

MC GOVERNANCE

ANNUAL GOVERNANCE REPORT

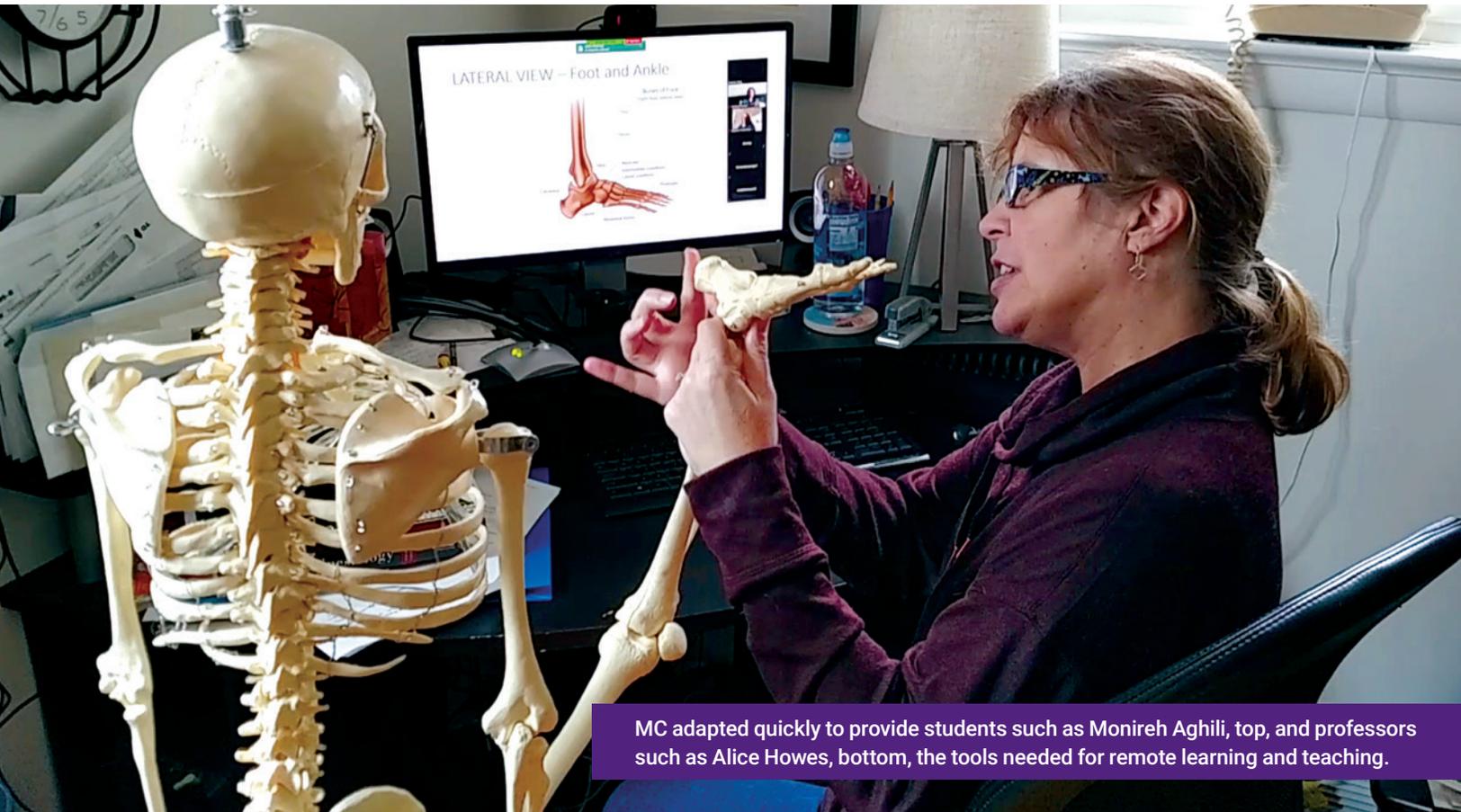
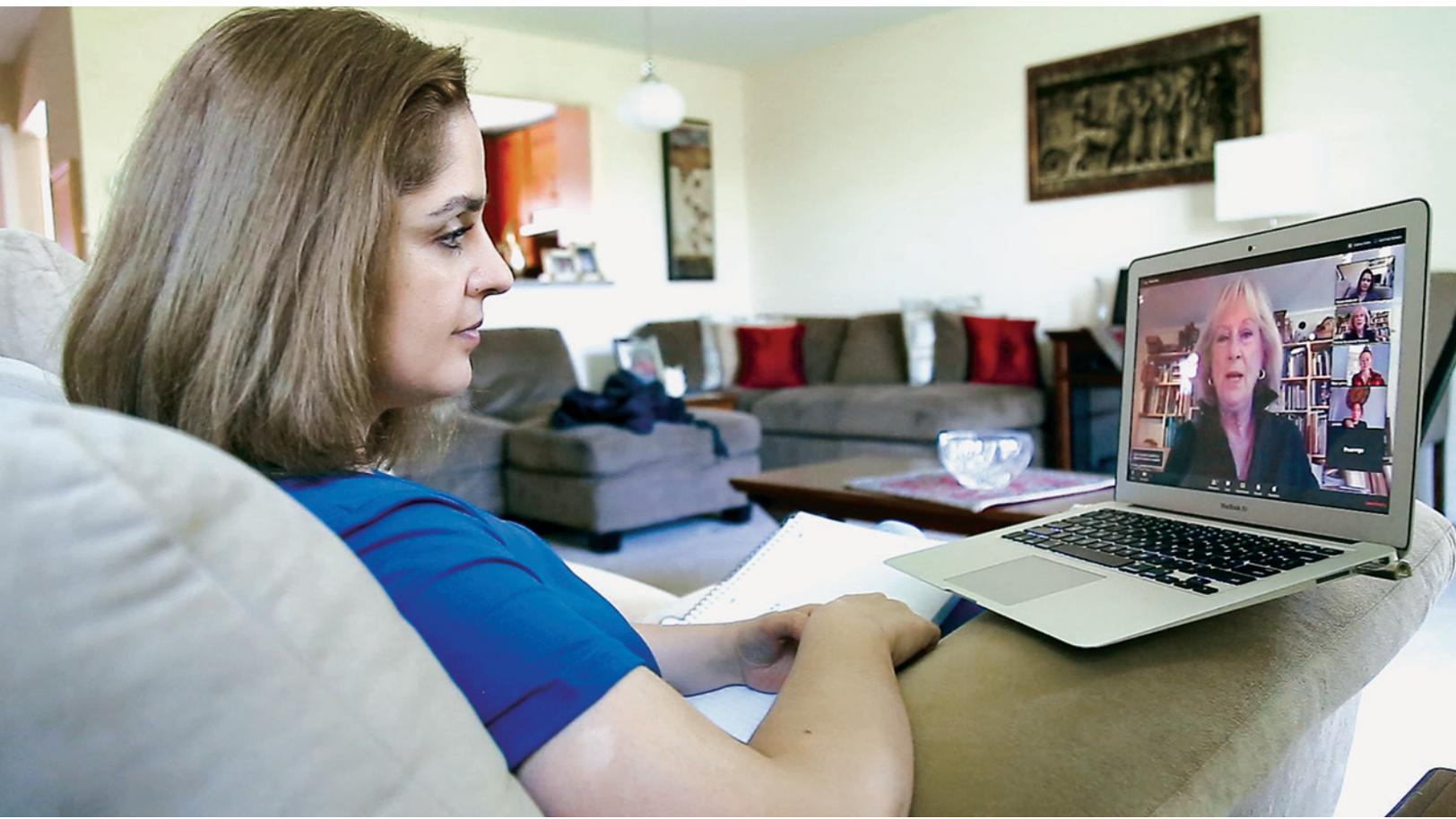
2020–2021





