

# **Montgomery College**

## **2011 Strategic Planning** **C O N F E R E N C E**

**August 25, 2011**  
**Rockville, Maryland**

***Preconference Package***

# MONTGOMERY COLLEGE

## OUR MISSION

***We empower***

**our students to change their lives, and**

***We enrich***

**the life of our community.**

***We are accountable***

**for our results.**

## OUR VISION

***With a sense of urgency for the future, Montgomery College will be a national model of educational excellence, opportunity, and student success. Our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and community.***

## OUR VALUES

**excellence | integrity | innovation | diversity | stewardship | sustainability**

# Welcome to Montgomery College 2011 Strategic Planning Conference

Please accept our gratitude for attending Montgomery College's 2011 Strategic Planning Conference. By listening to differing perspectives, and by dialoging together, we are confident that we can develop the key strategic themes that will transform Montgomery College into a national model of educational excellence, opportunity, and student success.

## ***Montgomery College Board of Trustees***

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DR. DERIONNE P. POLLARD

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# BOARD PERSPECTIVES

## Strategic Thinking and Strategic Planning

Prepared By Montgomery College Board of Trustees • June 2011



# Montgomery College Board of Trustees

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*Secretary-Treasurer,  
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*President,  
Montgomery College*

## Introduction

A constant priority of the Board of Trustees is ensuring a stable and sustainable future for Montgomery College. During the past twelve months, strategic thinking and strategic planning for the College's future have been the cornerstones of the Board's goals and objectives. Beginning with the presidential transition and culminating with the presidential search for and inauguration of the College's ninth president — Dr. DeRionne Pollard, the Board has demonstrated its commitment to strategic planning. Moreover, the Board established strategic planning as one of the presidential goals and objectives and a focus of their ongoing conversations with Dr. Pollard, senior leadership and internal and external College constituents, which included faculty, staff, students, alumni, the Foundation Board and elected officials.

Upon concluding an introspective process to identify effective governance practices and promote engaged stewardship, the Board also took actions to restructure its monthly meetings, participate in trustee development, and develop its retreat agendas to be deliberative, to better define their role in the strategic planning process, and to authentically discuss institutional strategic priorities and planning. Collectively these actions coupled with Dr. Pollard's presidential priorities and activities have been critical for the Board gaining perspective to provide the president with a global view and context to engage in institutional planning. One outcome of these actions was the review and revision of the College mission statement, which now includes a vision and core values statement. A current and relevant mission, vision, and core values statement is the foundation for successful strategic planning.

The Board recognizes that a well developed process for planning is essential to documenting the College's view of its strengths, providing indicators of weaknesses and challenges, and addressing opportunities. It is the responsibility of the Board to charge the chief executive of the College with the task of leading the strategic planning process at the College. The role of the Board is to monitor progress of the plan development, approve the final Strategic Plan prepared by the President, and to ensure Plan updates as appropriate.

This report identifies the Board's role in institutional strategic planning and provides a set of broad goals for developing the College strategic plan.

### **Board of Trustees' Role and Responsibility in Strategic Planning**

The Board of Trustees determined that its primary role in the strategic planning process is to establish the broad goals for the process of developing the College plan. As a trustee governance practice, this entails:

- Articulating a conceptual framework for strategic planning that defines and shapes the institution's future course;

- Charging the president with the responsibility for leading the strategic planning process;
- Engaging in the development, review, and approval of the College mission, vision and core values;
- Monitoring the strategic plan development process;
- Reviewing and approving the strategic plan;
- Adopting policies to set parameters for effective planning;
- Aligning policy decisions with the strategic plan; and
- Ensuring and adopting a budget that supports the plan.

As directed by the Board, institutional planning should be led by the president and facilitated through an appropriately collaborative and inclusive process. As such, the Board has administratively and operationally delegated authority and responsibility to the president and other College staff to facilitate the process for developing the plan. These responsibilities encompass:

- Anticipating, identifying, and articulating future trends, challenges, and opportunities;
- Leading a visionary strategic planning process;
- Ensuring that the plan responds to the current and future educational needs of the community;
- Developing an innovative, entrepreneurial, and future-focused plan;
- Ensuring that College operations, priorities, and budgets are aligned with the plan; and
- Keeping the Board informed, through discussions at critical junctures, about institutional progress toward accomplishing the goals and objectives of the plan.

### **Board of Trustees’ Goals for Developing the Strategic Plan**

The Board of Trustees identified four broad goals for the College to accomplish in developing the strategic plan. These goals provide philosophical and practical criteria for the President to engage in long-range institutional planning. Principally the intent of the goals are to (a) establish essential parameters for the plan and (b) ensure that strategic planning is informed by environmental scanning and data on the social, economic, and political impacts and implications the College must consider in proactively preparing for the future.

The ultimate purpose of the strategic plan is to define and shape the future course of the College, and to provide a framework for allocating annual budget and other resources; to serve as an over-arching plan guiding and supporting other institutional plans; and for identifying strategic priorities, based upon relevant data and information upon which current



and new College initiatives can be justified. Therefore, the plan must clarify the College's future priorities. The specific goals are:

1. Conduct an environmental scan and a strengths, weaknesses, opportunities and threat (SWOT) analysis of the College to inform planning. The SWOT analysis should include projections of:
  - Demands on the college (e.g., types of students, workforce needs, needs for non-credit courses, growth of the workforce and growth within different parts of the County);
  - Some assessment of the success and lack of success in various College programs;
  - College resources needs (e.g., classroom and lab space, likely State and County financing, other sources of funds); and
  - Broad opportunities and threats (e.g., traffic, growth of technological solutions, availability of skilled faculty and staff). The analyses should be sensitive to relevant distinctions in thinking about remedial/developmental education programs, general education requirements and STEM course offerings.
2. Identify a set of five broad strategic goals that define the ways in which the College envisions itself evolving by 2020.
3. Address, in particular, what the College will do to pursue and ensure institutional innovation, entrepreneurialism, and other untapped opportunities.
4. Develop a multi-year strategic plan, which identifies specific strategies to reach those goals. This will serve as the primary document that defines the College's priorities going forward.

### **Final Board Perspective**

While this report reflects the Board of Trustees' perspectives and goals regarding institutional planning, it is also our hope that the entire Montgomery College community will engage in strategic, innovative, and future-focused thinking. With a sense of urgency for the future, we encourage you to participate in planning to develop tactical strategies that will position Montgomery College as a national model of educational excellence, opportunity, and student success.

# Agenda Overview

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## 2011 Strategic Planning Conference

August 25, 2011

Theater Arts Building, Rockville Campus,  
51 Mannakee Street, Rockville, Maryland

- 8:30 – 9:20** Welcome remarks by Dr. DeRionne Pollard, President of Montgomery College  
Keynote Message from Dr. Stephen Fuller, George Mason University
- 9:30 – 10:30** Education/Academic Panel Discussion  
Dr. William Kirwan, Chancellor, University System of Maryland  
Dr. Elizabeth Grant, Special Assistant, US Dept of Education
- 10:30 – 12:15** Small Group Discussion
- 12:15 – 1:15** Lunch
- 1:30 – 2:30** Workforce/Economic Panel Discussion  
Ms. Susan Bateson, SVP, Human Genome Science  
Mr. Steve Bauman, VP, Marriott International Inc.  
Mr. Charles Hess, owner and CEO, HESS Construction and Engineering Services  
Ms. Barbara Kaufmann, Director, Department of Economic Development, Montgomery County Government
- 2:30 – 5:00** Small Group Discussion and Closing Remarks

## Speaker Biographies

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### **Stephen Fuller, Ph.D.**

Dwight Schar Faculty Chair and University Professor; Director, Center for Regional Analysis

Stephen Fuller joined the faculty at George Mason University in 1994 as Professor of Public Policy and Regional Development. He served as Director of the Ph.D. Program in Public Policy from July 1998 to June 2000 and from July 2001 to July 2002. He also serves as Director of the Center for Regional Analysis. In September 2001, the GMU Board of Visitors appointed him University Professor and in July 2002 he was named to the Dwight Schar Faculty Chair.

Prior to joining the Mason faculty, he served on the faculty at George Washington University for twenty-five years, including nine as Chairman of the Department of Urban Planning and Real Estate Development and one as Director of Doctoral Programs for the School of Business and Public Management. Professor Fuller has authored more than 500 articles, papers, and reports in the field of urban and regional economic development including monthly reports on the Washington metropolitan area. His research focuses on the changing structure of metropolitan area economies and measuring their current and near-term performance. His research includes studies on the impacts of federal spending, the hospitality industry, international business and the building industry on the Washington area economy. Many of his publications are available on the Center for Regional Analysis website. In August 2006, Governor Kaine appointed Professor Fuller to the Governor's Advisory Board of Economists on which he had previously served under Governors Warner, Allen and Wilder. He also is a member of the CFO Advisory Group of the District of Columbia. Additionally, he serves on the Board of Directors of the Global Environment and Technology Foundation and Tompkins Builders Inc.

Dr. Fuller received his bachelor's degree in Economics from the Rutgers University, New Brunswick, NJ, master's from University of Mississippi and Memphis State University at Tennessee. He received his doctoral degree on regional planning from Cornell University.

### **William E. Kirwan, Ph.D.**

Chancellor of the University System of Maryland

William E. Kirwan, Chancellor of the University System of Maryland since August 1, 2002, is a nationally recognized authority on critical issues shaping the higher education landscape. He served as President of Ohio State University for four years (1998-2002) and President of the University of Maryland, College Park for 10 years (1988-1998). Prior to his presidency, he

was a member of the University of Maryland faculty for 24 years.

