Deep Dive with MC Data

John Hamman, Chief Analytics & Insights Officer

Debbie Van Camp, Director of Policy & Planning

January 16, 2025

Transformation Aspirations

- **ACCESS**
  - Deliberate work in the community to create a college-going culture.
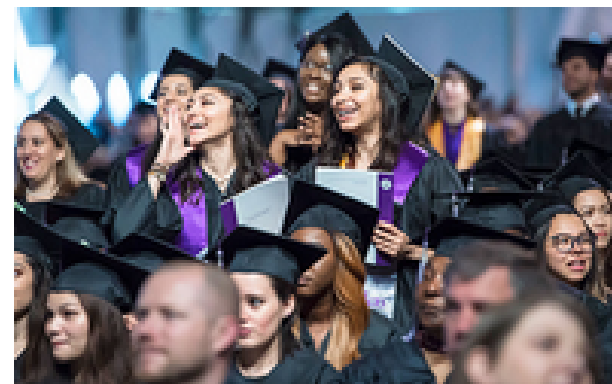
- **COMPLETION**
  - Ensure that credentials the College offers provide experiences of economic, social, and community impact.

- **POST-COMPLETION SUCCESS**
  - Ensure students have skills to ensure success on their journey and the ability to earn a family sustaining wage.

Transformational Aspirations Dashboard

The bold set of transformational aspirations that will guide the College for the next decade focuses on engagement with internal and external stakeholders and identifies social, economic, and community impacts that will transform lives and society. These aspirations can be broken into three components: **access**, **completion**, and **post-completion success**.

- **Access** is not simply opening the doors of the institution to those interested in attending. Instead, it is deliberate work in the community to create a college-going culture across the county, and especially in those areas where going to college has historically been the exception instead of the expectation.
- **Completion** is not just about earning degrees. The College must ensure that all credentials that the College offers provide experiences of economic, social, and community impact.
- **Post-completion success** is our institutional ability to transform lives. When students leave MC, whether they are transferring to another school or entering the workforce, they need to have mastered skills that will ensure success on their journey and allow them to earn a family sustaining wage.
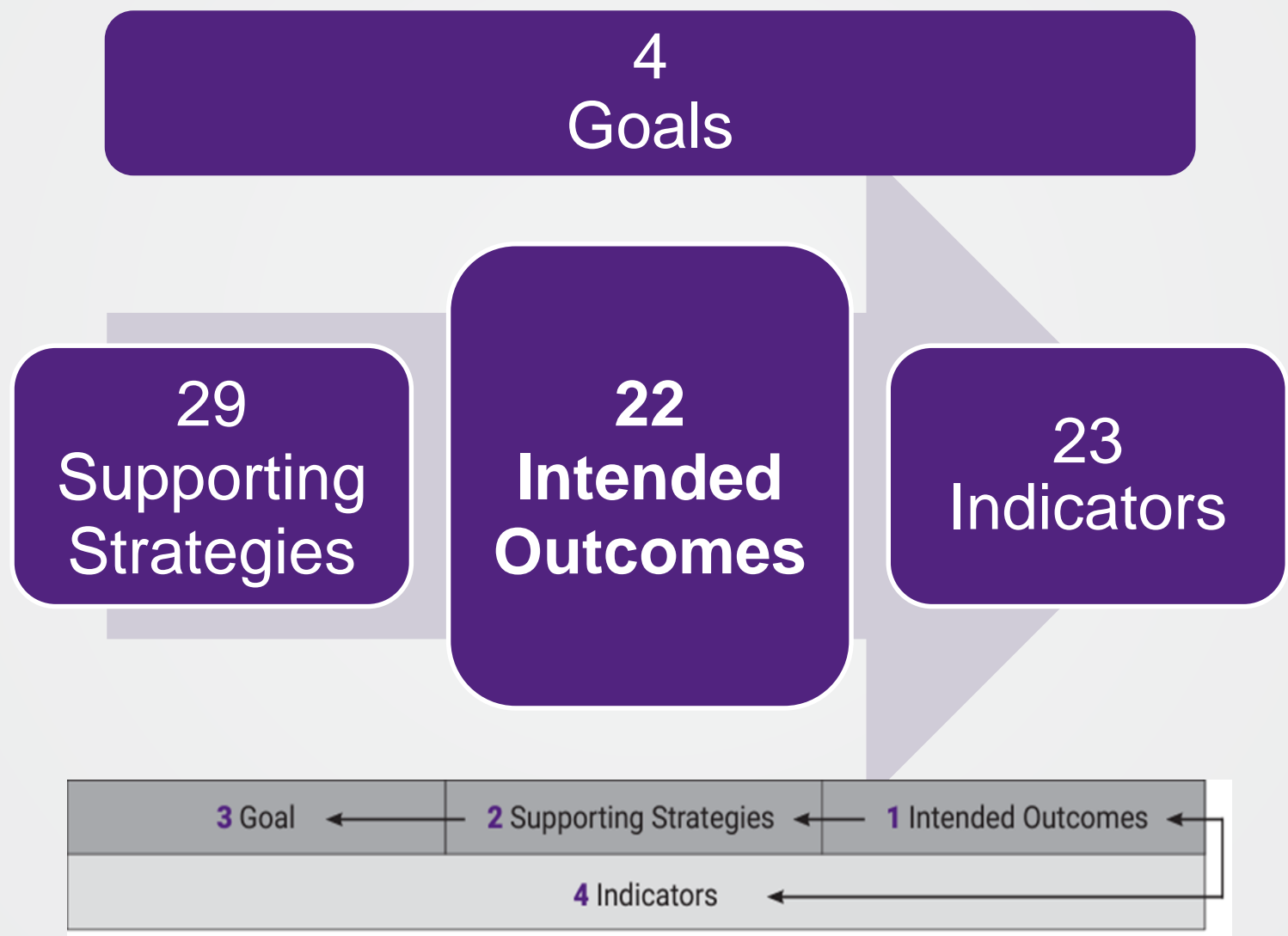
Each aspiration is accompanied by aims—that is, specific and measurable targets, which we want to realize in 10 years. These aspirations are ambitious, big ideas that will have a deep and lasting impact on the communities of Montgomery County.

