

Montgomery College

Data Asset Management Plan

FY 2023 PROGRESS REPORT

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What will it take to be a data-driven decision-making institution?

At Montgomery College (MC), it takes the experiences, expertise, and collaboration of the collegewide community to evolve into a data-driven culture. The College has taken great care to transparently address MC’s need to prioritize data asset management. We pay close attention to the Education Advisory Board’s (EAB’s) [10 elements of effective data management](#) and monitor institutional effort accordingly.

ORGANIZATION CULTURE

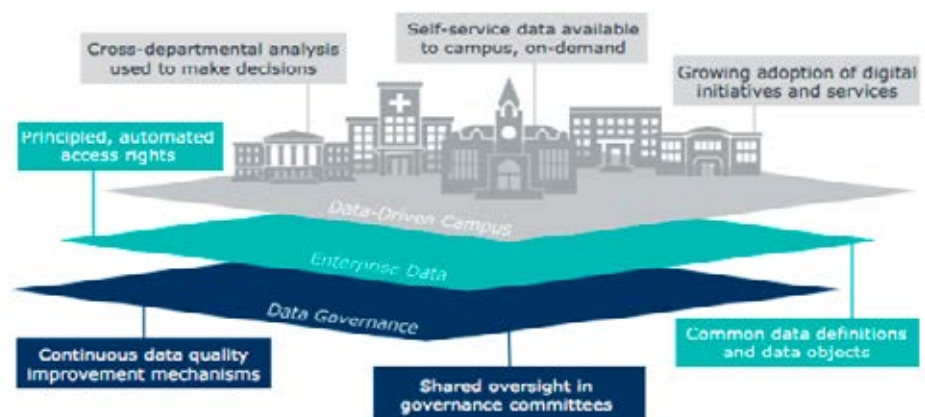
1. Strategic Vision—Define your institution’s goal for data and set measurable goals.
2. Data Culture—Build a supportive and collaborative data infrastructure.
3. Data Governance Structures—Create security protocols to govern data access and usage.
4. Organizational Continuity Efforts—Develop systems and procedures to facilitate knowledge retention and mitigate the impact of turnover.
5. Collaboration Framework—Implement technology and practices that allow staff to define and work toward common goals.

IMPLEMENTATION PRACTICES

1. Implementation Strategy—Decide how your institution will put its strategic vision into practice.
2. Common Data Dictionary—Create shared definitions for each data field in your institution’s CRM, LMS, SIS, and databases.
3. Data Quality Assurance
4. Data Access Management
5. Data Consumption

