Student Affairs Division Meeting

October 31, 2019

Institutional Goals and Priorities

I.   Student Success Goals

II. Ensure Workday Implementation

III. Operational Plan for MC2025

IV. Close MC2020 Campaign at $30M

V.   Lead development of Strategic Enrollment Management plan

VI. Lead development of two-year budget strategy/plan

VII. Initiate and lead development of significant new program targeting the success of African American males

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SVPSA'S Priorities

- I. Student Affairs Master Plan (StAMP)

  - Outreach and Onboarding

  - Strategic Enrollment Management

  - Academic Program Compliance and Academic Progress (APCAP)

  - Fuel for Success

  - Mandatory Advising & Assigned Advisors

- II. Student Success (ATD)

  - Advance "Start Smart" initiative

  - Advance Comprehensive Advising

  III. Continuing to Encourage a Culture of Evidence

MONTGOMERY COLLEGE

Student Success Work at Montgomery College

Fall 2019 Student Affairs Division Meeting

October 31, 2019

Janeé McFadden
Associate Dean of Student Affairs/TPSS Campus

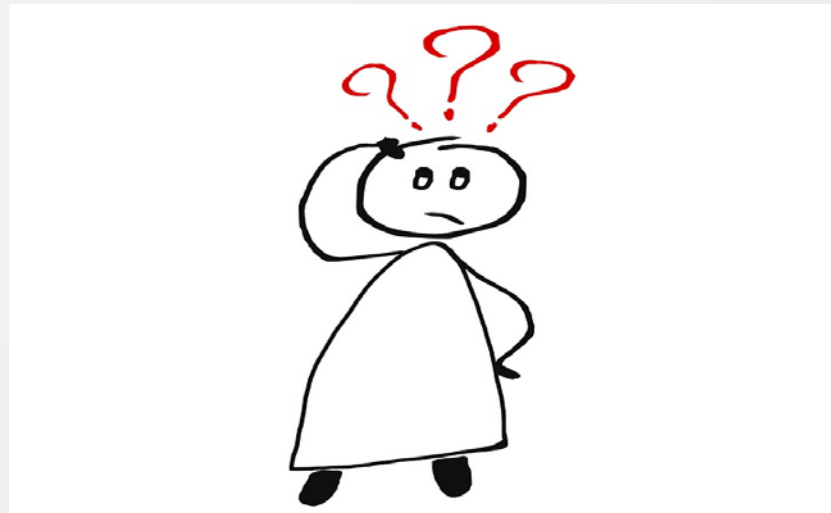# Objectives:

Increased understanding of:

Montgomery College Student Success Network

- Scheduling for Success

- Comprehensive Advising

- Guided Pathways

- Start Smart

Objectives:

- ATD: What is it and Why?

- Student Success Work? What does this mean?

- Alignment with College Priorities

- Next Steps

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TRUE or FALSE

ATD is part of ATPA (Achieving the Promise)

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TRUE or FALSE

ATD is a consulting firm that collee hire to fix their problems.

TRUE or FALSE

ATD is Designed to address systemic barriers associated with manipulation and persistence.

TRUE or FALSE

Achieving the Dream has been in existence:

Since 1968

TRUE or FALSE

Achieving the Dream has been in existence:
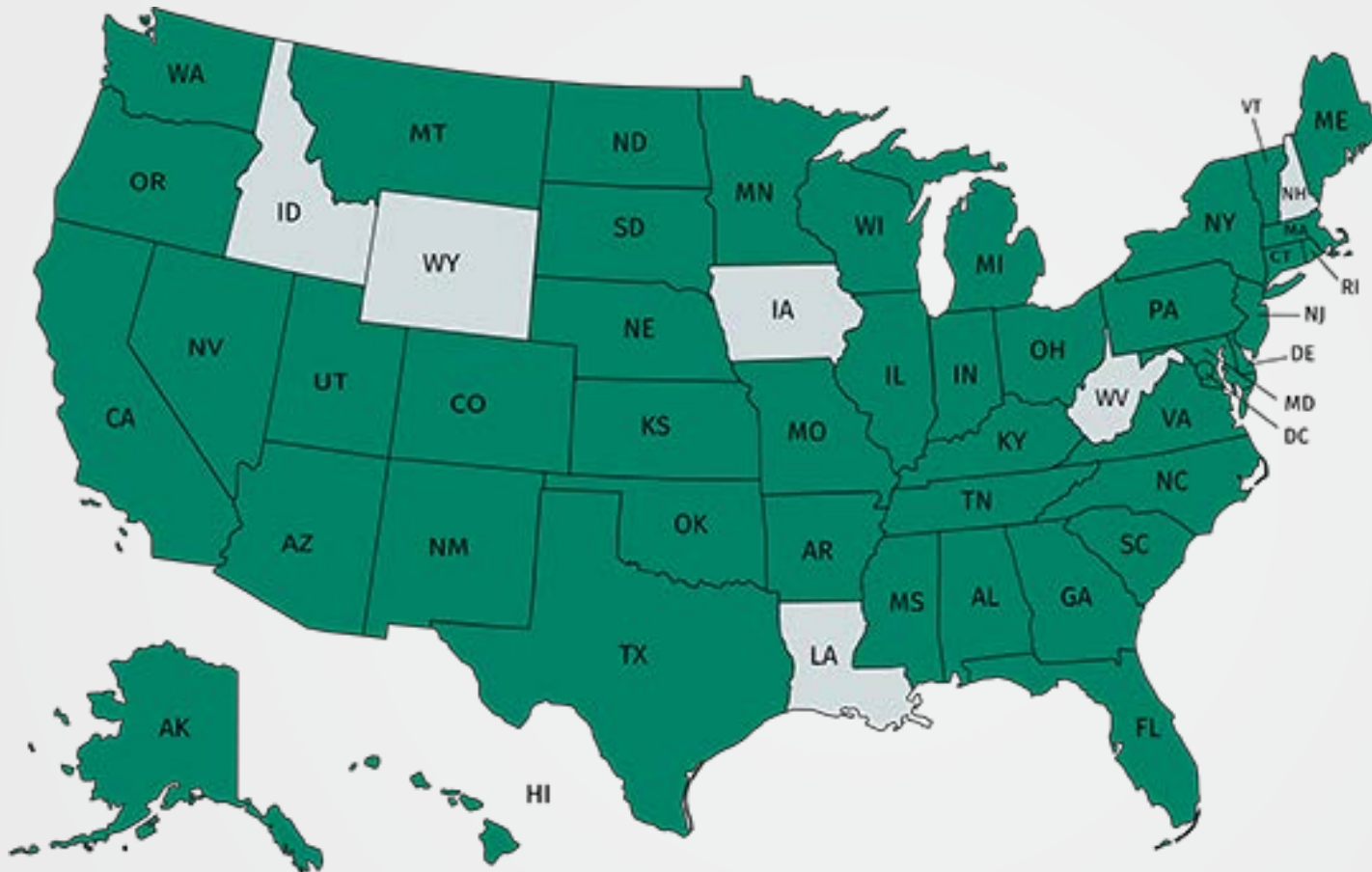
For 5 years

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TRUE or FALSE

Achieving the Dream has been in existence:

For 15 years

Achieving the Dream Network

277 Colleges

44 States

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ATD is designed to:

- Restructure Colleges

- Address systemic inequities

- Analyze data on college students

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Equality vs. Equity

Equality — The assumption is that **everyone benefits from the same supports**. This is equal treatment.

Equity — **Everyone gets the supports they need** (this is the concept of "affirmative action"), thus producing equity.
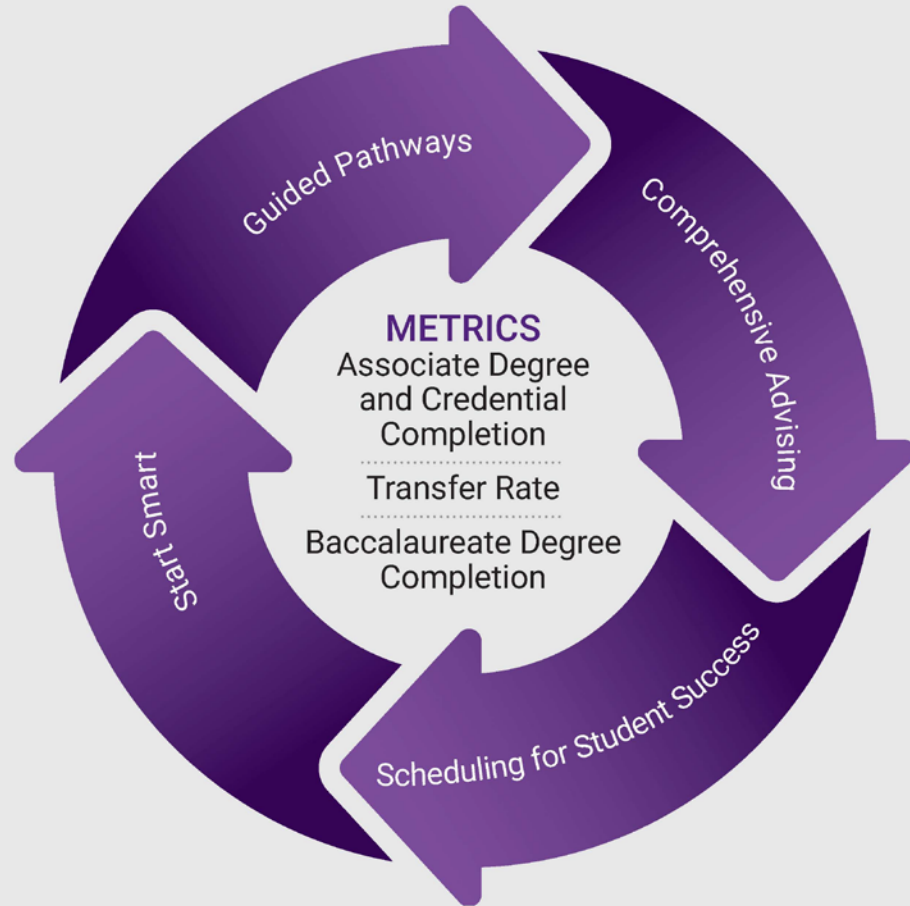
Justice — All 3 can see the game without supports or accommodations because **the cause(s) of the inequity was addressed**. The systemic barrier has been removed.
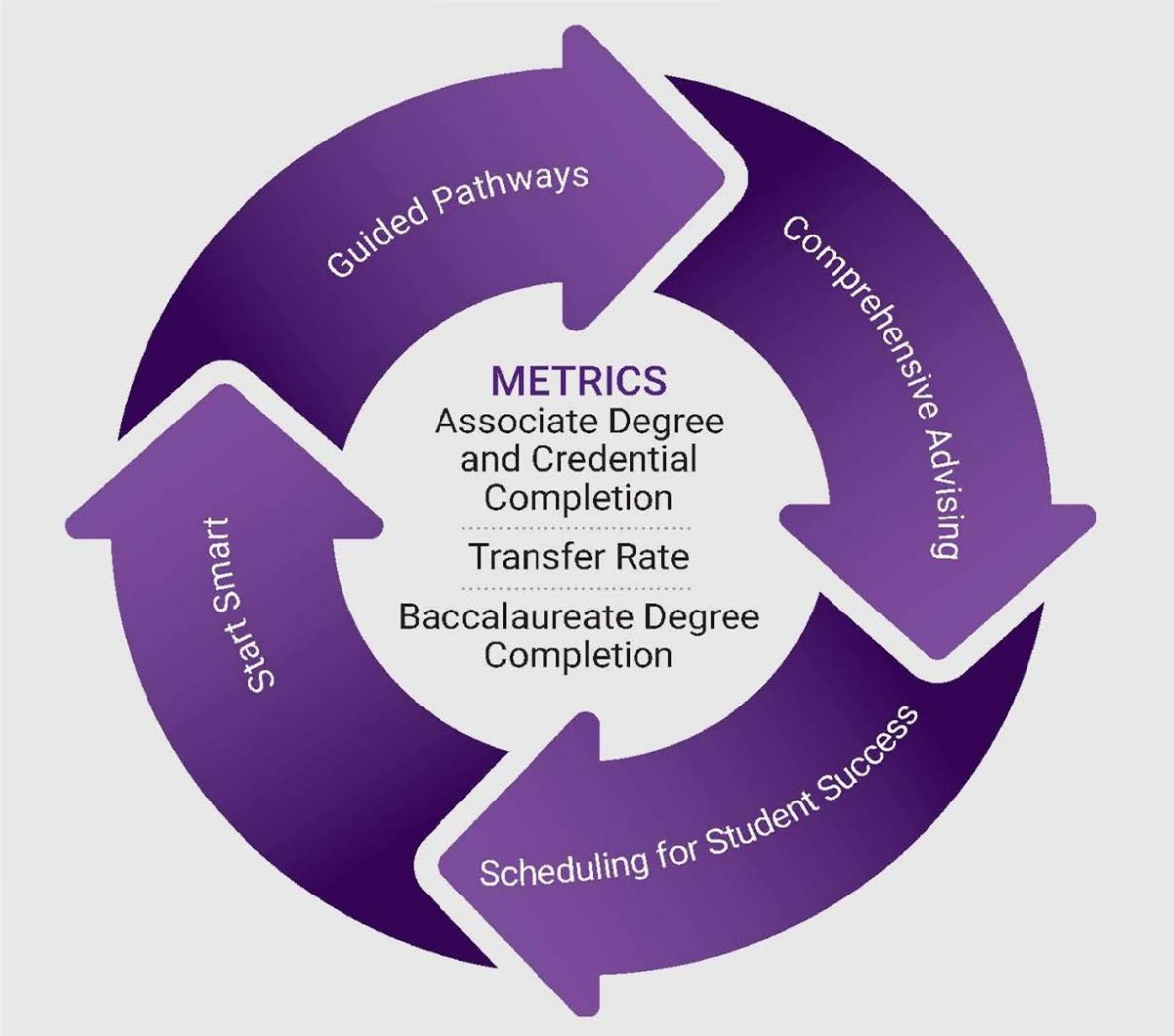
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Data Informed Decision Making

