

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.

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President Jermaine F. Williams provides the introductory address at the 10th anniversary celebration of Montgomery College Governance. Dr. Williams sees participatory governance as “the engine of democracy at the College.”

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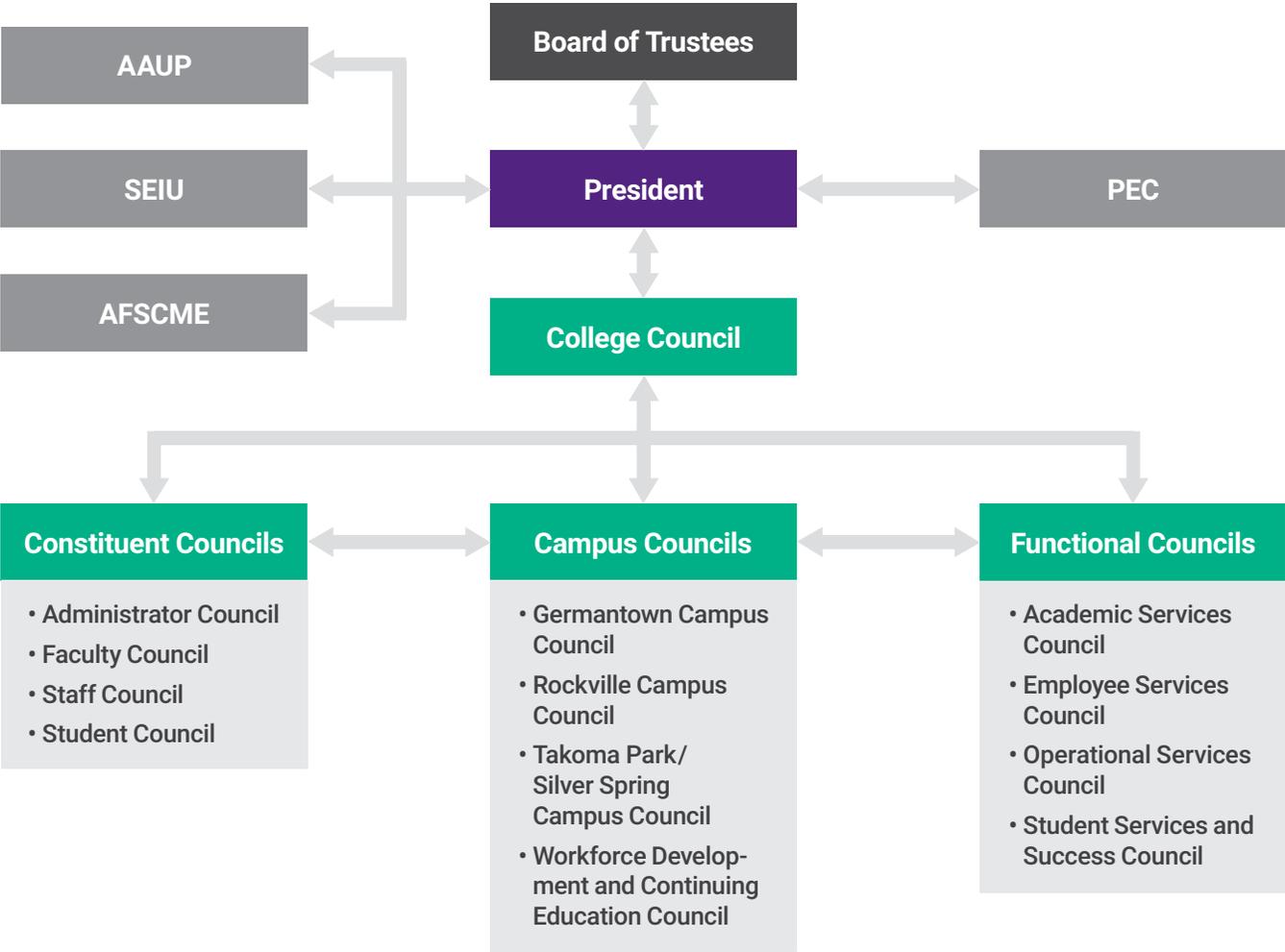
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THE PARTICIPATORY GOVERNANCE MODEL

Montgomery College’s participatory governance system includes four constituent councils, four campus councils, and four functional councils. Chairs from each of these councils serve as members of the overarching College Council. There are a total of 13 councils.

