

MONTGOMERY COLLEGE 2020 FY18–20 INITIATIVES AND STRATEGIC ACTIONS

I: Educational Excellence

PREFERRED FUTURES

- By 2020, Montgomery College will have enhanced its national reputation for excellence by serving as a model for other community colleges and offering academic programs that reflect the needs of both students and the community.
- By 2020, academic affairs at Montgomery College will have a renewed leadership structure that affirms the one College model and supports faculty, staff, and student achievement, innovation, and scholarship. The College will institute practices and develop curricula that emphasize defined educational pathways to degrees and certificates.

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
1. Enhance the leadership skills of coordinators, chairs, associate deans, deans, and vice presidents/provosts SA1. Enhance the previous year’s training to include more strategic and comprehensive leadership skills.	1. Enhance the leadership skills of coordinators, chairs, associate deans, deans, and vice presidents/provosts SA1. Evaluate the progress over the last two years and identify areas where additional support for leadership and professional development exists.	1. Develop new academic leaders SA1. Work with CPOD to develop program for leadership training of potential chairs and deans.	1. Academic leadership succession planning and development SA1. Implement program to develop potential dean and chair leaders for Montgomery College.
2. MOVED TO THEME V (Initiative 7)	2. MOVED TO THEME V (Initiative 7)	2. MOVED TO THEME V (Initiative 7)	2. MOVED TO THEME V (Initiative 7)
3. Enhance comprehensive program of assessment of student learning	3. Enhance comprehensive program of assessment of student learning	3. Institutionalize comprehensive program of assessment of student learning	3. Institutionalize comprehensive program of assessment of student learning

Preferred futures describe the theme achieved.

An **initiative** describes a project or effort to advance toward the preferred futures.

A **strategic action** (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016

PAGE 1

New or revised content

Moved content to new FY / Deleted content

Notation on content

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>SA1. Review data for assessed programs and make changes bases upon data. Make assessment in those programs up for review. Make changes in assessment process as needed.</p> <p>SA2. Implement strategies in support of Closing the Achievement Gap (CTAG)/Achieving the Promise, to reduce the disparity between the successful completion and retention of students of color in developmental reading and mathematics courses.</p>	<p>SA1. Review data and develop plans for making curricular changes based upon data. Collect assessment data in appropriate programs. Make changes in assessment process as needed.</p> <p>SA2. Assess Achieving the Promise strategies.</p>	<p>SA1. Develop abilities of chairs and Deans to lead the assessment process as a continuing part of the functions of faculty.</p> <p>SA2. Assess Achieving the Promise strategies.</p>	<p>SA1. Have established a regular program of assessment of student outcomes that operates as a normal course of business at MC.</p> <p>SA2. Assess Achieving the Promise strategies.</p>
<p>4. Connect technology to learning in the classroom</p>	<p>4. Connect technology to learning in the classroom</p>	<p>4. Connect technology to learning in the classroom</p>	<p>4. Connect technology to learning in the classroom</p>
<p>SA1. Implement new technology in ongoing program to enhance instruction and expand access to students.</p> <p>SA2. Support Library innovations to use technology for improved service to students and faculty.</p> <p>SA3. Continue use of Macs in DMS to deliver hybrid courses and Typhon online clinical tracking system.</p> <p>SA4. Develop recommendations on open course software based on analysis of best practices and ability to benefit students.</p>	<p>SA1. Implement new technology in ongoing program to enhance instruction and expand access to students.</p> <p>SA2. Support Library innovations to use technology for improved service to students and faculty.</p> <p>SA3. Continue use of Macs in DMS to deliver hybrid courses and Typhon online clinical tracking system. Conduct assessment of use of Macs and Typhoon online clinical tracking system.</p> <p>SA4. Develop recommendations on open course software based on analysis of best practices and ability to benefit students.</p> <p>SA5. Implement Open Educational Resources (OERs) in select General Studies courses.</p>	<p>SA1. Implement new technology in ongoing program to enhance instruction and expand access to students.</p> <p>SA2. Support Library innovations to use technology for improved service to students and faculty.</p> <p>SA3. Continue use of Macs in DMS to deliver hybrid courses and Typhon online clinical tracking system. Search for platform and software enhancements/ replacements for Mac and Typhoon online clinical tracking system.</p> <p>SA4. Evaluate results of open course software implementation.</p> <p>SA5: Assess use of OERs in select General Studies courses and expand use to additional General Studies courses.</p>	<p>SA1. Implement new technology in ongoing program to enhance instruction and expand access to students.</p> <p>SA2. Support Library innovations to use technology for improved service to students and faculty.</p> <p>SA3. Implement new platform and software programs for DMS program.</p> <p>SA4: Assess use of OERs in General Studies courses, make changes or adjustments, and expand use throughout curriculum.</p>

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>5. Expand development of the Program for Advancement to College English (PACE)</p>	<p>5. Support student success in developmental Math curriculum</p>	<p>5. Support student success in developmental Math curriculum</p>	<p>5. Support student success in developmental Math curriculum</p>
<p>SA1. Continue ongoing support for PACE students with tutors in PACE classroom.</p> <p>SA2. Expand number of PACE sections offered at each campus.</p> <p>SA3. Enhance student advising and faculty training modules to increase student success in PACE classes.</p>	<p>SA1. Implement CCRCCA requirements for students to enroll in credit-level math courses immediately upon completion of developmental math course(s).</p> <p>SA2. Institutionalize alternate assessment methods for student placement in math.</p> <p>SA3. Make curricular changes in developmental math requirements for general education requirements and course pre-requisites based on state-wide agreements.</p> <p>SA4. Implement PARCC transition courses with MCPS.</p> <p>SA1. RETIRED Continue ongoing support for PACE students with tutors in PACE classroom.</p> <p>SA2. RETIRED Expand number of PACE sections offered at each campus.</p> <p>SA3. RETIRED Enhance student advising and faculty training modules to increase student success in PACE classes.</p>	<p>SA1. Implement CCRCCA requirements for students to enroll in credit-level math courses immediately upon completion of developmental math course(s).</p> <p>SA2. Evaluate alternate assessment methods for student placement in math and make adjustments if necessary.</p> <p>SA3. Evaluate curricular changes in developmental math requirements for effect on student success and reduction in D, F, W rates.</p> <p>SA4. Assess student performance in PARCC transition courses with MCPS and make adjustments if necessary.</p> <p>SA1. RETIRED Continue ongoing support for PACE students with tutors in PACE classroom.</p> <p>SA2. RETIRED Expand number of PACE sections offered at each campus.</p> <p>SA3. RETIRED Assess effectiveness of enhanced student advising and faculty training modules.</p>	<p>SA1. Implement CCRCCA requirements for students to enroll in credit-level math courses immediately upon completion of developmental math course(s).</p> <p>SA2. Evaluate alternate assessment methods for student placement in math and make adjustments if necessary.</p> <p>SA3. Evaluate curricular changes in developmental math requirements for effect on student success and reduction in D, F, W rates.</p> <p>SA4. Assess student performance in PARCC transition courses with MCPS and student performance at Montgomery College, and make adjustments if necessary.</p> <p>SA1. RETIRED Continue ongoing support for PACE students with tutors in PACE classroom.</p> <p>SA2. RETIRED Expand number of PACE sections offered at each campus.</p> <p>SA3. RETIRED Assess effectiveness of enhanced student advising and faculty training modules.</p>

