



MONTGOMERY COLLEGE 2018

Self-Study Design Plan

Submitted to the Middle States Commission on Higher Education • April 2016

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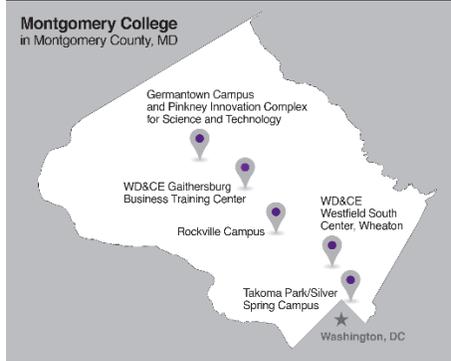
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Overview of Montgomery College

Introduction

Montgomery College is a public, open-admissions community college in Maryland with



campuses located in Germantown, Rockville, and Takoma Park/Silver Spring. The campuses serve key geographic locations in Montgomery County, a suburban county of one million residents adjacent to Washington, DC. In addition to the campuses, the College operates off-campus Workforce Development & Continuing Education (WD&CE) centers located in Gaithersburg and Wheaton.

The College was first accredited on April 28, 1950, by the Middle States Commission on Higher Education (MSCHE). As campuses were established, each was accredited separately until 2010 when the Middle States Commission on Higher Education recognized Montgomery College as a single institution with a single accreditation. The accreditation has been reaffirmed in 1957, 1968, 1978, 1987, 1997, 2008, and 2013. Related professional societies or accrediting agencies also accredit some specialized programs.

The 10-member Board of Trustees, who are appointed by the governor and confirmed by the State Senate, is legally accountable for governing the College and makes major decisions regarding policy, budget, leadership, and strategic direction. Montgomery College operates under the authority of the Maryland Higher Education Commission, which has the authority to establish minimum requirements for associate degree-granting institutions and to establish general policies for the operation of postsecondary education.

The College has an annual operating budget over \$250 million. Auxiliary services and other enterprise budgets—including the Workforce Development & Continuing Education unit, which operates in a self-sustaining model—amount to over \$50 million. The College's operating revenue is provided by the state (13 percent), the county (51 percent), tuition and fees (32 percent), and other sources (4 percent). The College's capital improvements plan budget covering the period fiscal years 2017 to 2022 amounts to over \$420 million. Capital projects are supported, in aggregate, 33 percent by the state and 66 percent by the county and 1 percent from the College. In addition, several capital projects at the College had been funded through bonds.

Students, Programs, and College Locations

Montgomery College serves more than 60,000 students a year through both credit and noncredit programs. In fiscal year 2015, the College had 16,803 full-time equivalent (FTE) credit students in more than 130 programs of study, and 3,647 FTE noncredit students in dozens of continuing education programs. There has been no majority race among credit students at Montgomery College since 1997. The credit student distribution by race is shown in Figure 1.

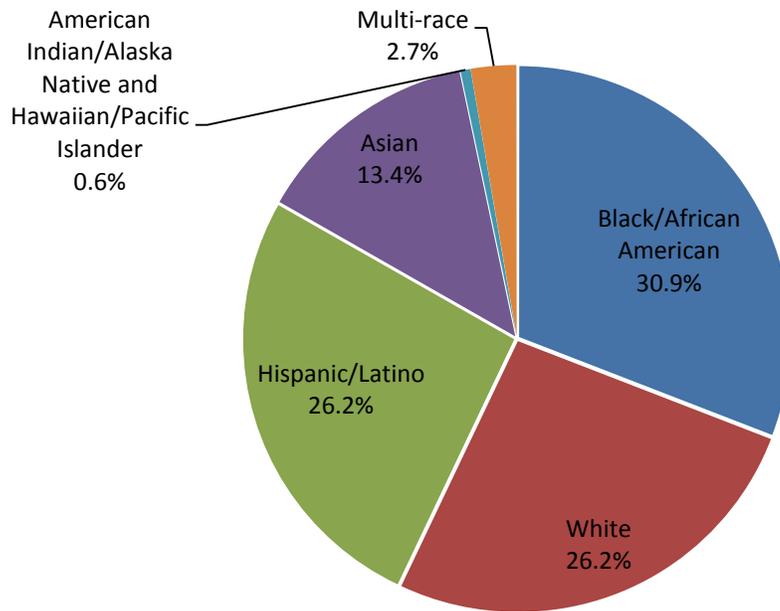


Figure 1. Montgomery College credit students in fall 2015

Opened in 1978, the Germantown Campus is in an area that serves rural and emerging suburban neighborhoods and a growing technology corridor. Key campus information includes:

- enrollment of 7,307 credit students in fall 2015 (0.1 percent less than fall 2014), of whom 53.1 percent were female, and whose average age was 24.8,
- 62.7 percent of credit students were enrolled in transfer programs in fall 2015, 19.1 percent in technical programs, and 18.2 percent were undecided or non-degree students, and
- 94.0 percent of fall 2015 credit students lived in Montgomery County, and 24 percent of all campus students were international students.

The campus offers general education courses and has signature biotechnology and cybersecurity programs. The only hospital on a community college campus, Holy Cross Germantown Hospital opened in October 2015 and is the anchor partner of the Pinkney Innovation Complex for Science and Technology at Montgomery College (PIC MC). The campus's newest building, the Bioscience Education Center, opened in 2015.

The Rockville Campus opened in 1965 and today has the largest student body of the three campuses. Key campus information includes:

- enrollment of 16,286 credit students in fall 2015 (0.5 percent less than fall 2014), of whom 50.3 percent were female, and whose average age was 24.8,
- 62.9 percent of credit students were enrolled in transfer programs in fall 2015, 20.0 percent in technical programs, and 17.1 percent were undecided or non-degree students, and
- 91.6 percent of fall 2015 credit students lived in Montgomery County, and 29 percent of all campus students were international students.

The campus offers general education courses and has signature programs in engineering, arts, and humanities. The Homer S. Gudelsky Institute for Technical Education, a public/private/state venture provides programs in technical training. The campus's newest building, the Science Center, opened in 2010.

The Takoma Park/Silver Spring Campus opened in 1950 and is located on the border of Washington, DC. Key campus information includes:

- enrollment of 7,875 credit students in fall 2015 (4.9 percent more than fall 2014), of whom 58.1 percent were female, and whose average age was 26.0,
- 52.2 percent of credit students were enrolled in transfer programs in fall 2015, 22.9 percent in technical programs, and 24.4 percent were undecided or non-degree students, and
- 78.8 percent of fall 2015 credit students lived in Montgomery County, and 34 percent of all campus students were international students.

The campus offers general education courses and has signature programs in nursing and allied health, which are offered in the Health Sciences Center Building. The campus's newest building, the Cultural Arts Center, opened in 2009 and provides a venue for campus and community productions.

In addition to students on campuses, another 5,797 credit students took courses online or off-campus in fall 2015 (6.2 percent more than fall 2014). Of these students, 89.4 lived in the county.

The Workforce Development & Continuing Education noncredit programs are offered on all campuses and throughout Montgomery County. Models of collaborative credit and noncredit programming can be found at each campus location as well. In addition, College noncredit programs are offered at more than 40 community locations that bring the College closer to the communities it serves. WD&CE enrolled 22,238 students in fiscal year 2015, of whom 55 percent were female and 40 percent were international. Top enrolled programs included American English, contract training, and youth programs. WD&CE plays the leadership role for a consortium of Maryland community colleges, which received a \$15 million Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant award from the US Department of Labor to support job-driven training programs focused on the cybersecurity

economic sector, information technology, professional, scientific, technical, and educational services industries.

The College established two Community Engagement Centers in 2014. The centers engage residents of East County and Gaithersburg by providing enrollment and academic information as well as classes, so residents have easier access to information and services provided by the College. The College partners with the East County Regional Center, Gaithersburg Library, Gilchrist Center, other county agencies, and nonprofits to provide wraparound services to residents as needed.

Recent Initiatives

The Achieving Collegiate Excellence and Success (ACES) program, a collaboration with Montgomery County Public Schools and the Universities at Shady Grove, is one of many College initiatives supporting the national and state completion agenda. ACES is a program to support students and provide a seamless path from high school to a bachelor's degree.

In addition, Montgomery College was recently selected to participate in Achieving the Dream's (ATD) National Reform Network, joining more than 215 community colleges across the country in advancing student success and closing the achievement gap. Achieving the Dream is a national nongovernmental reform network dedicated to community college student success and completion, particularly for low-income students and students of color.

Employees

As of fall 2015, Montgomery College employed more than 500 full-time faculty and 1,000 part-time faculty teaching credit courses. Several hundred part-time faculty also teach noncredit courses in Workforce Development & Continuing Education. Women comprise 56 percent of full-time faculty and 59 percent of noncredit faculty. Among credit faculty, 39 percent are nonwhite minorities; among noncredit faculty, 48 percent are nonwhite. In fall 2015, the College employed 84 administrators and 1,283 staff members.

Faculty members at the College are represented through collective bargaining agreements negotiated with the American Association of University Professors for full-time faculty and the Service Employees International Union for part-time faculty. Approximately half of the staff is represented through a bargaining agreement with the American Federation of State, County, and Municipal Employees.

Strategic Plan: Montgomery College 2020

The *Montgomery College 2020* strategic plan is a seven-year effort that began in fiscal year 2013. The overarching themes of *Montgomery College 2020* are Educational Excellence; Access, Affordability, and Success; Economic Development; Community Engagement; and Assessment and Institutional Effectiveness.

The foundation for excelling in this work was laid by two major organizational structural changes. First, in establishing the Student Services division in 2011, since renamed the Student Affairs division, the College sharpened its focus on providing the vital services that bring students into Montgomery College and keep them engaged. With the tenets of the Common Student Experience serving as a guide, the Student Affairs division has strengthened the College's ability as an institution to focus on helping students start smart and finish strong through systemic changes to counseling, advising, and other student services.

Second, the new collegewide academic structure provides clarity of effort, actionable data, and—most importantly—focused leadership regarding student success in the classroom. We have always had excellent teaching and have great pride in our talented faculty. What we have now is a deeper institutional capability to approach and attain collective student success in a more effective and systemic fashion.

Intended Outcomes of the Self-Study

The Middle States self-study process will provide Montgomery College the opportunity to engage the entire College community in a transparent, coherent, data-informed assessment of how we accomplish our mission of empowering students. Through careful analysis and reflection, our institution will highlight areas of strength, as well as areas of challenge, and recommend opportunities for continued improvement. Furthermore, this analysis will demonstrate our progress on the goals of our *Montgomery College 2020* strategic plan and lay the foundation for initiatives to be included in our next strategic plan.

The Montgomery College Self-Study will allow us to

- demonstrate that Montgomery College meets MSCHE accreditation standards and compliance requirements;
- articulate our commitment to the mission of Montgomery College and explore how the five themes from the *Montgomery College 2020* strategic plan (Educational Excellence; Access, Affordability, and Success; Economic Development; Community Engagement; and Assessment and Institutional Effectiveness) guide our work to empower and enrich the lives of our students and our community;

- analyze our use of assessment to determine institutional priorities and demonstrate how the use of assessment data drives innovation and creativity in our pedagogy, processes, and procedures in order to improve the student learning experience and student success;
- use the *Montgomery College 2020* strategic themes to engage the College community in a conversation about the strengths and challenges the College faces in achieving the institution's mission, vision, and values;
- explore how Montgomery College uses a focus on social justice as articulated in our *Montgomery College 2020* strategic plan to drive practices that improve the equity of educational opportunity and success of our students;
- illustrate how the College enables students and the institution to achieve goals of student success and completion throughout all areas of the College; and
- foster a collegewide culture of continuous improvement and create a foundation for the College's next strategic plan by engaging the College community in discussions that promote data-informed decision making, define benchmarks for future performance, and enhance our ability to respond to opportunities and challenges.

Organizational Structure of the Steering Committee and Workgroups

In April 2015, Montgomery College President DeRionne Pollard appointed her chief of staff and chief strategy officer, Dr. Stephen Cain, to convene the self-study process and serve as her liaison to the self-study team. In addition, she appointed the self-study co-chairs, Dr. Eric Benjamin, Dr. Melissa F. Gregory, and Professor Tammy Stuart Peery, charging them with establishing a steering committee and workgroups. The co-chairs and liaison met throughout the summer to frame the self-study process and develop a plan for creating the steering committee. In order to organize the research of the Self-Study, the co-chairs convened eight workgroups: one for each of the seven standards and an additional group for the compliance report.

In October 2015, Dr. Pollard formally appointed the steering committee to oversee the self-study workgroups and to provide insight and critical revision for the Self-Study document. The steering committee is composed of each workgroup's three co-chairs; collegewide senior leadership; representatives for the provosts, deans, compliance area, e-learning, communications, and students; the liaison to the president, and the institutional liaison to MSCHE. In addition to fulfilling these roles, the members of the steering committee were selected to represent their specific areas of expertise; to demonstrate a strong background in research, writing, and/or documentation; to provide extensive knowledge of College areas and processes; and to work well in a team environment. Moreover, the steering committee members represent the diversity of the College in terms of campus, role, discipline/area, culture, ethnicity, age, and gender. This group is expected to meet monthly throughout the self-study process, and it will meet more frequently as needed.

Name	Role	Title	Discipline/ Area	Steering Committee Role
Middle States Self-Study Co-Chairs				
Eric Benjamin	Faculty (Full-Time)	Department Chair, Professor	Psychology Academic Affairs (Rockville & TP/SS)	Self-Study Co-Chair
Melissa F. Gregory	Administrator	Associate Senior Vice President	Student Affairs (Central Services)	Self-Study Co-Chair
Tammy Stuart Peery	Faculty (Full-Time)	Associate Professor	English & Reading Academic Affairs (Germantown)	Self-Study Co-Chair
Academic Affairs				
<i>Central Services</i>				
Seth Kamen	Staff	Manager	Articulation, Transfer & Academic Services	Resource Member
Sanjay Rai	Administrator	Senior Vice President	Academic Affairs	Ex Officio Member
<i>Germantown</i>				
John Hamman	Administrator	Instructional Dean	Mathematics & Statistics	Co-Chair Standard V
Beatrice Lauman	Staff	Director Academic Operations & Special Projects	Office of the Vice President and Provost	Co-Chair Standard VI
Michael Mills	Administrator	Vice President	Office of E-Learning, Innovation & Teaching Excellence	E-Learning Representative
<i>Office of Information Technology Building (OITB)</i>				
Cassandra Jones	Administrator	Director	Assessment	Co-Chair Standard V
Clevette Ridguard	Staff	College Area Review Coordinator	Assessment	Co-Chair Standard I
<i>Rockville</i>				
Sarah Campbell	Faculty (Full-Time)	Associate Professor	World Languages	Co-Chair Standard V
Sonia Pruneda Hernández	Faculty (Full-Time)	Associate Professor	School of Education	Co-Chair Standard I
Samantha Streamer Veneruso	Faculty (Full-Time)	Department Chair, Professor	General Studies, English/Reading	Co-Chair Standard III
Karen Thomas	Faculty (Full-Time)	Professor	Health, Exercise Science, Physical Education	Co-Chair Standard VII
Usha Venkatesh	Faculty (Full-Time)	Department Chair, Professor	AELP & Communication Studies	Co-Chair Standard IV
<i>Takoma Park/Silver Spring (TP/SS)</i>				
Sharon Fechter	Administrator	Interim	Humanities	Dean

		Instructional Dean		Representative
Andrea Foster	Faculty (Full-Time)	Department Chair, Associate Professor, G & TP/SS	Business Administration	Co-Chair Standard VI
Milton Nash	Faculty (Full-Time)	Department Chair, Associate Professor	Mathematics & Statistics	Co-Chair Standard III
Administrative and Fiscal Services				
<i>Central Services</i>				
Donna Schena	Administrator	Associate Senior Vice President	Administrative & Fiscal Services	Co-Chair Standard I
Janet Wormack	Administrator	Senior Vice President	Administrative & Fiscal Services	Ex Officio Member
Advancement and Community Engagement				
<i>West Guide</i>				
Ray Gilmer	Administrator	Vice President	Communications	Communications Representative
David Sears	Administrator	Senior Vice President	Advancement & Community Engagement	Ex Officio Member
Montgomery College Student				
Brandon Jasper	Student	Student	General Studies TP/SS	Student Representative
Office of the President				
<i>Central Services</i>				
Stephen D. Cain	Administrator	Chief of Staff & Chief Strategy Officer	Office of the President	Liaison to the President
Vicki Duggan	Administrator	Chief Compliance Officer	Office of Compliance	Office of Compliance Representative
Tacy Holliday	Administrator	Governance, Presidential Projects & Institutional Initiatives	Office of the President	Co-Chair Standard VII
<i>Office of Information Technology Building (OITB)</i>				
Raquel Bunai	Staff	Administrative Aide III	Office of Planning & Institutional Effectiveness	Administrative Assistant
Bo Chan	Staff	Senior Planning & Policy Analyst	Office of Planning & Institutional Effectiveness	Resource Member
Kevin Long	Staff	Senior Planning & Policy Analyst	Office of Planning & Institutional Effectiveness	Co-Chair Standard VI
Kathleen Wessman	Administrator	Vice President	Office of Planning & Institutional Effectiveness	Liaison to Middle States
<i>Rockville</i>				
Sarah Espinosa	Staff	College Ombuds	Office of Ombuds	Co-Chair Standard II
Student Affairs				
<i>Central Services</i>				
Monica Brown	Administrator	Senior Vice	Student Affairs	Ex Officio

		President		Member
<i>Germantown</i>				
Eric Myren	Staff	Director of Career Services	Student Affairs	Co-Chair Standard IV
Jack Sallie	Faculty (Full-Time)	Professor	Counseling & Advising	Co-Chair Standard II
<i>Rockville</i>				
Maria Adams	Staff	Recruitment and College Access Coordinator	Student Affairs – Recruiter	Co-Chair Standard VII
Sue Haddad	Faculty (Full-Time)	Department Chair, Professor	DSS Counseling & Advising	Co-Chair Standard IV
Workforce Development & Continuing Education (WD&CE)				
<i>Gaithersburg Business Training Center (GBTC)</i>				
George Payne	Administrator	Vice President & Provost	WD&CE	Provost Representative
<i>Takoma Park/Silver Spring (TP/SS)</i>				
Camille Cauley	Staff	Program Manager I	Community Education & Extended Learning Services	Co-Chair Standard III

Charges to and Membership of the Workgroups and Guidelines for Reporting

As was recommended at the Self-Study Training Institute, Montgomery College has chosen a comprehensive approach to the self-study, organizing workgroups for each standard. In addition, there is an eighth workgroup charged with assembling the compliance report. Each of the workgroups has three co-chairs, each of whom is also a member of the steering committee, and 10 to 12 members. The compliance workgroup is led by the vice president for compliance and is a smaller team with seven members. All of the workgroups are charged with gathering research, providing analysis, and making recommendations related to their respective standard and aligned Requirements of Affiliation. This research, analysis, and recommendation should be aligned with the Montgomery College mission, using as focal points the five themes articulated in the *Montgomery College 2020* strategic plan: Educational Excellence; Access, Affordability and Success; Economic Development; Community Engagement; Assessment and Institutional Effectiveness. In addition, the workgroups should focus their reports to demonstrate how Montgomery College will accomplish the shared outcomes for the Self-Study. Key sources of relevant documentation that each group will study as well as relevant processes and procedures for each workgroup are included in the Documentation Roadmap provided at the end of this document.