All councils are governed by a constitution and bylaws and hold regular meetings. There are an average of 12 to 14 members per council with each council electing its chair, vice chair, and secretary. Specific councils have a resource person. For example, all campus councils have a library and an IT representative. Council terms of service are typically two years for College employees and one year for students.

Governance councils ensure that decision-makers have the collective insight of students, faculty, staff, and/or administrators. Any council can make a recommendation and vote to move that recommendation forward to the College Council. Only recommendations voted and approved by the College Council move forward to the president for consideration.



This graphic includes union representation and the President’s Executive Cabinet, depicting other groups who have opportunities for input into decision-making.



MC GOVERNANCE 2021–2022

Executive Summary

Each year of participatory governance at MC is unique; this year was no different. In the span of one academic year, we said goodbye to Dr. DeRionne Pollard, welcomed Dr. Charlene Dukes as our interim president, and ushered in Dr. Jermaine F. Williams as our 11th president. In addition, Montgomery College, like the nation, is adjusting to effects of the pandemic. It was a year of change and transition as we shifted to in-person work and students in the classroom. Because change can be uncomfortable and unsettling for many, the College needed innovative input and decisions to transition to the new normal. College governance engaged in the collective strategic thinking—and contributed to various decisions needed during this time.

Despite many changes and transitions at MC, the institution continues to use governance as a sounding board—and a vehicle to seek input—from students, staff, faculty, and administrators. Participatory governance is most appreciative of the institution's commitment to solicit feedback and information from all members of the MC community using this process.

Governance celebrated several noteworthy accomplishments and new milestones. We celebrated the 10th anniversary of MC participatory governance during the spring semester with a luncheon. On a national level, we were recognized as a Bellwether Finalist, one of 10 community colleges in the category of governance, planning, and finance, by the Bellwether Consortium of the Alamo District of Community Colleges. We partnered with the Office of Equity and Inclusion in their Book Reading Program. In addition, more than half of the 2021-2022 College Council chairs became certified in Mental Health First Aid through a course offered by the College. To ensure an understanding of Board of Trustees matters, we assigned a chair to attend each monthly board meeting and report back to the College Council. We accomplished significant progress in implementing council goals and addressing constituency concerns. Governance addressed nearly 100 constituency concerns, and approved two governance recommendations to move forward to the president for his consideration.

The College Council's 2021-2022 theme is pertinent for the times we confront: Creating Connections and Collaboration for Students, Employees, and Institutional Success. All our efforts were geared toward making governance meaningful and relative to the needs of the institutions and the students we serve.



College Council Chair Kimberly Jones and Governance Director Dr. Clevette Ridguard represented the College at the Bellwether Awards.

MC Participatory Governance Recognized as a Bellwether Finalist

Established in 1995, the Bellwether Awards are a long-standing, respected prize presented to innovative community colleges. The rigorous award competition is an integral part of the Community College Futures Assembly. Thirty Bellwether finalists are invited to present their program in a final round of competition among selected peer institutions. The assembly is sponsored by the Alamo Colleges District and focuses on cutting-edge, trendsetting programs worthy of scaling and replication, given their evidence-based outcomes and indicators. The Bellwether Awards are given annually to community colleges with outstanding and innovative programs or practices. Ten colleges are selected in each of the three categories. The award categories are Instructional Programs and Services (IPS), Planning, Governance and Finance (PGF), and Workforce Development (WD).

The Bellwether Award has been compared to football's Heisman Award because it is judged competitively and

awarded by respected peers in leadership positions. In addition, recipients of the Bellwether Award have said that it has been a springboard for other types of recognition and/or funding.

Montgomery College was selected to participate in the Community College Futures Assembly program as a **Top 10 Bellwether Finalist** in the Planning, Governance, and Finance category. A three-part submission requirement included a: digital binder, a showcase review presentation, and a 60-minute PowerPoint presentation session at the Futures Assembly Conference. Governance Director Dr. Clevette M. Ridguard and College Council Chair Kimberly Jones traveled to San Antonio, Texas, for the competition held February 27 thru March 1. We were pleased to bring home the finalist trophy for MC.

