

MC2025 OPERATIONS PLAN

2020-2025



EMPOWERING OUR STUDENTS | ENRICHING OUR COMMUNITY | HOLDING OURSELVES ACCOUNTABLE

MC

April 2020



MISSION

We empower our students to change their lives, and we enrich the life of our community. We are accountable for our results.

VISION

With a sense of urgency for the future, Montgomery College will be a national model of educational excellence, opportunity, and student success. Our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and community.

VALUES

Excellence
Integrity
Innovation
Equity and Inclusion
Stewardship
Sustainability

MC2025 OPERATIONS PLAN

APPROVED BY THE BOARD OF TRUSTEES, ???????, 2020

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Message from the President

DeRionne P. Pollard, Ph.D.

As always, the College is moving towards achievements that are anchored in our vision of students' empowerment and our commitment to community enrichment. These aims will not change, even as we adapt nimbly to the circumstance that surround us.

I am proud of the meticulous analysis that went into drafting the *MC2025* plan. It was the product of countless dialogues and tireless collaborative work by the College's range of essential stakeholders. As you know, the initial plan was crafted before the pandemic changed many of the realities of instruction, operations, and finances at the College. Our planning team is aware that we have to reorient in light of these significant changes and that process is already in motion. This operations plan represents our attempts to reassess and reprioritize while remaining faithful to the values in the original plan and continuing to advance the mission of the College. The College will continue to look to its Board of Trustees for guidance on the principles that inform these priorities. My Senior Administrative Leadership Team is deeply engaged in outlining the implementation steps for the changes as they evolve.

We recognize that some goals may have to be reprioritized while others may be delayed. Nevertheless, the *MC2025* plan will continue to align with the master plans that have been crafted by Academic Affairs and Student Affairs, our goals in Achieving the Dream, and the accreditation requirements of the Middle States Commission on Higher Education. As always, the College is moving toward achievements that are anchored in our vision of students' empowerment and our commitment to community enrichment. These aims will not change, even as we adapt nimbly to the circumstance that surround us. I continue to be inspired by the commitment of MC employees and supporters to push ahead with our goals, reimagined with new—and perhaps enlightened—visions of our future.

Ensuring success for all students and building the talent pipeline of tomorrow will require an innovative approach, more deeply rooted equity-minded practices, and the alignment of fiscal strategies with our plan.

Background and Rationale

Most strategic plans require some form of organizational change—why craft a strategic plan if you want everything in the future to be the same as everything in the past?¹ The impetus for this change can come from external and internal forces, both positive and negative. The events of early 2020 have forced us, as an institution, to reshape and reframe how the College will go about actualizing the *MC2025* Strategic Plan. The world is a different place since this plan was approved in June 2019, and as a result of these changes, it is imperative that we accelerate some priorities and re-examine the focus of others.

Many institutions were not as well-prepared as the College to move into the digital space. Some have questioned whether the explosion of remote learning—much of which may be primitive and of dubious rigor and quality—in the midst of the worldwide pandemic, has the potential to affect attitudes and impressions of this mode of learning that has struggled to gain widespread faculty and student support, or if it can meet the needs of the most vulnerable learners.² Moreover, the early days of the pandemic and shift to remote teaching, learning, and work exposed the need to move from a disability compliance mindset to embracing universal design as part of our philosophy of radical inclusion. Therefore, it is imperative that the College accelerate its work and leverage the experience and expertise of our faculty and staff to make the virtual classroom replicate the face-to-face experience for our students, with strong student support systems and the preservation of academic rigor and relevance.

In anticipation of implementing *MC2025*, the College and Board of Trustees have been deeply engaged in a conversation about the changing nature of work and the impact of technology—from the use of robots to clean our buildings to what and how we teach. What will this mean for our students and us as an institution in the post-knowledge world? The recent shift to remote learning and working necessitates a new kind of workforce—and that is equipped, trained, and skilled to meet the needs of students wherever they may be, and to ensure the efficient continuity of operations in both the physical and digital space.



¹ Brodnick, Rob and Gryskiewicz, Stan. "Using Positive Turbulence for Planning and Change." *Planning for Higher Education Journal*. July-September 2018.

² Lederman, Doug. "Will Shift to Remote Teaching be a Boon or Bane to Online Learning?" *Inside Higher Education*. March 18, 2020 (insidehighered.com/digital-learning/article/2020/03/18/most-teaching-going-remote-will-help-or-hurt-online-learning).



MC2025 is more than an institutional document and not an end in itself, therefore the College has been actively engaged in developing an agile and responsive operational plan. During the 2019 fall semester, the Office of the President established and convened two teams—the *MC2025* Data Team and the *MC2025* Implementation Team.