Currently, Dr. Kirwan chairs the National Research Council Board of Higher Education and Workforce, chairs the College Board Advocacy & Policy Center Advisory Committee, and co-chairs the Knight Commission on Intercollegiate Athletics. He also is chairman of the Business-Higher Education Forum. In Maryland, Dr. Kirwan co-chairs the Governor's P-20 STEM Task Force and is a member of the Governor's International Advisory Board and the Maryland Economic Development Commission. He also is a member of the boards of the Maryland Chamber of Commerce, Greater Baltimore Committee, Economic Alliance of Greater Baltimore, and the Maryland Business Roundtable for Education. In 2007, Dr. Kirwan became the 16th recipient of the Maryland House of Delegates Speakers' Medallion in recognition of his service to the House and to the State of Maryland. In 2010, Dr. Kirwan was appointed to the National Advisory Committee on Institutional Quality and Integrity, or NACIQI. The group serves in an advisory capacity to the U.S. Secretary of Education on accreditation issues and certification processes for colleges and universities. Dr. Kirwan is the winner of the 2010 TIAA-CREF Theodore M. Hesburgh Award for Leadership Excellence. Considered one of the nation's top higher education honors, this award recognizes leadership and commitment to higher education and contributions to the greater good.

Dr. Kirwan received his bachelor's degree in mathematics from the University of Kentucky and his master's and doctoral degrees in mathematics from Rutgers, The State University of New Jersey, in 1962 and 1964 respectively.

### **Elizabeth Grant, Ph.D.**

Special Assistant, Elementary and Secondary Education, US Dept of Education

*(Biography not available at the time of publication)*

### **Susan Bateson**

Senior Vice President, Human Resources  
Human Genome Sciences, Inc.

SUSAN BATESON joined HGS as Vice President, Human Resources in January 1997. Ms. Bateson was promoted to Senior Vice President in December 2000. Prior to joining HGS, Ms. Bateson served as Director of Human Resources and Administration at the intellectual property law firm of Finnegan, Henderson, Farabow, Garrett & Dunner, L.L.P. in Washington, D.C. Prior to joining Finnegan, Henderson in 1994, Ms. Bateson was

employed by J.P. Morgan & Co. Incorporated, where she served in various leadership roles within Human Resources in the company's New York, Delaware, and London offices. Earlier in her career, Ms. Bateson held various human resources positions with Citicorp and was a financial analyst at Bankers Trust. Ms. Bateson earned her MBA in International Management from New York University's Stern School of Business and her B.A. cum laude in Economics from Mount Holyoke College. Ms. Bateson currently serves on the Board of Trustees of Mount Holyoke College, where she chairs the Trustee Conference Committee; as Chairperson of the Board of Advisors of The Universities at Shady Grove, in Rockville, Maryland; and on the Board of Directors of the Montgomery County Business Roundtable for Education.

### **Steve Bauman**

Vice President, Global Market Talent Acquisition  
Marriott International, Inc.

Steve Bauman joined the Marriott International team over twenty-one years ago as Director, Program Development (training) for Marriott Hotels, Resorts and Suites. In this position he developed Total Quality Management (TQM) programs, executive education programs, and the division's performance management system. Later he led initiatives in workforce planning, performance management, career management, recruiting, and immigration services.

In 1998, he was promoted to Vice President, Management Staffing and Development, a position that has evolved over the last thirteen years into his current role. In his current position, he leads a multi-brand team that focuses on global management and hourly recruiting, including General Manager and Area Vice President staffing, University Relations, Relocation Services and Immigration Sponsorships.

Prior to joining Marriott, Steve completed a twenty-year career with the United States Army where he led units both in Europe and Vietnam; taught British Literature at the United States Military Academy, West Point; and, worked with the U.S. Congress on Human Resources issues.

Steve has a Bachelor's Degree in Education from the University of North Dakota and a Masters Degree in English from Indiana University. He and his wife, Jeanne, live in Woodbridge, Virginia. They have three adult children.

### **Charles F. Hess**

Owner and Chief Executive Officer of HESS  
Construction and Engineering Services, Inc.  
Gaithersburg, MD.

HESS is a leading provider of educational and institutional construction; managing the planning, design and construction of colleges and universities, K-12 schools, science and laboratory facilities, training centers, fine arts spaces, athletic facilities and museums. Mr. Hess is a lifelong resident of the Washington Metropolitan area, and a graduate of the University of Maryland and George Washington University. His community service includes:

- Greater Washington Board of Trade, Board of Directors
- Montgomery County Business Roundtable for Education, Board of Advisors
- Montgomery County Chamber of Commerce, Board of Directors
- Montgomery Chamber Foundation, Board of Directors
- Identity Inc., Board of Directors
- Connelly School of the Holy Child, Past Trustee Board

### **Barbara Kaufmann**

Director, Division of Workforce Services,  
Department of Economic Development,  
Montgomery County Government

Barbara Kaufmann joined the Montgomery County Department of Economic Development in 2008.

Prior to joining the County, Kaufmann was a consultant to the American Association of Community Colleges' Center for Workforce and Economic Development. She spent 13 years with the Institute for Educational Leadership working on youth employment issues, including an effort to improve employment and educational outcomes for youth with disabilities. Kauffman has researched and written material on entrepreneurship opportunities for youth with disabilities.

Kaufmann also worked with the National Association of Manufacturers and other industry groups to develop more coherent roles and mechanisms for employer-based organizations to work with education and training providers at the national, state, and local levels. In addition, she was part of the School-to-Work (STW) Cooperative that brought together national associations and organizations, participating states and local entities, to promote the development of strategies for sustaining and promoting STW principles within their organizations.

## ENROLLMENT INFORMATION

### Credit Student Enrollment - Fall 2010

|                            | Students      | Credit Hours   |
|----------------------------|---------------|----------------|
| <b>Collegewide</b>         | <b>26,015</b> | <b>240,470</b> |
| Germantown                 | 6,819         | 48,814         |
| Rockville                  | 16,682        | 136,535        |
| Takoma Park/S.S            | 7,202         | 55,121         |
| Off-Campus/Dist. Education | 4,335         | 17,896         |

(Note: Many students attend more than one campus)

### Fiscal Year Enrollment - FY2010

|                                 |        |
|---------------------------------|--------|
| Credit Students                 | 37,584 |
| WD&CE Students                  | 24,921 |
| Took Both Credit & WDCE Courses | 1,698  |

**Total Unduplicated MC Students** 60,807

### FTE (Full-Time Equivalent) - FY2010

|              | All MC | Credit | WD&CE |
|--------------|--------|--------|-------|
| Total FTE    | 21,866 | 17,737 | 4,129 |
| State Funded | 18,954 | 16,140 | 2,814 |
| Ineligible   | 2,912  | 1,597  | 1,315 |

(\* FTE = Hours of enrollment / 30)

### Enrollment Program Areas - Fall 2010

| <b>Transfer Programs (57% of All)</b> | Students      | Full-Time     | Part-Time     |
|---------------------------------------|---------------|---------------|---------------|
| General Studies (31%)                 | 8,075         | 3,267         | 4,808         |
| Business Administration (8%)          | 2,154         | 1,000         | 1,154         |
| Arts & Sciences (9%)                  | 2,267         | 1,048         | 1,219         |
| Engineering (4%)                      | 1,100         | 631           | 469           |
| Teacher Education (3%)                | 695           | 295           | 400           |
| Computer Sciences (2%)                | 457           | 209           | 248           |
| Ethnic & Cultural Studies             | 1             |               | 1             |
| <b>Career Programs (19%)</b>          |               |               |               |
| Business Technologies (6%)            | 1,676         | 655           | 1,021         |
| Public Service (4%)                   | 1,152         | 422           | 730           |
| Health Services (3%)                  | 756           | 161           | 595           |
| Mechanical & Engineering (3%)         | 653           | 223           | 430           |
| Information Technology (2%)           | 496           | 150           | 346           |
| Natural Science (< 1%)                | 169           | 63            | 106           |
| <b>No Program Declared (24%)</b>      | 6,364         | 1,932         | 4,432         |
| <b>Total Students</b>                 | <b>26,015</b> | <b>10,056</b> | <b>15,959</b> |

# Montgomery College

Endless Possibilities ...

... at a glance



Takoma/SS Campus

### Montgomery College Founded 1946

|                                        | Established |
|----------------------------------------|-------------|
| Takoma Park/Silver Spring Campus ..... | 1950        |
| Rockville Campus .....                 | 1965        |
| Germantown Campus .....                | 1978        |

### Employee Status - FY2011

|                        | Total        | FT           | PT           |
|------------------------|--------------|--------------|--------------|
| <b>Total Employees</b> | <b>2,750</b> | <b>1,733</b> | <b>1,017</b> |
| Credit Faculty         | 1,309        | 523          | 786          |
| WD&CE Faculty          | 135          |              | 135          |
| Support Staff          | 913          | 843          | 70           |
| Professional Staff     | 312          | 288          | 24           |
| Administrators         | 81           | 79           | 2            |

### MONTGOMERY COLLEGE

900 Hungerford Drive Rockville, MD 20850  
Phone: 240-567-5000

### Office of Institutional Research & Analysis

40 West Gude Drive Rockville, MD 20850  
www.Montgomerycollege.edu/research  
Phone: (240)567-7316 Fax: (240)567-7315

November, 2010

## STUDENT DEMOGRAPHICS

### Student Demographics - Fall 2010

|                  | Headcount | %     |
|------------------|-----------|-------|
| <b>Gender</b>    |           |       |
| Female           | 13,944    | 53.6% |
| Male             | 12,071    | 46.4% |
| <b>Ethnicity</b> |           |       |
| American Indian  | 73        | 0.3%  |
| Asian            | 3,954     | 15.2% |
| Black            | 7,442     | 28.6% |
| Hispanic         | 3,205     | 12.3% |
| White            | 8,927     | 34.3% |
| Multi-Race       | 2,383     | 9.2%  |
| Unknown          | 31        | 0.1%  |
| <b>Age</b>       |           |       |
| 20 and under     | 10,752    | 41.3% |
| 21 - 29          | 9,551     | 36.7% |
| 30 and over      | 5,712     | 22.0% |
| <b>Residency</b> |           |       |
| In-County        | 23,416    | 90.0% |
| Out-of- County   | 1,185     | 4.6%  |
| Out - of - State | 1,414     | 5.4%  |

