



# GOVERNANCE

YEAR 2019–2020



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Dr. Pollard connects with students at a Popcorn with Pollard event on the Rockville campus.

# INTRODUCTION

Since its inception in 2012–2013, participatory governance continues to have an impact on Montgomery College’s institutional infrastructure and decision making. The president has demonstrated the value of participatory governance as she continues to solicit their input in College decision-making.

College policy and procedures are vetted through the governance process. Historically and continuously, the institution utilizes this process to engage the College community to gather input and to disseminate important information. The 2019–2020 academic year was no exception. And, what an extraordinary year this has been. Like the institution, the participatory governance process was affected by the COVID-19 pandemic. However, with the use of technology, we were able to maintain our monthly meetings, hold our annual nominations and elections, and complete another successful year.

Montgomery College, its president, senior leadership, and its practices have kept the promise of governance being a participatory process. Evidence exists in many facets of the organization that bear this truth. Governance engages in:

1. Regular updates to SALT about governance events and recommendations
2. Monthly meetings with Dr. Pollard, the College Council chair, and the director of governance
3. Monthly meetings that include Faculty Council and Staff Council in the Academic Advisory Council and academic leadership meetings
4. Using the governance process to populate key committees related to faculty, staff, and equity and inclusion awards
5. Process whereby governance recommendations can be presented, thoughtfully considered, and acted upon by the president and senior leadership

6. Regular attendance of senior leadership, including the president, at the College Council meetings
7. Senior leadership serves as liaison to all 13 councils and are regularly involved

Montgomery College uses this process to consider input from all sectors of the College community. Faculty, staff, administrators, and students have numerous opportunities to participate in governance. What a drastic improvement from the former governance system. In the former shared governance model, input was gathered from the Academic Assembly, which consisted of about 20 faculty voices. While the faculty voice is important, as they are primary connectors to our students, they are not the only connectors. The staff had two separate governing systems (Staff Senate and AFSCME for bargaining and nonbargaining members). The new participatory governance systems have more than tripled the involvement of College stakeholders. This totals more than 150 employees, from the night shift maintenance workers to the highest level of administrators.

This year governance was intentional about setting the tone of the year to capitalize on participation by developing a theme, namely, the year of information. Little did we know how important and appropriate that theme would be to our organization. The COVID-19 pandemic underscores the importance of keeping information flowing through participatory governance. This event was a prime example of the value of participatory governance to the institution because it provides an opportunity for all College constituents to have their voices heard, allows for input into decision-making, and serves as a communication channel to the broader College community at all levels and in all spaces.

The 13 councils continue to meet and provide meaningful information to the College via Zoom meetings. For example, the vice president of facilities, chief information officer, and the chief financial officer sit on the Operational Council, attend the meetings regularly, and provide updates in real-time to the council.

In keeping with the year of information theme this academic year, the College Council engaged in presentations and dialogues from all aspects of the College community. Most are listed below:

- Student Success Network
- Office of Compliance and Internal Audit

- Office of Safety and Security
- Academic Affairs Division
- Administrative and Fiscal Services Division
- Advancement and Community Engagement Division
- Student Affairs Division
- MC Foundation and Student Assistance Program
- Office of Human Resources and Strategic Talent Management
- President of Montgomery College
- Coronavirus Advisory Team
- Office of Facilities
- Office of Information Technology





Dr. Ridguard's governance training presentation in fall 2019.

## THE YEAR IN REVIEW

### Governance Training

Provided and designed by the governance director, participatory governance engaged in robust day-long training during fall professional week. All council members and council leadership must begin the academic year informed of how MC participatory governance operates. The general morning training provided the details about the history of participatory governance at MC, governance processes, expectations of council members, and a time for individual council meetings. The afternoon training with council leadership highlighted Robert's Rules of Order for governance, reviewed the various template tools needed to operate as leaders in their council, and provided a mock governance meeting session. Each council member left the training with a manual full of information to reference throughout the year.

Additionally, the governance director conducted refresher training at the beginning of the spring semester. This session covered tips to conduct governance meetings, how to address constituency concerns, a review of the goal plans, expectations for the upcoming nominations and elections, and spring planning for the councils.