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MC adapted quickly to provide students such as Monireh Aghili, top, and professors such as Alice Howes, bottom, the tools needed for remote learning and teaching.



MC GOVERNANCE 2020–2021

Executive Summary

Participatory governance at Montgomery College continues to be a conduit of information and input to the president and senior leadership about the constituencies' concerns. Also, the governance process remains a channel to share the College's institutional decision-making and plans. Establishing and maintaining transparent lines of communication have been critical in this remote environment.

Several examples of successful initiatives are listed below:

1. Maintained continuity and order with all governance council meetings and trainings via Zoom.
2. Increased attendance in governance meetings due to the virtual environment.
3. Increased participation in governance election resulting in 63% of College employees voting in the election.
4. Approved three recommendations addressing:
 - 1) review of academic support services, 2) language in course syllabi related to students' use of cameras in the remote learning environment, and 3) consideration of extending tuition benefits to dependent children in the event of a current employee's untimely death.
5. Provided numerous meeting spaces for presentations and opportunities for discussion about College decision-making related to the pandemic.
6. Maintained ongoing assessment that informed governance enhancements and student input.

Governance continues to hold true to its intended purpose (as outlined in the Board of Trustees policy, Montgomery College 11004). This report highlights current activities that align with the principles of this policy.



Dr. Pollard, center, meets with MC's Board of Trustees.

Governance and the Board of Trustees

Annually, the Board of Trustees invites governance to participate in a Constituent Conversation. Because of the pandemic, this conversation was held as a Zoom webinar. The Board of Trustees engaged with the College Council chairs to provide a forum for sharing COVID-19 stories. The stories were recounted by each council chair. The board made it a priority to listen to—and understand—the authentic experiences (triumphs, tribulations, and testimonies) of our faculty, students, and staff who taught, learned, and worked remotely throughout the pandemic.

College Council Chair Tracey Smith-Byrant, along with other council Chairs Colleen Dolak, Ed Riggs, Eric Benjamin, Michael Le Blanc, Shakenna Adams-Gormley, Rebecca Adegeye, Kimberly Jones, Tonya Baker, Christine Crefton, and Transcie Almonte-Saibo, shared their experiences in a 40-minute exchange with members of the Board of Trustees during the open session of one of their board meetings.

