
Chapter: Student Affairs

Modification No. **002**

Subject: **Student Success**

- I. Student success for all students is the primary goal of Montgomery College. Aligned with the Strategic Plan, “students” means all students. This policy seeks to create a framework for an equitable level of institutional attention for credit and noncredit students. Student success is actualized by an equitable and data-informed pursuit of the following three components: (1) providing access to community members seeking further education; (2) supporting their completion; and (3) focusing on post-completion success that results in family-sustaining wages and being civically engaged.
- II. Achieving student success is the driving force behind the College’s planning, budgeting, and decision-making. Success is accomplished through a collaborative effort to achieve learning that actively engages students, faculty, and staff with a commitment to diversity, equity, and inclusion. Student success will be measured by degree completion, time-to-degree, cost-of-degree, transfer, post-completion success, course completion, content mastery, and job attainment, as appropriate. Students will be guided throughout their academic journey at Montgomery College by developing completion plans upon entry, which will be monitored periodically at various points on their academic progression. Deeply situated student focused partnerships with educational entities, business and industry, and community organizations are critical for student success. Acknowledging that success goals are unique to individual students, all stakeholders in the educational enterprise are accountable for contributing to strategies to enhance student success.
- III. Student success for all students at Montgomery College will be tracked and measured for the purpose of achieving individual student success and the purpose of identifying potential systemic improvements that lead to transformational change at scale for all students. Montgomery College is committed to adhere to and respond to success measures as reflected in annual federal and state accountability reports, College departmental performance matrices, and other accountability assessment methodologies. The College’s employee performance evaluation process will ensure that all employees have a clear understanding of their role in student success and will be responsible for improvements.
- IV. The president is authorized and directed to establish procedures necessary to implement this policy.

Board Approval: June 16, 2015; June 21, 2023

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I. Principles of Implementation

- A. Montgomery College is committed to identifying and implementing key conditions that promote equity in success for all students. These conditions include: consistent and intentional strategies to engage students with faculty, staff, and their academic work; mandatory administrative processes; and opportunities for achieving critical learning outcomes through participation in student life, co- and extra-curricular activities outside the classroom.
- B. Faculty, staff, and students work as partners for the shared goal of student success and each has responsibilities to achieve this goal.
- C. The College community is dedicated to structuring programs and supports so that students can:
 - 1. start smart;
 - 2. maintain a foundation of support opportunities;
 - 3. get connected;
 - 4. build community;
 - 5. participate in enhanced classroom experiences;
 - 6. be encouraged every step of the way; and
 - 7. have a plan to cross the finish line.

II. Actualization of Student Success

- A. Student success is accomplished when all students are prepared to engage in the global society and the knowledge economy as evidenced by their ability to:
 - 1. think: Solve problems by inquiring, interpreting, evaluating, and applying knowledge and skills;
 - 2. communicate: Pursue common understanding through effective exchange and expression of ideas;
 - 3. create: Apply curiosity, creativity, and flexible thinking to develop new ideas;
 - 4. engage: Collaborate effectively to discover and achieve common objectives;
 - 5. connect: Integrate learning across courses, over time, and between the College and the community to recognize interdependence and inter-connectedness; formulate an understanding of global interdependency;
 - 6. grow: Develop knowledge and skills to be resilient, self-confident, and independent lifelong learners; and
 - 7. achieve: Apply the experience, knowledge, and skills attained at Montgomery College to complete personal, educational, and professional goals.
- B. Success for all students is facilitated through:
 - 1. assessing student academic skills and guiding students to appropriate courses;

2. counseling and advising students to establish focused educational, career, and personal goals;
 3. assessing ongoing development, clarification, and refinement of student goals throughout the educational process;
 4. teaching students with challenging, but nurturing and encouraging, instructional methods; and
 5. providing effective and appropriate learning support programs and services.
- C. Student success is enabled when faculty and staff are committed to:
1. providing a positive, welcoming climate that reflects an ethical and caring college community;
 2. taking a personal interest by encouraging, assisting, and respecting the individual potential in each student; and
 3. setting personal performance expectations that reflect their commitment to student success.
- D. Student success is further ensured when the College:
1. is responsive to the community's needs and sets goals to meet them;
 2. monitors the workforce needs of local employers and develops programs to meet those needs;
 3. engages in partnerships with local nonprofits and other organizations to provide services for students' academic journey and basic needs;
 4. works closely with other educational institutions to build a resilient pipeline of opportunity from K-12 schools and into four-year institutions;
 5. clearly and effectively communicates information internally and externally;
 6. provides physical and virtual environments conducive to learning and the development of a sense of community for all students, faculty, and staff;
 7. offers students a comprehensive co-curricular program;
 8. is responsive to the needs of faculty and staff directly involved in the learning process;
 9. develops plans, allocates resources, and assigns administrative time to activities contributing to student success;
 10. provides professional development opportunities for faculty and staff that enhance the learning environment;
 11. maintains a reward system that recognizes faculty and staff contributions to students and their learning; and
 12. regularly evaluates (with student input) all aspects of College instruction, as well as support and administrative offices, and uses the data to improve such aspects.
- E. Specific actions and measurable results that support students towards their academic and career goals will be monitored. There are many valid measures of student success and achievement. Montgomery College measures used in credit programs include:
1. academic progress measured by GPA (by semester, cumulative, and trend direction);

