



## FY23 Goal Progress

### Goal #1: Strategic Alignment and Integration

- Redesigned PD Master Plan in alignment with the Refreshed Strategic Plan.
- Realigned all PD opportunities with the President's FY23 Priorities and Refreshed Strategic Plan.
- ELITE representation in the following areas: Strategic Plan Refresh, Governance, Collegewide Committees (e.g., Collegewide Assessment Committee, Hispanic Serving Institution, PACEI, PT Faculty Institute, MC Pride, Humanities Days, Employee Experience and Climate Survey Group, Required Training Committee, Annual MC STEAM event, Presidents Inauguration Committee, etc.), and MCRPA.
- Designed, developed, and delivered the Fall, Spring, and Spring Closing Professional Week Professional Development Days (60 sessions, 35-speed sessions, and five external guest speakers).
- Designed, developed, and delivered New Faculty Orientation (Fall and Spring).
- Co-designed, developed, and delivered Navigating Ethical Dilemmas with the Office of Compliance, Risk, and Ethics.
- Co-designed, developed, and delivered a self-paced version of Journey to Becoming an Anti-Racist Institution with the Office of Equity and Inclusion.
- Co-designed and developed Using Blackboard Analytics to Support Student Engagement and Instruction with the Data Asset Management Team – to be delivered in Fall 2023.
- After a successful pilot in FY22, established an annual Facilities and Public Safety Institute (FAPSI) with the Office of Facilities and Public Safety.
- Co-designed a four-phase blueprint for MC's Search Advocate Program with HRSTM – development and program implementation to begin Summer/Fall 2023.
- Completed a complete redesign of Digital Fundamentals for Teaching and Learning
- Co-designed a two-phase blueprint for ATPA Programming and Support with ATPA – development to begin Fall 2023 with program implementation Spring 24.
- Began a complete redesign of Online Teaching Training – work to be complete Summer of 23.
- Designed and developed the Erick Grosse Memorial Fellowship for the PT Faculty Institute – to be delivered throughout the Summer of 23.
- Developed self-paced training with various departments/divisions across the college (e.g., governance, HRSTM, compliance, student Affairs, etc.).

## Goal #2: Employee Satisfaction

	2023*	2022	2021	2020
Total Number of Workshops	368	767	656**	882***
Total # of Participants	6,350	13,471	17,118**	5,276***
Workshop Satisfaction Rating	92%	92%	92%	91%

\*as of 4/30/2023

\*\*includes the Summer PD Institute – a paid opportunity funded by COVID Relief funds.

\*\*\* includes Structured Remote Teaching (SRT) training funded by COVID Relief funds.

- Restructured the ELITE Professional Development Team and updated job functions to include (1) general responsibilities, (2) team projects, (3) personal professional development, and (4) service to MC.
- Recruited and onboarded two new Instructional Designers.
- Instituted quarterly internal ELITE PD Team Professional Development Days.
- Established an internal Return on Learning Committee to assess ELITE programming and to make recommendations and changes to future team efforts.
- Developed an employee Professional Development Survey to be launched during Professional Week in Fall 23.
- Redesigned Professional Development Evaluation Survey and Processes.





### Goal #3: Innovation and Creativity

- Designed, developed, and delivered a full suite of professional development opportunities throughout the fiscal and academic years to address behavioral, technical, and leadership skills and competencies for all employees.
- Established a full program of professional development offering around ChatGPT to build faculty awareness and provide employee support.
- Established ELITE professional development sub-team projects to help identify and address needs across the college community. To date, three projects have been completed in partnership with the Biology Department and WDCE. (Three additional projects are in development and scheduled to be completed by June 30 with the Universal Design Center, Dual Enrollment Program, and Travel Abroad Program). Additionally, the 4 C's project, which was developed and completed as part of the Communications Professionally in the Workplace Learning Pathway, also meets the needs of the general college community. This class meets the needs of the general college community.
- Designed, developed, and launched the ELITE Professional Development Catalog (Fall and Spring).
- Designed, developed, and facilitated the COVID-Inspired Faculty Research Fellowship.
- Awarded Innovation Grant: Student Training and Resource (STaR) Network – Offering PD to Student Employees.
- Co-designed, developed, and submitted micro-credential applications for Data-Informed Instruction and Culture Conscious Business (in partnership with WDCE).
- Offered two Love of Teaching Conferences (Fall 22 and Spring 23).
- Established the Universal Design Center's bi-annual Inclusion by Design Summit.
- Wrote a \$250,000 grant to the Hewlett Foundation to scale up the Social Justice Ambassadors Program. In negotiations for funding.
- Supported the IUSE Grant on Quantitative Reasoning in Biology federal grant that involves ongoing collaborations among five institutions to create modules to teach quantitative reasoning in biology to prepare transfer students from AACC, CCBC, HCC, and MC for the rigors of 300 and 400-level course work in Biology at UMBC.
- Led the Maryland H5P Collaborative Network for the second year (nationwide enrollment – 346).
- Designed and developed a Guide to Meeting QM Standards for the common course development teams and faculty seeking QM certification.
- Co-established the Decolonizing Community of Practice – an extension of the ELTIE Social Justice Ambassadors Innovation grant awarded in FY22.
- Designed, developed, and facilitated a collegewide rollout for Yuja – a video platform that addresses accessibility and compliance.
- Published two journal articles and one book chapter.\*\*\*\*
- Continue to populate the Hub with unique articles, videos, and other content to support pedagogy, technology, and content knowledge.
- Continue to adapt the Academy for Teaching Transformation to include college focus areas (e.g., Trauma Informed Teaching Practices, Technology Integration in the Digital Age, etc.).