Links to all the Bellwether documentation are available on the governance website:

- MC Governance Digital Binder
- MC Governance Brochure
- Governance Presentation on Montgomery College

Governance and the Presidency

MC Says Goodbye to Dr. Pollard

We said goodbye to Dr. DeRionne Pollard in July 2021. Under Dr. Pollard's leadership, the current participatory governance process was established. Dr. Pollard was faithful to the mission of College governance—and the promise to engage all College stakeholders' voices in institutional decision-making. Special thanks go to Dr. Pollard for her establishment and endorsement of our current participatory governance process.

MC Welcomes Dr. Charlene M. Dukes

The academic year started by welcoming Dr. Dukes as the new interim president of Montgomery College. Dr. Dukes proved to be a welcoming force in partnering with governance because of her knowledge and understanding of the process. During her brief tenure at MC, she visited and engaged the College Council on several occasions. These visits helped inform her decisions on masking and return-to-campus communications and protocols. We certainly appreciate her support.

Dr. Dukes lent her voice to our Bellwether presentation, providing the following comments:

"Participatory governance has been a model that is revered across higher education. It allows us to understand the commitment to and the collaboration with our colleagues that are essential and critical as we think about how we move through the successes we expect to achieve in higher education, specifically here at MC. It sets up the process for the structures that allow for all voices and inputs from a wide variety of constituents, faculty, staff, administrators, and students."



MC Welcomes Dr. Jermaine F. Williams

As we prepared for MC's 11th president, MC asked College Council chairs to review and offer input to the presidential position description. Also, the College Council met one-on-one with the new president before his introduction to the College community. The governance director provided a participatory governance briefing for the presidential transition briefing book. On February 28, Kimberly Jones, College Council chair, sent a welcome memo to Dr. Williams on his first day.

Dr. Williams engaged governance by attending nearly a dozen council meetings during the spring semester. He met with the College Council several times and with each of the constituency councils. Dr. Williams sees MC participatory governance as "the engine of democracy at the College." He said, "It models communication and transparency for all of us..." It is a place where he has seen a true collegiality of spirits. Governance looks forward to supporting the president's leadership and vision for MC.

Governance Celebrates 10th Anniversary

A Decade of Difference was the theme of the 10th anniversary celebration, held Tuesday, April 26, 2022, in the Theatre Arts Building on the Rockville Campus. It was a tremendous success. Dr. Williams delivered greetings, and the membership enjoyed introductions from current College Council Chair Kimberly Jones, a historical overview by Dr. Clevette Ridguard, box lunches, and a Kahoot game about governance trivia led by College Council Vice-Chair Shakenna Adams-Gormley.

Dr. Ridguard recounted highlights and accomplishments of the past 10 years of governance, and recognized the monumental work of employees and students in leadership roles throughout our governance system. This event, in keeping with our theme, helped create connections and collaboration for students, employees, and institutional success. It was our first in-person gathering since 2019.