### Governance Theme: The Year of Information

As we recap the year, the College Council chair encouraged all councils to execute the year of information theme to all council members and their constituencies. The purpose of the theme was to provide up-to-date information to help inform the broader College community of presidential decisions, plans, and upcoming events, and to gather input to share with senior leadership.

Carrying these messages to students, governance spearheaded the two student networking events, which demonstrated a new way of information sharing. The purpose of these events was to inform the student senates on each campus of the function of participatory governance, how the Student Council functions, and how the Student Council and Student Senate can work together with student leadership on each campus. The two student networking events each drew more than 30 student leaders from all three campuses and Workforce Development and Continuing Education. Also, the directors of Student Life attended and provided leadership and support for these events. The fall semester event, held Monday, November 11, 2019,

was attended by the Achieving the Dream consultants. The spring semester event, held Monday, March 2, 2020, emphasized the U.S. Census. Both student gatherings allowed time to share ideas, work on existing projects, and make announcements about Student Life events. The Student Council at the fall event had an engaged discussion about wellness spaces at the College and had the students complete an interest survey regarding this topic. Montgomery College Student Ambassadors in the spring presented an outstanding talk on the value of completing the census and received information about Raptor Central from Dr. Kim McNair.

## Nominations and Elections

Despite the remote working environment, we were able to conduct a robust governance voting operation. In early March, we held Goodies with Governance on all campuses. Governance council leadership engaged more than 50 people in this process. We had a record year of College participation in the nomination and election process. Below are a few highlights:

- Increased participation—1,770 votes and 1,400 nominations
- Conducted total electronic process and voting took place in a remote teaching, learning, and working environment successfully
- Resulted in a full roster membership for 2020–2021 academic year
- Completed each council officer election, resulting in a full slate of officers for the coming 2020–2021 academic year

# MC GOVERNANCE NOMINATIONS AND ELECTIONS

**Nominations: February 28 - March 10 | Elections: March 30 - April 10**

Come and hear more about governance, the councils, and how to get involved at "Goodies with Governance!"

- Central Services, CT S201  
Monday, February 24  
3:00 - 4:00 pm
- Rockville Campus, HU009  
Wednesday, February 26  
10:00 - 11:00 am
- Germantown Campus, PK 105  
Wednesday, March 4  
2:00 - 3:00 pm
- Westfield South Center, 210C  
Friday, March 6  
10:00 - 11:00 am
- Manassee Building, MK 103  
Monday, March 9  
2:00 - 3:00 pm
- Takoma Park/Silver Spring  
Campus, CF 143  
Monday, March 9  
10:00 - 11:00 am

**NOMINATE YOURSELF AND HAVE YOUR VOICE HEARD**

Watch [Role of Governance at MC video](#) to see the impact you'll have in governance. 

For more information, visit the [Governance's website](#) or [email](#).

**MC MONTGOMERY COLLEGE**

Visit [montgomerycollege.edu/mc-governance](http://montgomerycollege.edu/mc-governance)



Student leaders from all three campuses at the fall 2019 student networking event.



WDCE students receive instruction during class.

## Recommendations: Approvals

While the quantity of recommendations were fewer this year, the following two recommendations will have a far-reaching impact on students at Montgomery College.

The institution is taking a comprehensive look at our student services and activities for both our credit and noncredit students. In particular, approved recommendation 19-05: Workforce Development and Continuing Education (WDCE) Student Involvement in College Programming addresses the noncredit student involvement at the College. This recommendation was approved in October 2019. A WDCE task force studied the issues, and developed and prioritized five recommendations. The president approved the recommendations and assigned the implementation process to the senior vice president of student affairs to implement. These priorities are listed below:

1. Revise *Montgomery College Policies and Procedures* to include a specific definition and wording clearly addressing WDCE students. The taskforce recognizes the paramount importance of establishing a clear and common definition of what constitutes a Montgomery College student, addressing both credit and noncredit students.
2. Expand availability of WDCE and other College staff (e.g., Welcome Centers, now *Raptor Central* staff) to offer information and training on WDCE programming and services at the campus locations.
3. Educate the College community on WDCE offerings and programs.
4. Conduct activities to gather additional information on the inclusion or participation of noncredit students in Montgomery College activities, and students' general knowledge of, and access to, College services.
5. Educate WDCE students on offerings and programs they can participate in as Montgomery College students.