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>6. Strengthen accelerated reading program</p>	<p>6. Support student success in developmental English and Reading curriculum</p>	<p>6. Support student success in developmental English and Reading curriculum</p>	<p>6. Support student success in developmental English and Reading curriculum</p>
<p>SA1. Determine appropriate supports for students placing into higher level developmental reading courses to advance to college-level courses faster.</p>	<p>SA1. Implement redesigned developmental English/Reading integrated curriculum.</p> <p>SA2. Implement CCRCCA requirements for students to enroll in credit-level English courses immediately upon completion of developmental English/Reading course(s).</p> <p>SA3. Evaluate alternate assessment methods for student placement in English and make adjustments if necessary.</p> <p>SA4. Implement PARCC transition courses with MCPS.</p> <p>SA5. Continue support of PACE acceleration initiative to advance developmental students through college English.</p> <p>SA1. RETIRED Implement plan to accelerate higher level developmental reading students into college-level courses.</p>	<p>SA1. Develop assessment measures for redesigned developmental English/Reading integrated curriculum.</p> <p>SA2. Implement CCRCCA requirements for students to enroll in credit-level English courses immediately upon completion of developmental English/Reading course(s).</p> <p>SA3. Institutionalize alternate assessment methods for student placement in English.</p> <p>SA4. Assess student performance in PARCC transition courses with MCPS and student performance at Montgomery College, and make adjustments if necessary.</p> <p>SA5. Assess effectiveness of PACE acceleration initiative for effect on student success and reduction in D, F, W rates in EN 101.</p> <p>SA1. RETIRED Implement plan to accelerate higher level developmental reading students into college-level courses.</p>	<p>SA1. Make changes in redesigned developmental English/Reading integrated curriculum based on assessment results.</p> <p>SA2. Implement CCRCCA requirements for students to enroll in credit-level English courses immediately upon completion of developmental English/Reading course(s).</p> <p>SA3. Evaluate alternate assessment methods for student placement in English and make adjustments if necessary.</p> <p>SA4. Implement PARCC transition courses with MCPS.</p> <p>SA5. Assess effectiveness of PACE acceleration initiative for effect on student success and reduction in D, F, W rates in EN 101.</p> <p>SA1. RETIRED Implement plan to accelerate higher level developmental reading students into college-level courses</p> <p>SA2. RETIRED Assess effectiveness of plan to accelerate developmental reading students into college-level courses.</p>

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
7. Assess the redesigned American English Language Program	7. Assess the redesigned American English Language Program	7. Assess the redesigned American English Language Program	7. Assess the redesigned American English Language Program
<p>SA1. Integrate skills, streamline offerings and enrich the success of students by advancing them towards program completion and earning of degrees.</p> <p>SA2. Increase faculty participation in professional development opportunities in the humanities, reflecting current scholarship and support for teaching and learning.</p> <p>SA3. Increase online class offerings to offset the need for additional classroom space.</p>	<p>SA1. Use assessment outcomes and other data to develop plan for next phase of program redesign including dual enrollment hybrid and online course delivery, OERs and other instructional technologies.</p>	<p>SA1. Use assessment outcomes and other data to develop plan for next phase of program redesign including dual enrollment hybrid and online course delivery, OERs and other instructional technologies.</p>	<p>SA1. Implement new program design features and develop plan to assess the effectiveness of the innovations.</p>
8. Support student completion and success through a revised General Education curriculum	8. Support student completion and success through a revised General Education curriculum	8. Support student completion and success through a revised General Education curriculum	8. Support student completion and success through a revised General Education curriculum
<p>SA1. Engage standing General Education committee through Faculty Council to continually review and assess redesigned General Education program.</p> <p>SA2. Continue faculty workshops as necessary to engage faculty on General Education central values and requirements.</p>	<p>SA1. Engage standing General Education committee through Faculty Council to continually review and assess redesigned General Education program.</p> <p>SA2. Continue faculty workshops as necessary to engage faculty on General Education central values and requirements.</p>	<p>SA1. Engage standing General Education committee through Faculty Council to continually review and assess redesigned General Education program.</p> <p>SA2. Continue faculty workshops as necessary to engage faculty on General Education central values and requirements.</p>	<p>SA1. Engage standing General Education committee through Faculty Council to continually review and assess redesigned General Education program.</p> <p>SA2. Continue faculty workshops as necessary to engage faculty on General Education central values and requirements.</p>
9. Sustain a One College academic leadership model	9. Sustain a One College academic leadership model	9. Sustain a One College academic leadership model	9. Sustain a One College academic leadership model

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action (SA)** enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>SA1. Support ongoing curriculum and academic support services renewal generated through the One College academic structure.</p> <p>SA2. Provide assessment of the Collegewide academic structure and implements changes if necessary.</p> <p>SA3. Ensure that workshop offerings from Writing, Reading, and Language centers are available on all campuses, and increase offerings where necessary.</p>	<p>SA1. Support ongoing curriculum and academic support services renewal generated through the One College academic structure.</p> <p>SA2. Monitor academic program progress in meeting targets for student retention, graduation and transfer rates, and reducing time and cost for completion.</p> <p>SA3. Assess impact of student success strategies in lowering the D, F, W rates in specified courses.</p> <p>SA4. Implement rigorous and inclusive Academic Program Review process.</p> <p>SA5. Establish Center for Global Education to encompass curriculum transformation, faculty and student study travel/exchange, and global partnerships.</p>	<p>SA1. Support ongoing curriculum and academic support services renewal generated through the One College academic structure.</p> <p>SA2. Monitor academic program progress in meeting targets for student retention, graduation and transfer rates, and reducing time and cost for completion.</p> <p>SA3. Assess impact of student success strategies in lowering the D, F, W rates in specified courses.</p> <p>SA4. Continue rigorous and inclusive Academic Program Review process.</p> <p>SA5. Develop Center for Global Education to encompass curriculum transformation, faculty and student study travel/exchange, and global partnerships.</p>	<p>SA1. Support ongoing curriculum and academic support services renewal generated through the One College academic structure.</p> <p>SA2. Monitor academic program progress in meeting targets for student retention, graduation and transfer rates, and reducing time and cost for completion.</p> <p>SA3. Assess impact of student success strategies in lowering the D, F, W rates in specified courses.</p> <p>SA4. Continue rigorous and inclusive Academic Program Review process.</p> <p>SA5. Support Center for Global Education to encompass curriculum transformation, faculty and student study travel/exchange, and global partnerships.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>10. Continue to enhance and mature the MC-MCPS-USG educational partnership</p>	<p>10. Continue to enhance and mature the MC-MCPS-USG educational partnership</p>	<p>10. Continue to enhance and mature the MC-MCPS-USG educational partnership</p>	<p>10. Continue to enhance and mature the MC-MCPS-USG educational partnership</p>
<p>SA1. Ensure that College community is fully informed and trained on implemented elements associated with the CCRCCA.</p> <p>SA2. Assess articulated pathways from early placement to degree/certificate attainment.</p> <p>SA3. Showcase selected programs, activities, projects, and initiative (PAPI document) that actualize the partnership goals.</p> <p>SA4. Grow transfer access programs at USG (e.g., UMCP/USG Terp Transfer Partnership; BeeLine with the University of Baltimore; Hawk Line with the University of Maryland Eastern Shore), build enrollments, and program options.</p> <p>SA5. RETIRED Continue to expand MC-MCPS Student Learning Collaborative into more middle schools and high schools.</p>	<p>SA1. Continue to assess and implement, through a collaboration of the Academic Affairs and Student Services divisions, CCRCCA initiatives.</p> <p>SA2. Ensure that articulated pathways from early placement to degree/certificate attainment at MC are in use.</p> <p>SA3. Showcase selected programs, activities, projects, and initiative (PAPI document) that actualize the partnership goals.</p> <p>SA4. Grow transfer access programs at USG (e.g., UMCP/USG Terp Transfer Partnership; BeeLine with the University of Baltimore; Hawk Line with the University of Maryland Eastern Shore), build enrollments, and program options.</p> <p>SA5. RETIRED Continue to expand MC-MCPS Student Learning Collaborative into more middle schools and high schools.</p>	<p>SA1. Continue to assess and implement, through a collaboration of the Academic Affairs and Student Services divisions, CCRCCA initiatives.</p> <p>SA2. Ensure that articulated pathways from early placement to degree/certificate attainment at MC are in use.</p> <p>SA3. Showcase selected programs, activities, projects, and initiative (PAPI document) that actualize the partnership goals.</p> <p>SA4. Grow transfer access programs at USG (e.g., UMCP/USG Terp Transfer Partnership; BeeLine with the University of Baltimore; Hawk Line with the University of Maryland Eastern Shore), build enrollments, and program options.</p> <p>SA5. RETIRED Continue to expand MC-MCPS Student Learning Collaborative into more middle schools and high schools.</p>	<p>SA1. Continue to assess and implement, through a collaboration of the Academic Affairs and Student Services divisions, CCRCCA initiatives.</p> <p>SA2. Ensure that articulated pathways from early placement to degree/certificate attainment at MC are in use.</p> <p>SA3. Showcase selected programs, activities, projects, and initiative (PAPI document) that actualize the partnership goals.</p> <p>SA4. Grow transfer access programs at USG (e.g., UMCP/USG Terp Transfer Partnership; BeeLine with the University of Baltimore; Hawk Line with the University of Maryland Eastern Shore), build enrollments, and program options.</p> <p>SA5. RETIRED Continue to expand MC-MCPS Student Learning Collaborative into more middle schools and high schools.</p>