- Partnered with the World Languages Department to create an OER for Italian 101 (building off of the successful Spanish 101 and 102 models).
- Designed and developed programming for Summer Staff Professional Development Days for MC employees throughout the Summer of 23.
- Established the Microsoft Essentials and Microsoft Essentials Plus programming to support all MC employees using various Microsoft applications.
- Presented at regional and national conferences on ELITE work (AFACCT, MDLA, MOL, MOST, Digital Storytelling Conference, The National Council for Workforce Education Conference, etc.).
- Developed and began recruiting for the International Dialogue for Excellence in Academic (IDEA) Collaborative set to launch in the Fall of 23.
- Led Tech it Out, a monthly community of practice designed to support faculty use of technology in the classroom.

\*\*\*\*Publication References:

Miller, P., & Mills, M. (2022). Supporting Open Education through a Coordinated Network of Support. Teaching and Learning Excellence through Scholarship, 2(1). <https://doi.org/10.52938/tales.v2i1.2381>

Miller, P. D., Mills, M. A., & Ford, S. (2023). A Systems Approach to Change: Putting Inclusion and Accessibility into Practice through the Development of a Universal Design Center. In Mancilla, R., & Frey, B. (Ed.). Guide to Digital Accessibility: Policies, Practices and Professional Development (pp. 43-59). Sterling, VA: Stylus Publishing.

Awaiting Publication:

Miller, P.D. (2023). Effective Leadership in Higher Education Requires a Comprehensive Approach to Technology Integration. Education Technology Insights.

## Overall Reflection and Planning

13. Reflecting on the three goals of the PD Master Plan (Strategic Alignment and integration, Employee Satisfaction, and Innovation and creativity), How do you assess your Q1 contributions to these goals? Please be as specific as possible, offering tangible evidence of your work.

The ROL Committee will review answers to this section and make recommendations for inclusion on the Master Plan FY Goal Progress webpage. See [examples](#) from FY23.

---

### Goal 1: Strategic Alignment and Integration

*Strategic alignment includes integration with MC's organizational strategies and across MC's divisions, management strategies, and approaches. Grounded in access, equity, and equal opportunities for employee success, our goal is to support and navigate the changing landscape of higher education by developing focused leadership, good communication, building new skills and preparing a future-ready workforce willing to take risks and innovate.*

#### Vision

Align all ELITE professional development opportunities to MC's goals and strategic priorities defined by MC2025 and leadership priorities and goals.

#### Objectives

- Evaluate ELITE-sponsored professional development opportunities to ensure alignment with MC2025 goals and/or leadership priorities.
- Embedded leadership, communication, skill building, and future-ready workforce competencies in all professional development opportunities.
- Expand professional development support for MC's Virtual and East County Campuses.

#### [PDMP](#)

Goal 1: Strategic Alignment and Integration with [MC Strategic Plan \(Refreshed\)](#)

#### Goal 1: Enhance connections between Montgomery College and our community

Significant redesign of the *Start Here* module, ensuring its alignment with QM Standards. This revamp includes a robust Course Introduction and detailed instructor Bios, enhancing the course's foundation and accessibility.

