

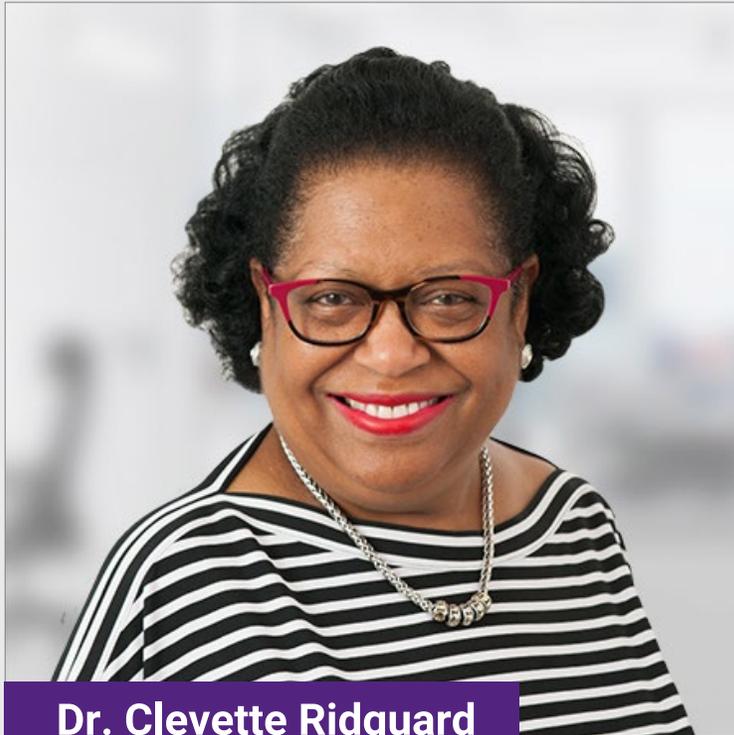


Montgomery College's Participatory Governance Process

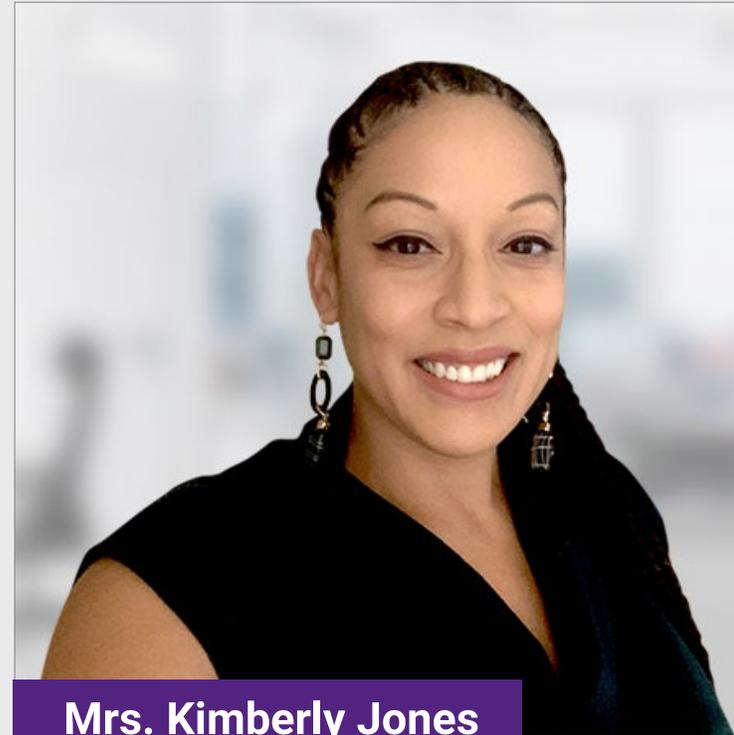
Bellwether College Consortium
2022 Community College Futures Assembly
Planning, Governance, and Finance Category
San Antonio, Texas

Presenters: Dr. Clevette Ridguard and Mrs. Kimberly Jones

Welcome and Greetings



Dr. Clevette Ridguard
Governance Director



Mrs. Kimberly Jones
College Council Chair

Presentation Objectives

- Critical issue
- Issue addressed
- Development and implementation
- Documented outcomes
- Shared lessons
- Promise of Governance





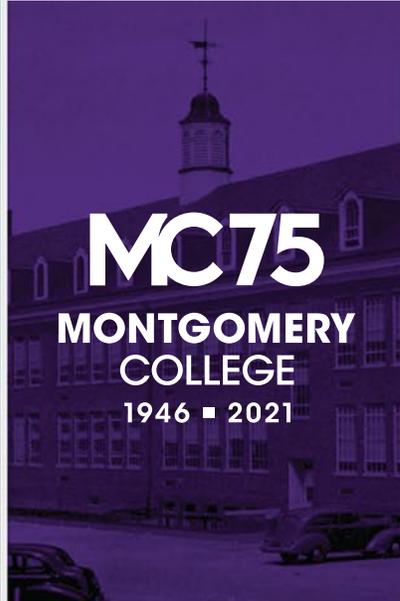
About Montgomery College

This participatory governance model works for a large multi-campus two-year institution. Montgomery College has approximately 50,000 credit and noncredit students, three campuses, several off-site locations, and a wide selection of in-person and online courses.

About Montgomery College



Dr. Jermaine Williams



75th Anniversary



Germantown



Rockville



Takoma Park/Silver Spring



WDCE

Dr. Jermaine Williams,
President of Montgomery College,
effective February 28, 2022

One College, Multiple Locations
Multiple locations throughout
Montgomery County, Maryland

MC by the Numbers

About Montgomery College

49,168

Credit and noncredit students

44%

Full-time students who graduate or transfer

78%

Students of color

140

Degree and certificate programs

160

Countries represented

\$5,322

Annual tuition and fees

MONTGOMERY COLLEGE

OUR MISSION

We empower
our students to change their lives, and
We enrich
the life of our community.
We are accountable
for our results.

