

College Area Review Administrative Review

Montgomery College

Purpose of Presentation

- To explain administrative review
- To explain its importance
- To review process and expectations
- To encourage participation in the process
- To provide time to address questions

Institutional Effectiveness: Assessment, Accountability, and Accreditation

- Assessment (internal look)
- Accountability (external explanation)
- Accreditation: Middle States (MSCHE)

Commission on Higher Education

- Regional accreditation agency
- Seven Standards (each standard requires that we review and assess the ***effectiveness*** of our processes and programs)

Review and Assessment

- **Institutional Review and Assessment**

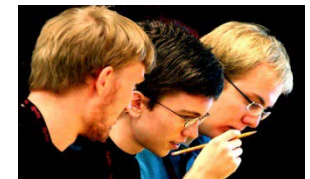


- How are we doing from an over-arching operational college wide perspective? Are we an efficient and effective organization?

- **Student Learning Outcomes Assessment**



- What are our students learning in our courses, programs and student activities? Have our students been introduced to and mastered certain general education competencies and skill sets?



MC's Purposes for Review

Internal and External Purposes

- Improvements (Institutional and Student)
 - Teaching and Learning
 - Linkage to institutional decision making and MC2020 Themes
 - Documentation of institutional effectiveness and educational quality
- Accountability
 - Accreditation (regional and program specific requirements)
 - Middles States Commission of Higher Education
 - Federal, State, and other reporting requirements and documentation



COLLEGE AREA REVIEW

Draft of Master Plan Cycle

ACADEMIC PROGRAM REVIEW

AY 2003 – Year 1		AY 2004 – Year 2		AY 2005 – Year 3		AY 2006 – Year 4		AY 2007- Year 5	
AY 2008 -Year 6		AY 2009 -Year 7		AY 2010 -Year 8		AY 2011 -Year 9		AY 2012 -Year 10	
AY 2013 (2018)		AY 2014 (2019)		AY 2015 (2020)		AY 2016 (2021)		AY 2017 (2022)	
Area	Title	Area	Title	Area	Title	Area	Title	Area	Title
ARTT	Art	DANC	Dance	ANTH	Anthropology	BIOL	Biology (Science)	ASLP	American Sign Language
ACCT	Accounting	STSU	Student Success	ASTR	Astronomy	BIOT	Biotech (Science)	ARCH	Architectural Technology
BSAD	Business Admin	ENGL	English	AUTO	Automotive Tech	CMAP	Computer Application	BLDG	Building Trades Tech
ECON	Economics	FILM	Film	CCJS	Criminal Justice	CHEM	Chemistry	CMGT	Construction Manager
CMAP	Comp. Applications	HLTH	Health	GEOG	Geography	EDUC	Education	FMGT/NUT R	Food and Hospitality Mgmt (HMGT)
CMSC	Computer Science	MATH	Mathematics	GEOG	Geology	EMGT	Emerg Prep Mgmt	HIST	History
ENEE	Engineering Science	MUSC	Music	AOSC	Meteorology	FIRE	Fire Science	IDES	Interior Design
GDES	Graphic Design	READ	Reading	PHIL	Philosophy	HINM	Health Inform. Mgmt	LGST	Paralegal Studies
MGMT	Management	COMM	Speech	PRNT	Printing Tech	MHLT	Mental Health	LNTP	Landscape Tech
NVIT	Network/Wireless Tech	THET	Theatre	SOCY	Sociology	NURS	Nursing	PHOT	Photography
POLI	Political Science	PHED	Physical Education	-	<i>GUGELSKY Institute</i>	PHTH	Phys. Therapy Asst.	PSCI	Physical Science
-	<i>Bus/Mgt/Info Sci C</i>	-	<i>AELP(AELV, AELR, AELS)</i>	-	<i>WDCS</i>	PHYS	Physics (Science)	PSYC	Psychology
-	<i>Humanities Institute</i>	-	<i>Developmental Education</i>			RADT	Rad. Tech	TVRA	TV-Radio (Media Prod)
-	<i>MacKlin Bus Institute</i>	--	<i>Honors Program</i>			SONO	Medical Sonog.	VMST	Women's Studies
-	<i>Math/Science Ctrs</i>	--	<i>Montgomery Scholars</i>			SURG	Surg. Tech	-	<i>Gen Studies</i>
-	<i>SS Computer Ctr</i>	-	<i>Renaissance Scholars</i>					-	<i>Gen Education</i>
-	<i>MC Arts Institute</i>							-	<i>MC/MCPS College Institute</i>
--	<i>Writing & Reading Labs</i>							-	<i>World Languages</i>