Governance and the President and Senior Leadership

Dr. Pollard supports participatory governance by attending various council meetings, requesting our input on critical College matters, and this year was no exception. For example, in the spring semester, Dr. Pollard shared with the College Council the significant initiatives outlined in the document, “Anchoring Transformation: Catalyzing Our Community.” The College Council chairs solicited their constituencies’ feedback on the critical goals in the document, which addressed the institution’s focus as it transitions in a post-pandemic environment. As a result of sharing this information, councils solicited input from their individual members, council chairs provided verbal feedback, and governance leadership provided an extensive written collection of responses, along with an executive summary report, to Dr. Pollard and the senior leadership team.

The senior vice president for academic affairs continues to invite the faculty and staff chairs to administrative leadership

meetings. The senior vice president for advancement and community engagement actively shares and responds to staff concerns as a result of his liaison work with that council. In addition, we were briefed about the campus expansion by the chief strategy officer and chief of staff. Likewise, senior leadership serves as a liaison on each council. Their institutional knowledge and experience were invaluable in helping individual council chairs navigate institutional practices to ensure council input is an integral part of the decision-making conversation. All vice presidents and provosts routinely attend campus council meetings. They provide updates regarding campus facilities, campus programming and planning, and matters of importance for that particular campus.

Governance and Students

Montgomery College's vision statement reads: *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.* Governance honored this vision this past academic year by engaging with students in a variety of ways. Based on the assessment feedback and during the pandemic, the College Council wanted to hear from students. We devoted an hour of one of the College Council meetings to engage in a panel discussion with students. Each student came prepared to address two questions:

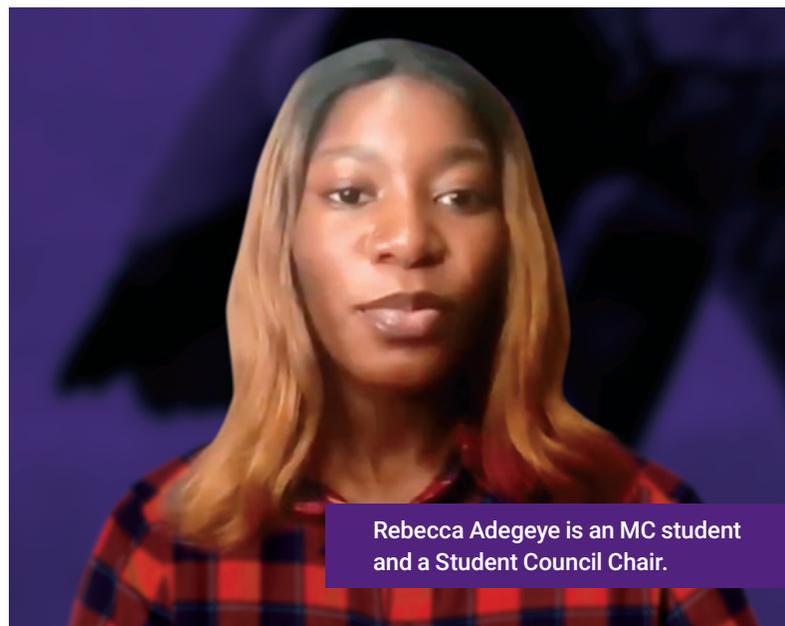
1. **What have you appreciated the most during the remote learning period at MC?**
2. **What is one thing you would like to see changed or improved at MC?**

The students listed below represent a variety of majors and College involvement:

- **Rebecca Adegeye**, international studies major, anticipated graduation date May 2022.
- **Heba Asfari**, biological sciences major, graduated May 2021.
- **Christi Mathis**, radiologic (x-ray) technology major, studying at MC for two semesters.
- **Lia Mathurin**, biological sciences major, studying at MC for three semesters.
- **Dontavies Newton**, biological sciences major, studying at MC for three semesters.
- **David Obajemu**, graphic design major, graduated after summer I classes 2021.
- **Osbert Omage**, general studies (STEM) major, graduated May 2021.
- **Shannon Van**, business major, has studied at MC for the past four semesters.
- **Dana Walker**, speech language pathology and audiology major; anticipated 2022 graduation from MC.
- **Maria Luisa Zilli Vieira Timborim**, pre-nursing major, studying at MC for four semesters (completing her prerequisites for the nursing program).

The responses to the panel discussion were invaluable. Governance followed up with a memo to senior leadership summarizing the student input to ensure that this received attention at the highest levels of the institution.

Additionally, students participated in various individual council meetings; for example, the Germantown Campus Council invited students to share their concerns and experiences regarding learning in a remote environment. Also, the Academic Services Council engaged students in a discussion about remote teaching and learning. Many councils worked on goals pertaining directly to students and their success. Plans are underway on how to integrate additional students, both credit and noncredit, in governance council meetings.



Rebecca Adegeye is an MC student and a Student Council Chair.

