design a new website for the Performing Arts Center.

Summary: Webmaster created a new website that loads faster, provides a calendar feature for ease of finding events, and integrates with TicketSpice to provide seamless ticket purchasing for patrons.

Tactic 1b: PAC patron QR Code surveys.

Summary: The 17-question PAC Patron Satisfaction Survey asked respondents to rate the ticket-buying process, professionalism of the "front of house" staff, venue amenities, facility cleanliness, and what marketing strategies were most successful in raising awareness about PAC events. There were also opportunities for respondents to offer suggestions to make performances more attractive to the community and input on the type of shows and events they wanted to see at the PAC. Patrons rated the PAC on five key metrics, with results below:

PAC Patron Satisfaction Survey Summary

Metric	Result
Recommend Venue?	90.5% - 76 of 84 respondents responded "very likely"
Welcoming Experience	94.0% - reported feeling welcome
Ticket Purchasing	91.7% - found ticket-buying easy
Venue Amenities	91.7% - rated amenities good/excellent
Facility Cleanliness	98.8% - rated cleanliness good/excellent

Tactic 2: PAC partner interviews and facilitated partners debrief.

Summary: Former Mountain Laurel Executive Director Brian Bailey worked for the College as a consultant, meeting with all PAC partners to obtain input on their views of the partnership with the PAC, now in its fourth year of operation. The main recommendation coming out of the interviews was a desire by the partners to see the individual Memorandums of Understanding (MOUs) transitioned into one MOU inclusive of all partners to increase transparency. Partners also requested the College consider acquiring a liquor license, which would require a change in College policy. Partners indicated the lack of a liquor license is keeping the PAC (and its partners) from being competitive in acquiring performers. (**Note:** Members are able to ask the College president for an exception by event, but this comes after partners have already disclosed to potential performers than a policy exception is required for alcohol to be served at PAC events.)

Tactic 3: Survey swimmers, parents, and coaches regarding Year 1 of the high school swim programs.

Summary: Garrett College was a key partner in the launch of swim teams for both Northern Garrett and Southern Garrett high schools, serving as host site for the teams' practices and home meets. Parents, coaches, and swimmers were offered the opportunity to complete an online survey instrument about the experience. While only three coaches, three parents, and 2-of-11 swimmers responded, the scores were generally good and the comments positive. The third-lowest score was for the timing system, with comments supporting the need for an improved system. CARC Coordinator of Programming Angela Luby is leading an initiative to identify and obtain pricing for an appropriate scoring system. President Midcap is working with the Garrett College Foundation to identify funds for the timing system, which is expected to cost approximately $45,000. The high school swim coaches will be brought into the process before any decision is made to ensure the system meets their needs. It is also expected to be of benefit to the I Can Swim! Program.

Tactic 4: Increase number of international students' GCPS school site visits via GC/GCPS initiative.

Summary: Nine international student presentations were made at GCPS elementary schools in FY26 compared to eight in FY25, a 12.5 percent increase. International students made five presentations in fall 2025 and four additional elementary school visits took place in spring 2026. Students from the Philippines, Cameroon, the Dominican Republic, the United Kingdom, and Brazil took part in the elementary school visits.

Tactic 5: Hold 3rd annual "An Evening Abroad" event (inviting free community attendance) featuring Garrett College's international students.

Summary: An estimated 80-100 people attended An Evening Abroad as part of the Joan Crawford Lecture Series on November 19th. The event showcased 22 international students representing 11 countries. Attendees enjoyed samples of traditional dishes from the students' home countries.

Tactic 6: Publicize international student programming to increase community awareness.

Summary: Several press releases were disseminated and appeared in local newspapers featuring Garrett College's international students. The *Evening Abroad* program was the subject of one press release (November 2025), highlighting the 22 students representing 11 countries who were attending Garrett in fall 2025. A December 2025 press release highlighted the cultural awareness program jointly operated by Garrett College, Garrett County Public Schools, and Garrett County residents Vianne Bell and Tim Watson. A press release highlighting international students visiting Crellin Elementary School was disseminated in February 2026.