CAMPUS LEADERS MUST WORK TOGETHER TO BUILD QUALITY ENTERPRISE DATA

Data Governance the Bedrock of a Data-Informed Campus

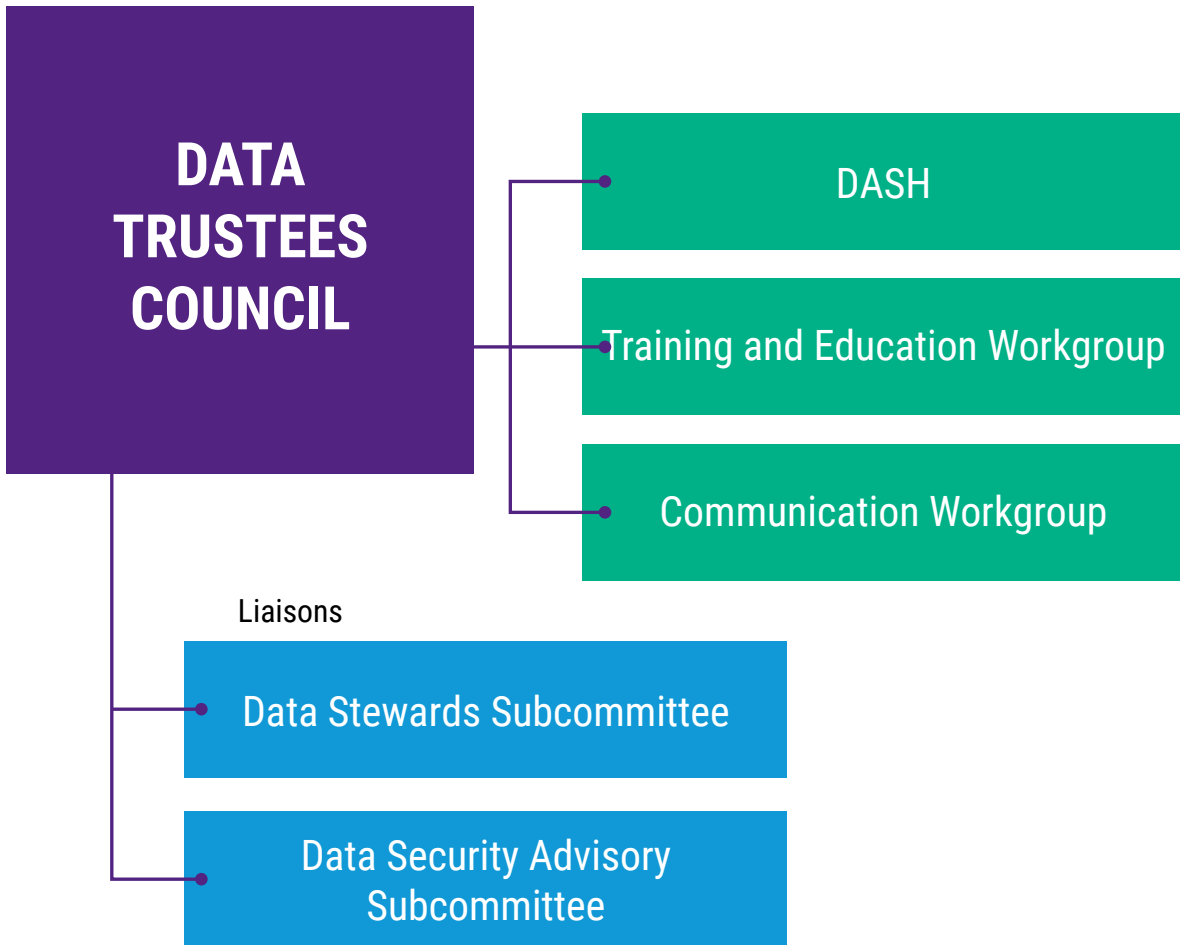


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Source: EAB interviews and analysis.

Source: *Building a Collaborative Culture through Effective Data Governance*, EAB Webinar (Webinar ID 983 0872 7052, April 11, 2023,

Data Trustees Council



Throughout FY2023, Data Trustee members met on a monthly basis.

As a cross functional decision-making body, data trustees have authority to make major data management decisions including, but not limited to, implementation and verification processes for data privacy, protection, access, and accountability. Moreover, they monitor the evolution of and progress with the established goals of the [Data Asset Management Plan](#).

Topics including, but not limited to, predictive analytics, data identity self assessment, student metrics, Blackboard analytics series, key performance indicators for the refreshed strategic plan, MC division data dialogues, blueprint training on core data concepts, data information and management, and a SOAR analysis have been thoroughly discussed and acted upon. Visit the [Data Asset Management website](#) for MC division representatives.

Data Asset Management Goals and Actions

GOALS AND ACTION PLANS ARE OUTLINED IN THE DATA ASSET MANAGEMENT PLAN (DAMP)

\$4.45

MILLION

Average Cost of Data Breach

Fully Implement a Data Security Protocol

WHY IS THIS IMPORTANT?

The purpose is to mitigate risks associated with data breaches. According to [IBM's Cost of a Data Breach Report 2023](#), the global average cost of a data breach has increased 15% over the past 3 years and has reached \$4.45 million in 2023.

MC ACTION

MC established a Data Security Advisory Committee, formed and lead by Nell Feldman, chief information security officer. Committee members:

- **Amy Ballard**, Grants Compliance Specialist, OACE
- **Robin Cook**, Project and Planning Analyst II, ELITE
- **Helen Dong**, Financial Systems Manager, OBS
- **Shamsah Hussein**, Student Information Systems Manager, Financial Aid/Student Affairs
- **Keven Waters**, Advancement Services Manager, OACE

Prioritization of Data Warehouse Acquisition

WHY IS THIS IMPORTANT?

MC currently has numerous data systems ([see Data System Flow Map in the Data Asset Management Plan, page 15](#)). A data warehouse can store all data in one place and act as a single source for large amounts of data and information.

MC ACTION

The Office of Information Technology (OIT) and the Office of Institutional Research and Effectiveness (OIRE) are currently exploring data warehouse capabilities in Banner.

Analyze Funding Needs

WHY IS THIS IMPORTANT?

Effective and efficient management of data assets involve cost, which requires the ongoing assessment of the budget. However, there is a significant return on investment. According to Gartner, [poor data quality costs organizations an average \\$12.9 million](#). Melody Chien, senior director analyst at Gartner, concludes that “[d]ata quality is directly linked to the quality of decision making.” So, why invest? Ms. Chien also asserts that “good quality data provides better leads, better understanding of customers and better customer relationships. Data quality is a competitive advantage that...leaders need to improve upon continuously.”

MC ACTION

The chief analytics and insights officer, senior vice president for administrative and fiscal services, and chief business/financial strategy officer actively discuss financial need and project future costs to support MC's data asset management program.

- **Sherwin Collette**, Senior Vice President for Administrative and Fiscal Services
- **Liz Greaney**, Chief Business/Financial Strategy Officer
- **John Hamman**, Chief Analytics and Insights Officer

Data Asset Management Goals and Actions

GOALS AND ACTION PLANS ARE OUTLINED IN THE DATA ASSET MANAGEMENT PLAN (DAMP)

Data Dictionary

WHY IS THIS IMPORTANT?

It is important to have a common data vocabulary across the enterprise to be effective. A data dictionary will help to decrease errors and protect the integrity of MC data. Having a data dictionary directly impacts the College's data quality, consistency, and security.

MC ACTION

OIRE, OIT, and HRSTM are currently working on a data dictionary pilot with human resources related data. MC colleagues currently working on this pilot include:

- **Brian Ault**, Ph.D., Senior Research Analyst
- **Ross Conover**, Senior Research Analyst
- **Rosalie Law**, Human Resources Specialist
- **Angie Moy**, BIM Coordinator

Engage Key Stakeholders and Data Stewards to Document and Explain Public Data Elements and How they are Determined

WHY IS THIS IMPORTANT?

Data plays an important role in institutional success. According to Inside Higher Ed, [Data's Role in Student and Institutional Success](#), the following serve as impediments to effective use of data:

- **Structural**—Departments operate in silos/data live in different, often disconnected systems.

