

Chapter: Student Affairs

Modification No. 001002

Subject: Student Success

I. ~~Student Success~~

I. Student success **for all students in credit and noncredit programs** is the primary goal of Montgomery College. **Student success is actualized by an equitable and data-informed pursuit of the following three components: (1) providing access to community members seeking postsecondary education; (2) supporting their completion; and (3) focusing on post-completion success that results in family-sustaining wages and being civically engaged.**

II. Achieving student success ~~will be~~ **is** the driving force behind ~~College~~ **the College's** planning, budgeting, and decision-making. Success is accomplished through a collaborative effort to achieve learning that actively engages students, faculty, and staff. ~~Student success can be measured by identifying and clarifying student goals and expectations upon entry, assessing student progress and experiences through their courses, and evaluating student outcomes at the time of exit. Montgomery College fulfills its implicit contract with the larger community when student success is achieved.~~ **with a commitment to diversity, equity, and inclusion. Student success in credit programs will be measured by degree completion, time-to-degree, cost of degree, transfer, and post-completion success, and in noncredit programs by parallel factors and course completion, content mastery, and job attainment, as appropriate. Students will be guided throughout their academic journey at Montgomery College by developing completion plans upon entry, which will be monitored periodically at various points on their academic progression. Deeply situated student focused partnerships with educational entities, business and industry, and community organizations are critical for student success.** Acknowledging that success goals are unique to individual students, all stakeholders in the educational enterprise ~~will contribute to strategies that enhance student learning outcomes with particular attention to the success rates of students who begin their studies in developmental courses, students who plan to transfer in a particular field, and students whose goals are to increase skills by earning a certificate or Associates Degree.~~ **are accountable for contributing to strategies to enhance student success.**

~~Montgomery College believes in specific actions and measurable results to support students towards their academic and career goals. There are many valid measures of student success and achievement. Montgomery College measures will include:~~

- A. ~~academic progress measured by GPA (by semester, cumulative, and trend direction);~~
- B. ~~retention and persistence measured by continuous enrollment and by credit hour acquisition over time; and~~
- C. ~~student goal attainment measured by transfer, employment, licensure and graduation.~~

III. ~~Principles of Student Success~~

- A. ~~Student success is accomplished when students:~~
 - 1. ~~read, write, and speak at the college level;~~

Commented [CSD1]: Note that many sections of Policy have been moved to Procedure and other edits are made throughout. The current length of Policy is 4 pages and Procedure is 2. After the modifications as proposed, Policy would be 1 page and Procedure would be 5.

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- 2. use mathematics tools and concepts at the college level;
- 3. use information resources, including developing technology, to support continued learning;
- 4. are positive, motivated learners who accept responsibility for their success;
- 5. are self-confident, independent, and active learners with critical thinking skills enabling lifelong learning; and
- 6. are tolerant and flexible, and aware of the interdependence of modern society.

B. Student success is facilitated through:

- 1. assessing student academic skills and placing students in appropriate courses;
- 2. counseling and advising students to establish focused and realistic educational, career, and personal goals;
- 3. assessing ongoing development, clarification, and refinement of student goals throughout the educational process;
- 4. teaching students with challenging, but nurturing and encouraging, instructional methods; and
- 5. providing effective and appropriate learning support programs and services.

C. Student success is enabled when faculty and staff are committed to:

- 1. providing a positive, welcoming climate that reflects an ethical, caring college community;
- 2. taking a personal interest by encouraging, assisting, and respecting the individual potential in each student; and
- 3. setting personal performance expectations that reflect their commitment to student success.

D. Student success is further ensured when the College:

- 1. is responsive to the community's needs and sets goals to meet them;
- 2. clearly and effectively communicates information internally and externally;
- 3. provides a physical environment conducive to learning and the development of a sense of community among students, faculty, and staff;
- 4. offers students a comprehensive co-curricular program;
- 5. is responsive to the needs of faculty and staff directly involved in the learning process;
- 6. develops plans, allocates resources, and assigns administrative time to activities contributing to student success;
- 7. provides professional development opportunities for faculty and staff that enhance the learning environment;
- 8. maintains a reward system that recognizes faculty and staff contributions to students and their learning; and
- 9. regularly evaluates (with student input) all aspects of the College instruction, as well as support and administrative offices, and uses the data to improve such aspects.