### Student Course Load - Fall 2010

|           |        |       |
|-----------|--------|-------|
| Full-Time | 10,056 | 38.7% |
| Part-Time | 15,959 | 61.3% |

### Enrollment by Time of Day

|                  |        |       |
|------------------|--------|-------|
| Day              | 15,939 | 61.3% |
| Evening          | 3,372  | 13.0% |
| Both Day/Evening | 5,561  | 21.4% |
| No Time/Distance | 1,143  | 4.4%  |

### Special Populations - Fall 2010

|                                                                                      |       |       |
|--------------------------------------------------------------------------------------|-------|-------|
| New First-Time Freshman                                                              | 5,465 | 21.0% |
| MCPS Graduates to MC<br>(2010 Montgomery County High School Graduates Number 10,158) | 2,656 | 10.2% |
| International Students<br>(represent 174 countries)                                  | 7,998 | 30.7% |
| Took Web-Based Classes                                                               | 3,919 | 15.1% |
| Students with Disabilities                                                           | 1,220 | 4.7%  |

## OPERATING BUDGET & FINANCE

### Where the Money Comes From - FY2011

|                       | Amount                | %     |
|-----------------------|-----------------------|-------|
| Tuition & Fee Revenue | \$ 78,073,592         | 36.3% |
| Montgomery County     | \$ 98,051,990         | 45.6% |
| State of Maryland     | \$ 30,610,336         | 14.2% |
| Other                 | \$ 8,288,758          | 3.9%  |
| <b>Total</b>          | <b>\$ 215,024,676</b> |       |

### Where the Money Goes - FY2011

|                          | Amount                | %     |
|--------------------------|-----------------------|-------|
| Instruction              | \$ 82,471,262         | 38.4% |
| Institutional Support    | \$ 41,786,700         | 19.4% |
| Operations & Maintenance | \$ 32,821,727         | 15.3% |
| Academic Support         | \$ 28,896,440         | 13.4% |
| Student Services         | \$ 25,751,672         | 12.0% |
| Scholarships             | \$ 3,296,875          | 1.5%  |
| <b>Total</b>             | <b>\$ 215,024,676</b> |       |

### Tuition and Fees - FY2011

|                         | County Residents              | In State         | Out of State     |
|-------------------------|-------------------------------|------------------|------------------|
| Tuition/per hour        | \$ 107.00                     | \$ 219.00        | \$ 299.00        |
| Technology Fee/hr       | \$ 5.00                       | \$ 5.00          | \$ 5.00          |
| Transp/Facil. Fee/hr    | \$ 9.00                       | \$ 9.00          | \$ 9.00          |
| <b>Consolidated Fee</b> | 20% of tuition / \$50 Minimum |                  |                  |
| <b>total per hour</b>   | <b>\$ 171.00</b>              | <b>\$ 283.00</b> | <b>\$ 372.80</b> |

In county: \$2,136 Per semester for 15 hours  
In State: \$4,152 Per semester for 15 hours  
Out of State: \$5,592 Per semester for 15 hours

## GRADUATION & TRANSFER

### Graduation and Awards - FY2010

|                       | Awards       | Graduates    |
|-----------------------|--------------|--------------|
| Associate Degree      | 1,919        | 1,878        |
| Certificates          | 278          | 247          |
| Letter of Recognition | 47           | 45           |
| <b>Total</b>          | <b>2,244</b> | <b>2,170</b> |

### Student Transfer in FY 2009

|                                          |       |
|------------------------------------------|-------|
| Transfer Students to 4-Year Institutions | 4,382 |
| Number of 4-Year Institutions            | 328   |
| Number of States (include Washington DC) | 43    |

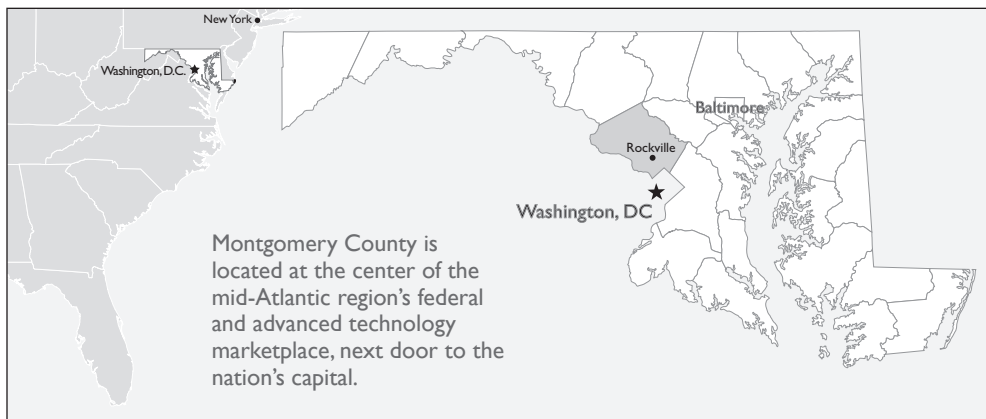


# BRIEF ECONOMIC FACTS

## MONTGOMERY COUNTY, MARYLAND

Montgomery County is the gateway to the mid-Atlantic's robust business community, centrally located in the region's federal and advanced technology marketplace. It is literally next door to the nation's capital and home to over 250 biotech companies and industry leaders such as Human Genome Sciences, MedImmune, and United Therapeutics. Nineteen federal facilities in the county include the National Institutes of Health, the National Institute of Standards and Technology and the Food and Drug Administration. In addition, the county is home to educational and research organizations such as The Johns Hopkins University's Montgomery County Campus, the Howard Hughes Medical Institute, the Henry M. Jackson Foundation and the Universities at Shady Grove.

Montgomery County's 32,300 businesses employ over 361,000 workers in areas including information technology, telecommunications, biotechnology, software development, aerospace engineering and professional services. Nearly 600



businesses employ over 100 workers. Leading companies include BAE Systems Applied Technologies, Discovery Communications, GEICO, Hughes Communications, IBM, Kaiser Permanente, Lockheed Martin, Marriott International and Westat.

Current developments in the county include a satellite campus of the National Cancer Institute, new headquarters of the Nuclear Regulatory Commission, and a 117,000-square-foot expansion of QIAGEN's North American headquarters.

### LOCATION

| Driving distance from Rockville: | Miles | Kilometers |
|----------------------------------|-------|------------|
| Atlanta, Georgia                 | 624   | 1,005      |
| Baltimore, Maryland              | 38    | 61         |
| Boston, Massachusetts            | 436   | 702        |
| Chicago, Illinois                | 670   | 1,078      |
| New York, New York               | 225   | 363        |
| Philadelphia, Pennsylvania       | 136   | 219        |
| Pittsburgh, Pennsylvania         | 207   | 333        |
| Richmond, Virginia               | 118   | 190        |
| Washington, DC                   | 16    | 26         |

### CLIMATE AND GEOGRAPHY<sup>1</sup>

|                                       |           |
|---------------------------------------|-----------|
| Yearly Precipitation (inches)         | 43.1      |
| Yearly Snowfall (inches)              | 14.3      |
| Summer Temperature (°F)               | 73.1      |
| Winter Temperature (°F)               | 34.2      |
| Duration of Freeze-Free Period (days) | 190       |
| Land Area (square miles)              | 495.4     |
| Water Area (square miles)             | 10.1      |
| Elevation (feet)                      | 10 to 880 |

### POPULATION<sup>2,3</sup>

|        | Montgomery County Households | Montgomery County Population | Maryland part of Washington DC metro* | Maryland  |
|--------|------------------------------|------------------------------|---------------------------------------|-----------|
| 2000   | 324,565                      | 873,341                      | 2,065,242                             | 5,296,486 |
| 2010   | 360,500**                    | 971,777                      | 2,303,870                             | 5,773,552 |
| 2020** | 398,000                      | 1,065,000                    | 2,518,700                             | 6,276,300 |

\*Calvert, Charles, Frederick, Montgomery and Prince George's counties

\*\*Projections

Selected places population (2010): Germantown 86,395; Silver Spring 71,452; Rockville 61,209; Bethesda 60,858; Gaithersburg 59,933; Aspen Hill 48,759; Wheaton 48,284

### POPULATION DISTRIBUTION<sup>2,3</sup> (2009)

| Age         | Number  | Percent    |
|-------------|---------|------------|
| Under 5     | 69,752  | 7.2        |
| 5 - 19      | 190,970 | 19.7       |
| 20 - 44     | 321,962 | 33.1       |
| 45 - 64     | 269,405 | 27.7       |
| 65 and over | 119,511 | 12.3       |
| Total       | 971,600 | 100.0      |
| Median age  |         | 38.3 years |

# MONTGOMERY COUNTY, MARYLAND

## LABOR AVAILABILITY<sup>3,4,5</sup> (BY PLACE OF RESIDENCE)

| Civilian Labor Force (2010 avg.) | Labor Mkt. |           |
|----------------------------------|------------|-----------|
|                                  | County     | Area*     |
| Total civilian labor force       | 511,813    | 1,082,395 |
| Employment                       | 483,508    | 1,013,214 |
| Unemployment                     | 28,305     | 69,181    |
| Unemployment rate                | 5.5%       | 6.4%      |

| Residents commuting outside the county to work (2007-2009) | Number  | Percent |
|------------------------------------------------------------|---------|---------|
|                                                            | 201,827 | 40.1%   |

### Employment in selected occupations (2007-2009)

| Occupation                              | Number  | Percent |
|-----------------------------------------|---------|---------|
| Management, professional and related    | 282,342 | 55.1%   |
| Service                                 | 77,458  | 15.1%   |
| Sales and office                        | 100,437 | 19.6%   |
| Production, transp. and material moving | 19,874  | 3.9%    |