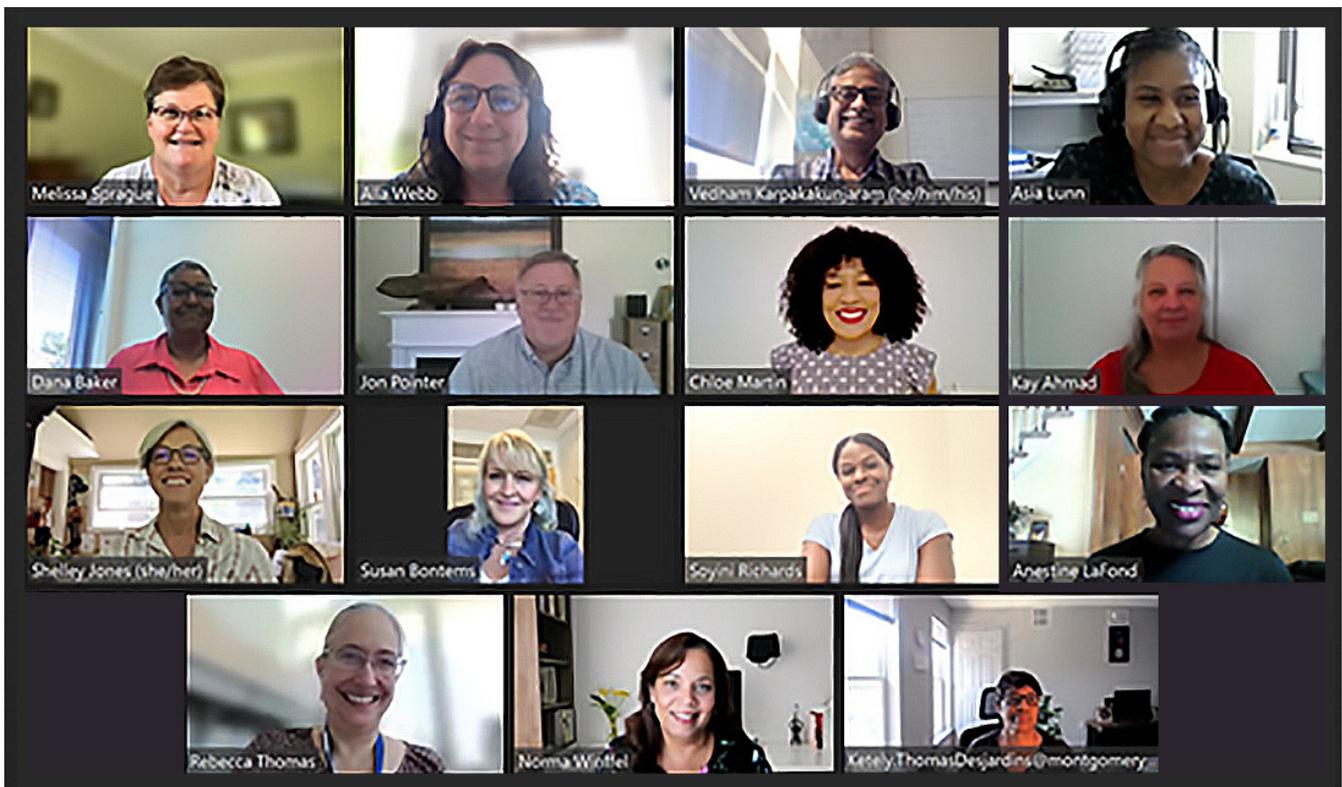
Clockwise from top left: DeRionne P. Pollard, Dr. Jermaine F. Williams, and Dr. Charlene M. Dukes

Governance and Institutional Engagement (Committee Work)

Evidence that the institution uses governance to populate various institutional committees is confirmed by the number of committees soliciting governance participation. Some committee appointments are standard and occur annually. Other committee appointments are to ad hoc committees, but are equally as important. Here are a few major committee appointments listed below.

- Academic Affairs Leadership Committee.
- Employee Engagement Advisory Group.
- Montgomery College Outstanding Faculty Awards Committee.
- Montgomery College Outstanding Part-Time Faculty Awards Committee.
- Montgomery College Outstanding Staff Awards Committee.

- East County Expansion Committee.
- Coronavirus Advisory Team.
- Return to Campus Advisory Team.
- Presidential Search Committee.
- Presidential Transition Advisory Committee (PTAC).
 - Governance received more than 60 submissions from College employees.
 - The Office of the President selected three committee members from governance.
 - College Council chair was selected as a PTAC co-chair.
- Length of Service and Employee Retiree Recognition Event.



The Faculty Council provided valuable resources for both full- and part-time faculty regarding concerns about the Return to Campus after the pandemic.

Governance and Student Engagement

Based on past assessments, the College Council engaged student leaders in a dialogue at our meetings in fall 2021 and spring 2022 semesters. More than 20 students participated. These conversations have informed us as to the issues and priorities of our students. A summary of the questions and responses are listed below.

A. What is one thing you like about Montgomery College?

- Honors and Renaissance Scholars Program.
- Student Life activities.
- The SHaW Center.
- The friendly environment.

B. What suggestions do you have to help us improve your MC experience?

- Provide more resources for tutoring.
- Need more STEM course selections.
- Increase Assessment Center hours for taking exams for DSS students.
- Provide more assistance and information about financial aid.

C. Which course modality best suits your learning style: face-to-face, synchronous remote, asynchronous distance learning?

- Several students indicated structured remote and provided the following reasons:
 - Deadlines keep students on track and accountable; they can ask questions and get a response in real-time.
 - Flexibility makes work-life balance a bit easier for working adults.
 - Students do not have to worry about transportation; allows students to be involved in other community engagement volunteer opportunities.
- Several students indicated being in the classroom and provided the following reasons:
 - As an outgoing person, I prefer the face-to-face interactions with my peers rather than talking through a screen.
 - More engaging; there's more energy. I struggle with focus in computer-based courses.
 - I am able to connect with other students and professors and build relationships.