When used effectively, data highlights when and where students struggle, helps prioritize efforts around what is working and what is not, and sets a direct, clear course toward sustainable institutional change that supports student achievement.

STUDENT SUCCESS VISION

Through our inclusion in the Achieving the Dream network, Montgomery College will be a national model of educational excellence for all students by minimizing institutional barriers and maximizing opportunities to access, success, and completion. In a rapidly changing, competitive society, we will promote learning, equity, diversity, and cultural responsiveness to support student success and retention. Through courageous leadership, we will champion sustainable transformation through analysis of quantitative and qualitative data and involvement in a community of practice. These efforts will result in more of our students achieving their educational goals.

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Guided Pathways

Comprehensive Advising

Start Smart

Scheduling for Student Success

METRICS
Associate Degree and Credential Completion

Transfer Rate

Baccalaureate Degree Completion

METRICS
Associate Degree and Credential Completion

Transfer Rate

Baccalaureate Degree Completion

Guided Pathways

Comprehensive Advising

Scheduling for Student Success

Start Smart

MC Key Initiatives

- Comprehensive Advising

- Scheduling for Student Sucess

- Start Smart

- Guided Pathways

ATD Alignment with College Priorities

- MC 2020 and MC 2025

- Academic Master Plan (AMP)

- Student Affairs Master Plan (StAMP)

- Professional Development Master Plan (PDMP)

- Middles States Self-Study

- *The Student Voice*

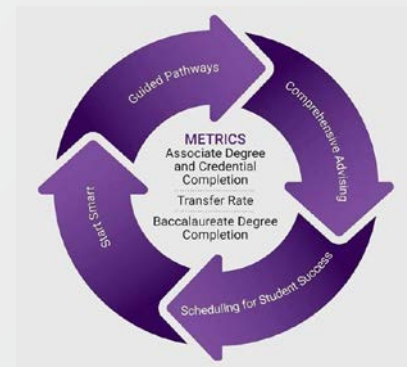**Social Justice and Equity Lens**
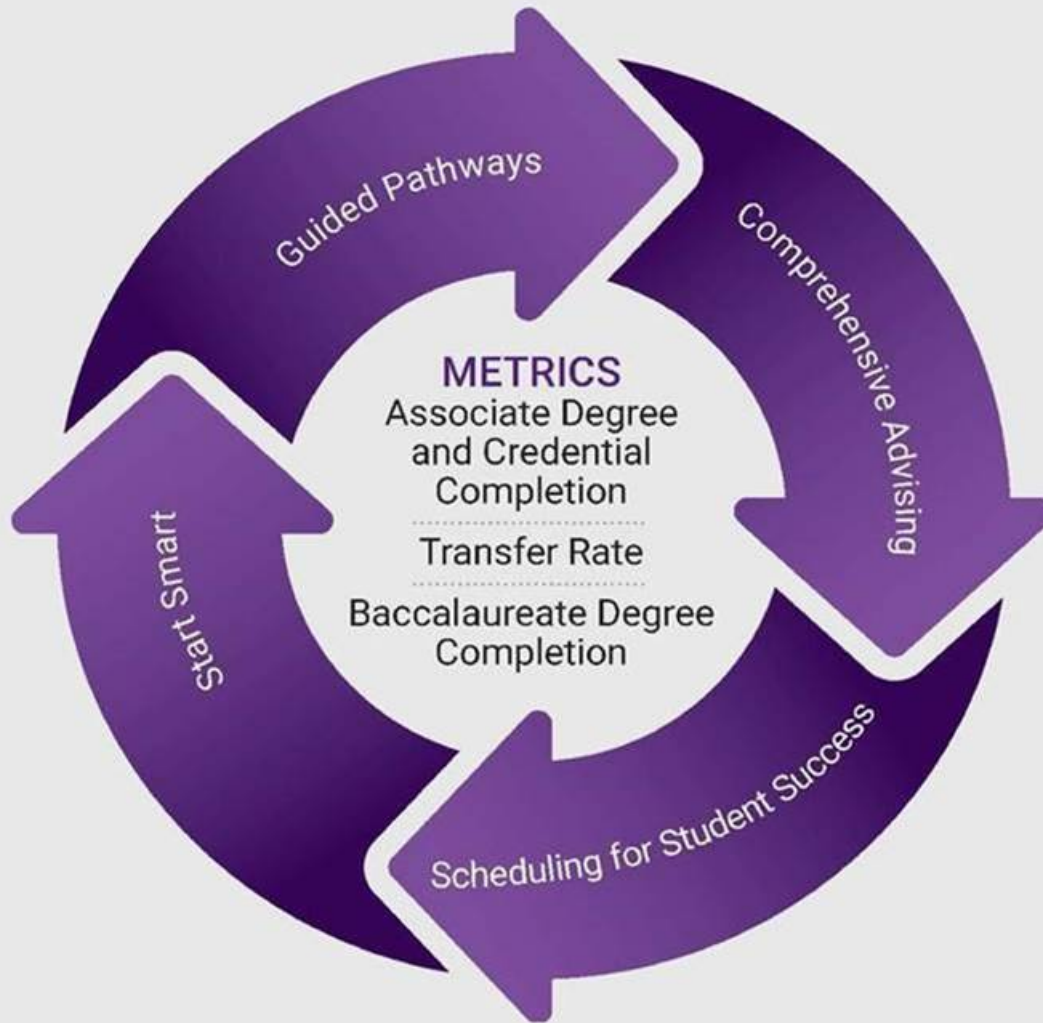
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Course Scheduling
Academic Master Plan Initiative 2:
Offer Alternative Scheduling and Delivery

Margaret Latimer and John Hamman

Student Affairs Division Meeting

October 31, 2019

METRICS
Associate Degree and Credential Completion

Transfer Rate

Baccalaureate Degree Completion

Guided Pathways

Comprehensive Advising

Scheduling for Student Success

Start Smart

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Optimizing the Course Schedule

- https://www.insidehighered.com/blogs/higher-ed-gamma/optimizing-course-schedule Oct. 29 2019

Why aren't class schedules more like airline schedules?

A well-designed course schedule can serve several strategic goals. It can:

- **Promote Student Success**

- boost student retention rates, improve course pass rates, increase the number of credits students take and reduce time to graduation; better accommodate the needs of students who commute, work, care for family members and participate in extracurricular activities.

Top concerns among student: course availability, class overlaps, unnecessary gaps between classes.

- **Better Utilize Campus Space**

- **Maximize Departmental and Program Flexibility**

 - allow departments and programs to teach in ways that align closely with their pedagogical approaches and curricular goals, giving them greater flexibility in offering hybrid or modularized courses, labs, seminars and practicums, as well as support team-based learning, collaborative inquiry and other novel forms of instructional delivery.

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AMP Initiative: Offer Alternative Scheduling and Delivery

The Academic Master Plan Initiative 2 work group will recommend actions to the senior vice presidents of Academic Affairs and Student Affairs to effect alternative scheduling and delivery and guidelines for efficient and effective scheduling that enhance student retention and completion rates and are financially sustainable.

Outcomes for Students

- Increase course load

- Decrease time and cost of completion

- Increase ease of building a schedule

- Decrease course sections cancelled

- Increase sections of high demand courses

- Increase graduation rates

- Standardize year-round terms (flex terms) (7-week, 14-week, etc.) and market courses and degrees (programs) built around flex-term scheduling

- Post 3-year schedules

- Define and use standard start and end times for classes

- Make recommendations regarding collegewide oversight of schedule development.