OUR VISION

With a sense of urgency for the future, Montgomery College will be a national model of educational excellence, opportunity, and student success. Our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and community.

OUR VALUES

excellence | integrity | innovation | equity and inclusion | stewardship | sustainability

Adopted by the Montgomery College Board of Trustees, June 20, 2011 • Amended February 22, 2021

The Critical Issue:

2010 Governance Assessment Outcome Identifies Need for Change

Montgomery College's governance process could not be defined as shared and participatory. There were:

- No Montgomery College Board of Trustees governance policies in place.
- No nonbargaining staff represented by the Staff Senate.
- No part-time staff and bargaining unit staff represented by the Academic Assembly.
- No governance roles for students.

Full representation and input for all college stakeholders was lacking.

Issue Addressed: Board Policy and New Process

- Task force created and task force recommended a new participatory governance process.
- New participatory governance systems tripled the involvement of College stakeholders.
- Involvement increased from 20 faculty members to more than 150 College employees and students.

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EMPLOYEE SERVICES COUNCIL
Thursday, May 6, 2021
1 - 3 pm



6. Goal Plan Com	2:20 pm - 2:40 pm 20 mins	Ms. Leslie Human Resources Internal Consultant	Present
7. Human	2:40 pm - 2:50 pm 10 mins	Employee Services Council Chair	
8. Chair Report			

Employee Services Council

Our Board Policy

- MC's participatory governance system is based on board policy established in 2010.
- The board's primary responsibility is to govern MC. The board authorized the College's president to develop procedures to implement the policy.
- "Effective governance is achieved in the spirit of **cooperation, collaboration, civility, respect, and collegiality** and involves all levels of the college including students."



MC Participatory Governance

“Participatory governance is a method of decision-making in which collegewide policies, procedures, and practices are recommended to the president of the College and the Board of Trustees.”

MC Participatory Governance Constitution Preamble (Participatory Governance Defined)

What was our Implementation Strategy?

