

MONTGOMERY COLLEGE
Office of the President

FY23 Priorities
End of Fiscal Year Assessment

Introduction

Montgomery College was guided by four priorities in FY23. Each was related to the *Montgomery College 2025* strategic plan, though distinct from the plan, and informed by the post-pandemic return to campus. In total there were 25 Supporting Strategies to advance these priorities and 25 Indicators/Qualitative Measures. Resources, financial and personnel, were shifted to accomplish goals and barriers were removed.

The following summary provides an overview of the priorities, their supporting strategies (actions taken to accomplish the priority) and the indicators/qualitative measures (what was to be accomplished) associated with each priority. In addition, each priority's link to the *MC 2025* plan is indicated.

Priority 1: Transform student experiences and success

This priority advances Montgomery College 2025 Goal II – Enhance transformational teaching practices and learning environments

A major component of accomplishing this goal is the lexicon and process that has been borne from the Transformational Aspirations and the refreshed Strategic Plan. Other accomplishments include: increasing the number of advisors; creating an infrastructure for the Presidential Scholars Program; and developing a continuum of dual-language courses, from those in which professors offer support in a different language, to others that are bilingual, to courses offered in a total immersion context.

Priority 1 Supporting Strategies
1. Engage College community in reimagining equitable institutional definitions, strategies, and processes to frame a comprehensive data-informed framework for student access, completion, and post-college/completion success
2. Increase degree completion and shorten time to degree completion
3. Implement comprehensive advising for student success
4. Expand access to engaging, high-quality, culturally relevant, and inclusive experiential learning experiences
5. Enhance engagement and retention strategies and supports for all students
6. Simplify application and registration processes
7. Define requirements and implementation timeline for full-service, student success portal

Priority 1 Indicators/Qualitative Measures	Complete	Progress	Advanced to FY24/Beyond
A. Established a comprehensive framework that defines a shared understanding of equitable academic programming and student services that nurture student access, completion, and post-college/completion success			✓
B. Defined and analyzed action-oriented key performance measures that track access, completion, and post-college/completion success.	✓		
C. Implemented advising redesign		✓	
D. Defined process for reporting progress toward closing access, completion, and post-college/completion equity gaps and increasing success for all across the board.		✓	
E. Expanded opportunities that provide engaging, high-quality, culturally relevant, and inclusive experiential learning experiences			✓
F. Developed implementation timeline for new, efficient enrollment and registration processes with direct interventions to aid students			✓
G. Completed requirements and initiated implementation of full-service, student success portal			✓

Priority 2: Expand educational opportunity to transform lives

Advances Montgomery College 2025 Goals I – Empower students to start smart and succeed and VI – Protect affordability

This priority has been realized by including more experiential learning opportunities in curricula. These experiences are driven by industry leaders. One example of this is the Rolling Raptor Food Truck, which serves as a mobile learning environment. Another major success has been philanthropy and grants, with the College receiving several million dollars of each in order to focus on some of our most marginalized and underrepresented populations as well as industries with the most need for employees.

Priority 2 Supporting Strategies
1. Implement systemic approaches to transform and grow educational access to the College
2. Expand access to credit and noncredit courses and student services in the east county
3. Streamline access to credit and noncredit offerings for students
4. Leverage public and private investments to preserve affordability and partnership opportunities
5. Expand access to courses, programs of study, and services to engage learners across all generations
6. Enhance partnerships with community groups and nonprofit organizations to support outreach efforts and to institutional approaches that are inclusive and culturally relevant

Priority 2 Indicators/Qualitative Measures	Complete	Progress	Advanced to FY24/Beyond
A. Completed and implemented strategic enrollment management plan to attract, retain, and transform the lives of all students		✓	
B. Increased grant, foundation scholarships, and philanthropic funding to reduce students' cost of education	✓		
C. Increased number of students completing gateway English and mathematics in first year		✓	
D. Defined goals and strategies to reduce DFW rates in key gateway courses.	✓		
E. Increased student completion of Year 1 milestones (12 credits for part-time students, 24 credits for full-time students)		✓	
F. Enhanced strategies and establish targets to maximize use of Pell Grant program by eligible students		✓	
G. Developed student-centered support services and processes for students to navigate between WDCE and credit courses and programs			✓
H. Studied the feasibility of an academic "renewal" option that provides the opportunity for students to resume their academic career without penalty			✓