#### Goal 1: Enhance connections between Montgomery College and our community

<p>1. Goal 1: Enhance connections between Montgomery College and our community</p> <p>2. Goal 2: Cultivate a sense of belonging for everyone at the College</p> <p>3. Goal 3: Enhance educational and organizational effectiveness</p> <p>4. Goal 4: Increase economic impact for our students and community</p>	<p>Service to the college with MC Pride &amp; Allies and MCRPA since some of our events are open to the community or take place off campus.</p> <p><u>Goal 1: Enhance connections between Montgomery College and our community</u></p> <p><u>Goal 2: Cultivate a sense of belonging for everyone at the College</u></p> <p>The HUB, as ELITE's virtual teaching resource space, corresponds with MC's strategic alignment objectives. This platform supports the institution's vision for professional development by offering just-in-time training, quick explanations, and valuable advice for teaching practices. It indirectly contributes to the development of embedded leadership, effective communication, and future-ready competencies among educators by providing easily accessible resources to enhance teaching skills.</p> <p><u>Goal 2: Cultivate a sense of belonging for everyone at the College</u></p> <p>Continued ELITE After Dark professional development sessions to extend professional development opportunities to a broader range of faculty members, offering access to popular sessions during non-traditional hours. By providing these valuable opportunities in the evening, it supports the institution's commitment to access and equity by accommodating diverse schedules.</p> <p><u>Goal 2: Cultivate a sense of belonging for everyone at the College</u></p> <p>Evidence of strategic alignment and alignment with Goal 2 is demonstrated through working with an ACES coach to co-create leadership coaching classes that are both student and employee oriented and involving several non-elite MC employees with our summer PD programs.</p> <p><u>Goal 2: Cultivate a sense of belonging for everyone at the College</u></p> <p><u>Goal 3: Enhance educational and organizational effectiveness</u></p> <p>Created a hybrid cohort approach: Tailored to accommodate diverse preferences, accommodating both in-person and online participation for employees seeking flexibility while maintaining engagement and relevance.</p>
--	---

	<p><u>Goal 2: Cultivate a sense of belonging for everyone at the College</u></p> <p><u>Goal 3: Enhance educational and organizational effectiveness</u> Through workshops like the Six Principles on an Inclusive Syllabus and various ELITE programs, the college has actively improved the digital compliance and accessibility knowledge base. These initiatives aim to extend relevant training college-wide, fostering equal opportunities and inclusivity within the community.</p> <p><u>Goal 3: Enhance educational and organizational effectiveness</u> Restructured Facilities and Public Safety Professional Development Institute (FAPSI) workshops to offer concise 45-minute sessions scheduled at times convenient for every shift to ensure equal access and are designed to provide core, essential information on topics these employees need to be efficient and successful in their jobs, by adjusting schedules, session emphases, and timings for enhanced effectiveness.</p> <p><u>Goal 3: Enhance educational and organizational effectiveness.</u> Including the Library in Professional Week sessions is expanding into a possible badge in information literacy. Updated the Communication &amp; Conflict Learning Pathway by removing old classes and replacing them with three new classes and a new facilitator</p> <p><u>Goal 3: Enhance educational and organizational effectiveness</u> Crafted Digital Fundamentals of Teaching and Learning Course Maps, outlining comprehensive learning objectives across various levels—Total Overall Course, Module, and Individual Course—detailing the entire framework.</p> <p><u>Goal 3: Enhance educational and organizational effectiveness</u> Tech it Out, a concise training program introducing learning technologies, has been comprehensive, involving the full spectrum of activities from ideation and crafting marketing materials to providing participants with just in time information and detailed handouts.</p> <p><u>Goal 3: Enhance educational and organizational effectiveness</u> Created an extensive collection of self-paced training modules, including <i>How to Complete Goal Setting in Workday</i> designed to actively engage and educate MC employees on diverse topics crucial to the college, aiming to enhance compliance standards.</p>
--	--

Goal 3: Enhance educational and organizational effectiveness  
Partnered with Achieving Collegiate Excellence and Success (ACES) to craft leadership coaching classes tailored for both students and employees.

Goal 3: Enhance educational and organizational effectiveness  
Through Writing Effective Resumes and Taking Advantage of Personal Professional Development Opportunities, ELITE distinctly targeted the cultivation of "leadership" and "future-ready workforce competencies."

Goal 3: Enhance educational and organizational effectiveness  
Each online teaching workshop ELITE offered tailored service to prepare faculty with actionable strategies that can be readily implemented. The Online Teaching training delivered extensive guidance to faculty members, equipping them with comprehensive strategies for planning, constructing, and preparing to excel in their teaching roles.

Goal 3: Enhance educational and organizational effectiveness  
The Digital Fundamentals for Teaching and Learning classes directly contribute to the strategic alignment of MC's professional development objectives. These classes cater to the development of skills essential for effective teaching in both on-campus and remote environments, aligning with the institution's broader goals of preparing a future-ready workforce adept at navigating evolving educational landscapes.

Goal 3: Enhance educational and organizational effectiveness  
The Academy for Teacher Transformation aligns with the broader strategic vision of MC for professional development. These interconnected sessions offer faculty and instructional staff opportunities to engage in meaningful discussions, content planning, and collaborative learning activities.

Goal 3: Enhance educational and organizational effectiveness  
The Pedagogical Discussions series corresponds with MC's strategic alignment objectives by emphasizing faculty engagement in reflective practices and the integration of diversity, equity, and inclusivity in course design. By fostering these discussions and encouraging reflective practices, the series aligns with the broader vision of MC for professional development that resonates with the goals of MC2025 and leadership priorities.