- **Cultural**—Colleges and universities historically unaccustomed to being asked to prove their efficacy and value/suspicion that certain kinds of data (assessment of student learning, employee productivity) will be used in punitive ways)

- **People**

MC ACTION

The Office of Research and Institution Effectiveness has updated its [website](#) to a more user-friendly format. OIRE disseminates electronic summary reports to key stakeholders and data stewards, such as the [enrollment highlights and analysis](#) as well as [infographics](#). Arlene Blaylock, Ph.D., director, Office of Institutional Research and Effectiveness leads the data stewards team. She is currently working on a pilot with a select few (i.e., data dictionary).

Expand Reporting Calendar

WHY IS THIS IMPORTANT?

Student enrollment and compliance data and reports are statutory and regulatory requirements.

MC ACTION

Montgomery College's MHEC calendar is currently being built and will include a broader range of published reports.

Data Asset Management Goals and Actions

GOALS AND ACTION PLANS ARE OUTLINED IN THE DATA ASSET MANAGEMENT PLAN (DAMP)



Embed Data into MC Master Plans

WHY IS THIS IMPORTANT?

Data-driven feedback and information helps to track progress. Embedding data in master plans impacts quality, meeting goals and objectives, and ultimately long-term results.

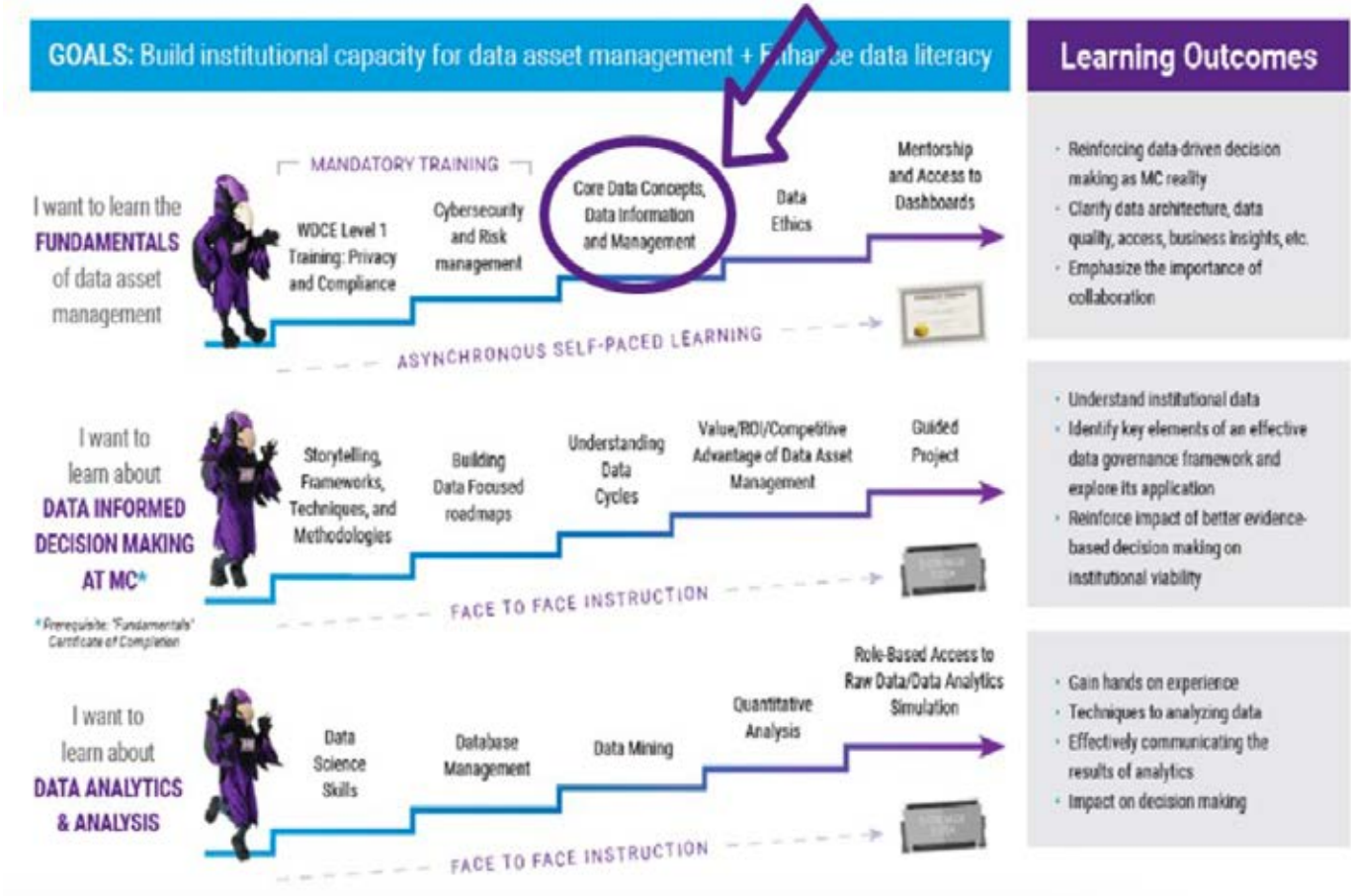
MC ACTION

Academic Affairs and Student Affairs have deferred this goal due to the Strategic Plan Refresh. However, the Office of Facilities has worked on updating its master plan throughout FY2023. Essentially, good data drives campus space utilization. During April 2023, Facilities listened to and gathered information from MC constituents and neighboring communities. During May 2023, common themes and overarching concepts were identified. Facilities is currently developing the details of the revised plan and anticipate delivering the final draft to the Board of Trustees in November 2023.

