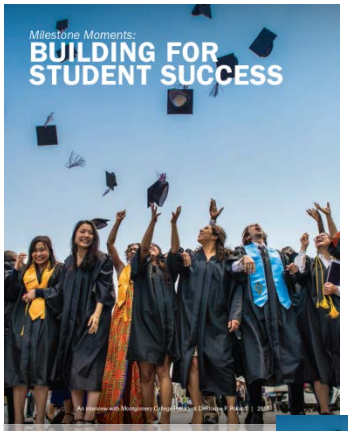
Milestone Moments:
BUILDING FOR
STUDENT SUCCESS

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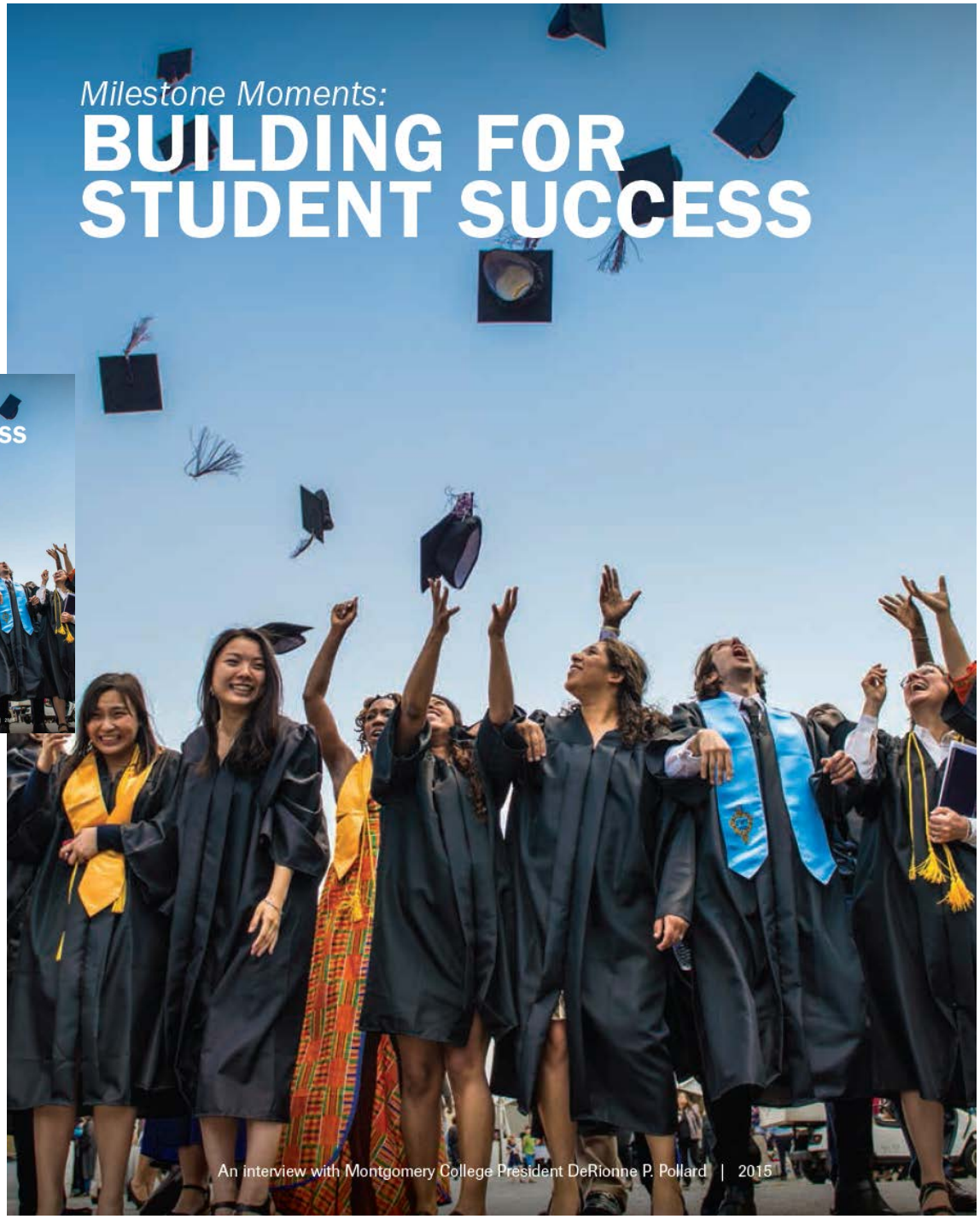
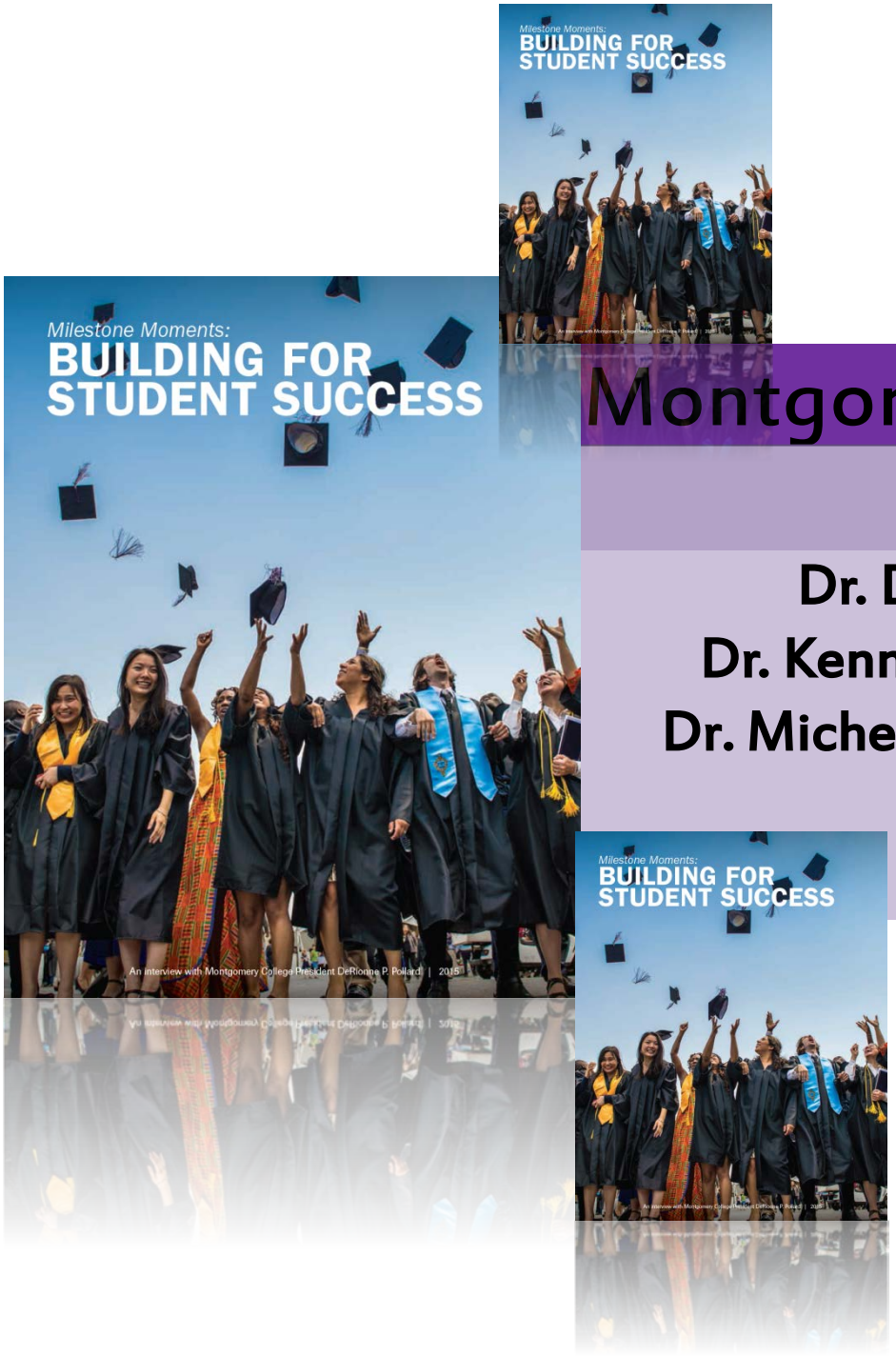