The *MC2025* Implementation Team's scope of work was to ensure alignment and integration between the Academic Master Plan, the Student Affairs Master Plan, all other institutional supporting plans, and the *MC2025* Strategic Plan. The resulting alignment provides a framework for budget allocations and assessment. The major tasks of the Implementation Team process were to:

- Ensure that College master plans, supporting plans, and priorities are aligned with the *MC2025 Strategic Plan*.
- Anticipate, identify, and articulate future trends, challenges, and opportunities.
- Ensure that all master plans and supporting plans respond to the current and future educational needs of the community and advances College goals as a comprehensive community college.
- Determine accountability, authority, responsibility, and tools to track plan alignment.
- Keep the College informed, through discussions at critical junctures, about institutional progress toward aligning the goals and objectives of the various institutional plans.

The *MC2025* Data Team's scope of work was to review the *MC2025* Score Card, develop and confirm the indicators for each score card variable, and establish reasonable benchmarks that will allow the tracking of progress for each goal. The resulting benchmarks will provide a framework for assessing progress on the *MC2025 Strategic Plan* and ensure alignment with other established institutional assessment benchmarks. The major tasks of the Data Team process were to:

- Ensure that the *MC2025* Score Card has thoughtful and relevant benchmarks.
- Ensure that each benchmark has reasonable leading indicators that are relevant and support frequent measurements of progress.
- Anticipate, identify, and articulate future trends, challenges, and opportunities.



- Ensure alignment with other institutional assessment benchmarks and external outcome requirements and expectations.

Montgomery College is committed to the development and implementation of a strategic plan that guides decision-making and budget allocations. In June 2018, the Board of Trustees produced a document entitled *Beyond MC2020: Strategic Planning Charge to the President*, which articulated a vision for the College’s next strategic plan. According to the document, the board’s role is to establish broad goals in planning, and then to charge the president with developing the plan in a collaborative and inclusive process.

There is much from the past that the College can and should build on, which is especially relevant as the College continues the important work that began with *Montgomery College 2020*. With this in mind, *Montgomery College 2025* is grounded in a set of new imperatives—AIM:

- **Amplify** institutional practices that contribute to student success
- **Integrate** our systems and processes to ensure seamless, equitable experiences
- **Measure** our progress at every step to ensure relevance and responsiveness

Montgomery College 2025 and the operational plan focuses on sustaining momentum on initiatives that demonstrate success and can or should be brought to scale. The plan:

- strategically amplifies these successes and the lessons learned;

- aligns and integrates the activities and strategies of the Academic Master Plan, the Student Affairs Master Plan, Achieving the Dream initiatives, and the Middle States Self-Study suggestions and recommendations—filtered through the lenses of excellence, rigor, and equity; and
- focuses on developing a renewed culture of evidence in which transparency, continuous improvement, and empowerment through data has residence in all College activities.

Ensuring success for all students and building the talent pipeline of tomorrow will require an innovative approach, more deeply rooted equity-minded practices, and the alignment of fiscal strategies with our plan. As a result, as we close out the College’s current strategic plan, the Board prioritized fiscal restraint. Instead of new significant initiatives, the first year of the *MC2025 Strategic Plan* is focused on amplifying those things that are working, integrating College efforts and activities in a more holistic way, maximizing existing resources to protect affordable tuition, offering additional scholarships, and investing strategically in our employees.

The speed of change and the fluid needs of business and industry, including higher education, will demand that we change not only how and what we teach, but also how we recruit, onboard, and support both students and employees. Implementing flexible options, asynchronous learning, and institutional agility are the new normal. Montgomery College will lead the way.

MC2025 Strategic Plan

GOAL I—Empower students to start smart and succeed

Student success is our mission. Grounded in excellence, rigor, and equity, our goal is to achieve seamless onboarding, timely completion, and transfer for all students by removing barriers and integrating inclusive classroom and student experiences with holistic support systems that are key to student success.

Outcomes

- Identified, achieved, and sustained optimal enrollment
- Reduced time to completion
- Enhanced scheduling efficiency
- Increased graduation/transfer rates

GOAL II—Enhance transformational teaching practices and learning environments

Interactions with students are the key to student success. Grounded in excellence, rigor, and equity, our goal is to expand access to successful strategies that provide all students with a strong foundation of knowledge, skills, cultural competency, and support that keeps them engaged and prepares them for completion, transfer, and careers.