[The Facilities Master Plan](#) is a component of how the College defines and plans for its new and upgraded facilities across all MC campuses. State and county elected officials, along with the Maryland Higher Education Commission, use the plan to support funding MC's Capital Budget requests for new and modernized facilities. Specifically, the Facilities Master Plan reviews the conditions of existing facilities and defines the College's future facility needs based on enrollment, academic programs, services, and aspirations outlined in the College's refreshed strategic plan. The planning process is data rich and solicits qualitative and quantitative data to inform decisions. Facilities has facilitated public meetings, student surveys, and receives data from OIRE. The project team consists of Sherwin Collette, senior vice president for administrative and fiscal services, Kerry Norberg, planning and design director, and external partners Michael Akin, president of LINK Strategic Partners, and Mike Glaros, practice leader at CannonDesign.

Data Asset Management Goals and Actions

GOALS AND ACTION PLANS ARE OUTLINED IN THE DATA ASSET MANAGEMENT PLAN (DAMP)



Partner with ELITE and WDC To Design and Facilitate Training

WHY IS THIS IMPORTANT?

Understanding data and building core competencies across the institution are critical in this post-pandemic environment. This is necessary for future-focused and growth-oriented organizations, better decision-making, and organizational effectiveness and health/stability.

MC ACTION

The training and education workgroup continues to work with ELITE and WDC to design and launch necessary training for the collegewide community. The team is working on Data Asset Management: Core Concepts, Information, and Management course content. This entails data democracy, data management, and data literacy. Scoping and research took place March 2023 through June 2023. Developing course content and initial materials will occur through September 2023. The anticipated launch for this course is January 2024.

Analytics and Insights Sponsored Programs and Events



DATA ETHICS PANEL

Per Deloitte, in *The Rising Importance of Data Ethics*, “Data ethics isn’t a niche concern of interest only to chief data officers and data analytics teams.”

“As organizations increasingly depend on harnessing internal and external data to drive growth, improve the customer experience, make better business decisions, and more, they can become increasingly vulnerable to new financial and reputational risks. Failing to understand and manage these data-related risks can have major consequences, including eroded customer trust, a tarnished brand, regulatory penalties, and significant financial damage.”

Montgomery College generates a lot of data. It is critically important that we do the right thing with data assets and adhere to privacy and confidentiality laws and regulations. We must act responsibly, ethically, and transparently as we use data that is collected. As a part of the Data Trustees ethics action plan, ethics programming was integrated into training and education. Analytics and Insights hosted a panel discussion, Perspectives on Data Ethics, on March 6, 2023, in the ignTe Hub. Panelists included:

- **Theresa Anderson**, Principal Research Associate, Urban Institute
- **Kathryn Linehan**, Research Scientist, University of Virginia (UVA) Biocomplexity Institute and Initiative
- **Rachel Saidi**, Professor of Mathematics, Statistics, and Data Science/Data Science Program Director, Montgomery College

The panelists shared their insights and expertise on the importance of ethics for data asset management.

- **What is data ethics?** Why does it matter? How does it impact your work?
- **What are the consequences of not using data ethically for students and socially conscious institutions?**
- **How can people in the community feel more comfortable discussing issues surrounding data ethics?** How do we help people do the right thing?
- **What if a colleague or an organization lacks ethical accountability?**

John Hamman, chief analytics and insights officer, offered opening remarks and introductions.

Nadine Porter, deputy chief analytics and insights officer, served as moderator.

Analytics and Insights Sponsored Programs and Events

A DEEPER DIVE INTO MC STUDENT METRICS

Montgomery College is most interested in the overall success of students.

Dr. Jermaine F. Williams, president of Montgomery College, has a “[passion about enhancing access, completion, and post-completion success.](#)” Analytics and Insights partnered with Participatory Governance to engage the MC community in discussions about student metrics, which are housed on the [Student Success Score Card](#).

The objectives of this series were to (1) enhance a data-friendly culture, (2) drive a better understanding about student metrics, and (3) discuss how to accelerate impact and improve outcomes. Moreover, the three big questions posed by [Educause](#) were infused into the foundation of these important discussions:

- **What does student success mean, both for the institution and for the student?**
- **How do we measure student success?**
- **Is student success a mission-critical philosophy for higher education institutions or should student success be owned by one (or a few) functional areas? What should the campus structures that support student success look like?**

Montgomery College’s Scorecard encompasses [Arrival](#), [Progression](#), and [Completion](#) metrics, which this institution endeavors to have culminate into positive student outcomes. Discussions with Participatory Governance were meaningful, well received, and served as food for thought and action.

FY 2023 MONTGOMERY COLLEGE DATA CAN BE FOUND AT LINKS INCLUDING, BUT NOT LIMITED TO, THE FOLLOWING:

[Student Success Scorecard](#)

[OIRE](#)

[Operating Budget](#)

[Academic Affairs Data and Reports \(password protected\)](#)

[Higher Education Opportunity Act \(Student Consumer Information\)](#)

FY2023 ANALYTICS AND INSIGHTS VIRTUAL INFORMATION SESSIONS A Deeper Dive into Montgomery College’s Student Metrics In Partnership with Participatory Governance		
DATE/TIME	GOVERNANCE COUNCIL & COUNCIL CHAIR	TOPIC
Sept. 27, 2022; 1–3 p.m.	College Council, (Kimberly Jones)	An overview of the student arrival, progression and success metrics
Oct. 20, 2022; 1–3 p.m.	Staff Council, (Beth Reilly)	A deeper dive into the arrival and progression metrics
Nov. 3, 2022; 1–3 p.m.	Employee Services Council, (Paul D. Miller)	A deeper dive into enrollment and completion metrics
Feb. 9, 2023; 2–3:30 p.m.	Operational Services Council, (Joe Marshall)	A deeper dive into student success metrics
Mar. 21, 2023; 2–4 p.m.	Academic Services Council, (Shakenna Adams Gormley)	A deeper dive into student progression metrics
Apr. 25, 2023; 1–3 p.m.	College Council, (Kimberly Jones)	Highlight data-derived student and community impact metrics

“Data should not be an after-thought. Bringing awareness to data and integrating data are critical components that impact institutional effectiveness.”