IV. Student Commitment to Success

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~~Furthermore, as committed partners toward their continued success, Montgomery College students will:~~

~~A. — Be champions of their own learning.~~

~~MC students will become familiar with policies, programs, and activities expressly established to promote student success. Students will also attend adviser meetings and respond to email prompts from the College.~~

~~B. — Be champions of their peers' learning.~~

~~MC students are part of a campus culture that leaves no one behind. Students will work with faculty and staff and take leadership in engaging peers in creating conditions for equity in achievement at Montgomery College.~~

~~C. — Connect with Montgomery College.~~

~~Students will utilize, to their benefit, the tremendous variety of *supports* (financial aid, grants, scholarships), *programs* (ACES, federal grants), *services* (welcome centers, faculty advisers, tutoring, learning centers, libraries, community engagement centers), and *opportunities* (clubs, councils, community service events).~~

~~D. — Commit to academic progress.~~

~~Degree-seeking students and transfer students, with support from Montgomery College, will establish a reasonable yet ambitious course plan to which they are expected to adhere. Recognizing that requirements are established to support their success, students will attend class, register on-time, meet deadlines, and participate in all required activities for their program and for the College.~~

~~V. — Student Success Practices~~

~~Montgomery College will require students to engage in practices recognized as maximizing student success. These include, but are not limited to the following.~~

~~A. — On-time registration: Students will be expected to register for classes before class begins. Late registration will be limited to a small set of exceptions.~~

~~B. — Preparation for college: College programs will engage the community and local schools to inform and prepare prospective students regarding college-readiness skills and programs to ensure highest performance on placement assessments.~~

~~C. — College preparatory requirements: College programs will engage the community and local schools to inform and prepare prospective students about the college-readiness skills needed to enter and to be successful in their chosen field of study.~~

~~D. — Selection of degree or certificate plan: Processes will be in place for students to understand their options for transfer and/or career academic programs and develop plans to meet their desired goals.~~

154 E. ~~Comprehensive advising system: The College will engage in consistent, ongoing,~~
155 ~~and well-defined advising efforts for students beginning with the admission~~
156 ~~process and continuing through completion of student goals.~~

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158 ~~VI. Holding Ourselves Accountable~~

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160 ~~Student success at Montgomery College will be tracked and measured for the purpose of~~
161 ~~achieving individual student success and the purpose of identifying potential systemic~~
162 ~~improvements.~~

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164 ~~Montgomery College is committed to adhere to and respond to success measures as~~
165 ~~reflected in annual federal and state accountability reports, College departmental~~
166 ~~performance matrix, and other accountability assessment methodologies. The~~
167 ~~Montgomery College performance evaluation process will ensure that all college~~
168 ~~employees have a clear understanding of their role in helping students succeed and will~~
169 ~~be responsible for improvements. The College president and employees will primarily~~
170 ~~focus their decisions and actions on the Montgomery College Student Success Report~~
171 ~~Gard.~~

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173 **III. Student success for all students at Montgomery College will be tracked and measured**
174 **for the purpose of achieving individual student success and the purpose of identifying**
175 **potential systemic improvements.** ~~Montgomery College is committed to adhere to and~~
176 ~~respond to success measures as reflected in annual federal and state accountability reports,~~
177 ~~College departmental performance matrix, and other accountability assessment~~
178 ~~methodologies. The Montgomery College believes performance evaluation process will~~
179 ~~ensure that all College employees have a clear understanding of their role in specific~~
180 ~~actions and will be responsible for improvements.~~

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182 **IV.** The president is authorized and directed to establish procedures necessary to implement this
183 policy.

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187 Board Approval: June 16, 2015; **DATE**

I. Principles of Implementation

A. Montgomery College is committed to identifying and implementing key conditions that promote equity in success for all students. These key conditions include: consistent and intentional strategies to engage students with faculty, staff, and their academic work; mandatory administrative processes; and opportunities for achieving critical learning outcomes through participation in student life, co- and extra-curricular activities outside the classroom.

~~B. Montgomery College and Montgomery College students work as partners for the shared goal of student success. As such, this policy makes explicit expectations and responsibilities of the College and students toward this joint goal. Faculty, staff and students work as partners for the shared goal of student success and each has responsibilities to achieve this goal.~~

~~B.C. The College community crafted the Seven Truths of the Common Student Experience based on our commitment to the importance of not only increasing access for our communities, but also in promoting student success. The 7 Truths serve as a guide for how the College can provide a successful student experience from the first connection with the College through the completion of a student's desired goals. These truths support a common Montgomery College student experience that integrates students into the fabric of campus life while empowering them to change their lives and enrich our communities. The College community is dedicated to structuring programs and supports so that students can:~~

- ~~a. start smart;~~
- ~~b. maintain a foundation of support opportunities;~~
- ~~c. get connected;~~
- ~~d. build community;~~
- ~~e. participate in enhanced the classroom experiences;~~
- ~~f. be encouraged every step of the way; and~~
- ~~g. have a plan to cross the finish line.~~