Priority 3: Expand partnerships to strengthen our community and empower economic mobility

Advances Montgomery College 2025 Goals IV – Build, engage, and strengthen community partnerships and III – Fuel the economy and drive economic mobility

This priority was accomplished by deepening the College’s partnership with WorkSource Montgomery and Montgomery County Economic Development Corporation. For the former, we have identified space at the East County Education Center and for the latter we are working on an updated MOU. The College has also held forums on Education and Construction with industry and business leaders. Due to supply chain issues affecting the renovation and the time taken to review the lease, the East County Education Center is set to open in fall 2023. There was a great deal of analysis around workforce development and the College’s unit of Workforce Development and Continuing Education (WDCE) and the aim is to introduce a plan that can begin at the start of FY24.

Priority 3 Supporting Strategies
1. Enhance public/private partnerships to expand enrollment in high demand employment areas
2. Accelerate collaboration with public/private partners to expand economic mobility opportunities
3. Realign and revitalize WDCE programming to more dynamically catalyze the county’s economic priorities and address workforce skills needs
4. Enhance and cultivate partnerships across the state’s K-12 and higher education institutions
5. Expand and nurture programming options to address existing and forecasted teacher shortages

Priority 3 Indicators/Qualitative Measures	Complete	Progress	Advanced to FY24/Beyond
A. Created a framework of institutional practices for developing and expanding public/private relationships and partnerships		✓	
B. Strengthened relationship with Worksource Montgomery, Montgomery County Economic Development Corporation, and business and industry	✓		
C. Expanded workforce development partnerships with community partners and nonprofit organizations across the region	✓		
D. Launched reimagined WDCE academic programming and student services		✓	
E. Completed the renovation buildout of the East County Education Center			✓

Priority 4: Strengthen employee engagement and develop workforce to prepare our students for a rapidly evolving future

Advances Montgomery College 2025 Goal V – Invest in our employees

This priority was evidenced by review of the current performance management tool and creation of a new tool; the administration and review of the *Your Voice, Your MC: Employee Experience and Climate Survey*; and enhanced focus on employee wellness; and the involvement of more search advocates within the employee search process.

Priority 4 Supporting Strategies
1. Define and initiate implementation of comprehensive employee engagement program
2. Review and strengthen performance management system to facilitate a growth culture with effective, timely feedback
3. Enhance professional learning and development to nurture a future-ready workforce
4. Enhance human resources management strategies to effectively integrate diversity, equity, and inclusion practices to address implicit bias in hiring and strengthen our commitment to excellence and radical inclusion
5. Provide innovative, customer-focused human resources management services

Priority 4 Indicators/Qualitative Measures	Complete	Progress	Advanced to FY24/Beyond
A. Developed timeline for phased implementation of employee engagement program		✓	
B. Enhanced employee performance management system and proposed plans for communication and professional learning to support phasing in			✓
C. Strengthened human resources management services		✓	
D. Expanded strategies to effectively integrate diversity, equity, and inclusion practices in recruitment, hiring, orientation, onboarding, and employee engagement processes		✓	
E. Revised and initiated next phase of strategic workforce assessment and planning		✓	

Conclusion

During FY23, the College refreshed its strategic plan and developed new goals for the future. The new plan is a five-year plan that commences on July 1, 2023. With this transition, the

College advances builds on and advances beyond the *Montgomery College 2025* strategic plan, which served the College well with its visionary outlook and bold goals. Having been prepared before the pandemic, *MC 2025* was important for an earlier time in the College's history. The College remained focused on the plan throughout the pandemic and into FY23 as well, making appropriate adjustments with the dramatically changing times. With these priorities in focus, the College continued to make significant progress in FY23 and positioned itself to embrace new 10-year Transformational Aspirations—regarding access, completion, and post-completion success—and built a refreshed strategic plan that will work toward these aspirations.