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>11. Enhance curricula and programs in Science, Technology, Engineering, and Mathematics</p>	<p>11. Enhance curricula and programs in all academic units</p>	<p>11. Enhance curricula and programs in all academic units</p>	<p>11. Enhance curricula and programs in all academic units</p>
<p>SA1. Develop modifications to redesigned courses based on evaluation. If awarded, initiate implementation.</p> <p>SA2. Consider and develop modifications, including outcomes, based on evaluation.</p> <p>SA3. Continue grant-funded activities. Use student feedback to improve. Evaluate success of recruitment efforts.</p> <p>SA4. Recruit qualified underrepresented students for scholarships. (Investigate ways to have scholars share their experience with MC students.)</p> <p>SA5. Build on relationships with industry, government, and educational institutions to improve curriculum, programs, and internship and employment opportunities for students.</p> <p>SA6. Develop articulation agreements with an expanded set of four-year educational institutions.</p>	<p>SA1. Implement modifications and continue implementation.</p> <p>SA2. Continue successful recruitment and information dissemination practices.</p> <p>SA3. Continue grant funded activities. Use student feedback to improve. Evaluate success of recruitment efforts.</p> <p>SA4. Continue successful recruitment and information dissemination practices. (Implement modifications based on feedback.)</p> <p>SA5. RETIRED Evaluate effectiveness of STEM courses offered. Make modifications based on evaluation.</p> <p>SA6. Build on relationship with industry, government, and educational institutions to establish partnerships with long term potential.</p> <p>SA7. Develop articulation agreements with an expanded set of four-year educational institutions.</p>	<p>SA1. Collect data and evaluate impact of modifications. Expand implementation.</p> <p>SA2. Measure outcomes and evaluate impact of changes.</p> <p>SA3. Continue grant funded activities. Use student feedback to improve. Evaluate success of recruitment efforts.</p> <p>SA4. Continue successful recruitment and information dissemination practices. (Implement modifications based on feedback.)</p> <p>SA5. RETIRED Evaluate effectiveness of STEM courses offered. Make modifications based on evaluation.</p> <p>SA6. Seek funding opportunities to build large scale formal collaborations among MC, industry, government, and other educational institutions.</p> <p>SA7. Develop articulation agreements with an expanded set of four-year educational institutions.</p>	<p>SA1. Based on evaluation, respond appropriately with changes or continuation of successful redesign</p> <p>SA2. Re-submit based on expiration date. Continue successful recruitment and information dissemination practices.</p> <p>SA3. Continuation of grant funded activities. Use student feedback to improve. Evaluate success of recruitment efforts.</p> <p>SA4. RETIRED Evaluate effectiveness of STEM courses offered. Make modifications based on evaluation.</p> <p>SA5. Implement large scale formal collaborations.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>12. Enhance interdisciplinary, problem-based experiences in curricula and extracurricular programs across STEM disciplines</p> <p>SA1. Pilot new programs and practices.</p> <p>SA2. Evaluate outcomes and modify practices.</p> <p>SA3. Continue to review practices at other institutions to maintain currency and relevance.</p> <p>SA4. Continue to review research literature to maintain currency and relevance.</p> <p>SA5. Continue to develop iSTEM Network and begin implementation, including staff hiring, developing web and physical presence, and relationships</p>	<p>12. Enhance interdisciplinary, problem-based experiences in curricula and extracurricular programs across disciplines</p> <p>SA1. Implement modified and/ or new practices and programs.</p> <p>SA2. Evaluate outcomes and modify practices.</p> <p>SA3. Continue to review practices at other institutions to maintain currency and relevance.</p> <p>SA4. Continue to review research literature to maintain currency and relevance.</p> <p>SA5. Continue implementation of iSTEM Network activities and plan expansion of the network externally; assess initial outcomes.</p>	<p>12. Enhance interdisciplinary, problem-based experiences in curricula and extracurricular programs across disciplines</p> <p>SA1. Implement modified and/ or new practices and programs.</p> <p>SA2. Evaluate outcomes and modify practices.</p> <p>SA3. Continue to review practices at other institutions to maintain currency and relevance.</p> <p>SA4. Continue to review research literature.</p> <p>SA5. Initiate expansion of iSTEM Network externally and continue implementation of network activities.</p>	<p>12. Enhance interdisciplinary, problem-based experiences in curricula and extracurricular programs across disciplines</p> <p>SA1. Implement modified and/ or new practices and programs.</p> <p>SA2. Evaluate outcomes and modify practices.</p> <p>SA3. Continue expansion of iSTEM Network externally; evaluate outcomes.</p>
<p>13. Implement Academic Master Plan</p>	<p>13. Implement Academic Master Plan</p>	<p>13. Implement Academic Master Plan</p>	<p>13. Implement Academic Master Plan</p>
	<p>SA1. Embed student support services into specified courses.</p> <p>SA2. In collaboration with Student Affairs, coordinate and promote student mentoring programs.</p> <p>SA3. Use data analytics to develop and revise multi-year schedule of academic course offerings to support student completion, including alternative scheduling and course delivery.</p>	<p>SA1. Embed student support services into specified courses and assess impact on student success.</p> <p>SA2. In collaboration with Student Affairs, coordinate and promote student mentoring programs and assess impact on student success.</p> <p>SA3. Use data analytics to develop and revise multi-year schedule of academic course offerings to support student completion, including alternative scheduling and course delivery.</p>	<p>SA1. Embed student support services into specified courses, assess impact on student success, and make adjustments if necessary.</p> <p>SA2. In collaboration with Student Affairs, coordinate and promote student mentoring programs, assess impact on student success, and make adjustments if necessary.</p> <p>SA3. Use data analytics to develop and revise multi-year schedule of academic course offerings to support student completion, including alternative scheduling and course delivery.</p>

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
	SA4. Design alternative and customized credentialing and guided pathways.	SA4. Implement alternative and customized credentialing and guided pathways.	SA4. Implement alternative and customized credentialing and guided pathways, and assess impact on student success.