Tactic 7: Survey (via Survey Monkey) AY2025-26 international students to obtain information on their experience.

Summary: Approximately 74 percent of GC's international student population completed a May 2026 survey about their Garrett College experience. Feedback consistently highlighted a welcoming and supportive campus environment with strong relationships with faculty, staff, and coaches. Academics was viewed favorably, with engaging classes and small class sizes, along with helpful advising and tutoring. Students also valued opportunities to connect with others, with events like An Evening Abroad fostering cultural sharing and a sense of belonging. Several common challenges did emerge: limited campus activities, a desire for more culturally inclusive programming, and practical issues such as transportation, dining variety, and inconsistent Wi-Fi in the residence halls. These areas represent opportunities to improve the student experience.

Objective 2: Grow alliances with local schools, businesses, and nonprofits.

Tactic 1: Work with GCPS to identify non-credit programs appropriate for high school students and develop written implementation plan.

> **Summary:** Dean Yoder met with GCPS Secondary Education Director Paul Edwards and identified two opportunities to be explored in FY27: OSHA 30 and Lean Six Sigma. Both are being researched in order to present a proposal of delivery model and schedule. In addition, Garrett County Public Schools and Garrett College are in the process of developing a proposal for the College to offer a non-credit-bearing class for GED prep that will permit students to remain enrolled with GCPS, continue with their CTE program, and be dropped when they pass their GED.

Tactic 2: Create Teacher Education pathway in collaboration with GCPS.

> **Summary:** Six 1+1 education degree pathways were presented to and approved by GCPS leadership. These six pathways have been included in GCPS student education planning guide and are open for student selection to enroll for fall 2026. A press release was published highlighting the GC/GCPS partnership. Currently working with GCPS counselors to identify potential candidates and schedule appointments to counsel students on options. Enrollment and assessment will be tracked in fall 2026.

Goal 2: Offer innovative, sustainable programs to enable student success.

Objective 1: Increase in credit enrollment between 2026 to 2030 through targeted recruitment and retention strategies.

Tactic 1: Recruit sufficient number of student athletes to field a men's soccer team.

> **Summary:** The first-year men's soccer team was successfully launched with 23 players. The team finished 5-12 and qualified for the NJCAA Division II Region 20 playoffs with a 5-6 region record. The Lakers lost a double-overtime contest to Potomac State in the region quarterfinals.

Tactic 2: Provide appropriate support to ensure students on new men's soccer team succeed academically (as measured by fall-to-spring retention rate, and individual and aggregate GPA).

> **Summary:** The new men's soccer team was folded into the highly successful retention program already in place for established sports, including regularly scheduled study halls and "early alert" options for faculty and staff to report concerns. The team's average GPA rose from 2.41 in fall 2025 (while in season) to 2.74 in spring 2026. Overall, 15 of 23 men's soccer players were retained from fall to spring, a 65 percent retention rate the Athletics Department would like to increase in coming years. In May 2026, the Dean of Academic Affairs met with student athletes to discuss appropriate AI use.

Tactic 6: Per Enrollment Management Framework, host a minimum of five pre-enrollment activities.

> **Summary:** Explore Garrett Open House (82 attendees), Junior Preview Day for GCPS (approximately 100 juniors from Northern and Southern high schools), Laker Preview Day (Preston County High and Union Educational Complex students – 64 attendees), and GCPS "Real Deal" with three sessions (Northern High, Northern Middle, and Southern High) all took place in FY26. Admissions staff also participated in GCPS Transition Fair, GCPS Work Ethic Diploma Reception, and CCR (College and Career Readiness) Pathway Night.

Objective 2: Increase in credit enrollment program completion between 2026 to 2030 through program innovation strategies.

Tactic 1: Recruit sufficient number of Radiologic Technology students for initial class.

> **Summary:** All 15 available slots for the first radiologic technology cohort were filled with qualified applicants.