The second recommendation addresses the issue of student assessment services provided at our assessment centers, knowing that typical community college students may need academic services at night and often during the weekends. The recommendation calls for us to examine if our centers are adequate to serve the needs of current and future students. Recommendation 20-01,

entitled Review of Assessment Centers, was approved May 1, 2020. The recommendation, assigned to Senior Vice Presidents Monica Brown and Sanjay Rai, charged them to use the Student Success Network to:

1. Conduct a comprehensive review of all academic support services to provide equitable and responsive student support to all students,
2. Consider the appropriate naming of the assessment center, considering the functions it now and will serve in the future, and
3. Empower a workgroup to develop recommendations that will provide solutions, including support services for evening and weekend students.

### Implementation and Tracking of Governance Recommendations

The Governance Office continues to monitor all approved recommendations until implementation is complete. Generally, once a semester, senior leadership submits a report on the status of any pending recommendations. The Governance Office has been tracking recommendations since 2016. Of the 53 recommendations approved by the president (as of May 2020), only five are pending with additional implementation needed. Some implementation delay was a result of the COVID-19 pandemic and the shift to a remote teaching, learning, and working environment. There are many examples this year where implemented recommendations made an impact on the institution. Here are two examples:

1. Governance Recommendation 19-12 produced a management video, “Effective Communication with Your Staff.” The video can be viewed on the MCTV YouTube Channel at <https://www.youtube.com/watch?v=tRae5Z5aQIU&feature=youtu.be>.



2. Governance Recommendation 19-07: HRSTM reporting on EAP balances and utilization updates at regular intervals.



### Governance and Policy and Procedures

Based on *Montgomery College Policy and Procedures*, the College decided to use the MC participatory governance system to populate College Award Committees. As a result, College committees were re-configured to solicit employee representation using the governance process. The specific policy was 38001 Policy of the Board of Trustees and College Procedure 38001 CP, and it had an impact on participatory governance this year. This section relates to Recognition Awards and informs how the participatory governance system populated these various committees with representatives including the new award of Equity and Inclusion. Details are listed below.

- The Montgomery College **Outstanding Faculty Awards Committee (MCOFA)** shall consist of the following members: a. five faculty (including at least one counseling faculty) selected by Faculty Council; b. one faculty chair of the committee, usually the previous year’s Full-Time Faculty of the Year (winner); c. two administrators appointed by the president.
- The Montgomery College **Outstanding Part-Time Faculty Awards Committee (MCOPFA)** shall consist of the following members: a. five part-time faculty (including at least one counseling faculty) selected by Faculty Council; of these five, the president will appoint the chair of the committee; b. two administrators appointed by the president.

- The Montgomery College **Outstanding Staff Awards Committee (MCOSA)** shall consist of the following members: a. five staff members selected by the Staff Council; b. one staff chair of the committee, usually the previous year's Staff Member of the Year (winner); c. two administrators appointed by the president.
- **Staff Distinguished Award Committee Members** of the Staff Enrichment Day Committee are charged with reviewing all applications, in consultation with Human Resources and Strategic Talent Management (HRSTM) to ensure employee eligibility, and selecting the recipient of the Staff Distinguished Award.
- Selection committee nominations for the **Equity and Inclusion Award** are reviewed by a committee comprising members selected from each of the four-campus governance councils, a member of the Student Council, representation from the Staff

Council from Central Services, and representation from the Office of Equity and Inclusion.