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016
 PAGE 10

New or revised content
 Moved content to new FY / ~~Deleted content~~
 Notation on content

II: Access, Affordability, and Success

PREFERRED FUTURES

- By 2020, Montgomery College will provide students with a successful experience, from the first connection through to the completion of students' desired goals. Faculty and staff will welcome students from diverse backgrounds, support student success, and focus outreach efforts on helping Montgomery County communities understand how students can attend college and access appropriate supportive resources, especially financial aid. The College will educate students and family members about College expectations and financial options.
- By 2020, Montgomery College students will be representative of the Montgomery County population with its significant international diversity. Students will be integrated into the ethnic fabric of campus life as College faculty, staff, and administrators empower them to change their lives and enrich our communities with excellent, consistent, and accessible advising, counseling, and support services.

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
1. Expand access to Montgomery College and programs	1. Expand access to Montgomery College and programs	1. Expand access to Montgomery College and programs	1. Expand access to Montgomery College and programs
SA1. Increase Welcome Center participation and assess.	SA1. Increase Welcome Center participation and implement recommendations.	SA1. Increase Welcome Center participation.	SA1. Increase Welcome Center participation.
SA2. Expand language services and assess.	SA2. Expand language services and implement recommendations.	SA2. Expand language services.	SA2. Expand language services.
SA3. RETIRED Redesign childcare program and services.	SA3. RETIRED Implement redesigned childcare services.	SA3. RETIRED Assess redesigned childcare services.	SA3. RETIRED Refine redesigned childcare services.
SA4. Implement changes for comprehensive new student orientation	SA4. Assess, plan, and implement for success driven enrollment policies and procedures	SA4. Assess comprehensive new student orientation	SA4. Implement changes for comprehensive new student orientation
SA5. Assess, plan, and implement for success driven enrollment policies and procedures	SA5. Assess enhanced enrollment management strategies and tools.	SA5. Assess, plan, and implement for success driven enrollment policies and procedures	SA5. Assess, plan, and implement for success driven enrollment policies and procedures.
SA6. Implement enhanced enrollment management strategies and tools.		SA6. Fine-tune enhanced enrollment management strategies and tools.	

Preferred futures describe the theme achieved.

An initiative describes a project or effort to advance toward the preferred futures.

A strategic action (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016

PAGE 11

New or revised content

Moved content to new FY / Deleted content

Notation on content

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
2. Improve tuition affordability for students	2. Improve tuition affordability for students	2. Improve tuition affordability for students	2. Improve tuition affordability for students
SA1. Increase FAFSA completion measures and assess. SA2. Assess online scholarship application.	SA1. Increase FAFSA completion and implement recommendations. SA2. Implement online scholarship application recommendations.	SA1. Increase FAFSA completion.	SA1. Increase FAFSA completion.
3. Increase student success at Montgomery College	3. Increase student success at Montgomery College	3. Increase student success at Montgomery College	3. Increase student success at Montgomery College
SA1. Increase New Student Orientation participation, assess, and make success measures recommendations. SA2. Assess College and Career Readiness and College Completion Act measures. SA3. Assess athletic success measures. SA4. Increase FYE participation. SA5. Continue to offer a welcoming environment. SA6. Implement Achieving the Promise recommendations. SA7. Continue to assess and implement, through a collaboration of the Academic Affairs and Student Services divisions, CCRCCA initiatives. SA8. RETIRED Continue implementation of Banner modules.	SA1. Implement New Student Orientation measures recommendations. SA2. Implement College and Career Readiness and College Completion Act measures recommendations. SA3. Implement athletic success measures recommendations. SA4. Increase FYE participation. SA5. Continue to offer a welcoming environment. SA6. Conduct Achieving the Promise major program assessment following FY16 implementation. SA7. Continue to assess and implement, through a collaboration of the Academic Affairs and Student Services divisions, CCRCCA initiatives. SA8. RETIRED Continue implementation of Banner modules.	SA1. Assess mental health recommendations for FY15 implementation. SA2. Increase New Student Orientation participation and assess. SA3. Assess Closing the Achievement Gap recommendations. SA4. Increase FYE participation. SA5. Continue to offer a welcoming environment. SA6. Implement Achieving the Promise recommendations. SA7. Continue to assess and implement, through a collaboration of the Academic Affairs and Student Services divisions, CCRCCA initiatives.	SA1. Implement mental health recommendations. SA2. Implement New Student Orientation success measures recommendations. SA3. Implement Achieving the Promise recommendations. SA4. Continue to assess and implement, through a collaboration of the Academic Affairs and Student Services divisions, CCRCCA initiatives.

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action (SA)** enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
4. Expand College credentials and transfer opportunities	4. Expand College credentials and transfer opportunities	4. Expand College credentials and transfer opportunities	4. Expand College credentials and transfer opportunities
SA1. Increase recruiting WD&CE students for credit courses and assess. SA2. Assess major programs for career internship and service learning opportunities. SA3. Increase participation in the MC student leadership conference. SA4. Increase opportunities for county communities that have limited numbers of students attending MC. SA5. Continue to cross train employees. SA6. Implement a computerized student profile for student success. SA7. Strategically increase the number of articulation agreements.	SA1. Increase recruiting WD&CE Students for credit courses and implement recommendations. SA2. Implement career internship and service learning opportunities measures recommendations. SA3. Increase participation the MC student leadership conference. SA4. Increase opportunities for county communities that have limited numbers of students attending MC. SA5. Continue to cross train employees. SA6. Assess a computerized student profile for student success. SA7. Strategically increase the number of articulation agreements.	SA1. Increase recruiting WD&CE students for credit courses. SA2. Implement career internship and service learning opportunities measures recommendations. SA3. Increase participation in the MC student leadership conference. SA4. Increase opportunities for county communities that have limited numbers of students attending MC. SA5. Continue to cross train employees. SA6. Implement any changes for a computerized student profile for student success. SA7. Strategically increase the number of articulation agreements.	SA1. Increase recruiting WD&CE students for credit courses. SA2. Implement career internship and service learning opportunities measures recommendations. SA3. Strategically increase the number of articulation agreements.
5. Engage in the MC-MCPS-USG partnership to establish the Achieving Collegiate Excellence and Success (ACES) program	5. Engage in the MC-MCPS-USG partnership to establish the Achieving Collegiate Excellence and Success (ACES) program	5. Engage in the MC-MCPS-USG partnership to establish the Achieving Collegiate Excellence and Success (ACES) program	5. Engage in the MC-MCPS-USG partnership to establish the Achieving Collegiate Excellence and Success (ACES) program
SA1. Conduct major program assessment of ACES participation.	SA1. Implement ACES participation recommendations.	SA1. Increase ACES participation.	SA1. Conduct major program assessment of ACES participation.
	6. Implement Student Affairs Master Plan	6. Implement Student Affairs Master Plan	6. Implement Student Affairs Master Plan
	SA1. Involve the Student Affairs division in implementation of the Student Affairs Master Plan. SA2. Implement key objectives of the Student Affairs Master Plan.	SA1. Continue to involve the Student Affairs division in implementation of the Student Affairs Master Plan. SA2. Continue to implement key objectives of the Student Affairs Master Plan.	SA1. Assess implementation of the Student Affairs Master Plan.