- Reduce time and effort required of chairs and deans to develop the schedule

METRICS
Associate Degree
and Credential
Completion
Transfer Rate
Baccalaureate Degree
Completion

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Current Focus

- Inform and highlight weekend/evening programs

- Develop 3-year course schedules

- Use data to informed course scheduling

- Decrease course cancellations

Programs offered evening/weekend:

- **Biological Science, A.S. (formerly Life Science)**
- Biotechnology, A.A.S.
- Business, A.A.
- **Chemistry and Biochemistry, A.S.**
- Criminal Justice A.A.S.
- **Community Health (formerly Health Education), A.A.**
- **Computer Science, A.A.**
- **Early Childhood Education A.A.**
- **General Engineering, Engineering Science, A.S.**
- General Studies A.A.
- Graphic Design, A.A.S.
- Mathematics, A.S.
- Paralegal Studies, A.A.S.
- Public Health Sciences, A.S.

Three-year course schedules

- Create for both full time and part time students

- Guarantee course sections

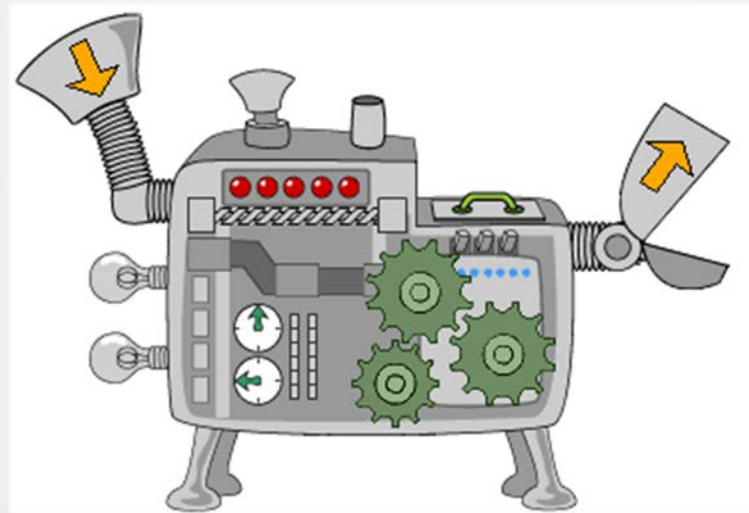# Example of Multi-Year Schedule Biological Science - Suggested Course Sequence (four semesters)

- CHEM 131
- ENGL 101/A
- MATH 165/170/181
- Behav and Soc Sci Elective

First Semester

- BIOL 150
- CHEM 132
- MATH 170/181
- English Foundation
- Humanities Elective

Second Semester

- BIOL 151
- COMM 108/112
- Arts or Program Elective
- Program Elective

Third Semester

- BIOL 222
- Behav and Soc Sci Elective
- Program Elective
- Program Elective

Fourth Semester
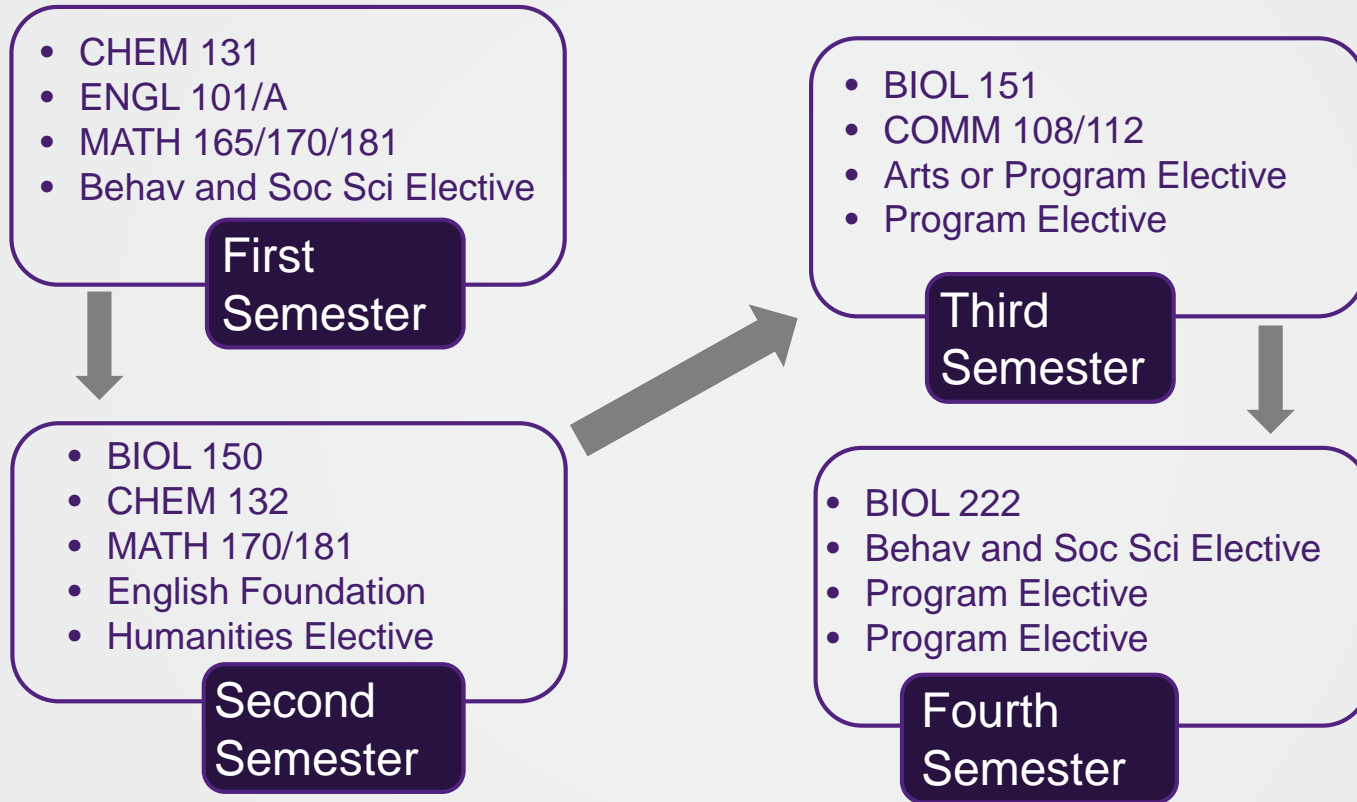
Biological Science - Suggested Course Sequence (six semesters)

- CHEM 131
- MATH 165/170/181
- ENGL 101

First Semester

- CHEM 132
- ENGL 102
- Program Elective (MATH)

Second Semester

- BIOL 150
- Program Elective (CHEM 203)
- General Ed Elective

Third Semester

- BIOL 151
- Program Elective (CHEM 204)
- Behav and Soc Sci Elective

Fourth Semester

- BIOL 222
- Program Elective (MATH)
- Art Elective

Fifth Semester

- Humanities Elective
- Behav and Soc Sci Elective

Sixth Semester

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Data-informed Course Scheduling

Scheduling software: Astra Information Systems

Data-Informed Course Scheduling

Ad Astra Information Systems:

- What it does:

  - Provides predictive analytics on enrollments and section cancellations/additions

  - Provides recommended schedule that optimizes space usage

Data-Informed Course Scheduling

The two components:

- *Astra Schedule™* creates optimized (e.g. course accessibility, efficient space usage) schedule

- *Platinum Analytics™* analyzes Montgomery College data on past course enrollment practices, enrollment numbers, and classroom usage to generate recommendations for future scheduling practices

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Data-Informed Course Scheduling

The *Astra Schedule*™ cycle:

- Data Collection (Course requirements and room characteristics)

- Scheduling Parameter (Rule) Development

- Scheduling Analysis

- Recommendations

Data-Informed Course Scheduling

The *Platinum Analytics™* cycle

- Data Collection (Montgomery College historical and census data on enrollment numbers, section cancellations etc.)

- Analysis

- Recommendations

Platinum Analytics Dashboard
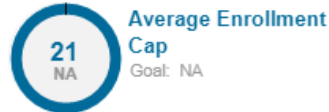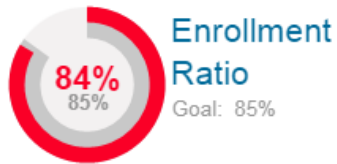
Snapshot Reports

AD ASTRA
INFORMATION SYSTEMS

Snapshot Comparison - Watchlist Courses
Fall 2018 - Historical - 9/6/2018
Snapshot Date: 9/10/2018

Min Avg Section Size: 0 (all courses included)

- Snapshot Sections **greater than** analysis run
- Snapshot Sections **less than** analysis run
- Snapshot Enrollment Ratio above **85%** threshold
- Snapshot Enrollment Ratio below **30%** threshold

Campus	Subject	Course	Course Title	Credit Hours	Analysis Candidate Type	Analysis Sections	Snapshot Sections	Analysis Projected Need	Snapshot Seats	Snapshot Enrollment	Snapshot Enrollment Ratio	Snapshot Seats Remaining	Analysis Cluster Projected Need
Takoma Park/Silver Spring	ELAW	970	ACADEMIC WRITING I	5	Reduction	6	6	89	120	86	71.67%	34	89
Germantown	ELAW	970	ACADEMIC WRITING I	5	Addition	1	1	36	20	17	85.00%	3	36
Germantown	ELAW	980	ACADEMIC WRITING II	5	No Action	3	3	50	60	47	78.33%	13	50
Rockville	ELAW	980	ACADEMIC WRITING II	5	Addition	12	12	269	235	201	85.53%	34	269
Takoma Park/Silver Spring	ELAW	980	ACADEMIC WRITING II	5	No Action	7	7	134	140	126	90.00%	14	134

METRICS
Associate Degree and Credential Completion
Transfer Rate
Baccalaureate Degree Completion
Scheduling for Student Success

MONTGOMERY COLLEGE
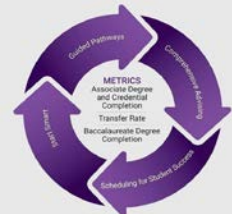
Thank you - Gracias - 谢谢 -
Merci
አመሰግናለሁ - cảm ơn bạn - Aitah

Questions?

