

BEYOND MC 2020

Strategic Planning Charge to the President

A Message from the Montgomery College Board of Trustees • June 2018



Montgomery College Board of Trustees

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Introduction

A fundamental priority of the Board of Trustees is ensuring a stable and sustainable future for Montgomery College. *Montgomery College 2020*, the College's multi-year strategic plan implemented in 2012, included initiatives that redesigned educational experiences, reinvented institutional roles, and focused the College on student success. The goals of *Montgomery College 2020* are integrated into the culture and fabric of the institution, as evidenced by the College's most recent reaccreditation Self-Study. During this time, the Board also took actions to restructure itself around three major areas – Educational Excellence, Fiscal Sustainability, and Community Engagement – to authentically discuss institutional priorities and refine Board engagement. As the College nears the conclusion of *Montgomery College 2020*, it is imperative that the Board and the College review the journey in order to build upon past success and create a new strategic plan that sets bold and relevant goals for the future.

Over the past two years, the Board has been committed to planning and engaged with Dr. Pollard, senior leadership, and internal and external College constituents in ongoing conversations with a focus on “planning to plan” in anticipation of writing the next chapter of the College's future – *Beyond MC2020*. The Board's “Envisioning the Future” process undertaken in fiscal year 2017 focused on reviewing the College's strengths, providing indicators of weakness and challenges, and addressing opportunities. “Constituent Conversations” during fiscal year 2018 focused on assessing the role of strategic planning in College operations, the success of *Montgomery College 2020*, areas of remaining challenge, and issues within the context of higher education, both locally and nationally, that are vital to address to remain relevant. Collectively, these actions, coupled with Dr. Pollard's presidential priorities and activities, have been critical for the Board gaining perspective to provide the president with a global view and context to engage in institutional planning.

The Board recognizes that a well-developed process for planning is essential to positioning the College to reach new heights in education, workforce training, and community engagement, while remaining fiscally sustainable and good stewards of the public trust. It is the responsibility of the Board to charge the chief executive of the College with the task of leading the strategic planning process at the College. The role of the Board is to establish the charge to the President, monitor progress of the plan development, approve the final Strategic Plan prepared by the President, and to ensure Plan updates as appropriate.

This charge identifies the Board's role in institutional strategic planning and provides a set of broad goals for developing the College strategic plan.

Board of Trustees' Role and Responsibility in Strategic Planning

The Board of Trustees has determined that its primary role in the strategic planning process is to establish the broad goals for the process of developing the College plan. As a governance practice, this entails:

- Articulating a conceptual framework for strategic planning that defines and shapes the institution's future course

- Charging the president with the responsibility for leading the strategic planning process
- Engaging in the development, review, and approval of the College mission, vision and core values
- Monitoring the strategic plan development process
- Reviewing and approving the strategic plan
- Adopting policies to set parameters for effective planning
- Aligning policy decisions with the strategic plan
- Ensuring and adopting a budget that supports the plan

As directed by the Board, institutional planning is led by the president and facilitated through an appropriately collaborative and inclusive process. As such, the Board has delegated authority and responsibility to the president and other College staff to facilitate the process for developing the plan. These responsibilities encompass:

- Anticipating, identifying, and articulating future trends, challenges, and opportunities
- Leading an inclusive strategic planning process that brings together creative thinking, community connections, and resource planning grounded in the College’s mission and values
- Ensuring that the plan responds to the current and future educational needs of the community and advances College goals as a comprehensive community college
- Developing a plan that is responsive, realistic, forward-looking, and provides clear benefits to the College, county, and community
- Ensuring that College operations, priorities, and budgets are aligned with the plan
- Keeping the Board informed, through discussions at critical junctures, about institutional progress toward accomplishing the goals and objectives of the plan

Board of Trustees’ Charge to the President

The Board of Trustees identified six broad goals for the College to accomplish in developing the strategic plan. These goals provide philosophical and practical criteria for the President to engage in strategic planning. Principally the intent of the goals are to (a) establish essential parameters for the plan, and (b) ensure that strategic planning is informed by environmental scanning and data on the social, economic, and political impacts and implications the College must consider in proactively preparing for the future.

The ultimate purpose of the strategic plan is to define and shape the future course of the College, and to provide a framework for allocating annual budget and other resources; to serve as an over-arching plan guiding and supporting other institutional plans; and for identifying strategic priorities, based upon relevant data and information upon which current and new College initiatives can be justified. Therefore, the plan must clarify the College’s future priorities. The specific goals are:

1. Use data to inform planning via appropriate environmental scans of both internal and external strengths, weaknesses, opportunities, and threats (SWOT)

2. Identify a set of five to six focused strategic goals that define the ways in which the College envisions itself evolving with specific emphasis on educational excellence, financial sustainability, and community engagement
3. Address, in particular, what the College will do to incorporate social justice and innovation into College operations and planning activities
4. Conduct an inclusive process with input from a broad array of internal and external stakeholders
5. Develop a five-year strategic plan, which identifies specific strategies to reach those goals. This will serve as the primary document that defines the College's priorities going forward
6. Provide the Board regular progress reports at its meetings with a final draft of the plan submitted to the Board for approval by June 2019

Conclusion – A Word from the Board

While this charge to the President reflects the Board of Trustees' perspectives and goals regarding institutional planning, it is also our hope that the entire Montgomery College community will engage in strategic, innovative, and future-focused thinking. With a sense of urgency for the future, we encourage you to participate in planning to develop tactical strategies that will position Montgomery College as a national model of educational excellence, opportunity, and student success.