

# Highlights and Initiatives

## ***Introduction***

### **CURRENT COLLEGEWIDE GOALS**

The current set of Collegewide goals were developed in 2007 by groups of faculty, students, staff, and administrators as a result of an environmental scanning exercise. These mission-driven goals will drive all planning and budgeting activities for the FY10-FY12 planning cycle.

### **TOP THREE ACADEMIC AND ADMINISTRATIVE GOALS AND OUTCOMES**

At the Academic and Administrative Planning Retreats in early 2008, groups of faculty, staff, and administrators met to collaborate and develop a shared, core vision for the FY10 planning cycle. The primary outcome of these meetings was the creation of three common Academic strategic actions and two Administrative strategic actions that each campus and administrative unit plan would address. These common actions tied directly to the Collegewide goals form the core of the FY10 Strategic Plan. Each campus and administrative unit was also encouraged to select additional Collegewide goals that fit with their own internal planning priorities. This document focuses solely on the common planning outcomes and highlights some of the proposed strategies and key performance indicators that will be used to measure success.

### **PRESIDENTIAL INITIATIVES**

In his 2007 Inaugural Address, Dr. Johnson laid out three areas that formed the core of his long-term agenda – communications, social responsibility, and workforce creation. A Presidential taskforce was created for each area to begin the process of obtaining Collegewide input and begin formulating strategies and benchmarks. These initiatives complement the current Collegewide Goals and the Top Three Academic and Administrative Goals and Outcomes.

## *FY 2010-12 Strategic Goals, Outcomes & Strategies*

### **GOAL I: Maximize access, retention, and student success**

**Strategic Outcome:** The College's resources will accommodate the diverse needs of students in their pursuit of educational and career goals.

**Maximize Access  
Student Success and Retention  
General Education  
Resources and Capacity**

**Collegewide Strategy:** Assess and adapt programs, processes, and services to respond to the needs of all students.

### **GOAL II: Strengthen and enhance internal and external collaboration and partnerships**

**Strategic Outcome:** The educational, economic, social, and cultural needs of the College's internal and external communities will be addressed.

**Social Responsibility  
Workforce Development  
Enhance Internal & External Communication  
Internal & External Partnerships**

**Collegewide Strategy:** Collaborate internally and externally to implement and support College priorities and initiatives, especially those related to communication, social responsibility, and workforce development.

### **GOAL III: Promote excellence, accountability, and continuous learning**

**Strategic Outcome:** All areas and employees of the College will facilitate innovation, implement best practices, and foster improvement utilizing assessment and continuous learning.

**Institutional Assessment & Effectiveness  
Institutional Accountability  
Excellence and Continuous Learning**

**Collegewide Strategy:** Advance and support a consistent atmosphere of improvement, accountability, and recognition.

## The Top Three Academic Goals and Strategic Outcomes

### Goal I. Maximize access, retention, and student success.

#### Strategic Action: Expand early intervention and academic support services to students.

*Action Plan: Expand early intervention programs to meet the needs of our existing and future students with mandatory advising and collecting and analyzing relevant data to define obstacles to student success and determine solutions*

#### Strategies

- Develop and expand instructional support through the Writing Center by increasing the number of tutoring sessions and services to foreign language students, providing training for WC tutors (peers and faculty), and expanding the use of technology to provide assistance.
- Provide education and student services support for adults with multiple responsibilities through G.O.A.L.
- Provide transition counseling and advising for the following student populations- DSS students high school to college, Accuplacer students to Pathways or other educational or career program, LOEP students to ESL.
- Increase student access to guest artists, master classes, and specialized training.
- Support Women's Studies students through scholarships and encouraging attendance and presentations at national and regional conferences in Women's Studies.
- Hire additional faculty and staff to support student learning and retention.
- Create a speaking/listening/world language lab within the Writing and Reading Center.
- Identify one or more institutionally imposed barriers that discourage student enrollment and/or persistence and outline the process(es) necessary to remove or mitigate the barriers in order to encourage student persistence.
- Identify intake processes that necessitate students making repeated trips to campus and outline the steps necessary to remove or mitigate the processes that discourage students from completing the registration processes.
- Develop more effective admissions criteria to begin programs with students who are more academically prepared.
- Provide student enrichment experiences.

