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## MONTGOMERY COLLEGE



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## 1.1 Facilities Master Plan Update Summary

The development of the 2006-2016 Facilities Master Plan Update for Montgomery College was initiated in 2006 and completed in December 2009. The Master Plan analyzes both a ten-year facilities master planning period and a twenty-year planning period for the Land Use Plan. The goal of this plan is to establish a framework for the development of capital projects to support the role, mission, and academic vision of Montgomery College. This Facilities Master Plan addresses the key issues of adequacy of space, density, adjacency, circulation, and open space and infrastructure. It also addresses the relationship between the College and adjoining business and residential communities.

Several new buildings from the 2002-2012 Facilities Master Plan for Montgomery College have been realized. Construction of the new Cultural Arts Center and renovation of the Commons Building at the Takoma Park/Silver Spring campus are complete, as is the West Garage. At Germantown, the Bioscience Engineering Center is midway through design, and the Goldenrod Building has undergone its first phase of renovation. Construction of the new Science Center at the Rockville campus is underway, as is design for the renovation of Science East and Science West at Rockville.

While these new facilities address some of the space deficiencies identified in the 2002-2012 Facilities Master Plan, they do not fulfill all of the current needs for academic space. Also of concern is the erosion of “quality of life” spaces. Indoor “quality of life” spaces tend to be meeting or breakout areas and lounges and are often the first to be converted into classroom or office use as space deficiencies grow. Outdoor “quality of life” spaces are not just important for social gathering, but they also serve as places where lifelong learning occurs. There is also the need to seek ways to improve pedestrian circulation and college entryways, or gateways. Gateways strengthen the individual identity of each campus and that of the institution as a whole. Other issues identified in the previous Facilities Master Plan were a need to increase building density and to consolidate student service functions. Space deficiencies, identity, and community relations are issues that all institutions of higher education face. Montgomery College has been very proactive in its goal of academic excellence, and the 2006-2016 Facilities Master Plan continues to build upon this momentum.

The goals established for the Facilities Master Planning process were to:

1. Guide planning that articulates and supports the College's institutional vision;
2. Provide a framework for future buildings and development;
3. Continue responsible stewardship of natural and built resources;
4. Build consensus within the campus community, and with its neighbors.

Key objectives of the resulting Facilities Master Plan were to:

1. Identify appropriate sites and provide phasing for potential new buildings, renovation projects, landscape and infrastructure improvements;
2. Strengthen and improve the unique configuration of each campus. That is, rejuvenate the original campus character and courtyards at Takoma Park/Silver Spring, retain and enhance the hilltop character and green space at Germantown, and concentrate development and strengthen the hierarchy of spaces at the Rockville campus;

3. Provide signage and beautification of campus gateways to enhance the identity of Montgomery College and of individual campuses.

## 1.2 Mission Statement

Montgomery College states its mission as follows:

### Changing Lives

- We are in the business of changing lives.
- Students are the center of our universe.
- We encourage continuous learning for our students, our faculty, our staff, and our community.

### Enriching our Community

- We are the community's college.
- We are the place for intellectual, cultural, social and political dialogue.
- We serve a global community.

### Holding Ourselves Accountable

- We are accountable for key results centered around learning.
- We will be known for academic excellence by every high school student and community member.
- We inspire intellectual development through a commitment to the arts and sciences
- We lead in meeting economic and workforce development needs.

### We Will Tend to our Internal Spirit

- We are committed to high academic and performance standards and take pride in our collective achievements.
- We are welcoming, compassionate, and service-oriented to our diverse communities.
- We operate in a creative, innovative, flexible, and responsive manner.
- We practice collaboration, openness, honesty, and widely shared communications.
- Integrity, trust, and respect guide our actions.
- We value and respect academic vitality and excellence.
- Our spirit is renewed through enthusiasm, celebration, a sense of humor, and fun.

### 1.3 College-wide Goals and Objectives

Montgomery College is committed to “changing lives, enriching our community and holding ourselves accountable,” as the Mission Statement declares. Based on these principles, the College commits itself to meet the educational needs of its diverse community. The College will seek to provide academic programs of the highest quality so that its diverse student body can achieve its educational goals. As one College providing multiple programs and services to students at various stages of their academic careers, the College dedicates itself to the following eight goals to serve students and the community.