Workgroup membership was determined through an open process conducted through the Montgomery College governance system. Each governance council put out a call for volunteers and forwarded names to the self-study co-chairs. In addition, individuals could be nominated for participation by colleagues or supervisors. As with the steering committee, each workgroup’s

membership was selected by the self-study co-chairs to include a combination of subject-matter expertise; strong research, documentation, and writing skills; and knowledge of College processes specific to the standard. Each group was also assembled to represent a balance of experience, role, and diversity. Each individual workgroup’s charge and membership follows.

- **Workgroup I: Mission and Vision**

Workgroup I will conduct an analytical, evidence-based review of Standard I. This review will focus on institutional mission and goals that are clearly defined, realistic in the context of higher education, highlight student learning, and address alignment with academic, administrative, and student services functions. In addition, the review will ensure that the institutional goals are clearly linked and specifically demonstrate how the institution fulfills its mission. Workgroup I also will demonstrate that Montgomery College meets Requirements of Affiliation 7 and 10 and will collaborate with workgroups III, IV, V, and VI to ensure that evidence is comprehensive, concise, and appropriately presented. Workgroup I will analyze the strengths of these areas of focus, determine areas of challenge, and make recommendations that address these challenges and provide opportunities for innovation and growth. This review will support the intended outcomes of the MSCHE Self-Study by

- evaluating the mission and goals to ensure their representation of the constituencies' interests, both internal and external; their continued relevance and achievements; and their guidance in planning, curricular and program development, and resource allocation;
- examining process development of our mission and goals, their relationship to our *Montgomery College 2020* strategic plan, other master planning documents, and their alignment to key College initiatives; and
- determining that the mission and goals include multiple levels of scholarly inquiry and creative activity and are properly reviewed, assessed, and publicized.

Name	Role	Title	Discipline/ Area	Location
Workgroup I Co-Chairs				
Sonia Pruneda Hernández	Faculty (Full-Time)	Associate Professor	School of Education (Academic Affairs)	Rockville
Clevette Ridguard	Staff	College Area Review Coordinator	Assessment (Academic Affairs)	OITB
Donna Schena	Administrator	Associate Senior Vice President	Administrative & Fiscal Services	Central Services
Workgroup I Committee				
Academic Affairs				

John Coliton	Faculty (Full-Time)	Professor	Computer Applications	Germantown
Liz Melanson	Faculty (Full-Time)	Assistant Professor	Art	Rockville
Bette Petrides	Faculty (Part-Time)	Internship Coordinator	English & Reading, Paul Peck Humanities Institute	Rockville
Angie Pickwick	Administrator	Instructional Dean	Health Sciences	TP/SS
John Quah	Faculty (Part-Time)	Adjunct I	Mathematics & Statistics	TP/SS
Elena Saenz	Administrator	Director	Academic Initiatives	Central Services
Jim Sniezek	Administrator	Instructional Dean	Chemical & Biological Sciences	TP/SS
Administrative and Fiscal Services				
Mary Ellen Glowacki	Staff	Technical Project & Planning Analyst	OITB	OITB
Sharon Kauffman	Staff	Project & Planning Analyst	Administrative & Fiscal Services	Central Services
Victoria Lees	Staff	Technical Project & Planning Analyst	OITB	OITB
Lori Rounds	Administrator	Deputy CIO/Director of IT Academic & Administrative Support Services	OITB: Technology	OITB
Advancement and Community Engagement				
Marcus Rosano	Staff	Director	Media Relations	West Gude
Karla Silvestre	Administrator	Director	Community Engagement	West Gude
Student Affairs				
Debi Higbie-Holmes	Staff	Director	Student Life	Germantown
Marcus Peanort	Faculty (Full-time)	Associate Professor & Counselor	Counseling	Rockville
Workforce Development & Continuing Education				
Karla Nabors	Staff	Program Director	WD&CE	TP/SS
Montgomery College Student				
Jessica Muse	Student	Student	Education	Rockville

- **Workgroup II: Ethics and Integrity**

Workgroup II is charged with demonstrating that Montgomery College, in all of its activities, whether internal or external, is faithful to its mission, honors its contracts and commitments, adheres to its policies, and represents itself truthfully. We will do this by engaging in a process of active and open inquiry, identifying institutional strengths and challenges, and proposing recommendations for ongoing improvement. In order to evaluate Standard II and each of its criteria, we will focus on the criteria within the framework of the Standards for Accreditation and Requirements of Affiliation as well as the *Montgomery College 2020* strategic plan. Key sources of relevant documentation, as

well as institutional processes and procedures, will be gathered, analyzed, and summarized to draw and support the conclusions of our study. Additionally, the examination and evaluation of the College related to this standard will support the overarching outcomes for our Self-Study by

- engaging the College community in a consideration of strengths and challenges in fostering a culture of ethics and integrity within the context of the criteria to be examined;
- examining how our process, procedures, and activities enable Montgomery College to foster and promote ethics and integrity; and
- identifying priorities to enhance and promote a culture of ethics and integrity.

Name	Role	Title	Discipline/ Area	Location
Workgroup II Co-Chairs				
Sarah Espinosa	Staff	College Ombuds	Office of the President	Rockville
Jason Rivera	Administrator	Collegewide Director	Learning Centers (Academic Affairs)	Central Services
Jack Sallie	Faculty (Full-Time)	Professor	Counseling & Advising (Student Affairs)	Germantown
Workgroup II Committee				
Academic Affairs				
Marcella Florence	Staff	Program Manager	School of Art & Design	TP/SS
Brian V. Jones	Faculty (Full-Time)	Professor	Media Arts Technologies	Rockville
Ryan Marcheschi	Faculty (Full-Time)	Adjunct I	Biology	Rockville
Ahmina Rahman	Staff	Director	Writing, Reading, Language Center	TP/SS
Esther Schwartz- McKinzie	Faculty (Full-Time)	Professor	English & Reading	TP/SS
Ellen Terry	Faculty (Full-Time)	Professor	Mathematics & Statistics	Germantown
Monica Zhang	Faculty (Part-Time)	Adjunct II	World Languages	Rockville
Administrative and Fiscal Services				
Sherri Bokor	Staff	HR Specialist II	Human Resources & Strategic Talent Management	Central Services
Advancement and Community Engagement				
Enas Elhanafi	Staff	Associate Director	Office of Community Engagement	West Gude
David Sears	Administrator	Senior Vice President	Advancement & Community Engagement	West Gude
Office of the President				
Jackie Zappala	Staff	Executive Associate	Office of the President	Central Services

Student Affairs				
Tim Kirkner	Faculty (Full-Time)	Professor	Counseling & Advising	Rockville
Sepydeh Yousefi	Staff	Financial Aid Specialist	Office of Student Financial Aid	Central Services

- **Workgroup III: Design and Delivery of the Student Learning Experience**

Workgroup III is charged with examining and evaluating how Montgomery College meets the expectations of Standard III and the Requirements of Affiliation 8, 9, 10, and 15. Using the themes of the *Montgomery College 2020* strategic plan to focus the analysis, this group will identify areas of strength and opportunities for growth in order to provide recommendations that will guide the College in meeting its goals related to the design, delivery, and assessment of the student experience as determined by the Standard III criteria and related Requirements of Affiliation. Additionally, the examination and evaluation of the College related to this standard will support the overarching outcomes for our Self-Study by

- engaging the College community in a consideration of strengths and challenges of our design, delivery, and assessment of the student experience;
- providing insight into how effectively we use assessment and data to make decisions and continuously improve the design and delivery of the student experience;
- illustrating how the design and delivery of the student experience promotes student success and completion;
- examining how our processes, procedures, and activities related to the design and delivery of the student experience foster innovative practices and programs;
- examining how our processes, procedures, and activities related to the design and delivery of the student experience enable Montgomery College to improve the equity of educational opportunity and success of our students; and
- identifying priorities that should form a foundation for the next strategic planning cycle.

Name	Role	Title	Discipline/ Area	Location
Workgroup III Co-Chairs				
Camille Cauley	Staff	Program Manager I	Community Education & Extended Learning Services (WD&CE)	TP/SS
Milton Nash	Faculty (Full-Time)	Department Chair, Professor	Mathematics & Statistics (Academic Affairs)	TP/SS
Samantha Streamer	Faculty	Department Chair,	General Studies,	Rockville

Veneruso	(Full-Time)	Professor	English & Reading (Academic Affairs)	
Workgroup III Committee				
Academic Affairs				
Tom Cantu	Staff	Instructional Designer	ELITE	Germantown
Jin Carvallo	Staff	Instructional Assistant	Writing Center	Rockville
Mary DeMillier	Faculty (Full-Time)	Professor	Nursing	TP/SS
Maisha Duncan	Staff	Librarian II	Libraries	Germantown
Michael Gurevitz	Faculty (Full-Time)	Professor	Accounting	Rockville
Cindy Pfanstiehl	Faculty (Full-Time)	Assistant Professor	Sociology, Anthropology & Criminal Justice	Rockville
Zepporia Smith	Faculty (Full-Time)	Assistant Professor	School of Education	Rockville
Leah Sneider	Faculty (Full-Time)	Associate Professor	English & Reading	Rockville
Alan Stover	Faculty (Part-Time)	Adjunct II	Computer Applications & Paralegal Studies	Rockville & TP/SS
Alvin Trask	Faculty (Full-Time)	Department Chair	Performing Arts	Rockville
Student Affairs				
Alvin Cannon	Staff	Instructional Assistant	Assessment Center	Germantown
Kimberly McNair	Administrator	Director	College Access & Recruitment	Germantown
Workforce Development & Continuing Education				
Alexander Galen	Staff	Program Coordinator	Adult ESOL & Literacy Grant Program	Wheaton Plaza
Anila Strahan	Faculty (Part-Time)	Part-time faculty	Adult ESOL & Literacy Program	Westfield South Center

- **Workgroup IV: Support of the Student Learning Experience**

Workgroup IV will address Standard IV, which focuses on how the College supports the student learning experience. It will demonstrate (in collaboration with workgroups I, III, V, and VI) how Montgomery College meets the Requirements of Affiliation 8, 9 and 10. In order to evaluate this standard, the workgroup will focus on how the Student Affairs, Academic Affairs, and Administrative and Fiscal Services divisions support student access, engagement, and success. This standard is keyed to the following *Montgomery College 2020* strategic plan themes: (II) Access, Affordability, and Success and (V) Assessment and Institutional Effectiveness. Workgroup IV will analyze the strengths of these areas of focus, determine areas of challenge, and make recommendations that address these challenges and provide opportunities for innovation and growth. This examination and evaluation will support the outcomes of the Self-Study by

- engaging the College community in a critical examination of policies, procedures, and programs that support the student experience;
- analyzing our use of assessment data to continuously support and improve the student learning experience;
- exploring how Montgomery College focuses on social justice as articulated in *Montgomery College 2020* strategic themes to improve equity of educational opportunity and success for all our students; and
- identifying priorities that should form a foundation for the next strategic planning cycle.

Name	Role	Title	Discipline/ Area	Location
Workgroup IV Co-Chairs				
Sue Haddad	Faculty (Full-Time)	Department Chair, Professor	DSS Counseling & Advising (Student Affairs)	Rockville
Eric Myren	Staff	Director of Career Services	Student Development (Student Affairs)	Germantown
Usha Venkatesh	Faculty (Full-Time)	Department Chair, Professor	AELP & Communications (Academic Affairs)	Rockville
Workgroup IV Committee				
Academic Affairs				
Chris Cocozzella	Faculty (Part- Time/Temporary)	Adjunct II	English & Reading	Germantown
Akhter (Shoiab) Chowdhury	Staff	Instructional Lab Supervisor	Biology	Rockville
Carla Best Otbu	Faculty (Full-Time)	Assistant Professor	Health Sciences	TP/SS
Henry Caballero	Faculty (Full-Time)	Professor	AELP & Communication Studies	Rockville
Niyati Pandya	Staff	Librarian	Libraries	Rockville
Angela Rhoe	Staff	Learning Center Manager	Writing, Reading, Language Center	Rockville
Administrative and Fiscal Services				
Anwar Karim	Administrator	Chief Technology Officer	Information Technology	OITB
Student Affairs				
Shelly Bennett	Faculty (Full-Time)	Counselor, Associate Professor	Counseling & Advising	TP/SS
Diana Benson	Staff	Educational Specialist	Educational Opportunity Center	TP/SS
Deborah Chambers	Staff	Specialist	Enrollment & Student Access	Rockville
Laya Guillermo	Staff	Collegewide Assessment Center Director	Assessment Center	TP/SS
Judy Taylor	Administrator	Director	Student Financial Aid	Central Services

- **Workgroup V: Educational Effectiveness Assessment**

Workgroup V will address Standard V, which focuses on assessment of student learning and achievement. It will also demonstrate that Montgomery College meets Requirements 8, 9, and 10 in conjunction with other workgroups. In order to evaluate this standard, the workgroup will focus on the articulation of educational goals at the institutional and program/degree levels, the assessment practices in place to ensure that students are meeting these goals, the use of assessment results to improve educational effectiveness, and the review of assessment practices and providers. All of these are tied to Montgomery College's mission and vision statements, and all connect to the themes of Educational Excellence and Assessment and Institutional Effectiveness as articulated in the *Montgomery College 2020* strategic plan. Workgroup V will analyze the strengths of our assessment practices and identify opportunities for innovation and growth.

The workgroup's evaluation of the College's practices and activities as related to this standard will support the outcomes of our Self-Study by

- elaborating how the themes of Educational Excellence and Assessment and Institutional Effectiveness have guided our work to improve student learning;
- analyzing our use of assessment to determine institutional priorities and illustrate how assessment data is used to drive innovation and creativity in our teaching, processes, and procedures to improve student success;
- engaging the College community in discussions about assessment practices;
- using assessment data to illustrate how the College enables students and the institution to achieve goals of student success and completion throughout all areas of the College; and
- illustrating how the College uses meta-assessment and reflection to foster a culture of continuous improvement.