Milestone Moments:
BUILDING FOR
STUDENT SUCCESS
An interview with Montgomery College President DeRionne P. Pollard | 2015



Montgomery College Presenters

Dr. DeRionne Pollard, President

Dr. Kenneth Hoffman, Board of Trustees

Dr. Michelle Scott, Deputy Chief of Staff & Strategy

Association of Community College Trustees

Friday, October 7, 2016

2:15pm – 3:15pm

Presentation Focus

- Why the Board of Trustees and President are chronicling the institution's commitment to student success
- How the College decided to create an electronic comprehensive chronological journal of its intentional transformation of building for student success
- What the College created as a sustainable systematic process of documenting its commitment to student success—Milestone Moments
- Ways the College is using Milestone Moments to leverage opportunities for fostering public and private partnerships and community engagement

About Montgomery College

OUR COLLEGE

SITUATED IN A COUNTY OF
1,000,000
RESIDENTS NORTH OF WASHINGTON DC

70
YEARS OLD

SECOND OLDEST AND LARGEST
COMMUNITY COLLEGE IN MARYLAND

OUR STUDENTS

FROM
160+
COUNTRIES

25,000
CREDIT

35,000
NONCREDIT

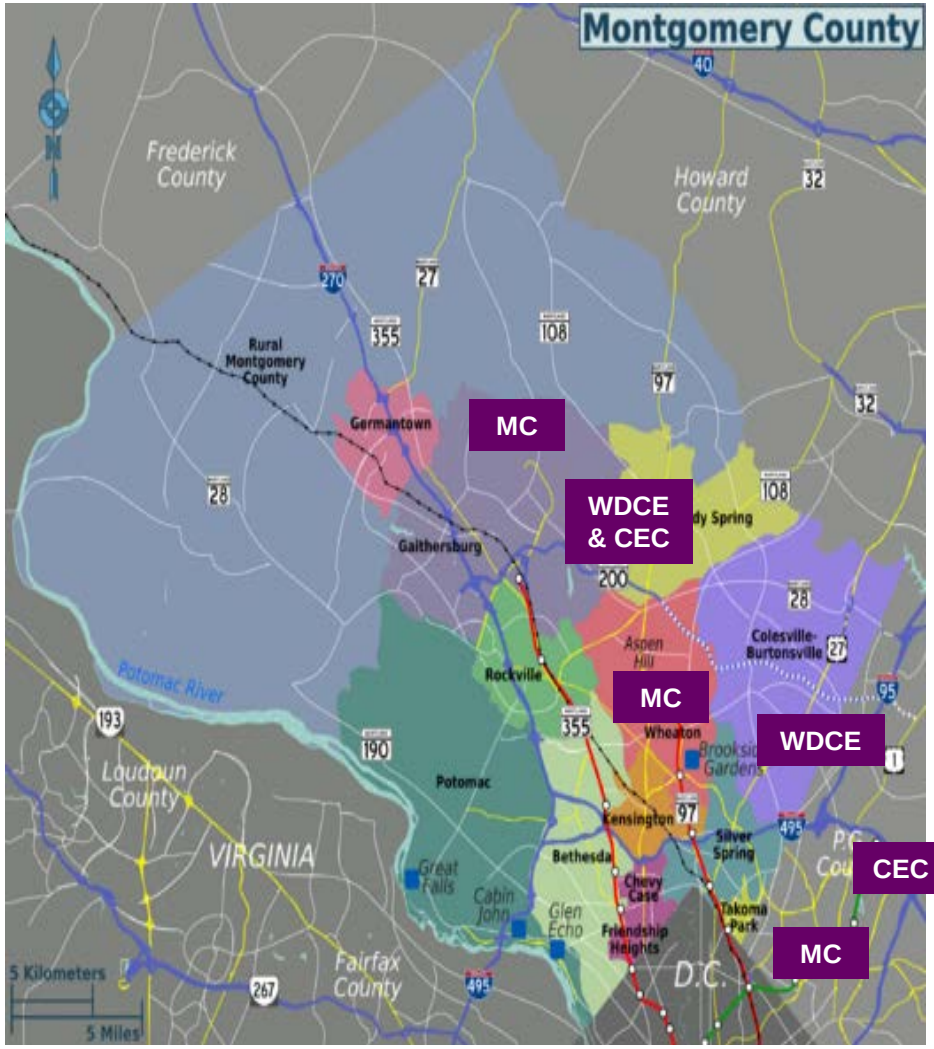
100,000
ALUMNI

About Montgomery College

1. Three campuses and two workforce development centers

2. First community college with a hospital on a campus

3. FY16 Budget: $309.9M



MONTGOMERY COLLEGE TRUSTEES AND PRESIDENTS

OUR TRUSTEES

Appointed by the Governor

Since 1969

48 Trustees

22 Board Chairs | 31 Board Officers

36 Emeriti Trustees

Since 1976

36 Student Trustees

124 College Policies Created (3 Retired)

OUR PRESIDENTS

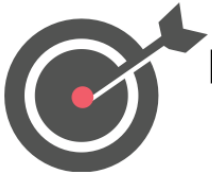
9

7 Male
2 Female

6 White
3 African-American

4 Emeriti Presidents

BOARD OF TRUSTEES ROLES AND RESPONSIBILITIES



Determine mission and purpose

Ensure adequate financial resources

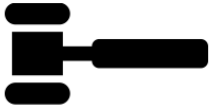
Select the chief executive

Protect assets and provide proper financial oversight

Support and evaluate the chief executive

Build a competent Board

Ensure effective planning



Ensure ethical and legal integrity

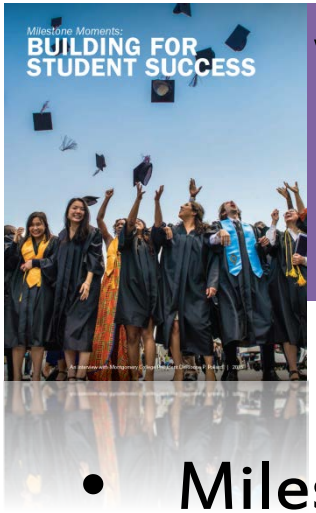
Monitor and strengthen programs and services