MONTGOMERY COLLEGE

Transformational Aspirations

Strategic Plan

Action steps

Goal 1: Enhance connections between MC and our community

A. Meaningful engagement with MCPS students and their families by 7th grade

B. Continuous enrollment growth, across demographic characteristics, to be the community's college

C. Integration of civic engagement in the College's practices

D. Greater sense of unity between the College and the community

E. Greater awareness of mental health and basic need supports for MC students and employees

# Goal 2: Cultivate a sense of belonging for everyone at the College

F. Students who feel a sense of belonging at the college, regardless of demographic characteristics

G. Employees who feel a sense of belonging at the college, regardless of demographic characteristics or position

H. Academic and career advising experience at key milestones for all students

Goal 3: Enhance educational and organizational effectiveness

I. Academic excellence in all programs

J. An effective learning environment for all students

K. Efficient registration process for all students

L. Data-informed program development, recruitment, scheduling, and student support services

M. Increased, equitable student retention and completion rates

N. Consistent student support services available to all students, regardless of location or program

O. Competitive compensation packages for all employees

P. Large pools of qualified candidates for job postings

Goal 4: Increase economic impact for our students and community

Q. Affordable postsecondary education offerings

R. Post-completion success through greater preparation and employability

S. Career development integrated into the student experience

T. Increased connections between workforce and academic programs

U. All degrees, certificates, and micro-credentials are designed for economic, social, and community impact

V. Increased economic mobility through decreased gaps in earning potential among all students
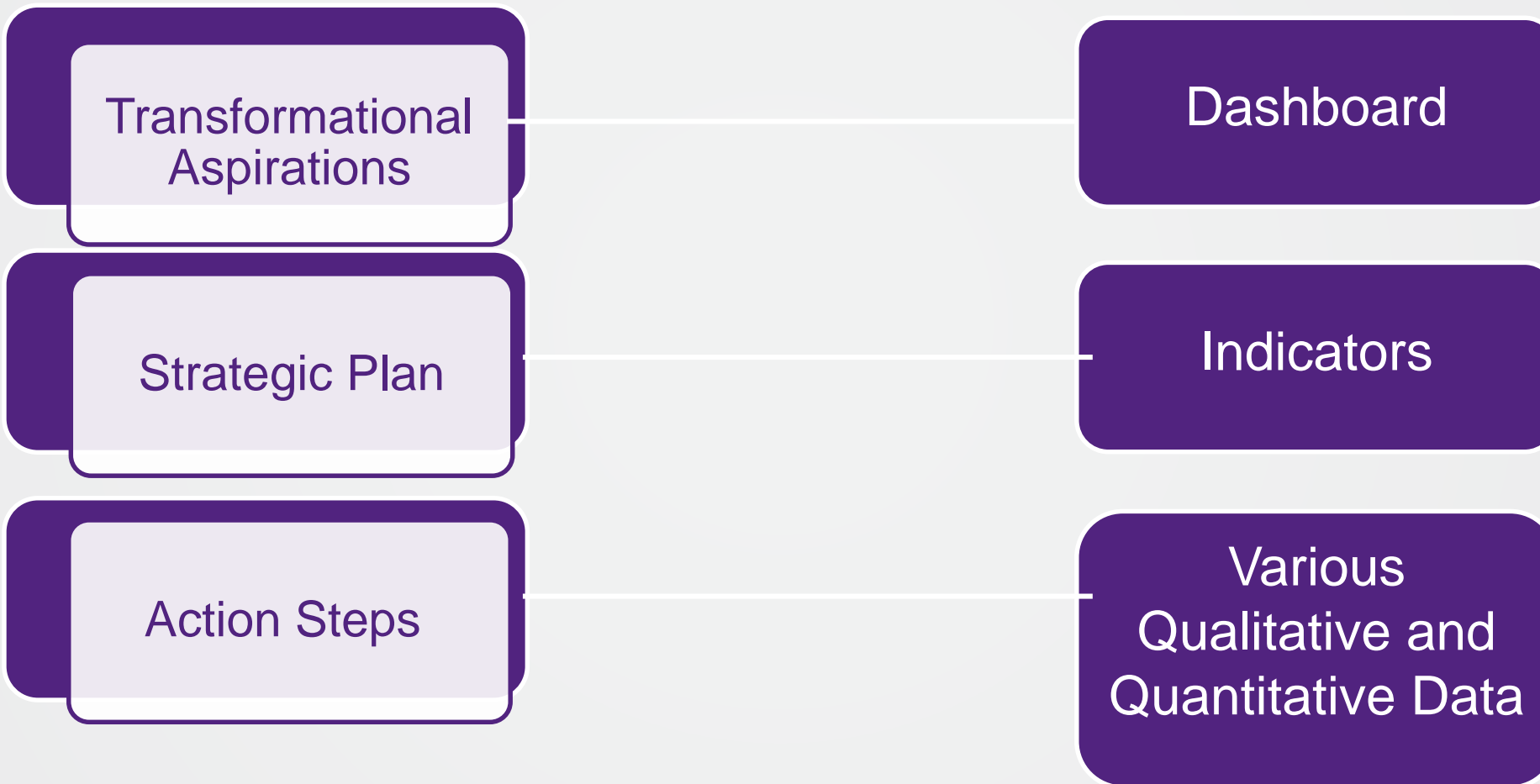
Goal 1
Enhance connections between Montgomery College and our community.

Indicator	Baseline	2024	2025	2026	2027	2028	Target
Unduplicated fiscal year headcount	40,342	45,385					44,800
Unduplicated students taking courses at the East County Education Center	0	204					2,000
Students enrolled in dual enrollment	1,506	2,356					3,500
Percentage of 6th grade MCPS students that have attended an MC outreach event	0	0					100%
Percentage of students with an academic plan for the current year	65%	Update Spring 2025					80%
Voting rate of MC students	58%	Update Fall 2024					61%
Percentage of MC students facing any basic needs insecurity	57%	Update Spring 2025					Below 50%

Goal 2
Cultivate a sense of belonging for everyone at the College.

Indicator	Baseline	2024	2025	2026	2027	2028	Target
Graduation rate	18%	19%					35%
Transfer rate to baccalaureate institutions	43%	43%					50%
Employee engagement	62%	Update Spring 2025					75%
Student satisfaction surveys	86%	Update Spring 2025					90%
Percentage of students participating in extracurricular or cocurricular activity	75%	Update Spring 2025					80%
Annual retention rates for students	65%	64%					68%
Annual retention rates employees	95%	94%					Above 80%

Goal 3
Enhance educational and organizational effectiveness.

Indicator	Baseline	2024	2025	2026	2027	2028	Target
Annual average number of qualified applications per position advertised	16	14					20
Annual retention rates for students	65%	64%					68%
Annual retention rates for employees	95%	94%					Above 85%
Percentage of positions filled by current college employees	59%	37%					50%
Annual general education proficiency rates	70%	74%					83%
Number of sections cancelled during ongoing registration	571/8,318 (7%)	539/8,190 (7%)					5%
Annual number of employee non-retirement separations from the College	96	104					N/A [1]

[1] This indicator is tracked and disaggregated to monitor for patterns/trends, but there is no target.

Goal 4
Increase economic impact for our students and community.

Indicator	Baseline	2024	2025	2026	2027	2028	Target
Graduation rate	18%	19%					35%
Licensure pass rate	78%	79%					85%
Annual number of students participating in internships, experiential learning, or apprenticeships	1,813	1,955					3,000
Annual number of students having completed both credit and noncredit courses at MC	1,019	1,403					1,500
Percentage of credentials that map to family sustaining wages within five years of completion	67%	65%					75%

Why focus on data?

Analytics Can Save Higher Education. Really.

A Joint Statement on Analytics from: AIR, EDUCAUSE, NACUBO
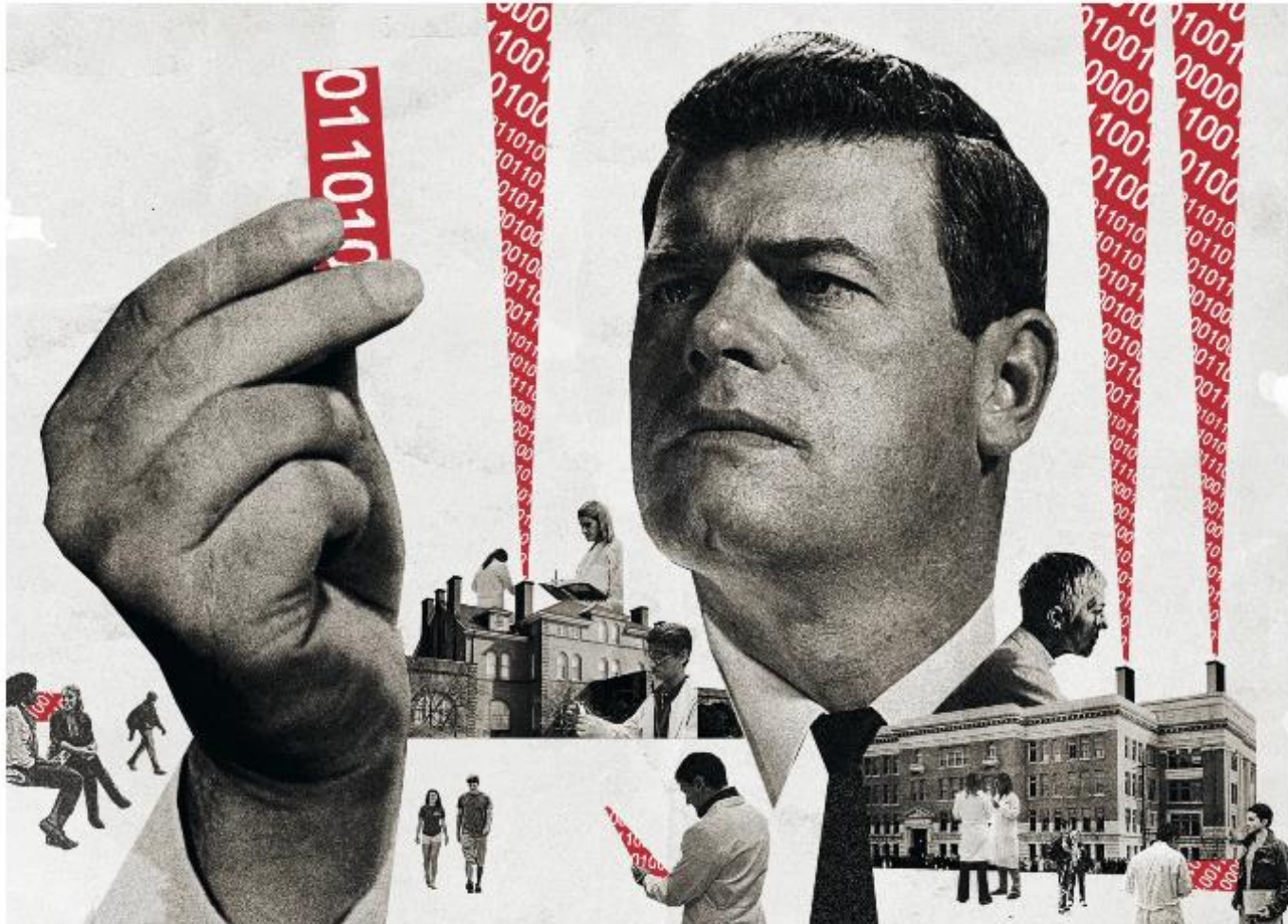
We strongly believe that using data to better understand our students and our own operations paves the way to developing new, innovative approaches for improved student recruiting, better student outcomes, greater institutional efficiency and cost-containment, and much more.

