

## Montgomery College FY14 Initiatives

The table below contains the *Montgomery College 2020* Initiatives for Fiscal year 2014. These important initiatives are framed according to the five themes of *MC 2020*: (1) Educational Excellence, (2) Access, Affordability, and Success, (3) Economic Development, (4) Community Engagement, and (5) Assessment and Institutional Effectiveness. The strategic plan, *Montgomery College 2020*, can be found on the Office of the President's website at [www.montgomerycollege.edu/president](http://www.montgomerycollege.edu/president).

# MONTGOMERY COLLEGE 2020 FY14 INITIATIVES

## I: Educational Excellence

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	
1. Design implementation for new Academic Leadership structure.	SA1. Establish task force to complete plan for new academic leadership.	Senior Vice President for Academic Affairs
	SA2. Incorporate invested parties into the development of new academic leadership plan.	Senior Vice President for Academic Affairs
2. Review General Education requirements for degree programs and identify barriers to students completing degrees.	SA1. Establish committee of faculty to work with cooperation of Faculty Council and Curriculum Committee.	Senior Vice President for Academic Affairs
3. Enhance the use of technology to improve instruction.	SA1. Support ongoing projects of DELT and OIT.	Senior Vice President for Academic Affairs

## II: Access, Affordability, and Success

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	
1. Expand access to Montgomery College and programs.	SA1. Continue to increase outreach opportunities in Montgomery County communities that have limited numbers of residents attending college.	Senior Vice President for Student Services
	SA2. Develop a consistent protocol to provide families fluent in languages other than English the opportunity to acquire College information in the family's primary language	Senior Vice President for Student Services
	SA3. Continue to cross-train appropriate Montgomery College employees to inform students about requirements needed in the enrollment and financial aid process	Senior Vice President for Student Services
	SA4. Continue to develop, secure resources, and use technology, signage, and brochures to better direct students and provide them with current information.	Senior Vice President for Student Services
	SA5. Continue to develop, implement, and secure resources for welcome center, a comprehensive new student orientation, and partnerships with MCPS and county private schools	Senior Vice President for Student Services

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	SA6. Continue to develop simple, success-driven enrollment policies and processes, along with more flexible course scheduling.	Senior Vice President for Student Services
2. Improve tuition affordability for students.	SA1. Continue efforts to improve tuition affordability.	Senior Vice President for Student Services
3. Increase student success at Montgomery College.	SA1. Implement a developmental advising model that will work year-round.	Senior Vice President for Student Services
	SA2. Continue to develop, implement, and secure resources for collegewide services and centers for veterans.	Senior Vice President for Student Services
	SA3. Continue to develop a more welcoming environment that is aesthetically pleasing and conducive to supporting student satisfaction and success.	Senior Vice President for Student Services
	SA4. Develop, implement, and secure resources to encourage meaningful student engagement opportunities and reduce the educational achievement gap for Hispanic/Latino and African American students, especially males.	Senior Vice President for Student Services
	SA5. Continue to implement assessment strategies that will help students improve assessment testing preparation and recognizing academic deficiencies.	Senior Vice President for Student Services
	SA6. Develop, implement, and secure resources for collegewide adaptation of First Year Experience programming, and explore a multidisciplinary first-year curriculum that will reinforce skills needed for students to succeed in college.	Senior Vice President for Student Services
	SA7. Continue to expand student success services for student athletes to ensure they have the opportunity to perform with both academic and physical excellence.	Senior Vice President for Student Services
4. Expand College credentials and transfer opportunities.	SA1. Continue to implement a comprehensive developmental advising program to help students develop their own education plan.	Senior Vice President for Student Services
	SA2. Develop and implement a collegewide approach to faculty cadre advising.	Senior Vice President for Student Services
	SA3. Develop, implement and secure resources for a computerized student profile that is integrated into the student's academic work.	Senior Vice President for Student Services
	SA4. Continue to develop, implement, and secure resources for technology that will assist academic advising, enrollment, financial aid, and other student services areas to promote completion at Montgomery College.	Senior Vice President for Student Services
	SA5. Continue to expand student internship opportunities and assistance that prepare students for job search efforts.	Senior Vice President for Student Services

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	
	<i>SA6. Continue to develop and implement an academic alert system to assist students in monitoring their academic progress and allow for greater intervention for those student whose grades are fluctuating or are not progressing</i>	<i>Senior Vice President for Student Services</i>
5. Engage in the MC-MCPS-USG partnership to establish the Achieving Collegiate Excellence and Success (ACES) program.	<i>SA1. Continue to implement ACES partnership with MCPS and the Universities at Shady Grove (USG). The ACES program will increase college readiness and improve academic success for MCPS graduates from under engaged groups and/or from families with limited financial resources. Montgomery College staff will recruit approximately 500 MCPS high school students to participate in the program.</i>	<i>Senior Vice President for Student Services</i>

### III: Economic Development

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	
1. Raise visibility and community use of career planning tools.	<i>SA1. Raise visibility of existing career planning and labor market data resources through formal noncredit classes.</i>	<i>Senior Vice President for Academic Affairs</i>
2. Create career pathway tools.	<i>SA1. Develop a web presence connecting the various resources such that students can explore a continuum of learning experiences along a common career field.</i>	<i>Senior Vice President for Academic Affairs</i>