Enhance the organization's public standing

Why a Milestone Moments Project

Boards of Trustees and Presidents collaborate on important work, actions, decisions, institutional traditions, and **legacies;** and **together** they create **iconic narratives** in the **life of the College.**

Chronicling and making public the board and presidents actions, decisions, important traditions of the institution, and legacies that support student success is **absolutely imperative**!



What is the Milestone Moments Project

- Milestone Moments is a multimedia project, a chronological monograph, a timeline journal of Montgomery College's *intentional transformation of building for student success* journey.
- The project includes:
  1. A Milestone Moments webpage, with filtered timeline
  2. A supplement to *Insights* magazine
  3. A communication plan

Timeline with Six Distinct Sequential Components

Montgomery College's Principles on Building for Student Success

The icons represent the principles of the College's Building for Student Success efforts.

- Beginning Foundation
- Build High-Quality Learning
- Provide Comprehensive Student Supports
- Monitor Student Success
- Prioritize Student-Focused Operations
- Build Strategic External Partnerships

Additional Categories

The Year in Review | Board Perspectives | Accolades

Filter by Category

☐ 2010 ☐ 2011 ☐ 2012 ☐ 2013 ☐ 2014 ☐ 2015 ☐ Beginning Foundation ☐ Build High-Quality Learning
☐ Build Strategic External Partnerships ☐ Monitor Student Success ☐ Prioritize Student-Focused Operations
☐ Provide Comprehensive Student Supports ☐ Year in Review ☐ Board Perspectives ☐ Accolades ☐ View All

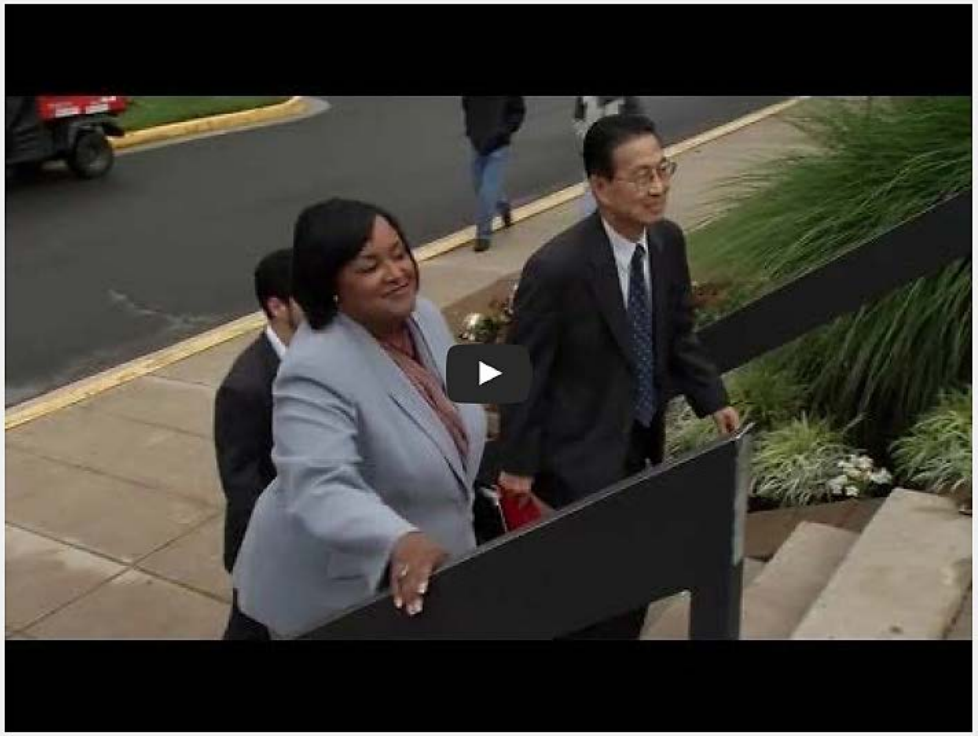
Milestone Moments Timeline

Timeline Welcome & Web-links

President Pollard welcomes visitors to the Montgomery College Milestones Moment web chronology. Here you are invited to view a few of the many major, institutional developments since 2010. And she invites visitors to be sure to check the links and take a closer look to see where, when, and how they have helped to contribute to the mutual success of our institution and work to create a successful and relevant learning environment for students and our community.