We All Need to Be Data People

By *Archie P. Cubarrubia* | OCTOBER 13, 2019

LINCOLN AGNEW FOR THE CHRONICLE

Although there is a lot of institutional, state, and federal data that could be used to improve student success, few people at colleges know how to make sense of it. More important, even fewer know how to use it effectively.

What does our student body look like?

MONTGOMERY COLLEGE

18,835 Total Number of Credit Students

Change From Previous Year ▲ **5.8%**
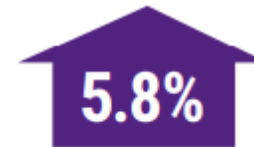
3,718 First Time Ever in College
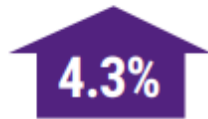
Change From Previous Year ▲ **4.3%**
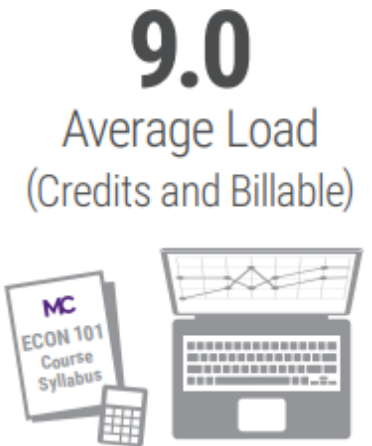
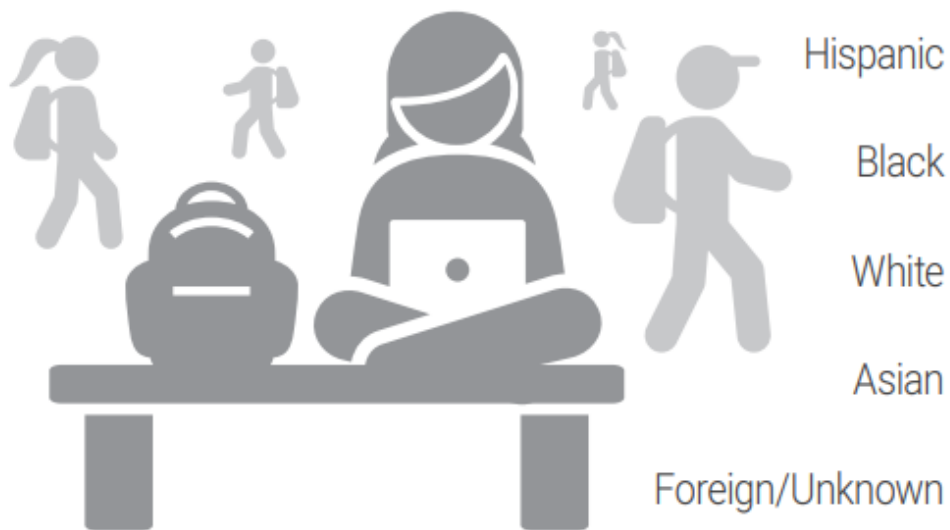**63.9%** Fall 2023 to Fall 2024 Retention of New Students

2,356 High School Dual Enrollment

23.1 Average Student Age
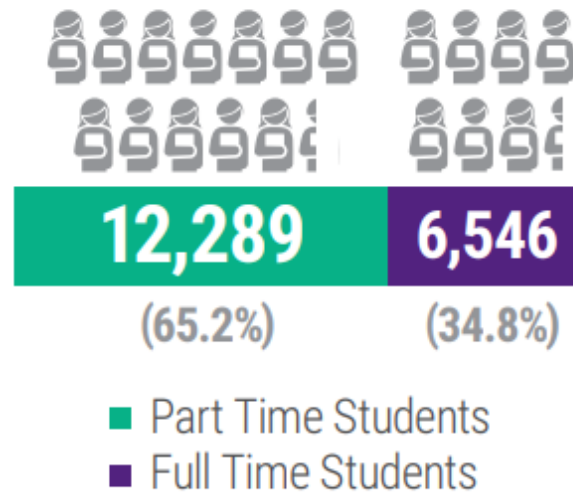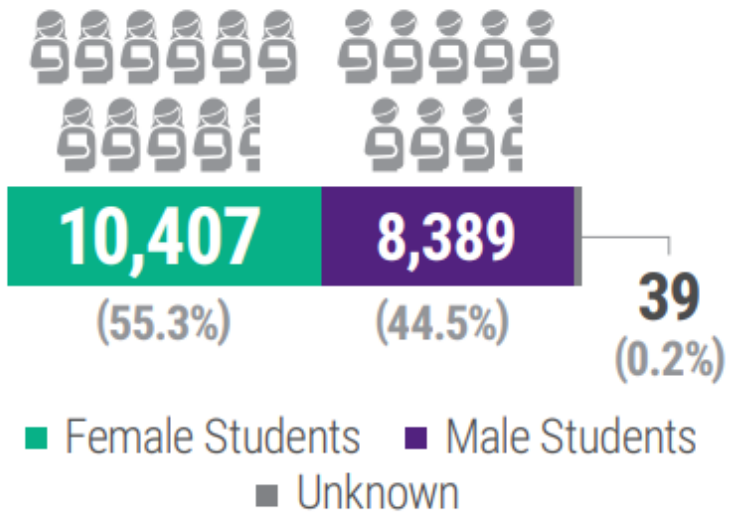
Hispanic 5,639 (29.9%)
Black 4,522 (24.0%)
White 3,495 (18.6%)
Asian 2,355 (12.5%)
Foreign/Unknown 2,030 (10.8%)
Multi-Race/Native American/Pacific Islander 794 (4.2%)
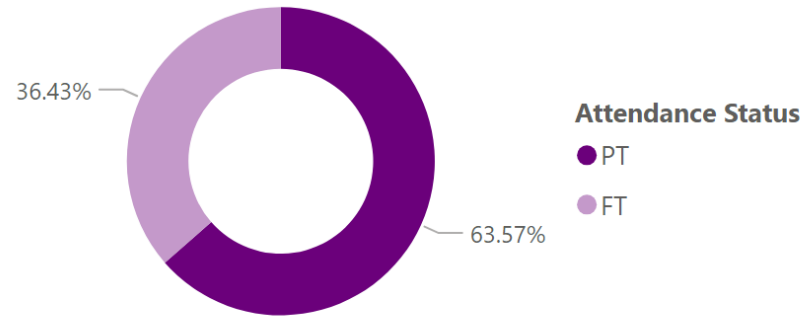
Spring 2025 Live Enrollment Dashboard

13,500
Total Enrolled Students

Sex Distribution of Enrolled Students

- 0.15%
- 42.67%
- 57.18%

Sex
- Female
- Male
- Unknown

Distribution of Enrolled Students by Attendance Status

- 36.43%
- 63.57%

Attendance Status
- PT
- FT
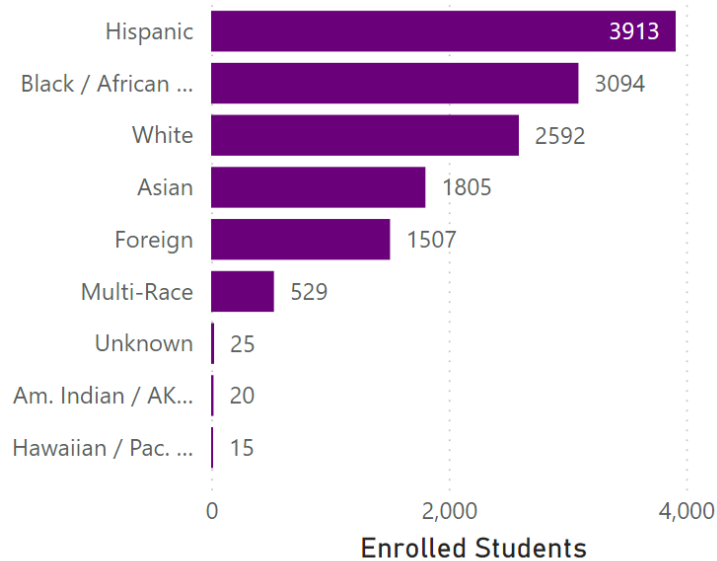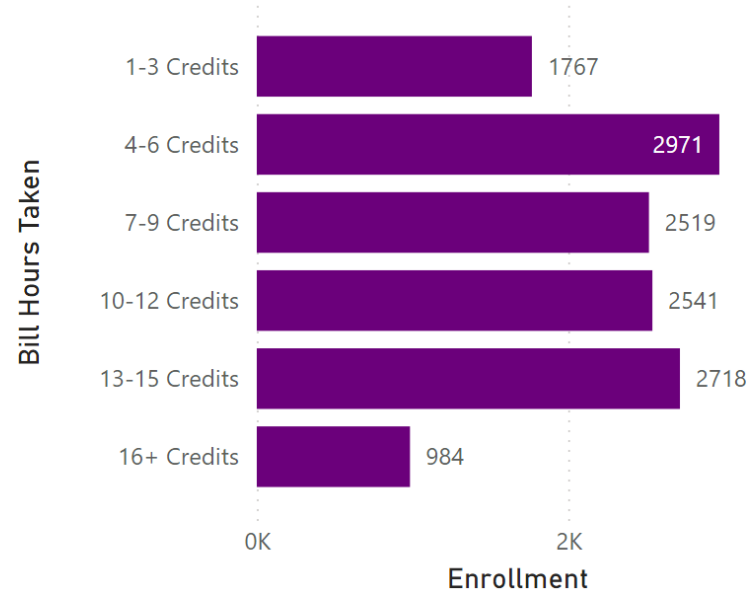
Declared Major