ADMINISTRATIVE REVIEW AND ASSESSMENT

	2008/2013/2018		2009/2014/2019		2010/2015/2020		2011/2016/2021		2012/2017/2022
	***Auxiliary Services		Facilities		Mgmt and Budget		HRSTM		Planning and IE
	Information Technology		***Early Learning Ctrs		Business Services		Financial Aid		Institutional Research
	***Equity and Diversity		Student Services		Libraries				Advancement and Comm Engag
	Admissions and Enroll								Compliance
	ELITE								
Key	* Special Programs		**Deferred		*** Eliminated due to re-organization		Updated		4/15/2016 11:58

Inclusive, Systematic, Cyclical Process

- All academic programs, special programs, disciplines, administrative units, and student affairs are reviewed
- 5 year review cycle
- Results in actionable approved recommendations that are monitored until implementation
- Review participation includes faculty, staff, students, chairs, deans, vice presidents and provosts, unit administrators, and senior vice presidents
- Standing Review Committee of all College stakeholders (College Area Review Committee)

Characteristics of a Good Review Process

- Transparency and communication
- Engagement and input by all stakeholders
- Clear plans and timelines
- Benchmarks for assessments
- Process results in actionable items
- Results are used for improvements and decision-making

Source: Purdue University, 2016

MC's Four Step Process



Report and Recommendations

COLLEGE AREA REVIEW ADMINISTRATIVE REVIEW REPORT AND RECOMMENDATIONS_16

NAME OF UNIT:

DATE:

Instructions: This form is designed to facilitate the analytical self-evaluation of your administrative units and should reflect the consensus of the unit's members. It is intended to provide a broad overview of the unit's current situation, how the unit serves the College's mission and initiatives, and how your unit assesses its effectiveness. It is most advantageous that you present the breadth and depth of your unit in a concise and understandable fashion. You may adjust spacing where necessary, however, limit your report to 10 pages. Any additional documentation may be added in the appendix. The appendix should be limited to 5 pages.

PART ONE: OVERVIEW AND MISSION

1. Briefly describe the unit's mission.
|
2. What major functions or services do you provide to the College?
3. Using the table below, list the unit's goals, check the MC 2020 strategic theme(s) related to the goal, and provide the status of any initiatives taken to support the theme(s), where applicable. *(These initiatives should include but are not limited to the MC 2020 FY14-FY20 initiatives assigned by the President's office or any other initiatives related to your goals assigned by your senior vice president.)*

Unit Goals	Check all MC 2020 Strategic Themes related to this goal	Assigned MC 2020 Initiatives and Status
1.	<input type="checkbox"/> Educational Excellence <input type="checkbox"/> Access, Affordability, and Success <input type="checkbox"/> Economic Development <input type="checkbox"/> Community Engagement <input type="checkbox"/> Assessment and Institutional Effectiveness	
2.	<input type="checkbox"/> Educational Excellence <input type="checkbox"/> Access, Affordability, and Success <input type="checkbox"/> Economic Development <input type="checkbox"/> Community Engagement <input type="checkbox"/> Assessment and Institutional Effectiveness	

#1: Overview and Mission

- Describe the unit's mission.
- What major functions or services do you provide to the College?
- List the unit's goals, check the MC 2020 strategic theme(s) related to the goal, and provide the status of any initiatives taken to support the theme(s), where applicable.

#2: Effectiveness of Services

	Goal	Outcome <i>Related to your goal – what do you wish to assess? What are the intended results of your goal?</i>	Tool or Measure <i>What instrument(s) are you using to measure your success? (e.g., surveys, interviews, focus groups, completion times, counts)</i>	Benchmark <i>What is the identified/determined minimum result, target, criterion, or value that will represent success for achieving this outcome?</i>	Results or Findings <i>What did you find from using your assessment measurement? Did it meet your standards of performance or given benchmark?</i>	Next Steps <i>What are your planned actions based on results? Using what you found, what will you do next? Craft recommendation(s) for next step and add to Part six.</i>
1.						
2.						