Preferred futures describe the theme achieved.

An **initiative** describes a project or effort to advance toward the preferred futures.

A **strategic action** (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016

PAGE 13

New or revised content

Moved content to new FY / Deleted content

Notation on content

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016
PAGE 14

New or revised content
Moved content to new FY / ~~Deleted content~~
Notation on content

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

III: Economic Development

PREFERRED FUTURES

- By 2020, Montgomery College will strengthen the use of labor market data and industry standards in program development, and will increase collaborations with business, government, trade, and community organizations for mutually beneficial career-training programs.
- By 2020, Montgomery College will identify and promote the use of key career pathway system models recognizing the continuum of learning required to be competitive in the global economy. Program offerings will reflect guidance from part-time faculty practitioners and program advisory groups, as well as industry standards from trade associations and professional organizations to ensure relevancy in the rapidly changing workplace.

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
1. Infuse labor market data and career options in program reviews and environmental scanning to ensure college programming aligns with local market conditions	1. Infuse labor market data and career options in program reviews and environmental scanning to ensure college programming aligns with local market conditions	1. Infuse labor market data and career options in program reviews and environmental scanning to ensure college programming aligns with local market conditions	1. Infuse labor market data and career options in program reviews and environmental scanning to ensure college programming aligns with local market conditions
SA1. . Continue to expand internal use and training for Career Coach and the labor market data resources on the College website. Continue to reference labor market trends in Academic Area Reviews. SA2. Provide three workshops each year for faculty in the use of labor market data.	SA1. Continue to expand internal use and training for Career Coach and the labor market data resources on the College website. Continue to reference labor market trends in Academic Area Reviews. SA2. Provide three workshops each year for faculty in the use of labor market data.	SA1. Continue to expand internal use and training for Career Coach and the labor market data resources on the College website. Continue to reference labor market trends in Academic Area Reviews. SA2. Provide three workshops each year for faculty in the use of labor market data.	SA1. Continue to expand internal use and training for Career Coach and the labor market data resources on the College website. Continue to reference labor market trends in Academic Area Reviews. SA2. Provide three workshops each year for faculty in the use of labor market data.
2. Increase the availability of user-friendly labor market data for community members and promote this resource in career planning	2. Increase the availability of user-friendly labor market data for community members and promote this resource in career planning	2. Increase the availability of user-friendly labor market data for community members and promote this resource in career planning	2. Increase the availability of user-friendly labor market data for community members and promote this resource in career planning
SA1. . Continue to highlight Career Coach and Career Cruiser as community resources in college events and communications. SA2. Increase the number of community forums regarding career opportunities and	SA1. . Continue to highlight Career Coach and Career Cruiser as community resources in college events and communications. SA2. Increase the number of community forums regarding career opportunities and	SA1. . Continue to highlight Career Coach and Career Cruiser as community resources in college events and communications. SA2. Increase the number of community forums regarding career opportunities and	SA1. . Continue to highlight Career Coach and Career Cruiser as community resources in college events and communications. SA2. Increase the number of community forums regarding career opportunities and

Preferred futures describe the theme achieved.

An **initiative** describes a project or effort to advance toward the preferred futures.

A **strategic action** (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016

PAGE 15

New or revised content

Moved content to new FY / Deleted content

Notation on content

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
career planning through collaborations with the Community Engagement Centers to six per year.	career planning through collaborations with the Community Engagement Centers to six per year.	career planning through collaborations with the Community Engagement Centers to six per year.	career planning through collaborations with the Community Engagement Centers to six per year.
3. Work closely with workforce organizations, employer groups, chambers, and community organizations to collaborate on meeting local education and training needs	3. Work closely with workforce organizations, employer groups, chambers, and community organizations to collaborate on meeting local education and training needs	3. Work closely with workforce organizations, employer groups, chambers, and community organizations to collaborate on meeting local education and training needs	3. Work closely with workforce organizations, employer groups, chambers, and community organizations to collaborate on meeting local education and training needs
<p>SA1. Continue to work on collaborative projects, grants, and emerging initiatives that leverage each partner’s unique strengths.</p> <p>SA2. Collaborate with local task force initiatives in regard to workforce development opportunities and the cultivation of career resource networks for community members.</p> <p>SA3. Continue to design pathways from noncredit courses to credit programs.</p> <p>SA4. Continue to develop articulation agreements in healthcare programs with four-year institutions to strengthen the county’s healthcare workforce.</p>	<p>SA1. Continue to work on collaborative projects, grants, and emerging initiatives that leverage each partner’s unique strengths.</p> <p>SA2. Collaborate with local task force initiatives in regard to workforce development opportunities and the cultivation of career resource networks for community members.</p> <p>SA3. Continue to design pathways from noncredit courses to credit programs.</p> <p>SA4. Continue to develop articulation agreements in healthcare programs with four-year institutions to strengthen the county’s healthcare workforce.</p>	<p>SA1. Continue to work on collaborative projects, grants, and emerging initiatives that leverage each partner’s unique strengths.</p> <p>SA2. Collaborate with local task force initiatives in regard to workforce development opportunities and the cultivation of career resource networks for community members.</p> <p>SA3. Continue to design pathways from noncredit courses to credit programs.</p> <p>SA4. Continue to develop articulation agreements in healthcare programs with four-year institutions to strengthen the county’s healthcare workforce.</p>	<p>SA1. Continue to work on collaborative projects, grants, and emerging initiatives that leverage each partner’s unique strengths.</p> <p>SA2. Collaborate with local task force initiatives in regard to workforce development opportunities and the cultivation of career resource networks for community members.</p>
4. Strengthen the interaction between and among the Montgomery County Collaboration Board (MCCB), the Montgomery County Business Roundtable for Education (MCBRE), the Workforce Investment Board (WIB), and the Montgomery County Chamber of Commerce	4. Strengthen the interaction between and among the Montgomery County Collaboration Board (MCCB), the Montgomery County Business Roundtable for Education (MCBRE), the Workforce Investment Board (WIB), and the Montgomery County Chamber of Commerce	4. Strengthen the interaction between and among the Montgomery County Collaboration Board (MCCB), the Montgomery County Business Roundtable for Education (MCBRE), the Workforce Investment Board (WIB), and the Montgomery County Chamber of Commerce	4. Strengthen the interaction between and among the Montgomery County Collaboration Board (MCCB), the Montgomery County Business Roundtable for Education (MCBRE), the Workforce Investment Board (WIB), and the Montgomery County Chamber of Commerce