- ☐ Accounting (AAS)
- ☐ Accounting (CT)
- ☐ American Sign Language (AA)
- ☐ American Sign Language (CT)
- ☐ Applied Geography (AAS)

Clear all slicers

22.98
Average Student Age

Race/Ethnicity Distribution of Enrolled Students

Race/Ethnicity	Enrolled Students
Hispanic	3913
Black / African ...	3094
White	2592
Asian	1805
Foreign	1507
Multi-Race	529
Unknown	25
Am. Indian / AK...	20
Hawaiian / Pac. ...	15

Distribution of Enrolled Students by Total Bill Hours

Bill Hours Taken	Enrollment
1-3 Credits	1767
4-6 Credits	2971
7-9 Credits	2519
10-12 Credits	2541
13-15 Credits	2718
16+ Credits	984

9.17
Average Bill Hours

Distribution of Enrolled Students by Student Type

- 7.59%
- 0.16%
- 90.36%

Student Type
- Continuing - Cre...
- First Time New
- Transfer
- Visiting Student
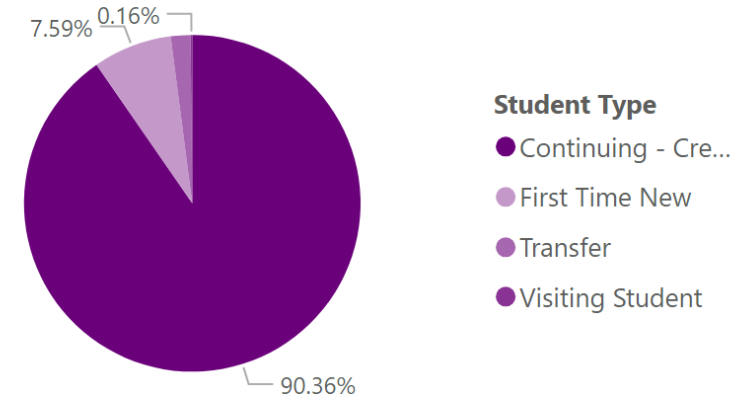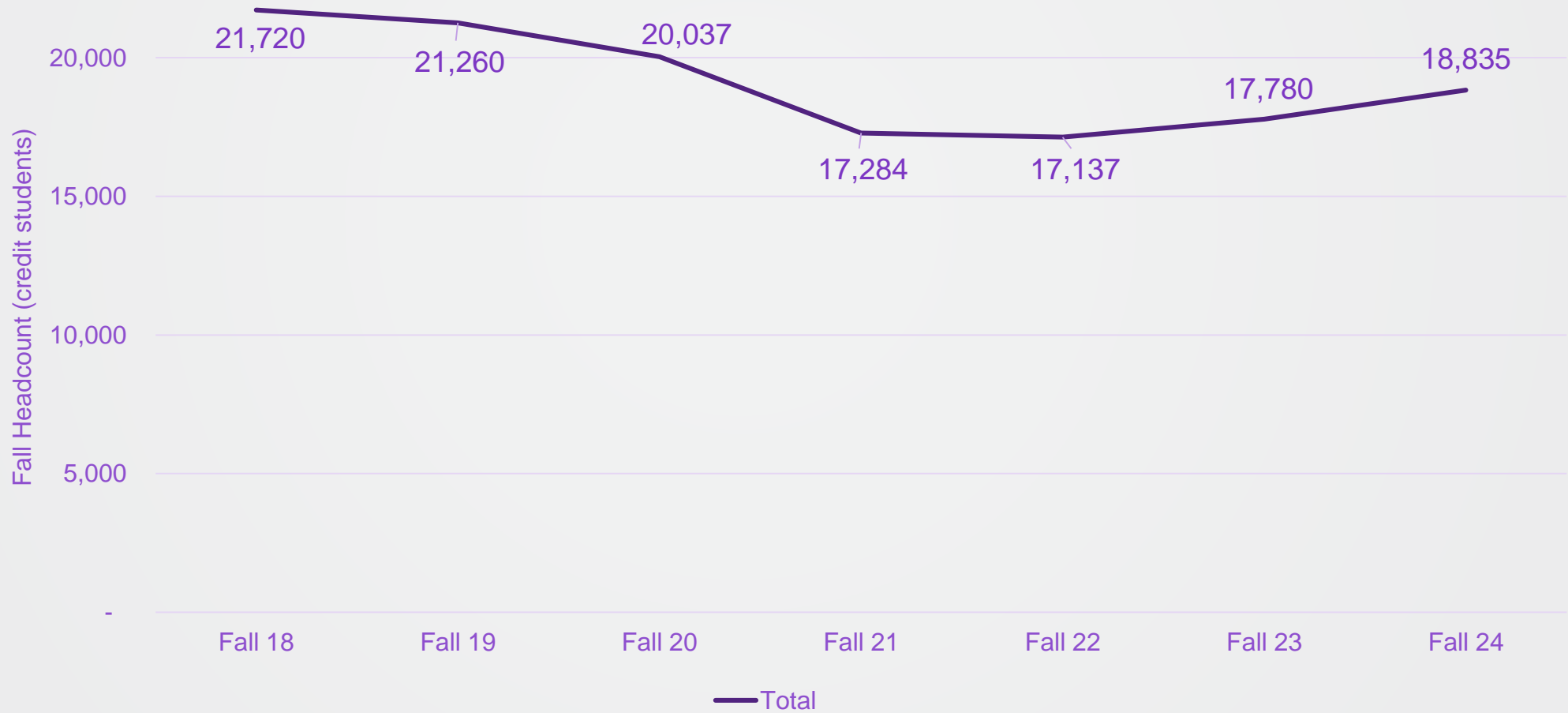
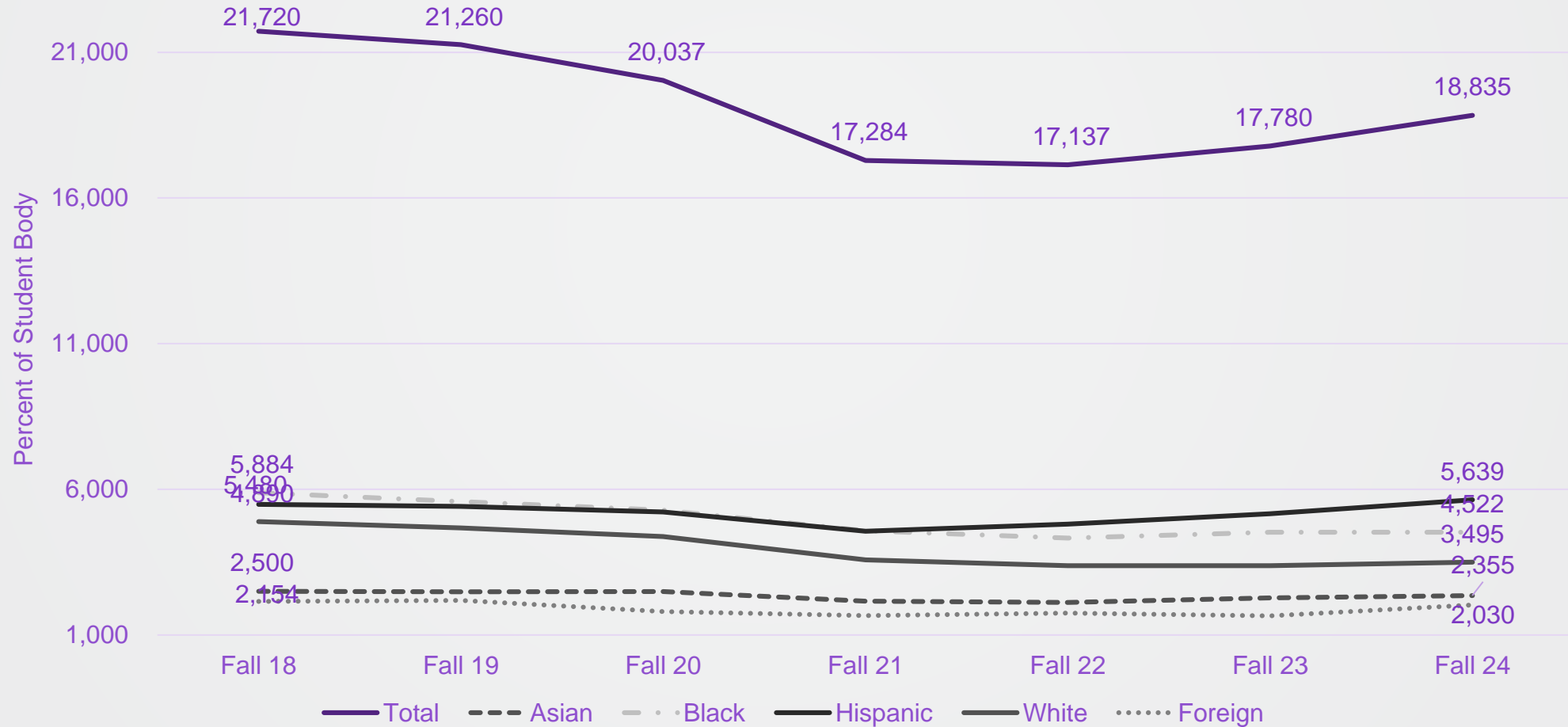# Fall Headcount Percentages over time
5 largest race/ethnicities
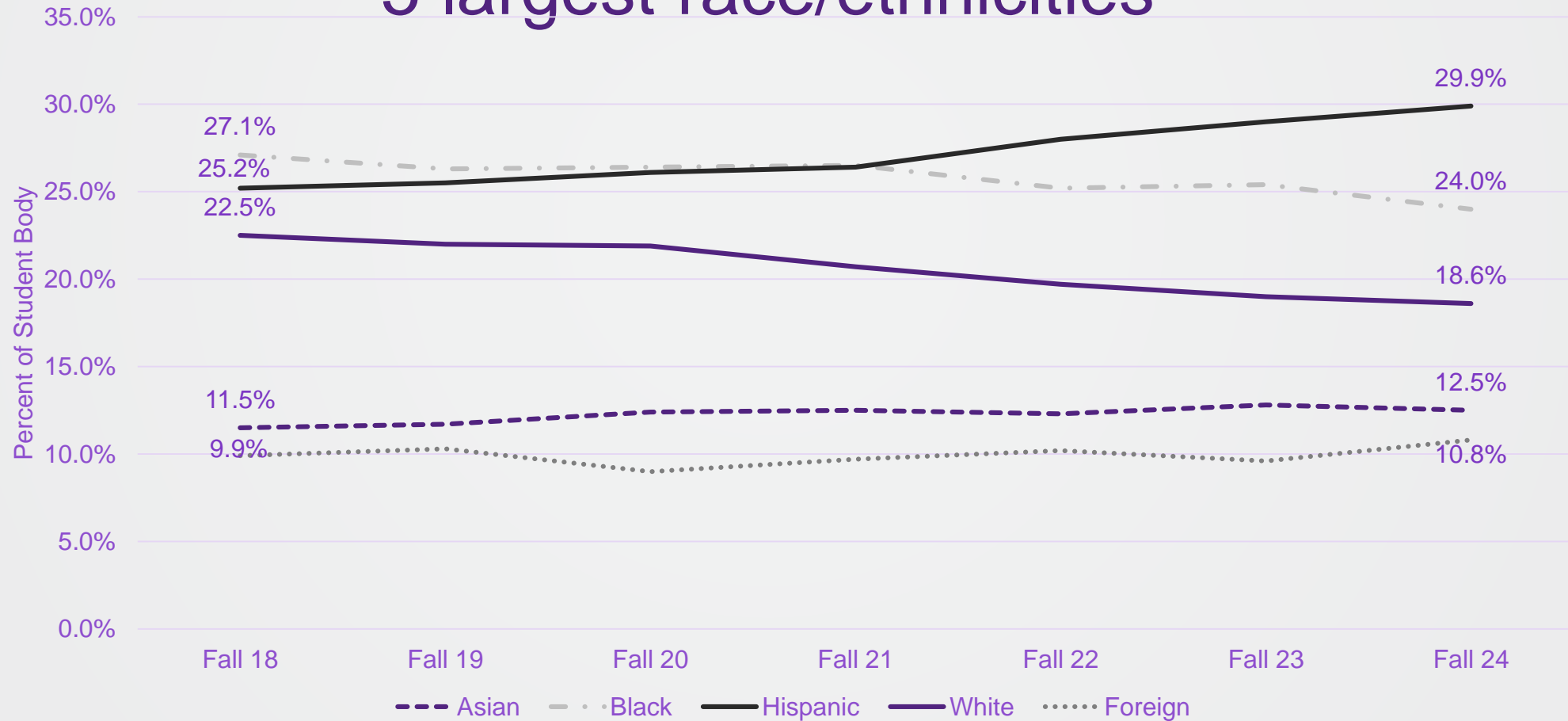
Fall Headcount – Fall 18 to Fall 24

