



Envisioning the Future

Board of Trustees
Montgomery College
December 12, 2016

SWOT Analyses



Lenses of Analysis



Resources

| STRENGTHS What does MC do well? | WEAKNESSES What can MC do better? | OPPORTUNITIES How can MC grow? | THREATS What would stop MC from succeeding? |
|---|---|---|---|
| Community Engagement (CE) Centers | Limited resources | Additional CE sites/expansion of activities | Diminished funding |
| Partnership expertise | Create comprehensive database for CE | Strategic selection of CE partners | Misperception of CE value |
| Human resources | Stalled 'College Town' aspiration | Work with partners to garner market recognition | Ability to retain talent |
| Communication | MCTV/ marketing resources are stretched | MC in the neighborhood | Shrinking use of cable TV |
| Effective, engaged governing body | Limited noncredit scholarships | Implement robust CRM | Competitive market for communications talent |
| Effective, engaged support organizations | | Engage private developers | Competition by for-profit organizations and other community organizations |
| Grant funding to amplify CE | | Explore market alternatives for funding college costs | |

Infrastructure

| STRENGTHS What does MC do well? | WEAKNESSES What can MC do better? | OPPORTUNITIES How can MC grow? | THREATS What would stop MC from succeeding? |
|--|--|--|--|
| Pinkney Innovation Complex for Science and Technology (PIC MC) | Improve College understanding of PIC MC | Engage private developers | Plentiful commercial real estate in local area |
| Expansion of partnerships through codified MOUs | Craft policies to facilitate partnership development | Teaming with MCEDC | Competing research university interests in Montgomery County |
| Rapid deployment of CE concept | Silos still exist across the College | Germantown Innovation Center (GIC) | Changes in budget funding |
| Excellent facilities for community use | Limited and aging facilities | Create a tiered approach to CE activities | |
| Community hub for arts, sciences, public discourse | | Apply for Carnegie classification | |
| Holy Cross Hospital on campus | | Implement consistent tiered facilities usage rates | |
| Student community service | | Pilot social services resource center | |

Market Competitiveness

| STRENGTHS What does MC do well? | WEAKNESSES What can MC do better? | OPPORTUNITIES How can MC grow? | THREATS What would stop MC from succeeding? |
|---|---|---|---|
| MC is perceived as a leader in CE | Strategically select partners | Promote MC as a place for open and civil discourse | Current socio-political climate |
| High quality cost-effective postsecondary education | MC still undervalued | Explore mobile CE center and CE center for business | Success of competitors |
| “Meets community members where they are” | Limited resources for meeting such varied needs | Capitalize on visits to MC by community members | Changes in elected leadership |
| Advocacy | Reaching those most disconnected | Join with MCPS to communicate with families | Changing political landscape |
| Diversity | | Further engage elected officials | |
| MC leadership broadly represented on workforce boards and organizations | | Partnering for radical inclusivity | |

Organizational Effectiveness

| STRENGTHS What does MC do well? | WEAKNESSES What can MC do better? | OPPORTUNITIES How can MC grow? | THREATS What would stop MC from succeeding? |
|---|--|--|---|
| Office of Institutional Advancement restructured in 2014 | Improve integration between campuses and surrounding communities | Craft policies to strengthen partnership activity | Size and complexity of College |
| Many in College community actively lead and participate in CE | CE is decentralized | Clarify CE priorities | Reactive versus proactive communication |
| Collaborative approach to management of PIC MC | Improve knowledge about leveraging relationships | Strengthen CE linkages to academic/student success | Challenge in getting full "buy-in" |
| | Reluctance to share industry partner information | Broaden awareness of CE | |

Work Already in Progress

- Effectively meeting the community where they are - “Moving out into the community”
- Formalized partnerships
- Pinkney Innovation Complex for Science and Technology (PIC MC) strategic business development plan implementation
- MC in the Neighborhood
- MC Communications

NEXT STEPS

RECOMMENDED GOALS

- Visioning – What does the next generation of Community Engagement at MC look like?
- Adopt model for third community engagement center and address cost barriers for workforce development training
- Design, implement and evaluate strategic framework for evaluation of partnerships and community engagement opportunities through the Carnegie Classification

NEXT STEPS

RECOMMENDED GOALS (continued)

- Advance 'College Town' concept by continuing to nurture and grow the bonds between the campuses and the neighborhoods around them
- Continue to partner with industry and workforce development allies to advance the objectives of PIC-MC
- Continuously evaluate College procedures and practices to optimize community engagement
- Persist in advancing and appropriately resourcing impactful communication tools and strategies

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