II. ~~III. Principles~~ Actualization of Student Success

A. Student success is accomplished when all students are prepared to engage in the global society and the knowledge economy as evidenced by their ability to:

- 1. think: Solve problems by inquiring, interpreting, evaluating and applying knowledge and skills;**
- 2. communicate: Pursue common understanding through effective exchange and expression of ideas;**
- 3. create: Apply curiosity, creativity, and flexible thinking to develop new ideas;**

Commented [CSD5]: This section moved from Policy (section III) and modified

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- 4. **engage: Collaborate effectively to discover and achieve common objectives;**
- 5. **connect: Integrate learning across courses, over time, and between the College and the community to recognize interdependence and inter-connectedness; formulate an understanding of global interdependency;**
- 6. **grow: Develop knowledge and skills to be resilient, self-confident, and independent life-long learners; and**
- 7. **achieve: Apply the experience, knowledge, and skills attained at Montgomery College to complete personal, educational, and professional goals.**

- B. **Student Success for all students** is facilitated through:
 - 1. assessing student academic skills and **placing guiding** students **in to** appropriate courses;
 - 2. counseling and advising students to establish focused **and realistic** educational, career, and personal goals;
 - 3. assessing ongoing development, clarification, and refinement of student goals throughout the educational process;
 - 4. teaching students with challenging, but nurturing and encouraging, instructional methods; and
 - 5. providing effective and appropriate learning support programs and services.
- C. Student success is enabled when faculty and staff are committed to:
 - 1. providing a positive, welcoming climate that reflects an ethical, caring college community;
 - 2. taking a personal interest by encouraging, assisting, and respecting the individual potential in each student; and
 - 3. setting personal performance expectations that reflect their commitment to student success.
- D. Student success is further ensured when the College:
 - 1. is responsive to the community's needs and sets goals to meet them;
 - 2. **monitors the workforce needs of local employers and develops programs to meet those needs;**
 - 3. **engages in partnerships with local nonprofits and other organizations to provide services for students' academic journey and basic needs;**
 - 4. **works closely with other educational institutions to build a resilient pipeline of opportunity from K-12 schools and into four-year institutions;**
 - 5. **clearly** and effectively communicates information internally and externally;
 - 6. provides **a physical environment and virtual environments** conducive to learning and the development of a sense of community among students, faculty, and staff;
 - 7. offers students a comprehensive co-curricular program;
 - 8. is responsive to the needs of faculty and staff directly involved in the learning process;

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- 9. develops plans, allocates resources, and assigns administrative time to activities contributing to student success;
- 10. provides professional development opportunities for faculty and staff that enhance the learning environment;
- 11. maintains a reward system that recognizes faculty and staff contributions to students and their learning; and
- 12. regularly evaluates (with student input) all aspects of the College instruction, as well as support and administrative offices, and uses the data to improve such aspects.

E. ~~Montgomery College believes in~~ Specific actions and measurable results to support students towards their academic and career goals will be monitored. There are many valid measures of student success and achievement. Montgomery College measures **in credit programs** will include:

- 1. academic progress measured by GPA (by semester, cumulative, and trend direction);
- 2. retention and persistence measured by continuous enrollment and by credit hour acquisition over time; and
- 3. student goal attainment measured by transfer, employment, licensure, and graduation.

III. ~~Student Commitment to Success~~ **College Support for Student Engagement**

~~Furthermore, as committed partners toward their continued success, Montgomery College students will:~~ **Montgomery College faculty and staff are partners with students to support their success, and encourage a spirit of confidence in students in order that they can:**

- A. ~~Be~~ **be** champions of their own learning.
MC students will **be guided to** become familiar with policies, programs, and activities expressly established to promote student success. Students will ~~also attend~~ **be told the importance of attending** advisor meetings and ~~respond~~ **responding** to ~~email prompts~~ **communications** from the College.
- B. ~~Be~~ **be** champions of their peers' learning.
MC students are part of a ~~campus college~~ **campus college** culture that ~~leaves no one behind~~. **focuses on everyone succeeding**. Students will **be encouraged to** work with faculty and staff and take leadership in engaging peers in creating conditions for equity in achievement at Montgomery College.
- C. ~~Connect~~ **connect** with Montgomery College.
Students will **be encouraged to** utilize, to their benefit, the tremendous variety of supports (**such as** financial aid, grants, **and** scholarships), programs (~~ACES, federal grants~~), services (~~welcome centers~~ **such as Raptor Central**), faculty advisers, tutoring, learning centers, libraries, **and** community engagement centers), and opportunities (**such as** clubs, councils, **and** community service events).