Fall Headcount (credit students)

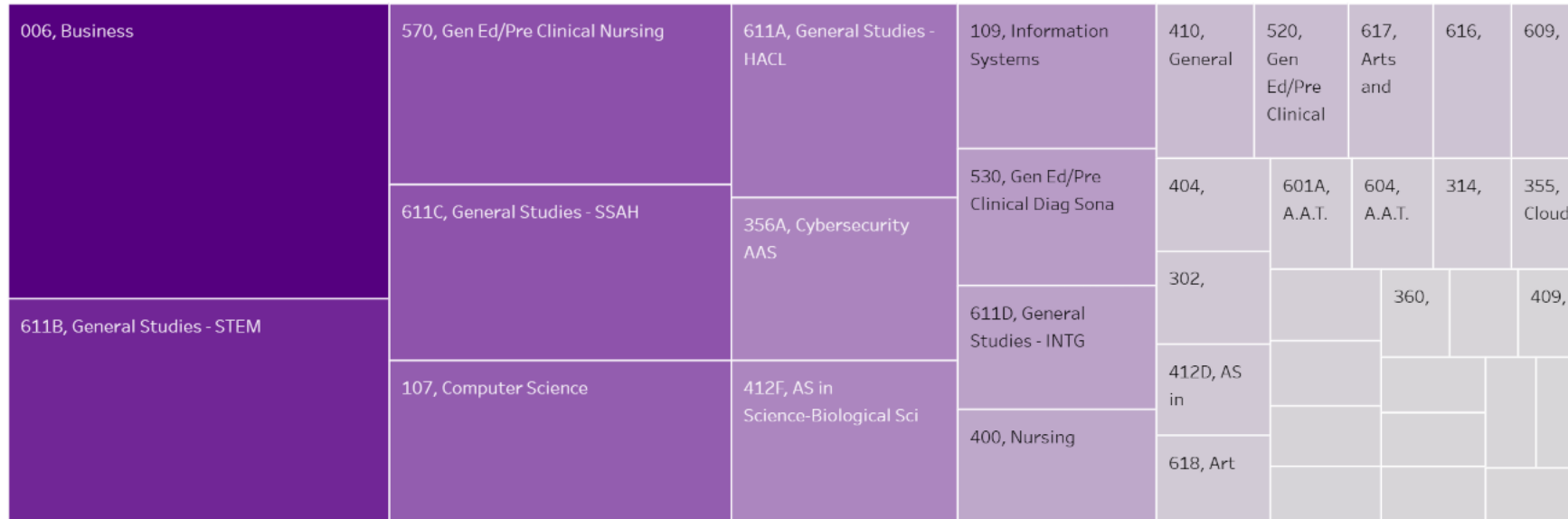- 21,720
- 21,260
- 20,037
- 17,284
- 17,137
- 17,780
- 18,835