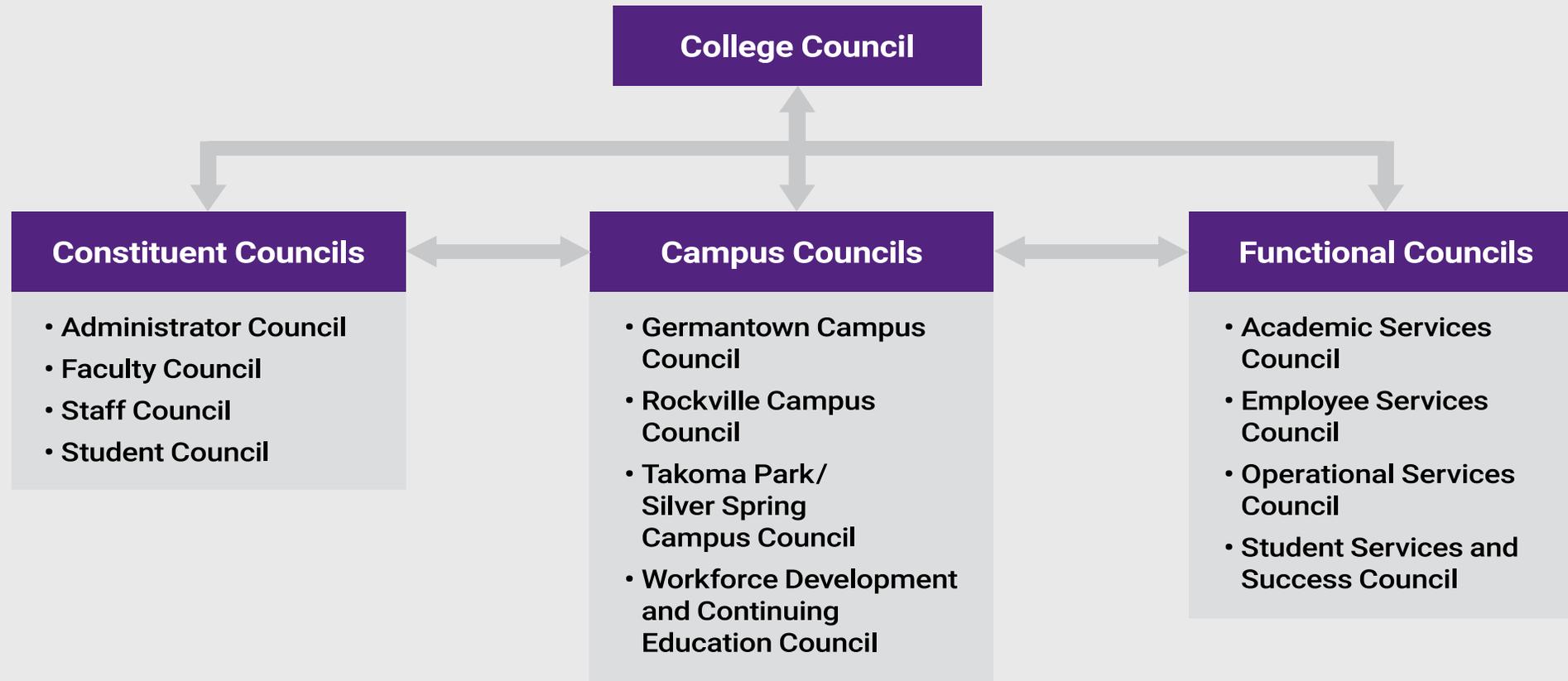




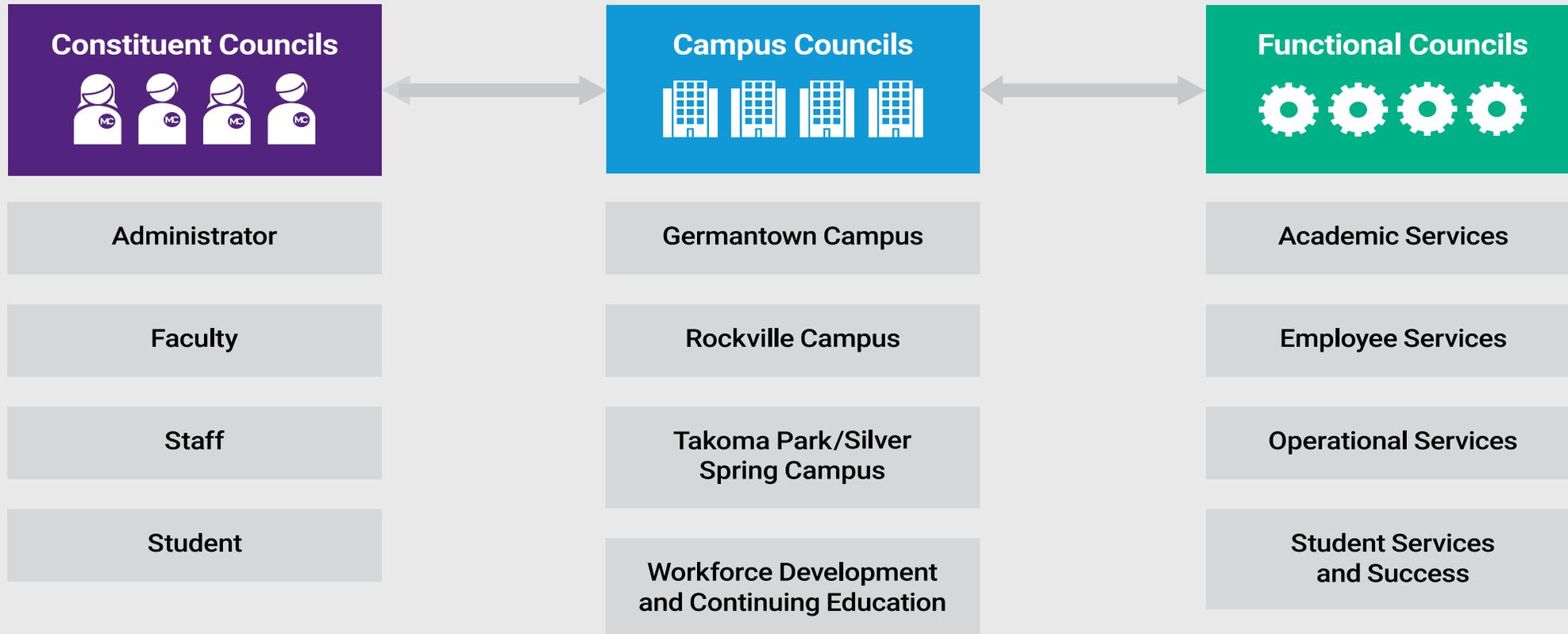
Organization of MC Governance

- How have we operationalized governance at MC?
- What is our organizational structure?

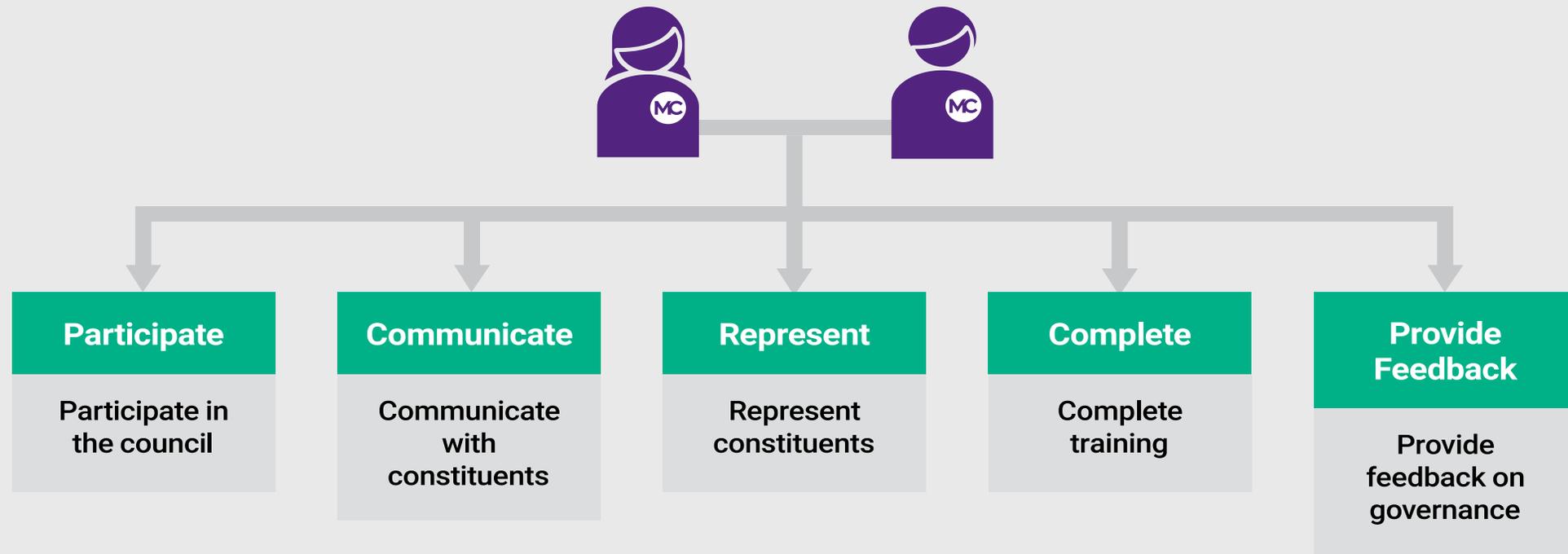
MC Participatory Governance Model



MC Participatory Governance Councils



Membership Expectations



Participatory Governance Guidelines

- The constitution, handbook, and by-laws provide for the council membership and governance procedures.
- Each council has a chair, vice-chair, and a secretary.
- Most council members are elected to a two-year team.
 - Students are elected for a one-year term.
 - Designated resource person appointed to select councils.
- Councils are populated with all positions from the College.
- Persons can self-nominate or be nominated by others.