Name	Role	Title	Discipline/ Area	Location
Workgroup V Co-Chairs				
Sarah Campbell	Faculty (Full-Time)	Associate Professor	World Languages (Academic Affairs)	Rockville
John Hamman	Administrator	Instructional Dean	Mathematics & Statistics (Academic Affairs)	Germantown
Cassandra Jones	Administrator	Director	Assessment (Academic Affairs)	OITB
Workgroup V Committee				
Academic Affairs				
Josefina Estrada	Faculty	Adjunct II	World Languages	Germantown

	(Regular Part-Time)			
Jenny Hatleberg	Staff	Librarian II	Libraries	TP/SS
Michele Knight	Staff	Instructional Designer	ELITE	Rockville
Alejandro Leopardi	Faculty (Full-Time)	Associate Professor	English & Reading	Germantown
Ben Nicholson	Faculty (Full-Time)	Department Chair, Professor	Mathematics & Statistics	Rockville
Natalie Thomas	Faculty (Part-Time)	Professor	Reading	Germantown
Tracie Witte	Faculty (Full-Time)	Associate Professor	Sociology	Rockville
Institutional Research & Analysis (OIRA)				
Deborah Morris	Staff	Senior Research Analyst	OIRA	OITB
Student Affairs				
Zenobia Garrison	Faculty (Full-Time)	Career Counselor	Student Development	Germantown
Surayya Johnson	Staff	Military Enrollment Services Specialist	Enrollment Services	Germantown
Workforce Development & Continuing Education				
Donna Kinerney	Administrator	Dean of Instruction	Adult ESOL & Basic Skills for College & Careers	Wheaton Plaza
John O'Brien	Faculty (Part-Time)	Professor	Information Technology Institute	Rockville

- **Workgroup VI: Planning, Resources, and Institutional Improvement**

Workgroup VI is charged to examine how Montgomery College meets the expectations of Standard VI and the Requirements of Affiliation 8, 10, and 11. Using Theme V of the *Montgomery College 2020* strategic plan (Assessment and Institutional Effectiveness) to focus the analysis, this group will identify areas of strength and opportunities for growth and innovation in order to provide recommendations that will guide the College in aligning and assessing its planning and resource allocation processes. Additionally, the examination and evaluation of the College related to this standard will support the overarching outcomes of our Self-Study by

- engaging the College community in a consideration of strengths and challenges of our process for planning, resource allocation, and institutional improvement;
- providing insight into how effectively we use assessment data to make decisions and continuously improve our planning and resource allocation processes;
- examining how our planning and resource allocation processes foster innovation and institutional improvement;

- illustrating how our planning, resource allocation, and institutional improvement processes promote achievement of institutional goals related to student success and completion; and
- identifying priorities that should form a foundation for the next strategic planning process.

Name	Role	Title	Discipline/ Area	Location
Workgroup VI Co-Chairs				
Andrea Foster	Faculty (Full-Time)	Department Chair, Associate Professor	Business Administration (Academic Affairs)	Germantown & TP/SS
Beatrice Lauman	Staff	Director Academic Operations & Special Projects	Office of the Vice President & Provost (Academic Affairs)	Germantown
Kevin Long	Staff	Senior Planning & Policy Analyst	Office of Planning & Institutional Effectiveness (President's Office)	OITB
Workgroup VI Committee				
Academic Affairs				
Carrie Fitzgerald	Faculty (Full-Time)	Associate Professor	Physics, Engineering & Geosciences	Rockville
Kathleen Kibler	Faculty (Part-Time)	Adjunct Professor	Business, Management & Information Science	TP/SS
Deborah Preston	Administrator	Instructional Dean	Fine, Performing & Visual Arts	Rockville
Mary Robinson	Faculty (Full-Time)	Department Chair, Professor	English & Reading	Germantown
Monica Trent	Administrator	Instructional Dean	AELP, Linguistics & Communication Studies	Germantown
Administrative and Fiscal Services				
Harriet Beasley	Staff	Project Portfolio Management	OITB	OITB
Sandra Filippi	Staff	Campus Planner	Central Facilities	West Gude
Ruby Sherman	Administrator	Vice President of Finance/CFO	Office of Business Services & Finance	Central Services
Robert Preston	Administrator	Vice President, Office of Management & Budget	Audit Business Process Management	OITB
Krista Walker	Administrator	Director, Professional & Organizational Development	Office of Human Resources & Strategic Talent Management	West Gude
Advancement and Community Engagement				
Martha Schoonmaker	Administrator	Executive Director	Pinkney Innovation Complex for Science and Technology	Germantown

Institutional Research & Analysis (OIRA)				
Pallabi Roy	Staff	Institutional Reporting Coordinator	OIRA	OITB
Workforce Development & Continuing Education				
Cathy Giovannetti	Staff	Director	Finance	GBTC

- **Workgroup VII: Governance, Leadership, and Administration**

Workgroup VII will address Standard VII, which focuses on the areas of governance, leadership and administration. It also will demonstrate that Montgomery College meets Requirements of Affiliation 12 and 13.

In order to evaluate this standard, the workgroup will focus on issues impacting the governance, leadership, and administration areas of the College, which are concentrated primarily in Theme V of our *Montgomery College 2020* strategic plan, but impact all the *Montgomery College 2020* themes. Workgroup VII will analyze the strengths of these areas of focus, determine areas of challenge, and make recommendations that address these challenges and provide opportunities for innovation and growth. Additionally, the examination and evaluation of the College related to this standard will support the overarching outcomes for our Self-Study by

- examining the contributions of governance, the Board of Trustees and College administration to ensure the quality and relevance of academic programs while meeting the competencies needed in today’s workplace;
- evaluating the role of governance, administrators, and College leadership in the design and delivery of programs to ensure affordable access and to ensure student success;
- investigating the effectiveness of the College administration and leadership in the promotion and support of economic development in the community;
- illustrating how governance, College administration, and the Board of Trustees engage with the college and external community to promote civic responsibility and intercultural understanding; and
- examining the contributions of governance, the Board of Trustees and College administration toward ongoing assessment of institutional effectiveness and sustainability.

Name	Role	Title	Discipline/ Area	Location
Workgroup VII Co-Chairs				
Maria Adams	Staff	Recruitment and College Access Coordinator	Recruiter (Student Affairs)	Rockville

Tacy Holliday	Administrator	Governance, Presidential Projects & Institutional Initiatives	Office of the President	Central Services
Karen Thomas	Faculty (Full-Time)	Professor	Health, Exercise Science, Physical Education (Academic Affairs)	Rockville
Workgroup VII Committee				
Academic Affairs				
Darrin Campen	Administrator	Instructional Dean	Education & Social Sciences	Rockville
David Celeste	Faculty (Part-Time/Full- Time Temporary)	Professor	Criminal Justice	Rockville
Joe Thompson	Faculty (Full-Time)	Department Chair, Professor	Humanities	Germantown
Administrative and Fiscal Services				
Mark Carmody	Administrator	Campus Director of Facilities	Facilities	Rockville
Dan Gutwein	Staff	HR Manager, Training & Resources	Office of Human Resources & Strategic Talent Management	West Gude
Erin Hudgens	Staff	Safety & Security	Security	Rockville
Advancement and Community Engagement				
Kani Bassey	Staff	Interim Marketing Director	Marketing	West Gude
Montgomery College Student				
Christian Gbewardo	Student	Student Council Chair	Education	TP/SS
Office of the President				
Michelle Scott	Administrator	Deputy Chief of Staff & Strategy	Office of the President	Central Services
Student Affairs				
Harvey Stempel	Faculty (Full-Time)	DSS Counselor	Student Development	Germantown
Rhonda McLaren-Scott	Staff	Financial Aid Specialist	Office of Financial Aid	Rockville
Workforce Development & Continuing Education				
Angelica Andon	Staff	Program Assistant	Cyber Pathways Across Maryland	Germantown
Dorothy Umans	Administrator	Dean of Instruction	Community Education & Extended Learning Services	GBTC

- **Workgroup VIII: Compliance**

The compliance review team is charged with assembling the documentation required for the compliance report, identifying where documentation could be stronger or better

placed, and making recommendations for improving the clarity, organization, and availability of these documents.

Name	Role	Title	Discipline/ Area	Location
Workgroup VIII Co-Chair				
Vicki Duggan	Administrator	Chief Compliance Officer	Office of Compliance (Office of the President)	Central Services
Workgroup VIII Committee				
Academic Affairs				
Kathy Michaelian	Administrator	Instructional Dean	Business, Economics, Accounting, Computer Applications, Hospitality Management & Paralegal Studies	Rockville
Michael Mills	Administrator	Vice President	Office of E-Learning, Innovation & Teaching Excellence	Germantown
Administrative and Fiscal Services				
Julie Foster	Staff	Compliance Specialist & Project Manager	Office of Compliance	Central Services
Office of the President				
Bo Chan	Staff	Senior Policy & Planning Analyst	Office of Planning & Institutional Effectiveness	OITB
Student Affairs				
Ernest Cartledge	Administrator	Director of Enrollment Services & College Registrar	Office of Enrollment Services	Central Services
Melissa F. Gregory	Administrator	Associate Senior Vice President	Student Affairs	Central Services

Organization of the Final Self-Study Report

In accord with MSCHE recommendations, the final self-study report will be approximately 100 pages in length, exclusive of appendices, and will be organized as follows:

- *Executive Summary*: Brief description of major findings and recommendations of the Self-Study
- *Introduction*: A brief overview of the College and description of the self-study process
- *Standards of Accreditation*: Seven sections of approximately 10 pages in length each that provide an analytical discussion of the data reviewed and the inquiry undertaken, cross-reference relevant materials in other parts of the report, present conclusions including

strengths and challenges to appropriate criteria, and provide recommendations for ongoing institutional improvement

- *Requirements of Affiliation:* A short section that describes compliance with the Requirements of Affiliation, including compliance with federal and state regulations. notes where these requirements are addressed elsewhere in the Self-Study or in the compliance report, and provides a summary and recommendations for improvement
- *Conclusion:* A summary of the major conclusions reached and the institution's recommendations for self-improvement
- *Appendices:* As numerous appendices will be attached, this section will begin with a guide to the appendices and a short description of their content.

Editorial Style and Format

It is recommended that workgroups make use of the College Middle States Dropbox for working drafts of their reports and as a document repository. This site is accessible only to members of the steering committee and the workgroups. Workgroup drafts will be posted for public comment on the Middle States 2018 website. The steering committee is currently in the process of investigating whether it will use TK20 or Blackboard as the repository for the final self-study report and Documentation Roadmap.

Template for Workgroup Reports

The reports should be essentially narrative. The guidelines below are intended to provide a plan that ensures that each report follows a similar format and organization.

Middle States Standard Heading

Overview

The overview should identify the standard that is being considered and its alignment with specific Requirements of Affiliation. This section will identify major issues, common themes, and/or important functions within the standard. The overview should be a summary of what will follow.

- The standard statement
- Identification of major issues, common themes, and/or important functions (developed as a result of the self-study outcomes)

Analysis of Evidence

The analysis of evidence is the main body of the report. From the results of the investigation, which was guided by the charge and self-study outcomes, identify major issues, important topics,

and/or major functions that answer the standard. For each major issue/topic/function within the standard, write the following:

Describe the first major issue/topic/function being reviewed.

Cite and analyze the evidence of the first major issue/topic/function being reviewed.

Strengths
Areas of Concern
Areas of Opportunity
Suggestions
Recommendations (if there are any)

Describe the second major issue/topic/function being reviewed.

Cite and analyze the evidence of the second major issue/topic/function being reviewed.

Strengths
Areas of Concern
Areas of Opportunity
Suggestions
Recommendations (if there are any)

Conclusion

Summary of findings
Summary of suggestions/recommendations (if there are any)

Document Format

All documents will follow the *MC Style Guide*, which is based on the *Chicago Manual of Style*, an industry standard published by University of Chicago Press since 1906.

Font style: Times New Roman

Font size: 12

Line spacing: Single-spaced with one extra space between paragraphs

Margins: Standard one-inch margins for top, bottom, left, and right of page

Header and footer margins: 0.5

Tab stops: 0.5

For automatic numbered lists:

- **Bullets**—Click left mouse button on the bullet icon on the toolbar (top right, next to the

numbering icon). Pressing ENTER will create a new bullet at the beginning of the next line of text with a tab between bullet and text. It also creates a hanging indent so that all text will be aligned. Hitting ENTER two times at the end will stop the automatic bullets.

- **Numbering**—Click left mouse button on the numbering icon on the toolbar (top right). Pressing ENTER will create a new number at the beginning of the next tab line of text with a tab between the number and the text. MS Word will automatically number down this list every time you hit ENTER. Hitting ENTER two times at the end will stop the automatic numbering.
- Use italics for the title of any book, magazine, or newspaper.
- Use boldface for headings and subheadings.
- Use quotation marks for titles of articles.
- Use the tab and not the space bar for alignment.
- Chapter titles should be all uppercase and centered.
- Major headings should be centered, but the first letter of each main word should be uppercase. (MS calls this Title Case.)
- Minor headings should be flush left, again in Title Case (the first letter of each main word capitalized).
- Always use uppercase B and T for Board of Trustees.
- Acronyms should be written out with the first usage, followed by the acronym itself: Middle States Commission on Higher Education (MSCHE).
- Do not use contractions. Avoid the use of the passive voice when possible.

Timetable for the Self-Study

2015	
October	Assemble steering committee
November 8–9	Self-Study Institute
November 13	Middle States liaison visit

2016	
January–March	Prepare Self-Study Design
February 5	Steering committee finalize themes, priorities, outcomes, and charges
February 5–March 4	Steering committee assembles Documentation Roadmap
February 16–March 2	Collegewide listening sessions with self-study updates
March 4	Draft Self-Study assembled
March 11	Final Self-Study document is complete
March–April	Present draft Self-Study Design to governance groups
April 1	Steering committee approves final draft of Self-Study Design
April 4–8	Present to president for approval
April 18	Present to Board of Trustees for approval
April 19	Forward approved Self-Study Design to Middle States liaison
May 3	Middle States liaison visit to review Self-Study Design
June	Self-Study Design revisions complete (with MSCHE approval)
August–November	Workgroups meet, gather documents, review data, conduct interviews, meet with steering committee
	Verification of compliance group collection of documents
	Collegewide listening sessions with self-study updates
December	Progress updates due from each workgroup

2017	
January–May	Team chair selected and confirmed
January 20	First drafts of chapters due from workgroups
February	Begin preparation of Verification of Compliance Report First drafts reviewed; feedback obtained; edits returned to workgroups
April	Collegewide listening sessions with self-study updates Second drafts from workgroups submitted to co-chairs
May–June	Co-chairs draft complete Self-Study Editor review
August–September	Collegewide review of self-study draft—governance, SALT, listening sessions
October	Second draft of Self-Study prepared and distributed through governance Editor review Draft prepared for president and BOT review
November	Finalize Verification of Compliance Report President and BOT review of Self-Study

2018	
December–January	Edits/revisions to Self-Study based on team chair feedback
February	Final version of Self-Study produced and sent to visiting team
March/April	Visiting team on campuses
June	Commission meetings to determine accreditation action

Profile of the Evaluation Team

The College requests that the accreditation evaluation team be composed of members with expertise in academic affairs, student development, finance and planning, learning outcomes assessment, institutional research, e-learning, and continuing education. Suggested memberships include the following:

- team chairperson: the president or senior administrator of a large, multicampus, comprehensive community college or community college similar in size to Montgomery College that serves a diverse population. The chair must have experience in, or sensitivity to, collective bargaining issues; ideally the chair will be an experienced accreditation team leader.
- one chief academic officer;
- one chief financial officer, currently employed, with a broad scope of responsibilities including IT;
- one chief student affairs officer;
- faculty and/or staff members with one or more of the following qualifications: governance and/or chair experience, career/technical program experience, experience building community and business partnerships and programs, experience with dual-enrollment programs, experience with a large English as a Second Language (ESL) population;
- one continuing education and workforce development administrator; and
- one person (faculty or administrator) who serves as director of assessment or in a similar role.

Peer Institutions

The following institutions are considered peer institutions for Montgomery College:

- Community College of Baltimore County, MD
- Anne Arundel Community College, MD
- Suffolk County Community College, NY
- Montgomery County Community College, PA
- CUNY Manhattan, NY
- Community College of Allegheny County, PA

Aspirational Institutions

The following institutions have been determined by the steering committee, working in collaboration with senior leadership, as aspirational institutions:

- Valencia College, FL—overall model of excellent community college
- LaGuardia Community College, NY—for general education, professional development, and learning center programs
- Miami-Dade Community College, FL—for grant-writing programs
- Richland College, TX —for cohesion of data processes and assessment
- Austin Community College, TX—for analytics, transparency, and website design
- Salt Lake City Community College, UT—for assessment, e-portfolios, nursing, and lab schools
- Hillsborough Community College, FL—for partnerships with K-12 and universities
- Central Piedmont Community College, NC—for their Center for Applied Research, institutional effectiveness research center; focus on data
- Kennedy-King/ Chicago, IL—for increased enrollments
- Northern Virginia Community College, VA—for its excellence in marketing its specialty programs

Institutions with Conflicts of Interest

Institutions that may have a conflict of interest with Montgomery College include Mott Community College and Frederick Community College, as both have senior-level administrators who were once employed at Montgomery College.

Communication Plan

Please see accompanying document.

Documentation Roadmap

Please see accompanying document.

Appendix A
Montgomery College Middle States Self-Study
Communication Plan

Senior leadership will make communication about the Middle States Self-Study a priority. Leaders will charge their direct reports and those in supervisory roles with engaging their constituents in discussions about the importance and relevance of the Self-Study to Montgomery College’s mission, vision, and day-to-day operations.

