Montgomery College FY14 Initiatives

The table below contains the end-of-the-year updates for 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.

MONTGOMERY COLLEGE 2020
FY14 INITIATIVES

I: Educational Excellence

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
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*	*Completed*
	SA2. Incorporate invested parties into the development of new academic leadership plan.	*Senior Vice President for Academic Affairs*	*Completed*
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*	*Completed:* *UPDATE 7/31/14* • *A faculty committee led by Professors Tammy Peery, Michael Farrell, and Muhammad Kehnemouyi was formed in February 2014 through appointments by Faculty Council and Campus Council groups.* • *The committee spent the Spring 2014 semester researching*

			best practices, looking at model gen ed programs, seeking input from campus groups through open forums, and including perspectives of business / transfer partners.
			• *The committee created a "Libguide" resource webpage that will be available to the College community via a link to the Office of the Senior Vice President of Academic Affairs website.*
			• *In June 2014, a subcommittee of the GERTC attended a five-day General Education and Assessment Institute with the Association of American Colleges and Universities and developed an action plan for the next academic year.*
			• *The GERTC submitted a plan for presenting a revised set of program outcomes to the general College community in January 2013 with a revised General Education*

			program to be approved through the curriculum review process by May 2015.
3. Enhance the use of technology to improve instruction.	*SA1. Support ongoing projects of DELT and OIT.*	*Senior Vice President for Academic Affairs*	*In-Progress:* • *UPDATE 7/31/14* • *More than 50 different workshops (some with multiple sections) totaling nearly 500 enrollments focused on using technology in the classroom. From Blackboard to mobile devices to open education resources, the workshops introduced faculty to ways to improve the teaching and learning process.* • *Montgomery College offered its first Massive Open Online Course (MOOC) in the fall. "Get Ready for* • *College English" had about 700 students from 81 different countries. Montgomery College students were also enrolled.*

II: Access, Affordability, and Success

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
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*	*In-Progress*
	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*	*Completed*
	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*	*Ongoing*
	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*	*Ongoing*
	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*	*Ongoing*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
	SA6. Continue to develop simple, success-driven enrollment policies and processes, along with more flexible course scheduling.	*Senior Vice President for Student Services*	*Ongoing*
2. Improve tuition affordability for students.	*SA1. Continue efforts to improve tuition affordability.*	*Senior Vice President for Student Services*	*In-Progress*
3. Increase student success at Montgomery College.	*SA1. Implement a developmental advising model that will work year-round.*	*Senior Vice President for Student Services*	*Completed*
	SA2. Continue to develop, implement, and secure resources for collegewide services and centers for veterans.	*Senior Vice President for Student Services*	*Ongoing*
	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*	*Ongoing*
	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*	*In-Progress*
	SA5. Continue to implement assessment strategies that will help students improve assessment testing preparation and recognizing academic deficiencies.	*Senior Vice President for Student Services*	*Completed*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
	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*	*In-Progress*
	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*	*Completed*
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*	*Completed*
	SA2. Develop and implement a collegewide approach to faculty cadre advising.	*Senior Vice President for Student Services and Senior Vice President for Academic Affairs*	*In-Progress*
	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*	*Ongoing*
	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*	*Ongoing*
	SA5. Continue to expand student internship opportunities and assistance that prepare students for job search efforts.	*Senior Vice President for Student Services*	*Ongoing*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
	SA6. Continue to develop and implement an academic alert system to assist students I monitoring their academic progress and allow for greater intervention for those student whose grades are fluctuating or are not progressing	*Senior Vice President for Student Services*	*In-Progress*
5. Engage in the MC-MCPS-USG partnership to establish the Achieving Collegiate Excellence and Success (ACES) program.	*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.*	*Senior Vice President for Student Services*	*Completed*

III: Economic Development

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
1. Raise visibility and community use of career planning tools.	*SA1. Raise visibility of existing career planning and labor market data resources through formal noncredit classes.*	*Senior Vice President for Academic Affairs*	*In-Progress*
2. Create career pathway tools.	*SA1. Develop a web presence connecting the various resources such that students can explore a continuum of learning experiences*	*Senior Vice President for Academic Affairs*	*In-Progress*

			along a common career field.		

