



Envisioning the Future

Board of Trustees
Montgomery College
November 14, 2016

SWOT Analyses



Lenses of Analysis



Guiding Documents

- *Montgomery College 2020*
- Student Success Score Card
- Academic Master Plan
- Academic Affairs Division Plan
- Student Affairs Master Plan (in development)
- Seven Truths for a Common Student Experience
- Student Success Policy (Policy 41000)

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?
Human resources	Technology	Scale up signature programs	Student Success courses
Academic programs	Budget and funding literacy	New programs	Student Support services
Academic content	School/work/life balance	Increase transfer and graduation rates	Enrollment
Academic support services	Underprepared students	Disability Support Services	Loss of institutional knowledge
Innovative practices and support		Culture of inclusion	Affordability
Integrative learning opportunities		Professional development	Increasing numbers of underprepared students
Student support services		Change management conversations	Reliability of data
Safety and security			
External partnerships			

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?
Partnerships with four-year institutions	Inadequate staff support	Increased alignment of standards and curricula with MCPS	Unfunded mandates
Alignment and collaboration with industry	Resource challenges	Changing demands of the workforce	Behavioral Intervention Teams
Data-informed decisions	On-boarding process	Academic program advising	
E-Learning, Innovation, and Teaching Excellence	Assessment and placement	Scale up successful programs	
Highly successful extracurricular programs	Transfer institution constraints	Industry provided access to practical experience	
Mentoring programs		Retention efforts	
Student engagement			

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?
Geographically accessible	Recruitment/marketing	Increase collaboration and communication	Increased competition for students
Academically accessible		Partner with external agencies	Increasing compliance, accountability, and regulation
Financially accessible		Competitive athletic programs	Challenges to the value of a college degree
Attracts and maintains a diverse faculty and staff		International marketing	Expanding leaning options
Redesigned General Studies and General Education programs		Certifications aligned with industry	Emerging models of higher education
		Career and technical education programs	Four-year degree culture
		Increase contract training	Challenge to social and economic role of higher education
		Innovative partnerships	Career/job readiness

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?
Restructured Student Affairs division	Scheduling	Student Affairs Master Plan	Access to alternative degree and credentialing opportunities
Student Affairs Master Plan (under development)	Achievement gap	Retention action plan	Lack of student engagement
Restructured Academic Affairs division	A holistic approach to advising	Redesign to accelerate developmental education	Compliance
Academic Master Plan	Gap between academic programs and skills needed in the workplace	Academic Master Plan: Implementation of first five-year initiatives	
Part-time Faculty Institute	Targeted professional development as a change agent	Program success strategies	
Open educational resources	Access to and understanding of data	DFW reduction initiatives	
	Program assessment	PLUS 2 initiatives	
	Inconsistent policies and procedures		

Work Already in Progress

Student Affairs

- Develop Student Affairs Master Plan
- Implementation of Student Affairs Action Taskforce
- Develop Retention Action Plan
- Assess On-Time Registration
- Streamline on-boarding processes
- Assist in identification and implementation of student success technology

Work Already in Progress

Academic Affairs

- Placement
- Developmental education redesign
- General Education redesign
- General Studies redesign
- Top 16 programs
 - Communications
 - Engineering
- DFW reduction initiatives

Work Already in Progress

Academic Affairs (continued)

- PLUS 2 Initiative
 - ENGL101
 - BIOL150
- Master Teacher Institute
- Cyber and Biotech - TLST
- WD&CE Market analysis and benchmarking including youth programs
- Grants
 - TAACCCT, TechHire, NSF (including research grant)
 - ACCESS Engineering
 - TIDES – Computer Science