– CLEVETTE RIDGUARD, ED.D., DIRECTOR OF GOVERNANCE AND PRESIDENTIAL PROJECTS AND MC DATA TRUSTEE

Analytics and Insights Sponsored Programs and Events



Data is the Sweet Spot



DATA IS THE SWEET SPOT PODCAST SEASON 1

Analytics and Insights launched a podcast, *Data Is the Sweet Spot*, during FY 2023.

The podcast is intended, in part, to ensure information sharing about data across the institution from various perspectives and via passionate community members. *Data Is the Sweet Spot* also enables us to make additional connections (internal and external) to the College in an efficient way. Listeners can access content 24/7 [here](#).

Surayya Johnson, director of the office of student life (Germantown Campus) facilitated a focus group with students Shawn Bearam Jr., Sarah Edwan, Senaf Geleta, Han Le, and Claugis Lys Noblesse Offinobi, who provided invaluable and constructive feedback regarding the content and quality of Season 1, the students' feedback was heard and incorporated into a special podcast recording with FY2023 Montgomery College Board of Trustees' Student Trustee Deepica Premaratne. Trustee Premaratne was outstanding and impactful. You can listen to her recording [here](#).

Moving forward, Season 2 of *Data Is the Sweet Spot* will entail a student takeover in partnership with Ms. Johnson and Student Life (Germantown Campus) and Hospitality Management/Student Run Food Truck, which is under the direction of Jana Anderson, associate professor and coordinator for the hospitality management program. Stay tuned for future announcements.

Analytics and Insights Sponsored Programs and Events

Data Is the Sweet Spot

SEASON 1 PODCAST GUEST	EPISODE NAME	DESCRIPTION
Ms. Rachel Saidi Associate Professor/Data Science Program Coordinator	Data 101–It’s Imperative that Everyone Learn about Data Science, featuring Rachel Saidi	Focuses on the evolving democratization of data, data access in the digital divide, and ethical considerations
Ms. Andrea Foster Professor of Business, Economics, Accounting, Computer Applications, and Paralegal Studies	It’s All About Student Success, featuring Andrea Foster	Discusses the importance of effectively using data in the classroom to enhance student success
Dr. Milton Nash Collegewide Dean of Mathematics, Statistics, and Data Science	The Great Data AHA Moment in Developmental Math, featuring Milton Nash	Discusses the importance of optimizing data in curriculum design and provides a compelling example of evaluating the math placement process and its outcome
Dr. Shinta Hernandez Dean of the Virtual Campus	MC’s Educational Metaverse, featuring Shinta Hernandez	Identifies current trends in online education and introduces listeners to MC’s Virtual Campus
Ms. Angela Rhoe Director of Academic Alliances	I’m Going to Get That Transfer Data! featuring Angela Rhoe	Discusses the journey to creating a simplified transfer process at MC for students and a “wish list” of transfer data from our 4-year partners
Dr. John Hamman Chief Analytics and Insights Officer	Data’s Mission Moment featuring John Hamman	Highlights the importance of analyzing trends in student data and identifies student metrics that drive decision making

“The role of data at Montgomery College has never been more important to the success of our students than it is now. We must pay keen attention to data and act accordingly.”

–JOHN HAMMAN, ED.D., CHIEF ANALYTICS AND INSIGHTS OFFICER & MC DATA TRUSTEE

INTERESTED IN PARTICIPATING IN DATA IS THE SWEET SPOT?

Please contact Margaret Horton, executive associate I, at Margaret.Horton@montgomerycollege.edu

Focus on Faculty

BlackBoard Analytics Series

SUPPORTING STUDENT ENGAGEMENT AND INSTRUCTION

Analytics and Insights and ELITE have proactively partnered to design a Blackboard analytics series for faculty. The overarching intent is to provide relevant and useful training to help:

- Optimize the learning environment
- Introduce a data-informed decision-making cycle
- Identify and build on faculty competencies and strategies
- Enhance student relationship building, persistence, and success
- Encourage proactive action planning and implementation
- Identify and build on faculty competencies and strategies
- Enhance student relationship building, persistence, and success

Outcomes	Using Data To Support Courses	Series Focus
<ul style="list-style-type: none">• Describe Blackboard Analytics role in supporting student engagement and instruction.• Understand how the instructor can use Blackboard analytics to engage students.• Analyze Blackboard analytics to support instructors' understanding of student behavior.• Create a plan for using Blackboard analytics to support instructor/student engagement.	<ul style="list-style-type: none">• Evaluate course materials and structure• Connect with students based on their interaction with the course (individually and whole group)• Create discussion groups based on student interactions (positive peer pressure)	<ul style="list-style-type: none">• Working with data (collection and management)• Reading data (analysis)• Acting on data (identifying/ implementing/ evaluating the course of action and interventions)• Communicating with data (reporting and presentation)

A special "thank you" to Dr. Paul Miller, professional development director, Dr. Christine Crefton, project and planning analyst, and Professor Dana Baker, professor/counselor, for lending their expertise and willingness to partner with Analytics and Insights.