Milestone Moments Timeline

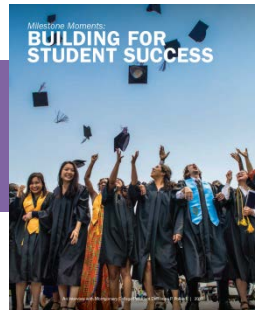
Trustees Welcome 9th President to College Web-link



The Montgomery College Board of Trustees names Dr. DeRionne P. Pollard as the ninth president of the College and introduces Dr. Pollard to students, faculty, and staff.

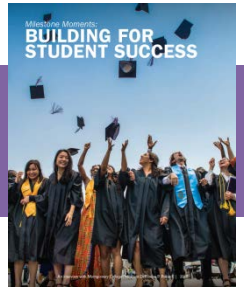
Milestone Moments Timeline

Board Perspectives Web-links



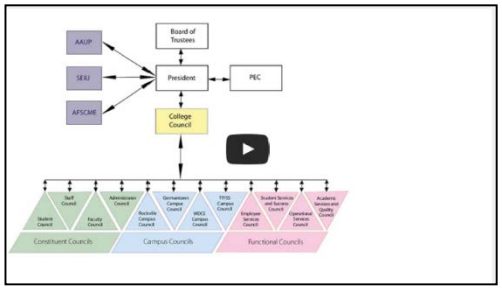
Board Perspectives is an annual publication of the Montgomery College Board of Trustees. In P*erspectives*, the Board reflects on the College and its work during the year.

Milestone Moments Timeline



Timeline Web-links

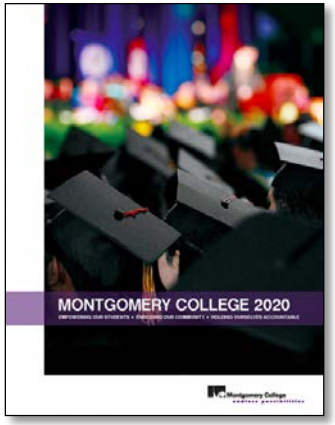
Rockville Campus Science Center



Participatory Governance System

ACES Program

Holy Cross Germantown Hospital



MC 2020 Strategic Plan

Diversity Plan

Welcome Centers

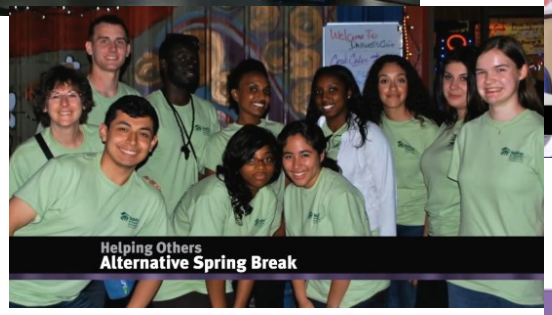
Closing the Achievement Gap Report

Montgomery College
Student Success
Score Card

Student Success Score Card

Milestone Moments Timeline

Year In Review Timeline Web-links



Milestone Moments Timeline

Insights Magazine Supplement

Insights magazine sat down with Dr. DeRionne P. Pollard, now in her sixth year as president of Montgomery College, to discuss the College's achievements of the past five years and how they have formed a foundation for student success.

Montgomery College's Principles on Building for Student Success
The icons represent the principles of the College's Building for Student Success efforts.

- Beginning Foundation
- Build High-Quality Learning
- Provide Comprehensive Student Supports
- Monitor Student Success
- Prioritize Student-Focused Operations
- Build Strategic External Partnerships

Q: What were your perceptions about Montgomery College prior to your arrival at the College?

A: Anybody who knows community colleges knows Montgomery College is well regarded and considered the flagship community college of Maryland. It has been in *The New York Times's* list of best community colleges in the country, so I knew there is something special here. I knew the College had a good relationship with the school system and great support from the county government and business sector. The other aspect I thought was very interesting about Montgomery College was the diversity of its faculty, staff, and students. The College was already a majority minority institution.

Q: What were your observations after arriving, and how did they inform your subsequent vision for the College?

A: I took a lot of time to get to know the College. I walked the halls. I had lunches. I sat and watched. I started to see several things: We are an institution that has significant resources for our students. Our learning centers are very complex and elaborate, but as an institution—even though we had been accredited as such—we were not functioning as one.

When I met people in the community, they talked about how Montgomery College was this jewel of the county, but they did not quite know what we did. They did not know how we partnered with business and industry. They did not know the special institutes we have. I realized part of what I needed to do was help people understand the breadth of the Montgomery College experience. We serve the immigrant daughter and the native son, the returning veteran, and the working reservist.

And last but not least, I knew we had an outstanding faculty. We have faculty members who, for multiple years, have been named the Maryland Professor of the Year. We have staff members who have grown up in this institution and those who bring talent from other places. We need to make people understand the value of the faculty we bring to the community so they continue to invest their resources in us.

Q: In 2011, you began the strategic planning process, which led to the creation of the MC 2020 Strategic Plan. What are some of the most important aspects of this plan?

A: When we started the strategic planning process, we first revised the College's vision statement, and we identified a set of values that would frame the way in which we do our work. I think about mission as what we do; vision is how we do it. That was actually the longest part of the process. After that, we spent a lot of time thinking about how we will assess the plan. We had a broad-based, participatory process that engaged everybody in the College community, and we articulated bold and ambitious ideas about what the College will look like in 2020.

We wanted to empower students to change their lives. We wanted to enrich the life of our community, and more importantly, we wanted to be held accountable. We looked at academic excellence and workforce and economic development. We are a driver of economic development in this county. But how do we address the emerging and changing community in Montgomery County?

We are browner, older, and less wealthy than ever in the history of this county. How do we ensure that those three facts are not seen as negatives, as they are in other places in this world? How do we ensure we have student support services that wrap around the student experience so students understand we are here to meet them where they are and to help them graduate? And how do we ensure we have the infrastructure to make these things happen?

The Hercules Pinkney Life Sciences Park, located at the College's Germantown Campus, is an integrated academic, business, and research campus that is currently being developed to accommodate life sciences, cybersecurity, and other technology companies.

We are a $250 million business with more than 3,000 employees. We have very complex facilities. Our campuses are large. How do we make sure that we are good stewards of the resources the public invests in us, while having an impact on the community we serve?

Q: The College is halfway through the strategic plan. What are some of the College's greatest achievements of the past few years?