#### Goal 1

The first goal of the College is to ensure student satisfaction and student success through programs and support services. The College will continue to foster student achievement through excellence in curriculum, teaching, learning and services that meet multiple needs. Student-centered programs and support services will identify student goals and individual needs, and will facilitate student retention, completion, and goal achievement.

Objective 1: To use the College’s curriculum and program review processes and the input of advisory committees and community assessment initiatives to revise and develop curricula that are characterized by currency, comprehensiveness, relevance, transferability, and the appropriate use of technology.

Objective 2: To continue to promote effective instruction and instructional support and to develop fresh approaches to instruction and instructional support that foster learning through the Center for Teaching and Learning and other internal and external opportunities.

Objective 3: To develop and implement effective processes and procedures to identify and support students’ educational and career goals, including degree completion, transfer, skill development, credentialing and intellectual exploration, through enhanced support for advising and career and transfer planning.

Objective 4: To develop mandatory orientation processes to meet the transition needs of its diverse student populations.

Objective 5: To develop additional distinct and focused services and programs for the College’s diverse student population, including first-generation college attendees, students with disabilities, students with English as a second language and international students, so that all students’ educational and employment potential is strengthened.

Outcome: Student success will increase as will student satisfaction with services. Student goal achievement, retention, completion, employment and transfer rates will increase. Curricula will be considered current and appropriate by students, employers and transfer institutions.

#### Goal 2

The second goal of the College is to ensure broad-based education. The College is committed to developing life-long learners who are competent problem-solvers, critical thinkers, effective communicators, ethical citizens and technologically literate contributors to the global community. Students will achieve a broad-based perspective through liberal learning.

Objective 1: To continue to support and promote strong collegiate-level liberal arts and transfer programs.

Objective 2: To further incorporate in curriculum and instruction a commitment to interdisciplinary studies, respect for diversity, critical and information literacy, and appropriate use of technology concepts in the arts, humanities, social sciences, sciences, mathematics, business, economics, technologies, and career programs.

Objective 3: To enrich the College's global learning environment by identifying and mobilizing the cross-cultural experience of its community, faculty, staff and students.

Objective 4: To expand cultural and intellectual activities that highlight and explore social issues for both internal and external audiences.

Outcome: Students will develop critical and information literacy and communication skills, an ability to apply knowledge effectively, a respect for diversity and an appreciation of the value of lifelong learning. The community will recognize and value the College as an intellectual resource and venue for cultural, cross-cultural, and social issue discussions.

### **Goal 3**

The third goal of the College is to meet the demands of a growing high school population. The College will increase its ability and strengthen partnerships to serve more high school students and graduates.

Objective 1: To expand partnership initiatives with the local public and private high schools to increase college readiness and facilitate the transition or access to college programs.

Objective 2: To increase concurrent enrollment of qualified high school students taking appropriate college coursework.

Outcome: The numbers of Montgomery County Public Schools (MCPS) graduates enrolling at Montgomery College will increase, greater numbers of MCPS graduates will enter Montgomery College prepared to do college level work and more high school students will earn college credits through attendance at Montgomery College. As a result, the reputation of the College as an institution of excellence will be enhanced.

### **Goal 4**

The fourth goal of the College is to develop a regional workforce for the Washington Metropolitan area. The College will make workforce and business development and preparedness a primary part of its activities.

Objective 1: To assess the community's needs regularly to ensure that its curricula, policies, schedules and partnerships reflect changing workforce needs and practices. Particular attention will be paid to meeting the community's growing needs for certified teachers.

Objective 2: To ensure that courses and programming are responsive to employers' priorities, needs and quality standards.

Objective 3: To ensure that the organizational structure provides a readily identifiable single point of contact within the College to respond to inquiries relating to workforce development, education, and training.

Objective 4: To implement a marketing strategic plan to increase internal and external awareness of the College's workforce development partnerships and initiatives.

Objective 5: To enhance the role of the industry advisory committees in guiding the development of the College's career programs.