Council Meeting Guidelines

- Come to all meetings prepared to conduct business.
- Have an agenda and minutes for each meeting.
- Follow Robert's Rule of Order.
- Allow time for constituency concerns.
- Provide a chair's report.
- Allow time for new and old business.
- Use basic Zoom guidelines.



Faculty Council Zoom Meeting

How does Governance Engage with the College?

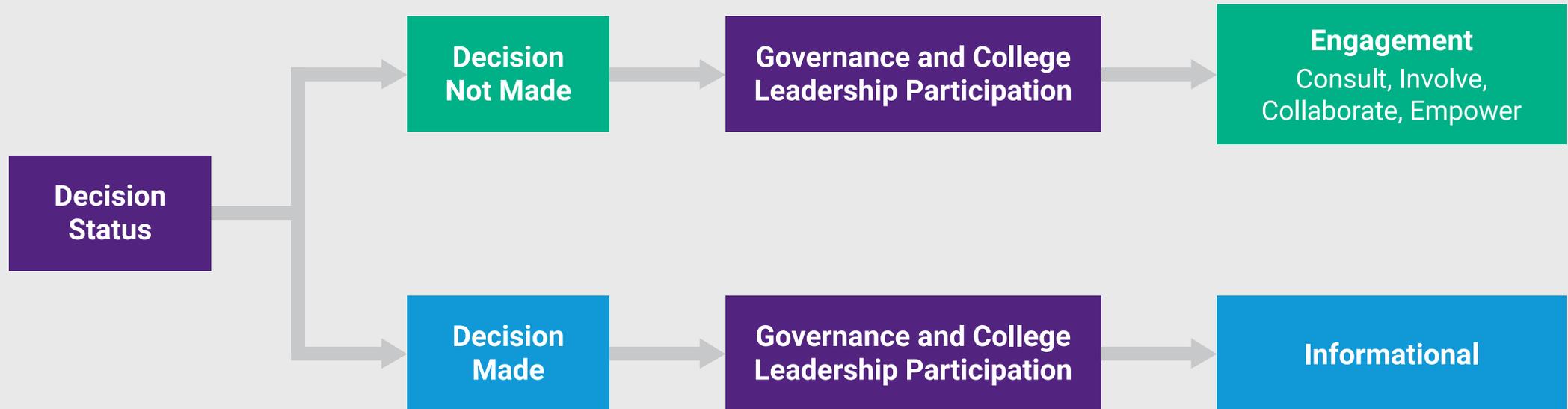
- Where is the intersection?



Creating a Culture of Engagement

- **With the Board of Trustees**
 - Holds conversations with constituent councils.
- **With the president**
 - Attends College Council meetings.
 - Invited to attend various council meetings.
- **With senior leadership**
 - Each senior leader serves as liaison to various councils.
 - Governance representation invited to leadership meetings.
- **With College community**
 - Student panels
 - Zoom informational session

Levels of Engagement: Governance and College Leadership



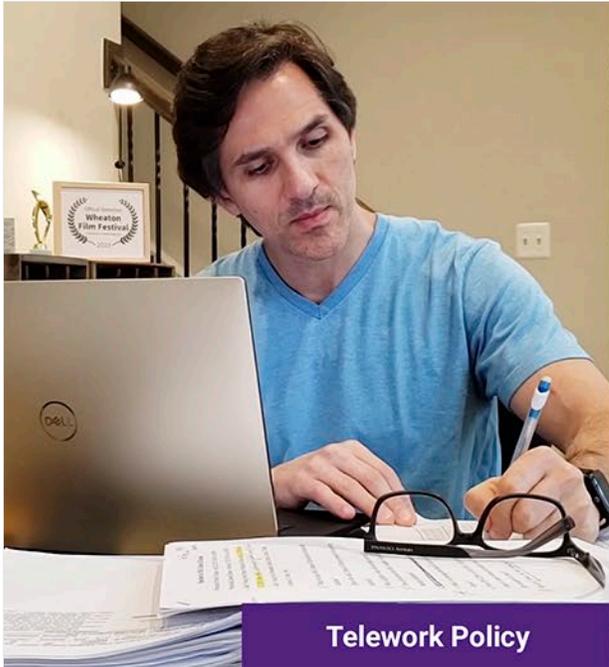
Role of Governance



Governance councils make recommendations, provide feedback, disseminate information, and offer input.



Governance councils do not implement or manage college work. College procedures that involve contractual, governmental or legal requirements are approved and executed by the College's president with oversight by the Board of Trustees. Examples include collective bargaining, legal rights, and federal and state mandates.



Telework Policy



Library Hours



Flu Vaccine



MC Shuttle

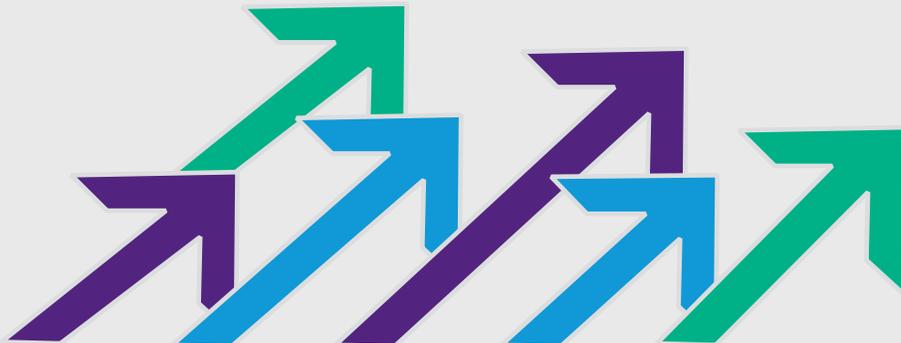
Scope of Governance

Governance issues should have **group** impact

- Individual concerns may impact a large group.
- Individual concerns may be addressed by existing College resources.

