

**From:** MC Communications  
**To:** [MC Communications!](#)  
**Subject:** Academic Master Planning  
**Date:** Wednesday, May 13, 2015 3:01:38 PM

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**MONTGOMERY COLLEGE**  
Office of the Senior Vice President for Academic Affairs

May 13, 2015

**MEMORANDUM**

**To:** Montgomery College Community  
**From:** Dr. Sanjay Rai, Senior Vice President for Academic Affairs  
**Subject:** Academic Master Planning

Over the past year, the Academic Affairs division has taken purposeful steps to strengthen the academic experience of our students. We have completed our first year with a new academic structure; the faculty has spearheaded major curriculum improvements; and we have changed the way we make decisions. Now, I am happy to say that we will soon begin work on developing a long-term visioning plan, the Academic Master Plan.

Within the context of an ever-changing higher education environment—one that encompasses advances in technology and pedagogy, and increasing complexities in the needs and lives of today's diverse body of students—an academic master plan provides a framework for student success that will inform and work in synergy with other planning processes at the College, including the Facilities Master Plan, the Information Technology Master Plan, as well as the College's current and, eventually, next strategic plan. The College has operated without an academic plan for many years. This is an ideal time to change that, as a comprehensive planning process in this particular year gives us the unique benefit of bridging the good ideas that were generated in the restructuring process, and the analysis that will be part of the Middle States Self-Study process that will begin next year.

By the end of the spring 2016 semester, the Academic Master Plan will be complete and will achieve these objectives:

- Setting academic priorities that impact other College units, particularly facilities and information technology projects, through the early 2020s
- Identifying major academic initiatives that will drive academic unit planning and budgeting
- Benchmarking data to gauge progress on the Academic Affairs student success matrix, including enrollment, graduation rates, and transfer rates for students as well as the College's Student Success Score Card and our collective efforts in Achieving the Promise
- Establishing criteria for effective academic program review, curriculum development, and assessment of the Academic Affairs division's initiatives
- Coordinating the Academic Master Plan with *Montgomery College 2020*, the

## College's strategic plan, and the Middle States Self-Study process

The process for developing the Academic Master Plan will begin in earnest next fall, and it will involve not only the faculty, staff, and administrators within Academic Affairs, but also students, members of other College divisions, and key stakeholders in the community. We will seek advice from leaders of business and industry as well as liaisons to our major transfer institutions. The process will be inclusive and transparent, and all who seek to have a voice in the conversation will have the opportunity to participate.

Developing an academic master plan requires a significant commitment to the process and dedicated attention to its many components. I am pleased to announce that Dr. Deborah Preston, collegewide dean for the arts, has accepted a temporary, one-year reassignment to the Office of Academic Affairs to lead this project. Her experience as a collegewide academic leader and her relationships within the Montgomery County community will serve her well. Dr. Preston will begin this work immediately by studying best practices in academic master planning and laying the foundation for the process to begin in fall 2015. She has already visited several College constituency groups to gather ideas.

Please join me in welcoming Dr. Preston to this important role and please contact her via College e-mail if you have ideas or wish to participate formally. I look forward to engaging the entire community in this effort.