\* Montgomery, Prince George's and Frederick counties

## MAJOR EMPLOYERS<sup>6,7</sup> (2010)

| Employer                                        | Product/Service                | Employment |
|-------------------------------------------------|--------------------------------|------------|
| National Institutes of Health*                  | Medical research               | 14,761     |
| National Naval Medical Ctr.*                    | Medical services               | 8,108      |
| Adventist Healthcare                            | Medical services               | 6,600      |
| U.S. Food and Drug Admin.*                      | R&D and standards              | 5,745      |
| Marriott International                          | Hotels, motels                 | 5,025      |
| Lockheed Martin                                 | Defense, aerosp., electr.      | 4,741      |
| Giant Food                                      | Groceries                      | 4,377      |
| Montgomery College                              | Higher education               | 3,451      |
| Kaiser Found. Health Plan                       | Medical services               | 2,244      |
| National Geospatial-Intelligence Agency*        | National security intelligence | 3,000      |
| Verizon                                         | Telecommunications             | 2,895      |
| Holy Cross Hospital                             | Medical services               | 2,890      |
| National Institute of Standards and Technology* | Testing and standards, R&D     | 2,700      |
| National Oceanic and Atmospheric Admin.*        | Weather analysis and reporting | 2,550      |
| U.S. Nuclear Reg. Comm.*                        | Utilities regulation           | 2,391      |
| GEICO                                           | Insurance                      | 2,372      |
| Chevy Chase Bank/Cap. One                       | Banking services               | 2,000      |
| Suburban Hospital                               | Medical services               | 1,972      |
| Westat                                          | Contract research, surveys     | 1,905      |
| MedImmune                                       | Pharmaceutical R&D, mfg.       | 1,900      |
| Discovery Communications                        | Media, entertainment           | 1,738      |
| IBM                                             | Information services           | 1,709      |
| Hughes Network Systems                          | Communications systems         | 1,697      |
| Safeway                                         | Groceries                      | 1,619      |

Excludes post offices, state and local governments; includes higher education

\* Federal and military facilities exclude contractors

## EMPLOYMENT<sup>4</sup> (2009, BY PLACE OF WORK)

| Industry                   | Estab-lishments | Annual Avg. Empl. | Emp. %       | Avg. Wkly. Wage |
|----------------------------|-----------------|-------------------|--------------|-----------------|
| Federal government         | 122             | 43,158            | 9.7          | \$1,899         |
| State government           | 8               | 1,029             | 0.2          | 771             |
| Local government           | 239             | 37,834            | 8.5          | 1,183           |
| Private sector             | 32,333          | 361,284           | 81.5         | 1,120           |
| Natl. resources and mining | 50              | 719               | 0.2          | 774             |
| Construction               | 2,638           | 24,223            | 5.5          | 1,125           |
| Manufacturing              | 469             | 13,431            | 3.0          | 1,766           |
| Trade, transp. and util.   | 4,162           | 56,566            | 12.8         | 801             |
| Information                | 579             | 14,117            | 3.2          | 1,677           |
| Financial activities       | 2,993           | 31,908            | 7.2          | 1,660           |
| Prof. and business svcs.   | 7,928           | 99,577            | 22.5         | 1,440           |
| Educ. and health services  | 3,820           | 61,977            | 14.0         | 938             |
| Leisure and hospitality    | 2,103           | 37,133            | 8.4          | 392             |
| Other services             | 7,441           | 21,460            | 4.8          | 706             |
| Unclassified               | 150             | 173               | 0.0          | 720             |
| <b>Total</b>               | <b>32,702</b>   | <b>443,305</b>    | <b>100.0</b> | <b>1,201</b>    |

Includes civilian employment only

### Businesses by Employment Size Class (2nd Q 2010)

| No. of employees  | 0-9    | 10-49 | 50-99 | 100-499 | 500+ |
|-------------------|--------|-------|-------|---------|------|
| No. of businesses | 25,558 | 5,035 | 743   | 559     | 36   |

## HOURLY WAGE RATES<sup>4</sup> (2010)

| Selected Occupations                     | Median  | Entry   | Experienced |
|------------------------------------------|---------|---------|-------------|
| Accountants                              | \$37.00 | \$25.25 | \$49.25     |
| Biochemists and biophysicists            | 31.25   | 21.00   | 53.25       |
| Biological technicians                   | 23.25   | 16.25   | 29.00       |
| Bookkeeping/accounting clerks            | 21.25   | 14.25   | 24.75       |
| Computer support specialists             | 25.25   | 17.75   | 31.00       |
| Computer systems analysts                | 46.00   | 31.50   | 53.25       |
| Customer service representatives         | 17.50   | 12.00   | 21.75       |
| Electrical engineers                     | 46.00   | 32.75   | 54.00       |
| Electronic engineering technicians       | 28.25   | 20.50   | 33.25       |
| Freight, stock and material movers, hand | 12.00   | 8.75    | 15.25       |
| Industrial truck operators               | 14.25   | 10.75   | 17.75       |
| Network administrators                   | 37.50   | 25.00   | 47.00       |
| Packers and packagers, hand              | 10.25   | 7.25    | 12.00       |
| Secretaries                              | 20.25   | 13.50   | 23.00       |
| Shipping/receiving clerks                | 13.50   | 10.00   | 17.00       |
| Team assemblers                          | 13.50   | 10.25   | 17.25       |

Wages are an estimate of what workers might expect to receive in Montgomery County and may vary by industry, employer and locality

# MONTGOMERY COUNTY, MARYLAND

## SCHOOLS AND COLLEGES<sup>3,8</sup>

### Educational Attainment - age 25 & over (2007-2009)

|                                |       |
|--------------------------------|-------|
| High school graduate or higher | 90.6% |
| Bachelor's degree or higher    | 56.1% |

### Public Schools

|                                                     |
|-----------------------------------------------------|
| Number: 131 elementary; 38 middle; 26 high          |
| Enrollment: 141,722 (Sept. 2009)                    |
| Cost per pupil: \$14,969 (2008-2009)                |
| Students per teacher: 14.7 (June 2009)              |
| High school career / tech enrollment: 20,837 (2010) |
| High school graduates: 10,271 (June 2009)           |

### Private Schools

|                          |
|--------------------------|
| Number: 336 (Sept. 2009) |
|--------------------------|

| Higher Education (2009) | Enrollment | Degrees |
|-------------------------|------------|---------|
|-------------------------|------------|---------|

### 2-year institution

|                    |        |       |
|--------------------|--------|-------|
| Montgomery College | 26,144 | 1,773 |
|--------------------|--------|-------|

### Major 4-year institutions

|                                                      |       |     |
|------------------------------------------------------|-------|-----|
| National Labor College                               | 468   | 96  |
| Uniformed Services University of the Health Sciences | 948   | NA  |
| Washington Adventist University                      | 1,177 | 227 |

Nine University System of Maryland institutions, including the University of Maryland College Park, offer programs at the Universities at Shady Grove, a regional higher education center. The Johns Hopkins University also offers coursework and degree programs in the county.

## TAX RATES<sup>9</sup>

|                                                                                                                                                                                                                                                                                                                                               | Montgomery Co. | Maryland     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|
| <b>Corporate Income Tax (2011)</b><br>Base – federal taxable income                                                                                                                                                                                                                                                                           | none           | 8.25%        |
| <b>Personal Income Tax (2011)</b><br>Base – federal adjusted gross income<br>*Graduated rate peaking at 5.5% on taxable income over \$500,000                                                                                                                                                                                                 | 3.20%          | 2.0% - 5.5%* |
| <b>Sales &amp; Use Tax (2011)</b><br>Exempt – sales for resale; manufacturer's purchase of raw materials; manufacturing machinery and equipment; purchases of materials and equipment used in R&D and testing of finished products; purchases of computer programs for reproduction or incorporation into another computer program for resale | none           | 6.0%         |
| <b>Real Property Tax (FY 11)</b><br>Effective rate per \$100 of assessed value<br>In addition to this rate, there are some miscellaneous taxes and/or special taxing areas in the county; in an incorporated area, a municipal rate may also apply                                                                                            | \$0.699        | \$0.112      |
| <b>Business Personal Property Tax (FY 11)</b><br>Rate per \$100 of depreciated value<br>Exempt – manufacturing and R&D machinery, equipment, materials and supplies; manufacturing, R&D and warehousing inventory<br>In an incorporated area, a municipal rate may also apply                                                                 | \$1.747        | none         |
| <b>Major Tax Credits Available</b><br>Enterprise Zone, Job Creation, R&D, New Jobs                                                                                                                                                                                                                                                            |                |              |

## INCOME<sup>3</sup> (2007-2009)

| Distribution            | Montgomery Co. | Percent Households Maryland | U.S.        |
|-------------------------|----------------|-----------------------------|-------------|
| Under \$25,000          | 9.6            | 15.4                        | 23.8        |
| \$25,000 - \$49,999     | 15.4           | 19.9                        | 24.9        |
| \$50,000 - \$74,999     | 15.2           | 18.3                        | 18.7        |
| \$75,000 - \$99,999     | 13.4           | 14.2                        | 12.2        |
| \$100,000 - \$149,999   | 19.5           | 17.3                        | 12.1        |
| \$150,000 - \$199,999   | 11.7           | 7.8                         | 4.2         |
| \$200,000 and over      | 15.1           | 7.0                         | 4.1         |
| Median household        | \$93,199       | \$69,695                    | \$51,369    |
| Average household       | \$126,336      | \$90,500                    | \$70,404    |
| Per capita              | \$46,506       | \$34,384                    | \$27,100    |
| Total income (millions) | \$43,387       | \$189,088                   | \$7,962,931 |

## HOUSING<sup>2,3,10</sup>

Occupied Units (2007-2009) 343,423 (70.1% owner occupied)

| Housing Transactions (2009)     | Units  | Median Selling Price |
|---------------------------------|--------|----------------------|
| All arms-length transactions    | 8,281  | \$399,000            |
| All multiple-listed properties* | 10,371 | \$340,000            |

\*Excludes auctions and FSBO

## BUSINESS AND INDUSTRIAL PROPERTY<sup>6</sup>

Already home to over 250 biotech companies, the county plans tech parks along the I-270 and Rt. 29 corridors, adding to its global reputation as a technology center.