Tactic 2: Provide appropriate support to ensure students succeed academically (as measured by fall GPA, fall-to-spring retention rate, and spring GPA).

> **Summary:** Academic administration put a special emphasis on reviewing the progress of the first-year radiologic technology students and providing supports as needed. The Appalachian Regional Commission (ARC) grant has supported implementation of the program, including student-centered academic resources. The College also retained Professor Emerita Carolyn Deniker to mentor the new faculty member and assist with program development and implementation. The

15-student radiologic technology cohort achieved a 3.8 Fall 2025 aggregate GPA and a 100% fall-to-spring retention rate. The cohort then retained 14 of 15 members through the conclusion of Year 1 with a 3.54 cohort GPA for Spring 2026 and a 3.61 cumulative GPA through Spring 2026.

College-wide, 96.29% of students were in Satisfactory Academic Standing after the Spring 2026 semester. That broke the all-time record set the previous spring when 96.01% of students were in Satisfactory Academic Standing.

Tactic 3: Implement new floor score plan for Fall 2025.

Summary: The "floor score" to qualify for on-campus housing as a freshman was raised in Fall 2025 from a 1.5 high school Grade-Point Average (GPA) to 2.0 (or at least 241 on Accuplacer writing exam).

Tactic 4: Evaluate floor score plan implementation by comparison of residents' GPA, fall-to-spring retention rate, and number/severity of residence hall disciplinary issues.

Summary: The following outcomes were achieved during the first year using the higher floor score:

- Conduct issues declined by 82.9 percent, dropping from 35 to six.
- The *number* of residential students with a 3.0 fall Grade-Point Average (GPA) increased by 3.5 percent in fall 2025 over fall 2024, going from 86 to 89, while the *percent* of residential students achieving 3.0 or higher increased from 52.1 to 52.7 percent.
- The *number* of residential students with a 1.0 GPA or less declined by 20 percent, going from 10 to 8, while the *percent* of residential students earning a 1.0 GPA or less fell from 6.1 to 4.7 percent.
- The percent of residential students receiving deficiencies (one or more grades of "D" or lower) fell by 1 percent in FY26 compared to FY25.
- Fall-to-spring housing retention declined from 92.1 percent in FY25 to 85.8 percent in FY26, but that 85.8 percent was 2.6 percent higher than the FY2021-24 four-year average of 83.2 percent.

Tactic 5: Create six new Outdoor Leadership & Adventure (OLA) Education certificates.

Summary: Six OLA field instructor certificates were developed and approved by the Maryland Higher Education Commission (MHEC) for fall 2026 implementation. The certificates were in Alpine Climbing, Flatwater Paddlesports, Mountain Biking, Rock Climbing, Snow Sports, and White Water Paddlesports.

Credit Enrollment Summary

The College, based on estimates by enrollment category (in-county, border county, out-of-county, and out-of-state, as well as High School Dual Enrollment) projected credit enrollment would increase from 13,606.50 credits in FY25 to 14,486 credits in FY26. Garrett College completed FY26 with 14,486 credit hours. That represented a 1,268.50 increase (9.32 percent) in credit hours over FY25.

On page 8, please find FY25-26 enrollment comparisons by semester in four key categories (credit hours, overall student headcount, High School Dual Enrollment, and full-time student enrollment).

Credit Hours Comparison, FY25-26

	Fiscal Year 2025	Fiscal Year 2026	Percent, +/-
Summer	642	754	+17.45%
Fall	6592	7428.50	+12.68%
Winter	246	275	+11.79%
Spring	6126.50	6417.50	+4.75%
TOTAL	13,606.50	14,875	+9.32%

Headcount Comparison, FY25-26

	Fiscal Year 2025	Fiscal Year 2026	Percent, +/-
Summer	155	192	+23.87%
Fall	681	741	+8.81%
Winter	80	87	+8.75%
Spring	677	701	+3.55%
TOTAL	1,593	1,721	+8.04%

Full-Time Headcount Comparison, FY25-26

	Fiscal Year 2025	Fiscal Year 2026	Percent, +/-
Summer	0	0	0.00%
Fall	361	407	+12.74%
Winter	0	0	+3.90%
Spring	308	320	0.00%
TOTAL	669	727	8.67%

High School Dual Enrolled (HSDE) Headcount Comparison, FY25-26

	Fiscal Year 2025	Fiscal Year 2026	Percent, +/-
Summer	61	68	+11.48%
Fall	258	261	+1.16%
Winter	12	12	0.00%
Spring	296	300	+1.35%
TOTAL	627	641	+2.23%

Objective 3: Meet the evolving workforce/community needs through CEWD.