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
SA1. Work with county’s new workforce development component to coordinate and strengthen efforts county-wide. Develop channels of collaboration with all groups, including: hyperlinked websites; joint pursuit of alternative means of funding for initiatives; patronage of one another’s events; creation of a calendar of co-sponsored events.	SA1. Work with county’s new workforce development component to coordinate and strengthen efforts county-wide. Develop channels of collaboration with all groups, including: hyperlinked websites; joint pursuit of alternative means of funding for initiatives; patronage of one another’s events; creation of a calendar of co-sponsored events.	SA1. Work with county’s new workforce development component to coordinate and strengthen efforts county-wide. Develop channels of collaboration with all groups, including: hyperlinked websites; joint pursuit of alternative means of funding for initiatives; patronage of one another’s events; creation of a calendar of co-sponsored events.	SA1. Work with county’s new workforce development component to coordinate and strengthen efforts county-wide. Develop channels of collaboration with all groups, including: hyperlinked websites; joint pursuit of alternative means of funding for initiatives; patronage of one another’s events; creation of a calendar of co-sponsored events.
5. Showcase corporate partnerships that highlight student engagement in their own learning and career preparation	5. Showcase corporate partnerships that highlight student engagement in their own learning and career preparation	5. Showcase corporate partnerships that highlight student engagement in their own learning and career preparation	5. Showcase corporate partnerships that highlight student engagement in their own learning and career preparation
SA1. Grow relationships with partners (e.g., Accenture and Discovery Communications)	SA1. Grow relationships with partners (e.g., Accenture and Discovery Communications)	SA1. Grow relationships with partners (e.g., Accenture and Discovery Communications)	SA1. Grow relationships with partners (e.g., Accenture and Discovery Communications)
6. Increase the visibility of career pathway models, career assessments, and industry-recognized credentials as components of a continuum of learning and growth opportunities in related career fields	6. Increase the visibility of career pathway models, career assessments, and industry-recognized credentials as components of a continuum of learning and growth opportunities in related career fields	6. Increase the visibility of career pathway models, career assessments, and industry-recognized credentials as components of a continuum of learning and growth opportunities in related career fields	6. Increase the visibility of career pathway models, career assessments, and industry-recognized credentials as components of a continuum of learning and growth opportunities in related career fields

Preferred futures describe the theme achieved.
An **initiative** describes a project or effort to advance toward the preferred futures.
A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>SA1. Continue to integrate the pathway continuum and connecting next steps in program planning and presentation to the community.</p> <p>SA2. Develop web resources for pathways, industry credentials, and career networking resources.</p> <p>SA3. Develop two fully articulated pathways per year following the 11 occupational clusters model as defined by the MCCB.</p>	<p>SA1. Continue to integrate the pathway continuum and connecting next steps in program planning and presentation to the community.</p> <p>SA2. Develop web resources for pathways, industry credentials, and career networking resources.</p> <p>SA3. Develop two fully articulated pathways per year following the 11 occupational clusters model as defined by the MCCB.</p>	<p>SA1. Continue to integrate the pathway continuum and connecting next steps in program planning and presentation to the community.</p> <p>SA2. Develop web resources for pathways, industry credentials, and career networking resources.</p> <p>SA3. Develop two fully articulated pathways per year following the 11 occupational clusters model as defined by the MCCB.</p>	<p>SA1. Continue to integrate the pathway continuum and connecting next steps in program planning and presentation to the community.</p> <p>SA2. Develop web resources for pathways, industry credentials, and career networking resources.</p> <p>SA3. Develop two fully articulated pathways per year following the 11 occupational clusters model as defined by the MCCB.</p>
<p>7. Develop Life Sciences Park partnerships</p>	<p>7. Develop Life Sciences Park partnerships</p>	<p>7. Develop Life Sciences Park partnerships</p>	<p>7. Develop Life Sciences Park partnerships</p>
<p>SA1. Advocate for partnerships with the College that enhance student success.</p> <p>SA2. Develop activities with LSP partners that impact student success.</p>	<p>SA1. Advocate for partnerships with the College that enhance student success.</p> <p>SA2. Pilot and evaluate partnership activities.</p>	<p>SA1. Advocate for partnerships with the College that enhance student success.</p> <p>SA2. Implement changes.</p>	<p>SA1. Advocate for partnerships with the College that enhance student success.</p> <p>SA2. Ongoing expansion and maintenance of opportunities for students with LSP partners.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

IV: Community Engagement

PREFERRED FUTURES

- By 2020, Montgomery College will evolve Montgomery County into a “College Town” with Montgomery College as its central core.
- By 2020, Montgomery College will create two neighborhood community engagement centers through public-private partnerships.

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
1. Community Engagement	1. Community Engagement	1. Community Engagement	1. Community Engagement
<p>SA1. Explore options of third and fourth community engagement centers based on need and available resources.</p> <p>SA2. Evolve Community Engagement Roundtable.</p> <p>SA3. Continue Community Engagement calendar, website, e-news.</p> <p>SA4. Hold Community Engagement Forum.</p> <p>SA5. Implement and Evaluate “College Town” Plan.</p> <p>SA6. Identify Community Engagement gaps/strengths.</p>	<p>SA1. Evaluate first and second Community Engagement Center sites.</p> <p>SA2. Conduct new Community Engagement Research.</p> <p>SA3. Continue Community Engagement Roundtable.</p> <p>SA4. Continue and Evaluate Community Engagement calendar, website, e-news.</p> <p>SA5. Evaluate Community Engagement Forum.</p> <p>SA6. Continue “College Town” Plan.</p> <p>SA7. Establish third community engagement center as a pilot.</p>	<p>SA1. Evaluate partnerships; Identify gaps.</p> <p>SA2. Evolve partnerships.</p> <p>SA3. Start new Community Engagement Strategic plan.</p> <p>SA4. Continue Community Engagement Roundtable.</p> <p>SA5. Continue Community Engagement calendar, website, e-news.</p> <p>SA6. Hold Community Engagement Forum.</p> <p>SA7. Implement “College Town” plan.</p> <p>SA8. Transition third center from pilot to full center.</p>	<p>SA1. Evaluate Community Engagement Center sites.</p> <p>SA2. Finalize new Community Engagement Strategic Plan.</p> <p>SA3. Evaluate Community Engagement Roundtable.</p> <p>SA4. Continue Community Engagement calendar, website, e-news.</p> <p>SA5. Hold Community Engagement Forum.</p> <p>SA6. Implement and Evaluate “College Town” Plan.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
2. Communications Audit	2. Communications Audit	2. Communications Audit	2. Communications Audit
<p>SA1. Evaluate effectiveness of first audit.</p> <p>SA2. Review audiences of all leadership communications. Prepare and conduct new communications audit on specific program or area.</p> <p>SA3. Evaluate website re-design, and complete re-design and logo redesign based on available resources.</p> <p>SA4. Review technology for communications; consider request for new technology to support communications.</p>	<p>SA1. Conduct and share audit report on a specific program or area.</p> <p>SA2. Implement short-term recommendations.</p> <p>SA3. Review new website design.</p> <p>SA4. Request new technology for communications.</p>	<p>SA1. Implement mid-to long-term recommendations.</p> <p>SA2. Evaluate existing technology.</p>	<p>SA1. Implement mid- to long-term recommendations.</p> <p>SA2. Evaluate progress on implementation.</p>
3. Comprehensive Campaign	3. Comprehensive Campaign	3. Comprehensive Campaign	3. Comprehensive Campaign
<p>SA1. Silent phase – focus on the leadership gifts.</p> <p>SA2. Reach over 50 percent of goal raised.</p> <p>SA3. Evaluate progress on priorities.</p>	<p>SA1. Public phase – focus on major and annual gifts.</p> <p>SA2. Announce public phase; focus on six figure and lower gifts.</p> <p>SA3. Reach 65 percent of gifts goal.</p>	<p>SA1. Public Phase – focus on major and annual gifts.</p> <p>SA2. Evaluate strengths and gaps.</p> <p>SA3. Reach 85 percent of goal raised.</p>	<p>SA1. Campaign celebration of \$30 million raised.</p> <p>SA2. Plan for next capital campaign.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

V: Assessment and Institutional Effectiveness

PREFERRED FUTURES

- By 2020, Montgomery College’s regular assessment of academic programs and administrative units will provide strategic intelligence for institutionalized data-driven decision making. College budgets will align with the College’s strategic plan and annual initiatives.
- By 2020, Montgomery College’s human resources efforts and programs will support strategic succession planning needs. A mature and dynamic governance system will exist for students, staff, faculty and administrators to engage in collaborative and respectful dialogue.