"It will be compelling to have every employee at Montgomery College understand the importance of data assets, how to use data, and—from a teaching and learning standpoint—to understand that there is institutional data and also course-level data that faculty have access to that will help move the needle forward and help with student success."

—MICHAEL MILLS, ED.D.,
VICE PRESIDENT OF
E-LEARNING, INNOVATION,
AND TEACHING EXCELLENCE
(ELITE) AND MC
DATA TRUSTEE



The Data-Informed Instruction badge is aligned with professional development and ensures that all faculty have the same knowledge and ability to effectively leverage the tools that are available within the classroom in order to enhance the classroom experience for all students.

Community Highlights



During the weekend of April 14–16, 2023, eight teams from six community colleges participated in the second Community College DataFest.

DataFest, sponsored by the American Statistical Association, is an annual celebration of data in which teams of undergraduates from throughout the country work together to find meaning in a large, rich, and complex data set. Teams were matched with volunteer mentors who were available to provide advice to students throughout the weekend.

This year's data set was provided by the American Bar Association (ABA). Teams investigated data from a project called ABA Free Legal Answers, a free online legal services clinic. The ABA was interested in finding out who tended to use the service, at what times, and for what needs.

Teams submitted a 5-minute two-slide presentation with their findings. Project submissions were reviewed by 10 volunteer judges, who were all data science professionals.

Special recognition was given to:

BEST INSIGHTS

1. Borough of Manhattan Community College CUNY BMCC_TLC_DataScienceHackLeague_Team1: Peter Vaiciulis, Joaquin Soto-Jerome, Florian Daniel Charles

2. Montgomery College Team MCML—Luiz Mata Lopez, Veer Banwait, Adeev Lev Wohl

BEST STATISTICAL ANALYSIS

- West Valley College—Team West Valley College Data Group: David Veksler, Malcolm Berry, Matthew Okner
- Red Rocks Community College—RRCC Data Team 1.0: Jesse Ayala, Mark Irby-Gill, Alex King-Bailey, James Lawson, Jason Ma

(Submitted by Professor Rachel Saidi, mathematics, statistics, and data science)



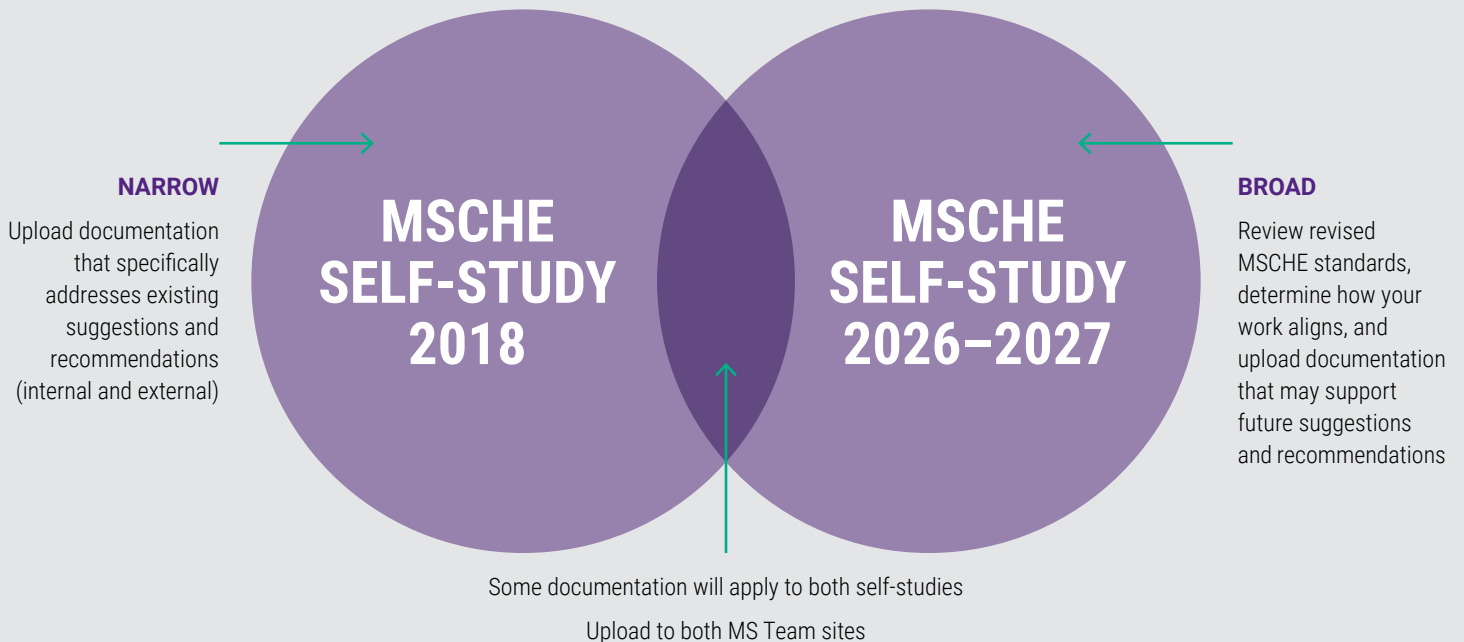
MARYLAND ASSOCIATION FOR INSTITUTIONAL RESEARCH'S ANNUAL SPRING INSTITUTE

Montgomery College hosted the Maryland Association for Institutional Research's Annual Spring Institute on April 28, 2023. The event brought together Institutional Researchers from across the state and beyond including D.C., Pa., Va., and Del., to collaboratively address critical issues facing higher education and the field of IR and Effectiveness. This year's event focused on the ever-evolving and increasingly integrated work related to student success. The event included expert-panelists, presentations related to equity, and data-driven approaches to blending geo-spatial science and student success. The event was well-received and demonstrated Montgomery College's commitment to the work of institutional research and its dedication to the use of data in all areas of its operation.