#3: Benchmarking of Services

	Name of Institution, Contact Person, and Position Title	Services Performed <i>What benchmark question did you ask? What services performed in the unit did you use as a comparison to benchmark?</i>	Findings <i>What are they doing, the same or different and why?</i>	Next Steps <i>Are there any suggested recommendations related to these findings for your unit?</i>
1.				
2.				
3.				

MC Peer Institutions

MC Peer Institutions IPEDS Data
MC-OIRA (Jan 2015)

Type Code	Type Desc	College ID	College	Address	City	State	ZIP	General Info Phone	Website
S	Suburban	163426	Montgomery College	51 Mannakee Street	Rockville	MD	20850	240-567-5000	www.montgomerycollege.edu
S	Suburban	113634	Diablo Valley College	321 Golf Club Rd	Pleasant Hill	CA	94523	925-685-1230	www.dvc.edu
S	Suburban	120971	Palomar College	1140 W. Mission	San Marcos	CA	92069-1487	760-744-1150	www.palomar.edu
S	Suburban	121619	Santa Ana College	1530 W. 17th Street	Santa Ana	CA	92706-3398	714-564-6000	www.sac.edu
S	Suburban	122205	Saddleback College	28000 Marguerite Pky	Mission Viejo	CA	92692-3635	949-582-4500	www.saddleback.edu
S	Suburban	127200	Front Range Community College	3645 W 112th Ave	Westminster	CO	80031	303-404-5000	www.frontrange.edu
S	Suburban	170790	Macomb Community College	14500 E Twelve Mile Rd	Warren	MI	48088-3896	586-445-7999	www.macomb.edu
S	Suburban	171535	Oakland Community College	2480 Opdyke Rd	Bloomfield Hills	MI	48304-2266	248-341-2000	www.oaklandcc.edu
S	Suburban	227979	San Jacinto Community College	8060 Spencer Hwy	Pasadena	TX	77501-2007	281-998-6150	www.sjcd.edu
S	Suburban	244437	Georgia Perimeter College	3251 Panthersville Rd	Decatur	GA	30034-3832	678-891-2300	www.gpc.edu
S	Suburban	247834	Collin County Community College District	3452 Spur 399	McKinney	TX	75069	972-881-5790	www.collin.edu
S	Suburban	366395	Suffolk County Community College	533 College Rd	Selden	NY	11784-2899	631-451-4110	www3.sunysuffolk.edu
S	Suburban	434672	The Community College of Baltimore County	7201 Rossville Blvd.	Baltimore	MD	21237	443-840-2222	www.cbccmd.edu
U	Urban	104708	Glendale Community College	6000 W Olive Ave	Glendale	AZ	85302	623-845-3000	www.gccaz.edu
U	Urban	105154	Mesa Community College	1833 W Southern Ave	Mesa	AZ	85202	480-461-7000	www.mesacc.edu
U	Urban	105525	Pima Community College	4905C East Broadway Blvd.	Tucson	AZ	85709-1275	520-206-4500	www.pima.edu
U	Urban	109208	American River College	4700 College Oak Dr	Sacramento	CA	95841-4286	916-484-8011	www.arc.losrios.edu/
U	Urban	112190	City College of San Francisco	50 Phelan Ave	San Francisco	CA	94112-1898	415-239-3000	www.ccsf.edu
U	Urban	114789	Fresno City College	1101 E. University Ave	Fresno	CA	93741	559-442-4600	www.fresnocitycollege.edu
U	Urban	117645	Long Beach City College	4901 E. Carson St.	Long Beach	CA	90808-1706	562-938-4111	www.lbcc.edu
U	Urban	117788	Los Angeles City College	855 N Vermont Ave	Los Angeles	CA	90029	323-953-4000	www.lacitycollege.edu/
U	Urban	122180	Sacramento City College	3835 Freeport Blvd	Sacramento	CA	95822-1386	916-558-2111	www.scc.losrios.edu/
U	Urban	122375	San Diego Mesa College	7250 Mesa College Dr	San Diego	CA	92111-4998	619-388-2604	www.sdmesa.edu/
U	Urban	134495	Hillsborough Community College	39 Columbia Drive	Tampa	FL	33606-3584	813-253-7000	www.hccfl.edu
U	Urban	179308	Saint Louis Community College	300 South Broadway	Saint Louis	MO	63102-2810	314-539-5000	www.stlcc.edu
U	Urban	187532	Central New Mexico Community College	525 Buena Vista SE	Albuquerque	NM	87106	505-224-3000	www.cnm.edu
U	Urban	190521	CUNY Borough of Manhattan Community College	199 Chambers St	New York	NY	10007	212-220-8000	www.bmcc.cuny.edu/
U	Urban	198260	Central Piedmont Community College	1201 Elizabeth Avenue	Charlotte	NC	28204	704-330-2722	www.cpcc.edu
U	Urban	202356	Cuyahoga Community College District	700 Carnegie Ave	Cleveland	OH	44115-2878	800-954-8742	www.tri-c.edu
U	Urban	224642	El Paso Community College	9050 Viscount Blvd	El Paso	TX	79925	915-831-2000	www.epcc.edu
U	Urban	227924	San Antonio College	1300 San Pedro Ave	San Antonio	TX	78212-4299	210-486-0000	www.alamo.edu/sac
U	Urban	230746	Salt Lake Community College	4600 S Redwood Rd	Salt Lake City	UT	84123	801-957-4111	www.slcc.edu