Objectives	Audiences	Methods	Timing
Update governance groups and all campus and off-site audiences about the self-study process	<ul style="list-style-type: none"> • Faculty 	Presentations at College opening meetings	Beginning of each fall and spring semester through wrap-up in fall 2018; update posted on YouTube and linked on Self-Study web page
		Web page on public site with announcements, steering committee contacts, and MSCHE documents	Continuous; articles, documents, and meeting minutes posted as they are available
		Updates and announcements in <i>Inside MC Online</i>	Continuous; announcements posted as needed
		Listening sessions for College community	Begin spring 2016 and continue through each fall and spring semester ending with spring 2018
		Collegewide e-mail newsletter with links to web page	Twice a semester fall 2016 through spring 2018
		Updates at faculty governance meetings	At least once per semester fall 2016 through fall 2018
	Faculty members on steering committee and in workgroups communicate to constituent groups	Continuous	
	<ul style="list-style-type: none"> • Staff 	Presentations at College opening	Beginning of each fall and spring semester through wrap-up in fall

		meetings	2018; update posted on YouTube and linked on Self-Study web page
		Web page on public site with announcements, steering committee contacts, and MSCHE documents	Continuous; articles, documents, and meeting minutes posted as they are available
		Updates and announcements in <i>Inside MC Online</i>	Continuous; announcements posted as needed
		Listening sessions for College community	Begin spring 2016 and continue through each fall and spring semester ending with spring 2018
		Collegewide e-mail newsletter with links to web page	Twice a semester fall 2016 through spring 2018
		Updates at staff governance meetings	At least once per semester fall 2016 through fall 2018
		Staff members on steering committee and in workgroups communicate to constituent groups	Continuous
	• Administration	Presentations at College opening meetings	Beginning of each fall and spring semester through wrap-up in fall 2018; update posted on YouTube and linked on Self-Study web page
		Presentations to All Administrators meetings	Once per semester fall 2015 through fall 2018
		Presentations to President's Executive Cabinet	Once per semester fall 2015 through fall 2018
		Web page on public site with announcements, steering committee contacts, and MSCHE documents	Continuous; articles, documents, and meeting minutes posted as they are available

	<ul style="list-style-type: none"> Senior Administrative Leadership Team (SALT) 	<p>Updates and announcements in <i>Inside MC Online</i></p> <p>Listening sessions for College community</p> <p>Collegewide e-mail newsletter with links to web page</p> <p>Updates at administrator governance meetings</p> <p>Administrators on steering committee and in workgroups communicate to constituent groups</p> <p>Presentations at College opening meetings</p> <p>Presentations to All Administrators meetings</p> <p>Presentations to President's Executive Cabinet</p> <p>Web page on public site with announcements, steering committee contacts, and MSCHE documents</p> <p>Updates and announcements in <i>Inside MC Online</i></p> <p>Listening sessions for College community</p>	<p>Continuous; announcements posted as needed</p> <p>Begin spring 2016 and continue through each fall and spring semester ending with spring 2018</p> <p>Twice a semester fall 2016 through spring 2018</p> <p>At least once per semester fall 2016 through fall 2018</p> <p>Continuous</p> <p>Beginning of each fall and spring semester through wrap-up in fall 2018; update posted on YouTube and linked on Self-Study web page</p> <p>Once per semester fall 2015 through fall 2018</p> <p>Once per semester fall 2015 through fall 2018</p> <p>Continuous; articles, documents, and meeting minutes posted as they are available</p> <p>Continuous; announcements posted as needed</p> <p>Begin spring 2016 and continue through each fall and spring semester ending with spring 2018</p>
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	<ul style="list-style-type: none"> • Board of Trustees 	<p>Collegewide e-mail newsletter with links to web page</p> <p>Updates at SALT meetings</p> <p>Presentations at College opening meetings</p> <p>Presentations at Board of Trustees meetings</p> <p>Web page on public site with announcements, steering committee contacts, and MSCHE documents</p> <p>Updates and announcements in <i>Inside MC Online</i></p> <p>Collegewide e-mail newsletter with links to web page</p> <p>Draft Self-Study Design sent to board for approval</p>	<p>Twice a semester fall 2016 through spring 2018</p> <p>Once per semester fall 2016 through spring 2018 and as requested</p> <p>Beginning of each fall and spring semester through wrap-up in fall 2018</p> <p>Once per semester spring 2016 through fall 2018; other updates by request through chief of staff</p> <p>Continuous; articles, documents, and meeting minutes posted as they are available</p> <p>Continuous; announcements posted as needed</p> <p>Twice a semester fall 2016 through spring 2018</p> <p>April 18, 2016</p>
	<ul style="list-style-type: none"> • Students 	<p>Presentations at College opening meetings</p> <p>Web page on public site with announcements, steering committee contacts, and MSCHE documents</p> <p>Updates and announcements in <i>Inside MC Online</i></p>	<p>Beginning of each fall and spring semester through wrap-up in fall 2018; update posted on YouTube and linked on Self-Study web page</p> <p>Continuous; articles, documents, and meeting minutes posted as they are available</p> <p>Continuous; announcements posted as needed</p>

		community	semester ending with spring 2018
		Web page on public site with workgroup drafts to review	Spring 2017
	• Administration	Workgroup draft reports are shared with administrators and College governance councils	February 2017
		Facilitated session at All Administrator meeting to discuss drafts and solicit feedback	Spring 2017
		Administrator members of steering committee obtain ongoing feedback from constituents	Continuous
		Listening sessions for College community	Begin spring 2016 and continue through each fall and spring semester ending with spring 2018
		Web page on public site with workgroup drafts to review	Spring 2017
	• Board of Trustees	Presentations at Board of Trustees meetings	Once per semester spring 2016 through fall 2018; other updates by request through chief of staff
		Web page on public site with workgroup drafts to review	Spring 2017
	• Students	Facilitated session at Student Council meeting to discuss drafts and solicit feedback	Spring 2017
		Student members of steering	Continuous

		<p>committee obtain ongoing feedback from constituents</p> <p>Listening sessions for College community</p> <p>Web page on public site with workgroup drafts to review</p>	<p>Begin spring 2016 and continue through each fall and spring semester ending with spring 2018</p> <p>Spring 2017</p>
Gather feedback about the draft Self-Study	<ul style="list-style-type: none"> • Faculty, Staff, Students, Administrators • SALT/Board of Trustees 	<p>Listening sessions for College community</p> <p>Web page on public site with Self-Study draft to review</p> <p>Facilitated sessions at representative council meetings to discuss draft and solicit feedback</p> <p>Review and approve draft for completion of final version and submission</p>	<p>Fall 2017</p> <p>Fall 2017</p> <p>September/October 2017</p> <p>January 2018</p>

Appendix B
Documentation Roadmaps

Workgroup I: Mission and Vision

Workgroup Co-Chairs: Sonia Pruneda-Hernandez, Clevette Ridguard, Donna Schena

An accredited institution possesses and demonstrates the following attributes or activities:

Standard I Criteria	Documentation, Processes, and Procedures	Connects to <i>MC 2020</i> Theme	Who Maintains (Roles, not People)	Last Document Update
1. Clearly defined mission and goals that a. are developed through appropriate collaborative participation by all who facilitate or are otherwise responsible for institutional development and improvement;	<p><i>Montgomery College 2020 Strategic Plan Documentation</i> http://cms.montgomerycollege.edu/president/</p> <p>Office of the President https://cms.montgomerycollege.edu/EDU/Department.aspx?id=13322</p> <p>State of the College Addresses https://cms.montgomerycollege.edu/EDU/Department.aspx?id=39796</p> <p>.....</p> <p>Mission and Vision Review Task Force http://cms.montgomerycollege.edu/EDU/Department.aspx?id=24951</p>	All Themes	Office of the President, Chief Strategy Officer 2011
b. address external as well as internal contexts and constituencies;	<p>Board Presentations http://cms.montgomerycollege.edu/EDU/Department.aspx?id=70150</p> <p>.....</p> <p>Town Hall Meetings http://cms.montgomerycollege.edu/townhall/</p>	All Themes	Office of the President, Chief Strategy Officer	Monthly Twice a Semester

	<p>MC Partners with Montgomery County Public Schools and Universities at Shady Grove http://cms.montgomerycollege.edu/EDU/Department.aspx?id=54902</p> <p>.....</p> <p>Community Engagement http://cms.montgomerycollege.edu/CommunityEngagement/</p>	<p>ACES Director</p> <p>.....</p> <p>Community Engagement Director</p>		<p>Current Website</p> <p>.....</p> <p>Current Website</p>
<p>c. are approved and supported by the governing body;</p>	<p>Board's Involvement in the Mission and Goals Creation and Promotion http://cms.montgomerycollege.edu/EDU/Department.aspx?id=70150</p> <p>Board Monthly Outlooks http://cms.montgomerycollege.edu/EDU/Department.aspx?id=69224</p>	All Themes	Office of the President, Chief Strategy Officer	2015
<p>d. guide faculty, administration, staff, and governing structures in making decisions related to planning, resource allocation, program and curricular development, and the definition of institutional and</p>	<p>Presidential Priorities https://cms.montgomerycollege.edu/EDU/Department.aspx?id=45957</p> <p>.....</p> <p>Academic Master Plan http://cms.montgomerycollege.edu/academic-master-plan-2015/</p> <p>.....</p> <p>Library Master Plan file:///C:/Users/cridgua1/Downloads/MC_Libraries_Master_Plan_March_12_2015_Public.pdf http://cms.montgomerycollege.edu/EDU/sub2.aspx?id=15681</p> <p>.....</p> <p>Facilities Master Plan http://cms.montgomerycollege.edu/EDU/Department2.as</p>	All Themes	<p>Office of the President</p> <p>.....</p> <p>SVP of Academic Affairs</p> <p>.....</p> <p>Director of College Libraries & Information Services</p> <p>.....</p> <p>VP of Facilities</p>	<p>2013</p> <p>.....</p> <p>Forthcoming Spring 2016</p> <p>.....</p> <p>April 2015</p> <p>.....</p> <p>February 2016</p>

<p>educational outcomes;</p>	<p>px?id=32897 Human Resources http://cms.montgomerycollege.edu/hrstm/</p> <p>.....</p> <p>Academic and Administrative Reviews www.montgomerycollege.edu/car</p> <p>.....</p> <p>Governance Website http://cms.montgomerycollege.edu/governancereport2011/</p> <p>.....</p> <p>Administrative and Fiscal Services Initiatives (Roadmaps) http://cms.montgomerycollege.edu/edu/Department2.aspx?id=43399</p>		<p>VP of HRSTM</p> <p>.....</p> <p>CAR Coordinator</p> <p>.....</p> <p>Director of Governance, Presidential Projects, and Institutional Initiatives</p> <p>.....</p> <p>SVP of Administrative and Fiscal Services</p>	<p>January 2016</p> <p>.....</p> <p>Updated Annually</p> <p>.....</p> <p>Updated Biannually</p> <p>.....</p> <p>Updated Annually</p>
<p>e. include support of scholarly inquiry and creative activity, at levels and of the type appropriate to the institution;</p>	<p>CPOD and ELITE http://cms.montgomerycollege.edu/cpod/ https://cms.montgomerycollege.edu/elite/</p> <p>.....</p> <p>Mentoring Programs: Boys to Men http://cms.montgomerycollege.edu/btm/</p> <p>Student Affairs Activities/Student Life https://cms.montgomerycollege.edu/edu/secondary8.aspx?urlid=20</p> <p>.....</p> <p>Web link for Collegewide Dean for Student Engagement http://cms.montgomerycollege.edu/edu/department.aspx?id=55586</p>	<p>All Themes</p>	<p>CPOD Director VP of ELITE</p> <p>.....</p> <p>SVP of Student Affairs</p> <p>.....</p> <p>Dean of Student Engagement</p> <p>.....</p>	<p>Current Websites</p> <p>.....</p> <p>Updated Annually</p>

	Teacher Cohort Program https://cms.montgomerycollege.edu/EDU/Department.aspx?id=78452		Dean of Education	
f. are publicized and widely known by the institution's internal stakeholders; and	On College Website in Several Places http://cms.montgomerycollege.edu/edu/plain.aspx?id=30225	All Themes	Office of Communications	
g. are periodically evaluated.	<p><i>Montgomery College 2020 Achievements</i> http://cms.montgomerycollege.edu/EDU/Department.aspx?id=75618</p> <p>.....</p> <p>FY 13–20 Initiatives http://cms.montgomerycollege.edu/EDU/Department.aspx?id=75618</p> <p>.....</p> <p>2016 <i>Milestone Moments: Building for Student Success</i> http://cms.montgomerycollege.edu/uploadedFiles/EDU/Departments_-_Administrative/President/Monograph_Design%20final.pdf</p>	All Themes	Office of the President, Chief Strategy Officer	<p>Videos 2015</p> <p>.....</p> <p>July 2015</p> <p>.....</p> <p>2016</p>
2. Institutional goals that are realistic, appropriate to higher education, and consistent with mission;	<p>Innovation Works http://cms.montgomerycollege.edu/EDU/Department.aspx?id=74516</p> <p>.....</p> <p>State of the College http://cms.montgomerycollege.edu/EDU/Department.aspx?id=39796</p> <p>.....</p> <p>Academic Restructuring https://cms.montgomerycollege.edu/svpa/resources/Log</p>	All Themes	<p>Office of the President</p> <p>.....</p> <p>SVP of Academic</p>	<p>2016</p> <p>.....</p> <p>2016</p> <p>.....</p>

	in required; .pdf of final report available		Affairs	
3. Goals that focus on student learning and related outcomes and on institutional improvement; are supported by administrative, educational, and student support programs and services; and are consistent with institutional mission; and	<p>Student Learning Outcomes http://cms.montgomerycollege.edu/edu/department.aspx?id=5534 Learning Outcomes for Student Affairs (SLO in a PDF on left link) https://cms.montgomerycollege.edu/EDU/Department.aspx?id=35372 State of the College Addresses https://cms.montgomerycollege.edu/EDU/Department.aspx?id=39796 Town Hall Meetings http://cms.montgomerycollege.edu/townhall/</p>	All Themes	<p>SVP/Academic Affairs Assessment Dir. SVP of Academic Affairs Office of the President </p>	<p>OA Website Student Affairs Website </p>
4. Periodic assessment of mission and goals to ensure they are relevant and achievable.	<p><i>Montgomery College 2020 Review and Refresh: MC Communications</i> dated Sept. 17, 2015, at 3:12 p.m. Report pending final approval by the President</p>		Office of the President, Chief Strategy Officer	2015

Definitions

CAR – College Area Review

CPOD – Center for Professional & Organizational Development

ELITE – E-Learning, Innovation & Teaching Excellence

HRSTM – Human Resources & Strategic Talent Management

Workgroup II: Ethics and Integrity

Workgroup Co-Chairs: Sarah Espinosa, Jason Rivera, Jack Sallie

An accredited institution possesses and demonstrates the following attributes or activities:

Standard II Criteria	Documentation, Processes, and Procedures	Connects to MC 2020 Theme	Who Maintains (Roles, not People)	Last Document Update
<p>1. A commitment to academic freedom, intellectual freedom, freedom of expression, and respect for intellectual property rights;</p>	<p>Policy & Procedure 42001–Student Code of Conduct http://cms.montgomerycollege.edu/pnp/#Chapter_4 Policy & Procedure 58003–Academic Freedom http://cms.montgomerycollege.edu/pnp/#Chapter_5 Policy & Procedure 68001–Intellectual Property http://cms.montgomerycollege.edu/pnp/#Chapter_6 Policy & Procedure 68005–Research Misconduct http://cms.montgomerycollege.edu/pnp/#Chapter_6 Policy & Procedure 68101–Use of Copyrighted Materials http://cms.montgomerycollege.edu/pnp/#Chapter_6</p>	<p>Theme I</p>	<p>Student Affairs Academic Affairs </p>	<p>Policy Update: 5/20/85; Procedure Update: 11/5/12 Policy Update: 6/26/78 Policy Update: 10/15/01 Policy Update: 9/22/14; Procedure Update: 8/14/14 Policy Update:</p>

	<p>..... Policy & Procedure 75004–Freedom of Expression http://cms.montgomerycollege.edu/pnp/#Chapter_7 </p> <p>..... Faculty Handbook 2015–2016 https://cms.montgomerycollege.edu/FacultyHandbook/ </p> <p>..... American Association of University Professors Side Letter www.montgomerycollege.edu/WorkArea/DAsset.aspx?id=83963 </p> <p>..... Montgomery College Libguide </p>		<p>.....</p> <p>..... Academic Affairs </p> <p>..... Collective Bargaining </p> <p>..... Academic Affairs, Libraries </p>	<p>5/15/89 Policy Update: 5/10/04; Procedure Update: 2/4/16 Annually 9/30/15 </p>
<p>2. A climate that fosters respect among students, faculty, staff, and administration from a range of diverse backgrounds, ideas, and perspectives;</p>	<p>..... Policy & Procedure 31001–Sexual Misconduct http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 31002–Hate/Violence Activity http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p>	<p>Theme V</p>	<p>AFS, HRSTM</p>	<p>Policy Update: 9/21/15; Procedure Update: 10/28/15 Policy Update: 2/25/13; Procedure Update: 2/23/15</p>