Pathways to Recommendations/Actions

- How do/can constituents use governance?
- An issue needs attention (constituent concern).
- I (we) have a great idea (advocate for a solution).
- How can College leaders utilize governance participation to support decision-making?
- Do you want to inform or engage stakeholders?
- If you want to engage, what level of participation are you willing to accept?



About the Recommendation

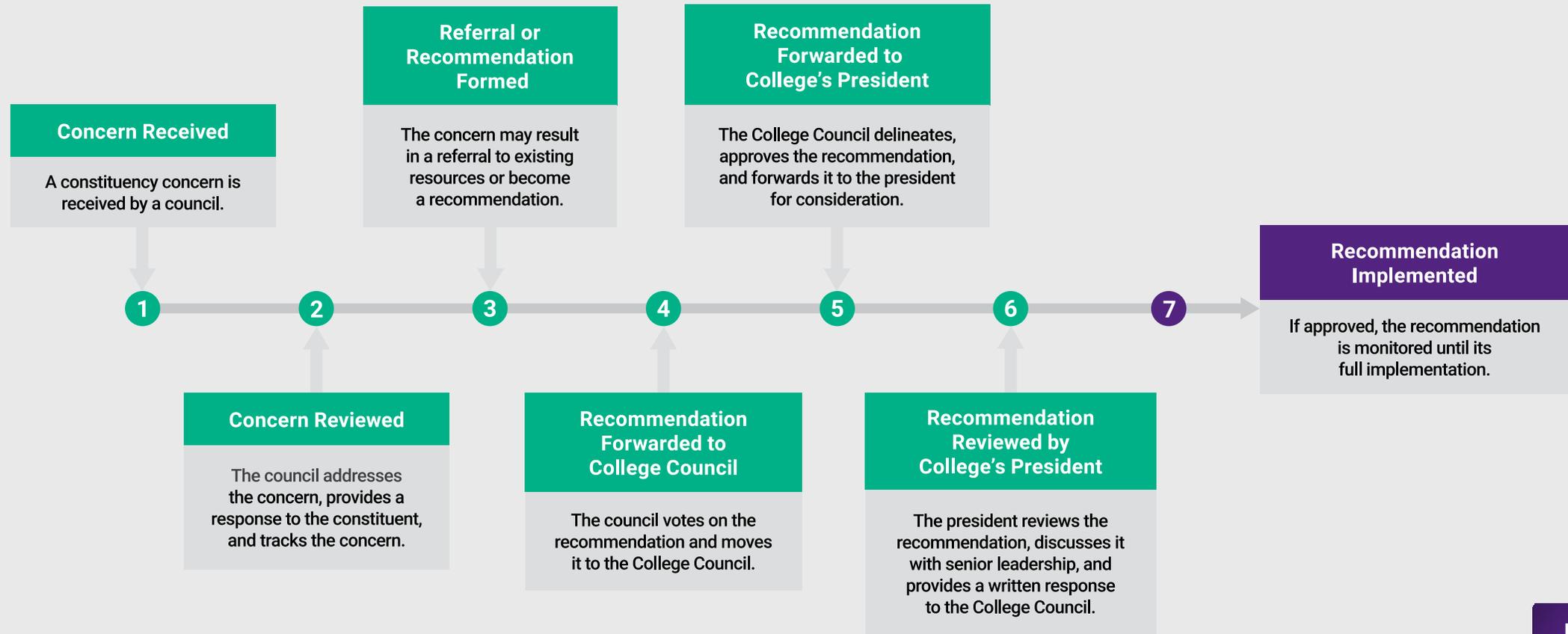
MC GOVERNANCE
Governance Recommendation Form

Recommendation Title:	Council Chair:
Council Name submitting the recommendation:	
Date approved by the originating Council:	
Date recommendation reviewed by College Council:	
Recommendation presenter name:	
Part A: (Completed by the originating council)	
Recommendation Issue or Concern: <i>(Provide background reasoning or justification and any research findings or supporting documentation for recommendation.)</i>	
Resolution: <i>(Statement of desired outcome)</i>	
Student Impact: <i>(Explain the impact of this recommendation on MC students.)</i>	
Economic Impact: <i>(Explain cost factor or any economic impact of this recommendation. Council should work with Council Liaison to research the economic impact of the recommendation.)</i>	
Equity and Inclusion Impact: <i>(Council should contact the Office of Equity and Inclusion, Ms. Sharon Wilder to ascertain a statement of equity, and inclusion impact.)</i>	
Part B: (Completed by the College Council)	
Proposed Motion: <i>(Statement of the motion by College Council)</i>	
Final Disposition of Recommendation: <i>(Complete once decision is made by College Council)</i>	