A: More and more of our students were traveling among our three campuses, and they were asking very specific questions. "Why do I have access to these resources at this campus, but I don't at that campus?" The curriculum has similar framework, but the teaching and learning are completely different at different campuses.

May 2010
Montgomery College's Ninth President
The Montgomery College Board of Trustees names Dr. DeRionne P. Pollard as the ninth president of the College and introduces Dr. Pollard to students, faculty, and staff. The College inaugurates Dr. Pollard as its new president in October 2010. At 39, she is one of the youngest community college presidents in the nation.

September 2010
One College Model
The Middle States Commission on Higher Education approves the accreditation of Montgomery College Germantown Campus, Montgomery College Rockville Campus, and Montgomery College Takoma Park/Silver Spring Campus as a single institution, Montgomery College, with three campuses.

October 2010
Innovation Fund
Dr. Pollard announces the creation of the Innovation Fund, an investment in College faculty and staff to encourage the proposal of intentional, sustainable, and systemic improvements for the enhancement of student education and services. The fund is a resource that supports cutting-edge ideas and helps make them a reality for the benefit of students.

December 2010
Governance Policy
The Board of Trustees approves the College's Governance Policy on December 13, 2010. In doing so, the Board authorizes the President to develop procedures to implement the policy.

June 2011
New Mission, Vision, and Core Values
The Board of Trustees adopts the newly crafted statements that reflect, in an inspiring way, what Montgomery College is as an institution and why it is so dedicated to its students and their success.

September 2011
Rockville Campus Science Center
The College dedicates the new building that brings much-needed lab space to the campus for an increasing number of students studying science, engineering, and mathematics. Montgomery College has the largest engineering program of any community college in the nation. The building's 29 new laboratories include 14 biology labs, nine chemistry labs, and six physics/engineering labs.

October 2011
Office of Compliance
The College creates the Office of Compliance, which encourages and promotes ethical conduct and commitment to compliance with the law at the county, state, and federal levels, as well as monitors the implementation of adequate internal controls and quality assurance processes.

December 2011
Life Sciences Park
A major milestone occurs for the Life Sciences Park when the groundbreaking ceremony for the future Holy Cross Germantown Hospital takes place December 8 at the Germantown Campus of Montgomery College. Now known as the Hercules Pinkney Life Sciences Park, the park is an integrated academic, business, and research campus.

More than 300 county leaders, educators, community members, and students gathered at the Music Center at Strathmore in June 2015 to celebrate students who are a part of the Achieving Collegiate Excellence and Success (ACES) program.

With these questions in mind, we focused on our academic structure. We crafted the Common Student Experience. Regardless of campus or location, full- or part-time status, a student should experience a certain set of truths at Montgomery College. We also spent a lot of time thinking about the campus environment, and how someone enters our campuses. Our Welcome Centers are a reflection of that thinking.

We also recognized we needed to proactively reach out to students. A fruit of this was our Achieving Collegiate Excellence and Success (ACES) program. This program is a way for the College to be much more deliberate and, dare I say, intrusive in the lives of students who were underrepresented in our institution—students from various ethnic and interracial groups, students who are first-generation college students, students who live in poverty, students who are disabled or are managing disabilities. How do we ensure they have a pathway from their high school to Montgomery College?

I absolutely love ACES because I was one that needed the help and would have benefited from a program similar to this. Some of the early data is so compelling about these students' persistence and success at the College.

Why wait until high school? Look at our Kindergarten-to-College program, where we are actually putting College resources into disadvantaged schools. We are working with teachers and staff of those institutions, and now we have kindergartners saying, "When I go to college" or more importantly, "When I go to my Montgomery College."

We partnered with the county in our Community Engagement Centers. As the demography changes in our county, as the traffic becomes more and more complex, we do not have the luxury to wait for people to come to us. We need to meet them where they are.

Our Community Engagement Centers go into communities. We provide language interpretation services. We have about 160 countries represented at Montgomery College. Our online course offerings have expanded. We are also in the process of getting approval from the state to offer degrees online.

Also for me, the issue of equity is so important, closing the achievement gap. We started Achieving the Promise, a program to ensure every student has the ability to be successful here. It is not just an economic imperative; it is a moral imperative of our time.

Q: One important change has been the creation of the One College model. How has this operational shift helped the College?

A: One of the first things the Board of Trustees charged me with after the strategic plan was looking at a one-college philosophy. Our students do not attend the Takoma Park/Silver Spring Campus.

Dr. Pollard announced the new school colors at an event in July 2012.

They do not attend the Rockville Campus. Their transcript does not say Germantown Campus. Their transcript says Montgomery College.

We are one college, and that is very significant in terms of processes, procedures, and experiences. How do we make sure all these things work together? Our accreditors had already started the work. Prior to our last accreditation, we were three separate institutions or campuses accredited under Montgomery College. That changed—we are now accredited as one institution. We have core processes and systems as one institution and a commonality of the student experience.

The other one is our athletic association. To meet the requirements of Title IX, we looked at how we organized teams and adopted a new mascot and new institutional colors. I know we have very distinctive and different experiences on campuses. It is important to me that Montgomery College has an ethos that permeates how we do our work and our accountability.

Our accreditors, our state legislators, and our county legislators do not look at us and say, "Oh, here are various campuses as they relate to student equity, persistence, and retention." They look at Montgomery College. Hence, the Montgomery College scorecard, which clearly says, "Here are our institutional milestones, here are our institutional parameters, and these are our goals as an institution."

Q: "Achieving the Promise" is an initiative you started to increase student success. What can you tell us about it?

A: We are here to ensure that every student—regardless of ability, background, economic status, race, or age—has access to higher education. The challenge with that is we have not focused on equity in success. So while we can talk about completion numbers in general as it relates to all community college students and graduates and transfer

April 2012
Participatory Governance System
The College's Blue Ribbon Task Force on Governance issues its final report with recommendations for how to institute a governance system at the College. The system the College creates is based on the participatory governance model. After elections in spring 2012, 159 students, faculty, and staff members began their service in fall 2012.

June 2012
MC 2020 Strategic Plan
The Montgomery College Board of Trustees adopts the MC 2020 plan, a multiyear strategic plan that will guide the College's actions for the remainder of the decade.

June 2012
Student Services Division
To advance its mission of student success, creating a common student experience across campuses, and developing opportunities for increased student retention and completion, the College re-establishes a student services division and hires a senior vice president for student services.