	<p>Policy & Procedure 31006–EEO and Non-Discrimination http://cms.montgomerycollege.edu/pnp/#Chapter_3</p> <p>.....</p> <p>Policy & Procedure 31007–Affirmative Action http://cms.montgomerycollege.edu/pnp/#Chapter_3</p> <p>.....</p> <p>Policy & Procedure 31011–Prevention of Workplace Violence http://cms.montgomerycollege.edu/pnp/#Chapter_3</p> <p>.....</p> <p>Policy & Procedure 32106–Employment of Individuals with Disabilities http://cms.montgomerycollege.edu/pnp/#Chapter_3</p> <p>.....</p> <p>Policy & Procedure 41000–Student Success http://cms.montgomerycollege.edu/pnp/#Chapter_4</p> <p>.....</p>		<p>.....</p> <p>Student Affairs</p> <p>.....</p>	<p>Policy Update: 2/23/15; Procedure Update: 2/24/15</p> <p>.....</p> <p>Policy Update: 2/25/13</p> <p>.....</p> <p>Policy Update: 6/20/11; Procedure Update: 7/11/12</p> <p>.....</p> <p>Policy Update: 2/25/13; Procedure update: 9/3/10</p> <p>.....</p> <p>Policy Update: 6/15/15; Procedure Update: 6/29/15</p> <p>.....</p>
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	<p>Policy & Procedure 41001–Admission to Montgomery College</p> <p>http://cms.montgomerycollege.edu/pnp/#Chapter_4</p> <p>.....</p> <p>Policy & Procedure 41002–Equal Education Opportunity and Non-Discrimination Policy</p> <p>http://cms.montgomerycollege.edu/pnp/#Chapter_4</p> <p>.....</p> <p>Policy & Procedure 42001–Student Code of Conduct</p> <p>http://cms.montgomerycollege.edu/pnp/#Chapter_4</p>	<p>.....</p> <p>Theme II</p>	<p>.....</p> <p>Board of Trustees</p> <p>.....</p> <p>Student Affairs</p>	<p>Policy Update: 9/17/02; Procedure: 6/29/15</p> <p>.....</p> <p>Policy Update: 2/25/13; Procedure Update: 2/23/15</p> <p>.....</p> <p>Policy Update: 5/20/85; Procedure Update: 11/5/12</p> <p>.....</p> <p>Policy Update: 6/20/11</p> <p>.....</p> <p>Policy Update: 6/26/78</p> <p>.....</p>
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	<p>.....</p> <p>Policy & Procedure 51000–College Mission, Vision, and Core Values</p> <p>http://cms.montgomerycollege.edu/pnp/#Chapter_5</p> <p>.....</p> <p>Policy & Procedure 51001–Philosophy, Purposes, and Program Commitments</p> <p>http://cms.montgomerycollege.edu/pnp/#Chapter_5</p> <p>.....</p> <p>Boys to Men Mentoring Program</p> <p>www.montgomerycollege.edu/btm/</p> <p>Combat to College</p> <p>www.montgomerycollege.edu/edu/tertiary1.aspx?urlid=53</p> <p>Global Connections: International & Multicultural Services</p> <p>www.montgomerycollege.edu/edu/plain.aspx?id=41746</p>	<p>.....</p> <p>Themes I, II</p> <p>.....</p> <p>Theme V</p> <p>.....</p> <p>Theme II</p> <p>.....</p> <p>Theme I</p> <p>.....</p> <p>Theme V</p>	<p>.....</p> <p>Academic Affairs</p> <p>.....</p> <p>AFS, HRSTM</p> <p>.....</p> <p>Academic Affairs</p> <p>.....</p> <p>AFS, HRSTM</p>	<p>.....</p> <p>4/5/13</p> <p>.....</p>
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	<p>..... Global Humanities Institute www.montgomerycollege.edu/globalhumanities/ Heritage Celebrations: 1. African Heritage Month 2. Arab-American Heritage Month 3. Asian-Pacific Heritage Month 4. Black History Month 5. Caribbean American Heritage Month 6. German American Heritage Month 7. Irish American Heritage Month 8. National Hispanic Heritage Month 9. National Native American Heritage Month 10. Scottish Heritage Month (Inside MC Announcements) Arab American Heritage Program www.montgomerycollege.edu/aahm/ International Education & Study Abroad www.montgomerycollege.edu/studyabroad/ Five Expectations for a Common Employee Experience http://cms.montgomerycollege.edu/edu/departments.aspx?id=2957 (left side menu – select CEE) Office of the Ombuds www.montgomerycollege.edu/ombuds Center for Organizational & Professional Development http://cms.montgomerycollege.edu/cpod/ </p>	<p>..... Theme I Theme V</p>	<p>Office of the Ombuds AFS, HRSTM Student Affairs Academic Affairs HRSTM</p>	
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	<p>Seven Truths for a Common Student Experience www.montgomerycollege.edu/7truths/ Pride and Allies www.montgomerycollege.edu/mcpride/ Women's and Gender Studies www.montgomerycollege.edu/wgs/ HRSTM, Employee Relations, Diversity, and Inclusion (ERDI) www.montgomerycollege.edu/Department2.aspx?id=65695</p>			
<p>3. A grievance policy that is documented and disseminated to address complaints or grievances raised by students, faculty, or staff. The institution's policies and procedures are fair and impartial, and assure that grievances are addressed promptly, appropriately, and equitably;</p>	<p>Policy & Procedure 34101–Personnel Grievance Process for Associate and Support Staff Employees http://cms.montgomerycollege.edu/pnp/#Chapter_3 Collective Bargaining Agreement between Montgomery College and American Association of University Professors (AAUP) http://cms.montgomerycollege.edu/EDU/Department.aspx?id=16505 Collective Bargaining Agreement between Montgomery College and Service Employees International Union (SEIU) http://cms.montgomerycollege.edu/EDU/Department.aspx?id=16505 Collective Bargaining Agreement between Montgomery</p>	<p>Theme V</p>	<p>HRSTM Collective Bargaining</p>	<p>Policy Update: 9/21/87; Procedure Update: 8/24/10 </p>

				4/1/03
 Tuition Refund Appeal www.montgomerycollege.edu/WorkArea/DAsset.aspx?id=69135 Academic Affairs
 Academic Appeals Petition www.montgomerycollege.edu/WorkArea/DAsset.aspx?id=61880 Student Affairs Procedure Update: 2/24/16
 Policy & Procedure 53001–Academic Regulations and Standards http://cms.montgomerycollege.edu/pnp/#Chapter_5 Policy Update: 5/20/85; Procedure Update: 11/5/12
 Policy & Procedure 42001–Student Code of Conduct http://cms.montgomerycollege.edu/pnp/#Chapter_4 Policy Update: 3/18/02; Procedure Update: 3/23/15
 Policy & Procedure 45001–Tuition, Fees and Refunds http://cms.montgomerycollege.edu/pnp/#Chapter_4 Student Affairs

	<p>Involuntary Withdrawal Process and Documentation www.montgomerycollege.edu/WorkArea/linkit.aspx?LinkIdentifier=id&ItemID=69136</p> <p>.....</p> <p>Incident Report Form www.montgomerycollege.edu/IncidentReports/</p> <p>Suspension Appeal Form www.montgomerycollege.edu/WorkArea/linkit.aspx?LinkIdentifier=id&ItemID=40803</p> <p>MHEC Student Complaint Process (Under HEOA webpage) www.montgomerycollege.edu/WorkArea/DownloadAsset.aspx?id=81162</p>			
4. The avoidance of conflict of interest or the appearance of such conflict in all activities and among all constituents;	<p>Policy & Procedure 31003–Conflict of Interest http://cms.montgomerycollege.edu/pnp/#Chapter_3</p> <p>.....</p> <p>Policy & Procedure 31101–Employee Privileges http://cms.montgomerycollege.edu/pnp/#Chapter_3</p> <p>.....</p> <p>Financial Disclosure Filing Overview</p>	Theme V	AFS, HRSTM	<p>Policy Update: 9/21/87; Procedure Update: 4/28/14</p> <p>.....</p> <p>Policy Update: 9/22/14; Procedure Update: 9/21/87</p> <p>.....</p>
5. Fair and impartial practices in the hiring, evaluation,	<p>Policy & Procedure 31006–EEO and Non-Discrimination http://cms.montgomerycollege.edu/pnp/#Chapter_3</p>	Theme V	AFS, HRSTM	<p>Policy Update: 2/23/15;</p>

<p>promotion, discipline, and separation of employees;</p>	<p>..... Policy & Procedure 32101–Employment Practices http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 32102–Allocation, Recruitment, and Appointment of Full-Time Faculty http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 32103–Allocation, Recruitment, Employment and Salary Placement and Advancement of Part-Time Faculty http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 32104–Recruitment and Appointment Procedures for Administrative Staff http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 32105–Recruitment and Appointment Procedures for Support and Associate Staff http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p>			<p>Procedure Update: 2/24/15 </p> <p>Policy Update: 2/23/15; Procedure Update: 2/23/15 </p> <p>Policy Update: 9/21/87; Procedure Update: 3/31/94 </p> <p>Policy Update: 9/27/10; Procedure Update: 2/25/11 </p> <p>Procedure Update: 4/28/14 </p> <p>Procedure Update: 2/23/12</p>
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	<p>..... Policy & Procedure 32106–Employment of Individuals with Disabilities http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 32203–Academic Rank http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 33001–Staff Classification Systems and Position Descriptions http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 33004–Probationary and Regular Status for Support and Associate Staff Employees http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p> <p>..... Policy & Procedure 34001–Changes in Employee Status http://cms.montgomerycollege.edu/pnp/#Chapter_3 </p>			<p>..... Policy Update: 2/25/13; Procedure Update: 9/3/10 </p> <p>..... Policy Update: 6/19/00; Procedure Update: 8/24/10 </p> <p>..... Policy Update: 9/21/87; Procedure Update: 12/20/12 </p> <p>..... Policy Update: 9/21/87; Procedure Update: 10/1/10 </p> <p>..... Policy Update: 9/21/87; Procedure Update: </p>
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				Update: 6/10/13

	Policy & Procedure 34003–Disciplinary Action and Suspension http://cms.montgomerycollege.edu/pnp/#Chapter_3			Policy Update: 9/21/87; Procedure Update: 4/19/13

	Policy & Procedure 34004–Non-Renewal of Administrative Appointment http://cms.montgomerycollege.edu/pnp/#Chapter_3			Policy Update: 4/28/14; Procedure Update: 1/25/05

	Policy & Procedure 34005–Resignation and Retirement http://cms.montgomerycollege.edu/pnp/#Chapter_3			Policy Update: 9/21/87; Procedure Update: 4/28/14

	Policy & Procedure 34005–Resignation and Retirement http://cms.montgomerycollege.edu/pnp/#Chapter_3			Policy Update: 5/17/10; Procedure Update: 6/24/13

				Policy

				Update: 9/21/87; Procedure Update: 12/20/12 Policy Update: 4/13/09; Procedure Update: 6/24/13 Procedure Update: 8/20/10
 Policy & Procedure 35001–Compensation Programs http://cms.montgomerycollege.edu/pnp/#Chapter_3 Student Affairs	
 Policy & Procedure 36001–Performance Evaluation and Employee Development http://cms.montgomerycollege.edu/pnp/#Chapter_3			
 Policy & Procedure 38001–Recognition Awards http://cms.montgomerycollege.edu/pnp/#Chapter_3			

	<p>.....</p> <p>Policy & Procedure 44002–Student Life Contracts http://cms.montgomerycollege.edu/pnp/#Chapter_4</p> <p>.....</p> <p>Student Employment Supervisor Manual www.montgomerycollege.edu/WorkArea/DAsset.aspx?id=79541</p>			
6. Honesty and truthfulness in public relations announcements, advertisements, recruiting and admissions materials and practices, as well as internal communications;	<p>Policy & Procedure 62003–College Relations http://cms.montgomerycollege.edu/pnp/#Chapter_6</p> <p>.....</p> <p>Policy & Procedure 62003–College Relations http://cms.montgomerycollege.edu/EDU/Verified_-_Policies_and_Procedures/Official_College_Policies_and_Procedures/</p> <p>.....</p> <p>Student Consumer Information Disclosures – Higher Education Opportunity Act (HEOA) http://cms.montgomerycollege.edu/heoa/</p>	Theme V	ACE	<p>Policy Update: 6/18/84; Procedure Update: 9/28/10</p> <p>.....</p> <p>This policy/procedure is currently being revised and the process should be completed by fall 2016.</p> <p>.....</p>
7. As appropriate to its mission, services or programs are in place:		Theme II		

a. to promote affordability and accessibility;				
b. to enable students to understand funding sources and options, value received for cost, and methods to make informed decisions about incurring debt;	<p>Cost of Attendance and Student Services http://cms.montgomerycollege.edu/EDU/Department.aspx?id=56090 </p> <p>Net Price Calculator http://cms.montgomerycollege.edu/edu/plain.aspx?id=31559 </p> <p>Instructional Materials Affordability & Accessibility Guidelines http://bookstore.montgomerycollege.edu/SiteText.aspx?id=25669 </p> <p>Graduation Completion and Transfer-out Rates http://cms.montgomerycollege.edu/WorkArea/DownloadAsset.aspx?id=84684 </p> <p>Gainful Employment http://cms.montgomerycollege.edu/edu/plain.aspx?id=60169 </p> <p>Student Consumer Information – Higher Education Opportunity Act (HEOA): Contact list for various departments http://cms.montgomerycollege.edu/heoa/ </p> <p>Tuition and Fees Rates http://cms.montgomerycollege.edu/edu/department2.aspx</p>		<p>Webmaster</p> <p>.....</p> <p>Webmaster</p> <p>.....</p> <p>Office of Auxiliary Services</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Webmaster</p> <p>.....</p> <p>Webmaster</p> <p>.....</p> <p>Webmaster</p>	<p>2016</p> <p>.....</p> <p>Costs for 2013–2014 School Year</p> <p>.....</p> <p>CO 2014 Book Lists Updated Each Semester</p> <p>.....</p> <p>.....</p> <p>Created 1/29/16</p> <p>.....</p> <p>2016</p> <p>.....</p> <p>Annually</p>

	?id=20126 Cost & Financial Aid/Apply for Aid http://cms.montgomerycollege.edu/edu/tertiary1.aspx?urlid=62 Student Loans http://cms.montgomerycollege.edu/edu/tertiary1.aspx?urlid=62	 Financial Aid Webmaster Annually
8. Compliance with all applicable federal, state, and Commission reporting policies, regulations, and requirements to include reporting regarding:	Office of Compliance https://cms.montgomerycollege.edu/compliance/		Chief Compliance Officer	8/12/15
a. the full disclosure of information on institution-wide assessments, graduation, retention, certification and licensure or licensing board pass rates;	Student Disclosures (11 reports – FERPA, Title IX, HEOA, etc.) https://cms.montgomerycollege.edu/EDU/Department.aspx?id=44830		Chief Compliance Officer	9/10/15 2/23/16
b. the institution’s compliance with the Commission’s	Compliance News for Academic Affairs and Student Services https://cms.montgomerycollege.edu/EDU/Department.aspx?id=78370		Chief Compliance Officer	Fall 2015

Requirements of Affiliation;				
c. substantive changes affecting institutional mission, goals, programs, operations, sites, and other material issues which must be disclosed in a timely and accurate fashion; and	Blue Ribbon Task Force on Governance Report to Dr. Pollard https://cms.montgomerycollege.edu/edu/search2.aspx?searchTerm=commissions%20requirements%20of%20affiliation		Office of the President	August 2011
d. the institution's compliance with the Commission's policies; and	Middle States Accreditation at Montgomery College http://cms.montgomerycollege.edu/EDU/Department.aspx?id=5554		OPIE	2015/2016
9. Periodic assessment of ethics and integrity as evidenced in institutional policies, processes, practices, and the manner in which these are implemented.	Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/EDU/Verified_-_Policies_and_Procedures/Official_College_Policies_and_Procedures/#Chapter_1 Policy & Procedure 31003–Conflict of Interest http://cms.montgomerycollege.edu/pnp/#Chapter_3			Last Modified 6/10/13 XXXX Update: 9/21/87 4/28/14

				XXXX Update: 9/22/14 9/21/87

	Policy & Procedure 31101–Employee Privileges http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update: 9/21/87 12/3/03

	Policy & Procedure 31103–Confidentiality: Employee Use, Release, and Disclosure of Information http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update: 2/23/15

	Policy & Procedure 32101–Employment Practices http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update: 4/28/14

	Policy & Procedure 32104CP–Recruitment and Appointment Procedure for Administrative Staff http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update: 2/23/12

	Policy & Procedure 32104CP–Recruitment and Appointment Procedure for Administrative Staff http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update: 5/18/09 10/1/12

	Policy & Procedure 32104CP–Recruitment and Appointment Procedure for Administrative Staff http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update:

 Policy & Procedure 32105CP–Recruitment and Appointment Procedures for Support and Associate Staff http://cms.montgomerycollege.edu/pnp/#Chapter_3			9/21/87 8/24/10
 Policy & Procedure 35002–Faculty/Staff Assistance Program http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update: 5/20/85 11/5/12
 Policy & Procedure 37001–Personnel Files http://cms.montgomerycollege.edu/pnp/#Chapter_3			XXXX Update: 6/18/12 4/19/13
 Policy & Procedure 42001–Student Code of Conduct http://cms.montgomerycollege.edu/EDU/Verified - Policies and Procedures/Official College Policies and Procedures/#Chapter_4			XXXX Update: 6/18/84 9/28/10
 Policy & Procedure 61004– College Investment Program			XXXX Update: 12/14/15 2/9/16