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
1. Resource Allocation: Integrate planning and assessment results into budget	1. Resource Allocation: Integrate planning and assessment results into budget	1. Resource Allocation: Integrate planning and assessment results into budget	1. Resource Allocation: Integrate planning and assessment results into budget
SA1. Use assessment results to develop budget strategies.	SA1. Use assessment results to develop budget strategies.	SA1. Use assessment results to develop budget strategies.	SA1. Use assessment results to develop budget strategies.
SA2. Interpret and analyze trends using predictive modeling methods.	SA2. Interpret and analyze trends using predictive modeling methods.	SA2. Interpret and analyze trends using predictive modeling methods.	SA2. Interpret and analyze trends using predictive modeling methods.
SA3. Assess budget to planning results using balanced scorecard.	SA3. Assess budget to planning results using balanced scorecard.	SA3. Assess budget to planning results using balanced scorecard.	SA3. Assess budget to planning results using balanced scorecard.
SA4. Communicate budget strategies and results.	SA4. Communicate budget strategies and results.	SA4. Communicate budget strategies and results.	SA4. Communicate budget strategies and results.
2. Allocate resources that align with the strategic plan and	2. Allocate resources to achieve institutional effectiveness and alignment with the strategic plan	2. Allocate resources to achieve institutional effectiveness and alignment with the strategic plan	2. Allocate resources to achieve institutional effectiveness and alignment with the strategic plan
SA1. Monitor budget for resource allocation effectiveness.	SA1. Monitor budget for resource allocation effectiveness.	SA1. Monitor budget for resource allocation effectiveness.	SA1. Monitor budget for resource allocation effectiveness.
SA2. Consider economic and fiscal environment impact on budget.	SA2. Consider economic and fiscal environment impact on budget.	SA2. Consider economic and fiscal environment impact on budget.	SA2. Consider economic and fiscal environment impact on budget.

Preferred futures describe the theme achieved.

An **initiative** describes a project or effort to advance toward the preferred futures.

A **strategic action** (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016

PAGE 21

New or revised content

Moved content to new FY / ~~Deleted content~~

Notation on content

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
SA3. Assess resource allocation with the plan.	SA3. Assess resource allocation with the plan.	SA3. Assess resource allocation with the plan.	SA3. Assess resource allocation with the plan.
3. Strengthen and institutionalize academic and administrative program assessment to provide both broad and focused data for resource allocation and decision making	3. Strengthen and institutionalize academic and administrative program assessment to provide both broad and focused data for resource allocation and decision making	3. Strengthen and institutionalize academic and administrative program assessment to provide both broad and focused data for resource allocation and decision making	3. Strengthen and institutionalize academic and administrative program assessment to provide both broad and focused data for resource allocation and decision making
<p>SA1. Assess and enhance the use of labor market data in the College Area Review process to gauge occupation demand and economic trends.</p> <p>SA2. Assess and enhance the alignment of learning outcomes and program outcomes assessment with state and accrediting requirements.</p> <p>SA3. Assess and enhance the development and communication of institutional effectiveness dashboard measures related to academic and administrative assessment to facilitate informed decision making.</p> <p>SA4. Conduct an assessment of the College’s academic restructuring efforts and make adjustments where needed to ensure consistency between instructional units (deans and department chairs), vice presidential/provost support, and that the action meets the stated goals that prompted the change.</p>	<p>SA1. Continue the use of labor market data in the College Area Review process to gauge occupation demand and economic trends.</p> <p>SA2. Continue alignment of learning outcomes and program outcomes assessment with state and accrediting requirements.</p> <p>SA3. Continue to develop and communicate institutional effectiveness dashboard measures related to academic and administrative assessment to facilitate informed decision making.</p> <p>SA4. Conduct an assessment of the College’s academic restructuring efforts and make adjustments where needed to ensure consistency between instructional units (deans and department chairs), vice presidential/provost support, and that the action meets the stated goals that prompted the change.</p>	<p>SA1. Assess and enhance the use of labor market data in the College Area Review process to gauge occupation demand and economic trends.</p> <p>SA2. Assess and enhance the alignment of learning outcomes and program outcomes assessment with state and accrediting requirements.</p> <p>SA3. Assess and enhance the development and communication of institutional effectiveness dashboard measures related to academic and administrative assessment to facilitate informed decision making.</p> <p>SA4. Conduct an assessment of the College’s academic restructuring efforts and make adjustments where needed to ensure consistency between instructional units (deans and department chairs), vice presidential/provost support, and that the action meets the stated goals that prompted the change.</p>	<p>SA1. Continue the use of labor market data in the College Area Review process to gauge occupation demand and economic trends.</p> <p>SA2. Continue the alignment of learning outcomes and program outcomes assessment with state and accrediting requirements.</p> <p>SA3. Continue to develop and communicate institutional effectiveness dashboard measures related to academic and administrative assessment to facilitate informed decision making.</p> <p>SA4. Conduct an assessment of the College’s academic restructuring efforts and make adjustments where needed to ensure consistency between instructional units (deans and department chairs), vice presidential/provost support, and that the action meets the stated goals that prompted the change.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>4. Destination/Employer: Continue implementing an integrated talent acquisition and management strategy</p>	<p>4. Destination/Employer: Assess the integrated talent acquisition and management strategy. Implement plan for modifications, as necessary</p>	<p>4. Destination/Employer: Continue implementing integrated talent acquisition and management strategy</p>	<p>4. Destination/Employer: Research and reassess new HR talent acquisition and management strategies</p>
<p>SA1. Identify, revise as needed, leverage existing policies, procedures, and practices that support a common employee experience.</p> <p>SA2. Implement employer branding strategy.</p> <p>SA3. Implement recognition programs towards a total rewards strategy.</p> <p>SA4. Continue to enhance the talent acquisition system.</p> <p>SA5. Pursue and adopt national recognition and best in class standards.</p> <p>SA6. Implement employee engagement initiatives and communications.</p>	<p>SA1. Identify, revise as needed, leverage existing policies, procedures, and practices that support a common employee experience.</p> <p>SA2. Assess results of branding and develop recommendations.</p> <p>SA3. Assess and implement recognition programs towards a total rewards strategy.</p> <p>SA4. Continue to enhance the talent acquisition system.</p> <p>SA5. Pursue and adopt national recognition and best in class standards.</p> <p>SA6. Assess employee engagement initiatives and communications.</p>	<p>SA1. Identify, revise as needed, leverage existing policies, procedures, and practices that support a common employee experience.</p> <p>SA2. Implement results of employer branding strategy assessment.</p> <p>SA3. Continue to implement and assess recognition programs towards a total rewards strategy.</p> <p>SA4. Continue to enhance the talent acquisition system.</p> <p>SA5. Pursue and adopt national recognition and best in class standards.</p> <p>SA6. Implement outcomes of assessment of employee engagement initiatives and communications.</p>	<p>SA1. Identify, revise as needed, leverage existing policies, procedures, and practices that support a common employee experience.</p> <p>SA2. Continue to assess and implement employer branding strategy.</p> <p>SA3. Continue to assess the recognition programs total rewards strategy.</p> <p>SA4. Continue to enhance the talent acquisition system.</p> <p>SA5. Pursue and adopt national recognition and best in class standards.</p> <p>SA6. Further enhance employee engagement initiatives and communications as needed.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>5. Facilities, Technology and Operational Systems and Services: Create, enhance and sustain facilities, technology and operational systems and services that support student success</p>	<p>5. Facilities, Technology and Operational Systems and Services: Create, enhance and sustain facilities, technology and operational systems and services that support student success</p>	<p>5. Facilities, Technology and Operational Systems and Services: Create, enhance and sustain facilities, technology and operational systems and services that support student success</p>	<p>5. Facilities, Technology and Operational Systems and Services: Create, enhance and sustain facilities, technology and operational systems and services that support student success</p>
<p>SA1. Design and construct new buildings as planned.</p> <p>SA2. Continue with planned deferred maintenance improvements.</p> <p>SA3. Maintain and modernize campuses to support student access and success.</p> <p>SA4. Support and enhance student leaning outcomes through leveraging technology and associated support services.</p> <p>SA5. Maintain and enhance secure, reliable, and robust networks and systems.</p> <p>SA6. Implement financial modeling data for student services and other functions.</p> <p>SA7. Use data from the resource modeling program model to improve program offerings and maximize efficiencies.</p>	<p>SA1. Design and construct new buildings as planned.</p> <p>SA2. Continue with planned deferred maintenance improvements.</p> <p>SA3. Maintain and modernize campuses to support student access and success.</p> <p>SA4. Support and enhance student leaning outcomes through leveraging technology and associated support services.</p> <p>SA5. Maintain and enhance secure, reliable, and robust networks and systems.</p> <p>SA6. Use data from the fully implemented resource modeling program model to improve program offerings and further maximize efficiencies.</p> <p>SA7. Use data from the resource modeling program model to improve program offerings and maximize efficiencies.</p>	<p>SA1. Design and construct new buildings as planned.</p> <p>SA2. Continue with planned deferred maintenance improvements.</p> <p>SA3. Maintain and modernize campuses to support student access and success.</p> <p>SA4. Support and enhance student leaning outcomes through leveraging technology and associated support services.</p> <p>SA5. Maintain and enhance secure, reliable, and robust networks and systems.</p> <p>SA6. Assess the trends and impact of the resource modeling program model.</p> <p>SA7. Enhance the resource modeling program model, as appropriate.</p>	<p>SA1. Design and construct new buildings as planned.</p> <p>SA2. Continue with planned deferred maintenance improvements.</p> <p>SA3. Maintain and modernize campuses to support student access and success.</p> <p>SA4. Support and enhance student leaning outcomes through leveraging technology and associated support services.</p> <p>SA5. Maintain and enhance secure, reliable, and robust networks and systems.</p> <p>SA6. Implement any modifications from the resource modeling program model.</p> <p>SA7. Use data from the resource modeling program model to improve program offerings and maximize efficiencies.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>6. Support the effectiveness of the participatory governance system</p> <p>SA1. Provide system support for the participatory governance system.</p> <p>SA2. Assess the effectiveness of the participatory governance system.</p> <p>SA3. Implement modifications as needed based on assessments of the system.</p>	<p>6. Support the effectiveness of the participatory governance system</p> <p>SA1. Provide system support for the participatory governance system.</p> <p>SA2. Assess the effectiveness of the participatory governance system.</p> <p>SA3. Implement modifications as needed based on assessments of the system.</p>	<p>6. Support the effectiveness of the participatory governance system</p> <p>SA1. Provide system support for the participatory governance system.</p> <p>SA2. Assess the effectiveness of the participatory governance system.</p> <p>SA3. Implement modifications as needed based on assessments of the system.</p>	<p>6. Support the effectiveness of the participatory governance system</p> <p>SA1. Provide system support for the participatory governance system.</p> <p>SA2. Assess the effectiveness of the participatory governance system.</p> <p>SA3. Implement modifications as needed based on assessments of the system.</p>
<p>7. Successfully obtain reaccreditation from Middle States</p> <p>SA1. Support teams' research of data and collection of information necessary for report.</p> <p>SA2. Complete Self-Study in an inclusive process involving the College community.</p>	<p>7. Successfully obtain reaccreditation from Middle States</p> <p>SA1. Bring final Self-Study to Board of Trustees for approval.</p> <p>SA2. Submit Self-Study to Middle States.</p> <p>SA1. Plan and host visiting team review.</p>	<p>7. Successfully obtain reaccreditation from Middle States</p> <p>SA1. Assess and plan implementation of any outcomes coming from Self-Study process.</p>	<p>7. Successfully obtain reaccreditation from Middle States</p> <p>SA1. Continue to implementation any outcomes coming from Self-Study process.</p>
<p>8. Enhance Montgomery College Innovation Works initiatives including Innovation Think Tank, Innovation Talks Series, and Innovation Reflections Journal</p>	<p>8. Refine MCIW initiatives including Innovation Think Tank, Innovation Talks Series, and Innovation Reflections Journal</p>	<p>8. Continue to refine MCIW initiatives and grow lab and fellowship opportunities with MCIW</p>	<p>8. Continue to refine MCIW initiatives and grow lab and fellowship opportunities with MCIW</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

