

Academic Master Planning Committee/Work Group Charges

Overview

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.

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.

These goals will be met by focusing on three thematic areas of planning: access, success, and excellence.

Process

Creation of the Academic Master Plan will be an inclusive, one-college effort which includes the contributions of stakeholders within and beyond the academic affairs division. To that end, the work will be conducted in multi-tier structure consisting of

- A 28-member Steering Committee (SC) which will include, among other representatives, the six co-chairs of the workgroups described below;
- A 15-18 member Access Workgroup (AW) which will be co-chaired by the Rockville/ABESS Vice President/Provost and the Assistant Director for Enrollment Services and College Registrar;

- A 15-18 member Success Workgroup (SW) which will be co-chaired by the TP/SS/ CHSHPEH Vice President/Provost and the Director of IT Academic Technologies and Support Services; and
- A 15-18 member Excellence Workgroup (EW) which will be co-chaired by the Germantown/STEM Vice President/Provost and the Associate Senior Vice President for Administrative and Fiscal Services.

In addition, each workgroup is empowered to add members as needed for perspective and/or content expertise and to break into subcommittees with additional members.

Timeline

Work on the Academic Master Plan will commence in earnest at the beginning of Fall Semester 2015 and conclude at the end of Spring Semester 2016. The broad outline of progress will be as follows:

- Early Fall 2015: Councils will populate workgroups with faculty, staff, and student constituents; workgroup chairs will convene workgroups to begin forming recommendations.
- Throughout Fall 2015: The steering committee will meet periodically to guide and facilitate the work of the workgroups; forums will be held to guide the work of the steering committee and workgroups.
- Late Fall 2015: Workgroups will deliver recommendations to Steering Committee which will set the parameters for the first draft.
- Early Spring 2016: A subset of the Steering Committee will prepare a draft of AMP.
- Throughout Spring 2016: the Steering Committee will undertake an iterative process of seeking College and community feedback to inform new drafts of the plan.
- Late Spring 2016: Dr. Rai will seek approval of the final draft from SALT and present the plan to the BOT and community.

Throughout the process, Dr. Rai will maintain communication with SALT to align the AMP with their priorities and expectations.

Charge to Steering Committee

In an effort to create a comprehensive Academic Master Plan with contributions and input from a wide range of stakeholders, Montgomery College will engage in an inclusive process with a steering committee acting as a central clearinghouse for ideas and information that flow from three major workgroups (Access, Success, and Excellence) and ad hoc committees as needed. Membership of the steering committee will include the co-chairs of the project, the co-chairs of the workgroups, representatives from faculty, staff, students, and the community, and content experts in various fields.

In addition to generally guiding the process of academic master planning, the steering committee is responsible for the following activities:

1. Serve as a clearinghouse for ideas, information, and communications relevant to the workgroups, the College community, and the process of planning.
2. Assist workgroup co-chairs and members with research, networking, organization, strategy, facilitation, writing, and decision-making and needed and appropriate.
3. Support the design and creation of an Academic Master Plan (AMP) website and/or other information portals and communication materials.
4. Design and conduct community focus groups and channel information to appropriate work groups.
5. Make recommendations to steering committee co-chairs and senior vice president about direction, purpose, content, timeline, and evaluation measures for Academic Master Plan.
 - a. Determine and communicate the relationship of the Academic Master Plan to MC 2020 and other strategic and tactical plans in use or in development throughout the institution.
 - b. Develop criteria by which work group recommendations will be evaluated for inclusion in the Academic Master Plan.
 - c. Based on the input from the workgroups, recommend the initiatives that should be included in First Five and the Next Five sections of the plan.
 - d. Make recommendations to the co-chairs and SVPAA about the timeline for accomplishing those initiatives and the appropriate measures for evaluation.
 - e. Make recommendations to the co-chairs and SVPAA about any current initiatives that should be strengthened, replaced, or discontinued.
6. Approve drafts of the Academic Master Plan for vetting at various stages in the process.
7. Lead efforts to gather input on AMP drafts and recommend revisions at each stage.
8. Assist with implementation of the approved Academic Master Plan as needed and appropriate.

Charge to Access Workgroup

In *What Excellent Community Colleges Do*, Joshua Wyner notes that “[a]s institutions and policy makers aim to improve community college completion rates, . . . they must not do so at the expense of access” (3). Likewise, Bailey, Jaggars, and Jenkins note in *Redesigning America’s Community Colleges* that, as “open-door institutions,” community colleges are “a manifestation of our society’s commitment to education opportunities” (1). As pressure to measure and ensure student success increases, we must be aware of the inherent tension with access and guard against incremental encroachments on our open-access mission. Efforts to protect access can be many and varied and may have to be designed with particular student populations in mind. With that challenge in mind, the Access Workgroup is asked to consider (among others of your choosing), the following topics:

- Assessment of prior learning,
- Alternative schedules and delivery,
- K – J Pathways,
- Developmental Education,
- Stackable Credentials.