July 2012
Athletics Reinvigoration
In compliance with the National Junior College Athletic Association (NJCAA) and Title IX, the College implements a new athletics structure in which the College becomes a single, multicampus NJCAA member with only one College team for each sport.

July 2012
Unified School Colors
Dr. Pollard reveals the new school colors.

July 2012
ACES Program
Montgomery College, Montgomery County Public Schools, and the Universities at Shady Grove launch the Achieving Collegiate Excellence and Success (ACES) program to support students and provide a seamless path to a bachelor's degree.

September 2012
Office of Advancement and Community Engagement
The College creates the Office of Advancement and Community Engagement. The office also is home to the Montgomery College Foundation, which raises more than $4 million in gifts annually for scholarships, programs, and facility needs.

April 2013
Catherine F. Scott Commons
The Montgomery College Foundation receives a $1 million donation from Professor Emerita Catherine F. Scott. As a result, the College, for the first time in its history, names one of its buildings in honor of a faculty member by renaming the Commons Building at the Takoma Park/Silver Spring Campus the Catherine F. Scott Commons.

students, the reality is our students of color and students who come from social economic backgrounds that are challenged perform at a lower level than students who are majority race.

Our job—this is the next level of work for higher education and community colleges specifically—is to ensure that everyone has the ability to be successful in college by redesigning our institutions for those outcomes.

We have created this cafeteria style of how students pick and choose, and ultimately at the end of the day, this is not in the best interest of students. We had a taskforce that worked for more than a year looking at how to close the achievement gap. They looked at the way students come into the College. They looked at curriculum and who is in the classroom in terms of staffing. They looked at how we do professional development for our employees to create welcoming and affirming environments.

The College established Welcome Centers at each campus in August 2013 to facilitate student services information. The centers assist with information about admissions, registration, textbooks and pricing, placement tests, financial aid, and payment information.

Now, we have a plan with about 40 recommendations of how we can improve the College, and this fall we are starting to look at how can we "Achieve the Promise" of higher education.

I am so excited for one initiative we are calling "peer navigators." The job of these peers is to go out, see students, talk to them, and help guide them through the institution, helping them understand how to be successful here. I love that idea.

Q: Economic development is another important theme for the College. How is the College supporting and promoting economic development in the region and the nation?

A: Community colleges have long been in the business of economic development. Our mission dictates that. We are providing a pipeline of talented, prepared workers to step into industries in the communities we serve. There is great data out there that suggests 80 percent of the jobs in the future will require some form of postsecondary education, whether a short-term certificate or an associate's degree.

So we have a responsibility to make sure our curriculum is aligned to industry standards, and our faculty is prepared to teach students the skills they need to be competitive in the workforce of the future. Workforce development is economic development.

Our job is to make sure students think critically, have the skills that allow them to be mobile within industry, are able to assess what they know and do not know, and understand where to continue their education. We need to make sure we have programs that provide licensure and certification, and that we maintain our accreditation to do that. We need to constantly evolve.

Montgomery College revealed its new mascot, the Raptor, in November 2013.

Our job also is to help students continue lifelong learning so their work skills continue to evolve. The Trade Adjustment Assistance Community College and Career Training (TAACCT) grant, about $15 million dollars for the state of Maryland, creates career lattices that allow a student to get short-term training at college and go into the world of work to get work-based experiences. They then come back to us for more training. This creates career mobility. The worst thing that happens in poverty is that we give people access to entry-level jobs, and we never help them move up the career ladder. That changes the quality of life for them and their families.

We received another grant to help underrepresented populations in science, technology, engineering, and math [STEM] fields, providing them with support services that help them navigate a very complex curriculum. The grant allows us to provide professional development for faculty to meet the needs of those students, and connects students to businesses and transfer programs. We are seeing exceptional outcomes.

The last thing I will mention is we produced a wonderful document that chronicles the work we do in workforce development. Now when I go to the county or the state, I have something I can show leaders about the work here at Montgomery College and how we support economic development.

Our Life Sciences Park is an example of economic development. We partnered with the county and state to bring the first new hospital to the county in the many years. We created an environment for innovation and technology. It is going to be remarkable to watch what we do with that space in the next decade.

August 2013
Welcome Centers
The College establishes Welcome Centers at each campus to facilitate student services information. They are the first stop for any student planning to attend the College. The centers assist with information about admissions, registration, textbooks and pricing, placement tests, financial aid, and payment information.

August 2013
Diversity Plan
The College releases an updated diversity plan after a three-year, committee-based process. The new plan aligns with the MC 2020 strategic plan.

September 2013
Starfish Retention program
The College acquires the Starfish retention system to create an online student success environment and facilitate access to counseling and advising services. Students are able to use the Starfish system to view service availability and schedule appointments online to meet with a counselor in person.

September 2013
College and Career Readiness and College Completion Act
The College implements the requirements of the College and Career Readiness and College Completion Act, which, through a series of measures and efforts, aims to increase college completion in Maryland.

November 2013
The Raptor
The College reveals its new mascot, the Raptor.

December 2013
Closing the Achievement Gap Report
The fall 2013 closing meeting features the announcement that work will begin for a plan and a committee will be formed to address the achievement gap at the College. Subsequently the task force's final report is published in December 2013.

January 2014
The Office of Community Engagement
The College creates the Office of Community Engagement to take Montgomery College beyond the campus and into the community through Community Engagement Centers, partnerships with nonprofits, events, regular communication, and grass roots outreach. The office's primary job is to help under-served and under-represented communities connect with Montgomery College.

July 2014
Academic Restructure
Dr. Pollard approves an academic restructuring plan in March 2014 that would take effect in July 2014. The plan was crafted by nearly 200 faculty and staff representatives, chosen by their governance groups and the academic deans, who collaborated to restructure the College's academic units to enhance collegewide consistency and cooperation, and support student success.

The College's Cybersecurity Lab officially opened in October 2015. The lab supports the College's work with a federal grant project to train more workers in the cybersecurity field.

Q: Part of how you envision the College achieving its goals is to meet the community where it is—hence the creation of the College's Community Engagement Centers. Could you please talk a little bit more about these centers, your vision for them, and how the work at these centers advances the College's mission?