20,000

15,000

10,000

5,000

-

Fall 18 — Fall 19 — Fall 20 — Fall 21 — Fall 22 — Fall 23 — Fall 24

—Total

Fall Headcount – Fall 18 to Fall 24

New Fall Students' Attempts and Completion Rates of English "Gateway Courses" in First Year
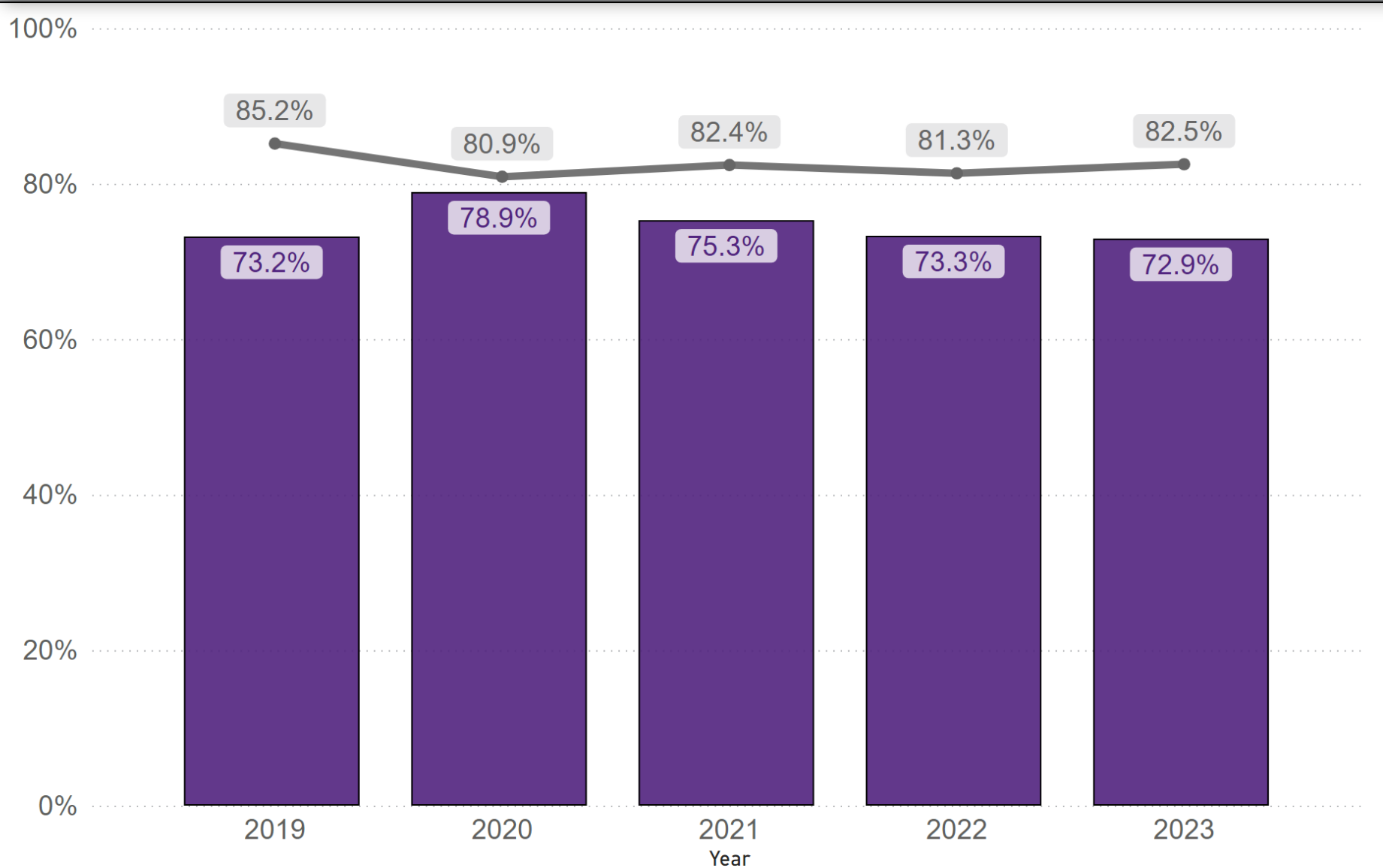
Summary of 2023

Attempt Rate: 72.9%
Down 0.3pp from 2019
Down 0.4pp from 2022

Completion Rate: 82.5%
Down 2.7pp from 2019
Up 1.2pp from 2022

New Fall Students' Attempts and Completion Rates of Math "Gateway Courses" in First Year

Summary of 2023

Attempt Rate: 56.1%
    Up 7.8pp from 2019
    Down 0.1pp from 2022

Completion Rate: 74.6%
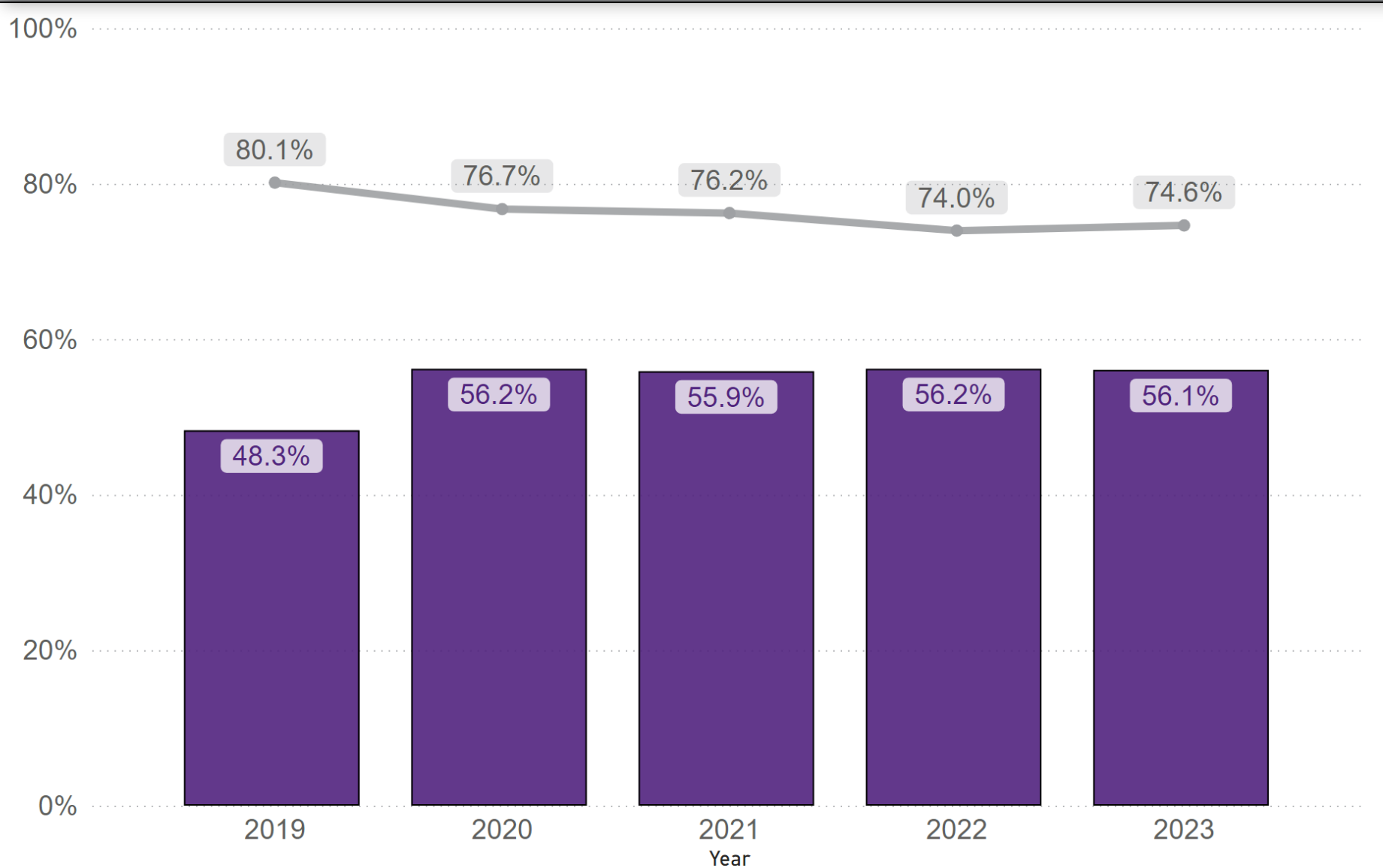   Down 5.5pp from 2019
    Up 0.6pp from 2022

New Fall Students' Attempts and Completion Rates of English AND Math "Gateway Courses" in First Year