	<p>http://cms.montgomerycollege.edu/EDU/Verified - _Policies and Procedures/Official College Policies and d_Procedures/#Chapter_6</p> <p>.....</p> <p>Policy & Procedure 61008–Reporting Suspected Fiscal Irregularities of Fraud with Whistleblower Protections http://cms.montgomerycollege.edu/EDU/Verified - _Policies and Procedures/Official College Policies and d_Procedures/#Chapter_6</p> <p>.....</p> <p>Policy & Procedure 62003–College Relations http://cms.montgomerycollege.edu/EDU/Verified - _Policies and Procedures/Official College Policies and d_Procedures/#Chapter_6</p> <p>.....</p> <p>Policy & Procedure 63001–Procurement http://cms.montgomerycollege.edu/EDU/Verified - _Policies and Procedures/Official College Policies and d_Procedures/#Chapter_6</p>			
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Definitions

- ACE – Office of Advancement & Community Engagement
- AFS – Office of Administrative & Fiscal Services
- HRSTM – Human Resources & Strategic Talent Management
- OPIE – Office of Planning & Institutional Effectiveness

Workgroup III: Design and Delivery of the Student Learning Experience

Workgroup Co-Chairs: Camille Cauley, Milton Nash, Samantha Streamer Veneruso

An accredited institution possesses and demonstrates the following attributes or activities:

Standard III Criteria	Documentation, Processes, and Procedures	Connects to MC 2020 Theme	Who Maintains (Roles, not People)	Last Document Update
<p>1. Certificate, undergraduate, graduate, and/or professional programs leading to a degree or other recognized higher education credential, or a length appropriate to the objectives of the degree or other credential, designed to foster a coherent student learning experience and to promote synthesis of learning;</p>	<p>College Catalog http://catalog.montgomerycollege.edu/index.php?catoid=2 Program Websites http://catalog.montgomerycollege.edu/content.php?catoid=2&navoid=112 General Education Competencies Assessment https://cms.montgomerycollege.edu/outcomes/gened/ General Studies Program http://cms.montgomerycollege.edu/generalstudies Program Specific Accreditation http://cms.montgomerycollege.edu/WorkArea/DAsset.aspx?id=22475 WD&CE Noncredit Course Descriptions and Course Outcomes http://cms.montgomerycollege.edu/wdce/noncreditcourse/s/</p>	<p>Themes I, III</p>	<p>SVP of Academic Affairs Department Chairs General Education Committee Area Deans WD&CE Web Specialist</p>	

	<p>.....</p> <p>Policy & Procedure 52001CP–Curriculum Process http://www.mcinfonet.org/curriculum/</p>		<p>.....</p> <p>Curriculum Committee</p>	
2. Student learning experiences that are designed, delivered, and assessed by faculty (full-time or part-time) and/or other appropriate professional who are:				
a. rigorous and effective in teaching, assessment of student learning, scholarly inquiry, and service, as appropriate to the institution’s mission, goals, and policies;	<p>.....</p> <p>College Policies and Procedures http://cms.montgomerycollege.edu/pnp/</p> <p>.....</p> <p>Curriculum Process Course Descriptions and Outcomes http://catalog.montgomerycollege.edu/content.php?catoid=2&navoid=108</p> <p>.....</p> <p>Collegewide Assessment Team https://cms.montgomerycollege.edu/EDU/Department.aspx?id=13653</p> <p>.....</p> <p>College Syllabus Template http://cms.montgomerycollege.edu/edu/department.aspx?id=32150</p> <p>.....</p> <p>Faculty Handbook Webpage https://cms.montgomerycollege.edu/FacultyHandbook/</p>	Themes I, II, V	<p>SVP Leadership</p> <p>.....</p> <p>OPIE</p> <p>.....</p> <p>Collegewide Curriculum Committee</p> <p>.....</p> <p>Director of Assessment</p> <p>.....</p> <p>SVP of Academic Affairs</p>	
b. qualified for	Minimum Educational Requirements for Faculty	Themes	HRSTM	

<p>positions they hold and the work they do;</p>	<p>http://cms.montgomerycollege.edu/WorkArea/DAsset.aspx?id=2802</p> <ul style="list-style-type: none"> • Hiring Procedure for Full-time Faculty • Hiring Procedure for Part-time Faculty <p>.....</p> <p>Quality Matters https://cms.montgomerycollege.edu/elite/elearning/qm/</p>	<p>I, II, V</p>	<p>.....</p> <p>VP of ELITE</p>	
<p>c. sufficient in number;</p>	<p>Faculty Workload Student/Faculty Ratio CAR Report: Student/faculty ratios http://cms.montgomerycollege.edu/WorkArea/DAsset.aspx?id=82552</p>	<p>Themes I, II, V</p>		
<p>d. provided with and utilize sufficient opportunities, resources, and support for professional growth and innovation;</p>	<p>Training and Performance Management Expectations for FY16 http://cms.montgomerycollege.edu/EDU/Department2.aspx?id=67683</p> <p>Collective Bargaining Agreements http://cms.montgomerycollege.edu/EDU/Department.aspx?id=16505</p> <p>Tuition Waiver and Educational Assistance Program https://cms.montgomerycollege.edu/EDU/Department2.aspx?id=18432</p> <p>ELITE – E-Learning, Innovation, and Teaching Excellence https://cms.montgomerycollege.edu/elite/</p> <p>CPOD – Center for Professional and Organizational Development http://cms.montgomerycollege.edu/cpod/</p>	<p>Themes I, II</p>	<p>HRSTM</p>	

	<p>Paul Peck Humanities Institute http://cms.montgomerycollege.edu/humanities/</p> <p>Smithsonian Faculty Fellowships https://cms.montgomerycollege.edu/EDU/Department4.aspx?id=69089</p> <p>.....</p> <p>Institute for Part-time Faculty Engagement and Support http://cms.montgomerycollege.edu/ptfi/</p>			
<p>e. reviewed regularly and equitably based on written, disseminated, clear, and fair criteria, expectations, policies, and procedures;</p>	<p>Collective Bargaining Agreements http://cms.montgomerycollege.edu/EDU/Department.aspx?id=16505</p> <p>.....</p> <p>College Policies and Procedures http://cms.montgomerycollege.edu/pnp/</p> <p>.....</p> <p>Faculty Handbook https://cms.montgomerycollege.edu/FacultyHandbook</p> <p>.....</p> <p>Student Evaluations Instructional Full-Time Faculty Evaluation Form http://cms.montgomerycollege.edu/WorkArea/DownloadAsset.aspx?id=76228</p> <p>Counseling Full-Time Faculty Evaluation Form http://cms.montgomerycollege.edu/WorkArea/DownloadAsset.aspx?id=76229</p> <p>.....</p> <p>Part-Time Faculty Evaluation Forms http://cms.montgomerycollege.edu/EDU/Department.aspx?id=20824</p>	<p>Themes I, II, V</p>	<p>HRSTM</p> <p>.....</p> <p>OPIE</p> <p>.....</p> <p>SVP of Academic Affairs</p> <p>.....</p> <p>College Committee on Academic Regulations & Standards http://www.mcinfonet.org/acadreg/</p> <p>.....</p> <p>Employee & Labor Relations</p>	

<p>3. Academic programs of study that are clearly and accurately described in official publications of the institution in a way that students are able to understand and follow degree and program requirements and expected time to completion;</p>	<p>College Catalog http://catalog.montgomerycollege.edu/</p> <p>.....</p> <p>Curriculum Manual http://www.mcinfonet.org/curriculum/manual_forms.htm <u>1</u></p> <p>.....</p> <p>Degree-Specific Advising Sheets http://cms.montgomerycollege.edu/EDU/plain.aspx?id=15000</p> <p>.....</p> <p>General Advising Information http://cms.montgomerycollege.edu/EDU/plain.aspx?id=15000</p> <p>.....</p> <p>General Transfer Information http://cms.montgomerycollege.edu/EDU/Plain.aspx?id=49246</p> <p>.....</p>	<p>Themes I, II, V</p>	<p>Catalog Production Coordinator and Degree Program Coordinators and Chairs</p> <p>.....</p> <p>Curriculum Committee</p> <p>.....</p> <p>Not sure of authority. Maintained by Counseling (Specific individual, but also Program Coordinators/Chairs)</p> <p>.....</p> <p>Counseling & Advising (Note: Additional degree-specific information on multiple degree pages)</p> <p>.....</p> <p>Transfer Council and Office of Articulation</p> <p>.....</p>	
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	Artsys (Recommended Transfer Programs) http://artsys.usmd.edu/ Transfer Agreements http://cms.montgomerycollege.edu/agreements/		Maryland State (MHEC) Office of Transfer and Articulation	
4. Sufficient learning opportunities and resources to support both the institution's programs of study and students' academic progress;	Academic Master Plan Facilities Master Plan Resource Tool Kit Academic Support Centers http://cms.montgomerycollege.edu/learningcenters/ Montgomery College Libraries http://cms.montgomerycollege.edu/librariess/ Counseling and Advising http://cms.montgomerycollege.edu/edu/secondary1.aspx?urlid=4 Catalog http://catalog.montgomerycollege.edu/#information Schedule of Classes http://cms.montgomerycollege.edu/edu/department2.aspx?id=15548	Themes I, II, V	SVP of Academic Affairs Facilities OPIE Collegewide Director of Learning Centers	
5. At institutions that offer undergraduate	General Education Program https://cms.montgomerycollege.edu/GeneralEducationPr	Themes I, II, V	General Education	

<p>education, a general education program, free standing or integrated into academic disciplines, that:</p>	<p>ogram/ General Education Program Course Lists http://cms.montgomerycollege.edu/edu/departments.aspx?id=11681 General Education Course Assessment Information http://cms.montgomerycollege.edu/outcomes/gened/</p>		<p>Committee Counseling/ Advising and Gen Ed Committee Director of Assessment</p>	
<p>a. offers a sufficient scope to draw students into new areas of intellectual experience, expanding their cultural and global awareness and cultural sensitivity, and preparing them to make well-reasoned judgments outside as well as within their academic field;</p>	<p>General Education Program Revision Plan: TBD</p>		<p>General Education Committee</p>	
<p>b. offers a curriculum designed so that students acquire and demonstrate</p>	<p>General Education Course Recertification Forms: Location TBD</p>		<p>General Education Committee</p>	

<p>essential skills including at least oral and written communication, scientific and quantitative reasoning, critical analysis and reasoning, technological competencies, and information literacy. Consistent with the mission, the general education program, which also includes the study of values, ethics, and diverse perspectives; and</p>				
<p>c. in non-US institutions that do not include general education, provides evidence that students can</p>	<p>N/A</p>			

demonstrate general education skills;				
6. In institutions that offer graduate and professional education, opportunities for the development of research, scholarship, and independent thinking, provided by faculty and/or other professionals with credentials appropriate to graduate-level curricula;				
7. Adequate and appropriate institutional review and approval on any student learning opportunities designed, delivered, or assessed by third-party providers; and	<p>College Area Review/Academic Area Review http://cms.montgomerycollege.edu/car/aar/ Departmental Contracts (i.e., clinical, practical) Faculty/Student Review of Clinical Sites Quality Matters Report https://cms.montgomerycollege.edu/elite/elearning/qm/rc/ Paul Peck Humanities Institute https://cms.montgomerycollege.edu/EDU/Department4.aspx?id=69243</p>	Themes I, V	<p>CAR Committee Area Dean Dept. Chair ELITE Director, PPHI</p>	

	<p>.....</p> <p>International Education and Study Abroad http://cms.montgomerycollege.edu/edu/departments.aspx?id=32017</p> <p>.....</p> <p>Cooperative Education and Internship Program https://cms.montgomerycollege.edu/coop/</p> <p>.....</p> <p>Department-sponsored Internship Programs ART, STEM https://cms.montgomerycollege.edu/artrockville/internships/ https://cms.montgomerycollege.edu/EDU/Department2.aspx?id=9472</p>		<p>.....</p> <p>Coordinator of Travel and Study Abroad</p> <p>.....</p> <p>Co-op & Internship Coordinator</p> <p>.....</p> <p>Department Chair</p>	
8. Periodic assessment of the effectiveness of programs providing student learning opportunities.	<p>Program Assessment http://cms.montgomerycollege.edu/outcomes/program/</p> <p>.....</p> <p>College Area Review/Academic Area Review http://cms.montgomerycollege.edu/car/aar/</p>		<p>Director of Assessment</p> <p>.....</p> <p>CAR Coordinator</p>	
Requirements of Affiliation/Standard III				
1. The institution systematically evaluates its educational and other programs and makes public how well and in what ways it is accomplishing its purposes.				
2. The institution's				

<p>student learning programs and opportunities are characterized by rigor, coherence, and appropriate assessment of student achievement throughout the educational offerings, regardless of certificate or degree level or delivery and instructional modality.</p>				
<p>3. Institutional planning integrates goals for academic and institutional effectiveness on improvement, student achievement of educational goals, student learning, and the results of academic and institutional assessments.</p>				
<p>4. The institution has a core of faculty (full-</p>				

time or part-time) and/or other appropriate professionals with sufficient responsibility to the institution to assure the continuity and coherence of the institution's educational programs.				
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Definitions

CAR – College Area Review

ELITE – E-Learning, Innovation & Teaching Excellence

HRSTM – Human Resources & Strategic Talent Management

OPIE – Office of Planning & Institutional Effectiveness

PPHI – Paul Peck Humanities Institute

WD&CE – Workforce Development & Continuing Education

Workgroup IV: Support of the Student Learning Experience

Workgroup Co-Chairs: Sue Haddad, Eric Myren, Usha Venkatesh

An accredited institution possesses and demonstrates the following attributes or activities:

Standard IV Criteria	Documentation, Processes, and Procedures	Connects to <i>MC 2020</i> Theme	Who Maintains (Roles, not People)	Last Document Update
<p>1. Clearly stated, ethical policies and processes to admit, retain, and facilitate the success of students whose interests, abilities, experiences, and goals provide a reasonable expectation for success and are compatible with institutional mission, including:</p>	<ul style="list-style-type: none"> • Policies & Procedures 41001–Admission to Montgomery College (PDF) • Admissions Policy - catalog • Start Smart - Steps to Enrollment • Welcome Centers • Student Retention Information (PDF) • Student Success Policy 	<p>Theme II</p>	<p>Board of Trustees/ President</p> <p>.....</p> <p>Enrollment Services</p> <p>.....</p> <p>OIRA</p> <p>.....</p> <p>Board of Trustees/ President</p>	
<p>a. accurate and comprehensive information regarding expenses, financial aid, scholarships, grants, loans, repayment, and</p>	<ul style="list-style-type: none"> • Policy & Procedure 43001–Student Financial Aid (PDF) • Financial Aid Cost of Attendance/Application Process (link) • Scholarships/Grants • Loans/Repayment • Work Study • Financial Aid Forms and Policy Information • Office of Student Financial Aid (PDF) 	<p>Theme II</p>	<p>Director, Office of Student Financial Aid</p>	

<p>refunds;</p>	<ul style="list-style-type: none"> • Conditions of Awards • Satisfactory Academic Progress Standards • Refund Policy and Requirements for Withdrawal • FERPA Form • Student Consumer Information - Higher Education Opportunity Act (HEOA) • Refund of Federal Financial Aid Funds and All Other Policies (PDF) • Honors/Merit Scholarships (Brochures/Pamphlets available in OSFA offices) • College Refund Policy for Credit Courses • Student Portal (My MC) • General and Student-Specific Financial Aid Information 			
<p>b. a process by which students who are not adequately prepared for study at the level for which they have been admitted are identified, placed, and supported in attaining appropriate educational goals;</p>	<ul style="list-style-type: none"> • Placement Test Information • Accuplacer ESL Information Sheet Test Prep • “One College” Placement Document Accuplacer Placement Guide (pdf) • IMAP and MAP • Developmental Math Program • Developmental Reading Program • Developmental Writing Program • Developmental Education (Math/Reading/English CAR Report) • English and Reading Redesign • American English Language Program 	<p>Theme II</p>	<p>Assessment Director</p> <p>.....</p> <p>Student Affairs</p> <p>.....</p> <p>Math Dept.</p> <p>.....</p> <p>English Dept.</p> <p>.....</p> <p>English Dept.</p> <p>.....</p> <p>AELP Dept.</p> <p>.....</p>	

	<ul style="list-style-type: none"> • Learning Centers & Academic Support Centers 2015–2016 Services Offered to Students (SOS) and Computer Access (PDFs) • Open Lab, Lab Help and Lab Review Sessions in STEM Departments Funded by Math Science Center and GT STEP Grant • STEM Internship • STEM Transfer Student Success Initiative • PACE Program • The Textbook Competition and Affordability Act of 2009/ Instructional Materials Affordability and Accessibility Guidelines (PDF) • TRIO Services • TRIO Math Tutoring • TRIO Grant Program • ACES Program Overview • ACES Summer Programs • ACES – How to Apply • Achieving the Dream • Achieving the Promise Academy • Policy & Procedure 41000–Student Affairs: Student Success 		<p>Learning Center Director</p> <p>.....</p> <p>Lab Director</p> <p>.....</p> <p>.....</p> <p>Collegewide PACE Coordinator</p> <p>.....</p> <p>Library</p> <p>.....</p> <p>TRIO Director</p> <p>.....</p> <p>ACES Director</p> <p>.....</p> <p>.....</p> <p>Director, APA</p> <p>.....</p> <p>VP of Student Affairs</p>	
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 STSU Courses	 Student Affairs	
c. orientation, advisement, and counseling programs to enhance retention and guide students throughout their education experience;	<ul style="list-style-type: none"> • Welcome Centers • New Student Orientations • Academic Orientations (EMAP, MAP, IMAP) • Developmental Advising Model (Starfish) • Student Success Policy (PDF) • Smart Steps • First-Year Experience • Summer Bridge Program • Advising Syllabus • Student Insider's Guide and Planner (PDF) • Montgomery College Transfer • First-Year Seminar Course • TRIO • ACES • Boys to Men Program • Combat 2 College • Achieving the Dream • Disability Support Services • Achieving the Promise Academy • Montgomery College – Program for Adult Student Success (MC – PASS) • Sister to Sister • Financial Aid letter 	Theme II	VP of Student Affairs	
d. processes designed to enhance the successful achievement of students' educational goals including	<ul style="list-style-type: none"> • Development of Education Plan • Advising Worksheets • College Catalog • Academic Coaching for Excellence (Germantown) • ACES Program • STSU Courses 	Theme II	Dean of Student Services ACES Director Counseling	