Governance and Equity and Inclusion Activities

Governance partnered with the Office of Equity and Inclusion to help support the FY22 institutional priorities and goal of advancing the College's Anti-Racism Roadmap by participating in Equity and Inclusion's Book Reading Discussions. As such, we have encouraged council members to take advantage of the 1st Friday book readings, in which we were actively involved both fall and spring semesters.

These book discussions engaged in two books. In the fall semester, we read *400 Hundred Souls*, by Professor Ibram X. Kendi and Professor Keisha Blain. In the spring semester, the book was *CASTE*, by Isabel Wilkerson.

During one of the spring College Council meetings, we engaged in information sharing about these books. We shared three recent video clips to provide additional details:

- A. *Morning Joe Show*, MSNBC (*400 Hundred Souls*).
- B. *CBS This Morning* (*400 Hundred Souls*).
- C. *PBS News Hour* (*CASTE*).

Governance members participated regularly in the Zoom discussions, providing lively and meaningful comments. In addition, we provided several resources to the College Council chairs to share with their membership: "Anti-Racism Resources" and "106 Things White People Can Do for Racial Justice." While we celebrate that these readings are about the African American experience, we appreciate and acknowledge all ethnicities, we dedicate ourselves to learning about other cultures and backgrounds, and celebrate the many nationalities represented at MC. We support everyone and are respectful of their diversity and cultures.



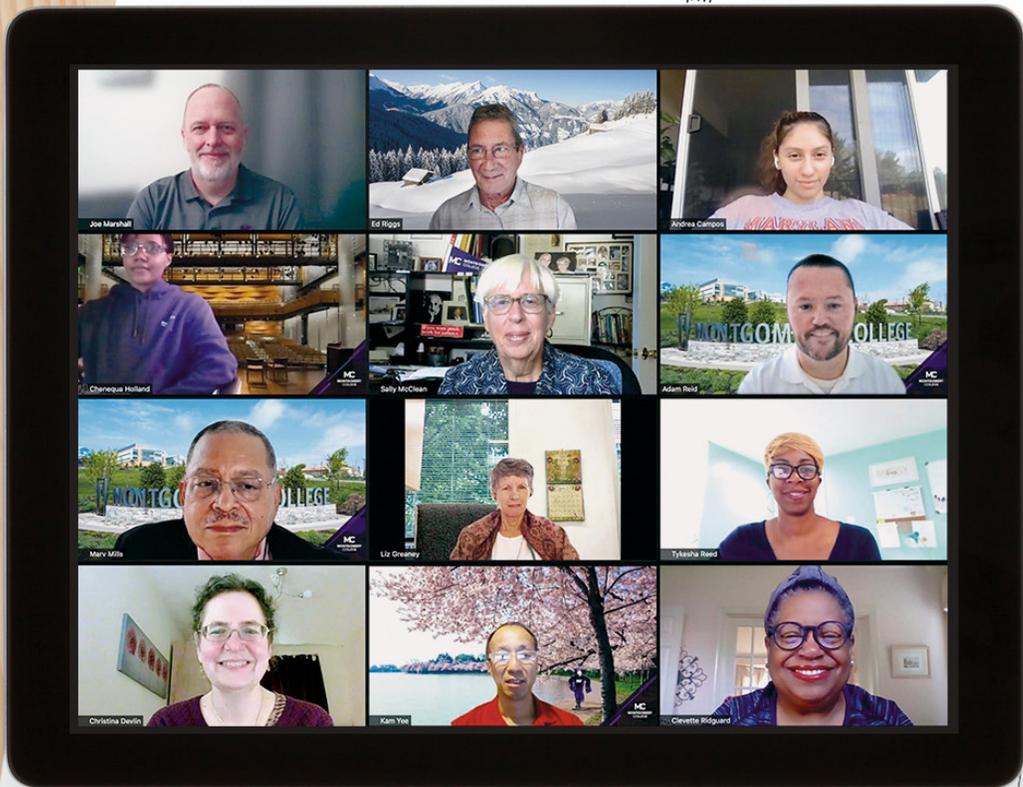


MC GOVERNANCE



OPERATIONAL SERVICES
COUNCIL

Thursday, Dec. 9, 2021
2:00 – 3:30 pm



Chair Report, Announcements	20"	Ed Riggs, Stacy Ford, Joe Marshall, All	Present Discuss
	10"	Ed Riggs, All	Present

The Operational Services Council used social media mentions to improve their web presence. Their web page hits more than doubled after implementing this marketing strategy.