IV: Community Engagement

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
1. Continue "One College" and "College Town" marketing and branding effort.	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).	*Senior Vice President for Advancement and Community Engagement*	*Ongoing:* • *This project is now being incorporated into the College Town Plan; The College Town Plan will be developed by December of 2014.*
	SA2. Roll out the Raptor logo and college colors further via bus wraps, wallscapes, etc.	*Senior Vice President for Advancement and Community Engagement*	*Completed:* • *The Raptor mascot and logo and college colors were rolled out in the fall semester of FY'14.* • *Based on availability of funding, vehicle wraps will be implemented in FY'15.* • *An MC Logo re-design will be instituted in early FY'15.*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
2. Initiate community engagement centers planning and analysis.	SA1. Plan and analyze potential for community engagement centers.	*Senior Vice President for Advancement and Community Engagement*	*Completed:* • *An analysis based on literacy and education levels and other factors in the community was used to select two locations from six possible sites with the greatest need for a college community engagement center presence.* • *The Community Engagement office is in the process of formalizing agreements with the East County Regional Services Center and Gaithersburg Library on the use of space to be completed in the summer of 2014.* • *Four temporary staff have been hired, many of whom are multi-lingual, to staff the community engagement centers in FY'15*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
3. Convene community engagement roundtable.	*SA1. Hold at least three community engagement roundtable meetings.*	*Senior Vice President for Advancement and Community Engagement*	*Ongoing:* • *The Director of Community Engagement was hired in January 2014 and will look to implement the roundtable concept in FY'15.*
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*	*Ongoing:* • *Innovation Works is launching a civic engagement forum in October and hold another forum early in the spring semester with the support of the Advancement and Community Engagement office.*
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*	*In-Progress:* • *The Advancement and Community Engagement office is in the process of contracting a firm to handle translation services in early FY'15.*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
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	In-Progress: • The Advancement and Community Engagement office continues to work with the Compliance office to address 508 compliance standards and to promote and publicize training for accessibility in FY'15.
	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	In-Progress: • The Advancement and Community Engagement office continues to work with the Compliance office to address 508 compliance standards and to promote and publicize training for accessibility in FY'15.
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	Completed: • The development office raised over $4 Million in cash and pledges via philanthropy in FY'14.

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
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*	*In-Progress:* • *The Advancement and Community Engagement office is drafting the MC Promise plan in the summer of 2014.* • *The Advancement and Community Engagement office staff will attend the PromiseNet conference in New Haven in November 2014 to speak with other communities that have implemented Promise initiatives for higher education.*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
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*	*Completed and Ongoing:* • *The College has developed and maintained several public-private partnerships in FY'14 including with the Family Justice Center, Discovery, Housing Opportunities Commission, the Montgomery County Correctional Facility, Accenture, etc.*
	SA2. Raise $9–10 million in public grants for strategic plan initiatives.	*Senior Vice President for Advancement and Community Engagement*	*In-Progress:* • *The Grants office raised more than $8 million in grants in a challenging year of state and federal budget issues.*
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*	*In-Progress:* • *The Executive Director of the Hercules Pinkney Life Sciences Park was hired in June 2014.* • *The Executive Director has already worked on a proposal*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
			for a promising tenant.
			• *Eva Klein and Associates was hired by the Montgomery College Life Sciences Park Foundation to create the strategic business plan for the park by October 2014.*
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 Community Engagement*	*Completed and Ongoing:* • *The Grants Review Committee meets quarterly to align grant opportunities to the strategic plan needs.* • *The Advancement and Community Engagement Office is planning for ways to incentivize the pursuit of grants by faculty and staff in FY'16.*
12. Create infrastructure for Montgomery College global initiatives.	*SA1. Develop marketing, operational, and strategic plan for Montgomery College global initiatives.*	*Senior Vice President for Advancement and Community Engagement*	*In-Progress:*
13. Develop cultural outreach and engagement events that bring the community to the College	*SA1. Develop and implement a web-based community engagement directory for the College.*	*Senior Vice President for Advancement and Community Engagement*	*In-Progress:* • *The Director of*

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
[FY13 carryover]			*Community Engagement was hired in January 2014. The Director plans to address the directory in FY'15.*
	SA2. Create, implement, and maintain a collegewide community engagement calendar.	*Senior Vice President for Advancement and Community Engagement*	*In-Progress:* • *The Director of Community Engagement was hired in January 2014. The Director plans to address the calendar in FY'15.*
	SA3. Develop a community engagement online newsletter.	*Senior Vice President for Advancement and Community Engagement*	*In-Progress:* • *The Director of Community Engagement will launch a community engagement newsletter in the fall semester 2014.*

V: Assessment and Institutional Effectiveness

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS	END-OF-YEAR UPDATES

FY14 INITIATIVES	FY14 STRATEGIC ACTIONS		END-OF-YEAR UPDATES
1. Design and implement the Common Employee Experience.	*SA1. Define and implement the Common Employee Experience and other destination employer initiatives.*	*Senior Vice President for Administrative and Fiscal Services*	*Completed*
	SA2. Create a strategy to become a destination employer.	*Senior Vice President for Administrative and Fiscal Services*	*Completed*
2. Integrate One College technology.	*SA1. Continue to review all work processes and to implement technology to create efficiencies.*	*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*	*In-Progress:*
3. Create the first cost-to-educate analysis.	*SA1. Analyze year-end FY13 financials and produce a cost to educate per unit report.*	*Senior Vice President for Academic Affairs, Senior Vice President for Administrative and Fiscal Services*	*Completed*
4. Benchmark and begin to right-size organizational areas based on national benchmarks and enrollment trends.	*SA1. Complete benchmarked analysis of division's human resource needs and create a master staffing plan.*	*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*	*Completed*
5. Analyze and determine operational strategies for Auxiliary Services, Facilities, Security, HRDE Insurance, etc.	*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.*	*Senior Vice President for Administrative and Fiscal Services*	*Completed*
6. Develop a one College model that aligns data, systems, and institutional planning. [FY13 carryover]	*SA1. Implement a one College data-driven planning process that connects and measures adherence to the institutional mission, goals, strategic initiatives, and budgeting.*	*Chief of Staff/Chief Strategy Officer*	*In-Progress*