A: We are a large institution, so for a lot of people the idea of going to college is overwhelming. But if we give them a little yellow brick road to follow to get through this institution and talk to them about financial aid opportunities, adult basic education, ESOL classes, we can help them to look at their lives differently and think about the future, not just for them but for their children. That is what those Community Engagement Centers are.

We have two Community Engagement Centers formally, partnering with the county. We have one informally at the Montgomery County jail, where we've been delivering GED courses, English, and technology courses for years. Education is the only thing I know that can change the trajectory of a family or an individual.

Q: What factors do you think have contributed to Montgomery College's successes in all of these areas you discussed?

A: Our success is based on the employees who work tirelessly, the investment by the county and state, our commitment and connection to businesses, and our partnerships with four-year institutions where our students can transfer.

Q: What challenges do you think the College will continue to face?

A: I think we will have significant challenges we have not even begun to understand yet, but there are a few easily described. One, we are going to continue to see a change in the economic landscape of not only this county but also of the state and our country. We are going to have to look at efficiencies in how we do things, how we think about the resources invested in us, how we steward them to produce greater outcomes, and how we secure new revenue sources for the institution.

We are going to continue to hear calls for accountability in ways we have not even begun to think about. The federal government has become much more invested, based on the college rating system. With the College and Career Readiness and College Completion Act of 2013, our state has changed the game, and I can guarantee the state will have another version in the future.

The reality is people are saying, "We have invested a lot of resources in you. The demography is changing; the United States and our competitiveness are changing. How do you demonstrate that students coming out of Montgomery College are able to do the work you say they can, with the skill sets they need to be able to be successful and self-sustaining?"

Technology is changing. I remember my first e-mail account, and this was in the late '90s. My eight-year-old son now has his own e-mail account. His whole classroom—they have no books. They do everything on tablets. So what happens when that generation comes to our colleges? How do we design facilities that are going to meet these changes in the future?

We will have a dramatic growth in the diversity of our community, both in terms of racial and ethnic diversity and socioeconomic diversity. How do we as an institution design ourselves to meet these students in communities where they are and help them be successful?

I do not have the answers to all this, but I guarantee you if we do not start asking the questions and engaging in a dialogue, somebody is going to tell us what to do, while we are still saying, "Oh, wait a minute…I am still talking about that." That is not going to work anymore.

Holy Cross Germantown Hospital opened on the Germantown Campus of Montgomery College in October 2014. The hospital is the first in the nation located on a community college campus.

July 2014
Science East Renovations
The College celebrates the reopening of the Science East building. The renovation follows construction of the Rockville Campus Science Center building, which opened in 2012. The renovation was the second of three phases of creating one large science complex on the Rockville Campus. The final phase will be complete with the Science West building renovation in 2016.

August 2014
Administrative and Fiscal Services Restructuring
The Administrative and Fiscal Services division is restructured to aid in the College's work of fulfilling the business services visions of the MC 2020 plan.

August 2014
MC Shuttle
The College offers a shuttle service pilot program between the Rockville and Takoma Park/Silver Spring campuses. The service later expands to provide transportation between the Rockville and Germantown campuses.

September 2014
Bioscience Education Center
The College celebrates the opening of the Bioscience Education Center on the Germantown Campus. As the academic cornerstone of the planned life sciences park, the building houses classrooms, recitation rooms, wet laboratories, a detached greenhouse complex, a meeting/conference area, the science learning center, and faculty offices.

October 2014
Cybersecurity Grant
The Departments of Labor and Education award Montgomery College nearly $5.3 million to provide increased education and training for industries relating to cybersecurity. The funding is part of the Trade Adjustment Assistance Community College and Career Training (TAACCCT) competitive grant program, which provides nearly $540 million in job-driven training grants to nearly 270 community colleges.

October 2014
Holy Cross Germantown Hospital
Holy Cross Germantown Hospital opens on the Germantown Campus of Montgomery College. The hospital is the first hospital in the nation located on a community college campus with an educational partnership to help train the next generation of health care professionals.

The College celebrated the opening of the Bioscience Education Center on the Germantown Campus in September 2014.

Q: We are halfway through the current decade, and the MC 2020 plan will be completed in five more years. What do you expect the College will have achieved by 2020?

A: I have ambitious and bold goals about what we should be doing. One, students will have clear pathways throughout the organization. There will be advising or support structures that get them to the end. Students of all races and ethnicities will be able to be successful at the same rate and level as students who come from majority culture. Students will be able to choose from a comprehensive array of academic programs relevant to workforce needs, with the best industry standards.

I will be very happy if every student who desires it completes a degree, certificate, credential, or transfers. I think we need to start talking about graduation from Montgomery College first and then talk about transferring after that. Students will receive up-to-date curricula about what they need to know in 2015 and prepare them for 2017, 2019, and 2021. Graduates will look back at their time here and think it was one of the best experiences in their lives.

We are developing our part-time faculty engagement centers, where we work with faculty in curriculum development, because here's the reality: As an institution, so many of our courses are taught by adjunct faculty. We have to make sure they have the tools and skills they need to help empower our students.

We are also exploring competency-based learning. And we are expanding our distance education courses.

We are talking about this idea of a college town. I had this crazy idea when I first walked in—I said that we need to turn Montgomery County into a college town, because I remember what a college town is like. Everything that happens in that community is intimately connected with the institution.

We have to decrease the amount of time it takes to get a degree. Right now, the average student takes about 3.9 years to get a degree from Montgomery College. This originally was designed to be a two-year degree. And I think we will see an increase in the number of degrees we offer.

Q: We recently have been hearing a national dialogue about the value of higher education, its costs, and the unique role that two-year colleges can play. How does this present an opportunity for Montgomery College and our community?

A: We continue to revisit whether education is a private or public issue. The reality is it can have both a private benefit and a public benefit. All of us want to live in communities where people are well-educated. We know that where people are well-educated, there is less crime, less dependence on public support, greater voter engagement, less violence, and greater access to parks. All of us should be invested in this question because it is a public issue, not just a private one.

Our work around the achievement gap and workforce development speaks to this. It is a moral and economic imperative that we are looking at issues regarding the achievement gap. Montgomery College became, I believe in 1997, a majority minority institution.

We, as a county, as a state, and as a nation, have to have a substantive conversation about poverty, socioeconomic disparities, and the ways these have adverse effects on the individual and the whole. People do not see the connection. If I'm living in a community where there are more have-nots than haves, it creates an environment that ultimately is not healthy for any of us.