(Submitted by Mr. Ross Conover, senior research analyst)

Community Highlights

Dual Evidence Inventory Effort



MSCHÉ Preparedness and Readiness

Accompanying the approval of the 14th edition of the Standards for Accreditation and Requirements of Affiliation is a laser-like focus on data-based decision making.

According to the Middle States Commission on Higher Education [release](#), "Institutions must analyze a range of data, including disaggregated data, to ensure students are appropriately served and institutional mission and goals are met." Montgomery College is currently working on a dual evidence inventory effort for MSCHÉ Self-Study follow-up and MSCHÉ Self-Study 2026–2027 preparation.

Community Highlights

Data Science Speaker Series 2022–2023 PRESENTED BY MC'S MATHEMATICS, STATISTICS, AND DATA SCIENCE

Local Industry and Government Careers in Data Science:

Dr. Thomas Radman
Dr. Thomas Radman is a program officer at the NIH National Center for Advancing Translational Sciences.
October 3, 2023, 7 p.m., SW 301 (Rockville Campus) and Zoom

Screening of the film, Coded Bias, A Documentary Focused on Joy Buloumwini's Discoveries,

November 16, 2022, 2–4 p.m., SW 301 (Rockville Campus).
Sponsored by the Data Science Department and the Truth, Racial Healing and Transformation Campus Center.

Tapping Citizen Science Data and the NASA GLOBE Program

Virtual presentation by Dr. Agnes Conaty via Zoom. Dr. Conaty is a senior research scientist and science lead at the NASA GLOBE Program.

Discussion: The Job of a Data Scientist

February 17, 2023, 2–3 p.m. at Rockville Science Center or Zoom. Featuring: Ram Balasubramanian, a seasoned data science consultant, Danny Zheng, associate principal data scientist, AstraZeneca, Mike Lapalucci, product director responsible for Telecom Products, Simplify Compliance, and Dr. Abdi Mohamed, development expert, data scientist, and AI ambassador, SAP

Data Litigation and Digital Forensics

March 31, 2023, 2–3 p.m. Mr. Bobby Williams, director, iDiscovery Solutions, Inc.
(Submitted by Professor Rachel Saidi, mathematics, statistics, and data science)

ADAPTIVE PLANNING WITH THE OFFICE OF BUSINESS SERVICES (OBS)

OBS has configured, tested, and validated operating budget data in Adaptive Planning, which is a Workday budgeting/scenario tool. The FY24 operating budgets are loaded with this tool, as opposed to the spreadsheet methodology previously used in both Workday and Banner. This provides automated budgeting and data integration as well as enhanced security features.

(Submitted by Ms. Liz Greaney, chief business/financial strategy officer)

THANKS TO MC PARTNERS

As MC moves forward with implementing the data asset management plan, interest in joining the discussion, action planning, and execution grows. All internal partners are welcomed and appreciated.

- Business, Economics, Accounting, Computer Applications, and Hospitality Management (BEACAHM)
- E-Learning, Innovation, and Teaching Excellence (ELITE)
- IgniTe Hub
- Mathematics, Statistics, and Data Science
- Office of Information Technology
- Participatory Governance
- Student Life (Germantown Campus)
- Workforce Development and Continuing Education (WDCE)

Community Highlights

MONTGOMERY COLLEGE STRATEGIC PLAN REFRESH

John Hamman, chief analytics and insights officer, co-facilitated MC's Strategic Plan Advisory Refresh Committee (SPARC), which was tasked to review and revise the College's strategic plan (post-pandemic) to assess and address strengths and challenges as well as emerging business needs.

Input was solicited from the College community and the final board-approved plan, which is effective July 1, 2023 through June 30, 2028. It can be found on the [strategic plan webpage](#). In addition to newly stated goals, supporting strategies, and intended outcomes, the plan highlights a number of indicators that will track progress. This is how senior leadership and board members will monitor the College's implementation of the strategic plan.

INDICATORS (MEASURING MC PROGRESS)

- Annual retention rates for students and employees
- Unduplicated fiscal year headcount
- Unduplicated students taking courses at the East County Education Center
- Students enrolled in dual enrollment
- Percentage of 6th grade MCPS students that have attended and MC outreach event
- Percentage of students with an academic plan for the current year
- Annual average number of qualified applications per position advertised
- Percentage of positions filled by current college employees
- Annual general education proficiency rates
- Number of sections cancelled during ongoing registration
- Annual number of employee nonretirement separations from the College
- Licensure pass rate
- Annual number of students participating in internships, experiential learning, or apprentices
- Annual number of students having completed both credit and noncredit courses at MC
- Percentage of credentials that map to family sustaining wages within 5 years of completion
- Voting rate of MC students
- Percentage of MC students facing basic needs insecurity
- Graduation rate
- Transfer rate to baccalaureate institutions
- Employee engagement and student satisfaction surveys
- Percentage of students participating in extracurricular and cocurricular activity

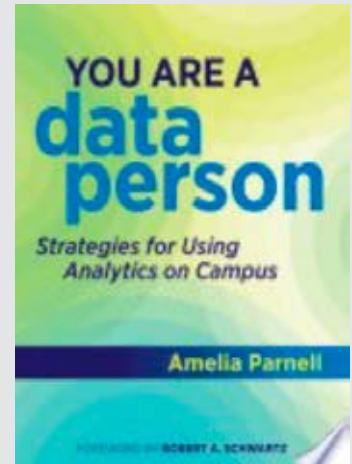
"Community involvement is key to the success of data asset management at Montgomery College. We are connecting and enhancing relationships around data which will ultimately help improve data quality, data access, and data informed decision-making."