The right courses for the right students at the right time

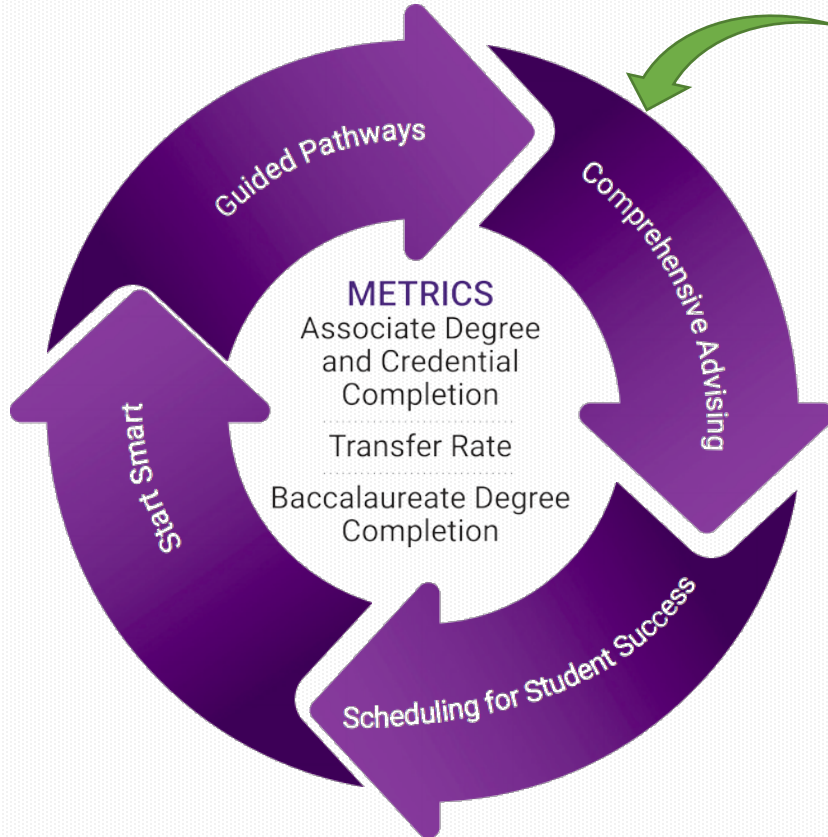MC MONTGOMERY COLLEGE

Student Success Vision (ATD)

Guided Pathways

Comprehensive Advising

Start Smart

METRICS
Associate Degree and Credential Completion

Transfer Rate

Baccalaureate Degree Completion

Scheduling for Student Success

Comprehensive Advising

What: A holistic approach to advising that supports students throughout progression milestones.
Why: To better support students in achieving their academic goals.
How: By creating an active network of Counseling Faculty and Program Faculty Advisors to help students set achievement goals, create and update their academic degree plans, and monitor their progress through success benchmarks with specific interventions.

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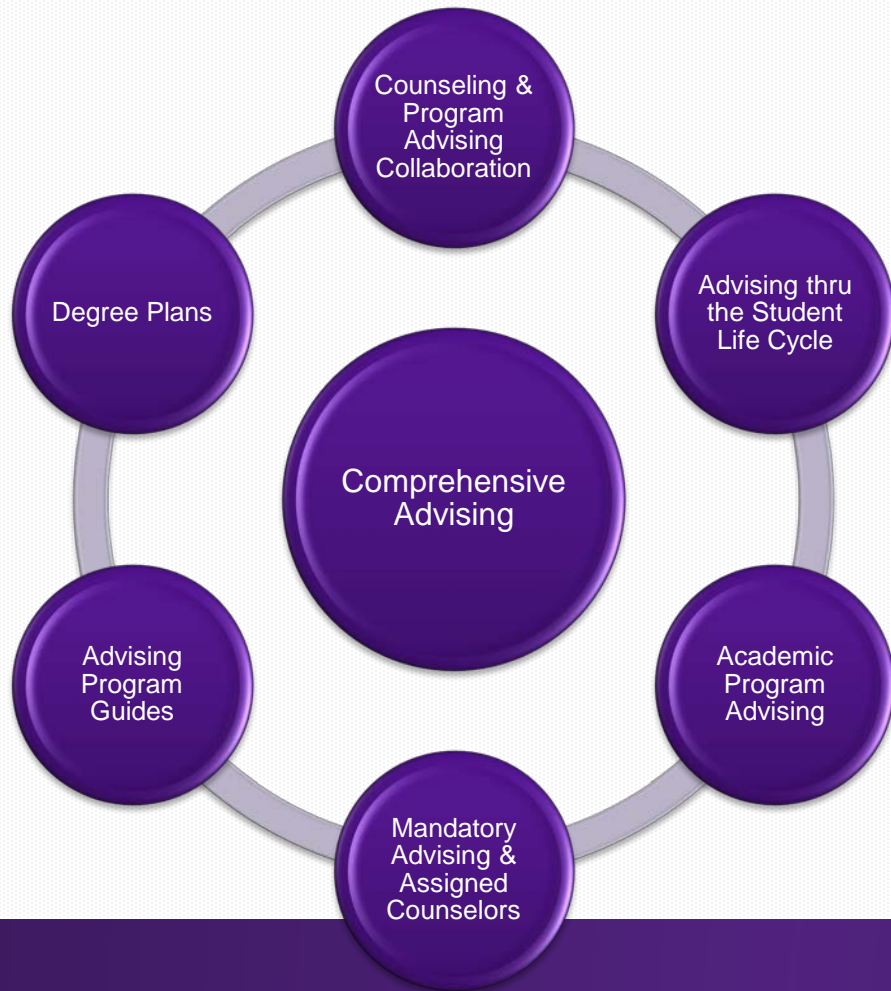
Comprehensive Advising:

Key Elements

Advising Milestones

Start Smart → New Student Orientation → First Advising Session → Program Welcome → Academic/ Degree Plan Development → Next Semester Registration → Semester Progress → Graduation

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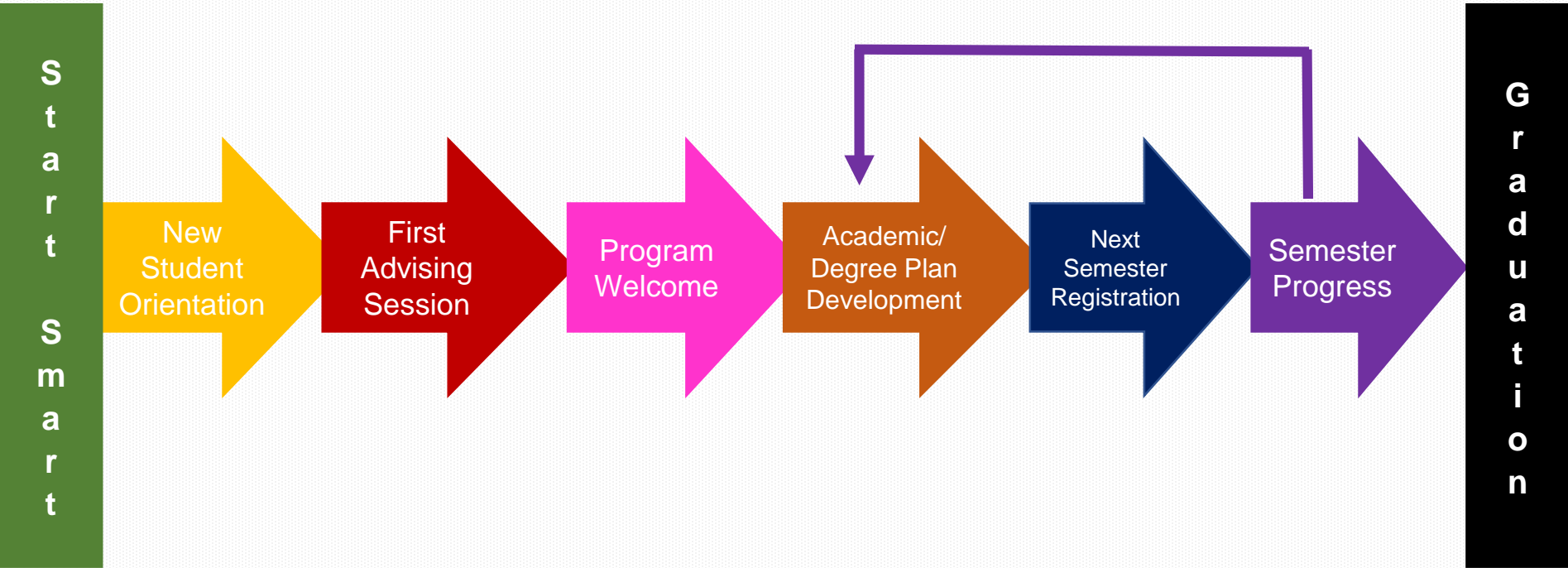
Mandatory Advising & Assigned Counselors

- **Fall 2019 Cohort**
- **Proactive Outreach**
- **480+ Students Supported in Initial Cohort**
- **Collegewide Counselor Participation**
- **Relationship Building within Support Network**
- **Increase Retention, Completion & Transfer**

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Academic Program Advising Embedded in Program Curricula

Early Access to Program information

Create/Update Academic Degree Plan as **assignment in key courses**

Measure student success benchmarks

INTERVENTION

Comprehensive Advising: Barriers Addressed

- **Comply with CCRCCA**

- **Increase Completion Rates**

- **Increase Retention**

- **Decrease Time to Completion**

- **Increase Transfer Rates**

- **Ensure Students have a Degree Plan and Follow the Plan**

MONTGOMERY COLLEGE

MC ACCESS

Student Affairs Meeting 1:30 PM

October 31, 2019

BE 151
GERMANTOWN CAMPUS

Dr. Jamin Bartolomeo
Dr. Kimberly McNair

What Our Students are Saying (unedited)

"What challenges or barriers have you experienced as a student?"

- "Admission application and process is difficult"

- "Unhelpful [staff]. People not kind."

- "Feeling alone, not being welcome/supported, especially for non-traditional students."

- "Long wait time for resources."

- "Different policies at different campuses."

Source: *The Student Voice, 2016 Fall Opening Meeting*

What Our Students are Saying (unedited)

"How can MC help students achieve greater success"

- "Consolidate resources, ease of access to resources, need more information on college resources and programs and scholarship opportunities. Make resources in other languages."

- "Make general student support services available at central location and/or orientation."

- "Realistic pathway from the start."

- "Authentic caring faculty and staff, more understanding and engaging faculty, build personal connection with MC."

- "Compassion for students whose native language is not English."

Source: *The Student Voice, 2016 Fall Opening Meeting*

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Realignment Phases

Phase I

Response Center and Welcome Centers Merge
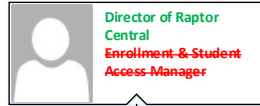
- The Welcome Centers and Response Center merge to become a new service called "Raptor Central."

- Services once only available at one center will be made available at all centers (e.g., max credit, hold removal, bill review, etc.).

- Raptor Central will still maintain an in-person presence and a phone presence operating as one service, creating a common student experience.

- Job titles will change, but compensation will not.

- Both services will report to the newly-created role of Director of Raptor Central.

