MONTGOMERY COLLEGE
Office of the President

June 28, 2016

MEMORANDUM

To: *Montgomery College 2020* Refresh Workgroup Members (Maria Adams, Nancy Lineman, George Payne, Dr. Deborah Preston, Robert Preston, Carmen Poston Travis, Carolyn Terry, and Kathleen Wessman) and Resource Members (Bo Chan and Dr. Kevin Long)

From: Dr. Stephen D. Cain, Chief of Staff/Chief Strategy Officer

Subject: *Montgomery College 2020* Refresh

I want to extend my deepest gratitude to you for your efforts over the course of the year to conduct a "mid-point" review of the College's strategic plan with special attention to the performance canvas, the plan's initiatives, and the role of the College's various master plans in relation to the strategic plan. I appreciate your efforts to involve the College community through numerous visits to governance councils. Your work concluded in April and your report was reviewed and discussed in several SALT meetings in May. This month, Dr. Pollard made final decisions on your recommendations as well as initiatives for FY18–20.

Your thorough and comprehensive work will result in a stronger and clearer strategic plan for the four years that remain until its conclusion. I have noted on the attachment the specific recommendations that Dr. Pollard has accepted (noted in blue with red annotations). These will be incorporated into planning documents and processes in the coming months. The workgroup's efforts to identify sources of data on the performance canvas as well as restructure it will be invaluable in making changes and maintaining the canvas moving forward. Your appendix showing the alignment among the plan's themes, preferred futures, canvas indicators, and annual initiatives provides a clear linkage that should help elucidate the connections among the different pieces of the plan. In addition, your framework for integrated planning will help to guide the incorporation of our various master plans with the strategic plan. I look forward to working with our planning office to implement the recommendations you have made.

Dr. Pollard will issue a collegewide memorandum soon regarding *Montgomery College 2020* and looking ahead to the coming year. Your efforts have laid a strong foundation for moving the College forward.

Again, thanks for your time and dedication to this important project.

cc: Dr. DeRionne Pollard, President

Attachment

SOURCE: pages 4–5 of Montgomery College 2020 "Refresh" Review Committee Report and Recommendations

2. Committee recommended keeping 29 indicators. The Committee also recommended the definition changes in the following six indicators:

INDICATOR (keep but changed)	Definition (revised)
Student success	DFW (drop, fail, withdrawal) rate in gateway and developmental courses by race/ethnicity
Students demonstrating skills specific to pre-determined outcomes: Gen-Ed	Percentage of students demonstrate competencies ("proficient" and "advanced") of Gen-Ed program
Entrepreneurial dollars earned	Net positive income from innovative efforts other than traditional revenue/fundraising sources.
Transfer scholarships ~~Graduate awards for academic excellence~~	**Transfer scholarships [new title]** Number of external Transfer Scholarships received by MC students upon graduation
Recognitions received by faculty and staff	[new definition.] The number of national and/or regional juried recognitions received by current faculty and academic staff during a fiscal year.
Student satisfaction	Percentage of students surveyed who are overall satisfied with their experiences with a) Student Affairs programs and services b) Academic Support Centers *It is likely that new software in the future will offer a broader range of student satisfaction surveys and those should be pursued.*

3. Committee recommended adding 13 new indicators:

INDICATOR (NEW)	Definition
Number of global partnerships	Number of signed MOUs and contractual relationships with entities outside the US
Course Schedule Efficiency a. Course cancellation rate	CRN Cancellation rate for credit courses.
Course Schedule Efficiency b. seat capacity	Average percentage of total seat filled
Fall to Spring Retention	The percentage of current Spring semester credit students who were enrolled in the previous fall semester.
Reduction in Structural Budget Gap	Reduction in structural budget gap using county aid rising at the rate-of-growth equal to total-county-revenue-growth *This is important information, but should be included in a financial report (SALT will pursue this).*

INDICATOR (NEW)	Definition
Budgeting and Planning Effectiveness	Rate of ongoing operations growth is less than the rate of growth of total revenue less county aid *This is important information, but should be included in a financial report (SALT will pursue this).*
Globalization of curriculum	Number of courses converted to a global content.
Enrollment in honors courses and programs	Annual enrollment in credit honors courses and programs
Time to completion	Average time for first time full-time student cohort of attainment for (a) Degrees (b) certificates
Student Financial Support	An increase in the percentage of applicants eligible for aid who receive it (aid).
Number of business organizations provided training and services under contract	The number of business organizations who have contracted with Montgomery College to provide specific training for their employees
Annual Course Enrollment in contract training courses	The number of students enrolled in contract training courses in the fiscal year
Employer satisfaction with contract training	The percentage of business organizations who report they are "Very Satisfied" or "Satisfied" with the training provided by the college for their employees

4. Committee recommended removing the following nine indicators from the Performance Canvas primarily due to the following reasons:

   a) Challenges to collect the required data
   b) Performance goal is largely shaped by external factors rather than internal efforts
   c) Minimal or no direct correlation among the Indicators to MC2020 goals or strategic initiatives.

INDICATORS (DROP)	Definition
Public support	The percentage of operating budget supported by public revenue.
Athletic conference championships	The number of conference championships achieved by officially sanctioned College sports teams.
Recognitions by foundations and government agencies	The number of times in a fiscal year that the College is favorably recognized by a foundation or by a government agency.
Granting agency selection	The number of grants received by the College during a fiscal year.
General recognitions for excellence	The number of external awards unrelated to academic excellence received by students during a fiscal year.
Community perceptions	The percentage of surveyed community members who were not current students or employees who said they had a favorable or very favorable impression of Montgomery College. *We are hopeful that the Office of Community Engagement can capture this information in its survey work.*
Media tone	The percentage of times that Montgomery College was depicted in favorable manner in local, national, and international news articles.

Employee engagement: Appreciated	The percentage of employees who reported in the Employment Engagement Survey that their contributions were appreciated.
Employee and student involvement in the community	The number of current employees and students who performed community volunteer work on behalf of Montgomery College.

5. There was a newly proposed Canvas Indicator related to the Theme V strategic initiative, Support the Effectiveness of the Participatory Governance System. The indicator is still in discussion by the College Council and will be deferred to the next MC2020 review cycle.

Committee recommended three changes for FY2017 Strategic Initiatives, all in Theme V.

1. Add a new initiative: Evaluates all new initiatives and regularly ongoing operations for effectiveness and efficiency. The initiative will be measured by two Canvas Indicators, namely i) Reduction in Structural Budget Gap, and ii) Budgeting and Planning Effectiveness.

2. Remove the initiative: Successfully obtain reaccreditation from Middle States. Reaccreditation is an imperative of the College. The 2018 Middle States Self-Study will be fully supported throughout the process timeline.

3. Remove the initiative: Enhance Montgomery College Innovation Works initiatives including Innovation Think Tank, Innovation Talks Series, and Innovation Reflections Journal.

After review, SALT recommended not making these changes to initiatives in Montgomery College 2020 as they are. The first, evaluation of new initiatives, occurs annually. The second and third remain institutional priorities.