Outcome: Montgomery County employers will turn to Montgomery College as their first choice for employee training and development. Employers will express increased satisfaction with employees hired from its career programs. Montgomery College will rank among the top four continuing education providers in the state for workforce development and training.

**Goal 5**

The fifth goal is to expand the College's commitment to professional development. The College will create an intellectually stimulating, innovative, and exciting environment that encourages all of its employees to grow professionally and personally, to seek out and implement best practices and to contribute to the College's nurturing and student-centered environment.

Objective 1: To make professional development one of the College's highest institutional priorities and commit sufficient funds to support this priority.

Objective 2: To establish a single entity that coordinates and emphasizes professional development as an expectation of all employees.

Objective 3: To create professional development plans that meet the needs of the individual employee and the institution. These plans will be developed collaboratively by the employee and the supervisor and will become an important component of the performance review process.

Objective 4: To enhance the interchange between full-time and adjunct faculty to take advantage of their respective contributions and meet their differing needs; and to create and support mentoring programs, especially for employees new to their positions.

Outcome: All employees will participate in an expanded professional development program focused on better meeting the needs of students and employees, and the percentage of College resources devoted to professional development will increase.

**Goal 6**

The sixth goal of the College is to strengthen pedagogy. The College will incorporate innovation and quality in pedagogy that is responsive to the learning needs of its students.

Objective 1: To ensure that all faculty and instructional support staff continually research and develop classroom and instructional strategies that focus on understanding, enhancing, and facilitating the learning process.

Objective 2: To continue to develop instructional alternative delivery methods for quality programs and access to the College at convenient places and times.

Objective 3: To review, identify and incorporate, as appropriate, in College courses the most effective strategies for ensuring that students acquire communication, computational, and critical and information literacy skills required by employers and transfer institutions.

Outcome: Student outcomes will be improved through incorporation of improvements in teaching and learning by faculty.

**Goal 7**

The seventh College-wide goal is to maximize resource distribution. The College will enhance its ability to change lives by focusing resources more efficiently and effectively, implementing a more data-driven planning and budgeting process that supports a student-centered focus, investing in a strong collegiate-level program and incorporating increased accountability into evaluation processes.

Objective 1: To include regular review of academic programs and support services in the College's strategic planning process.

Objective 2: To define a process to determine the College's core programs and disciplines in order to guide growth opportunities, funding priorities, student services, and long-term planning.

Objective 3: To develop and regularly update an integrated academic and facilities master plan as an outgrowth of the strategic plan. This academic and facilities plan will identify programmatic, staffing, and facility needs to enable the College to address changing and diverse student populations.

Objective 4: To provide sufficient student-life facilities and improve the quality of student life support on each campus by integrating these needs into the budget and planning process of each campus and the College.

Objective 5: To continue to provide state-of-the-market information technology for academic and administrative purposes, consistent with the availability of resources.

Objective 6: To ensure that employee reward systems appropriately recognize participation in a combination of professional development, high job performance and community service.

Outcome: Budget and planning decisions and evaluation processes will reflect the College mission. College facilities, services and staffing will be modified to meet student needs more appropriately.

### **Goal 8**

The final College-wide goal is to model community leadership. The College will build stronger community ties and model community leadership by serving as a catalyst, resource, and convener for enlightened discourse on vital community issues regarding social justice, economic concerns, environmental stewardship, non-partisan politics, public policy, and culture.

Objective 1: To name a Community Advisory Board to advise the College on issues of community importance and on planning and implementing discussions, including town meetings, instructional television programs, Internet discussions and teleconferencing.

Objective 2: To initiate a community research service through a partnership with Workforce Development and Continuing Education, the Office of Institutional Research and Analysis, deans, faculty, staff, and appropriate community groups.

Objective 3: To take a leadership role in working with the community to narrow the digital divide by improving equal access to technology.

Outcome: Public discourse events involving people of diverse cultures in the community regularly will improve understanding and enhance its commitment to improving life in Montgomery County. The community will value Montgomery College for its role in initiating inclusive discussions and supporting research of the issues that affect the community. The College will be recognized for its efforts in helping to increase community access to technology for education.