**MONTGOMERY COLLEGE 2020
FY17–20 INITIATIVES AND STRATEGIC ACTIONS**

FY17 Initiatives [IN PROGRESS]	FY18 Initiatives	FY19 Initiatives	FY20 Initiatives
<p>SA1. Continue advisory group activities for MCIW</p> <p>SA2. Enhance Innovation Think Tank team by expanding membership and identifying external partners.</p> <p>SA3. Continue Innovation Talk Series with FY16 theme and enhance with collaboration with other internal speaker series.</p> <p>SA4. Continue and enhance Innovation Reflections Journal publications through expanded calls for material and extending to external partners.</p> <p>SA5. Continue and enhance internal partnerships and identify external partnerships.</p> <p>SA6. Determine leadership configuration.</p> <p>SA7. Enhance MCIW web and community presence.</p> <p>SA8. Develop plan for Fellowships.</p> <p>SA 9. Identify Innovation lab space and determine viability.</p>	<p>SA 1. Continue advisory group for MCIW to guide future MCIW activities and planning.</p> <p>SA2. Continue Innovation Think Tank work with current themes and projects.</p> <p>SA3. Continue Innovation Talk Series with FY17 theme(s) and continue collaboration with other internal speaker series.</p> <p>SA4. Continue and enhance Innovation Reflections Journal publications through expanded calls for material and extending to external partners.</p> <p>SA5. Continue and enhance internal partnerships and identify external partnerships.</p> <p>SA6. Continue MCIW web and community presence.</p> <p>SA7. Plan activities for Innovation Lab.</p> <p>SA8. Identify activities to cut and those to enhance based on assessment data.</p>	<p>SA 1. Continue advisory group for MCIW to guide future MCIW activities and planning.</p> <p>SA2. Continue Innovation Think Tank work with current themes and projects.</p> <p>SA3. Continue Innovation Talk Series with FY18 theme(s) and continue collaboration with other internal speaker series.</p> <p>SA4. Share Innovation Lab opportunities.</p> <p>SA5. Identify Fellows.</p>	<p>SA 1. Continue advisory group for MCIW to guide future MCIW activities and planning.</p> <p>SA2. Continue Innovation Think Tank work with current themes and projects.</p> <p>SA3. Continue Innovation Talk Series with FY19 theme(s) and continue collaboration with other internal speaker series.</p> <p>SA4. Share Innovation Lab opportunities.</p> <p>SA5. Identify Fellows.</p>

Preferred futures describe the theme achieved.
 An **initiative** describes a project or effort to advance toward the preferred futures.
 A **strategic action** (SA) enunciates an action item to achieve an initiative.

JULY 1, 2016
 PAGE 26

New or revised content
 Moved content to new FY / ~~Deleted content~~
 Notation on content