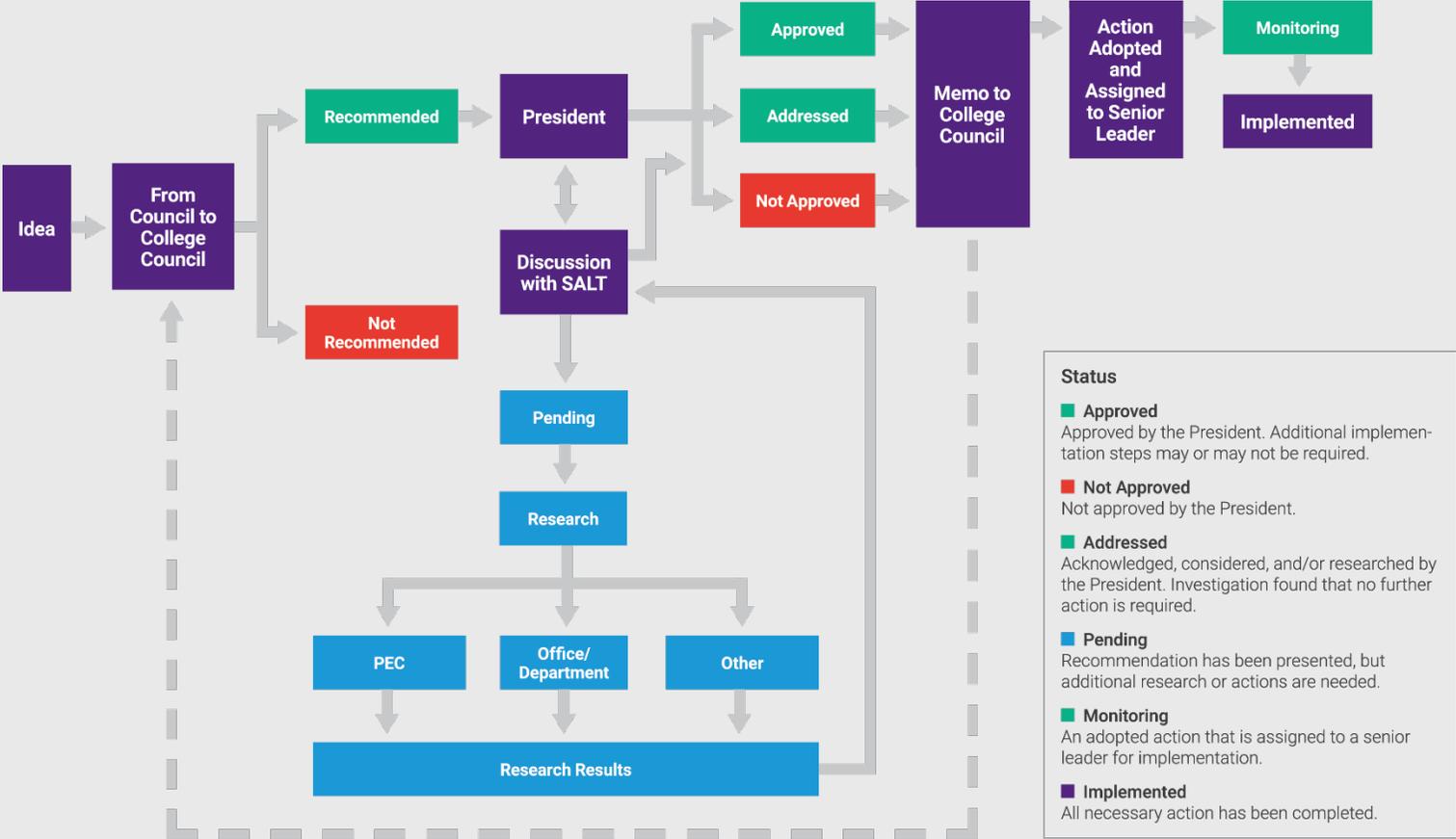
MC Governance Recommendation Form: 2021

- Provide context or background information regarding issue.
- State recommendation (resolution).
- Indicate student impact.
- Specify economic impact to institution.
- State equity and inclusion impact.

Concerns to Recommendations



Governance Recommendations Workflow



Status

- **Approved**
Approved by the President. Additional implementation steps may or may not be required.
- **Not Approved**
Not approved by the President.
- **Addressed**
Acknowledged, considered, and/or researched by the President. Investigation found that no further action is required.
- **Pending**
Recommendation has been presented, but additional research or actions are needed.
- **Monitoring**
An adopted action that is assigned to a senior leader for implementation.
- **Implemented**
All necessary action has been completed.

Recommendation Results

- Conduct Assessment Center review.
- Provide tuition benefit waiver for dependent children.
- Develop policies for camera use, microphone use, and recordings in an online teaching and learning environment.
- Increase part-time faculty to two positions on all functional councils.
- Provide feminine hygiene products on all campuses.
- Waive application fees for noncredit students moving to credit courses.

Participatory Governance Listens to Constituents

250+

Constituency concerns addressed in the previous three years

59

Recommendations approved or addressed by the College's president since 2016

Successful Implementation and Outcomes

Participatory Governance is Well Received

79%

Percentage of employees who believe there are sufficient governance participation opportunities

61%

Percentage of faculty who believe they are involved in decisions for the College's education programs

40% ↑

Attendance increase at governance meetings after being made virtual

63%

Percentage of employees who voted during the governance elections

- Compensation
- Professional Development
 - Mandatory training
- Meeting Preparation
 - Planning
 - Yearly theme
 - Governance leadership
- Annual goals
- Recommendation process
- Institutional infrastructure

Governance Nominations and Elections

Election Nominations From 2019–2021 Demonstrate Increased Engagement with Governance

1,444

Number of nominations in 2019

1,753

Number of nominations in 2020

1,943

Number of nominations in 2021

26% ↑

Increase in nominations when compared to 2019



Governance Assessment

- On average, 90% of survey respondents agreed or strongly agree that training was helpful for new and returning governance members.
- Evaluative feedback is solicited at least three times a year:
 - Training during professional week.
 - After the end of the fall semester.
 - At the end of the academic year.
- Feedback from surveys inform governance planning.

MC GOVERNANCE ANNUAL GOVERNANCE REPORT 2020-2021



MC MONTGOMERY
COLLEGE

Governance and College Committee Involvement

The College often seeks out governance recommendations to obtain input from all College stakeholders. Evidence of this input is the number of critical institutional committees during the 2020-2021 academic year in which governance is a part of the committee membership. Encouraging this committee work is important. Other stakeholders say their process that stakeholder voices and input are solicited—and responded—in institutional decision-making.