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Phase I: Raptor Central

Raptor Central
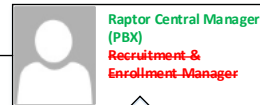
~~Welcome Centers Collegewide~~

Director of Raptor Central
~~Enrollment & Student Access Manager~~

Raptor Central Specialist
~~Enrollment & Student Access Specialist~~

Raptor Central Specialist
~~Enrollment & Student Access Specialist~~

Raptor Central Specialist
~~Enrollment & Student Access Specialist~~

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Raptor Central Specialist
~~Enrollment & Student Access Specialist~~

Raptor Central Specialist
~~Enrollment & Student Access Specialist~~
TWB

~~Response Center Rockville Campus~~

Raptor Central Manager (PBX)
~~Recruitment & Enrollment Manager~~

Raptor Central Specialist (PBX)
~~Recruitment & Enrollment Spec.~~

Raptor Central Specialist (PBX)
~~Recruitment & Enrollment Spec.~~

Raptor Central Specialist (PBX)
~~Recruitment & Enrollment Spec.~~

Raptor Central Specialist (PBX)
~~Recruitment & Enrollment Spec.~~

Raptor Central Specialist (PBX)
~~Recruitment & Enrollment Spec.~~

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Conceptual Map

All locations will…

- Have the same functionality (remove holds, increase hours, etc).

- Share the same job descriptions

- Act as **one center**. Employees will cross-train with one another and meet as a larger team.

The team's functions will appear seamless to students.

Germantown

Raptor Central

Call Center (PBX)

Rockville

Takoma Park/Silver Spring

MC Montgomery College
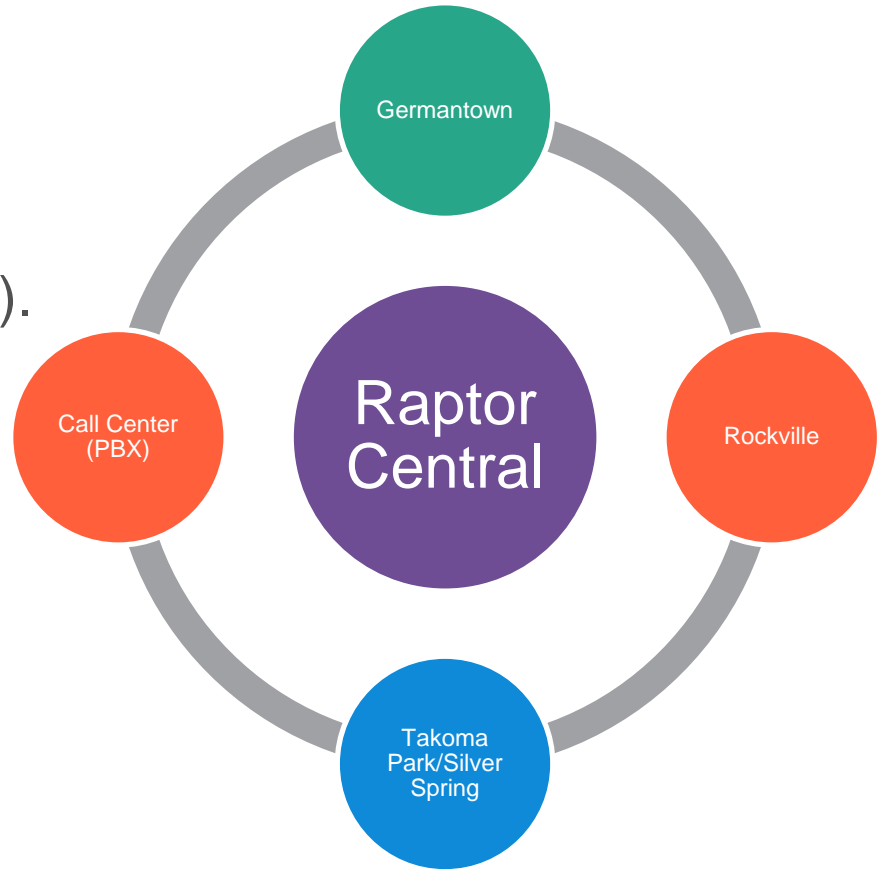
Phase II

Enrollment Services Becomes "Records and Registration"

- Five Admissions and Registration Assistants will transfer to Raptor Central to bolster services.

- Raptor Central and Records and Registration will take on new roles to support students.

  - Raptor Central will take on more transactions- and admissions-based services.

  - Records and Registration will become more process oriented (minimal counter service)

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Raptor Central

Will retain…

- General information to all students (prospective and current)
- Helping with enrollment/MyMC
- Financial aid/FAFSA (taking/imaging forms)
- Troubleshooting web
- Call center (separate location)
- Group tours
- Review/help with holds/credit hours

Will add…

- Processing admissions applications (online, in person, and international)
- Walk-in transcripts
- Updating test scores (HS, SAT, mail)
- Permission to Enroll
- Enrollment Verification (simple)
- Taking forms for academic appeals, tuition waiver, graduation, etc.

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Records and Registration

- Focus on working with current students who have complex inquiries:

  - Registration (incl. ACES, athletes, etc.)

  - Processing appeals (academic, tuition, residency)

  - Graduation certification and audit

  - Transcript evaluation

  - Veterans certification

  - Outgoing transcripts (not same day)

  - Enrollment verification (complex)

  - Academic standing

- Information changes/reactivation

- Major changes

- Faculty-based functions:

  - Course scheduling

  - Health Science applications

  - Drop for failed pre-requisites

  - Course substitutions/Gen Ed appeals

  - On-Time Registration (OTR)

  - Grade changes

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Phase II: Transfer

Raptor Central

Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist
Raptor Central Specialist

Director of Raptor Central

Enrollment Services Rockville

Enrollment Services Germantown

Admissions & Registration Asst.
Admissions & Registration Asst.
Admissions & Registration Asst.
Admissions & Registration Asst.

Admissions & Registration Asst.

Raptor Central Specialist
~~Admissions & Registration Asst.~~
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Raptor Central Specialist
~~Admissions & Registration Asst.~~
Raptor Central Specialist
~~Admissions & Registration Asst.~~

Raptor Central Manager (PBX)

Raptor Central Specialist (PBX)
Raptor Central Specialist (PBX)
Raptor Central Specialist (PBX)
Raptor Central Specialist (PBX)
Raptor Central Specialist (PBX)

MC MONTGOMERY COLLEGE

Phase II: Records and Registration

Records and Registration
~~Enrollment Services~~
Takoma Park/Silver Spring Campus

Rockville Campus Registrar

Course Scheduling Supervisor

Course Scheduling Assistant

Course Scheduling Assistant

Records & Reg. Specialist ~~Enrollment Services Specialist~~

Records & Reg. Specialist-Veteran ~~Enrollment Services Specialist~~

Records & Reg. Specialist ~~Admissions & Registration Asst.~~

Transcript Evaluation Program Manager

Graduation Technician

International Student Specialist

International Student Specialist

Germantown Campus Registrar

Records & Reg. Specialist-Veteran ~~Enrollment Services Specialist~~

Course Scheduling Assistant

Graduation Technician

Transcript Evaluation Technician

Records & Reg. Specialist ~~Admissions & Registration Asst.~~

Records & Reg. Specialist ~~Admissions & Registration Asst.~~

Takoma Park/Silver Spring Registrar

Records & Reg. Specialist ~~Enrollment Services Specialist~~

Records & Reg. Specialist-Veteran ~~Enrollment Services Specialist~~

International Student Specialist

Transcript Evaluation Technician

Graduation Technician

Course Scheduling Assistant

Records & Reg. Specialist ~~Admissions & Registration Asst.~~

MC MONTGOMERY COLLEGE

Conceptual Map

- 90% of onboarding and enrollment will happen at Raptor Central.

- First line of defense for Records and Registration.

- Raptor Central will provide extended hours while Records and Registration will cut back hours.

- Records and Registration to be windowless for a majority of the year (except a few days in peak).

Raptor Central

Forms
- FAFSA
- Collecting/Scanning
- Printing

Student Data Entry
- Test Scores
- Transcripts
- PTE
- Adjusting credit load

General Information
- MyMC
- Enrollment
- Troubleshooting web

Admissions
- Processing/Accepting
- Reporting
- Online and in-person
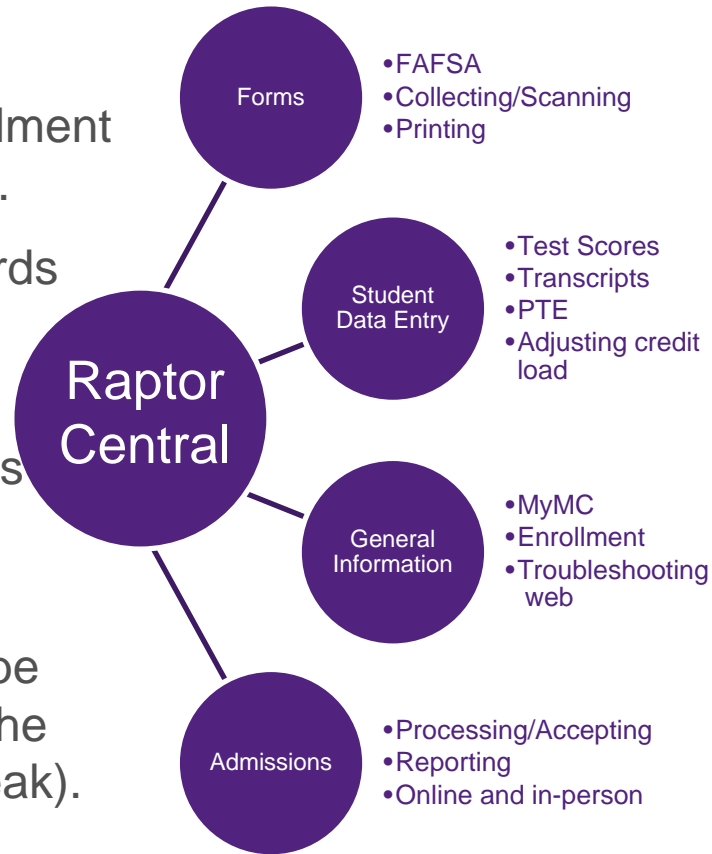
Records & Registration

- ☐ Faculty-based services
- ☐ Registration
- ☐ Graduation audit
- ☐ Transcript evaluation
- ☐ Veterans
- ☐ Academic Standing
- ☐ Course Scheduling
- ☐ OTR
- ☐ Information/Major Changes
- ☐ Enrollment Verification

MC MONTGOMERY COLLEGE

Phase III

Creation of Raptor Central Leadership and Centralized Transcript Services

- After 3-6 months of training and review, Raptor Central staff will be assigned a "home" campus. Managers will be hired at each location.

- Transcript services will centralize at the CT building as a team but still provide campus-based support.

- The team will work to reduce evaluation time, review transcript practices, and work with SIS to more effectively utilize Banner.