Governance and College Committee Involvement

The College often seeks out governance representation to obtain input from all College stakeholders. Evidence of this input is in the number of critical institutional committees during the 2020–2021 academic year in which governance is a part of the committee membership. Documenting this committee work is important. Often, stakeholders say their voice is not heard. However, the list of committees below proves that stakeholder voices and input are solicited—and considered—in institutional decision-making:

- SVPAFS Selection Committee
- Campus Expansion Committee
- Data Asset Management Committee
- Faculty Award Committee
- Staff Award Committee
- Equity and Inclusion Committee
- FY21 Compensation Market Study Committee

- Student Technology Experience and Preparedness Committee
- Academic Affairs Leadership Committee
- Employee Engagement Advisory Group

Governance Elections and Nominations

More than 150 members of the College community are sitting on one of the 12 governance councils. They include administrators, staff, faculty (full time and part time), and students. Governance is an inclusive process. All members serve a two-year term, except students, who are elected each year. For this reason, nominations and elections play a huge part in the governance year—this year was no different. Governance during the pandemic proved that we can conduct successful nominations and elections, even while working remotely, through the use of technology. Spearheaded by governance leadership, we conducted several virtual information sessions before nominations and elections went live 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



To encourage participation from the MC community, governance council chairs recorded videos sharing their experiences.

elections. It was the fourth largest participation in the history of governance elections at Montgomery College.

**MC GOVERNANCE
NOMINATIONS
AND
ELECTIONS**

Nominations: February 26 - March 10 | Elections: March 29 - April 9

**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

There are thirteen governance councils at the College. Attend one of the council meetings to become familiar with the governance process.

Visit montgomerycollege.edu/mcgobernance

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 (20-01):** This recommendation addresses the need to evaluate all academic support services. The Student Success Network has been charged to conduct a comprehensive review of all academic support services, review the appropriate naming of the assessment centers, and empower a workgroup to develop recommendations providing solutions for assessment centers, including support services for evening and weekend students. Unfortunately, the work of this recommendation has been put on hold due to the pandemic and will be revisited in spring 2022. The recommendation originated in the Academic Services Council.
- **Student Recordings and Required Use of Cameras and Microphones (20-02):** This recommendation resulted in specific language being added to course syllabi related to camera use and recordings in online remote teaching and learning environment.

This recommendation and syllabus addendum represent what governance can accomplish when multiple constituencies work together to resolve a widespread problem. Student leadership, College governance, administrative leadership, and faculty constituents were engaged as part of the conversation and approval process. This collaboration allowed for a comprehensive document that has received widespread acceptance. This recommendation originated from the Faculty Council.

- **Tuition Benefit Wavier for Dependent Children (20-03):** This recommendation requests the approval of tuition benefit wavier for dependent children of employees who have died while employed at the College. Based on the president's approval, the recommendation will move forward to the President's Executive Committee for institutional public comment and approval and possible implementation in the College's policy and procedures. This process is expected to take place in fall 2021. This recommendation originated from the Staff Council.

Governance Constituency Reports

Not all issues warrant making a recommendation to the president for a change or adjustment to policy or practice at the institution. Some issues can be addressed using existing resources or providing constituents with information or referrals to the appropriate office within the College. We ask each council to monitor concerns presented to council so we can categorize and assess any common issues or trends. During the 2020–2021 academic year, governance was presented with 65 constituency concerns that were monitored and addressed. Of the 65, 47 are closed—with the issues addressed. There are 18 concerns pending, which are being investigated until resolution (anticipated in fall 2021). Each council is responsible for providing an answer to the constituency's concern in a timely fashion. This year the majority of the concerns were categorized as follows:

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

From top to bottom, left to right, the members of the Faculty Council are Norma Winffel, Michael LeBlanc, Kimberly Yost, Katie Mount, Antonio Del Castillo-Olivares, Timothy Kirkner, Erin Marcinek, Erica Hepworth, Dana Baker, Belle Scheibner, Comfort Mingot, Esther Schwartz-McKinzie, Monica Mellini, Alan Stover, and Soyini Richards.



Council Goals Reports

Annually, each council is asked to develop and address at least two goals that would enhance the College. In developing these goals, we asked councils to focus on student success. Some council goals are multifaceted.

They require the involvement of other departments to implement the goals, and, moreover, will need more time. We encourage goals that have a long-lasting institutional impact. Listed below are the 2020–2021 academic goals and implementation results.

Council	Goals	Outcomes
<p>College Council</p>	<p>Goal 1: Increase awareness of governance councils by creating a spotlight on council governance webpage and having each council chair create a two-minute video highlighting council activities that support student success.</p> <p>Goal 2: Promote awareness of student athletes and provide support networks. Identify student athletes and send letters of support to them. Highlight selected student athletes on a webpage.</p>	<p>The College Council met its first goal, as demonstrated by the videos submitted on the webpage. However, amending the second goal was necessary due to drastic changes resulting from the pandemic.</p>
<p>Administrator Council</p>	<p>Goal 1: Develop a new administrator onboarding needs assessment.</p> <p>Goal 2: Develop a new administrator mentoring program.</p>	<p>The Administrator Council developed a draft onboarding assessment for new administrators. Plans are underway to administer the assessment at the first all administrator briefing in fall 2021. Results will be shared with HRSTM. Results from the assessment will inform how the council moves forward with the second goal.</p>
<p>Faculty Council</p>	<p>Goal 1: Respond to ongoing College needs regarding teaching and technology. Faculty Council will discuss and respond to those needs as appropriate. Some needs, such as the need for a camera and microphone use policy, will require a recommendation sent to College Council that will develop into a College policy. Other needs, like Zoom etiquette or teaching strategies, might require a more “helpful tips” approach to the issue.</p> <p>Goal 2: Build partnerships and coalitions. Faculty Council will reach out to both the Student Council and Staff Council at least once a semester to identify mutual concerns and, as appropriate, draft joint proposals or at least ask for input on a Faculty Council proposal. The goal here would be to work with a broader set of College constituencies and maximize the impact of our proposals.</p>	<p>Our classrooms and students needed clearer policy recommendations, especially regarding whether students should be required to use their cameras. Faculty Council responded to these concerns by creating a governance recommendation titled Student Use of Cameras and Microphones in an SRT Setting. The recommendation was approved and the language was integrated into a larger syllabus addendum that included recommendations for a range of commonly encountered issues in the SRT setting, including privacy, participation, and attendance.</p>