## Governance and the Board of Trustees

The Constituent Conversations are dinner meetings held by the Board of Trustees to engage each of the constituent governance councils in discussion over specific topics. This year's topic is "The Future of Work." Each constituency council was given two major prereadings:

1) *How Higher Education Leaders Are Demystifying the Future of Work*, by Razan Roberts and 2) *The Future of Work and What it Means for Higher Education*, a three-part series, written by Razan Roberts and Martin Van Der Werf. The Board of Trustees met this academic year, with the Staff Council (09/23/2019), Faculty Council (10/21/2019), Student Council (11/18/2019), and Administrators Council (01/29/2020). The Board of Trustees was not able to



Dr. Pollard congratulates Tyra Peanort, recipient of the 2019–2020 Faculty of the Year Award.

meet with the College Council because of the College's closing due to COVID-19. Summary outcomes of these meetings were three thematic implementations for future work considerations: 1) preparing students for their future, 2) investigating technology needs, and 3) developing new skills and work habits. These are always robust conversations. The two moderators, Christine Tracey and Marcus Peanort, provided a summary overview of the Board of

Trustees conversation to the College Council at the May 2020 meeting.

## Governance Goals

The purpose of each council defining and outlining governance goals for the year is to focus the council on key activities that the council would like to accomplish. Here is an outline of the year's accomplishments:

Council	Goal	Outcomes
<b>College Council</b>	<b>Help distribute information that will improve the understanding of the impact of College governance.</b>	College Council adapted a theme related to its goal and maintained a flow of information throughout the year. The chair provided a detailed list of information points. Support was given to the College's athletics team. A flyer was developed and shared with all council chairs.
<b>Faculty Council</b>	<b>Maintain accountability and communication.</b>	Faculty Council was deeply engaged with the administration during the transition to remote work, teaching, and learning. Through the Academic Advisory Council, Faculty Council chairs were able to engage academic leadership when important decisions were being made regarding grading policies and summer teaching. Overall, both communication and accountability have been maintained through the effective use of a feedback loop mechanism. After decisions are made, constituents are informed to promote maximum awareness of new policies or procedures. This process has had a positive impact on the council.
<b>Staff Council</b>	<b>Increase the understanding of Staff Council/Governance.</b>	Staff Council along with the governance director facilitated Goodies with Governance across the three main campuses and remote campuses. The turnout was great. More people became involved in the governance process after the meet and greets.
<b>Student Council</b>	<b>Increase awareness.</b>	The Governance Student Council and the Student Senate on each campus were able to meet each semester and exchange ideas and share concerns and information on each campus. A survey about the wellness space was completed and information about Achieving the Dream and the Census Completion was shared. This provided a greater awareness of what both the Student Council and the Student Senate functions were and helped the students address concerns and problems together.
<b>Academic Services Council</b>	<b>Increase constituent participation.</b>	Academic Services Council successfully engaged new participants. Council members attended several other council meetings including the Student Council, Faculty Council, Employee Services Council, and Staff Council. The council exceeded its goal of presentations with participation from the Office of Equity and Inclusion, Workforce Development and Continuing Education, the Assessment Centers, Disability Support Services, the director of governance, and the Office of Student Life presenting on the U.S. Census.



At the fall 2019 FASA Fever event, peer navigators assisted students with completing the FAFSA form.

Council	Goal	Outcomes
<p><b>Employee Services Council</b></p>	<p><b>Identify current policies and processes related to employee wellness, professional development, and communication.</b></p>	<p>Employee Services Council identified two current policies and processes related to employee wellness, professional development, and communication. The council made a recommendation regarding the Special Recognition Award process, and timeline and provided input and reaction to the evolving flexible work schedule/telework policy and procedures.</p>
<p><b>Operational Services Council (OSC)</b></p>	<p><b>Inform constituents of the purpose of MC Governance, specifically the OSC, and increase its presence in the MC community.</b></p>	<p>OSC addressed both of its goals. Each constituent council was visited by OSC members, including the Student Council. The purpose of the visits was to inform constituents of the purpose of MC Governance, specifically the OSC. This was part of an outreach initiative by the council to increase its presence and knowledge of what the OSC can do for the MC community.</p>
<p><b>Student Services and Success Council</b></p>	<p><b>Promote FAFSA awareness.</b></p>	<p>Student Services and Success Council actively supported the Office of Financial Aid in its efforts to promote FAFSA awareness. It provided a documented presence at campus financial aid events helping students complete their FAFSA applications, which can improve the affordability of their studies. Peer navigators assisted at the FAFSA Fever event on November 2, 2019.</p>