- CVPR Selection Committee
- Campus Extension Committee
- Data Asset Management Committee
- Faculty Award Committee
- Staff Award Committee
- Equity and Inclusion Committee
- F2T Compensation Market Study Committee

Governance Elections and Nominations

More than 100 members of the College community are sitting on one of the 17 governance councils. They include administrators, staff, faculty (full time and part-time), and other two-year term, recent graduates, who will elected each year. Governance is an inclusive process. All members play a role in the governance process. This year, we will no longer conduct a separate process for nominations and elections. Governance during the pandemic proved that we can conduct successful nominations and elections even while working remotely through the use of technology. Special thanks to governance leaders who coordinated and elections were held during the spring semester. As a result, we had more than 1,400 nominations and more than 1,900 members of the College community actively voting in



Governance Recommendations

During the 2020-2021 academic year, the College Council forwarded three governance recommendations to the president. The president approved all three recommendations. The status of each recommendation is listed below:

- **Assessment Center Review (20-010)** This assessment center review identified the need to evaluate all academic support services. The Student Success Network review of all academic support services, invite the employee a working group to develop recommendations providing solutions for assessment centers, including support services for incoming and associated students; and finally, the work of this review will be completed in spring 2022. The recommendations were reviewed in spring 2022. The recommendations will be reviewed by the Academic Services Council.

- **Student Recording and Required Use of Cameras and Microphones (20-020)** This recommendation resulted in specific language being added to course syllabi related to camera use and recording in an online remote teaching and learning environment.

Governance Consultancy Reports

Not all issues warrant making a recommendation to the president for a strategic adjustment in policy or practice at the institution. Some issues can be addressed using existing resources or providing consultation with internal staff or referrals to the appropriate external institution. We ask each council the appropriate question on the College Council to monitor concerns presented to council or needs. During the 2020-2021 academic year, governance was presented with 25 consultancy concerns that were monitored and addressed. Of the 25, 47 are closed, with the issues addressed. There are 18 concerns pending in fall 2021. Each council is responsible for providing a letter to the consultancy concern in a timely fashion. The year the majority of the concerns were raised and addressed.

- Remote teaching and learning options
- Technology needs and issues
- Student counseling and advising issues
- Student financial aid issues
- Other issues



Assessment Feedback

■ “Working with the Academic Advisory committee and being able to reach out directly to administrators worked well. This allowed for quick problem-solving.”

–Faculty Council Member

■ “I learned the College is dynamic and resourceful and always seeking new ways to improve and work together to achieve its mission.”

–Staff Council Member

■ “I learned how MC’s functions are multifaceted and everyone plays a role.”

–Student Council Member



Governance and the Pandemic

- Governance was represented on critical committees formed to meet the pandemic's challenges.
 - Input solicited for plans and decisions regarding the College community's safety.
 - The College's president and senior leadership communicated regularly with governance regarding openings and closures, protocols for mask wearing, vaccination, and testing.

Governance and the Pandemic

40%

Attendance increase at governance meetings after decision to hold all meetings virtually

63%

Percentage of College employees who voted during governance elections



Operational Services Council

MC75
MONTGOMERY
COLLEGE
1946 ■ 2021

Lessons Learned



- Developed uniform structure
 - Procedural documents (handbook, constitution, bylaws, guidelines, procedural tools, etc.)
- Developed communication/informational workflow
 - Website and governance mailboxes
 - Online training materials
- Created ongoing assessments and evaluations
- Maintain transparency and support from the College's president and senior leadership
- Developed digital badge for governance

Outcomes

Decrease in Constituency Concerns Reflects Participatory Governance Effectiveness

144

Number of constituency concerns in 2019

70

Number of constituency concerns in 2020

65

Number of constituency concerns in 2021

55% ↓

Decrease in concerns when compared to 2019

MC GOVERNANCE
MC MONTGOMERY COLLEGE

LAUNCH NOW!

AVAILABLE 24/7

Earn a Digital Badge for Governance!

Online, Self-Paced, Interactive Training

Modules can be accessed in Workday 

Modules One and Two are available in the spring semester
Modules Three and Four are available in the fall semester

If you have any questions, contact Dr. Clevette M. Ridguard
Governancedirector@montgomerycollege.edu

Presentations and Consultant Opportunities

MC
MONTGOMERY COLLEGE

**Introduction to MC's
Participatory Governance**

AFACCT 32nd Annual Conference

Clevette Ridguard, Ed.D., Governance Director
Dana Baker, Professor/Counselor and Faculty Council Co-Chair