Tactic 1: Establish a full-time Instructor Position for the Paramedic Program.

Summary: Evaluated the feasibility of combining several variable hour positions within the Paramedic Program to create a full-time position to ensure program accreditation standards are met, clinical requirements are achieved, and instruction leads to student success when challenging the National Registry Exam. During the FY27 budget process, a Special Budget Request was submitted to cover the balance of funds required to create the position Paramedic Program Director/Lead Instructor; the SBR was approved and the position takes effect in FY27.

Objective 4: Prepare students for the workforce by delivering programs leading to industry-recognized credentials.

Tactic 1: Identify opportunities to partner on Workforce Training Programs.

Summary: CEWD entered an MOU with Mountaineer Challenge Academy to provide a daytime welding program for their residential students. Effective FY27, two cohorts (one fall, one spring) will travel to the CTTC to complete a 14-week Welding training program leading to AWS certification.

CEWD FTE and Revenue, FY22-26							
Category	**FY22**	**FY23**	**FY24**	**FY25**	***FY26 Goal***	**FY26**	**5-yr, +/-**
FTE	161.79	161.55	203	193	*193*	195.32	+20.7%
Revenue	$701,528	$789,508	$889,289	$1,047,481	*$852,390*	$888,227	+26.6%

<u>Goal 3:</u> Maximize human, technical, physical, and fiscal resources to support GC strategic objectives.

<u>Objective 1:</u> Ensure the organization remains a desirable employer by maintaining competitive wages and benefits, thereby supporting a robust recruitment and retention strategy.

<u>Tactic 1:</u> Fund Year 5 of faculty compensation plan.

> **<u>Summary:</u>** Year 5 of the faculty compensation plan was fully funded, completing a five-year cycle in which the faculty received a 5% salary increase each year (and a 2% COLA in FY26).

<u>Tactic 2:</u> Update scales and fund staff compensation plan to address staff salary compression.

> **<u>Summary:</u>** Staff scales were updated and a 5% salary increase was funded that ran through a formula designed to provide higher increases in Grades 10-18, where salary compression was a significant issue.

<u>Objective 2:</u> Implement a succession planning strategy across all divisions to identify and prepare future leaders, ensuring organizational stability and sustained success.

<u>Tactic 1:</u> Provide directors an opportunity to interact with the Senior Leadership Group as presenters or discussion participants, with SLG evaluation of the program to take place in summer and winter 2026.

> **<u>Summary:</u>** Four directors met with the SLG around three separate topics in monthly SLG meetings during FY26. Director of Financial Aid Andrew Harvey (*February – the changing environment in federal financial aid*); Facilities Director Chris Painter and Marketing Director Chad Yoder (*March – discussion regarding their charge to develop a comprehensive signage strategy for the McHenry Campus*), and Chantel Lowdermilk (*May – plan for improving and streamlining events management*) were the directors involved.

<u>Tactic 2:</u> Create mid-level leadership positions within the Facilities Department to provide growth opportunities and to build leadership depth ahead of pending retirements.

> **Summary**: A new Facilities organizational structure was implemented in Spring 2026 that created three non-managerial Lead positions to provide promotion opportunities for staff in an environment that allows them experience and to learn about leadership without the full responsibilities. The Dean of Administrative Services is working with the Director of HR, the Dean of Continuing Education and the Director of Facilities to create a professional development training plan to support the new Leads.

<u>Tactic 3:</u> Develop and implement plan for deans to serve in president's role at two annual Board Meetings.