#4: Cost and Resources

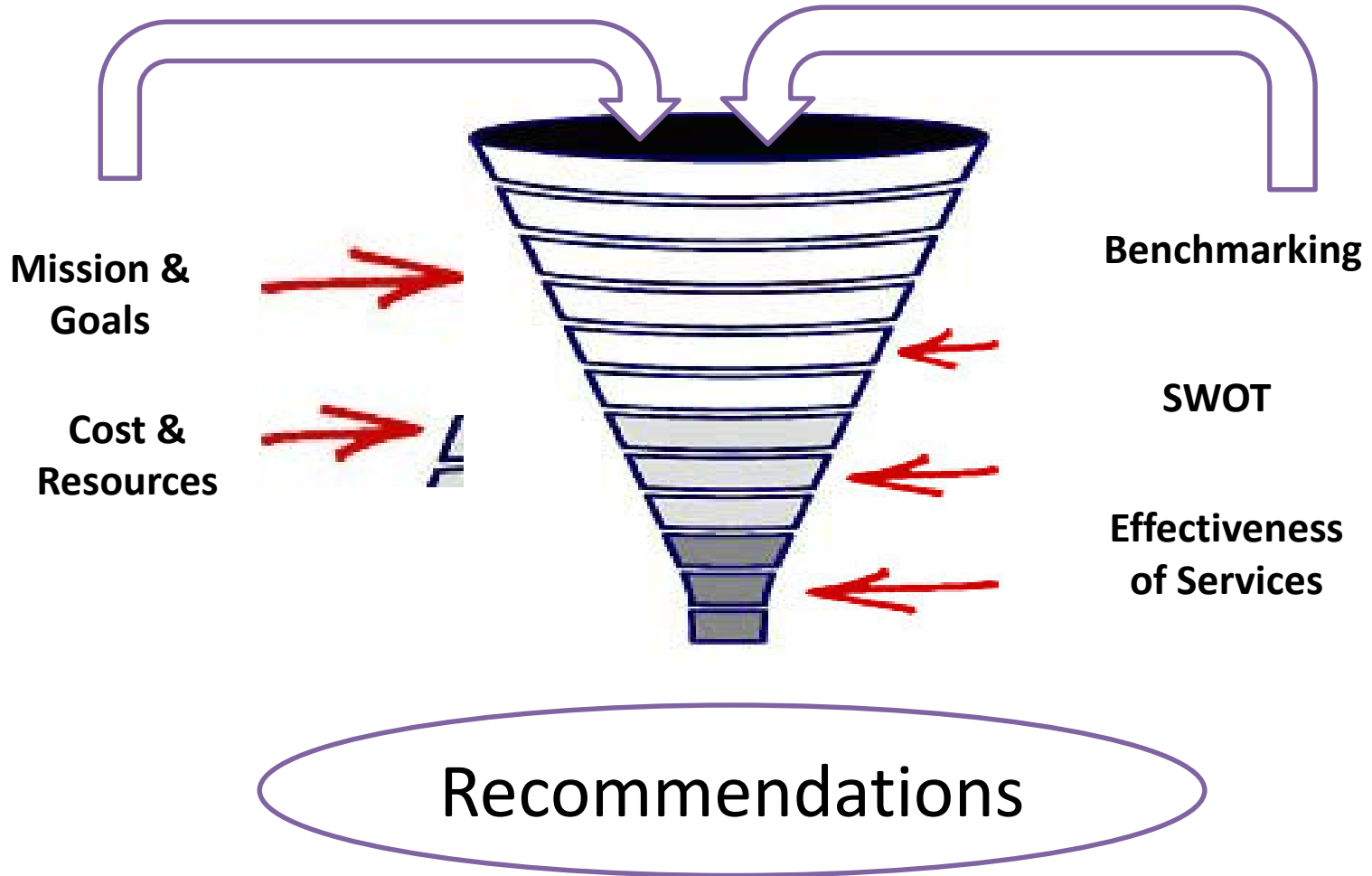
Examine the use of unit resources to operate efficiently and effectively without adding additional staff. Provide suggestions where the unit could be more efficient and effective given the current resources.