<p>certificate and degree completion, transfer to other institutions, and post-completion placement;</p>	<p>.....</p> <ul style="list-style-type: none"> • Starfish Advising Tool with Benchmarks • On-line Advising • Transfer Pathways <p>.....</p> <ul style="list-style-type: none"> • Disability Support Services <p>.....</p> <ul style="list-style-type: none"> • Career and Employment Services • Career Exploration, Assessment, and Planning • Career Development Courses • Career Counseling • Hands-On Learning and Experience (Internships, Service Learning, Federal Work Study) • Local Labor Market Information • Resume, Interviewing, and Job Search Assistance • "eJobs" Montgomery College Job Board for Students <p>.....</p> <ul style="list-style-type: none"> • Gainful Employment <p>.....</p> <ul style="list-style-type: none"> • TRIO 		<p>Department</p> <p>.....</p> <p>VP of Student Affairs</p> <p>.....</p> <p>Director of DSS</p> <p>.....</p> <p>Director of Career Services</p> <p>.....</p> <p>OIRA</p> <p>.....</p> <p>TRIO</p>	
<p>2. Policies and procedures regarding evaluation and acceptance of transfer credits, and credits awarded through experiential learning, prior non-academic learning, competency-based assessment, and</p>	<ul style="list-style-type: none"> • Academic Regulations • Credit and Advanced Standing for Prior Learning 	<p>Themes II, V</p>	<p>SVP of Academic Affairs</p>	

<p>other alternative learning approaches;</p>				
<p>3. Policies and procedures for the safe and secure maintenance and appropriate release of student information and records;</p>	<ul style="list-style-type: none"> • Policy & Procedure 31103–Confidentiality Employee Use, Release, and Disclosure of Information • Policy & Procedure 41003–Student Cumulative Records • Policy & Procedure 66002–Confidential Data Management and Security • Policy & Procedure 66001–Acceptable Use of Information Technology • IT Standard – Access Management • IT Standard – OIT Facilities Physical Access • IT Process – NOC Physical Access • IT Process – Change Management Process • IT Standard – Web System and Folder PII Scans • IT Standard – Vulnerability Scanning • IT Standard – Authentication Password • IT Standard – Banner (SIS) Access and Security Mgmt. 	<p>Themes II, V</p>	<p>Board of Trustees/ President</p> <p>.....</p> <p>Cybersecurity Director</p>	
<p>4. If offered, athletic, student life, and other extracurricular activities that are regulated by the same academic, fiscal, and administrative principles and procedures that govern all other programs;</p>	<ul style="list-style-type: none"> • Montgomery College Athletics • Inside Athletics: Mission Statement • Athletics: Compliance and Eligibility • Service Learning and Volunteerism at Montgomery College • Clubs and Organizations Handbook • Policy & Procedure 44002–Student Affairs: Student Life Contracts • Academic Teams 	<p>Theme II</p>	<p>Athletic Director</p> <p>.....</p> <p>Student Life Director</p> <p>.....</p> <p>SVP of Academic Affairs</p>	

<p>5. If applicable, adequate and appropriate institutional review and approval of student support services designed, delivered, or assessed by third-party providers; and</p>				
<p>6. Periodic assessment of the effectiveness of the programs supporting the student experience.</p>	<ul style="list-style-type: none"> • Welcome Center CAR Report (PDF) • Welcome Center Visitor Survey • Community College Survey of Student Engagement (CCSSE) Survey • Counseling Surveys • Student Success Score Card • Library CAR Report: Benchmarking Against Peer Institutes (2015) • LibQUAL+ final report (PDF) • Libraries' Ethnography Study Report (PDF) • Enrollment Services <p>.....</p> <ul style="list-style-type: none"> • Financial Aid <p>.....</p> <ul style="list-style-type: none"> • The Assessment Center Webpage <p>.....</p> <ul style="list-style-type: none"> • Dual Enrollment webpage • Homeschool Students <p>.....</p>	<p>Themes II, V</p>	<p>Director of Enrollment Services and College Registrar</p> <p>.....</p> <p>Director of Financial Aid</p> <p>.....</p> <p>Director of Assessment Centers</p> <p>.....</p> <p>Director of Academic Initiatives</p> <p>.....</p>	

	• Achieving Collegiate Excellence and Success (ACES)		ACES Director	
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Definitions

ACES – Achieving Collegiate Excellence & Success

DSS – Disability & Support Services

OIRA – Office of Institutional Research & Analysis

PACE – Program for the Advancement to College English

Workgroup V: Educational Effectiveness Assessment

Workgroup Co-Chairs: Sarah Campbell, John Hamman, Cassandra Jones

An accredited institution possesses and demonstrates the following attributes or activities:

Standard V Criteria	Documentation, Processes, and Procedures	Connects to <i>MC 2020</i> Theme	Who Maintains (Roles, not People)	Last Document Update
1. Clearly stated education goals at the institution and degree/program levels, which are interrelated with one another, with relevant educational experience, and with the institution's mission;	<ul style="list-style-type: none"> • College Catalog (Curricula) • Curriculum Forms • Academic Master Plan 	Themes I, V and MC Mission, Vision & Values Statements	<ul style="list-style-type: none"> Curriculum Committee Curriculum Committee Academic Affairs 	<ul style="list-style-type: none"> 2015–Annually As Needed 2016–2021
2. Organized and systematic assessments, conducted by faculty and/or appropriate professionals, evaluating the extent of student achievement of institutional and degree/program goals, institutions	<ul style="list-style-type: none"> • Outcomes Assessment • College Area Review • Score Card 	Themes I, V and MC Mission, Vision & Values Statements	<ul style="list-style-type: none"> Office of Assessment Office of Assessment Office of the President 	<ul style="list-style-type: none"> 2015–As Needed 2015–As Needed

should:				
a. define meaningful curricular goals with defensible standards for evaluating whether students are achieving those goals;	<ul style="list-style-type: none"> • Outcomes Assessment Documents • Outcomes Assessment Website • Program-Level Assessment 		Office of Assessment Office of Assessment	2015–As Needed 2016–As Needed
b. articulate how they prepare students in a manner consistent with their mission for successful careers, meaningful lives, and where appropriate, further education. They should collect and provide data on the extent to which they are meeting these goals;	<ul style="list-style-type: none"> • Fact Book (Graduation Rate, Transfer Rates) • Score Card (Completion) • Alumni Data 		OIRA Office of the President OIRA	2015–Annually 2015–Annually Biennially
c. support and sustain assessment of	<ul style="list-style-type: none"> • Assessment Reports to Faculty 		Office of Assessment	2015–Annually

student achievement and communicate the results of this assessment to stakeholders;	<ul style="list-style-type: none"> • News Briefs on Assessment Websites <p>.....</p> <ul style="list-style-type: none"> • Planning Resource Tool Kit 		Office of Assessment	2016–As Needed
			OPIE	2015–Annually
3. Consideration and use of assessment results for improvement of educational effectiveness. Consistent with the institution’s mission, such uses include some combination of the following:		Themes I, V and MC Mission, Vision & Values Statements		
a. assisting students in improving their learning;	<ul style="list-style-type: none"> • Assessment Reports to Faculty <p>.....</p> <ul style="list-style-type: none"> • CAR Recommendations 		Office of Assessment	2015–As Needed
b. improving pedagogy and curriculum;	<ul style="list-style-type: none"> • Outcomes Assessment Reflection Forms <p>.....</p> <ul style="list-style-type: none"> • 2015 General Education Presentation <p>.....</p> <ul style="list-style-type: none"> • 2015 General Studies Revision 		Office of Assessment	2015–As Needed
			General Education Standing Committee	2015–Not to Be Updated
			Academic

			Affairs – General Studies Chair	
c. reviewing and revising academic programs and support services;	<ul style="list-style-type: none"> • Embedded Librarian Report • Library Survey • Annual Library Report • Academic Support Centers Report 		Montgomery College Libraries Academic Support Center Director	2015–As Needed 2015– Annually As Needed
d. planning, conducting, and supporting a range of professional development activities;	<ul style="list-style-type: none"> • ELITE/CPOD Schedule • Office of Assessment Workshops 		ELITE Office of Assessment	As Needed As Needed
e. planning, and budgeting for the provision of academic programs and services;	<ul style="list-style-type: none"> • College Area Review • Annual Budget • CAPDI Tutoring ESH Allocation Summary 		Office of Assessment Budget Office Academic Affairs	All Documents Produced Annually
f. informing appropriate constituents about the institution and its programs;	<ul style="list-style-type: none"> • College Catalog 		Academic Affairs	Regularly– Online Catalog Updated Multiple Times per

				Year.
g. improving key indicators of student success, such as retention, graduation, transfer, and placement rates;	<ul style="list-style-type: none"> • Score Card • Academic Affairs Strategic Plan • Fact Book (DFW Rates) 		Office of the President Academic Affairs OPIE/ OIRA	2015–Annually
h. implementing other processes and procedures designed to improve educational programs and services;	<ul style="list-style-type: none"> • General Education Presentation • General Studies Revision • On-Time Registration Presentation & Progress Report 		General Education Standing Committee Academic Affairs Registrar	2015–No Planned Update 2015 TBD
4. If applicable, adequate and appropriate institutional review and approval of assessment services designed, delivered, or assessed by third-party providers; and	<ul style="list-style-type: none"> • Community College Survey of Student Engagement (CCSSE) 	Themes I, V and MC Mission, Vision & Values Statements	OIRA	2007
5. Periodic assessment of the effectiveness of assessment processes utilized	<ul style="list-style-type: none"> • College Area Review • Outcomes Assessment Reflection Forms 	Theme V Theme I	Office of Assessment Office of	2015–As Needed 2015–As

by the institution for the improvement of educational effectiveness.	<p>.....</p> <ul style="list-style-type: none"> • 2015 General Education Presentation 	<p>.....</p> MC Mission, Vision & Values Statements	<p>.....</p> Assessment General Education Standing Committee	<p>.....</p> Needed 2015–No Plan for Update
Requirements of Affiliation/Standard V				
1. The institution systematically evaluates its educational and other programs and makes public how well and in what ways it is accomplishing its purposes.				
2. The institution’s student learning programs and opportunities are characterized by rigor, coherence, and appropriate assessment of student achievement throughout the educational offerings, regardless of certificate or degree level or				

delivery and instructional modality.				
3. Institutional planning integrates goals for academic and institutional effectiveness and improvement, student achievement of educational goals, student learning, and the results of academic and institutional assessments.				

Definitions

ELITE – E-Learning, Innovation & Teaching Excellence

OIRA – Office of Institutional Research & Analysis

OPIE – Office of Planning & Institutional Effectiveness

Workgroup VI: Planning, Resources, and Institutional Improvement

Workgroup Co-Chairs: Andrea Foster, Beatrice Lauman, Kevin Long

An accredited institution possesses and demonstrates the following attributes or activities:

Standard VI Criteria	Documentation, Processes, and Procedures	Connects to MC 2020 Theme	Who Maintains (Roles, not People)	Last Document Update
<p>1. Institution objectives both institution-wide and for individual units, that are clearly stated, assessed appropriately, linked to mission and goal achievement, reflect conclusions drawn from assessment results, and are used for planning and resource allocation;</p>	<p>1) <i>Montgomery College 2020</i> (P) 2) <i>MC 2020 Achievements Video</i> (A) 3) <i>MC 2020 Performance Canvas</i> (A) 4) <i>Performance Canvas Review and Recommendations</i> (A) 5) <i>FY17–20 Initiatives</i> (P) 6) <i>Resource Tool Kit</i> (A) 7) <i>Institutional Effectiveness Reports</i> (A) 8) <i>Academic Master Plan*</i> (P) 9) <i>Facilities Master Plan</i> (P) 10) <i>Facilities Master Plan Lessons Learned</i> (A) 11) <i>Diversity Plan</i> (P) 12) <i>Libraries Master Plan</i> (P) 13) <i>CAR Reports</i> (P/A) 14) <i>Student Success Scorecard</i> (A) 15) <i>Performance Accountability Report</i> (A) 16) <i>Trustee Information Program Reports</i> (A) 17) <i>OIT FY16 Roadmap</i> (P) 18) <i>Emergency Management Plan</i> (P)</p>	<p>Theme V</p>	<p>1) President 2) Communications 3) OPIE 4) OPIE 5) SVPs 6) OPIE 7) OPIE 8) SVP of Academic Affairs 9) Facilities 10) Facilities 11) HRSTM 12) Director of Libraries 13) CAR Coordinator 14) OIRA 15) OIRA 16) Board Relations 17) VP of OIT 18) Facilities</p>	<p>1) 2012 2) In Progress 3) October 2015 4) In Progress 5) In Progress 6) April 2015 7) March 2015 8) In Progress 9) February 2016 10) Ongoing 11) May 2013 12) March 2015 13) Varies 14) April 2015 15) October 2015 16) Varies 17) 2015 18) Unknown</p>
<p>2. Clearly documented and communicated</p>	<p>1) <i>CAR Reports</i> (P/A) 2) <i>Academic Restructuring 100-Day Report</i> (A)</p>	<p>Theme V</p>	<p>1) CAR Coordinator 2) SVP of</p>	<p>1) Varies 2) October 2014</p>

<p>planning and improvement processes that provide for constituent participation, and incorporate the use of assessment results;</p>	<p>3) Academic Restructuring Final Report (A) 4) Academic Restructuring Implementation Plan (P) 5) FY17 Initiatives Feedback (P/A) 6) Resource Tool Kit Survey (A) 7) Financial Position Analysis* (A) 8) Bookstore and Child Care Analysis (A) 9) IT Change Management Process (S) 10) IT Lessons Learned (A) 11) Facilities Master Plan Lessons Learned (A)</p>		<p>Academic Affairs 3) SVP of Academic Affairs 4) SVP of Academic Affairs 5) OPIE 6) OPIE 7) VP of Finance 8) SVP of Administrative & Fiscal Services 9) VP of OIT 10) VP of OIT 11) Facilities</p>	<p>3) March 2014 4) April 2014 5) November 2014 6) April 2014 7) In Progress 8) Fall 2015 9) May 2013 10) Ongoing 11) Ongoing</p>
<p>3. A financial planning and budgeting process that is aligned with the institution's mission and goals, evidence-based, and clearly linked to the institution's and units' strategic plans/objectives;</p>	<p>1) Financial Projections* (P) 2) Three-Year Budget* (P) 3) Budget Guidelines (D) 4) Resources Modeling Program (S) 5) Foundation/Development Plan* (P) 6) Fiscal Position Analysis* (A) 7) Capital Budget Process (S) 8) WD&CE Budget (P)</p>	<p>Theme V</p>	<p>1) VP of Finance 2) SVP of Administrative & Fiscal Services 3) Budget Office 4) VP of Management & Budget 5) SVP of Advancement 6) VP of Finance 7) Facilities 8) VP/Provost of WD&CE</p>	<p>1) Unknown 2) Unknown 3) Fall 2015 4) Unknown 5) Unknown 6) In Progress 7) February 2016 8) Ongoing</p>
<p>4. Fiscal and human resources as well as the physical and technical</p>	<p>1) Employee Engagement Dashboard (A) 2) Recruitment Policies and Procedures (D) 3) Fiscal Policies and Procedures (D) 4) Collective Bargaining Contracts (D)</p>	<p>Theme V</p>	<p>1) HRSTM 2) OPIE 3) OPIE 4) HRSTM</p>	<p>1) July 2013 2) Varies 3) Varies 4) November</p>