Outcomes

- Improved student satisfaction
- Increased participation in transformational learning opportunities
- Increased distance learning offerings and improved student experiences
- Improved student learning outcomes

GOAL III—Fuel the economy and drive economic mobility

Education and market-relevant skills are key to individual and county economic success. Grounded in excellence, rigor, and equity, our goal is to mobilize local and regional partnerships with local employers and our educational partners to effectively respond to labor market needs and expand economic opportunity for our students and all county residents and businesses.

Outcomes

- Enhanced business and industry partnerships
- Increased student experiential and community learning opportunities
- Enhanced clear curricular pathways that reflect labor market needs
- Improved employment outcomes for learners
- Positive impact on the local economy

GOAL IV—Build, engage, and strengthen community partnerships

Building and sustaining academic and broad-based community partnerships are key to advancing educational opportunities for all community members, especially for underserved and underengaged populations. Grounded in excellence, rigor, and equity, our goal is to deepen connections with broader diverse communities through organized, strategic, and culturally responsive efforts.

Outcomes

- Enhanced Community Engagement Center offerings
- Increased participation in early learning opportunities, such as dual enrollment, Middle College, Early College, CTE, and summer programs
- Increased Montgomery County Public Schools (MCPS) and non-MCPS to Montgomery College enrollment
- Increased College-sponsored forums and community events

GOAL V—Invest in our employees

Cultivating a Montgomery College workforce that is innovative, competitive, culturally competent, and relevant is key to institutional success. Grounded in excellence, rigor, and equity, our goal is create opportunities for all employees to grow professionally and to enhance and apply the intellectual capital, knowledge, and skills necessary to achieve our commitment retention and student success.

Outcomes

- Enhanced professional development opportunities and participation
- Enhanced employee career pathways
- Enhanced employee onboarding and support

GOAL VI—Protect affordability

We endeavor to use our resources prudently and transparently to address the needs of our communities and reflect the fiscal environment. Grounded in excellence, rigor, and equity, our goal is to align and allocate resources with institutional priorities that support student success and ensure equitable access and opportunity for all.

Outcomes

- Maximized student affordability
- Increased scholarships and student financial support
- Enhanced alternative revenue streams
- Improved institutional sustainability

MC2025 Implementation Framework

The president's Senior Administrative Leadership Team (SALT) serves as the steering committee who will manage the implementation of MC2025. In the operational plan, which guides implementation, each senior vice president (SVP) is working collaboratively with a member of SALT, and the assigned leaders will work together to achieve each objective. SALT has developed the priority and sequence for each objective and will liaise with the Board of Trustee's Strategic Planning Assessment Committee. SVPs will utilize existing or establish, where necessary, Collegewide teams to:

- Implement objectives
- Develop strategies

- Identify resource needs
- Evaluate outcomes
- Make recommendations to the lead SVPs

Utilizing existing Collegewide teams, when possible and where the outcomes are aligned, will support the integration, sustainability, and achievement of the desired strategic outcomes in the implementation process. The lead SVPs will bring the recommendations to SALT to determine any changes or adjustments to the plan. The visual model for implementing the plan is presented in the graphic below indicating SALT's role and the Collegewide team's roles.

Collegewide Teams Implementation of MC2025 Plan

SALT as the steering committee will:

- Identify priority objectives and sequence
- Identify funds
- Monitor progress
- Liaise/lead/support collegewide team members
- Liaise/support Board of Trustees Strategic Planning Assessment Committee



MC2025 Strategic Plan

SALT recommended the sequence of objectives, as indicated below, based on recommendations from the MC2025 Implementation Team. That team conducted a vertical and horizontal alignment within

and across each goal to determine the appropriate sequence based on relationships among and across the objectives. Each objective has built-in times for research, piloting, and full-scale implementation.

GOALS	OBJECTIVE	Year 1	Year 2	Year 3	Year 4	Year 5
GOAL 1	1.1: Flexible scheduling					
	1.2: Guided pathways					
	1.3: Strategic Enrollment Plan					
	1.4: Counseling and advising					
GOAL 2	2.1: Transformational teaching and learning					
	2.2: Virtual Campus support					
	2.3: Equitable co-curricular experiences					
	2.4: Student success data analytics					
GOAL 3	3.1: Career program pathways					
	3.2: Local business partnerships					
	3.3: Stackable credentials and microcredentials					
	3.4: Community learning opportunities					
	3.5: Marketing and branding plan					
GOAL 4	4.1: Address community perceptions and gaps					
	4.2: Ongoing dialog with students and community					
	4.3: Expand early learning opportunities					
	4.4: Community-engaged teaching and learning					
	4.5: Expanded Community Engagement offerings					
	4.6: Explore feasibility of expanded campus location					
GOAL 5	5.1: Employee career paths					
	5.2: Employee opportunities					
	5.3: Civility, ethics, and equity					
	5.4: Employee onboarding and engagement					
	5.5: Strategic talent management					
	5.6: Shared labor philosophy					
GOAL 6	6.1: Commit to limiting tuition increases					
	6.2: Examine and modify service levels					
	6.3: Identify new funding streams					
	6.4: Enhance targeted fundraising and grants					
	6.5: Increase scholarships					
	6.6: Maximize operational efficiencies					

