

FY21 INSTITUTIONAL GOALS

MC
MONTGOMERY
COLLEGE



MC STUDENT
SERVICE
CENTER



MESSAGE FROM THE PRESIDENT

Dr. DeRionne Pollard

As the College moves through what is clearly its most unusual year, we are balancing two imperatives: addressing the immediate demands created by the pandemic while continuing to advance our carefully crafted, long term goals.

The first often feels most critical: helping students with basic needs insecurity brought on by unemployment and creating academic programs that serve student needs in the virtual environment. But in some ways this work is not entirely new. Some of it has been accelerated, certainly, but it built on initiatives already in place. For example, the College's enhanced attention to industry groups and business stakeholders is building bridges of communications around evolving hiring needs. As we stand up virtual support for students we are advancing our goals around accessibility for working students. Many of our faculty and staff have also acquired technology skills that were not mandatory in the pre-COVID environment, enhancing their value to the institution.

Despite the urgent demands of the pandemic conditions, the College is staying focused on the goals we had set for ourselves before COVID-19. Managing enrollment more strategically has taken on some powerful momentum. Divisions are working collaboratively on recruitment and retention with more innovation than in past years. Making budget decisions based on institutional priorities has taken on a new efficiency and relevance.

Our institutional work towards racial justice has taken on a new urgency and the College is developing a roadmap for a more intentional journey towards creating an anti-racist institution. We are also newly aware of the necessity of equity in planning for student success and workforce development.

At the nexus of this social protests in summer 2020 and the economic constrictions of the pandemic are new opportunities to rebalance the equity in our employment sectors. The Presidential Scholars program is one initiative focused on that goal. Our collaborative equity work with the county is another.

The College's work towards the Board of Trustees' goals for student success continues with our most recent update of the Student Success Score Card showing solid retention, graduation, and transfer rates. The College will continue this year to advance initiatives that will improve those numbers, including Start Smart, guided pathways, flexible scheduling, and comprehensive advising. This year the College will also develop a scorecard that ranks the other institutions' capacities for transferring MC students successfully, and a benchmark system to measure student satisfaction with the College, providing valuable feedback on what serves students best. These dynamics enhance accountability and fulfill our mission of being transparent about student success.

Although the pandemic has created some challenges for the College this year, the institution is engaging them less as impediments and more as opportunities for change. Some of them have accelerated change in spaces where it is well-warranted: technology-literacy, comprehensive advising, and data governance have all shown growth that will undoubtedly continue. Our explorations of a fourth campus expansion and a strategy for a virtual campus are both informed by the new realities created by the pandemic experience.

As we continue to prioritize the health and safety of our students, faculty and staff, we remain steadfast in our focus on our FY21 institutional goals. I am confident we will move the institution ahead in meaningful, visionary ways this year.

FY21 INSTITUTIONAL GOAL 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)

Relation to MC2025 Goals

GOAL I

Empower Students to Start Smart and Succeed

Outcomes:

- Time and Credits to Completion
- Increased Graduation/Transfer Rates

Outcomes/Assessment

- 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)



FY21 INSTITUTIONAL GOAL 2

Advance work on implementing and monitoring key student success initiatives
• Flexible scheduling • Guided pathways • Advising • Start Smart

Relation to MC2025 Goals

GOAL I

Empower Students to Start Smart and Succeed

Outcomes:

- Scheduling Efficiency
- Time and Credits to Degree

GOAL II

Enhance Transformational Teaching Practices and Learning

Outcomes:

- Student Satisfaction

Outcomes/Assessment

- Seat Utilization
 - % of seats filled
 - Balanced enrollment ratio (70-95%)
- Cancellation Rate
 - # of sections scheduled but canceled
 - Cancelled per term/registrations impacted
- Multi-Semester Courses
 - % or # of courses scheduled over given timeframe
- Time to Degree
 - Time to degree/certificate
 - Degree velocity/% of degree completed
- Credits to Degree
 - Credits to degree/certificate
 - Credits w/in program
- Student Perceptions



FY21 INSTITUTIONAL GOAL 3

Identify, assess, and remove barriers to increase access to Montgomery College

- Launch Presidential Scholars Program
 - Expand early college opportunities
 - Explore feasibility of campus expansion
 - Develop strategy for Virtual Campus
 - “Removing Barriers” Initiative
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Relation to MC2025 Goals