Council	Goal	Outcomes
<p><b>Rockville Campus Council</b></p>	<p><b>Develop a Personal Safety and Emergency Plan.</b></p>	<p>With the Office of Safety and Security, the Rockville Campus Council developed a list of best practices to help students, faculty, staff, and the community be more mindful of their surroundings and their general safety and well being. The Rockville Campus Council met with Carlo Sanchez, public safety training officer, to inform the membership on best practices. Sanchez shared resources with the council on how to prevent the spread of the flu and best practices for emergency preparedness. These resources were shared with constituents.</p>
<p><b>Germantown Campus Council</b></p>	<p><b>Promote the College.</b></p>	<p>Germantown Campus Council successfully participated in promoting the College during the first annual Germantown Oktoberfest parade. Council members walked together along the parade route in the heart of Germantown with signs and school colors, along with students, staff, faculty, and the College’s mascot. This event helped to celebrate and represent the College’s close ties with the Germantown community at large. Also, members of the Germantown Campus Council volunteered during the monthly food drives on campus.</p>
<p><b>WDCE Campus Council</b></p>	<p><b>Position WDCE to grow/improve its online learning model and to enhance the online resources available to its students using Blackboard.</b></p>	<p>Much more progress is still needed on this goal. Either the council—or other staff within WDCE—needs to continue the work between program directors, course scheduling staff, and ELITE to finish the work that was started. Introductions have been made, but the work needs to be done.</p>
<p><b>TP/SS Campus Council</b></p>	<p><b>Educate the African American male population on entrepreneurship and dressing for success.</b></p>	<p>TP/SS Campus Council coordinated an event called Real Talk on March 11, 2020. The council worked with several departments on campus, including Student Life; Humanities Department; Institute for Race, Social Justice, and Civic Engagement; Psychology Department; First-Year Experience; and the Vice President and Provost Office. Aaron Jenkins, vice president of policy and advocacy for the Expectations Project, was the keynote speaker. He motivated a group of about 35 males of color on their path to success. This was an extremely successful event. One of the participants said in a survey that the workshop motivated him to pursue success and nothing less.</p>

## Governance Leader Liaisons

The leader liaisons have been tremendously supportive in their role of engagement and inclusion of participatory governance. The leader liaison model demonstrates an excellent communication model and collaboration at all levels. There are plenty of examples of how well this is working at the institution. The senior vice president of academic affairs has included the Staff Council chair

and the Faculty Council co-chairs in weekly expanded advisory council meetings since the College moved into a remote status. Dr. Rai says, “Every criterion has been applied consistently without exception, and the leadership of Faculty Council has been part of every conversation on this topic. These Academic Advisory Council meetings are ongoing and take place throughout the year where faculty and staff are part of all ongoing decision-making.”

There is a leader liaison for each council and senior leadership are engaged and attend regular meetings to advise the chairs and help them with processing any issues or concerns. Likewise, the campus vice president and provost regularly attend the campus council meetings to offer insights about campus activities, campus facilities issues, and other matters that concern the individual campuses.

## Governance Survey

At the conclusion of the year, the Governance Office conducts an annual survey to assess the governance year. The survey received a 20-percent response rate to five open-ended questions. Highlighted below is a summary of the comments.

Survey Question	Survey Responses
<p><b>What worked well in governance?</b></p>	<ul style="list-style-type: none"> <li>• Communication, great collaboration, congeniality, respect for one another, and timeliness worked well.</li> <li>• Communicating directly with all council members worked well.</li> <li>• Working with the Academic Advisory group and being able to reach out directly to administrators worked well. This allowed for some quick problem-solving.</li> </ul>
<p><b>What improvements would you suggest?</b></p>	<ul style="list-style-type: none"> <li>• I suggest to continue Zooming—it enabled governance to expand when, given the circumstances, should have receded, but instead it made governance more accessible.</li> <li>• I suggest more sharing of goals.</li> <li>• I suggest creating an online form to receive suggestions or constituency comments.</li> </ul>
<p><b>What did you learn about the institution as a result of participating in governance?</b></p>	<ul style="list-style-type: none"> <li>• I learned that the College is dynamic and resourceful and always seeking new ways to improve and work together to achieve its mission.</li> <li>• I learned that the functioning of MC is multifaceted and everyone plays a role.</li> <li>• I learned that our institution is solid and we work with any crisis. There are many points of view, but the care for our students is genuine.</li> <li>• I learned that governance helped me understand others' perspectives more clearly.</li> </ul>
<p><b>What do you need for better performance?</b></p>	<ul style="list-style-type: none"> <li>• I need improved training in Robert's Rules and I have suggested structures around facilitating meetings.</li> <li>• I need a way to reach students on campus.</li> </ul>