KEY Continuing Objective from MC2020 Research/Study Best Practices Pilot (small scale) Implement (bring to scale)

MC Integrated Strategic Planning Framework

Student success is the heart of all planning at Montgomery. The College’s Strategic Plan, approved by the Board of Trustees, is the focal point for setting institutional planning and budgeting priorities. The goals and initiatives of the Academic Master Plan and the Student Affairs Master Plan are aligned with the College’s Strategic Plan and inform tactical planning in each division. In addition, there are several supporting plans aligned with the three guiding plans to provide the specific frameworks to implement institutional priorities.

All planning activities at the College follow a four-step process: Prioritize, Align, Budget, and Assess. All priorities are established through the College Strategic Plan, the Academic Master Plan, and the Student Affairs Master Plan. All other activities and supporting plans are aligned with these institutional priorities and budgets are developed that reflect the established priorities. Finally, all activities are assessed on a continuing and routine basis to ensure successful achievement of institutional priorities and to set new priorities based on the data.

ROLES AND RESPONSIBILITIES

Board of Trustees

- Approve the Strategic Plan
- Adopt the budget
- Assess the plan progress

President

- Establish priorities
- Implement the plan
- Assign accountability

SALT

- Operationalize the plan
- Align activities and plans
- Manage collegewide teams

SUPPORTING PLANS

People

- Equity and Inclusion Plan
- Professional Development Plan
- Community Engagement Plan

Fiscal

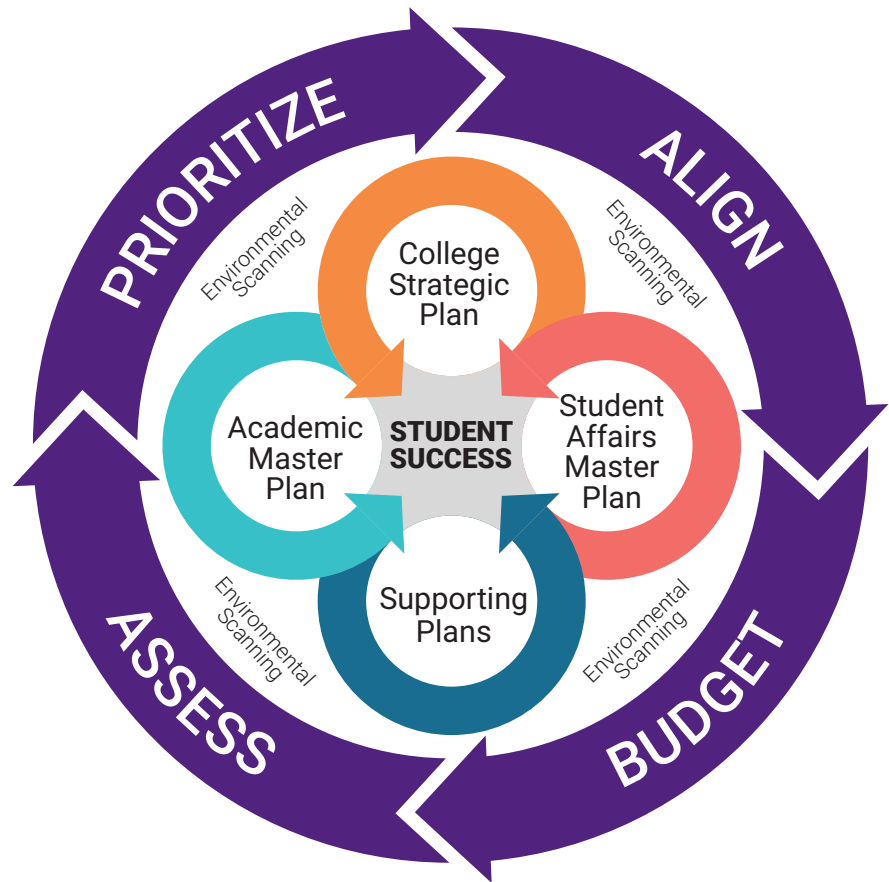
- Budget
- Entrepreneurial Plan
- Advancement Plan