**East County Center for Science and Technology** - 115-acre site to include an incubator, pilot manufacturing facility, lab, build-to-suit office space and a higher education facility adjacent to the new U.S. Food and Drug Administration headquarters campus.

**Montgomery College Germantown Campus Science and Technology Park** - Up to one million sf planned, including an academic and training facility tied in with the college's biotech program, a business incubator, and build-to-suit facilities.

**Johns Hopkins University Belward Research Campus** - In addition to the 36 acres currently under use, 108 acres are to be developed for research and education.

### Business Incubators

Association for Entrepreneurial Science (AES), Rockville  
Bethesda Green Business Incubator, Bethesda  
Germantown Innovation Center, Germantown  
Rockville Innovation Center, Rockville  
Shady Grove Innovation Center, Rockville  
Silver Spring Innovation Center, Silver Spring  
Wheaton Business Innovation Center, Wheaton

| Market Profile Data                   | Low       | High        | Average     |
|---------------------------------------|-----------|-------------|-------------|
| <b>Land – cost per acre</b>           |           |             |             |
| Industrial                            | \$100,000 | \$325,000   | \$212,500   |
| Office                                | \$325,000 | \$2,000,000 | \$1,162,500 |
| <b>Rental Rates – per square foot</b> |           |             |             |
| Warehouse / Industrial                | \$6.00    | \$15.85     | \$10.39     |
| Flex / R&D / Technology               | \$6.00    | \$28.50     | \$14.61     |
| Class A Office                        | \$10.00   | \$49.00     | \$32.94     |

# MONTGOMERY COUNTY, MARYLAND

## TRANSPORTATION

**Highways:** I-270 ("The Technology Corridor"), I-370, I-495, and U.S. Route 29; ten-minute access to I-95

**Rail:** 12 Metrorail stations, including three of the system's busiest; Amtrak, MARC and CSX Transp. offer long-distance passenger and commuter service as well as freight rail service

**Bus:** 234 Metrobuses operating on 41 routes in the county, plus extensive service via the county's Ride-On bus system

**Truck:** 20 local and long-distance trucking establishments

**Water:** Served by the Port of Baltimore with a 50' channel; a leading U.S. automobile and break-bulk port; seven public terminals including the state-of-the-art Intermodal Container Transfer Facility

**Air:** Commercial passenger and air cargo services are available through Baltimore/Washington International Thurgood Marshall, Washington Dulles International, and Ronald Reagan Washington National Airports; commuter and corporate air service is available at the Montgomery County Airpark (4,200 ft runway)

## RECREATION AND CULTURE

**Parks and Recreation:** More than 410 different parks, including national, state, regional and neighborhood, featuring tennis courts, ball fields and totalling 34,600 acres; more than 100 miles of trails provide recreational opportunities

**Golf:** Nine public golf courses, 22 private golf courses, and more than a dozen country clubs, including the Tournament Players Club at Avenel; county will host 2011 US Open at Congressional Country Club

**Sports:** 11 public pools and 50 private community pools; public and private tennis courts throughout the county; year-round amateur and professional sports as well as thoroughbred racing

**Cultural:** The Music Center at Strathmore's 1,978-seat concert hall and adjacent education center; Olney Theatre Center in Olney; American Film Institute's Silver Theatre and the Round House Theatre's Black Box in Silver Spring; planned venue includes The Fillmore in Silver Spring to feature Live Nation

**Attractions:** Clara Barton Natl. Historic Site, Natl. Capital Trolley Museum, Chesapeake & Ohio Canal Natl. Historical Park, Sugarloaf Mountain Vineyard and Brookside Gardens

**Events:** Sugarloaf Craft Festival, Montgomery County Agricultural Fair, SILVERDOCS Film Festival, AT&T National Golf Tournament, and Seneca Creek State Park Light Festival

## FEDERAL FACILITIES AND FUNDING<sup>3</sup> (2009)

### Direct Federal Expenditures or Obligations

|                    | Total            | Per Capita |
|--------------------|------------------|------------|
| <b>Total</b>       | \$27,946,847,021 | \$28,764   |
| <b>Defense</b>     | \$8,382,939,211  | \$8,628    |
| <b>Non-defense</b> | \$19,563,907,810 | \$20,136   |

**Major Federal Facilities:** NIH, FDA, NIST, NOAA, NRC, National Naval Medical Center, DOE

## UTILITIES

**Electricity:** Potomac Electric Power Company, Baltimore Gas and Electric and the Allegheny Power System; customers of investor-owned utilities and major cooperatives may choose their electric supplier

**Gas:** Natural gas supplied by Washington Gas; BGE serves the northern section of the county; customers may purchase gas from other natural gas suppliers

**Water and Sewer:** Washington Suburban Sanitary Commission (WSSC) maintains and operates the county's water and sewer system; the City of Rockville operates its own water and sewer system

**Telecommunications:** Verizon Maryland, Comcast and RCN provide cable television, high-speed wired and wireless internet and telephone services in the county; services available include Ethernet, VoIP, and Verizon FiOS

## GOVERNMENT<sup>11</sup>

**County Seat:** Rockville

**Government:** County executive and nine county council members elected for four-year terms; charter form of government allows for the separation of the executive from the legislative branch; lawmaking powers are vested in an elected legislative body

Isiah (Ike) Leggett, County Executive 240.777.2500

Valerie Ervin, President, County Council 240.777.7900

**Website:** www.montgomerycountymd.gov

**County Delegation to Maryland General Assembly:**

Richard S. Madaleno, Jr., Senate Chair 410.841.3137

Brian J. Feldman, House Chair 410.841.3186

**U.S. Congressional Election Districts:** 4th, 6th, 8th

**County Bond Rating:** AAA (S&P); Aaa (Moody's); AAA (Fitch)

**Montgomery County Department of Economic Development**

Steven A. Silverman, Director

111 Rockville Pike, Suite 800

Rockville, Maryland 20850

Telephone: 240.777.2000

Email: ded.info@montgomerycountymd.gov

www.smartmontgomery.com

### Sources:

1 National Oceanic and Atmospheric Administration and Maryland State Office of Climatology (30-year averages); Maryland Geological Survey

2 Maryland Department of Planning

3 U.S. Bureau of the Census

4 Maryland Department of Labor, Licensing and Regulation, Office of Workforce Information and Performance

5 U.S. Bureau of Labor Statistics

6 Montgomery County Department of Economic Development

7 Maryland Department of Business and Economic Development

8 Maryland State Department of Education; Maryland Higher Education Commission

9 Maryland State Department of Assessments and Taxation; Comptroller of the Treasury

10 Maryland Association of Realtors

11 Maryland State Archives; Maryland Association of Counties

# Trends in Community College Education: Enrollment, Prices, Student Aid, and Debt Levels

By Sandy Baum, Kathie Little, and Kathleen Payea

Community colleges serve as the access point to higher education for many students. With lower published prices, less stringent admission requirements, and geographical proximity to more students than most institutions in other sectors, community colleges provide opportunities for education and training that would otherwise be unavailable to many. As the need increases for workers with some postsecondary education, but not necessarily a four-year degree, the demands on community colleges are growing.

## Published Prices

In 2010-11, average tuition and fees for a full-time student enrolled in a public two-year college are \$2,713, compared to \$7,605 at public four-year institutions and significantly higher levels at private for-profit and nonprofit institutions.

**TABLE 1: Average Tuition and Fees by Sector, 2010-11 (Enrollment-Weighted)**

| Sector                        | 2010-11  |
|-------------------------------|----------|
| Public Two-Year               | \$2,713  |
| Public Four-Year In-State     | \$7,605  |
| Public Four-Year Out-of-State | \$19,595 |
| Private Nonprofit Four-Year   | \$27,293 |
| Private For-Profit            | \$13,935 |

Source: The College Board, *Trends in College Pricing 2010*, Table 1a.

This relatively low price constitutes less than 20% of the total annual expenses the typical student faces while enrolled at a community college. After adding food and housing, books and supplies, transportation, and other miscellaneous basic expenses, the total budget for public two-year college students averages close to \$15,000.

**TABLE 2: Total Estimated Average Budget for Full-Time Community College Students Commuting to Campus and Not Living with Parents, 2010-11**

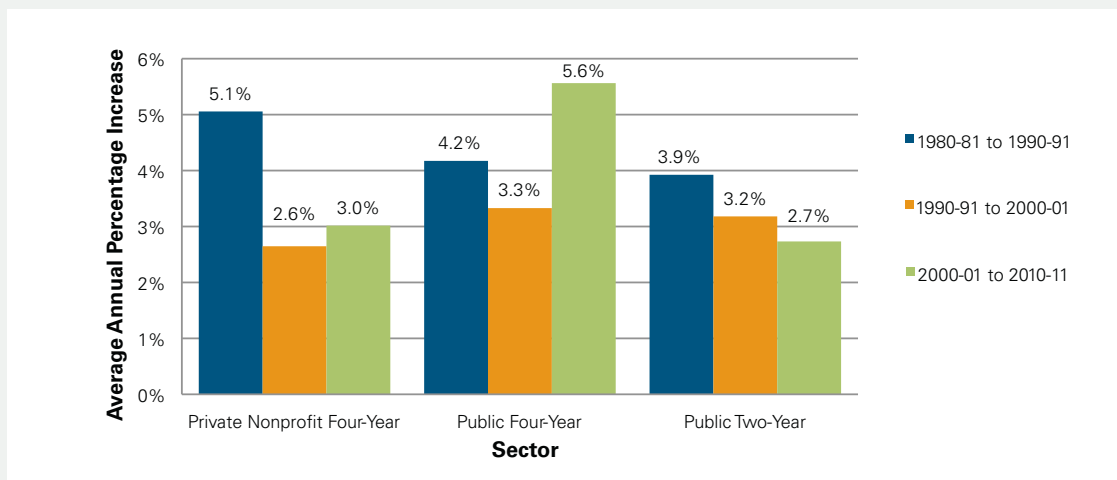
|                 | Tuition and Fees | Off-Campus Room and Board | Books and Supplies | Transportation | Other Expenses | Total Expenses |
|-----------------|------------------|---------------------------|--------------------|----------------|----------------|----------------|
| Public Two-Year | \$2,713          | \$7,259                   | \$1,133            | \$1,491        | \$2,041        | \$14,637       |

Source: The College Board, *Trends in College Pricing 2010*, Table 6.