There is a squeeze on jobs. There are lots of people who need access to jobs. There are certain types of jobs we want to keep in Montgomery County—well-paying ones that contribute to the knowledge economy. That we do very well here at Montgomery College, but we need pathways and a series of ladders that help families move from the idea of simply saying, "I want this," to, "This is how I can to do it and I'm working to do that."

Q: How do you see the College continuing to evolve in order to serve the needs of students and our community in the future?

A: Our vision statement says, "With a sense of urgency for the future, Montgomery College will be a national model of excellence, opportunity, and student success." This means our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and our community. All of these things we are going to have to do as an institution. Our nation depends on that.

There is a great quote by Winston Churchill. He said this during one of his famous radio addresses after a victory on the battlefield. He said, "Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning." That is how I'm thinking right now. This is the end of the beginning of the work. There is a long road ahead of us. The stakes are high. The demands are there.

The progress of our nation depends on community colleges. The success of community colleges depends on the support of the community we serve and our willingness to do the work, challenge ourselves, celebrate when we really do well, and ask ourselves what is in the best interests of our students.

Dr. Pollard marks the official opening of the College's Silver Spring/East County Community Engagement Center in June 2015.

January 2015
America's College Promise
President Obama reveals his plan for "America's College Promise" during his state of the union speech. Dr. Pollard comments in national media about the president's plan to provide two years of free community college to responsible students.

February 2015
Gaithersburg Community Engagement Center
The College's first Community Engagement Center opens in the Gaithersburg Library.

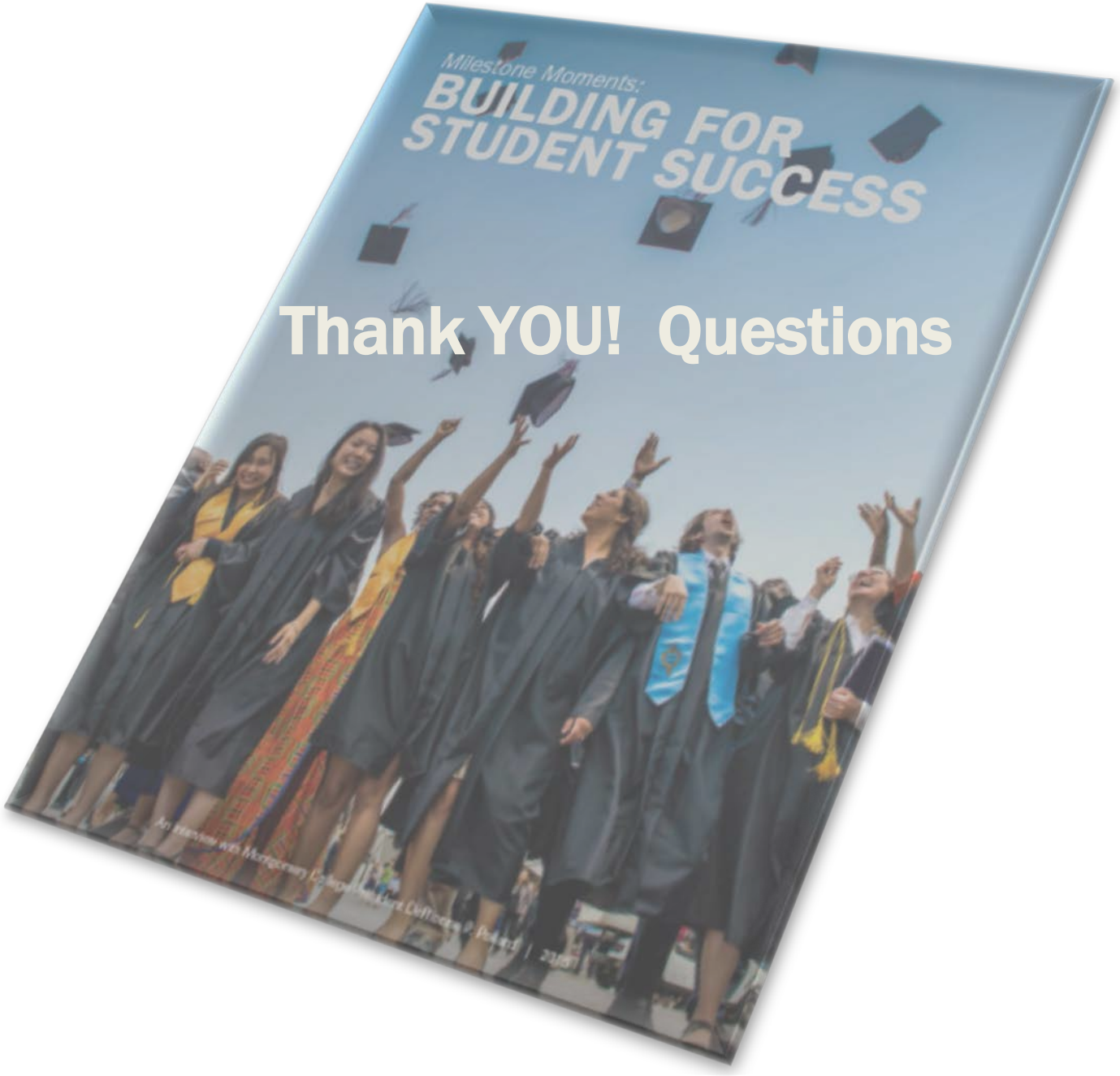
February 2015
Workforce Development Report
The College publishes *Montgomery College: The Workforce Development Anchor*. The publication highlights the College's role in matching skilled workers to in-demand jobs in the county. The report also highlights the business partnerships the College has with government, industry, and community organizations to facilitate career training.

April 2015
Student Success Score Card
The College releases its first Student Success Score Card. The Score Card is a set of indicators that track student achievement. It provides actionable information to help the College assess and improve its programs focused on achievement and success for every student.

May 2015
Academic Master Planning
Dr. Pollard announces the beginning of the academic master planning process at the spring 2015 closing meeting. The Academic Master Plan will chart the College's course for the next 10 years of academic programming.

June 2015
Silver Spring/East County Community Engagement Center
The College's second Community Engagement Center opens in the Briggs Chaney Community Center.

To view an expanded and interactive version of this timeline visit blogs.montgomerycollege.edu/timeline.



Thank YOU! Questions