#5: SWOT ANALYSIS

Internal	<p><u>Strengths: Positive attributes of the unit</u></p> <ul style="list-style-type: none"> • What does the program do well? • What are the program's advantages? • What do others see as the program's strengths? • What could the program boast about its operation? 	<p><u>Weakness: Negative attributes of the unit</u></p> <ul style="list-style-type: none"> • What can be improved? • What should be avoided? • What could be done more effectively and efficiently in the program? • What is the program not doing that it should be doing?
External	<p><u>Opportunities: Conditions external to the unit that have a positive effect on achievement</u></p> <ul style="list-style-type: none"> • What are the opportunities facing the program? • What are some current trends that could have a positive impact on the program? 	<p><u>Threats: Conditions external to the unit that have a negative effect on achievement</u></p> <ul style="list-style-type: none"> • What obstacles does the program face? • How are changing resources, technology, or external required specifications affecting the program's ability to provide services? • What are some current trends that could have a negative impact on the program?

#6: Recommendations



Recommendations

Recommendations	Rationale*	Source **	Responsible Person and Estimate Date of Completion	Budget Cost	Unit Head Comments	CARC Comments	SVP Comments
1.							
2.							
3.							
4.							
5.							

** Provide a brief explanation/justification for the recommendation.*

*** Indicate source of recommendation: (S) Staff, (H) Unit Head, (C) College Area Review Committee, and (E) Executive Team.*

NOTE: Write recommendations in outcomes measurable language (action words)

Writing Recommendations

	Write recommendations in outcomes measurable language
Examples	
Action Words to use	collaborate, communicate, conduct, create, define, develop, ensure, establish, expand, explore, implement, improve, increase, initiate, investigate, modify, prepare, produce, refine, replace, revise, search, select, standardize, update
Action words not measurable	Consider (can't measure thinking), look, ponder, suggest

Review Timeline

Jan – March	Meeting with Unit Administrator and Unit Orientation Meeting
March - June	Complete report and make recommendations (Sub unit meetings)
July 31	Unit Supervisors/Managers/Directors review documents and draft report and submits to unit administrator by July 31
August	Unit Administrator meets with CAR Coordinator to review documents and finalize report
September	CAR report and recommendations due to SVP
October	SVP reviews and approves report and recommendations
November	College Area Review Committee meets provides input
December	SVP responsible to share results of review and implementation of recommendations within the five-year review cycle.

Information

- **Resources**

- Office of Assessment
- College Area Review Coordinator/Mailbox
 - Clevette Ridguard X75342
 - CollegeAreaReview@montgomerycollege.edu
- College Area Review Website
 - www.montgomerycollege.edu/car
 - Administrative Units
 - Login to review past reports

- **Questions and Answers**