While average published tuition and fees at public four-year colleges and universities increased much more rapidly from 2000-01 to 2010-11 than over the previous two decades, the increase of 2.7% per year at public two-year colleges was lower than the growth rates of the previous two decades.

**FIGURE 1: Average Annual Percentage Increase in Inflation-Adjusted Tuition and Fees by Decade, 1980-81 to 2010-11**



Source: The College Board, *Trends in College Pricing 2010*, Figure 4.

**Variation Across States**

Although the national average tuition at public two-year colleges is relatively low, there is considerable variation across states. Published prices range from \$820 in California, where about 20% of full-time community college students are enrolled, \$1,326 in New Mexico, and \$1,773 in North Carolina to \$4,936 in Minnesota, \$6,250 in Vermont, and \$6,258 in New Hampshire.

Over the five years from 2005-06 to 2010-11, community college tuition and fees increased by less than \$500 in 13 states and by over \$1,000 in 9 states.<sup>1</sup>

**Institutional Revenues**

The proportion of total educational expenses at community colleges covered by net tuition revenues increased from 24% in 2001-02 to 29% in 2007-08.<sup>2</sup> These revenues constitute about 16% of total revenues for community colleges. The largest source of revenue is state appropriations, but local governments also provide a significant portion of funding for public two-year colleges.

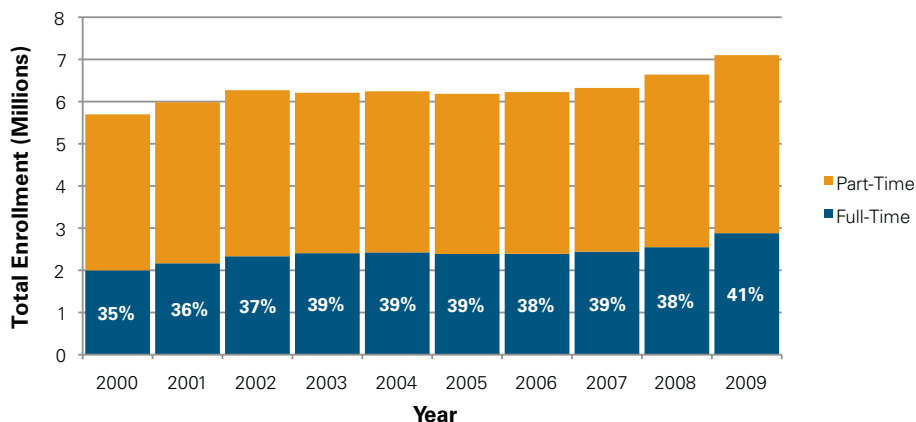
**TABLE 3: Revenue Sources for Community Colleges, 2008-09**

| Revenue Source                               | Percentage of Total |
|----------------------------------------------|---------------------|
| State Appropriations, Grants, and Contracts  | 34%                 |
| Local Appropriations, Grants, and Contracts  | 20%                 |
| Federal Appropriations, Grants and Contracts | 16%                 |
| Tuition and Fees                             | 16%                 |
| Other Sources                                | 13%                 |

Note: Percentages may not sum to 100 because of rounding.  
 Source: National Center for Education Statistics (NCES), *Digest of Education Statistics 2010*, Table 362.

Enrollments

**FIGURE 2: Full-Time and Part-Time Enrollment in Public Two-Year Colleges, Fall 2000 to Fall 2009 (With Percentage Full-Time)**



Source: The College Board, *Trends in College Pricing 2010*, Tables 17a and 17b; NCES, *Digest of Education Statistics 2010*, Table 204.

Total fall enrollment in community colleges increased from 5.7 million in 2000 to 6.2 million in 2005 and 7.1 million in 2009. In 2009, 2.9 million students (41% of the total) were enrolled full-time.

**TABLE 4: Distribution of Fall Undergraduate Enrollment by Sector: 1990, 2000, and 2009**

|                             | All Undergraduates |      |      | Full-Time Undergraduates |      |      |
|-----------------------------|--------------------|------|------|--------------------------|------|------|
|                             | 1990               | 2000 | 2009 | 1990                     | 2000 | 2009 |
| Public Four-Year            | 39%                | 36%  | 36%  | 51%                      | 46%  | 44%  |
| Private Nonprofit Four-Year | 16%                | 16%  | 15%  | 22%                      | 21%  | 19%  |
| Public Two-Year             | 42%                | 43%  | 40%  | 25%                      | 25%  | 26%  |
| Private For-Profit          | 2%                 | 5%   | 9%   | 2%                       | 6%   | 11%  |
| Other                       | 1%                 | 1%   | < 1% | 1%                       | 1%   | < 1% |

Note: Percentages may not sum to 100 because of rounding.

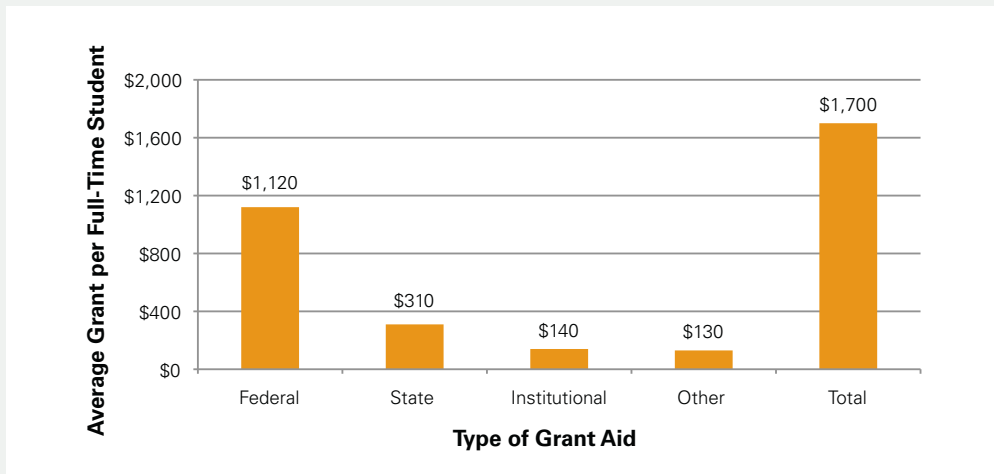
Source: NCES, *IPEDS* unpublished data; NCES, *Digest of Education Statistics 2010*, Table 202.

Enrollment growth in community colleges has not led to an increasing share of total enrollments in that sector. Instead, a growing proportion of both full-time enrollment and total undergraduate enrollment is in the for-profit postsecondary sector.

**Student Aid**

In 2007-08, students received an average of \$1,700 in grant aid to pay their tuition and, in some cases, cover a fraction of their other expenses. Two-thirds of this aid came from the federal government, primarily in the form of Pell Grants. The remainder came from a combination of state grants, institutional grants, and funding from employers and other private sources.

**FIGURE 3: Average Grant Aid per Full-Time Student, Public Two-Year Colleges, 2007-08**



**Note:** "Federal" grants include all federal grants, including Veterans and DOD benefits. "Other" grants include grants from employers and other private sources.  
**Source:** NCES, *National Postsecondary Student Aid Study (NPSAS), 2008*.

Students in public two-year colleges receive a much larger proportion of federal Pell Grants than of other types of federal aid. In 2008-09, when they constituted 31% of total undergraduate full-time equivalent students (FTEs) and 27% of postsecondary FTEs, these students received 31% of Pell Grant funds and 15% of Academic Competitiveness Grants, which are distributed to Pell Grant recipients meeting specified criteria for academic preparation. Students in this sector received 8% of subsidized and 6% of unsubsidized Stafford Loans and their parents borrowed less than 1% of all PLUS Loans.\*

**TABLE 5: Percentage of Federal Financial Aid Going to Students in the Public Two-Year Sector, 2008-09**

|                             | Percentage of Total |
|-----------------------------|---------------------|
| Pell Grants                 | 31%                 |
| Campus-Based Aid            | 10%                 |
| ACG Grants                  | 15%                 |
| Subsidized Stafford Loans   | 8%                  |
| Unsubsidized Stafford Loans | 6%                  |
| PLUS Loans                  | 1%                  |

**Source:** The College Board, *Trends in Student Aid 2010*, Figure 7.

\*Only undergraduate students are eligible for Pell Grants. Both undergraduate and graduate students participate in the Stafford and PLUS loan programs.

## Student Debt

Community college students are less likely than students enrolled in other sectors to rely on student loans. The difference is in large part a result of the lower prices they face, but many higher education professionals are concerned that these students are not borrowing enough and are instead working excessively and enrolling part-time.<sup>3</sup> These patterns make it more difficult for them to succeed in earning degrees and certificates.