Council	Goals	Outcomes
<p style="text-align: center;">Staff Council</p>	<p>Goal 1: Continue the FY19–20 goal to increase the understanding and engagement of all employees about Staff Council and governance with the addition of disenfranchisement and egalitarianism.</p> <p>Goal 2: Work with HRSTM to improve employee onboarding and support. (Adopted from MC2025 Strategic Goals).</p>	<p>Staff Council sent an email to second- and third-shift employees addressing any constituent concerns they may have. The staff council saw a rise in attendance as a result of the letter. The second goal was to work with HRSTM to improve employee onboarding and support. (Adopted from MC2025 Strategic Goals). This goal is still in process and will be carried over to next year. The Staff Council will meet with Paul Miller of ELITE and HRSTM to brainstorm ideas to complete this goal.</p>
<p style="text-align: center;">Student Council</p>	<p>Goal 1: Connect with students virtually, share information about upcoming events, and invite students to share questions, comments, and concerns.</p> <p>Goal 2: Gain insight about the departments at the College and what they represent.</p>	<p>We achieved our first goal by creating the Student Council Instagram account that now has more than 140 followers in the space of months. Students were able to send in their questions and concerns, sign up for meeting invites, and get information about upcoming events. We will continue to use this account in the future. We achieved our second goal by inviting at least one guest to every meeting throughout the year. The senior vice president for academic affairs and the senior vice president for student affairs provided insights to their division’s operations. The College’s president, Dr. Pollard, answered questions students had regarding the College.</p>
<p style="text-align: center;">Germantown Campus Council</p>	<p>Goal 1: To actively support and promote awareness of the resources put in place by the College and the local community to help students succeed and thrive both personally and academically.</p> <p>Goal 2: Encourage community among Germantown Campus employees.</p>	<p>The Germantown Campus Council invited several speakers from around the College to share what resources their areas offered. This information was then shared with students through classes, syllabi, social media, and one-on-one conversations. When our council heard that some students did not have faculty advocates for their application for assistance from the MC Foundation, several members volunteered to serve as student advocates. To meet our second goal, the council helped generate ideas for the December campus celebration, joined Margaret Latimer, vice president and provost of the Germantown Campus, at her virtual campus coffee events, did personal check-ins with individuals throughout the year, and nominated a Germantown Campus colleague for an Equity Award.</p>