<p>infrastructure adequate to support its operations wherever and however programs are delivered;</p>	<p>5) Resources Modeling Program (S) 6) Facilities Master Plan (P) 7) Information Technology Master Plan* (P) 8) Project Portfolio Management* (A) 9) Taleo Performance Management (P/A) 10) Part-Time Faculty Institute Initiative* (P) 11) Faculty Allocation Process (S)</p>		<p>5) VP of Management & Budget 6) Facilities 7) VP of OIT 8) VP of OIT 9) HRSTM 10) and 11) SVP of Academic Affairs</p>	<p>2015 5) N/A 6) February 2016 7) In Progress 8) N/A 9) N/A 10) In Progress 11) In Progress</p>
<p>5. Well-defined decision-making processes and clear assignment of responsibility and accountability;</p>	<p>1) Montgomery College Staffing Plan (P) 2) Academic Restructuring Implementation Plan (P) 3) Board of Trustees Bylaws (D) 4) College Policies and Procedures (D) 5) Chair Report (A) 6) Governance (S) 7) Compliance Reports (A)</p>	<p>Theme V</p>	<p>1) HRSTM 2) SVP of Academic Affairs 3) OPIE 4) OPIE 5), 6) Office of the President 7) Compliance</p>	<p>1) Unknown 2) April 2014 3) June 2013 4) Varies 5), 6) Ongoing 7) Ongoing</p>
<p>6. Comprehensive planning for facilities, infrastructure, and technology that includes consideration of sustainability and deferred maintenance and is linked to the institution's strategic and financial planning processes;</p>	<p>1) Facilities Master Plan (P) 2) Life Sciences Park Master Plan (P) 3) Libraries Master Plan (P) 4) IT Master Plan*(P) 5) Property Control Guidelines (D) 6) Resource Conservation Plan (P) 7) Utility Master Plans (P) 8) Facilities Condition Assessment (A) 9) IT Replacement Schedule (P) 10) Deferred Maintenance Report (P) 11) Faculty Condition Index (A)</p>	<p>Theme V</p>	<p>1) Facilities 2) Life Sciences Park Foundation 3) Director of Libraries 4) VP of OIT 5) Procurement Dir. 6) Facilities 7) Facilities 8) Facilities 9) VP of OIT 10) Facilities 11) Facilities</p>	<p>1) February 2016 2) October 2014 3) March 2015 4) In Progress 5) Unknown 6) April 2015 7) May 2006 8) February 2016 9) Unknown 10) February 2016 11) February 2016</p>

	12) Joint IT/Facilities Meetings (S)		12) OIT/Facilities	12) Ongoing
7. An annual independent audit confirming financial viability with evidence of follow-up on any concerns cited in the audit's accompanying management letter;	1) FY15 Single Audit (D) 2) FY14 Single Audit (D) 3) FY15 Audited Financial Statements (D) 4) FY14 Audited Financial Statements (D) 5) FY15 Annual Financial Report (D) 6) FY14 Annual Financial Report (D)	Theme V	All VP of Finance	1) June 2015 2) June 2014 3) June 2015 4) June 2014 5) June 2015 6) June 2014
8. Strategies to measure and assess the adequacy and efficient utilization of institutional resources required to support the institution's mission and goals; and	1) CAR Reports (A) 2) IT Project Portfolio (A) 3) Resources Modeling Program (S) 4) Fiscal Position Analysis* (A) 5) Institutional Effectiveness Plans (A) 6) Resource Tool Kit (A) 7) Financial Reports (D) 8) Audited Financial Statements (D) 9) Outcomes Assessment (A) 10) Program Assessment (A)	Theme V	1) CAR Coordinator 2) VP of OIT 3) VP of Management & Budget 4) VP Finance 5) OPIE 6) OPIE 7) VP of Finance 8) VP of Finance 9) Assessment Director 10) Assessment Director	1) Varies 2) Unknown 3) Unknown 4) In Progress 5) March 2015 6) April 2015 7) June 2015 8) June 2015 9) Ongoing 10) Ongoing
9. Periodic assessment of the effectiveness of planning, resource allocation, institutional renewal processes, and availability of resources;	1) Fiscal Position Analysis* (A) 2) <i>Montgomery College 2020 Review</i> (A) 3) Resource Tool Kit (A) 4) CAR Reports (P/A) 5) SVP Assessment Matrix* (A) 6) Institutional Effectiveness Reports (A) 7) Enrollment Projections (P) 8) FMP Lessons Learned (A)	Theme V	1) VP of Finance 2) OPIE 3) OPIE 4) CAR Coordinator 5) SVPs 6) OPIE 7) OIRA 8) Facilities	1) In Progress 2) In Progress 3) April 2015 4) Varies 5) Unknown 6) March 2015 7) Ongoing 8) February 2016

Requirements of Affiliation/Standard VI				
1. The institution systematically evaluates its educational and other programs and makes public how well and in what ways it is accomplishing its purposes.	1) Performance Accountability Report (A) 2) IPEDs Reports (A/D) 3) Student Success Score Card (A) 4) Enrollment Projections (P) 5) Fact Books (A/D) 6) <i>MC 2020</i> Achievements Video (A)	Theme V	1) through 5) OIRA 6) Communications	1) October 2015 2) Varies 3) April 2015 4) Ongoing 5) Fall 2015 6) In Progress
2. Institutional planning integrates goals for academic and institutional effectiveness and improvement, student achievement of educational goals, student learning, and the results of academic and institutional assessments.	1) CAR Reports (P/A) 2) Resources Modeling Program (S) 3) <i>Montgomery College 2020</i> (P) 4) FY17–20 Initiatives (P) 5) Student Success Score Card (A) 6) Degree Progress Model (A) 7) Academic Master Plan (P)	Theme V	1) CAR Coordinator 2) VP of Management & Budget 3) Office of the President 4) SVPs 5) OIRA 6) OIRA 7) SVP of Academic Affairs	1) Varies 2) Unknown 3) 2012 4) In Progress 5) April 2015 6) November 2015 7) Ongoing
3. The institution has documented financial resources, funding base, and plans for financial development, including those from any related	1) Three-year Budget (P) 2) Audited Financial Statements (S) 3) Fiscal Position Analysis* (A) 4) Capital Budget (P) 5) Grant Reports and Budgets (D/A)	Theme V	1) SVP of Administrative & Fiscal Services 2) VP of Finance 3) VP of Finance 4) Facilities 5) Grants Office	1) Unknown 2) June 2015 3) In Progress 4) Ongoing 5) July 2015

<p>entities (including without limitation systems, religious sponsorship, and corporate ownership) adequate to support its educational purposes and programs and to ensure financial stability. The institution demonstrates a record of responsible fiscal management, has a prepared budget for the current year, and undergoes an external financial audit on an annual basis.</p>				
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Definitions

(A) – Assessment Document

(D) – Official Document

(P) – Planning Document

(S) – Process

*Document/Process is being developed.

CAR – College Area Review

HRSTM – Human Resources & Strategic Talent Management

OIRA – Office of Institutional Research & Analysis

OIT – Office of Information Technology
OPIE – Office of Planning & Institutional Effectiveness
WD&CE – Workforce Development & Continuing Education

Workgroup VII: Governance, Leadership, and Administration

Workgroup Co-Chairs: Maria Adams, Tacy Holliday, Karen Thomas

An accredited institution possesses and demonstrates the following attributes or activities:

Standard VII Criteria	Documentation, Processes, and Procedures	Connects to MC 2020 Theme	Who Maintains (Roles, not People)	Last Document Update
1. A clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for decision making by each constituency, including governing body, administration, faculty, staff, and students;	<ul style="list-style-type: none"> • Policy & Procedure 11004–Governance • Policy & Procedure 11003– Labor Relations • Governance Organizational Chart with Links 	Themes I, V		
2. A legally constituted governing body that:	Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1	Theme V	Board Relations Coordinator	
a. serves the public interest, ensures that the institution clearly states and fulfills its mission and	Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1 New Trustee Orientation Board Engagement Through: <ol style="list-style-type: none"> 1. Trustee Information Day 2. Annual Constituent Conversations 	Theme V	Board Relations Coordinator	Version: June 2013; DRM - February, 2016

<p>goals, has fiduciary responsibility for the institution, and is ultimately accountable for the academic quality, planning, and fiscal well-being of the institution;</p>	<ol style="list-style-type: none"> 3. Formal Constituent Comments at Public Board Meetings 4. Testimony before Public and Elected Officials 5. Annual Legislative Breakfast with Local Elected Officials 6. Board Joint Meetings with Montgomery County Public Schools, Montgomery College Foundation Board, LSP Foundation 			
<p>b. has sufficient independence and expertise to ensure the integrity of the institution. Members must have primary responsibility to the accredited institution and not allow political, financial, or other influences to interfere with their governing responsibilities;</p>	<p>Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1</p> <p>Policy & Procedure 11002–Political Activity http://cms.montgomerycollege.edu/pnp/#Chapter_1</p> <p>Financial Disclosure Statement Process for Trustees and Administrators for the Maryland State Ethics Commission http://ethics.maryland.gov http://efds.ethics.state.md.us/</p>	<p>Theme V</p>	<p>Board Relations Coordinator</p>	
<p>c. ensures that neither the</p>	<p>Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1</p>	<p>Theme V</p>	<p>Board Relations Coordinator</p>	

<p>governing body nor its individual members interferes in the day-to-day operations of the institution;</p>	<p>Board Development Processes Through:</p> <ol style="list-style-type: none"> 1. New Trustee Orientation 2. Board Retreats 3. Attendance at Maryland Association of Community Colleges Legislative Summit 4. Attendance at Association of Community Colleges conferences: http://cms.montgomerycollege.edu/EDU/Department.aspx?id=70150 			
<p>d. oversees at the policy level the quality of teaching and learning, the approval of degree programs and the awarding of degrees, the establishment of personnel policies and procedures, the approval of policies and bylaws, and the assurance of strong fiscal management;</p>	<p>Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1</p> <p>New Trustee Orientation</p>	<p>Theme V</p>	<p>Board Relations Coordinator</p>	
<p>e. plays a basic policy-making role in financial affairs to ensure</p>	<p>Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1</p> <p>Policy level responsibility for fiscal affairs:</p>	<p>Theme V</p>	<p>Board Relations Coordinator</p>	

<p>integrity and strong financial management. This may include a timely review of audited financial statements and/or other documents related to the fiscal viability of the institution;</p>	<ol style="list-style-type: none"> 1. Board Audit Committee http://cms.montgomerycollege.edu/EDU/Verified_Policies_and_Procedures/Official_College_Policies_and_Procedures/ (See Board of Trustees Bylaws, Chapter on Committees on page 8) 2. Board Audit Review Subcommittee (attached) 3. Board Review of Quarterly Financial Statements 4. Board Review of Institutional Audit http://cms.montgomerycollege.edu/EDU/Department.aspx?id=45630 (See Board Resolution #15-12-104) 			
<p>f. appoints and regularly evaluates the performance of the Chief Executive Officer;</p>	<p>Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1</p> <ol style="list-style-type: none"> 1. Presidential Annual Goals and Objectives to the Board 2. Annual Report Highlighting Achievements of Montgomery College 3. President’s Report to the Board of Trustees http://cms.montgomerycollege.edu/EDU/Department.aspx?id=21553 4. Presidential Priorities 5. <i>Milestone Moments</i> http://blogs.montgomerycollege.edu/timeline/ 6. Evaluation and Compensation Committee (ECC) 7. ECC Timeline 	Theme V	Board Relations Coordinator	
<p>g. is informed in all its operations by principles of good practice in</p>	<ol style="list-style-type: none"> 1. Trustee Information Day 2. Annual Constituent Conversations 3. Formal Constituent Comments at Public Board Meeting 	Theme V	Board Relations Coordinator	

<p>board governance;</p>	<ol style="list-style-type: none"> 4. Board Audit Review Subcommittee 5. Board Review of Quarterly Financial Statements 6. Board Review of Institutional Audit: http://cms.montgomerycollege.edu/EDU/Department.aspx?id=45630 (See Board Resolution #15-12-104) 7. Public meetings, agendas and minutes public available: http://cms.montgomerycollege.edu/EDU/Department.aspx?id=23020 8. Annual Report Highlighting Achievements of Montgomery College 9. Monthly Outlooks: http://cms.montgomerycollege.edu/EDU/Department.aspx?id=69224 			
<p>h. establishes and complies with a written conflict of interest policy designed to ensure the impartiality of the governing body by addressing matters such as payment for services, contractual relationships, employment, and family, financial or</p>	<p>Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1 New Trustee Orientation</p>	<p>Theme V</p>	<p>Board Relations Coordinator</p>	

other interests that could pose or be perceived as conflicts of interest;				
i. supports the Chief Executive Officer in maintaining the autonomy of the institution;	Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1	Theme V	Board Relations Coordinator	
3. A Chief Executive Officer who: a. is appointed by, evaluated by, and reports to the governing body and shall not chair the governing body;	Policy and Procedure 24101–President http://cms.montgomerycollege.edu/pnp/Chapter_2 Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/sect.ID#12	Theme V		
b. has appropriate credentials and professional experience consistent with the mission of the organization;	President's Curriculum Vitae http://cms.montgomerycollege.edu/EDU/Department.aspx?id=13463	Theme V		
c. has the authority and autonomy required to fulfill the responsibilities	College Policies and Procedures: Ch. 1: Formulation and Policy & Procedure 11005–Formulation and Issuance of College Policies and Procedures Policy & Procedure 11001–Board of Trustees Bylaws	Theme V		

<p>of the position, including developing and implementing institutional plans, staffing the organization, identifying and allocating resources, and directing the institution toward attaining the goals and objectives set forth in its mission;</p>	<p>http://cms.montgomerycollege.edu/pnp/sect - IIB#1-3</p>			
<p>d. has the assistance of qualified administrators, sufficient in number, to enable the Chief Executive Officer to discharge his/her duties effectively; and is responsible for establishing procedures for assessing the</p>	<p>Policy and Procedure 24001– Organizational Chart Office of the Vice President for Planning and Institutional Effectiveness http://cms.montgomerycollege.edu/EDU/Department.aspx?id=4734 College Area Review http://cms.montgomerycollege.edu/edu/department.aspx?id=12386 Learning Outcomes Assessment http://cms.montgomerycollege.edu/edu/department.aspx?id=5534 Office of Institutional Research and Analysis</p>	<p>Theme V</p>		

<p>organization's efficiency and effectiveness;</p>	<p>http://cms.montgomerycollege.edu/research/ Middle States Commission on Higher Education http://cms.montgomerycollege.edu/EDU/Department.aspx?id=5554</p>			
<p>4. An administration possessing or demonstrating:</p>	<p>1. Governance Website http://cms.montgomerycollege.edu/mcgovernance/Councilshttp://cms.montgomerycollege.edu/EDU/StudentCAS.aspx?id=34873</p> <p>2. Academic Services Council http://cms.montgomerycollege.edu/MCgovernance/academic/services/</p> <p>3. Administrator Council http://cms.montgomerycollege.edu/MCgovernance/administrator/council/</p> <p>4. College Council http://cms.montgomerycollege.edu/MCgovernance/college/council/</p> <p>5. Employee Services Council http://cms.montgomerycollege.edu/MCgovernance/employeeservices/</p> <p>6. Faculty Council http://cms.montgomerycollege.edu/MCgovernance/faculty/council/</p> <p>7. Operational Services Council http://cms.montgomerycollege.edu/MCgovernance/operational/services/</p>			

	<p>8. Staff Council http://cms.montgomerycollege.edu/MCgovernance/staffcouncil/</p> <p>9. Student Council http://cms.montgomerycollege.edu/MCgovernance/studentcouncil/</p> <p>10. Student Services and Success Council http://cms.montgomerycollege.edu/MCgovernance/studentsvs_success/</p> <p>11. Germantown Campus Council http://cms.montgomerycollege.edu/MCgovernance/germantowncouncil/</p> <p>12. Rockville Campus Council http://cms.montgomerycollege.edu/MCgovernance/rockvillecouncil/</p> <p>13. Takoma Park/Silver Spring Campus Council http://cms.montgomerycollege.edu/MCgovernance/tpsscouncil/</p> <p>14. Workforce Development & Continuing Education Council http://cms.montgomerycollege.edu/MCgovernance/wdcecouncil/</p>			
<p>a. an organizational structure that is clearly documented and</p>	<p>Administrator/Chair/Director Organizational Chart</p>			

that clearly defines reporting relationships;				
b. an appropriate size and with relevant experience to assist the Chief Executive Officer in fulfilling his/her roles and responsibilities;	GL360 2013 Results Overview Report			
c. members with credentials and professional experience consistent with the mission of the organization and their functional roles;	Human Resources and Strategic Talent Management (HRSTM) Roadmap (May 30, 2014) (hiring process)			
d. skills, time, assistance, technology, and information systems expertise required to perform their duties;	HRSTM Comprised Data by Competency Themes (October 24, 2013)			
e. regular	GL360 2013 Results Overview Report			

engagement with faculty and students in advancing the institution's goals and objectives;				
f. systematic procedures for evaluating administrative units and for using assessment data to enhance operations; and	360 Assessment Reports			
5. Periodic assessment of the effectiveness of governance, leadership, and administration.				
Requirements of Affiliation/Standard VII				
1. The institution fully discloses its legally constituted governance structure(s) including any related entities (including without limitation systems, religious sponsorship, and	Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1 Financial Disclosure Statement Process for Trustees and Administrators for the Maryland State Ethics Commission http://ethics.maryland.gov http://efds.ethics.state.md.us/			

<p>corporate ownership). The institution's governing body is responsible for the quality and integrity of the institution and for ensuring that the institution's mission is being carried out.</p>				
<p>2. A majority of the institution's governing body's members have no employment, family, ownership, or other personal financial interest in the institution. The governing body adheres to a conflict of interest policy that assures that those interests are disclosed and that they do not interfere with the impartiality of governing body members or outweigh the greater duty to secure and ensure</p>	<p>Policy & Procedure 11001–Board of Trustees Bylaws http://cms.montgomerycollege.edu/pnp/#Chapter_1 Policy and Procedure 24101–President http://cms.montgomerycollege.edu/pnp/Chapter_2</p>			

the academic and fiscal integrity of the institution. The institution's district/system or other chief executive officer shall not serve as the chair of the governing body.				
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