**TABLE 6: Distribution of Total Undergraduate Debt by Sector and Type of Degree or Certificate, 2007-08**

|                             | No Debt | Less than \$10,000 | \$10,000 to \$19,999 | \$20,000 to \$29,999 | \$30,000 to \$39,999 | \$40,000 or more | Total |
|-----------------------------|---------|--------------------|----------------------|----------------------|----------------------|------------------|-------|
| <b>Bachelor's Degree</b>    |         |                    |                      |                      |                      |                  |       |
| Public Four-Year            | 38%     | 16%                | 19%                  | 14%                  | 6%                   | 6%               | 100%  |
| Private Nonprofit Four-Year | 28%     | 10%                | 19%                  | 17%                  | 10%                  | 15%              | 100%  |
| Private For-Profit          | 4%      | 4%                 | 12%                  | 23%                  | 33%                  | 24%              | 100%  |
| <b>Associate Degree</b>     |         |                    |                      |                      |                      |                  |       |
| Public Two-Year             | 62%     | 23%                | 9%                   | 3%                   | 1%                   | 1%               | 100%  |
| Private For-Profit          | 2%      | 22%                | 34%                  | 23%                  | 13%                  | 6%               | 100%  |
| <b>Certificate</b>          |         |                    |                      |                      |                      |                  |       |
| Public Two-Year             | 70%     | 21%                | 7%                   | 1%                   | 1%                   | <1%              | 100%  |
| Private For-Profit          | 10%     | 46%                | 34%                  | 8%                   | 2%                   | 1%               | 100%  |

**Note:** Data include federal loans, private loans, and loans from states and institutions. Parent PLUS Loans, credit card debt, and loans from friends and family are not included. Percentages may not sum to 100 due to rounding. Data include students who attended less than half-time (13% of students), and who do not qualify for Stafford Loans but do qualify for some nonfederal loans.

**Source:** The College Board, *Trends in Student Aid 2010*, Figure 19A.

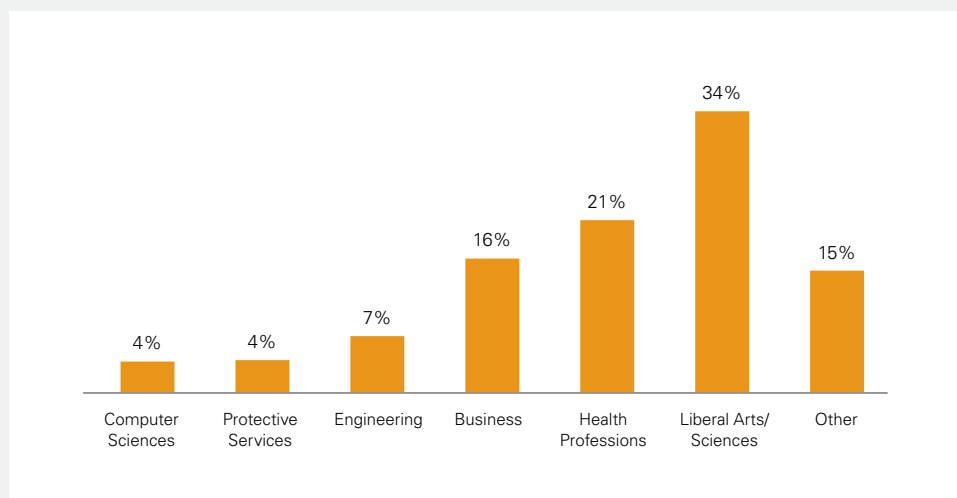
In 2007-08, 62% of associate degree recipients and 70% of certificate recipients graduated from community colleges without student debt. This compares to 2% and 10%, respectively, of those who received similar credentials from for-profit institutions. Only about 5% of community college associate degree recipients and 2% of certificate recipients graduated with debt of \$20,000 or higher.

In 2007-08, 17% of full-time community college students (and 10% of all community college students) borrowed through the federal Stafford Loan program. Only 6% of full-time students in this sector (and 4% of all students) relied on private student loans.

## Degree Completion

Available national data on completion rates at community colleges are inadequate because they include only first-time full-time students, who constitute a minority at these institutions. However, among the 2005 starting cohort, only 21% of those registered as degree-seeking completed associate degrees or certificates within 150% of the normal time. At for-profit institutions, this figure was 58%.<sup>4</sup>

Among students who earned associate degrees in 2007-08, about one-third studied liberal arts and sciences. Health profession fields accounted for 21% of associate degrees awarded in 2007-08.

**FIGURE 4: Fields of Study of Associate Degree Recipients, 2007-08**


**Source:** The College Board, *Trends in College Pricing 2010*, Figure 20A; NCES, *The Condition of Education 2010*, Indicator 41.

**Endnotes:**

<sup>1</sup>The College Board, *Trends in College Pricing 2010*, Table 6C.

<sup>2</sup>The College Board, *Trends in College Pricing 2010*, Figure 12A; The Delta Cost Project.

<sup>3</sup>The Institute for College Access and Success (TICAS), *Getting With the Program: Community College Students Need Access to Federal Student Loans, 2009*, [http://ticas.org/pub\\_view.php?idx=511](http://ticas.org/pub_view.php?idx=511).

<sup>4</sup>NCES, *Digest of Education Statistics 2010*, Table 341.

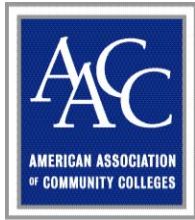


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# Community Colleges Issues Brief

Prepared for the

## 2010 White House Summit on Community Colleges



October 5, 2010  
American Association of Community Colleges

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[Excerpt]

### Community Colleges Respond to Calls for Accountability

**Multiple factors have increased the focus on institutional accountability.** Colleges are expected to produce more quality graduates to meet the needs of the 21<sup>st</sup>-century workforce. Tuition and fees at colleges are increasing at a rate faster than inflation. State and federal resources available to spend on higher education are dwindling. Data on quality are more readily available in many industries, and many stakeholders and consumer advocacy groups feel this information should be available for higher education as well.

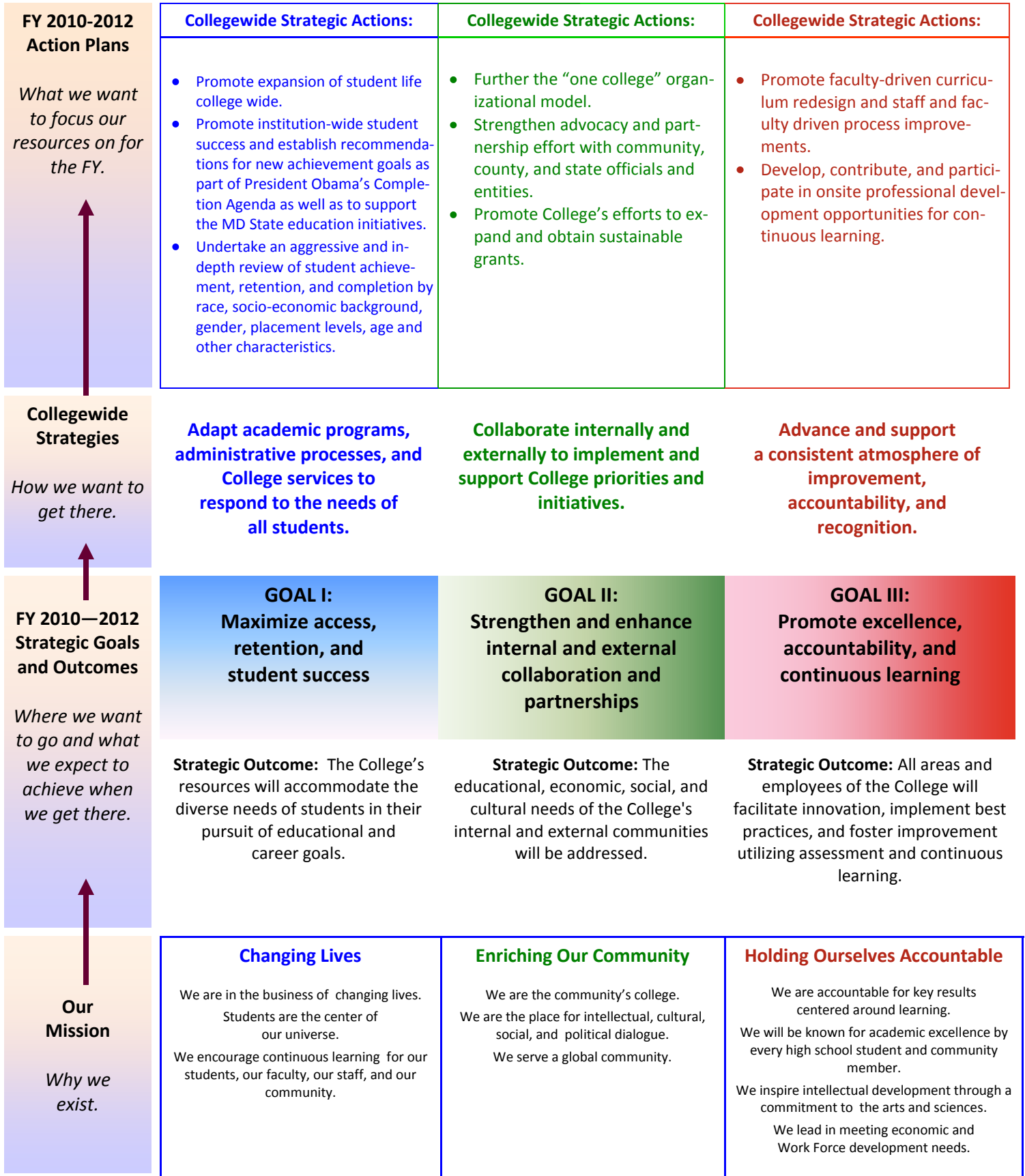
**Being accountable is nothing new to community colleges, but existing measures have limitations.** To earn and maintain accreditation, a requirement for receiving federal Title IV financial aid funds, community colleges must regularly provide data and other information that demonstrate institutional effectiveness. Most colleges must also provide information to state authorities and a variety of other stakeholders, such as governing boards and the federal government, documenting institutional performance. However, too often the measures are not sensitive to the mission of community colleges or do not provide an opportunity to compare outcomes of similar institutions in a meaningful way.

