THEME V: ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS

Montgomery College will ensure institutional effectiveness and sustainability through ongoing assessment and responsible stewardship.

OVERVIEW

In 2012, Montgomery College began its journey to reimagine the community college required for the 21st century. Federal, state, and local governments are expecting more from higher education, demanding complete institutional accountability and compliance. Increased national attention on student completion—degree, certificate, or successful transfer—has led to a scrutiny of the numbers, with many community colleges getting failing grades. Montgomery College has a commitment and an obligation to maintain the highest standards of stewardship and accountability. This plan propels the College toward a one College structure that has already started transforming all areas of operations. New fiscal practices that provide for more strategic academic and administrative spending analyses will also improve institutional efficiency.

MESSAGE FROM DR. STEPHEN CAIN, CHIEF OF STAFF/CHIEF STRATEGY OFFICER

"Over the course of MC2020, the College recognized that we had to build and sustain a culture of evidence where there is a routine practice of data informed decision making to close achieving gaps and improve student outcomes in a continuous cycle of improvement. As a practice, we revamped our participatory governance system to be more dynamic and provide better avenues of dialogue and engagement around key institutional issues. In 2016, the College became an Achieving the Dream institution and developed the first ever Student Success Scorecard—a high level set of key performance indicators that would allow us to track the outcomes of various institutional initiatives. As part of these institutional effectiveness efforts, we expanded the College's regular assessment of academic programs to include administrative units in order to provide strategic intelligence for institutionalized data-driven decision making and budget alignment."
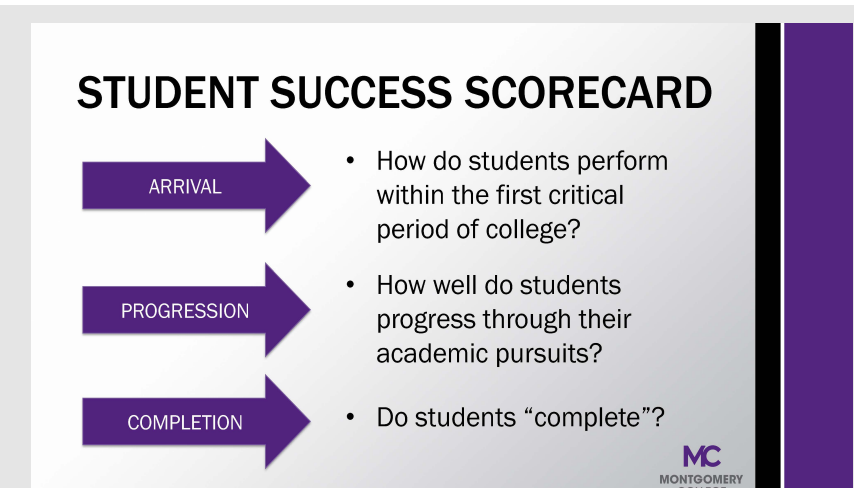
INITIATIVE SPOTLIGHT

- **Joined the "Achieving the Dream" network, resulting in the development of a new Student Success Model that focuses on Start Smart, Advising and Counseling, Scheduling, and Guided Pathways.**
- **Creation and implementation of a new collegewide participatory governance system.**
- **Creation of E-Learning, Innovation, and Teaching Excellence (ELITE) to provide consolidated professional development for all employees to enhance pedagogical, technical, leadership, and career skills.**
- **Committed and launched the implementation of a new administrative enterprise wide system, Workday, to streamline financial data to support programmatic decision making and enable transparent stewardship of the College's assets.**
- **Implementation of a comprehensive reclassification and total compensation study to attract and retain talent.**
- **Infusion of relevant labor market data into the College Area Review process.**
- **Implementation of program viability process to improve student success metrics for programs with low enrollments or graduations.**

STUDENT SUCCESS VISION

2018 MIDDLE STATES SELF-STUDY REPORT MONTGOMERY COLLEGE
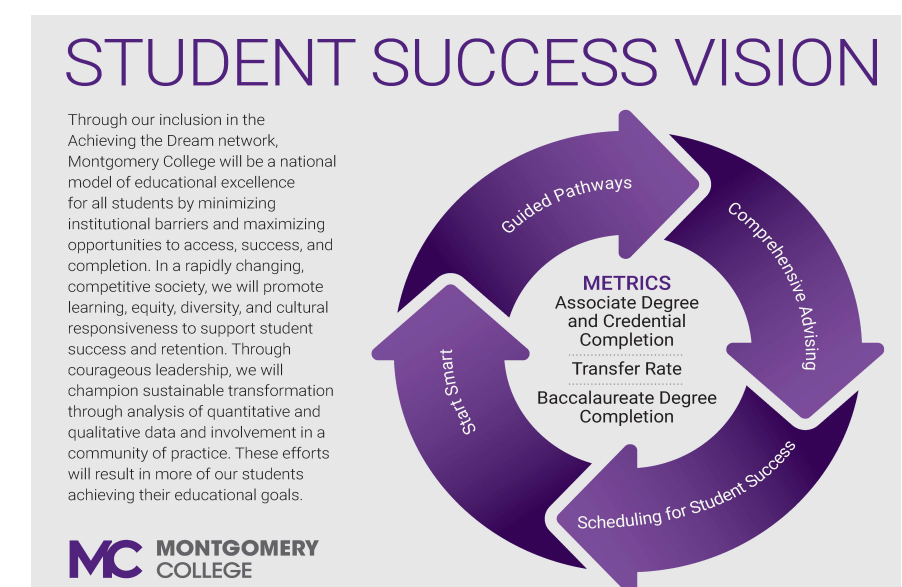
CELEBRATING SUCCESS

- **Development and implementation of the Student Success Scorecard.**
- **Increased training opportunities for faculty around assessment, including assessment mentors.**
- **Successful completion of the Middle States Commission for Higher Education reaccreditation process.**
- **Review and modification of 78 policies, 85 procedures, and 39 academic regulations through an institutionalized public comment process.**
- **Provided more than 600 professional development workshops each year through ELITE serving 3,200 employees annually.**
- **Over 50 MC participatory governance recommendations were approved, tracked, and implemented resulting in institutional improvements for students, faculty, staff and administrators.**

STUDENT SUCCESS SCORECARD

ARRIVAL	How do students perform within the first critical period of college?
PROGRESSION	How well do students progress through their academic pursuits?
COMPLETION	Do students "complete"?

In their own words: Student Perspective

"The Governance System is one of the easiest way to effect positive change college-wide. Because of the uniformity that comes with Governance, I was able to unite the Student Council and each campus Student Senates together to affect change."

--Caleb Schauer, Student Council Chair, 2019-2020

In their own words: Faculty Perspective

"Consistent with the mission of Montgomery College, the MSCHE accreditation process provides Montgomery College both the privilege and responsibility of holding ourselves accountable for the transformative work we do on behalf of our students and Montgomery County."

---Dr. Eric Benjamin, Dean of Education and Social Sciences and Co-Chair of 2018 Self-Study Steering Committee