### IV: Community Engagement

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	
1. Continue “One College” and “College Town” marketing and branding effort.	<i>SA1. Place College banners down thoroughfares to the three campuses (Route 355 in Rockville, Route 118 in Germantown, and Georgia Avenue and Fenton Street in Silver Spring).</i>	<i>Senior Vice President for Advancement and Community Engagement</i>
	<i>SA2. Roll out the Raptor logo and college colors further via bus wraps, wallscapes, etc.</i>	<i>Senior Vice President for Advancement and Community Engagement</i>
2. Initiate community engagement centers planning and analysis.	<i>SA1. Plan and analyze potential for community engagement centers.</i>	<i>Senior Vice President for Advancement and Community Engagement</i>

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3. Convene community engagement roundtable.	SA1. Hold at least three community engagement roundtable meetings.	Senior Vice President for Advancement and Community Engagement
4. Launch community engagement outreach initiatives – two community forums.	SA1. Hold two community or civic forums on two different campuses to discuss pressing educational or social issues affecting the county.	Senior Vice President for Advancement and Community Engagement
5. Implement website language translation service.	SA1. Implement translation service for the website in at least 2-4 languages spoken in the county.	Senior Vice President for Advancement and Community Engagement
6. Improve 508 Compliance for website, television, and digital media.	SA1. Update all television, web and digital media with tagging and captioning as required by 508 compliance standards.	Senior Vice President for Advancement and Community Engagement
	SA2. Train faculty, staff, and administrators on 508 compliance for web pages and videos in classrooms or posted content.	Senior Vice President for Advancement and Community Engagement
7. Launch silent phase of comprehensive campaign in support of all five strategic plan themes.	SA1. Raise \$3 million in support of strategic plan initiatives.	Senior Vice President for Advancement and Community Engagement
8. Plan and analyze the development of “Montgomery College Promise.”	SA1. Create plan and fundraising goal to implement Montgomery College Promise and begin solicitation of leadership gifts for the initiative.	Senior Vice President for Advancement and Community Engagement
9. Strengthen existing partnerships and create additional three to five partnerships that support three themes of strategic plan.	SA1. Create public-private partnerships that provide funding for community engagement centers, Montgomery College Promise, or other strategic plan goal or theme.	Senior Vice President for Advancement and Community Engagement
	SA2. Raise \$9–10 million in public grants for strategic plan initiatives.	Senior Vice President for Advancement and Community Engagement
10. Market to expand the number of tenants at the Hercules Pinkney Life Sciences Park.	SA1. Use new business plan to support tenant expansion in Hercules Pinkney Life Sciences Park.	Senior Vice President for Advancement and Community Engagement
11. Expand the number of grant applications aligned with the strategic plan.	SA1. Coordinate grants review committee with academic areas to identify programs that would benefit from sustainable grant opportunities.	Senior Vice President for Advancement and

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		<i>Community Engagement</i>
12. Create infrastructure for Montgomery College global initiatives.	<i>SA1. Develop marketing, operational, and strategic plan for Montgomery College global initiatives.</i>	<i>Senior Vice President for Advancement and Community Engagement</i>
13. Develop cultural outreach and engagement events that bring the community to the College <b>[FY13 carryover]</b>	<i>SA1. Develop and implement a web-based community engagement directory for the College.</i>  <i>SA2. Create, implement, and maintain a collegewide community engagement calendar.</i>  <i>SA3. Develop a community engagement online newsletter.</i>	<i>Senior Vice President for Advancement and Community Engagement</i> <i>Senior Vice President for Advancement and Community Engagement</i> <i>Senior Vice President for Advancement and Community Engagement</i>

## V: Assessment and Institutional Effectiveness

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	
1. Design and implement the Common Employee Experience.	<i>SA1. Define and implement the Common Employee Experience and other destination employer initiatives.</i>  <i>SA2. Create a strategy to become a destination employer.</i>	<i>Senior Vice President for Administrative and Fiscal Services</i> <i>Senior Vice President for Administrative and Fiscal Services</i>

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	
2. Integrate One College technology.	<i>SA1. Continue to review all work processes and to implement technology to create efficiencies.</i>	Chief of Staff/Chief Strategy Officer, Senior Vice President for Academic Affairs, Senior Vice President for Advancement and Community Engagement, Senior Vice President for Student Services, Senior Vice President for Administrative and Fiscal Services
3. Create the first cost-to-educate analysis.	<i>SA1. Analyze year-end FY13 financials and produce a cost to educate per unit report.</i>	Senior Vice President for Academic Affairs, Senior Vice President for Administrative and Fiscal Services
4. Benchmark and begin to right-size organizational areas based on national benchmarks and enrollment trends.	<i>SA1. Complete benchmarked analysis of division's human resource needs and create a master staffing plan.</i>	Chief of Staff/Chief Strategy Officer, Senior Vice President for Academic Affairs, Senior Vice President for Advancement and Community Engagement, Senior Vice President for Student Services, Senior Vice President for Administrative and Fiscal Services
5. Analyze and determine operational strategies for Auxiliary Services, Facilities, Security, HRDE Insurance, etc.	<i>SA1. Have a consultant work with each Administrative and Fiscal Services vice president to determine what functions we need to keep doing, which ones we need to quit doing, and which ones we need to outsource.</i>	Senior Vice President for Administrative and Fiscal Services
6. Develop a one College model that aligns data, systems, and institutional planning. <b>[FY13 carryover]</b>	<i>SA1. Implement a one College data-driven planning process that connects and measures adherence to the institutional mission, goals, strategic initiatives, and budgeting.</i>	Chief of Staff/Chief Strategy Officer