MC GOVERNANCE

Student Council Meeting

Zoom Meeting

April 29, 2021

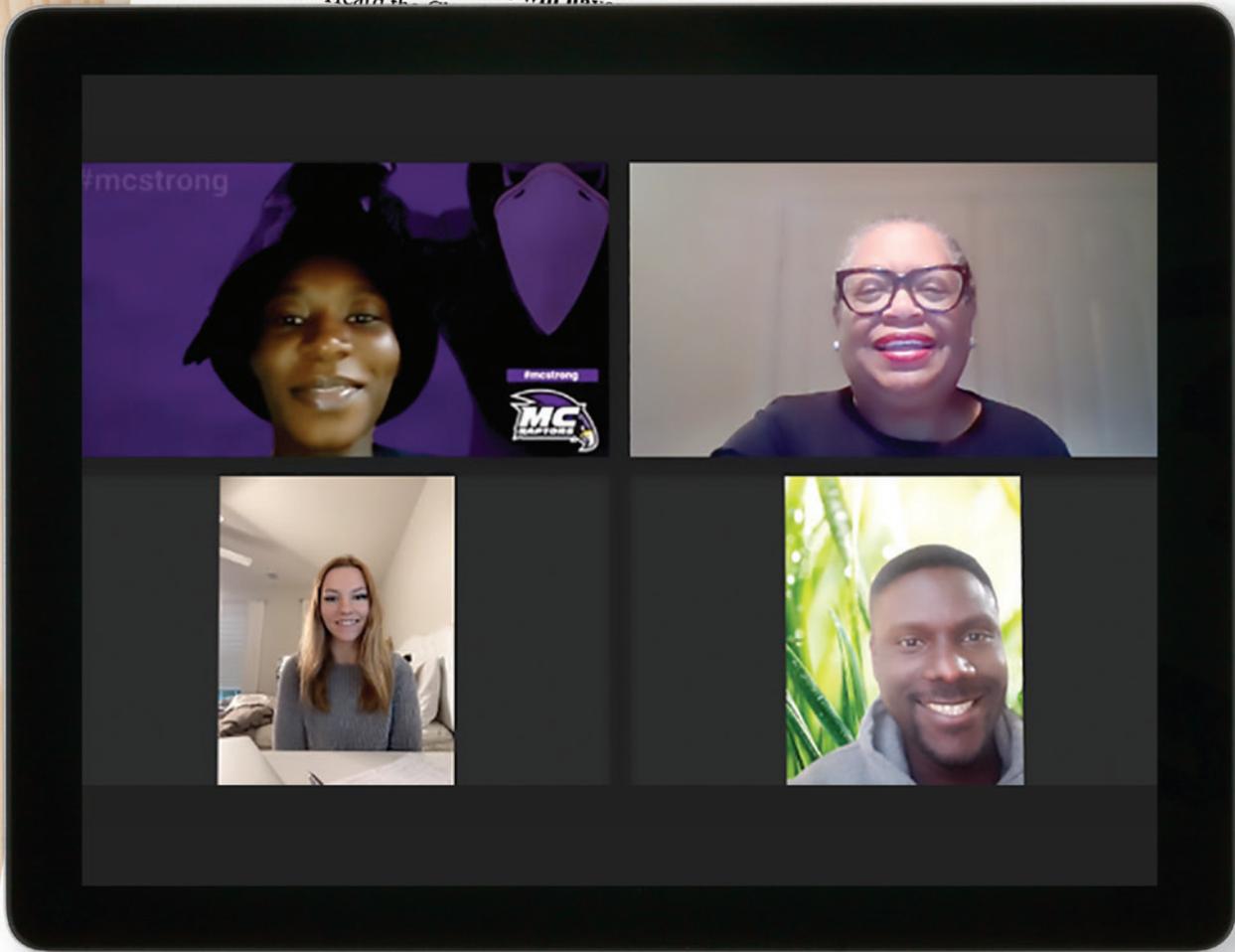
3:00 to 5:00 pm



OUTCOMES

By the end of this meeting, we will have

- Heard the



Interim Director of Public Safety, Clery Compliance Manager Public Safety	3:50-4:10 pm 20 min	Adam Reid Interim Director of Public Safety, Clery Compliance Manager Public Safety	Discuss Present Discuss
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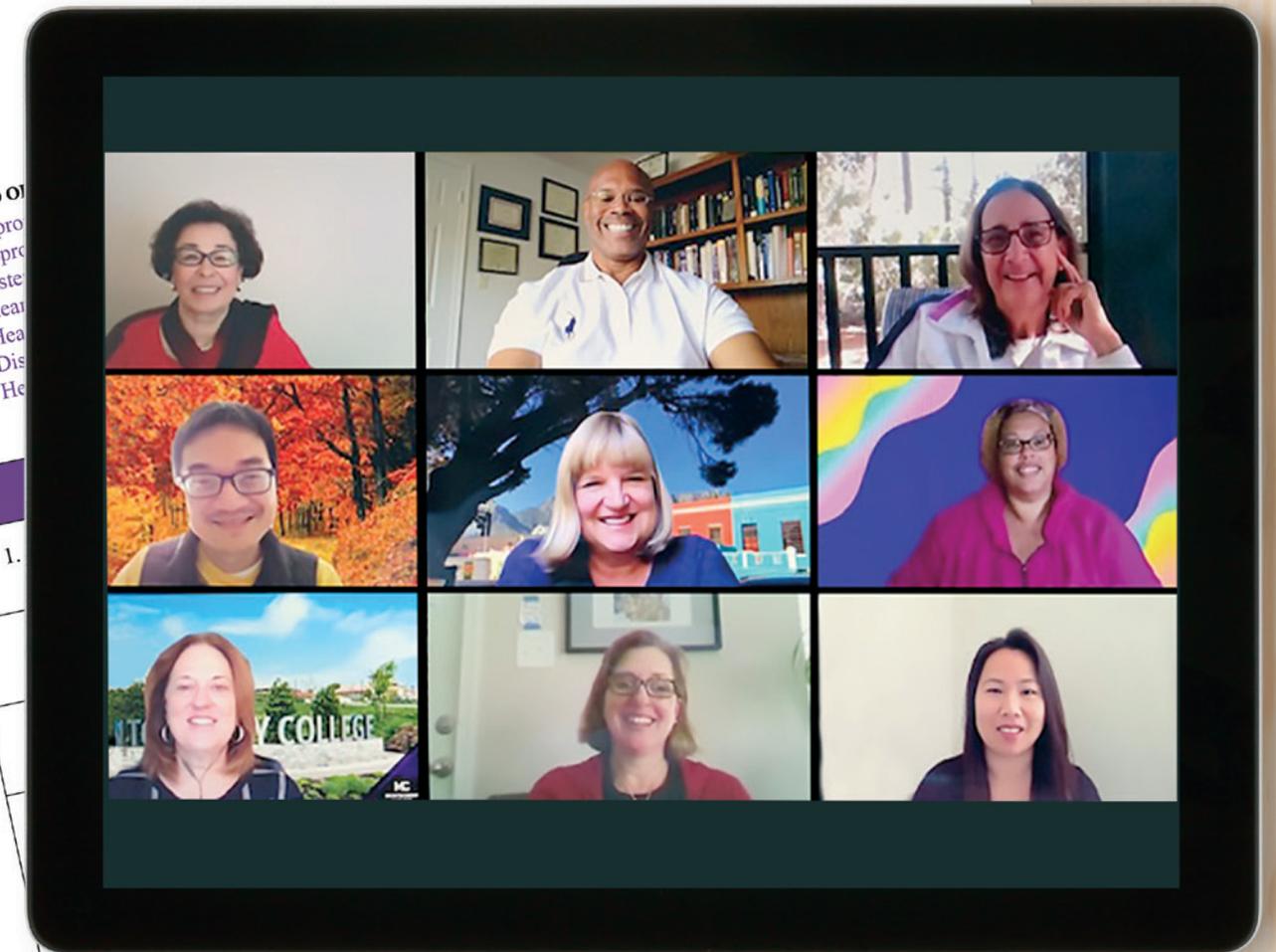
From top to bottom, left to right, the leaders of the Student Council are Rebecca Adegeye, Clevette Ridguard, Megan Barrett, and Nasser Katamba.