**Lack of commonly accepted performance measures has often led to misperceptions of community colleges and underestimation of their effectiveness and contributions.** It has also limited the ability of the institutions to identify problems and to set goals to improve outcomes that support student success.

[Full report is accessible on the AACCC web site at <http://www.aacc.nche.edu/AboutCC/whsummit/>]

# Montgomery College Strategic Plan 2010-2012

## FY 2012 Planning Priorities



## Conference Attendees

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There are about 200 attendees at the 2011 Strategic Planning Conference including President DeRionne P. Pollard and representatives from the following governance groups.

✚ Board of Trustees

✚ College administrators –

- Senior Vice Presidents
- Vice Presidents
- Vice President/Provosts
- Chiefs, Directors, Deans, Associate Deans

✚ Faculty –

- Faculty Chairs, Faculty Councils representatives, campus representatives
- AAUP
- SEIU

✚ Student – campus representatives

✚ Staff – AFSME, Staff Senate, campus representatives

✚ Alumni representatives

✚ Academic community representatives

✚ Business community representatives

## Contact and Resources

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### **Contact**

For more questions regarding the Strategic Planning Conference, please contact: the Office of Planning and Institutional Effectiveness at 240-567-7971, or Ms. Raquel Bunai at 240-567-5349 (office) or 240-543-5151 (cell).

### **Web Site Resources**

Montgomery College  
[www.montgomerycollege.edu](http://www.montgomerycollege.edu)

Montgomery County, Department of Economic Development:  
<http://www.montgomerycountymd.gov/dedtmpl.asp?url=/Content/DED/index.asp>

College Board, Trends in Higher Education  
<http://trends.collegeboard.org/?excmpid=MTG1-PR-1-pr>

Center for Regional Analysis, George Mason University  
<http://policy.gmu.edu/Home/ResearchPublications/ResearchCenters/CenterforRegionalAnalysis/tabid/164/Default.aspx>

American Association of Community Colleges  
<http://www.aacc.nche.edu/Pages/default.aspx>

2010 White House Summit on Community Colleges  
<http://www.whitehouse.gov/communitycollege>

Human Genome Sciences  
<http://www.hgsi.com/>

HESS Construction and Engineering Services  
<http://www.hessedu.com/>

Marriott International Inc.  
<http://www.marriott.com/corporateinfo/boilerplate.mi>

## Direction and Map

Theater Arts Building (TA), Rockville Campus,  
51 Mannakee Street, Rockville, Maryland  
240-567-5000

### Directions

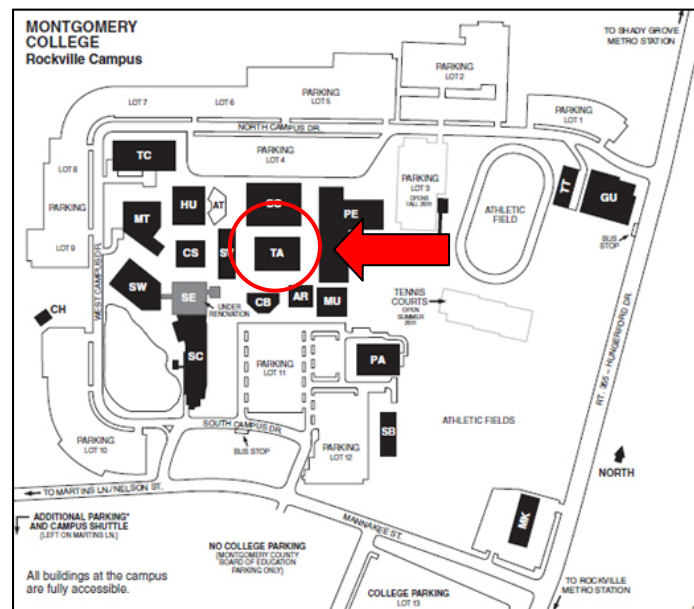
The Rockville Campus is located in central Montgomery County, Maryland, just west of Route 355.

**From the north:** Take I-270 South to Exit 6 (Route 28), W. Montgomery Ave./Rockville. Then take Exit 6A (Route 28) East. Turn left at first traffic light onto Nelson Street. Go to first traffic light at Mannakee Street; turn left. The campus is 1-1/2 blocks on the left.

**From the south:** Take I-495 to I-270 North exit 6A (Route 28, W. Montgomery Avenue/Rockville). Follow Montgomery College sign through traffic light (road becomes Nelson Street). Go to first traffic light at Mannakee Street; turn left. The campus is 1-1/2 blocks on the left.

Free parking is available for conference attendees.

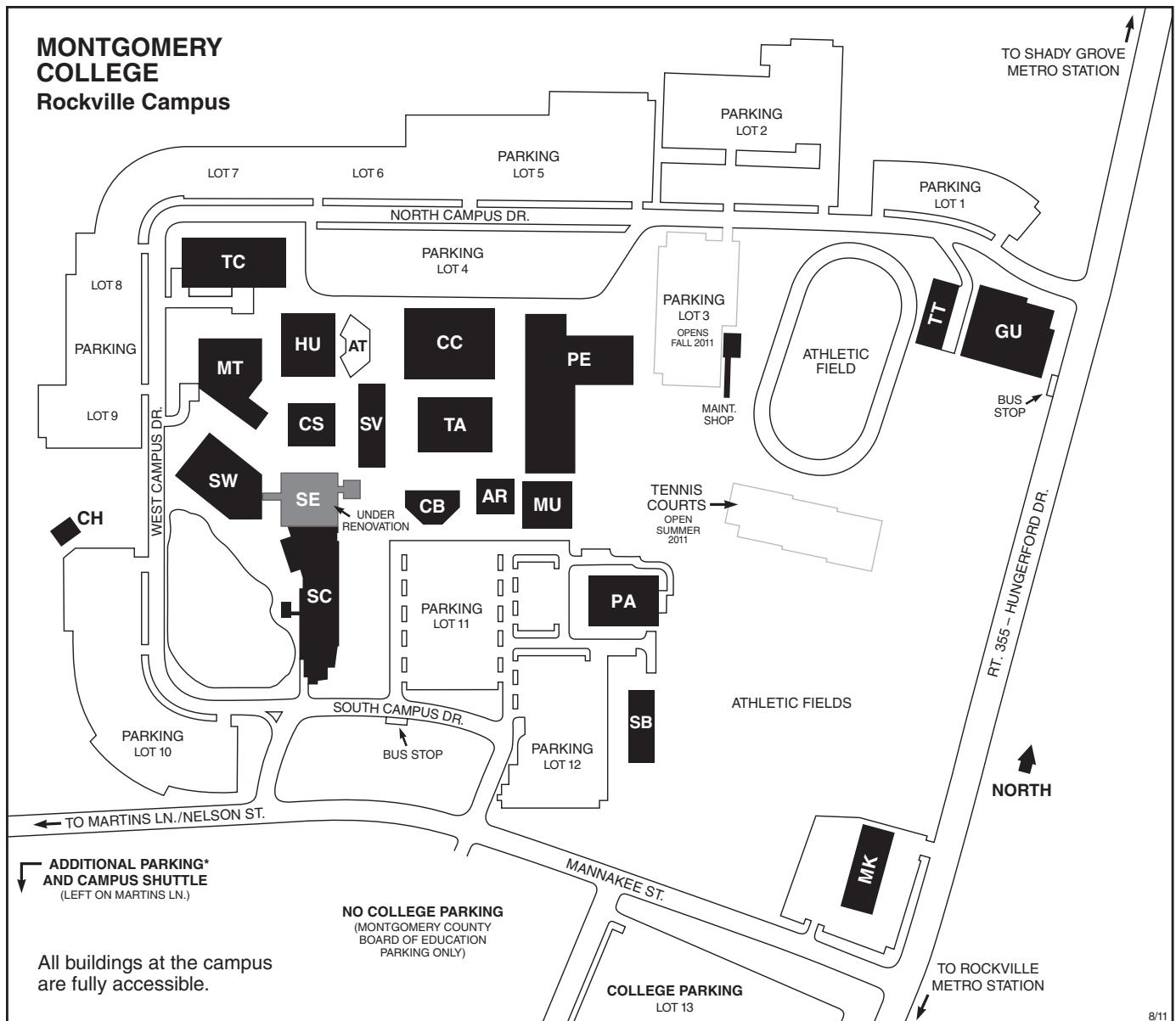
Theater Arts Building (TA) is located behind the campus security office (CB). Conference attendees can pick up the name tag, lunch ticket, and other conference material at the registration area beyond the building entrance away from the sundial.



*(Please see the enlarged campus map at the next page.)*

# MONTGOMERY COLLEGE

## Rockville Campus Map



### Montgomery College Rockville Campus

51 Mannakee Street  
Rockville, MD 20850  
240-567-5000  
TTY 301-294-9672

[www.montgomerycollege.edu](http://www.montgomerycollege.edu)  
For updates to campus maps, visit  
[www.montgomerycollege.edu/maps](http://www.montgomerycollege.edu/maps).

### Rockville Campus Legend of Buildings

(as of August 2011)

AR Paul Peck Art Building  
AT Amphitheatre

CB Counseling and Advising Building (Security Office)  
CC Campus Center (Workforce Development & Continuing Education)  
CH Child Care Center  
CS Computer Science Building  
GU Homer S. Gudelsky Institute for Technical Education  
HU Humanities Building  
MK Mannakee Building (Central Administration)  
MT Gordon and Marilyn Macklin Tower  
MU Music Building

PA Robert E. Parilla Performing Arts Center  
PE Physical Education Center  
SB South Campus Instruction Building  
SC Science Center  
SE Science East Building (under renovation)  
SV Student Services Building (Admissions Office)  
SW Science West Building  
TA Theatre Arts Building  
TC Technical Center  
TT Interim Technical Training Center

\*Parking at Rockville Municipal Swim Center. Take Mannakee Street to left on Martins Lane.





*We look forward to seeing you on Thursday, August 25, 2011.*

*THE END*

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