#### Academic Key Performance Indicators

- ⇒ Faculty/Student Ratio
- ⇒ Writing Center use and satisfaction
- ⇒ Student retention
- ⇒ Student enrollment
- ⇒ Student participation
- ⇒ Student graduation
- ⇒ Student registrations
- ⇒ Student enrichment experiences

**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.

***Strategic Outcome.** Integrate and assess educational programs that are current, advance critical and creative thinking, effective communication, problem solving, ethical decision making, cross-cultural understanding, and fundamental technological expertise.*

Strategies

- Participate in the Outcomes Assessment and CAR process for disciplines that are up for review.
- Develop and implement an Engineering Scholars Program.
- Improve success and retention in developmental mathematics courses.
- Support enrollment growth and the equipment and supply needs associated with new and revised courses in Biology, Chemistry and Engineering.
- Initiate process to receive NASAD accreditation for MC Arts programs, Collegewide.
- Strengthen programs in history, political science and sociology by increasing the number of internships and expanding online question database.
- Foster professional development of faculty and staff, particularly with regard to cross-cultural understanding and in relation to infusing critical thinking/technological literacy in their courses.
- Utilize a Simulation Lab for the Nursing Program students to assist in increasing retention of students, especially in the first semester.

<b>Academic Key Performance Indicators</b>
⇒ CAR recommendations implemented
⇒ OA recommendations implemented
⇒ Student success in MA 90, MA 91, MA 101, and MA 103
⇒ Student success and retention in SO 101
⇒ First semester Nursing student retention rate

**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.

*Strategic Outcome: Identify, apply, share, and replicate effective instructional and student service practices that foster measurable achievement by students of diverse ethnicities, learning styles, and educational backgrounds.*

Strategies

- Provide professional development opportunities to faculty and staff focusing on student learning.
- Provide every new faculty member with a mentor to facilitate successful transition to Montgomery College.
- Improve student success rates in SEM courses by providing expanded training opportunities in pedagogy and assessment options for FT and PT faculty.
- Expand offerings in outside-of-class activities in mathematics such as Math Talks, AMATYC Student Math League, and Math Club.
- Schedule additional hours of open computer lab time and general sciences lab time to provide additional sections in Engineering.
- Increase the use of active learning by faculty in Business and Economics, CA, CS and HM.
- Use real data to facilitate better decision making in running the MBI CAFÉ by MBI students.
- Identify best practices in assessment and academic testing and develop a plan to incorporate them into the MC Assessment and Academic Testing program.
- Develop and implement marketing plan to promote new Ethnic Social Studies Letter of Recognition and Certificate through the collaboration of Sociology, Anthropology and Criminal Justice.
- Implement the student success plan for the unit, targeting in particular those disciplines piloting the plan in FY 08 and evaluate results in terms of student achievement and persistence.
- Continue implementation of writing in the disciplines Collegewide.
- Enhance the Global Connections Program to adequately provide programming, advising and support for the increased number of international students enrolled at the Takoma Park/Silver Spring Campus.
- Develop a Mentoring Program for Health Science Programs.

<b>Academic Key Performance Indicators</b>
⇒ Faculty and staff professional development
⇒ Faculty mentors
⇒ Student success in SEM courses
⇒ Outside-of-class student participation
⇒ ES 100, ES 240 and EE 114 sections and enrollment
⇒ Faculty usage of active learning strategies
⇒ MBI Café baseline data
⇒ Implementation of best practices in Assessment implementation plan
⇒ Student enrollment in Ethnic Social Studies program
⇒ AHSS disciplines participating in the student success plan implementation.
⇒ International student success, retention, and satisfaction
⇒ HS Student retention

***The Top Three Administrative Goals and Strategic Outcomes***

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

**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.

**Strategic Outcomes:** *Enhance Communication*

*To promote clear and friendly interpersonal communication collegewide that informs all employees, both faculty and staff, creates a more collaborative and cooperative culture, and clarifies expectations and responsibilities of employees at all levels.*

Strategies

- Provide FY09 budget presentations for different groups within the College community.
- Work with the Director of Government Relations promoting advocacy.
- Conduct Lessons Learned upon the completion of project.
- Ensure consistent communication with College community via the OHR Website, campus visits, and HR Information Fair(s).
- Increase OHR presence on campuses to increase communication and elicit feedback to address individual/unit/campus/Collegewide concerns.
- Communicate OHR successes and improvements via OHR Website, email, and BOT Reports.