From top to bottom, left to right, the members of the Employee Services Council are Natalya Sacks, David Torain II, Christina Coccozella, Thomas Chen, Leslie Jones, Kimberly Robinson, Joyce Matthews, Elizabeth Benton, and Kaylin Nguyen.

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

BY THE END OF

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

Council	Goals	Outcomes
<p>Rockville Campus Council</p>	<p>Goal 1: Author and disseminate a bimonthly Rockville Campus Council newsletter.</p> <p>Goal 2: Support student success by volunteering for Mobile Market and/or attend an online theatre performance.</p>	<p>We set goals that were achievable in this remote environment. One was to have all members support the arts by attending and supporting online performances and virtual tours. And we created a newsletter that was distributed to all constituents in the fall and spring.</p>
<p>Takoma Park/Silver Spring Campus Council</p>	<p>Goal: Change the negative perceptions about Takoma Park/Silver Spring Campus and address inequities between the campuses.</p>	<p>The Takoma Park/Silver Spring Campus Council worked alongside the Office of Equity and Inclusion to create a program called Campus Stigmas. During Equity Week, we shared the effect this has on the morale of the campus community. The Office of Equity and Inclusion met with us to review our concerns and to create a plan to further research these concerns. Takoma Park/Silver Spring Campus Council representatives met with Ray Gilmer, Marcus Rosano, and Heather Milke to discuss concerns and to provide recommendations that came from the Equity Week workshop.</p>
<p>WDCE Campus Council</p>	<p>Goal: The WDCE Council will research and identify existing student resources that are internal or external to the College. We will disseminate this information to students by asking instructors to include information on their syllabi, website, and social media postings. We will also produce flyers in multiple languages.</p>	<p>The College's SHaW Center is a good resource for our students, so we disseminated information on the center's services to our students. As we close the year, we want to increase awareness of College services. We will put an ad with a QR code in WDCE's printed catalog directing students to the SHaW Center's webpage. Faculty and staff will be provided a "tag line" that may be used as part of their signature line regarding the SHaW Center. Faculty will be provided with verbiage that may be included in their course syllabi to make students aware of other available resources.</p>
<p>Employee Services Council</p>	<p>Goal 1: The Employee Services Council will invite MC's new director of library and information services to present at one of the council meetings.</p> <p>Goal 2: The Employee Services Council will identify ways to support remote learning, focusing on effective engagement and wellness practice demonstrating an accessible and inclusive remote work environment. We will invite leaders from key departments to inform the Employee Services Council on remote learning engagement and inclusivity.</p>	<p>This year the Employee Services Council heard a presentation from the director of library and information services, provided input to the Special Recognition Award process and timeline, provided input and reaction to the evolving flexible work schedule/telework policy and procedures, and resolved a constituent concern regarding communication with managers.</p>

Council	Goals	Outcomes
<p>Operational Services Council</p>	<p>Goal 1: Clearly communicate to the College community the Operational Services Council engagement opportunities.</p> <p>Goal 2: Develop static and dynamic methods for obtaining formative feedback funnels to the Operational Services Council.</p>	<p>The Operational Services Council website was refreshed and optimized and is now up to date. It is now ready for site tracking. There is now an online form for constituent feedback and submission of constituent concerns.</p>
<p>Student Services and Success Council</p>	<p>Goal 1: The Student Services and Success Council will work collaboratively with Student Affairs to develop a virtual common student event and activities calendar.</p> <p>Goal 2: The Student Services and Success Council will host virtual student resources information sessions that amplifies support offerings while in a remote setting.</p>	<p>Through collaborative efforts with SHaW Center staff, the Student Services and Success Council created a calendar that specifically highlights events and activities for students. The calendar is available on the Life at MC webpage of the College’s website. Adding this calendar helped to provide up-to-date and accurate information to students and to MC employees who work closely with students. Between November 2020 and May 2021, there were 1,269 views of the student events calendar.</p> <p>In addition, the Student Services and Success Council produced two videos to help students navigate counseling and advising at MC.</p>
<p>Academic Services Council</p>	<p>Goal 1: Increase student success.</p> <p>Goal 2: Make at least one recommendation to the College Council for continued virtual services or potential changes by the end of the academic year.</p>	<p>We were able to have at least one—and often several—students engaged in each meeting. Of 10 issues brought to the council, seven were referred out to relevant teams and resolved. Two of the three remaining issues were relevant to the Academic Service Council’s recommendation to review and improve assessment center best practices. Our second goal was addressed by input shared through the senior leadership’s plans for post-pandemic FY21. We advise that the FY21–22 council invites the various tutoring services for information sharing about student use and accessibility.</p>