GOAL I

Empower Students to Start Smart and Succeed

Outcomes:

- Optimal Enrollment
- Time and Credits to Completion
- Increased Graduation/Transfer Rates

GOAL II

Enhance Transformational Teaching Practices and Learning

Outcomes:

- Distance Learning and Student Learning Outcomes

GOAL IV

Build, Engage, and Strengthen Community

Outcomes:

- Early Learning Opportunities

GOAL VI

Protect Affordability

Outcomes:

- Financial Support

Outcomes/Assessment

- Scholarships
 - # of credit students receiving scholarships
 - % of credit students receiving scholarships
 - % increase in scholarship funds
- Early Learning Opportunities 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
 - 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

FY21 INSTITUTIONAL GOAL 4

Ensure Workday implementation to 85%

Relation to MC2025 Goals

GOAL V

Invest in Our Employees

Outcomes:

- Employee Support

GOAL VI

Protect Affordability

Outcomes:

- Institutional Sustainability

Outcomes/Assessment

- Project completion rate



FY21 INSTITUTIONAL GOAL 5

Develop institutional transfer scorecard to advance student transition from Montgomery College to 4-year institutions

Relation to MC2025 Goals

GOAL I

Empower Students to Start Smart and Succeed

Outcomes:

- Increased Graduation/Transfer Rates

Outcomes/Assessment

- Transfer rate
- Baccalaureate Attainment



FY21 INSTITUTIONAL GOAL 6

Meet FY22 Board of Trustees budget development expectations and successfully advocate for the desired budget

Relation to MC2025 Goals

GOAL VI

Protect Affordability

Outcomes:

- Affordability

Outcomes/Assessment

- Tuition as a % of operating fund revenues
- Tuition as a % of University of Maryland system undergraduate tuition



FY21 INSTITUTIONAL GOAL 7

Develop and assess benchmark metrics on student satisfaction with their Montgomery College experience

Relation to MC2025 Goals

GOAL II

Enhance Transformational Teaching Practices and Learning Environments

Outcomes:

- Student Satisfaction

Outcomes/Assessment

- Improvement over time on selected CCSSE questions
- Ratings higher than peer groups
- Ratings higher than national average
- Improvement over time on selected questions
- Ratings higher than peer groups
- Ratings higher than



FY21 INSTITUTIONAL GOAL 8

Develop strategy and roadmap for Montgomery College's intent to embrace a journey towards antiracism in policy, practice, and promise

Relation to MC2025 Goals

GOAL II

Enhance Transformational Teaching Practices and Learning Environments

Outcomes:

- Student Satisfaction

GOAL V

Invest in Our Employees

Outcomes:

- Employee Satisfaction and Perceptions

Outcomes/Assessment

- Improved employee perceptions/satisfaction
- Improved student perceptions/satisfaction



FY21 INSTITUTIONAL GOAL 9

Drive workforce and economic development strategies in concert with county government and private sector through robust programming, collaboration, and PICMC development

Relation to MC2025 Goals

GOAL III

Fuel the Economy

Outcomes:

- Enhanced Partnerships
- Responsive Curriculum
- Employment and Economic Impact

Outcomes/Assessment

- # of and enrollment in contract trainings
- % of employers who report satisfaction with contract training
- # of new PIC MC ground leases signed
- % of curricular programs with advisory committee
- # of industry recognized badges developed
- # of credit program adjustments
- # of new noncredit programs developed
- Net income generated by college operations
- Added regional income due to student earnings and business output



FY21 INSTITUTIONAL GOAL 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*

- 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)

Relation to MC2025 Goals

GOAL I

Empower Students to Start Smart and Succeed

Outcomes:

- Optimize Enrollment

GOAL II

Enhance Transformational Teaching Practices and Learning Environments

Outcomes:

- Transformational Opportunities
- Distance Learning and Student Learning Outcomes

GOAL V

Invest in Our Employees

Outcomes:

- Employee Satisfaction and Perceptions
- Career Pathways
- Employee Support

GOAL VI

Protect Affordability

Outcomes:

- Institutional Sustainability

Outcomes/Assessment

- Development of Data Governance Plan
- Development of Enterprise Risk Assessment Plan
- Improvement on identified equity measures
- Strategic Enrollment
 - 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
 - % 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
 - % 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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