Technology

- Information Technology Plan

Physical

- Facilities Master Plan



MC2025 SCORE CARD

SALT has recommended the *MC2025* Score Card, indicated below, as the primary means by which the strategic plan will be assessed based on the recommendations of the *MC2025* Data Team. That team conducted a vertical and horizontal alignment within and across each goal to determine the appropriate outcomes and indicators, ensuring that the measures were relevant and included a mix of both leading

and lagging indicators to assess progress. Where possible, the Data Team sought to leverage existing institutional indicators that are aligned with external reporting requirements. The score card includes a mix of quarterly, semester, and annual indicators that will be reported to the College community on a routine and frequent basis.

GOALS	OUTCOMES	INDICATORS			
GOAL 1	Optimal Enrollment	Credit Enrollment	Noncredit Enrollment	Conversion Rates	Retention
	Time and Credits to Completion	Time to Completion	Credits to Completion		
	Scheduling Efficiency	Seat Utilization	Cancellation Rate	Multi-Semester Courses	
	Graduation and Transfer Rates	Graduation Rate	Transfer Rate	Baccalaureate Attainment	
GOAL 2	Student Satisfaction	SENSE Survey Results	CCSSE Results		
	Transformational Opportunities	OERs/Z Courses	Credit for Prior Learning Rates	Embedded Student Supports	Integrative Learning Outcomes
	Distance Education	Online Enrollment	Online Success Rates		
	Student Learning Outcomes	DFW Rates	General Education Competencies	Program Outcomes Assessment	
GOAL 3	Enhanced Partnerships	Contract Training Offerings	Employer Satisfaction	PIC MC Capacity	Credential Prep Success
	Experiential and Community Learning	Internships	Mentorships	Service Learning Opportunities	Graduate Questionnaire
	Responsive Curriculum	Curriculum Alignment	Microcredentials Developed	Advisory Committee Memberships	
	Employment Outcomes	Career Program Success	Graduate Employment	Licensure Pass Rates	
	Economic Outcomes	Economic Impact	Local and Regional Business Clients		
GOAL 4	Community Engagement Centers	Enrollment in Courses	Center Visits		
	Early Learning Opportunities	Dual Enrollment	Early/Middle College Enrollment	Career and Technical Education	Summer Program Enrollment
	MCPS to MC Enrollment	Percentage of MCPS Grads	Percentage of Non-MCPS Grads		
	College-Sponsored Events	Community Forums/Events			
GOAL 5	Employee Satisfaction and Perceptions	Employee Engagement Survey	Ethics Survey	Equity and Inclusion Survey	
	Professional Development	Development Opportunities	Course Enrollment	Professional Development Ratings	
	Career Pathways	Pathways Created	Promotions from Within		
	Employee Support	Onboarding	Performance Evaluation	Market-Rate Compensation	
GOAL 6	Affordability	Tuition Rates	Persistence Rates		
	Financial Support	Credit Scholarships	Noncredit Scholarships	Financial Aid	
	Revenue Streams	Foundation Dollars	Grant Dollars	Entrepreneurial Dollars	
	Institutional Sustainability	Financial Ratios	Credit/Bill Hours		

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- Michelle Scott–Deputy Chief of Staff/Strategy

MC2025 DATA TEAM

- Brian Ault–Senior Research Analyst
- Veronica Banh–Academic Affairs Project and Data Manager
- Arlene Blaylock–Interim Director of Institutional Research and Effectiveness
- John Hamman–Interim Chief Data Analytics Officer
- Linda Hickey–Budget Coordinator

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- Laurie Savona–Academic Affairs Office Operations Director
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- Keven Waters–Advancement Services Manager

MC2025 IMPLEMENTATION TEAM

- Phong Banh–Director of Information Services
- Jamin Bartolomeo–Germantown Dean of Student Affairs
- Eric Benjamin–Dean of Anthropology, Criminal Justice, Education, Psychology, and Sociology
- Debra Bright–Rockville Associate Dean of Student Affairs
- Denise Graves–Counseling Faculty, Rockville
- Melissa Gregory–Associate Senior Vice President for Student Affairs
- Shinta Hernandez–Chair, Rockville and Takoma Park/Silver Spring Department of Anthropology, Criminal Justice, and Sociology
- Leslie Jones–Human Resources Internal Consultant
- Kimberly Kelley–Vice President/Provost Rockville for Arts, Business, Education, English, and Social Sciences
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