> **<u>Summary:</u>** Dean Julie Yoder (November 2025) and Dean JR Kerns (March 2026) filled the president's role in preparing for, participating in, and conducting appropriate follow-up from a Board of Trustees meeting. Each dean completed a reflections paper on the experience. Board members completed a Survey Monkey instrument regarding the dean's performance and met

with each dean at the following Board Meeting in Executive Session. Dean Bowser (November 2026) and Dean Nichols (March 2027) will participate in this program in FY27.

Tactic 4: Revise Learning Commons job descriptions, for positions in the AASC and Library, to reflect appropriate interdepartmental alignment and opportunities for succession.

Summary: The departure of the Technical Services Librarian provided an opportunity to revise job descriptions, evolving the Technical Services Librarian position into a Public Services Librarian position that has potential opportunities for advancement. Transitioning the Academic Success Advisor: Transfer and Testing position to full-time status prompted a realignment of the three Academic Success Advisor positions, highlighting their shared responsibilities while clarifying role-specific duties.

Objective 3: Upgrade and maintain the College's technology infrastructure to support the strategic goals of the campus community.

Tactic 1: Senior Leadership to participate in campus-wide tour highlighting facilities and IT infrastructure needs in order to provide input into project prioritization.

Summary: The Senior Leadership Group toured the main campus, the CTTC, the Northern Outreach Center, and the Southern Outreach Center in August 2025 to learn more about the College's facilities and IT infrastructure needs. Dean Lisa Nichols, Facilities Director Chris Painter, and IT Director Andrew Durst took the lead in prioritizing Facilities and IT projects.

Tactic 2: Deferred projects list is developed for initial implementation in FY27.

Summary: Deferred projects lists were developed/updated based in part on the SLG discussions that resulted from the above-mentioned tour. One of the key projects implemented was the integrated Wi-Fi initiative that **1.)** provided the College with one new and well-supported system; **2.)** addressed current Wi-Fi challenges (Garrett/Laker halls, gym, CARC, Center for Adventure & Outdoor Studies (CAOS), CTTC main building, and Cybersecurity 107 B & C); **3.)** provided for needed coverage expansion (CTTC back building, Cybersecurity Lab, 750 Facilities space, and turf field; **4.)** addressed 700 Building Wi-Fi as part of the athletics capital project; and **5.)** helped define a replacement strategy to keep the College relevant and current with technology as part of a manageable budget. As of June 1, 2026, the College had spent $125,000 of the $132,000 budgeted for this project. Some ancillary purchases may be needed to complete deployment, but the project is expected to come in on, or slightly under, budget.

As the deferred projects list was created in the first quarter of FY26, some of the projects were able to be completed in FY26. In addition to the Wi-Fi project, and with prioritization from SLG, the College was able to upgrade all leased printers through a new printer lease; add a wide-format printer to the College's copy center, thereby expanding in-house printing capabilities; upgrade or add hybrid technology, projectors and screens in several classrooms and conference rooms; upgrade all student technology in the College's Adult Basic Education classrooms at the SOC; upgrade computers and point-of-sale (POS) technology at the CARC and AEC; deploy a new streaming technology to upgrade functionality for Athletics as well as the College's overall events' streaming capabilities; upgrade security control system and card readers at the residence halls;

and reboot the annual employee computer refresh cycle. Many, if not most, of these projects were successfully completed through a collaboration with the College's Facilities Department.

Objective 5: Optimize and maintain the College's physical resources, ensuring these spaces are safe, accessible, and conducive to learning, while also supporting the diverse needs of the community.

Tactic 2: Employ visits/follow-up contacts to close 25 namings in the Athletics Capital Campaign.

Summary: As of June 30, 23 of the 25 major naming opportunities were reserved. The final two major naming opportunities will close in the first quarter of FY27. The Athletics Capital Campaign has raised approximately $800,000 through June 30 on a $500,000 initial goal, with the expectation that the campaign will close at, near, or just over $900,000.