Phase III: Raptor Central Leadership

Director of Raptor Central

Raptor Central Germantown
- Raptor Central Manager / Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist

Raptor Central Rockville
- Raptor Central Manager / Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist

Raptor Central Takoma Park/Silver Spring
- Raptor Central Manager / Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist
  - Raptor Central Specialist

Raptor Central (Call Center)
- Raptor Central Manager (PBX)
  - Raptor Central Specialist (PBX)
  - Raptor Central Specialist (PBX)
  - Raptor Central Specialist (PBX)
  - Raptor Central Specialist (PBX)
  - Raptor Central Specialist (PBX)

Phase III: Centralization of Transcript Evaluation

Records – Transcript Evaluation Team Central Services
- Transcript Evaluation Manager
- Transcript Evaluation Technician
- Transcript Evaluation Technician

Records and Registration Rockville Campus
- Rockville Campus Registrar
- Course Scheduling Supervisor
  - Course Scheduling Assistant
  - Course Scheduling Assistant
- Records and Registration Specialist
- Records and Registration Specialist - Veterans
- International Student Specialist
- Records and Registration Specialist
- Graduation Technician
- Transcript Evaluation Program Manager
- International Student Specialist

Records and Registration Germantown Campus
- Germantown Campus Registrar
- Records Specialist - Veterans
- Course Scheduling Assistant
- Graduation Technician
- Records and Registration Specialist
- Records and Registration Specialist
- Transcript Evaluation Technician

Records and Registration Takoma Park/Silver Spring Campus
- Takoma Park/Silver Spring Registrar
- Records and Registration Specialist
- Records and Registration Specialist - Veterans
- International Student Specialist
- Course Scheduling Assistant
- Graduation Technician
- Transcript Evaluation Technician
- Records and Registration Specialist

Student Information Systems Central Services
- Student Information Systems Manager
- Information Systems Architect
- Student Information Systems Spec. II
- Student Information Systems Spec. II
- Student Information Systems Spec. I

MONTGOMERY COLLEGE

Conceptual Map

- Transcript Evaluators will work mostly out of the CT building, but will also remain tied to their home campus. During peak periods, staff may set up appointments to meet with students and faculty.

- The team will work to reduce evaluation time and create one central location to receive documents and answer requests from faculty, staff, and students.
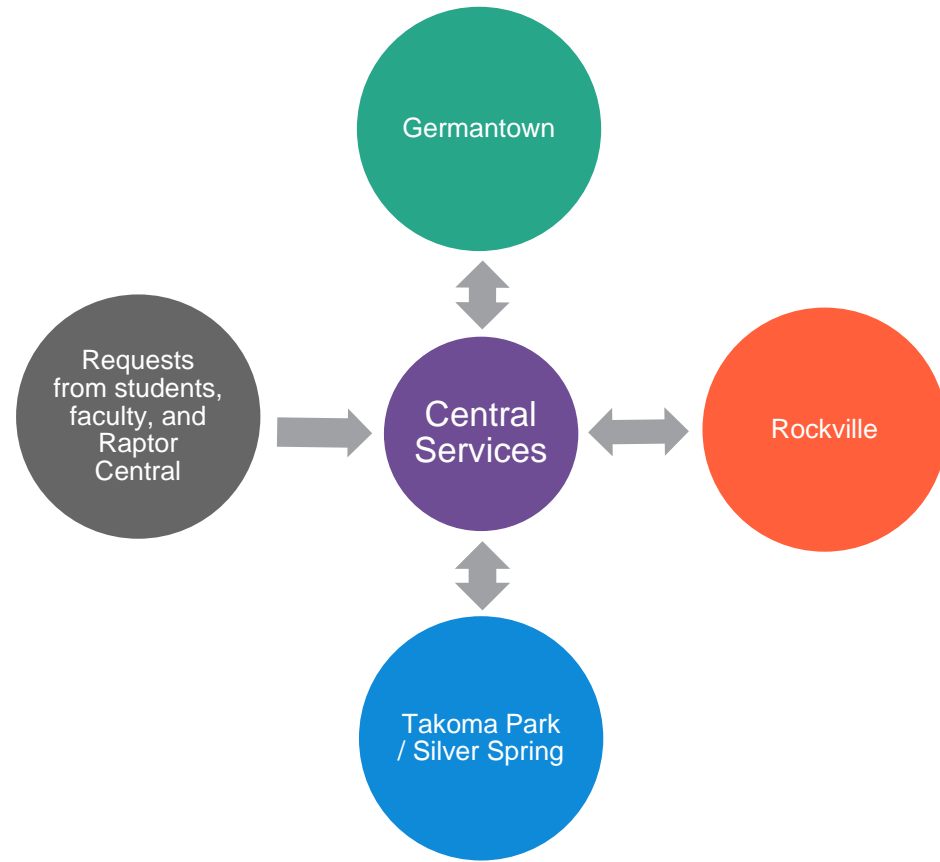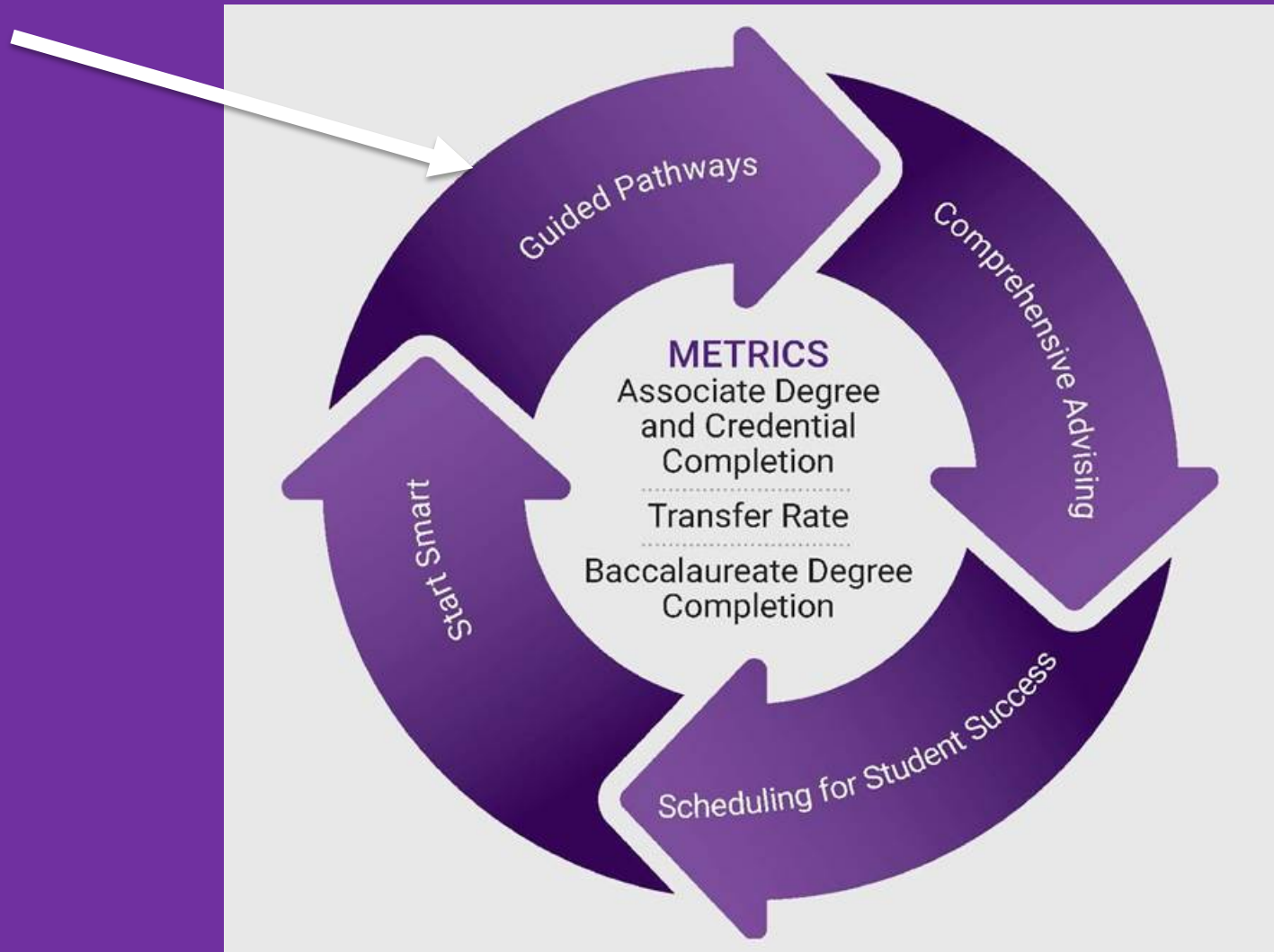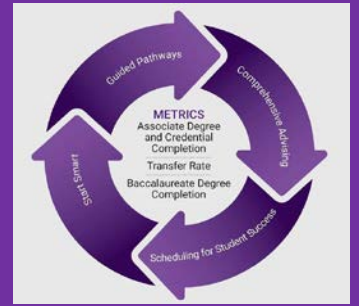

Germantown

Requests from students, faculty, and Raptor Central

Central Services

Rockville

Takoma Park / Silver Spring

MONTGOMERY COLLEGE

# Achieving the Dream (ATD) Student Success Vision Wheel

Guided Pathways: Defined

- A framework for redesigning an entire community college to improve the student experience for everyone, from entry through graduation.
- Guided pathways initiatives involve:
  - Reforms in advising and registration processes to help all students identify their goals early in their academic careers
  - Improvements in how students are supported throughout their courses of study
  - Clear "maps" for each program of study that guide students as they select courses and,
  - Programs that, ideally, are aligned with career opportunities in the labor market.

Guided Pathways Model
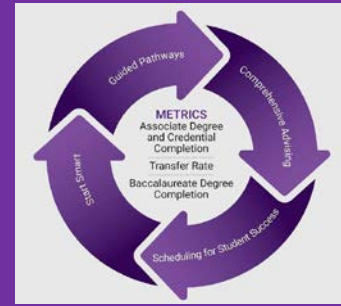
Clarify the Path
- Career Exploration
- Setting Goals
- Finding Programs

Enter the Path
- Individually Customized Pathway
- Prescriptive Task-based Advising
- Intelligent Resource Recommendations