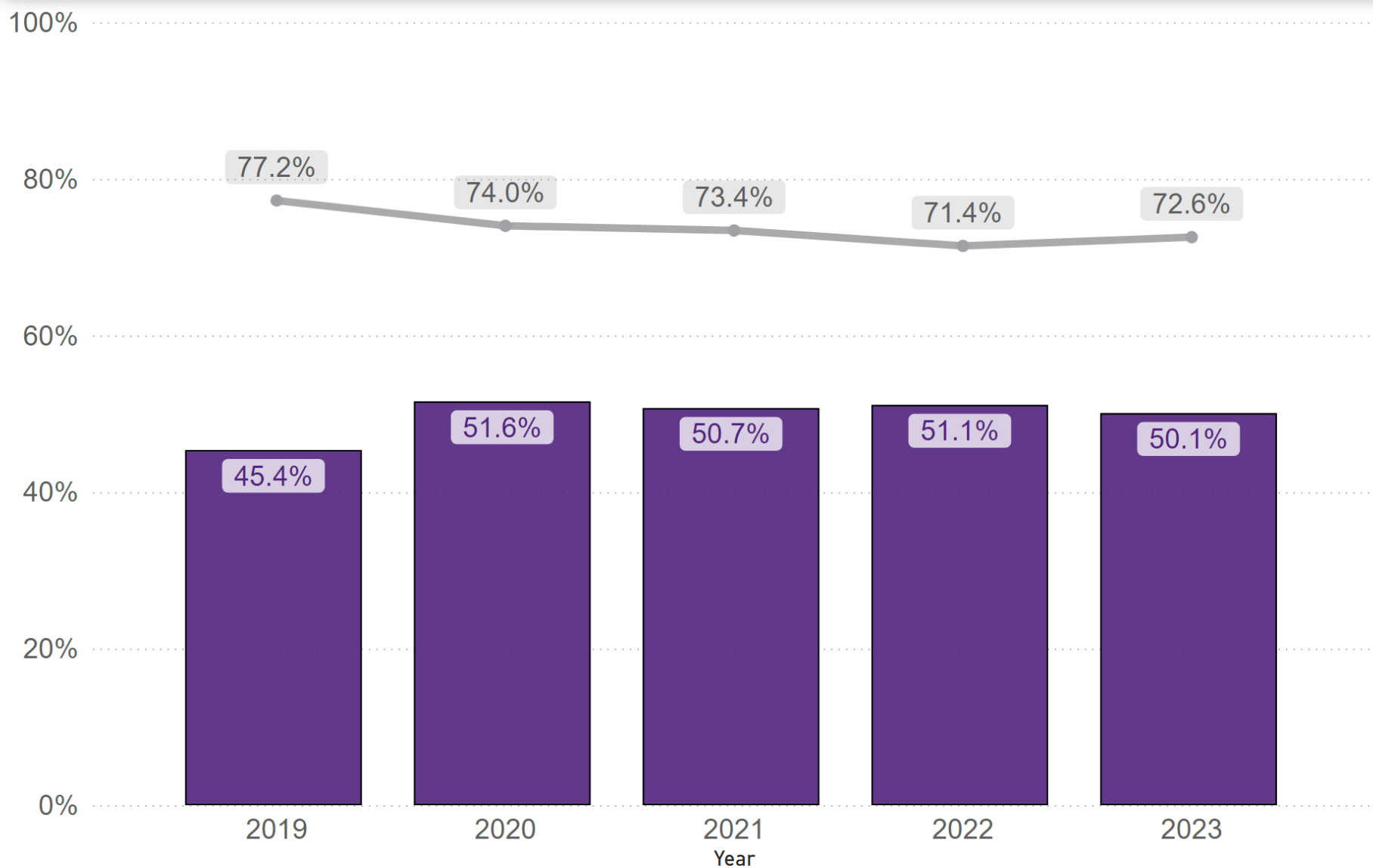**Summary of 2023**

Attempt Rate: 50.1%
  Up 4.7pp from 2019
  Down 1.0pp from 2022

Completion Rate: 72.6%
  Down 4.6pp from 2019
  Up 1.2pp from 2022

Year	Completion Rate	Attempt Rate
2019	77.2%	45.4%
2020	74.0%	51.6%
2021	73.4%	50.7%
2022	71.4%	51.1%
2023	72.6%	50.1%

MC MONTGOMERY COLLEGE

New Fall Students' Attempts and Completion Rates of English AND Math "Gateway Courses" in First Year

Year

2023

2023

By Race/Ethnicity

Am. Indian / AK Native
- 40.0%
- 50.0%

Asian
- 59.1%
- 78.7%

Black / African Am.
- 42.3%
- 68.6%

Foreign
- 51.0%
- 80.2%

Hawaiian / Pac. Isl.

Hispanic
- 53.9%
- 68.7%

Multi-Race
- 46.7%
- 73.2%

Unknown
- 60.0%
- 66.7%

White
- 48.5%
- 78.1%

0%   50%   100%

By Age Range

19 or Younger
- 55.7%
- 71.8%

20-24
- 38.9%
- 76.3%

25 or Older
- 18.2%
- 82.3%

0%   50%   100%

By Sex

Female
- 53.4%
- 73.6%

Male
- 46.7%
- 71.4%

Unknown

0%   20%   40%   60%   80%   100%

By Race/Ethnicity

Race/Ethnicity	Fall-to-Spring	Fall-to-Fall
Am. Indian / AK Native	100.0%	80.0%
Asian	82.6%	73.8%
Black / African Am.	72.2%	59.5%
Foreign	79.8%	65.1%
Hawaiian / Pac. Isl.	50.0%	50.0%
Hispanic	77.7%	64.9%
Multi-Race	79.2%	58.3%
Unknown	100.0%	60.0%
White	79.4%	62.9%

Retention Rate

By Age Range

Age Range	Fall-to-Spring	Fall-to-Fall
19 or Younger	79.7%	66.3%
20-24	73.3%	60.8%
25 or Older	62.9%	48.8%

Retention Rate

By Sex

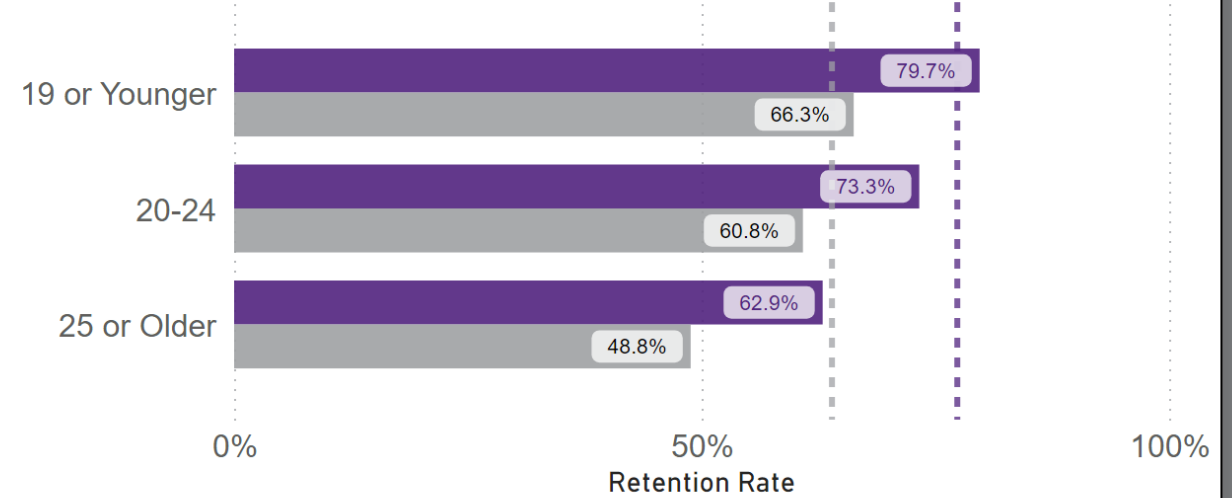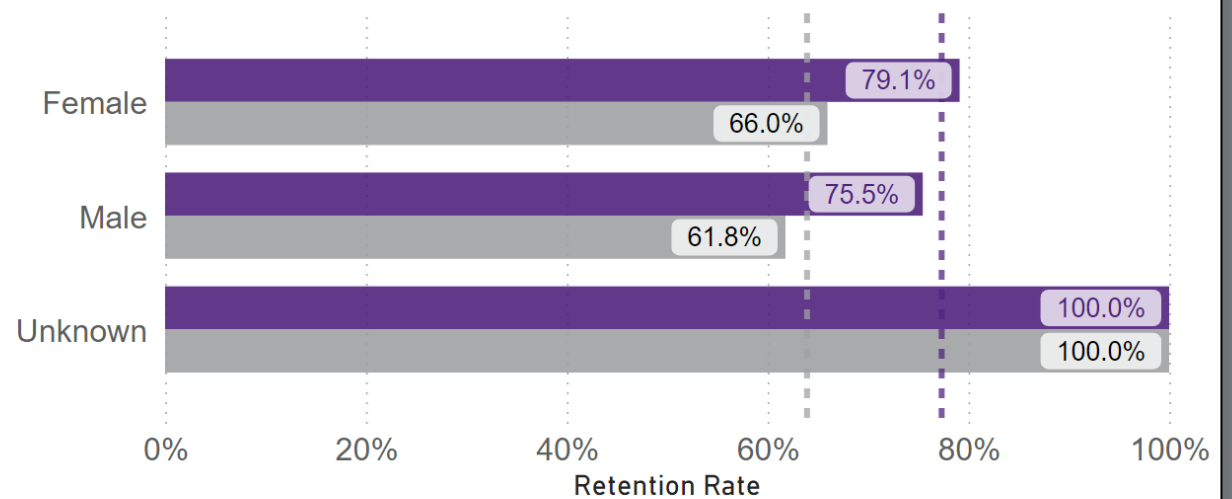| Sex	Fall-to-Spring	Fall-to-Fall
Female	79.1%	66.0%
Male	75.5%	61.8%
Unknown	100.0%	100.0%

Retention Rate

What about our employees?