Governance and Council Goals

The purpose of governance goals is to help keep councils focused on achievable action items for institutional improvement. Using the Specific, Measurable, Achievable, Relevant, Time-Bound (SMART) goal framework template. We encouraged each council to address at least two goals per council. The goals and related accomplishments are the following:

COUNCIL	GOALS	RESULTS
<p>College Council</p>	<p>Goal #1: Collaborate with other internal partners to bring awareness to mental health issues.</p> <p>Goal #2: Communicate with MC employees and students to raise awareness and understanding of participatory governance. We hope to increase participation in all aspects of governance, including inquiries, meeting attendance, recommendations, nominations, and elections.</p> <p>Goal#3: Participate in the Equity and Inclusion Book Readings.</p>	<p>Over half of College Council chairs completed the Mental Health First Aid Course Training. TP/SS Campus Council co-sponsored a Mental Health Fair with the Office of Student Life. The council established the Governance Communication and Elections Subcommittee, which increased outreach awareness. We offered four information sessions resulting in increased attendance at council meetings. We supported and actively participated in the Equity and Inclusion book readings.</p>
<p>Administrator Council</p>	<p>Goal #1: Design and send out a survey to all administrators regarding the onboarding process.</p> <p>Goal #2: Review and assess the administrator survey results and provide a summary and recommendations to HRSTM.</p>	<p>The Administrator Council completed the survey development. The upcoming council will decide how to move forward with this goal.</p>
<p>Faculty Council</p>	<p>Goal #1: Provide resources for faculty during COVID-19 with Return to Campus concerns or questions.</p> <p>Goal #2: Actively engage, respond to, and support all faculty constituencies.</p>	<p>The Faculty Council accomplished several activities: 1) finalized a COVID-19 Syllabus Statement for faculty to use upon returning to campus; 2) updated the MC COVID-19 Classroom Guidance document for fall 2021 in conjunction with RTCAT; 3) co-chair presented at the Part-Time Faculty Spring Conference a presentation entitled, "Return to Campus: Let's Make Your to Don't List." This presentation drew several part-time faculty to meetings; and 4) finalized the Inclusive Syllabus Addendum. The subcommittee worked on Full-Time Outstanding Faculty Awards improvement recommendations. We sent a memo to senior leadership with a summary of suggestions to implement effective improvements to the awards process.</p>

COUNCIL	GOALS	RESULTS
Staff Council	<p>Goal #1: Improve the orientation process of new employees through council collaboration and establish a new employee mentor network (NEMN).</p> <p>Goal #2: Enhance enrichment leave awareness and opportunities to include on- and off-campus activities.</p>	<p>The Staff Council collaborated with the Employee Services Council to provide input to a memo sent to HRSTM with onboarding suggestions for future consideration. The council considered suggestions to update language in the enrichment leave use policy to include the additional events we identified with the Office of Equity and Inclusion.</p>
Student Council	<p>Goal #1: Help students recognize at least three resources accessible at the College.</p> <p>Goal #2: Coordinate at least two service-learning projects by May 2022.</p>	<p>The Council held a informational session on the Rockville Campus during a job fair event to bring awareness to the council and invite other students to participate. The council invited several senior leaders to share information and resources about their divisions to students.</p>
Germantown Campus Council	<p>Goal #1: Partner with at least one MC group in the fall and one in the spring semester to help provide needed resources for our students.</p> <p>Goal #2: Help rebuild community among those on the campus by providing at least one event that everyone is invited to attend.</p>	<p>The Germantown Campus Council distributed Panera Bread items provided by the SHaW Center to students every other week in the fall and every third week in the spring. We held a fundraiser with California Tortilla-Paramount in the fall and spring, raising around \$400, which was used to purchase items for the GT Campus food pantry. The council successfully advocated to have a Mobile Market on the GT campus scheduled late in the spring semester. The Germantown Campus Council partnered with the Student Senate, the Office of Student Life, and the Athletics Department to schedule a Fun at the Park with Raptors Baseball event.</p>
Takoma Park/Silver Spring Campus Council	<p>Goal #1: Help facilitate student integration into the campus community and foster their academic success by assessing student needs, then identifying and promoting available resources.</p> <p>Goal #2: Improve and streamline campus-specific communications to make information more easily accessible. Empower employees to support students more successfully.</p>	<p>The TP/SS Campus Council learned from our work this year that campus directories can be enhanced to better assist with identifying the physical locations of people, resources, and supports. The TP/SS Campus Council recommended creating a collegewide QR-based building directory system with a possible phased-in process to update all building directories. It was also recommended that the online people directory, as well as existing directories for all MC buildings, be enhanced to improve campus navigation and promotion of services and supports. This recommendation was approved by the College Council and governance recommendation 22:01 was forwarded to the president on May 10, 2022, for consideration.</p>