Objective 6: Develop and implement a strategic plan for future facilities projects that aligns with the College's long-term goals.

Tactic 1: Senior Leadership to participate in campus-wide tour highlighting facilities and IT infrastructure needs in order to provide input into project prioritization.

Summary: The Senior Leadership Group toured the main campus, the CTTC, the Northern Outreach Center, and the Southern Outreach Center in August 2025 to learn more about the College's facilities and IT infrastructure needs. Dean Lisa Nichols, Facilities Director Chris Painter, and IT Director Andrew Durst took the lead in prioritizing Facilities and IT projects.

Tactic 2: Deferred projects list is developed for initial implementation in FY27.

Summary: Based on the SLG infrastructure list and input from the Director of Facilities, the College developed an FY27 Facilities Renewal Grant (FRG) project list and submitted the list to the state in Fall 2025. The College also developed and submitted an annual Facilities Master Plan update that provides a long-term perspective on the College's capital plan.

Objective 8: Streamline and optimize the college's operational processes to improve efficiency and effectiveness.

Tactic 1: Identify processes to be reviewed and people who need to be involved in that review.

Summary: For FY26, through interviews with deans, Administrative Services directors, and other directors across campus, the following list of processes were identified for process improvements.

- Procurement, all phases
- Scholarship Management - Foundation & Athletics
- Summer Camps
- Summer Adjunct Payment Timing
- Credit Card Management
- Academic Withdraw Form & Paperwork
- Payroll/Timecard Automation
- Capital Budget Tracking

- Foundation Payment Tracking
- Part-time New Hire Processing
- Student Billing Jenzabar Processing

<u>Tactic 2</u>: Implement initial set of streamlined processes.

<u>Summary:</u> In FY26, work began, and, in some instances, was completed on the following processes that are part of the process improvement opportunity list from Tactic 1. Where process improvements reviews were completed, the new process is in the implementation and review stage, and will be reassessed after a full operations cycle under the new process.

1) Procurement: This is on-going as the full procurement process has a long and complex lifecycle. In FY26 we implemented improvements to: **a)** increase informative content in system emails; **b)** streamline the Purchase Order documentation submission process, decreasing process time for purchases and the Business Office; and **c)** increase user access to vendor compliance information and streamline the submission process for vendor documentation. All improvements used in-house labor and skills and required no additional budget. **Collaborating units:** Business Office, Procurement, IT and college-wide administration.

2) Summer Camps: Year 1 review is complete. In FY26 we implemented improvements to: **a)** establish a permanent home for camp idea forms on the intranet rather than have them be provided by email upon request; **b)** redesign the form to ensure essential data are captured and the form requirements are clear; **c)** streamline the SLG review process; **d)** reorder the workflow process to support current College roles and responsibilities; **e)** increase consistency in marketing materials across camp types; and **f)** document the timeline for key steps to ensure success and compliance with State regulations. All improvements used in-house labor and skills and required no additional budget. **Collaborating units:** Business Office, Compliance, IT, Student Life, Marketing, and Events Planning.

3) Scholarships: In FY26 we implemented improvements to: **a)** eliminate unnecessary process steps; **b)** reassign process steps based on current College roles and responsibilities; **c)** automate data capture and sharing through existing and/or new software systems and **d)** enhance the student experience. Many improvements used in-house labor and skills and required no additional budget. The College did invest in a new Scholarship management software for enhanced automation and reporting. **Collaborating units:** Financial Aid, Foundation, Business Office, IT, and Athletics.

4) Summer Adjunct On-Boarding: In FY26 we implemented improvements to ensure timely contract payments to adjuncts. Improvements include: **a)** understanding time constraints in various offices; **b)** identification of key information to share; and **c)** critical processing dates. All improvements used in-house labor and skills and required no additional budget. **Collaborating units:** Academic Affairs, Business Office, and IT. This process review is still in progress and may yield additional process improvements.

