

IV. COLLEGE GOALS AND OBJECTIVES (JULY 2005)

The Learning College: Building a Framework for Continuing Excellence and Accountability at Montgomery College

Montgomery College has focused on a mission of fostering and facilitating learning throughout its history. Student learning has always been the College's premier collective goal and provides the framework for the individual mission of every College unit. The College is committed to realizing its potential as a learning college and is dedicated to identifying and assessing learning outcomes. Every aspect of its operations will reflect continuous learning as well as personal and professional development among students, faculty, staff, and community members.

The College will continue its quest to develop and improve policies, programs, services, and activities to achieve optimal learning outcomes for all students, whatever their ethnicity, learning styles, or educational background. While addressing the challenges of access and capacity in an ever-changing society, the College will strive to contain student costs and seek additional, alternative funding to fulfill the objectives of its institutional vision.

There are six priorities that Montgomery College will focus on in achieving its mission: access and retention, learning outcomes, achievement, quality of life, capacity, and funding. These six priorities were the basis for formulating new College Goals and Objectives in 2005. They are founded on learning college principles and will be used to guide the College in the future.

Priorities and Goals

1. Access and Retention: maximize access, retention, and student success in a learning-centered culture.
2. Learning Outcomes: refine an outcomes-based educational environment that fosters intentional learning in attaining goals.
3. Achievement: develop and replicate institutional models that promote achievement for all students and professional growth for faculty and staff.
4. Quality of Life: create physical, social, and working environments that facilitate varied aspects of learning.
5. Capacity: increase capacity to support growing student enrollment.
6. Funding: increase financial efficiencies, reallocate resources, and seek additional funding sources to support the Learning College goals.

Goal I: Maximize access, retention, and success in a learning-centered culture.

- A. Offer academic and support programs that empower students to successfully attain their educational goals.
- B. Identify and maintain multiple pathways of access to higher education and to alternate instructional delivery.
- C. Increase outreach and on-site support to Montgomery County Public Schools.
- D. Provide a comprehensive college wide student orientation experience to prepare all first-time students to successfully navigate in a postsecondary environment.
- E. Develop and market specific programs for adults to gain new competencies, additional credentials, or engage in intellectual and creative experiences.
- F. Deliver services and training for local employers to upgrade the competencies of the workforce through professional development and training.

Goal II: Refine an outcomes-based educational environment that fosters intentional learning in attaining goals.

- A. Articulate a General Education program that advances critical thinking, effective communication, problem solving, ethical decision making, cross-cultural understanding, and fundamental technological expertise.
- B. Further develop and integrate interrelated content, concepts, and competencies as articulated in the General Education program into courses, disciplines, and programs that prepare students for further education or career entry.
- C. Review, revise, create, and apply assessment measures that evaluate the contributions of courses, programs, and units in fulfilling learning objectives.
- D. Identify and initiate actions to improve course and program articulation and ease student transition to four-year institutions.
- E. Use Academic Area Review results and related data to guide decision making, strengthen curriculum, and make changes in courses, programs, and services, including expansion, relocation, and elimination.
- F. Expand the engagement of College and community representatives in addressing issues of public policy and economic/social justice and in promoting scientific, artistic, and cultural initiatives.

Goal III: Develop and replicate institutional models that promote achievement for all students and professional growth for faculty and staff.

- A. Identify, share, and replicate effective faculty and instructional staff practices.
- B. Apply identified “best practices” to foster the high achievement of students of diverse ethnicities, learning styles, and educational backgrounds.
- C. Analyze elements of successful academic and student development programs and adapt them for wider use.
- D. Support and enhance the development of learning communities and service learning programs.
- E. Provide a comprehensive approach in implementing faculty and staff professional development and succession planning.

Goal IV: Create physical, social, and working environments that facilitate varied aspects of learning.

- A. Plan, build, and maintain facilities to accommodate student, faculty, staff, instructional, laboratory, and special event needs.
- B. Develop campus environments that promote intellectual, cultural, and social interaction among students, faculty, staff, and community members.
- C. Provide state-of-the-market information technology resources that facilitate communication and support our learning organization.
- D. Engage all administrative and support service units in fostering continuous improvement, adaptive and flexible work environments, creative and entrepreneurial approaches to problem solving, and outcomes assessment.

Goal V: Increase capacity to support growing student enrollment.

- A. Enlarge instructional delivery through alternate time and methods to ensure use of all available space and time schedules, especially Fridays and weekends.
- B. Explore the feasibility of a three-semester system, expanded distance learning, and other options to accommodate student needs.
- C. Expand recruitment and retention of high-quality, diverse faculty and staff.
- D. Investigate options for additional off-campus sites, acquisition of contiguous property, or development of a fourth campus.
- E. Increase partnerships with the business, educational, civic, and governmental sectors to support education in Montgomery County.

Goal VI: Increase financial efficiencies, reallocate resources, and seek additional funding sources to support the Learning College goals.

- A. Use planning and budgeting processes to guide decisions that promote student learning and opportunity within a fiscally responsible context.
- B. Ensure that the College's public relations, fund-raising, and advocacy efforts reflect a consistent theme and message about our goals and objectives to a broad range of decision makers.
- C. Maximize public funding by aggressively pursuing federal appropriations that match College priorities.
- D. Plan and implement a unified, multiyear, one-College private fundraising campaign.
- E. Redirect savings from existing operations toward developing the Learning College.