—NADINE PORTER, J.D., DEPUTY CHIEF ANALYTICS AND INSIGHTS OFFICER AND MC DATA TRUSTEE

Happenings in Higher Education

There are many opinion pieces and discussions about artificial intelligence (AI) throughout higher education—advantages, disadvantages, ethical implications, impact on education and the classroom, and much more.

AI is a hot topic. And it impacts industries [differently](#). Some educational institutions have [research initiatives](#) on AI, and a quick Google search will result in a plethora of articles from the likes of [Inside Higher Ed](#), [The Chronicle of Higher Education](#), [Gartner](#), and [NASPA](#) (Student Affairs Administrators in Higher Education), to name a few. AI is not a new concept, but it is an emerging concept in higher education. John Hamman, chief analytics and insights officer, warns that we are just at the beginning of learning about the potential impact of AI on the work we do. He indicates that, currently, ChatGPT is getting a lot of attention but it is a Large Language Model (LLM) as opposed to predictive analytics (see an example of ChatGPT-produced text below). That being said, Montgomery College will keep an eye on AI and its future developments as we anticipate that AI is here to stay.



New York Time's best-selling book and award-winning training course from VitalSmarts.

You Are a Data Person, by Amelia Parnell, is a guide to help higher education professionals understand the importance of data in decision-making. The key takeaways from the book include:

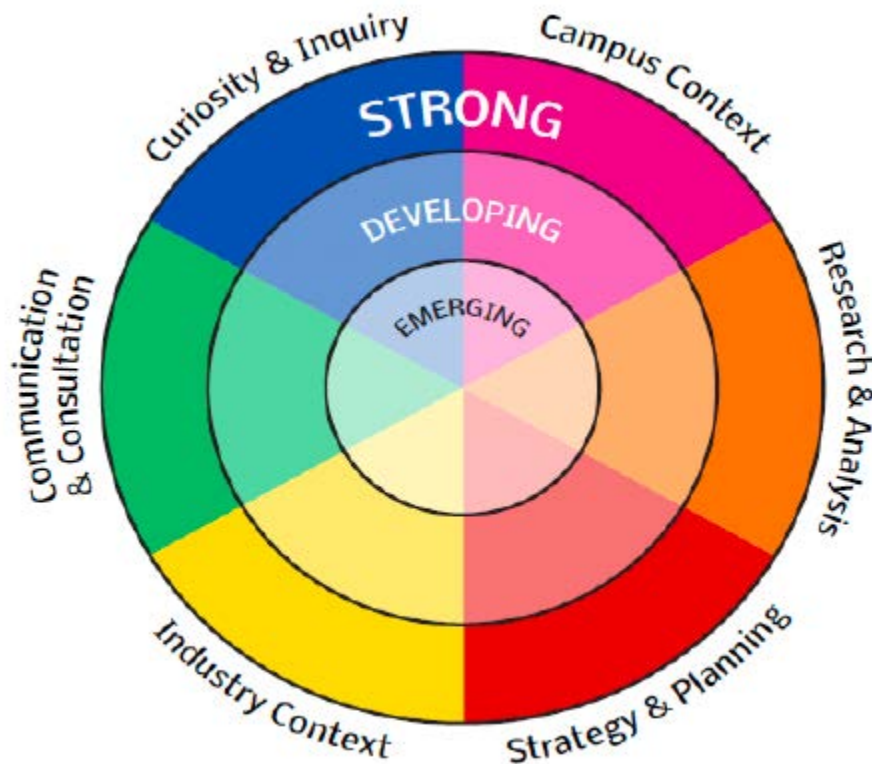
1. Data is essential in making informed decisions. Parnell emphasizes that data should be at the center of decision-making in higher education. It allows professionals to identify trends, patterns, and insights that can inform better decision-making.
2. Data is not just about numbers. Parnell encourages readers to think beyond numerical data and consider other types of data, including qualitative data, survey results, and analytics.
3. Data should be used to tell a story. Parnell stresses the importance of presenting data in a way that tells a story. It should be presented in a clear and concise manner that is easy to understand.
4. Collaboration is key. Parnell emphasizes the importance of collaboration and communication when using data in decision-making. She encourages readers to work with others to ensure that data is being used effectively and appropriately.

OpenAI. (2023). ChatOn (May 17 version) [Large language model].

Adapted from You Are a Data Person: Strategies for Using Analytics on Campus, A. Parnell (2021)

Happenings in Higher Education

What is your Current Data Identity?



Data Trustees read “You are a Data Person” by Amelia Parnell and engaged in The Data Identity Self Assessment Exercise. MC community members are encouraged to read the book and learn about your data identity.

PRINCIPLES THAT APPLY TO SELF-ASSESSMENT

- Each data identity is an equally valuable component of one’s data identity.
- Every higher education professional has some level of ability in each area.
- The ratings are a snapshot at this point in time.
- The ratings should be based on one’s individual abilities.
- The ratings are likely to vary widely across the six components.

Source: You are a Data Person: Strategies for Using Analytics on Campus, A. Parnell, 2021.

The first 5 MC community members to email [Margaret Horton](#) with “You Are a Data Person” in the subject line will receive a complimentary copy of the book.