5) Capital Budget Tracking: In FY26 we implemented a methodology to use the College's accounting and budgeting system along with system role assignments to allow budget managers to track capital budgets and related expenses without having to rely on spreadsheets and without distorting the College's Operational budget reporting. All improvements used in-house labor and skills and required no additional budget.

6) Variable Hour New Hire processing: In FY26 we implemented a new process and new forms to clarify roles across campus and the data needed by the Payroll Office to complete all variable-hour, new-hire processing. All improvements used in-house labor and skills and required no additional budget. **Collaborating units:** Business Office and HR. This process is under refinement as additional process improvements have been identified post-implementation.

Looking Ahead: Priority Strategic Initiatives for FY27

The Senior Leadership Group (SLG) has adopted 29 tactics to support implementation of Garrett College's FY26-30 Strategic Plan during Fiscal Year 2027 (Year 2 of the Strategic Plan). The SLG will conduct implementation progress meetings in September 2026, January 2027, and April 2027. Tactics are listed below. Tactic progress will be documented in the Planning & Self-Study software, where the **Responsible Party** (President or Dean); **Implementor/Champion** (Dean or Director), **Desired Outcome**, and **Target** are all identified. (**Note:** Tactics below are numbered by goal, then objective, and then tactic.)

Goal 1

1.1.1: Conduct a "Paying for College" community event in partnership with the Garrett County Chamber of Commerce.

1.1.2: Identify, fund, and implement CARC pool enhancements that will benefit both the high school swim teams and the I Can Swim! Program.

1.1.3: Develop an integrated planting master plan for the main campus in conjunction with the Mountain Laurel Garden Club.

1.2.1: Expand High School Dual Enrollment (HSDE) options leading to an accelerated associate's degree.

Goal 2

2.1.1: Develop institutional Artificial Intelligence (AI) policy and framework (including responsible guardrails for students, faculty, and staff) and map AI skills into the College's academic programs.

2.1.2: Develop academic AI policy and establish framework.

2.1.3: Develop plan to expand Radiologic Technology program to include annual cohorts starting in Fall 2028.

2.1.4: Carve out specific majors within the Arts & Sciences degree to provide more direct pathways for credit students.

2.1.5: Strengthen academic support pathways.

2.1.6: Set athletic team enrollment targets that support retention and provide better team roster balance.

2.1.7: Develop framework to systematically update the College website by area.

2.2.1: Expand Students In Need Group (SING) into a full-semester student support organization.

2.2.2: Launch Student Well-Being Fair to spotlight services available through the College.

2.2.3: Hire part-time mental health counselor.

2.2.4: Develop fall homecoming weekend around sports teams.

2.2.5: Conduct comprehensive review of General Studies Associate of Arts degree program and advising practices, leading to development of career-focused advising plan and support model.

2.3.1: Develop CEWD Enrollment Management Framework (EMF) modeled on the credit EMF.

2.3.2: Conduct a comprehensive needs assessment to guide program development in Continuing Education & Workforce Development (CEWD).

Goal 3

3.1.1: Update scales/develop plan to continue addressing regional wage competitiveness.

3.2.1: Expand professional development opportunities for deans through Board of Trustees engagement and Maryland Community College Council of Presidents (MCCCP) participation.

3.3.1: Explore using Performing Arts Center endowment to purchase and install digital signage.

3.3.2: Update/modernize phone system and firewalls.

3.4.1: Develop plan to modernize the payroll process by leveraging the College's ERP software system.

3.4.2: Improve new account set-up process to reduce onboarding time and provide more complete initial setups.

3.5.1: Plan and implement facility upgrades from FY26 infrastructure walk-through.

3.5.2: Develop full campus signage plan and establish a main entrance.

3.5.3: Update GPS and outreach materials to main entrance address.

3.5.4: Complete Athletics Capital Campaign.

3.8.1: Review payment options/drop-for-non-payment schedule to improve payment flexibility.

3.8.2: Conduct Senior Leadership Group (SLG) survey to identify strengths and opportunities for improvement in Strategic Plan documentation process.

3.8.3: Complete initial draft of the MSCHE Self-Study.