	<p><u>Goal 4: Increase economic impact for our students and community</u></p> <p>Supported development of a Tech Integration Badge to focus on "future-ready workforce competencies" also delved into evaluating the effectiveness of MC's professional development opportunities. These initiatives collectively aimed to reinforce essential skills and ensure preparedness for the evolving professional landscape.</p>
--	--

## Goal 2: Employee Satisfaction

*Research tells us that professional development is an important factor in job satisfaction. Grounded in access, equity, and equal opportunities for employee success, our goal is to provide a coordinated system of professional development opportunities that address employees' behavioral, technical, and leadership skills.*

### Vision

Cultivate an environment of collegiality and collaboration whereby all members of the MC community have the opportunity to increase their knowledge, impact, performance, and job satisfaction.

### Objectives

- Engage the MC community in the identification and planning of professional development.
- Execute a wide range of employee professional development to address behavioral, technical, and leadership development.
- Provide multiple modes of professional development (e.g., virtual, face-to-face, etc.) to support employee agency.
- Routinely evaluate and share professional development satisfaction ratings with the MC community.

### Goal 2: Employee Satisfaction

From July 1 – September 30, ELITE offered the following:

- 15 Summer Staff Professional Development workshops
- 21 one-hour workshops, 16 speed sessions, Three multi-hour workshops, and two speakers for August Professional Day
- More than 20 additional individual workshops

During this span, workshop participants completed 304 evaluations with the following highlights:

- 97% agreed or highly agreed that workshop outcomes were met
- 97% agreed or highly agreed the facilitator was knowledgeable and well prepared
- 95% agreed or highly agreed the workshop was useful to their work

A few open-ended comments that speak to employee satisfaction:

- "There was a ton of useful information that I will use."

	<ul style="list-style-type: none"> <li>• “Enjoyed talking with colleagues about what they do in the classroom.”</li> <li>• “I am excited learning in this class and learning all the useful information to make me a better professor.”</li> <li>• “The teacher was very good, very attentive and she took her time to help us understand what she was teaching by walking us through it [and] making the class both fun and productive.”</li> <li>• “I loved all the resources given to us for guidance!”</li> <li>• The most significant learning from the session was “suggestions that I can use right now!”</li> <li>• “Very good information and helpful advice. Since I receive a few requests every semester, I will mention it during the first day [of] class. Thank you very much!”</li> <li>• “Well organized and interactive session”</li> <li>• “This was an excellent and useful workshop, and all three presenters were very knowledgeable.”</li> <li>• “I am completely wowed by the lesson today.”</li> <li>• “I got such a great idea about how to improve one of the existing assignments in my course. I am excited to try this idea for fall.”</li> <li>• This workshop helped “me to be more mindful about the way I interact with students during lecture and appointments, reframing the way I ask questions.”</li> <li>• “All of the tips will be useful as move into a new role at MC.”</li> <li>• “I will definitely recommend this session to my colleagues.”</li> </ul>
--	---



## Goal 3: Innovation & Creativity

*Creativity and innovation are characteristics that employees seek to develop to help them look at the world in new ways and form ideas to improve or add to it. Grounded in access, equity, and equal opportunities for employee success, our goal is to empower MC employees to generate ideas, take risks, and recognize opportunities through problem-solving, relationships, and self-expression.*

### **Vision**

Identify and address employee skill gaps and knowledge needs through ideation, collaboration, and ongoing assessment.

### **Objectives**

- Explore the combination of facilities, skills, and technologies to produce, deliver, and support MC products or services.
- Leverage communities of practices to explore technological advancements, changes in employee requirements, or outdated professional development opportunities.
- Differentiate and diversify the levels of professional development offered by the ELITE Professional Development team.

### **Goal 3: Innovation & Creativity**

- Offered sessions on building new skills, workflows, approaches, and strategies based on new educational trends in higher education using cloud computing and artificial intelligence
- Collaborated with Paul Peck Humanities and Global Humanities Institutes for the annual Humanities Days to celebrate authentic intelligence in the growing presence of artificial intelligence (AI).
- Co-designed and co-facilitated a six-hour mini-academy on “Designing and Presenting a Workshop”
- Launched a new global community of practice, the *International Dialogue for Excellence in Academia* which is currently accepting applications for the 2023-2024 academic year
- Expanded a one-hour summer professional development to a three-hour offering called “Overcome Frustration to Build a Productive Workplace”

	<ul style="list-style-type: none"><li>• Introduced an integrative problem-solving approach in summer professional development classes. This creative approach can result in other innovations.</li><li>• Redesigned the <i>Start Here</i> module to align with QM Standards, including providing a Course Introduction and Instructor Bios</li></ul>
--	--