Employee Data Dashboard

The Office of Human Resources and Strategic Talent Management takes care to keep generalized information about the people it employs. In an effort to provide total employee data* on a regular basis and encourage self-service to on-demand information and resources, we will update this dashboard on a monthly basis.

The data below is as of December 6, 2024.

Current Employee Headcount
3,545

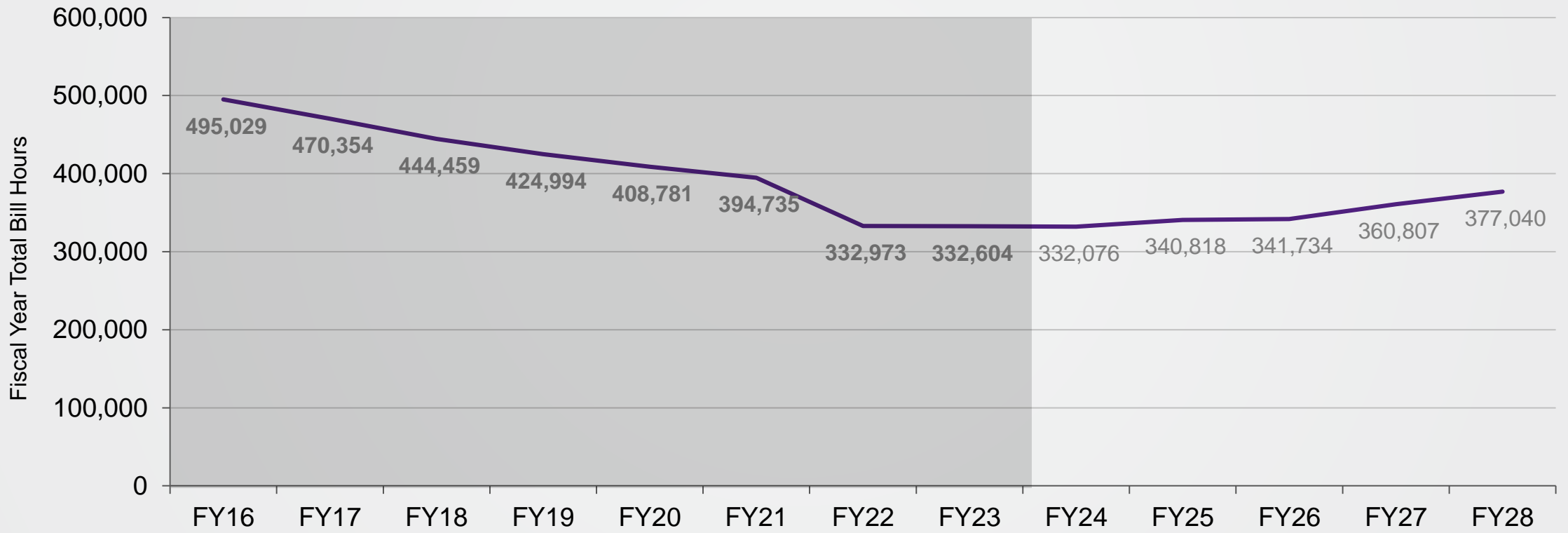# Employee Data Dashboard

Employee Constituencies by Ethnicity/Race

CONSTITUENCY TYPE	AMERICAN INDIAN/NATIVE ALASKAN	ASIAN	BLACK	HISPANIC	NATIVE HAWAIIAN /PACIFIC ISLANDER	TWO OR MORE RACES (NOT HISPANIC)	WHITE	TOTAL %	TOTAL HEADCOUNT
Administrators	0.0%	5.8%	37.9%	4.6%	0.0%	1.2%	50.6%	100%	87
Casual Temporary	0.5%	8.8%	19.5%	13.5%	0.0%	3.1%	53.9%	100%	193
Department Chairs	0.0%	5.1%	18.0%	12.8%	0.0%	0.0%	64.1%	100%	39
Full-time Faculty	0.6%	11.9%	23.3%	6.3%	0.2%	1.4%	56.3%	100%	494
Full-time Staff	0.5%	15.0%	30.5%	17.7%	0.3%	1.9%	34.2%	100%	1,112
Part-time Faculty (*credit*)	0.0%	14.3%	24.1%	8.0%	0.1%	1.7%	51.9%	100%	786
Part-time Staff	0.0%	16.0%	12.0%	16.0%	0.0%	4.0%	52.0%	100%	25
Student Workers (*work study & aides*)	0.2%	24.6%	35.9%	24.3%	0.0%	2.3%	12.7%	100%	440
Temporary with Benefits	0.0%	13.2%	39.5%	18.4%	0.0%	2.6%	26.3%	100%	38
WDCE Instructors (*non-credit*)	0.0%	7%	26.0%	12.7%	0.00%	3.3%	50.8%	100%	331
Total Count	10	503	984	486	5	71	1,482	100%	3,545

The data provided is as of December 6, 2024.

Looking toward the future

Fiscal Year Bill Hours
Actual (shaded) & Projected

Fiscal Year Total Bill Hours

FY16	495,029
FY17	470,354
FY18	444,459
FY19	424,994
FY20	408,781
FY21	394,735
FY22	332,973
FY23	332,604
FY24	332,076
FY25	340,818
FY26	341,734
FY27	360,807
FY28	377,040

Source: MC Office of Institutional Research & Effectiveness

TOP 25 COLLEGES AND UNIVERSITIES TO WHICH MONTGOMERY COLLEGE STUDENTS TRANSFER
FISCAL 2018 TO FISCAL 2022

RANK*	College	FY2018	FY2019	FY2020	FY2021	FY2022	5-Year Total*	5-Year Avg
1	UNIVERSITY OF MARYLAND, COLLEGE PARK	1,599	1,465	1,616	1,682	1,469	7,831	1,566
2	UNIVERSITY OF MARYLAND, BALTIMORE COUNTY	514	466	401	394	353	2,128	426
3	UNIVERSITY OF MARYLAND GLOBAL CAMPUS	471	453	422	387	346	2,079	416
4	TOWSON STATE UNIVERSITY	455	408	342	412	293	1,910	382
5	UNIVERSITY OF MARYLAND - BALTIMORE	138	128	133	113	120	632	126
6	SALISBURY STATE UNIVERSITY	134	114	89	98	52	487	97
7	GEORGE WASHINGTON LAW	71	80	87	74	42	354	71
8	PENNSYLVANIA STATE UNIVERSITY	75	68	60	67	60	330	66
9	VIRGINIA POLYTECH AND STATE UNIV	48	38	37	51	53	227	45
10	UNIVERSITY OF BALTIMORE	55	41	46	47	26	215	43
11	BOWIE STATE COLLEGE	57	56	33	35	6	187	37
12	WASHINGTON ADVENTIST UNIV.Columbia Union	35	61	39	36	14	185	37
13	HOWARD UNIVERSITY	48	26	41	34	29	178	36
14	ST MARYS COLLEGE OF MARYLAND	37	40	28	41	31	177	35
15	AMERICAN UNIVERSITY	42	40	35	36	21	174	35
16	UNIVERSITY OF THE DISTRICT OF COLUMBIA-	43	37	33	29	19	161	32
17	FROSTBURG STATE COLLEGE	45	39	37	24	14	159	32
18	CATHOLIC UNIVERSITY OF AMERICA	44	34	26	19	24	147	29
19	HOOD COLLEGE	30	29	26	21	29	135	27
20	TRINITY UNIVERSITY	32	34	17	30	19	132	26
21	UNIVERSITY OF MARYLAND, EASTERN SHORE	61	28	33	9		131	26
22	MORGAN STATE UNIVERSITY	30	32	27	18	20	127	25
23	MOUNT SAINT MARY'S COLLEGE	19	29	25	25	27	125	25
24	MARYMOUNT UNIVERSITY	22	36	28	22	16	124	25
25	WEST VIRGINIA UNIVERSITY	35	27	17	18	15	112	22

Career Projections

Where did all this fascinating data come from?

- Office of Institutional Research and Effectiveness (OIRE)

- Human Resources and Strategic Talent Management

- Career Coach

- Department Webpages