Welcome and Greetings
Today's Presenters



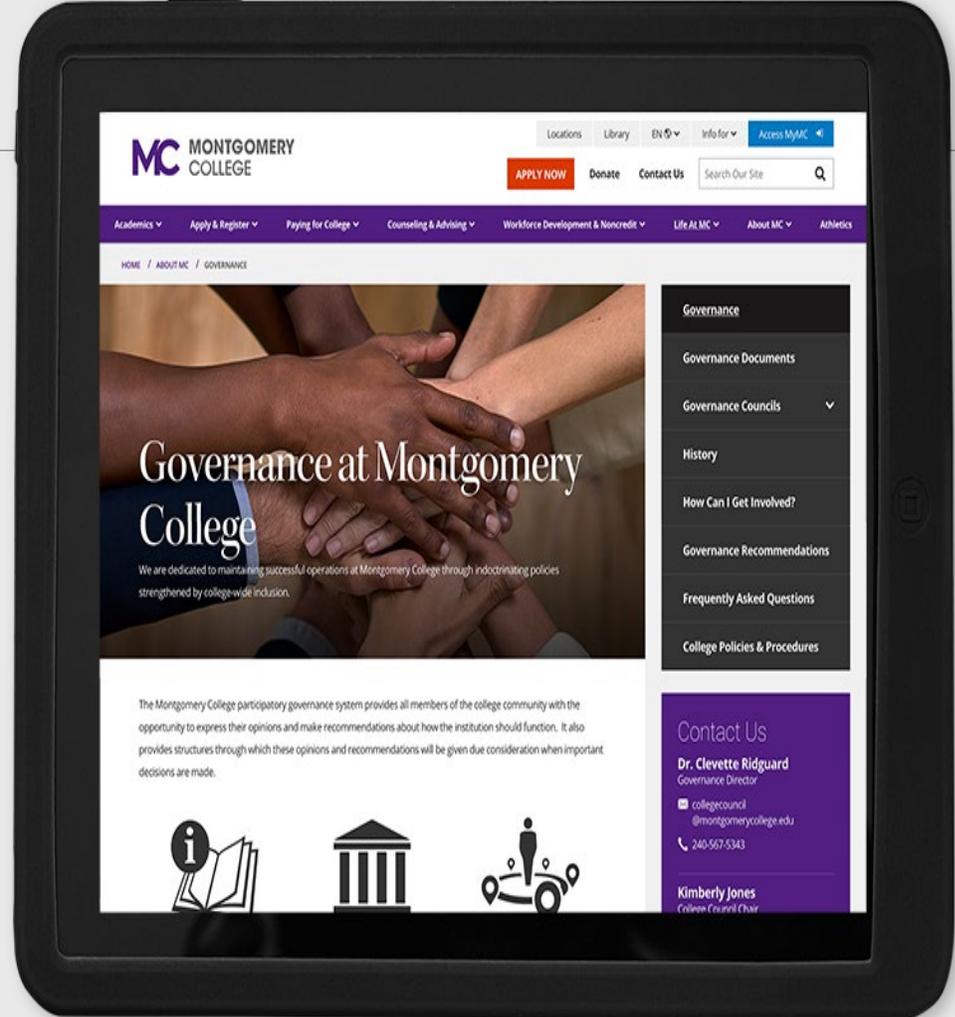
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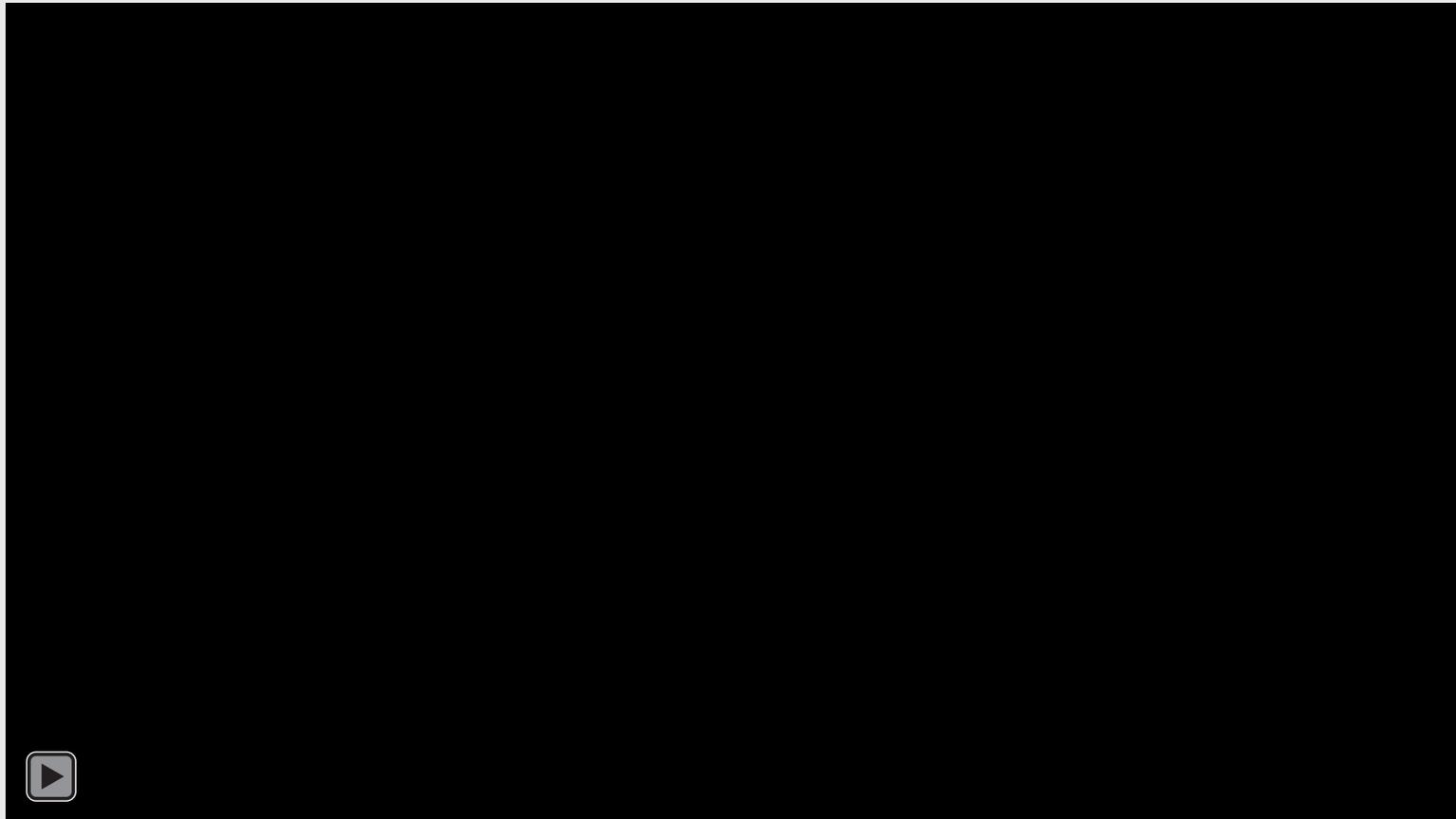


Governance Resources

- Governance website
 - montgomerycollege.edu/about-mc/governance
- Community Blackboard site
 - Standard meeting script and templates
- Robert's Rule of Order guides
- Online training materials
- Governance director



Dr. Charlene Dukes, Interim President of MC



The Promise of Participatory Governance: Service to the College

- Focuses on the **mission** of the College.
- Seeks to promote **mutual success**.
- Invites **all members** of the College community to be heard.
- Keeps constituents **informed**.
- **Shares** representative **perspectives** with leadership.
- Emphasizes **communication, collaboration, and civility**.
- Ensures that **governance is a transparent** and evolving process.

Q&A Session



We're happy to
answer your
questions!