

FY21 Montgomery College Institutional Goals

FY21 Institutional Goal	Relation to MC2025	Outcomes/Assessment
1. Advance, monitor, and assess progress towards Board of Trustees Student Success Goals: 30% credential attainment, 50% transfers (fall 2018 cohort), and 38% baccalaureate completion after transfer (fall 2014 cohort)	GOAL I – Empower Students to Start Smart and Succeed <i>Outcomes:</i> <ul style="list-style-type: none"> Time and Credits to Completion Increased Graduation/Transfer Rates 	<ul style="list-style-type: none"> Increase combined first year gateway English and math completion to 32% (2-point increase) Decrease the difference in Black and White completion of first year gateway mathematics by 2 percentage points (currently a 10-point difference) Decrease the difference in Black and White completion of first year gateway English by 2 percentage points (current a 7-point difference) Decrease the difference in Hispanic and White completion of first year gateway mathematics by 2 percentage points (currently a 7-point difference) Decrease the difference in Hispanic and White completion of first year gateway English by 2 percentage points (currently a 7-point difference)
2. Advance work on implementing and monitoring key student success initiatives <ul style="list-style-type: none"> Flexible scheduling Guided pathways Advising Start Smart 	GOAL I – Empower Students to Start Smart and Succeed <i>Outcomes:</i> <ul style="list-style-type: none"> Scheduling Efficiency Time and Credits to Degree GOAL II – Enhance Transformational Teaching Practices and Learning Environments <i>Outcomes:</i> <ul style="list-style-type: none"> Student Satisfaction 	<ul style="list-style-type: none"> Seat Utilization <ul style="list-style-type: none"> % of seats filled Balanced enrollment ratio (70-95%) Cancellation Rate <ul style="list-style-type: none"> # of sections scheduled but canceled Cancelled per term/registrations impacted Multi-Semester Courses <ul style="list-style-type: none"> % or # of courses scheduled over given timeframe Time to Degree <ul style="list-style-type: none"> Time to degree/certificate Degree velocity/% of degree completed Credits to Degree <ul style="list-style-type: none"> Credits to degree/certificate Credits w/in program Student Perceptions

<p>3. Identify, assess, and remove barriers to increase access to Montgomery College</p> <ul style="list-style-type: none"> • Launch Presidential Scholars Program • Expand early college opportunities • Explore feasibility of campus expansion • Develop strategy for Virtual Campus • “Removing Barriers” Initiative 	<p>GOAL I – Empower Students to Start Smart and Succeed <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Optimal Enrollment • Time and Credits to Completion • Increased Graduation/Transfer Rates <p>GOAL II – Enhance Transformational Teaching Practices and Learning Environments <i>Outcomes:</i></p> <p>Distance Learning and Student Learning Outcomes</p> <p>GOAL IV – Build, Engage, and Strengthen Community Partnerships <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Early Learning Opportunities <p>GOAL VI – Protect Affordability <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Financial Support 	<ul style="list-style-type: none"> • Scholarships <ul style="list-style-type: none"> ○ # of credit students receiving scholarships ○ % of credit students receiving scholarships ○ % increase in scholarship funds • Early Learning Opportunities <ul style="list-style-type: none"> ○ of dual enrolled students # of early college students enrolled ○ # of new early college programs offered ○ # of middle college students enrolled ○ # of new middle college programs offered ○ # of CTE students enrolled ○ # of new CTE programs offered ○ # of WDCE summer program students enrolled ○ # of new WDCE summer programs offered • Virtual Campus <ul style="list-style-type: none"> ○ Online Enrollment ○ # of online courses offered ○ # of online seats offered/filled ○ Online grades equal to or greater than non-distance courses ○ Online Retention rates ○ Online graduation rate
<p>4. Ensure Workday implementation to 85%</p>	<p>GOAL V – Invest in Our Employees <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Employee Support <p>GOAL VI – Protect Affordability <i>Outcomes:</i></p> <p>Institutional Sustainability</p>	<ul style="list-style-type: none"> • Project completion rate
<p>5. Develop institutional transfer scorecard to advance student</p>	<p>GOAL I – Empower Students to Start Smart and Succeed <i>Outcomes:</i></p>	<ul style="list-style-type: none"> • Transfer rate • Baccalaureate Attainment