From top to bottom, left to right, the members of the Academic Services Council are Erika Bucciantini, Alex Galen, Colleen Dolak, Ted Schusterman, Veronica Banh, Tonya Harris, Muhammad Kehnemouyi, Robin Flanary, Fiona Glade, Shelly Caldwell-Bennett, and Milton Nash. Members not pictured are Kiersten Newtoff, Andrea Campos, and Juan Bonilla-Martinez.



Governance Assessment

The governance office values assessment that is systematic and ongoing, not episodic. We solicit evaluative feedback at least three times a year: 1) after governance training, 2) after the end of the first semester, and 3) at the end of the academic year. These assessments offer improvements to governance. The suggestions about inviting a student panel to council meetings, collaborating among councils, and expanding governance training resulted from our assessment feedback. At the end of the academic year, the assessment survey resulted in a 30% response rate and informed future governance programming. For example, we will continue to have a student panel during both semesters to obtain firsthand interaction with a cross section of students from various majors and student activities to have a dialogue about their concerns. A sampling of the anonymous comments from the end-of-the year-survey follows:

“Governance is a very significant part of the College, and I’m grateful for the opportunity to serve on the council. I am making an impact, I am learning about the College, and I am able to provide information to my fellow students.”

“It was wonderful working with employees outside of my department and getting to know them. I felt Zoom meetings worked very well. We used breakout rooms to have small group discussions, and it avoided unnecessary travel time. We were able to create unity and stay connected while working remotely and develop ideas to help the students whom we serve.”

“I was excited by Dr. Pollard’s commitment to governance, and I think that governance is one of the few venues within the College where important information is shared, and feedback is welcomed and acted upon. I especially appreciate a system that gives everyone the opportunity to have a voice.”

Governance Future Plans

One exciting improvement to governance being actualized is training. For the first time, governance is offering courses toward a governance competency badge. These courses are available through the Workday platform in round-the-clock, self-paced, online course modules open to the College community. After each module, participants will receive a certificate. In addition, after all four modules are

completed, participants will earn a badge. Also, the robust governance Blackboard community site helped us move our training to a paperless environment. The Blackboard site serves as a ready reference to all governance members. All governance meetings are open to all College administrators, faculty, staff, and students across all campuses and satellite offices. To increase attendance (and as a result of our experiences from the pandemic), we will continue to hold all governance meetings via Zoom.

Governance Thank You

Governance is successful because of collaborative leadership. Many thanks are extended to the outstanding cooperation and oversight of the College Council officers and the governance council chairs. We extend our thanks to all of them.

- **Dr. Tracey Smith-Byrant**
College Council Chair
- **Ms. Shakenna Adams-Gormley**
College Council Vice-Chair
- **Ms. Tonya Baker**
College Council Secretary

Council Chairs	
Academic Services Council	Colleen Dolak
Employee Services Council	David Torain
Operational Services Council	Ed Riggs
Student Services and Success Council	Benita Rashaw
Administrator Council	Eric Benjamin
Faculty Council (co-chairs)	Timothy Kirkner and Michael LeBlanc
Staff Council	Shakenna Adams-Gormley
Student Council	Rebecca Adegeye
Germantown Campus Council	Tonya Baker
Rockville Campus Council	Christine Crefton
Takoma Park/Silver Spring Campus Council	Kimberly Jones
WDCE Campus Council	Transcie Almonte-Sabio



Successful governance requires collaboration between administrators, faculty, staff, and students.

Summary

Montgomery College respects and encourages the practice of participatory governance. It is a model of excellence—and it exemplifies how to incorporate input from all College stakeholders into institutional decision-making. Using the participatory governance process, the president and senior leadership gather feedback and use the process to communicate and inform all community members about College planning and significant institutional developments. We credit consistent adherence to this model as one of the reasons for its success. Participatory governance remains an outstanding and meaningful professional development opportunity for all its members. Continuous improvement to governance training will enhance each participant’s experience. One of the expectations of governance membership is to be of service to the College. Most assuredly, we have enjoyed a great deal of success this year—and will continue to be productive in the years ahead.

Submitted by:
Dr. Clevette Ridguard, Governance Director





MONTGOMERY COLLEGE

montgomerycollege.edu/about-mc/governance