Some of these topics are broader than others and some better defined. The AW is encouraged to parse, define, combine, divide, and add topics in order to manage information and create coherent topics for discussion and recommendation.

At the end of fall semester, we ask that each workgroup make two sets of recommendations—a configuration we are calling 5+5. The first category (First Five) includes five initiatives that we should undertake in the upcoming five years (2016 to 2021). The second category (Next Five) includes two to four initiatives that we should strongly consider and/or position ourselves to undertake in the subsequent five years (2022-2027). More detail will be needed for the initiatives in the First Five category. Finally, we are asking that the workgroups help to document current initiatives in their theme that are working well and should be continued and note any that may need replacing or phasing out.

Specifically, here are the questions to be answered by the end of the semester:

Context:

1. Briefly describe Montgomery College’s efforts to ensure student access from an academic affairs operational standpoint, including general philosophy, recent

history, and current initiatives. Please include brief statements of support for programs that are producing results and should be continued.

First Five

2. Please describe in some detail up to five best practice initiatives which MC should undertake (or significantly expand) in the upcoming five years. For each initiative, please discuss the following:
 - a. What is the initiative, and where and how has it been successful? How will it improve or expand student access?
 - b. Does this initiative build upon or replace a current program, or will it be new? Please explain.
 - c. In order to implement this initiative, what financial resources will be needed? Can the resources be reallocated from any current programs (from b above)?
 - d. What personnel resources will be needed to implement this initiative? Can the personnel be reallocated from any current programs (from b above)?
 - e. What facilities and equipment will be needed to implement this initiative? Can current F&E serve, or will modifications or additions be needed?
 - f. What student services collaborations will be needed to implement this initiative?
 - g. What changes, if any, will need to occur to Policy and Procedure in order to implement this initiative?
 - h. What is the proposed timeline for fully implementing this initiative?
 - i. What are the target outcomes and measures for evaluating the success of this initiative?
 - j. Does this initiative require support from or have implications for the following units or plans at MC:
 - MC 2020
 - Facilities Master Plan (e above)
 - IT Master Plan (e above)
 - Fiscal and Administrative Services (d above)
 - Advancement/Capital Campaign/ MC Foundations (incl HP Park)
 - Library Master Plan
 - Student Services (f above)
 - OIRA

Next Five

3. Please describe up to four best practice initiatives which MC should consider implementing beginning five years from now (2022). For each initiative, please discuss the following:
 - a. What is the initiative, and where and how has it been successful? How will it improve or expand student access?
 - b. What additional research should we conduct before adopting this initiative?
 - c. Does this initiative build upon or replace a current program, or will it be new? Please explain.
 - d. In order to implement this initiative, what steps should we be taking now to lay the groundwork?

Conclusion

4. Please include any recommendations, observations, minority reports, or other information that you deem important for the Academic Master Plan. You may also attach an appendices or data that would be helpful.

Charge to Success Workgroup

In *What Excellent Community Colleges Do*, Joshua Wyner notes that, while community colleges has succeeded in “expand[ing] the number of Americans who go to college” (13). However, he continues, “A community college student who is attending college for the first time and carries a full-time course load has at best a one-in-four chance of graduation within three years” (13). Likewise, Bailey, Jaggars, and Jenkins observe in *Redesigning America’s Community Colleges* that “most students who enter [community] colleges never finish: fewer than four of every ten complete any type of degree or certificate within six years” (1). While community colleges all across the country have struggled to educate policy makers on the many different ways that students succeed at our institutions, the data shows that many who hope to obtain a degree are falling short.

With that challenge in mind, the Success Workgroup is asked to consider (among others of your choosing), the following topics

- Retention, completion, transfer
- Review/ Revision of academic regulations and related P&P
- Student support centers
- Achieving the Promise (CTAG)

Some of these topics are broader than others and some better defined. The SW is encouraged to parse, define, combine, divide, and add topics in order to manage information and create coherent topics for discussion and recommendation.

At the end of fall semester, we ask that each workgroup make two sets of recommendations—a configuration we are calling 5+5. The first category (First Five) includes five initiatives that we should undertake in the upcoming five years (2016 to 2021). The second category (Next Five) includes two to four initiatives that we should strongly consider and/or position ourselves to undertake in the subsequent five years (2122-2027). More detail will be needed for the initiatives in the First Five category. Finally, we are asking that the workgroups help to document current initiatives in their theme that are working well and should be continued and note any that may need replacing or phasing out.