transition from Montgomery College to 4-year institutions	<ul style="list-style-type: none"> • <i>Increased Graduation/Transfer Rates</i> 	
6. Meet FY22 Board of Trustees budget development expectations and successfully advocate for the desired budget	<p>GOAL VI – Protect Affordability</p> <p><i>Outcomes:</i></p> <ul style="list-style-type: none"> • <i>Affordability</i> 	<ul style="list-style-type: none"> • <i>Tuition as a % of operating fund revenues</i> • <i>Tuition as a % of University of Maryland system undergraduate tuition</i>
7. Develop and assess benchmark metrics on student satisfaction with their Montgomery College experience	<p>GOAL II – Enhance Transformational Teaching Practices and Learning Environments</p> <p><i>Outcomes:</i></p> <ul style="list-style-type: none"> • <i>Student Satisfaction</i> 	<ul style="list-style-type: none"> • <i>Improvement over time on selected CCSSE questions</i> • <i>Ratings higher than peer groups</i> • <i>Ratings higher than national average</i> • <i>Improvement over time on selected questions</i> • <i>Ratings higher than peer groups</i> • <i>Ratings higher than national average</i>
8. Develop strategy and roadmap for Montgomery College’s intent to embrace a journey towards antiracism in policy, practice, and promise	<p>GOAL II – Enhance Transformational Teaching Practices and Learning Environments</p> <p><i>Outcomes:</i></p> <p><i>Student Satisfaction</i></p> <p>GOAL V – Invest in Our Employees</p> <p><i>Outcomes:</i></p> <ul style="list-style-type: none"> • <i>Employee Satisfaction and Perceptions</i> 	<ul style="list-style-type: none"> • <i>Improved employee perceptions/satisfaction</i> • <i>Improved student perceptions/satisfaction</i>
9. Drive workforce and economic development strategies in concert with county government and private sector through robust programming, collaboration, and PIC MC development	<p>GOAL III – Fuel the Economy</p> <p><i>Outcomes:</i></p> <ul style="list-style-type: none"> • <i>Enhanced Partnerships</i> • <i>Responsive Curriculum</i> • <i>Employment and Economic Impact</i> 	<ul style="list-style-type: none"> • <i># of and enrollment in contract trainings</i> • <i>% of employers who report satisfaction with contract training</i> • <i># of new PIC MC ground leases signed</i> • <i>% of curricular programs with advisory committee</i> • <i># of industry recognized badges developed</i> • <i># of credit program adjustments</i> • <i># of new noncredit programs developed</i> • <i>Net income generated by college operations</i> • <i>Added regional income due to student earnings and business output</i>

<p>10. Protect the mission, outcomes, and sustainability of the College through the alignment, implementation, and communication of the Resilient MC Roadmap and MC2025 Strategic Plan</p> <ul style="list-style-type: none"> • Data Governance Plan • Enterprise Risk Assessment and Plan • Roadmap for Equity and Inclusion • Strategic Enrollment Plan • Strategic Workforce and Staffing Plan • Technology Master Plan (employees, students, and infrastructure) 	<p>GOAL I – Empower Students to Start Smart and Succeed <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Optimize Enrollment <p>GOAL II – Enhance Transformational Teaching Practices and Learning Environments <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Transformational Opportunities • Distance Learning and Student Learning Outcomes <p>GOAL V – Invest in Our Employees <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Employee Satisfaction and Perceptions • Career Pathways • Employee Support <p>GOAL VI – Protect Affordability <i>Outcomes:</i></p> <ul style="list-style-type: none"> • Institutional Sustainability 	<ul style="list-style-type: none"> • Development of Data Governance Plan • Development of Enterprise Risk Assessment Plan • Improvement on identified equity measures • Strategic Enrollment <ul style="list-style-type: none"> ○ Increase in annual credit/bill hours ○ Variance in meeting projected enrollment ○ Fall Unduplicated Headcount ○ Annual Unduplicated Headcount ○ Enrollment Demographics to County Demographics • Strategic Workforce Plan <ul style="list-style-type: none"> ○ % of occupational class salaries in-line with market rate compensation ○ Reduction in the number of employees at grade ceiling ○ # of employee career paths created ○ # of professional development opportunities/classes for employees ○ Employee perception • IT Master Plan <ul style="list-style-type: none"> ○ % of faculty, staff, students, and community members with access to required Information Communication Technology (ICT) that is equally effective and equally integrated ○ Development of a “Digital First” strategy ○ IT accessibility ○ Enhanced Help Desk ○ #/% of processes automated or transition to self-help
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