Stay on the Path
- Visual Progress Dashboard
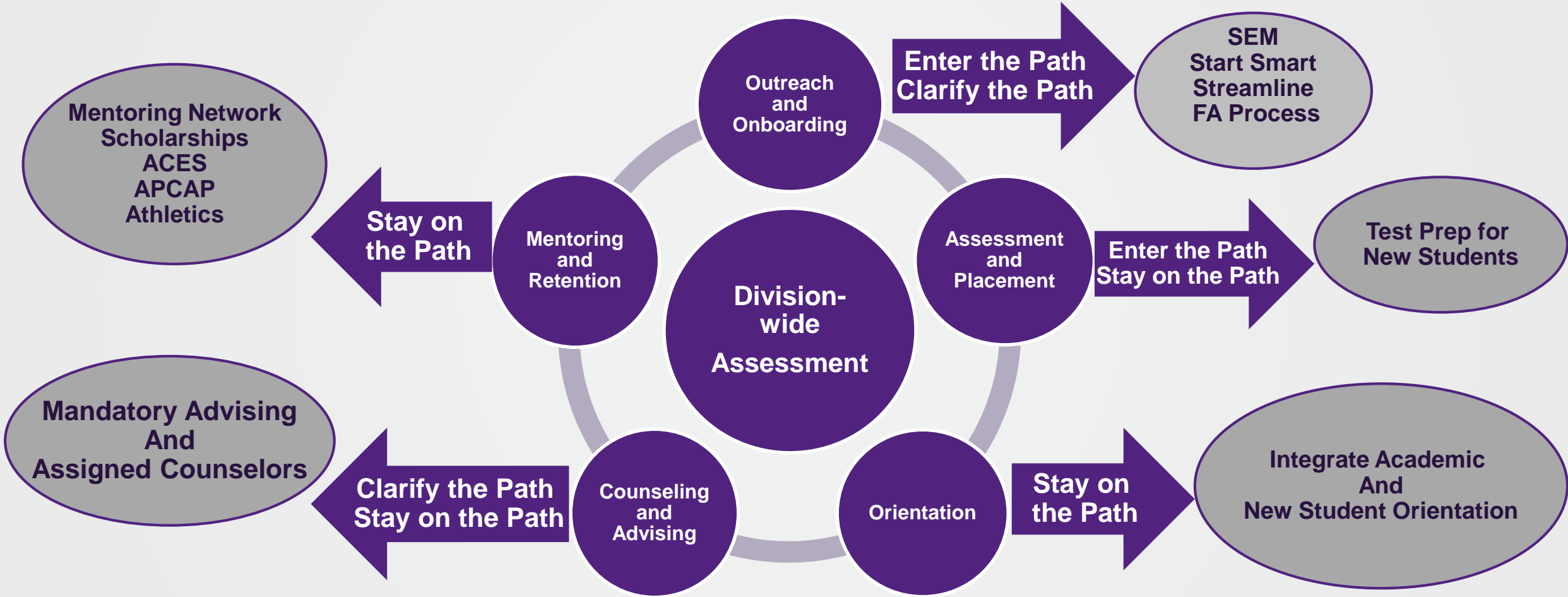- Nudges & Reminders
- Community-based Support
- Student Help-Desk

Ensure Learning
- Analytics
- Data Warehouse
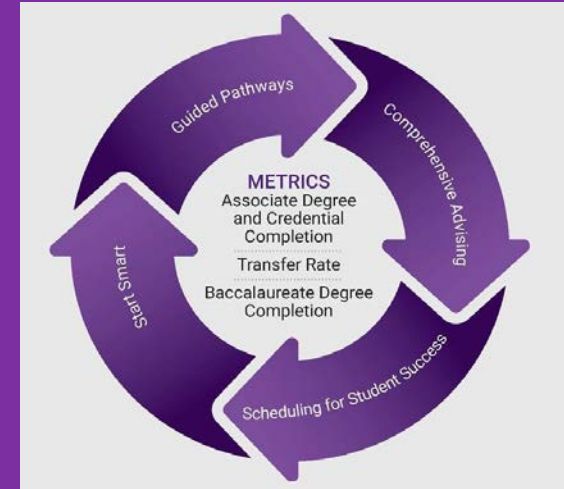- Built for Deeper Integration with College Systems

Guided Pathways and StAMP

Guided Pathways Cultural Shifts

FROM:		TO:
Are students college-ready?	→	Are colleges student-ready?
Sanctioned wandering	→	Purposeful direction
Institutional siloes	→	Cross-functional teams
Discrete strategies/ boutique programs	→	Evidence-based practices integrated into coherent student experiences *at scale*
Support services optional/ by referral	→	Integrated/contextualized academic support
Teaching classes faculty want to teach when they want to teach them	→	Teaching classes students need to take when they need to take them
Equity as sidebar	→	Equity as design principle

METRICS
Associate Degree and Credential Completion
Transfer Rate
Baccalaureate Degree Completion

Guided Pathways
Comprehensive Advising
Scheduling for Student Success
Start Smart

MC MONTGOMERY COLLEGE
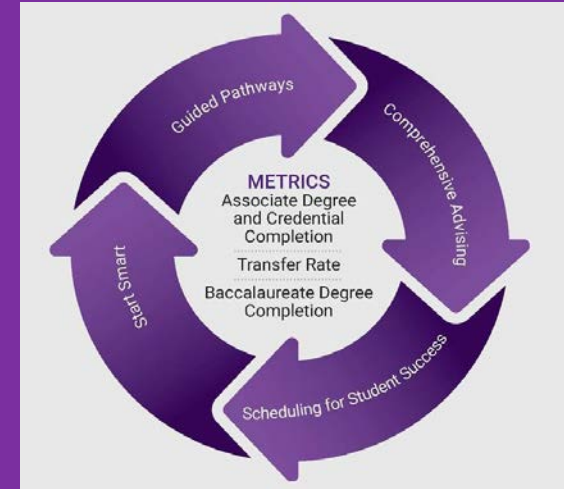
Pierce College – Guided Pathway Example

[MC's Early College Course Sequence Guide](#)

Current Status on Guided Pathways

- Work session for all GP committee members to provide guidance on guided pathways white paper preparation
- Propose using the following organizing framework to guide the initial development of the white paper:

  - Who are our students?
  - What do they need?
  - How can we serve them?
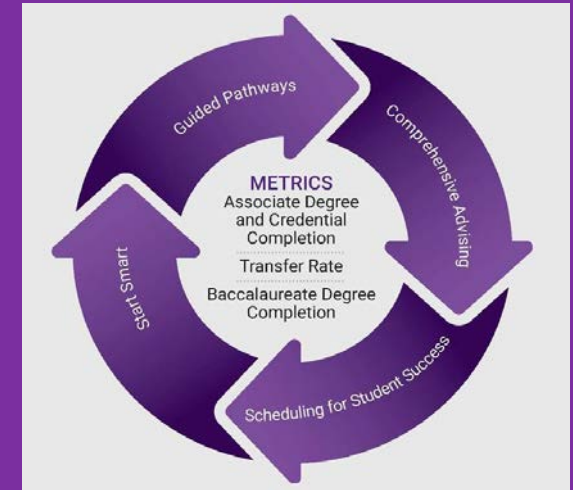
Current Status on Guided Pathways
(continued)

- Broadened the working groups who will develop the white paper/define pathways @ MC
- Including:
  - Four faculty members *(including Student Affairs)*
    - Sharon Anthony
    - Zenobia Garrison
    - Amy Carrattini
    - Sharon Teuben Rowe
  - Four deans *(including Student Affairs)*
    - Jim Sniezek
    - Donna Kinerney *(also represents non-credit)*
    - Janee McFadden *(also represents Student Affairs)*
  - Student representative
    - Richelle Adu
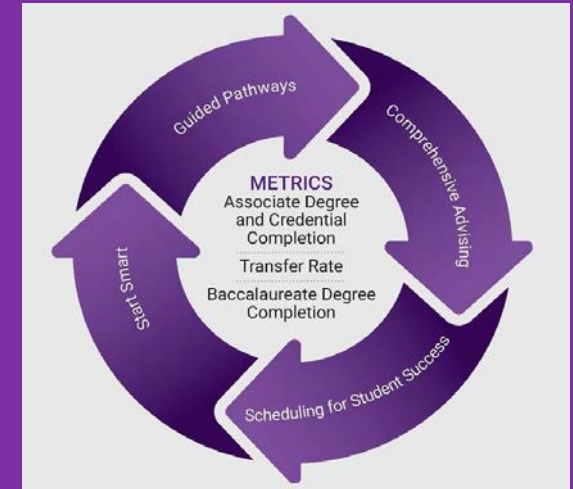
Guided Pathways Timeline

Activity	Deadline	Status
Identify additional members for the working group	October, 2019	Complete
Develop a draft of the white paper	December, 2019	Developed the framework for creating the White Paper
Finalize white paper for SALT review	February, 2020	In progress
Implement steps approved in the white paper to further the initiative at MC	Fall, 2020	Not Started

MONTGOMERY COLLEGE

Fields of Study

Formerly Meta-Majors
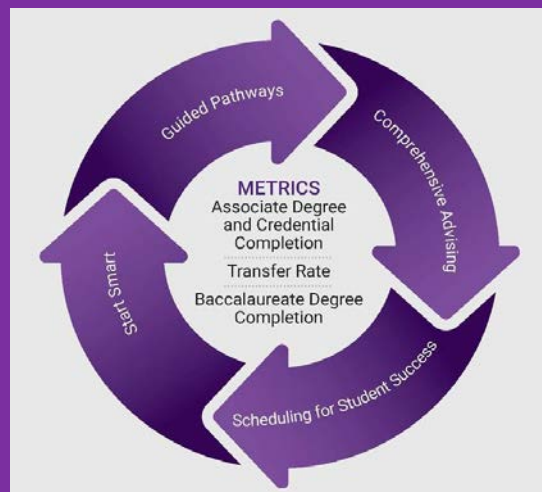
Status on Fields of Study

- Revised the Fields of Study (FOS) based on feedback from SALT Student Success Network (SSN) in August
  - New FOS categories reflect the requested changes
  - Met with Student Council to solicit their feedback
- General Studies STEM and Pre-Health Sciences
  - Advising is the focus to ensure student success
- Working to identify best approach going forward

MONTGOMERY COLLEGE

Preferred Model (revised)

METRICS
Associate Degree and Credential Completion
Transfer Rate
Baccalaureate Degree Completion

Guided Pathways · Comprehensive Advising · Scheduling for Student Success · Start Smart

Fields of Study at Montgomery College

Business

Accounting
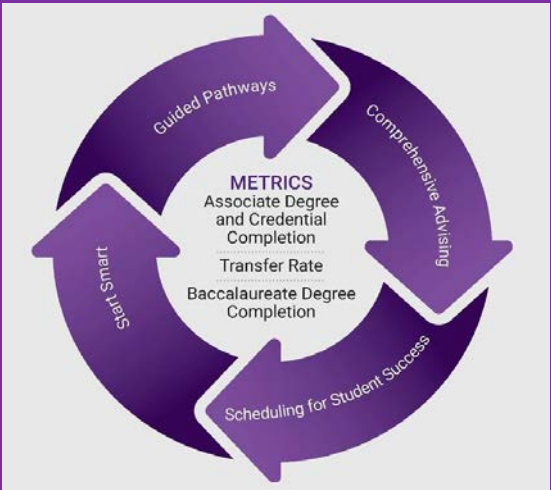Business
Computer Applications
Hospitality Management
Management
Paralegal Studies
Non-credit & Continuing Education

Science, Technology, Engineering, & Math

Bioinformatics
Biotechnology
Computer Science
Cybersecurity
Data Science
Engineering
Information Technology
Mathematics
Network and Wireless Technologies
Science
Non-credit & Continuing Education

Education and Social Sciences

Applied Geography
Criminal Justice
Education
Ethnic Social Studies
International Studies
Women's Studies
Non-credit & Continuing Education

Humanities, Arts, and Communication

American Sign Language
Art
Broadcast Media Production
Communication Studies
Computer Gaming and Simulation
Digital Media and Web Technology
Graphic Design
Interior Design
Music
Photography
Technical Writing
Theatre
Non-credit & Continuing Education

Manufacturing, Construction, and Applied Technologies

Architectural Technology
Automotive Technology
Building Trades Technology
Construction Management
Landscape Technology
Non-credit & Continuing Education

Health Sciences

Diagnostic Medical Sonography
Emergency Preparedness Management
Fire Science and Emergency Services
Health Enhancement, Exercise Science & Physical Education
Health Information Management
Mental Health Associate
Nursing
Physical Therapist Assistant
Polysomnography
Radiologic (X-Ray) Technology
Surgical Technology
Non-credit & Continuing Education

General Studies

Integrated Studies Area of Concentration (INTG Core)
Studies in Humanities, Arts, Communication, and Languages Area of Concentration (HACL Core)
Studies in Science, Technology, Engineering, and Mathematics Area of Concentration (STEM Core)
Studies in Social Science, Administration, and Health Area of Concentration (SSAH Core)

(Clicking on the desired program will take you to the degrees, certificates, areas of concentration, transfer and employment opportunities, etc.)