2. retention and persistence measured by continuous enrollment and by credit hour acquisition over time; and
3. student goal attainment measured by transfer, employment, licensure, and graduation.

III. College Support for Student Engagement

Montgomery College faculty and staff are partners with students to support their success, and encourage a spirit of confidence in students in order that they can:

A. be champions of their own learning.

MC students will be guided to become familiar with policies, programs, and activities expressly established to promote student success. Students will be told the importance of attending advisor meetings and responding to communications from the College.

B. be champions of their peers' learning.

MC students are part of a college culture that focuses on everyone succeeding. Students will be encouraged to work with faculty and staff and take leadership in engaging peers in creating conditions for equity in achievement at Montgomery College.

C. connect with Montgomery College.

Students will be encouraged to utilize, to their benefit, the tremendous variety of supports (such as financial aid, grants, and scholarships), programs, services (such as faculty advisors, academic coaching, tutoring, learning centers, libraries, disability support, and community engagement centers), and opportunities (such as clubs, councils, and community service events).

D. commit to academic progress.

Degree-seeking students and transfer students, with support from faculty and staff, will establish a reasonable yet ambitious course plan to which they are expected to adhere. Recognizing that requirements are established to support their success, students will attend class, register as early as possible, meet deadlines, and participate in all required activities for their program and for the College.

IV. Effective Strategies for Student Success

Consistent with the principles above, Montgomery College will take the following actions:

A. Provide a safe, equitable, respectful, inclusive, and supportive learning environment.

Montgomery College will provide a safe, supportive, and accessible environment for all members of the community through such measures as communication among faculty, staff, and students, the *Code of Conduct*, ADA services, and

other College policies and applicable laws and regulations, including Title IX, Section 504, and the Americans with Disabilities Act.

Montgomery College recognizes the unique needs of students from diverse and varying economic and academic histories and experiences and is committed to supporting successful environments for all, paying particular attention to marginalized students and those facing opportunity barriers.

B. Sustain an institutional culture of evidence.

Montgomery College will continue to collect, analyze, share, and act on student success and achievement data that is clearly delineated and disaggregated by outcomes based on key student demographics. Insights from data collected will be integrated into program planning, reviews, budgeting, and resource allocations.

C. Support successful, informed access into the Montgomery College community.

1. Work with students to develop completion plans.
2. Welcome students to accessible, informative orientations.
3. Provide timely and clear financial aid and scholarship information.
4. Provide relevant programs and courses that prepare students for the workforce to earn family sustaining wages.
5. Monitor students' success throughout their academic journey and provide effective learning and/or personal interventions, if needed.

D. Provide advising.

Montgomery College will ensure effective advising throughout the student's academic experience; will help students distinguish between transfer and career goals; will use technology tools to track students' progress; will celebrate successful progress; and will respond to potential concerns through intrusive intervention measures such as immediate outreach, timely academic support and referrals, all designed to engage faculty and staff with students for successful progress.

E. Provide a wide range of targeted programmatic supports.

Montgomery College provides, for all students, a wide range of support programs including comprehensive first year experience courses, academic learning centers, open educational resources, federal grants, mentoring programs, Disability Support Services, career services, and other supportive referrals.

F. Connect students to the MC community through organizational structures, policies, and practices that support priorities for student achievement and success.

Montgomery College provides mentoring programs that include peer mentoring as well as mentoring by faculty and staff, opportunities for leadership development, community and civic engagement, undergraduate research with faculty, and participation in service learning, co-curricular and extra-curricular programs.

- G. Connect students to articulated program pathways to major transfer institutions and contemporary and relevant programs for business and industry employment.

Montgomery College provide programs pathways that prepare students to earn a credential, to transfer for academic work towards a bachelor's degree or beyond, and/or to enter the workforce. The College endeavors to support all students on their chosen learning paths.

Administrative Approval: June 29, 2015; April 19, 2023