Commented [CSD7]: This section moved from Policy (section II) and modified

Commented [CSD8]: This section moved from Policy (section IV) and modified

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D. ~~Commit~~ **commit** to academic progress.

Degree-seeking students and transfer students, with support from **Montgomery College faculty and staff**, will establish a reasonable yet ambitious course plan to which they are expected to adhere. Recognizing that requirements are established to support their success, students will attend class, register **on-time as early as possible**, meet deadlines, and participate in all required activities for their program and for the College.

IV. ~~Actions for Implementation~~ **Effective Strategies for Student Success**

Consistent with the principles above, Montgomery College will take the following actions:

A. ~~Provide a safe, equitable, respectful, inclusive, and supportive learning environment.~~

Montgomery College will provide a safe and supportive environment for all members of the community, through such measures as **enhanced** communication among faculty, staff, and students, the *Behavioral Intervention Team*, the *Code of Conduct*, and other College policies, including Title IX.

Montgomery College recognizes the unique needs of students from diverse and varying economic and academic **histories and** experiences and is committed to supporting successful environments for all, paying particular attention to the experiences of ~~African-American and Latino~~ students **of color**.

B. ~~Create~~ **Sustain** an institutional culture of evidence.

Montgomery College will **regularly continue to** collect, analyze, share, and act on student success and achievement data that is clearly delineated and disaggregated by outcomes ~~for low-income students and students of color.~~ **Results of based on key student demographics. Insights from** data collected will be integrated into program planning, reviews, budgeting, and resource allocations.

C. ~~Support successful, informed access into the Montgomery College community through actions such as:~~

- ~~1. mandating academic plans;~~
- ~~2. mandating orientation~~
- 1. Work with students to develop completion plans.**
- 2. Welcome students for accessible, informative orientations.**
- ~~1.3. Provide providing~~ timely and clear financial aid and scholarship information;
- ~~2.4. ensuring skill-appropriate course placement; and~~
- ~~3.5. requiring accessible, informative orientations.~~
- 4. Provide relevant programs and courses that prepare students for the workforce to earn family sustaining wages.**
- 5. Monitor students' success throughout their academic journey and provide effective learning and/or personal interventions, if needed.**

Commented [CSD9]: This is the former section II of Procedure with modifications

Commented [CSD10]: This section A is the former section F

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D. ~~Implement a deliberate and developmental advising program. Provide comprehensive advising.~~

Montgomery College will ensure effective ; **and comprehensive advising throughout the student's** academic ~~advising at specific course/credit milestones~~ **experience**; will help students distinguish between transfer and career goals; will use technology ~~consistently~~ **tools** to track students' progress; will celebrate successful progress; and will respond to potential ~~warning signs concerns~~ through intrusive intervention measures such as immediate outreach, **timely academic support and** referrals, ~~and registration blocks,~~ all designed ~~for to engage~~ faculty and staff ~~to engage with the student and support~~ **students for successful progress.**

E. ~~In addition to effective instructional practices,~~ **Provide** a wide range of targeted programmatic supports.

Montgomery College, ~~will provide~~ **provides**, for all students, a wide range of support programs including ~~comprehensive first year experience courses, academic Learning Centers, Open Educational Resources,~~ **learning centers, open educational resources** (OERs), ~~Achieving Collegiate Excellence and Success (ACES),~~ federal grants, mentoring programs, Disability Support Services, career services, ~~childcare services,~~ and other supportive referrals.

F. ~~Connect students to the MC community through organizational structures, policies, and practices that support priorities for student achievement and success.~~

Montgomery College ~~will establish a college-wide~~ **provides** mentoring ~~program programs~~ that includes peer mentoring as well as mentoring by faculty and staff, ~~provide~~ opportunities for leadership development, community and civic engagement, undergraduate research with faculty, and participation in service learning, co-curricular and extra-curricular programs.

G. ~~Connect students to the MC community through organizational structures, policies and practices that support priorities for student achievement and success. articulated program pathways to major transfer institutions and contemporary and relevant programs for business and industry employment.~~

Montgomery College ~~will establish a college-wide mentoring program that includes peer mentoring as well as mentoring by faculty and staff, provide opportunities for leadership development, community and civic engagement, undergraduate research with faculty, and participation in service learning, co-curricular and extra-curricular programs.~~ **provides programs pathways that prepare students to earn a credential, to transfer for academic work towards a bachelor's degree or beyond, and/or to enter the workforce. The College endeavors to support all students on their chosen learning paths.**

Administrative Approval: -June 29, 2015; **DATE**