Field of Study Timeline

Activity	Deadline	Status
Finalize Feedback/College Review of FOS	October, 2019	In progress
Recommended General Education courses identified for each FOS	December, 2019	In progress
Recommended General Education courses reviewed by General Education Committee	February – April, 2020	Not started
Final lists of recommended GE courses approved for publication	May, 2020	Not started
Implement GE recommended courses for each FOS	Fall, 2020	Not started

MC Montgomery College

President's Advisory Committee for Equity and Inclusion:
From Awareness to Action to Change

Dr. Debra Bright, Chair
Nicolle Brazil, SVP Liaison for Student Affairs
October 31, 2019

Sharon R. Bland, CEIO
Office of the President

The President's Advisory Committee on Equity and Inclusion (PACEI):

The Mission

To provide leadership to create an inclusive, civil, and respectful community that achieves equity for all.

The Vision

Under the leadership of the Office of Equity and Inclusion in the Office of the President, and the President's Advisory Committee, **equity and inclusion will be an integral part of every academic discipline, administrative unit, and partnerships, and will become commonplace in our practices and policies**. The Master Plan on Equity and Inclusion will provide recommendations that give voice to *Montgomery College 2020 and 2025* themes and the MC mission and values that affirm equity, inclusion, and diversity as core institutional principles.

MC MONTGOMERY COLLEGE

Who comprises PACEI?

50 committee members

- Selected and/or appointed employees, through an application process, from all levels of the College; meets monthly to develop a Master Plan for E&I and provide ongoing recommendations to the President and SALT

9 sub-committees

- Student Experience and College Culture*
- Business Practices and Procurement
- Faculty, Teaching, and Curriculum
- Human Resources/Recruiting, Hiring, Retention, Succession Planning

- Nationwide Peer Institution Best Practices/Assessment and Evaluation/Resources
- Reports and Communications
- Training, Dialogue, Events, and Celebrations
- Workforce Development and Community Engagement
- Disability Inclusion*

MONTGOMERY COLLEGE

LISTENING

Getting to Know the College Community
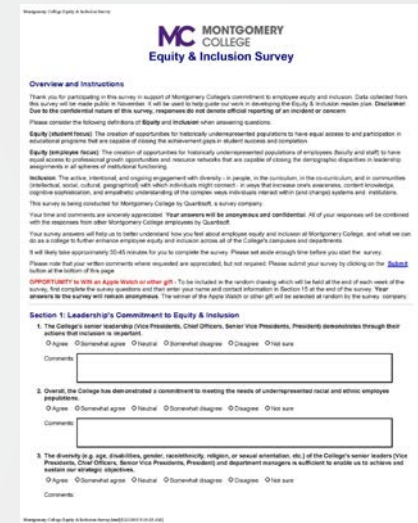

Listening Tour: June-October 2017
Over 600 Employee Participants
(each shift, each campus)
Department Manager meetings: Spring 2018

"Pizza for Your Thoughts"
September-November 2017
September –November 2019
850 Student Participants to date
Student Group meetings 2018-19

Equity and Inclusion Surveys
October 2017; November 2018
Over 1600 Employee
Participants

MONTGOMERY COLLEGE

IMPLEMENTING: Making PACEI Work

❑ Professional Development [Unconscious/implicit bias, mastering civility, white privilege, racial equity, interrupting micro-aggressions, strategic planning etc.]

❑ Consulted with other Maryland colleges and universities and with peer institutions nationally to discuss E & I best practices

❑ 90 recommendations to SALT [Civility Norms, E&I Welcome Video, HR recruitment, Communication plan for reporting discrimination and bias concerns etc.]

❑ Inaugural Equity Summit [April 2019]

❑ Inaugural Equity Awards presented to student and employee winners at Equity Summit and Spring Closing Meeting in May 2019

❑ Held Town Halls and Equity Dialogues

❑ Created "Nights at the College" to dialogue with 2nd and 3rd shift employees

❑ Partnered with WD&CE, CPOD, and ELITE to create professional development and required training around inclusive excellence in teaching, equity and social justice.

❑ Established SVP Liaisons

❑ Working on Equity and Inclusion *Roadmap to Success* (Master Plan)

Montgomery College

WHY IS THIS IMPORTANT?

Student Success!

EQUITY AND INCLUSION ROADMAP FOR SUCCESS PROCESS:

- Call for participation and feedback from across the MC community

- Consult with all stakeholders and gather feedback and comments online and in open Town Hall sessions

- Confer with student organizations, divisions, and groups such as PEC and Governance Councils to reach broadly into our community

- Revise and refine the Roadmap, adding new ideas and including a multiyear timeline with mechanisms to measure progress and maintain accountability

- Publish a final revised draft of the *Roadmap for Success* to reflect this broad and valuable collegewide input

- Present a final document by June 2020
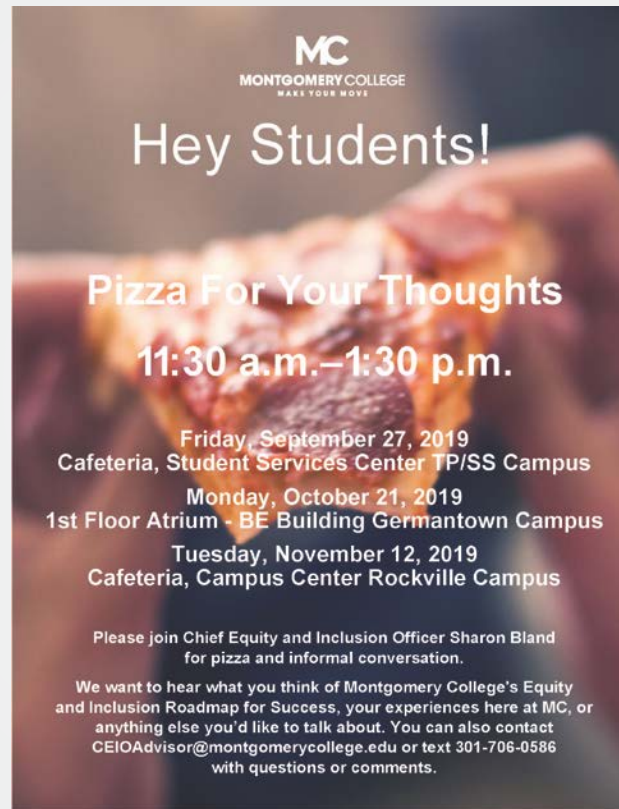
MONTGOMERY COLLEGE

The Role of the Senior Vice President Liaison to PACEI

- Coordinate and/or support equity-oriented programs and initiatives.

- Communicate the work of equity and inclusion and these initiatives to the greater college community.

- Monitor and support the success of programs for all underrepresented student groups.

- Assist SVP for Student Affairs in achieving inclusive excellence and performance in the unit. Meet monthly with Senior Vice President, Dr. Brown.

- Assist in planning of diversity and inclusion initiatives and events.

- Work to develop and manage equity and inclusion training programs.

- Work collaboratively with staff and students to expand cultural competencies across the Montgomery College community.

MC MONTGOMERY COLLEGE

How Can You Help?

- Equity & Inclusion Roadmap for Success Town Hall Forums:
  - November 11, 2019 from 2:00-4:00 p.m., Central Services, Rockville
  - November 12, 2019 from 2:00-4:00 p.m., Theatre Arts Arena, Rockville Campus.

- Equity Dialogue Series: February 7, 2020, Rockville Campus

- Equity Summit: April 1, 2020, Germantown Campus

- Nominate for Annual "Excellence in Equity" Awards.

- Become familiar with PACEI Civility Norms.

- Ombuds or Ethics Point for resources and concerns regarding equity issues.

- Apply for PACEI 2.0: Deadline is January 2020. Contact Chief Equity & Inclusion Office, Sharon Bland for more information.

E&I PIZZA FOR YOUR THOUGHTS

Montgomery College

Hey Students!

Pizza For Your Thoughts
11:30 a.m.–1:30 p.m.

Friday, September 27, 2019
Cafeteria, Student Services Center TP/SS Campus

Monday, October 21, 2019
1st Floor Atrium - BE Building Germantown Campus

Tuesday, November 12, 2019
Cafeteria, Campus Center Rockville Campus

Please join Chief Equity and Inclusion Officer Sharon Bland
for pizza and informal conversation.

We want to hear what you think of Montgomery College's Equity
and Inclusion Roadmap for Success, your experiences here at MC, or
anything else you'd like to talk about. You can also contact
CEIOAdvisor@montgomerycollege.edu or text 301-706-0586
with questions or comments.

MC MONTGOMERY COLLEGE

Civility Norms

"We believe the culture of civility begins with each of us."
— PACEI Leadership Team

We aspire to be welcoming, equitable, inclusive, and culturally competent.

We are polite in our interactions by:

greeting and acknowledging others; saying please and thank you; respecting others' time, space, and individuality; being direct, sensitive, and honest.

We listen for common ground.

We treat each other with respect by:

welcoming feedback with an open mind and giving others the benefit of the doubt; acknowledging the contributions of others and recognizing successes; acknowledging the impact of our behavior on others with a caring heart.

We address incivility in a polite, courteous, and responsible manner.

— Inspired by *Mastering Civility* by Christine Porath

For more information, contact Sharon Bland, Chief Equity and Inclusion Officer, sharon.bland@montgomerycollege.edu

MC MONTGOMERY COLLEGE

Contacts

- Sharon Bland, Chief Equity & Inclusion Officer
  ceioadvisor@montgomerycollege.edu

- Dr. Debra Bright, Chair, PACEI
  debra.bright@montgomerycollege.edu

- Nicolle R. Brazil, SVP Liaison for Student Affairs
  nicolle.brazil@montgomerycollege.edu