Specifically, here are the questions to be answered by the end of the semester:

Context:

1. Briefly describe Montgomery College's efforts to ensure student success from an academic affairs operational standpoint, including general philosophy, recent history, and current initiatives. Please include brief statements of support for programs that are producing results and should be continued.

First Five

2. Please describe in some detail up to five best practice initiatives which MC should undertake (or significantly expand) in the upcoming five years. For each initiative, please discuss the following:
 - a. What is the initiative, and where and how has it been successful? How will it improve or expand student access?
 - b. Does this initiative build upon or replace a current program, or will it be new? Please explain.
 - c. In order to implement this initiative, what financial resources will be needed? Can the resources be reallocated from any current programs (from b above)?
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 - f. What student services collaborations will be needed to implement this initiative?
 - g. What changes, if any, will need to occur to Policy and Procedure in order to implement this initiative?
 - h. What is the proposed timeline for fully implementing this initiative?
 - i. What are the target outcomes and measures for evaluating the success of this initiative?
 - j. Does this initiative require support from or have implications for the following units or plans at MC:
 - MC 2020
 - Facilities Master Plan (e above)
 - IT Master Plan (e above)
 - Fiscal and Administrative Services (d above)

- Advancement/Capital Campaign/ MC Foundations (incl HP Park)
- Library Master Plan
- Student Services (f above)
- OIRA

Next Five

3. Please describe up to four best practice initiatives which MC should consider implementing beginning five years from now (2022). For each initiative, please discuss the following:
 - a. What is the initiative, and where and how has it been successful? How will it improve or expand student success?
 - b. What additional research should we conduct before adopting this initiative?
 - c. Does this initiative build upon or replace a current program, or will it be new? Please explain.
 - d. In order to implement this initiative, what steps should we be taking now to lay the groundwork?

Conclusion

4. Please include any recommendations, observations, minority reports, or other information that you deem important for the Academic Master Plan. You may also attach an appendices or data that would be helpful.

Charge to Excellence Workgroup

While community colleges may have once been considered institutions of last resort for students who could not attend baccalaureate institutions, they have now become strategic moves for many students who choose to avail themselves of high-quality, affordable education in cutting edge programs. As more and more students begin to look at community colleges as a positive first step in their educational journey, their expectations for programs, curriculum, and value-added features are raising the bar for colleges such as MC. Our history thus far confirms that we can remain an open-enrollment institution and still attract and serve excellent students. Moreover, we can instill excellence in our more traditional community college programs as well. When we are successful in achieving excellence, we see the results in recruitment and enrollment, in invitations for articulation agreements, in financial support from national philanthropic organizations, and more. The challenge is to push our students and ourselves beyond completion to success and beyond success to excellence.

With that challenge in mind, the Excellence Workgroup is asked to consider (among others of your choosing), the following topics

- Academic program review
- Faculty, staff, administrator professional development
- High-impact student learning practices
- Honors, MBI, other advanced programs
- Global Education

Some of these topics are broader than others and some better defined. The EW is encouraged to parse, define, combine, divide, and add topics in order to manage information and create coherent topics for discussion and recommendation.

At the end of fall semester, we ask that each workgroup make two sets of recommendations—a configuration we are calling 5+5. The first category (First Five) includes five initiatives that we should undertake in the upcoming five years (2016 to 2021). The second category (Next Five) includes two to four initiatives that we should strongly consider and/or position ourselves to undertake in the subsequent five years (2122-2027). More detail will be needed for the initiatives in the First Five category. Finally, we are asking that the workgroups help to document current initiatives in their theme that are working well and should be continued and note any that may need replacing or phasing out.

Specifically, here are the questions to be answered by the end of the semester:

Context:

1. Briefly describe Montgomery College's efforts to ensure academic excellence from an academic affairs operational standpoint, including general philosophy, recent history, and current initiatives. Please include brief statements of support for programs that are producing results and should be continued.

First Five

2. Please describe in some detail up to five best practice initiatives which MC should undertake (or significantly expand) in the upcoming five years. For each initiative, please discuss the following:
 - a. What is the initiative, and where and how has it been successful? How will it improve or expand student access?
 - b. Does this initiative build upon or replace a current program, or will it be new? Please explain.
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 - Advancement/Capital Campaign/ MC Foundations (incl HP Park)
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3. Please describe up to four best practice initiatives which MC should consider implementing beginning five years from now (2022). For each initiative, please discuss the following:
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