<b>Administrative Key Performance Indicators</b>
⇒ Stakeholder presentation
⇒ Stakeholder satisfaction
⇒ Lessons learned tracking
⇒ Units served
⇒ Employee grievances

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

**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.

**Strategic Outcomes:** *Enhance Performance Accountability*

*Develop and maintain unit processes to ensure honest and timely employee and management performance reviews and reporting of constituent satisfaction surveys.*

Strategies

- Conduct and complete timely performance reviews department wide.
- Establish core competencies and ensure a thorough understanding of the College's culture and expectations.
- Develop progressive professional development plan for entry level managers.
- Phase in 360 degree evaluations.

<b>Administrative Key Performance Indicators</b>	
⇒	Performance reviews completed
⇒	Professional development offered
⇒	Document publication
⇒	Employee knowledge and skills
⇒	Constituent satisfaction

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

**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.

**Strategic Outcomes:** Improve Organizational Design

*Review and revise unit organizational design to provide appropriate leadership, management, flexible work options, and professional development to carry out organizational alignment and to close knowledge and skill gaps.*

Strategies

- Annually review FY07 reorganization of student financial aid teams and processes by campus with consideration to changes in federal, state, and institutional programs.
- Annually monitor usage of financial aid by campus to determine appropriate staff coverage for day-to-day operations.
- Identify and define leadership hierarchy in support of workforce planning, professional development and performance management.
- Assess existing job classifications and clearly define expectations including technology proficiency, core competencies and standards in support of workforce planning initiatives.
- Conduct study to redesign compensation & classification system
- Plan and implement a document imaging solution for all major OHR file systems.
- Deliver efficient e-recruitment services to the College recruitment and public applicant communities.

<b>Administrative Key Performance Indicators</b>
⇒ Student satisfaction
⇒ Regulatory compliance
⇒ Enhanced classification system
⇒ Leadership positions filled internally
⇒ Classification appeals
⇒ Constituent satisfaction
⇒ Telework flexibility and productivity

## ***Presidential Initiatives***

### **COMMUNICATION**

Going forward we must communicate more often, more candidly and with improved technology. We must expand our reach to include the entire Montgomery College community such as state and local officials, local business leaders, the non-profit community, minority organizations, the regional higher education community, and the national community college network.

Key to our efforts is establishing a mission-driven, centralized message. Once the message is developed, the second phase of this initiative is outreach. A coordinated plan will be developed, utilizing print and media broadcast, the Internet, and community groups and organizations, that targets faculty, students, and the overall College community with that one centralized message that is Montgomery College.

### **SOCIAL RESPONSIBILITY**

Good citizenship is just as important for Montgomery College graduates as a good education, so we are recommitting to engaging with the local, state, and national community on issues of importance throughout the area. It is critical that the College build strategic partnerships and relationships that are broad-based and include academics, practitioners, policy makers, community groups, as well as state and local agencies.

Our charge is quite simple: to aid the community, we must first engage the community. The College is currently hosting "Listening and Learning Tours" at each campus to hear from faculty, staff, and students what the College can do to further aid the community. We will also implement a communications plan for sharing information with external communities about discussions and programs hosted by Montgomery College.

### **WORKFORCE CREATION**

Producing a quality workforce that is prepared for the global marketplace takes more than just stellar academics, it takes on the job training and critical advice from business leaders who know the sector. It is our intention to collaborate with the business community College over the next year so that students have access to job opportunities and on-the-job training before they enter the workforce.

To this end, the Career Cluster Board will be tasked with establishing an ongoing dialogue between the President or his representative and local businesses and business organizations. By developing strategic partnerships, we believe Montgomery College students will benefit by being better equipped and better prepared for the future.

## MONTGOMERY COLLEGE MISSION

### **Changing Lives**

We are in the business of changing lives.  
Students are the center of our universe.  
We encourage continuous learning  
for our students, our faculty, our staff, and our community.

### **Enriching Our Community**

We are the community's college.  
We are the place for intellectual, cultural, social, and political dialogue.  
We serve a global community.

### **Holding Ourselves Accountable**

We are accountable for key results centered around learning.  
We will be known for academic excellence by every high school student and  
community member.  
We inspire intellectual development through a commitment to the arts and  
sciences.  
We lead in meeting economic and workforce development needs.

### **We Will Tend to Our Internal Spirit.**

#### *Our Internal Spirit*

We are committed to high academic and performance  
standards and take pride in our collective achievements.

We are welcoming, compassionate,  
and service-oriented to our diverse communities.

We operate in a creative, innovative, flexible,  
and responsive manner.

We practice collaboration, openness, honesty,  
and widely shared communications.

Integrity, trust, and respect guide our actions.

We value and respect academic vitality and excellence.

Our spirit is renewed through enthusiasm, celebration,  
a sense of humor, and fun.