Survey Comments
<ul style="list-style-type: none"> <li>• Overall, governance has allowed me to network with others throughout the College and broaden my knowledge base of College happenings. I now have access to information that in the past may not have trickled down to my level.</li> <li>• Even before COVID-19, the council facilitated using remote tools to meet. We are one of the councils with membership across all of the campuses. Getting everyone together without technology would always be a challenge. I applaud them for embracing technology and getting to the meetings any way that they could. This should have been an option for all councils even before the pandemic. I think it will improve attendance and involvement in governance.</li> </ul>

## Many Thanks

I would like to thank all the governance council members for their commitment to an extraordinary year! Special thanks to governance leadership for the 2019–2020 academic year:

- **Dr. Tracey Smith Bryant**, Chair
- **Ms. Shakenna Adams-Gormley**, Vice Chair
- **Ms. Christine Tracey**, Secretary

The council chairs did an outstanding job this year. Their names are listed below:

Council Chairs	
Academic Services Council	Colleen Dolak
Employee Services Council	David Torain
Operational Services Council	Ed Riggs
Student Services and Success Council	Ernest Cartledge
Administrator Council	Janee McFadden
Faculty Council (co-chairs)	Timothy Kirkner and Michael LeBlanc
Staff Council	Shakenna Adams-Gormley
Student Council	Caleb Schauer
Germantown Campus Council	Paul Jenkins
Rockville Campus Council	Christine Tracey
TP/SS Campus Council	Kimberly Herrera
WDCE Campus Council	Joe Marshall

We look forward to working with the incoming leadership for the 2020–2021 academic year:

- **Dr. Tracey Smith Bryant**, Chair
- **Ms. Shakenna Adams-Gormley**, Vice Chair
- **Ms. Tonya Baker**, Secretary

Again, thank you for your participation and the work of all the councils this year.

## Summary

Participatory governance continues to uphold the principles written in the original policy that the Board of Trustees

approved in 2010. This process has had a positive impact on the institution, both in thoughtful recommendations and input to senior leadership and support of the entire College community. It is encouraging to see that the Board of Trustees Policy–Montgomery College 11004 and its guiding principles still are true today. In particular, I highlight the five principles listed below:

1. Participatory governance is a method of organized and collegial interaction in which faculty, staff, students, and administrators participate in thoughtful deliberation and the decision-making process, leading to recommendations made to the College president, who represents the administration of the College as an agent of the Board of Trustees.
2. Mutual agreement is the goal to be achieved through active participation and collegial interaction by all constituent groups.
3. The most effective means of developing policies and procedures is to provide an opportunity for involvement by the constituent groups affected by the implementation of these policies and procedures.
4. Representatives of constituent groups involved in the participatory governance process have the responsibility of keeping their respective groups informed of the proceedings and recommendations of governance groups.
5. Individuals not serving as representatives have the opportunity to share concerns with the elected representatives of their constituent groups, with the anticipation that their views will be represented in governance councils, committees, and task forces.

We will continue to engage in and improve upon participatory governance. We are looking to enhance governance training and to improve the governance website. As we plan for next year, we are preparing for fall professional week training and involving the College community in our remote meeting environment via Zoom. We are excited about the recommendation implementation and the development of new leaders in governance to serve the College community.

For additional details about each council and other governance information, please visit [montgomerycollege.edu/about-mc/governance](http://montgomerycollege.edu/about-mc/governance).

**Submitted by:**  
**Dr. Clevette Ridguard, Governance Director**



**MONTGOMERY COLLEGE**

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