COUNCIL	GOALS	RESULTS
<p>Rockville Campus Council</p>	<p>Goal #1: Support the arts at Montgomery College.</p> <p>Goal #2: Dispel mental health stigmas among students.</p>	<p>The Rockville Campus Council supported the arts by having guest speakers from the Rockville Art Department in the fall and spring semesters. The council attended the Art Walk and an artist-in-residence talk during the spring semester. The Rockville Campus Council supported mental health by attending “Exercise Is Science,” a student-produced program on Zoom. The program focused on stress management. The council worked with TV production students to promote “Exercise Is Science” on MC Live on YouTube.</p>
<p>WDCE Campus Council</p>	<p>Goal #1: Communicate monthly with WDCE employees and students to raise awareness and understanding of participatory governance; and to increase participation in governance, including inquiries, attendance at meetings, recommendations, and nominations and elections for the 2021-2022 academic year.</p> <p>Goal #2: Strengthen the presence of WDCE and familiarize the incoming president by holding a unit-wide meeting to introduce the programs, certifications, community benefits, and work being done by WDCE.</p>	<p>This year, participation at the WDCE Council increased with staff/faculty guests consistently attending the council meeting. The council’s two student representatives also attended and participated consistently in council meetings. Three of our council members joined the Communications and Elections committee. Our Spanish-speaking council member was instrumental in translating the PowerPoint presentation for the information session to Spanish. The council prepared an information packet presented to Dr. Williams and produced a WDCE Informational Flyer with the list of all programs (currently) offered at WDCE, including student testimonials.</p>
<p>Employee Services Council</p>	<p>Goal #1: Communicate and coordinate efforts with the Administrators Council, the Staff Council, and the Faculty Council to improve onboarding procedures and enhance orientation sessions for new employees.</p> <p>Goal #2: Provide feedback to senior leadership on the Workday implementation.</p>	<p>A formal memo with onboarding suggestions for enhancing the existing process was sent to HRSTM leadership. On the Workday project, we collected data through email and an online survey. Outreach for the project included sending personalized email requests to constituents and contacting other governance councils for support. One hundred and twelve constituents responded to the survey. A written report of findings and suggestions for Workday improvements was sent to Sherwin Collette, senior vice president for administrative and fiscal services, and Jane Ellen Miller, interim chief information officer.</p>

COUNCIL	GOALS	RESULTS
<p>Academic Services Council</p>	<p>Goal #1: Produce a one-sheet flier for chairs/ supervisors to share with other departments to ensure students receive consistent information when they seek assistance.</p> <p>Goal #2: Help facilitate consistent messaging regarding internal language as to the purpose of the Assessment Centers and the services they provide to the college and student body.</p>	<p>The Academic Services Council provided content information about services for students in a white paper for the chairs. Also, the council worked with the Assessment Center to update their guideline booklet regarding services and hours available to students related to testing needs. We suggested using Teams as a better communication vehicle for chairs.</p>
<p>Operational Services Council</p>	<p>Goal #1: Expand communication efforts from the previous year. These will include more vigorous marketing using MC mail, <i>Inside MC</i>, and other venues directing constituents to the OSC website.</p>	<p>Major strides were made. The use of social media improved our web presence. Our web page hits more than doubled since taking on this marketing initiative. We provided data regarding the usage of our communication and marketing improvements.</p> <p>Recommendation 21:01 was implemented. The director of public safety, health, and emergency management is now a permanent council member.</p>
<p>Student Services and Success Council</p>	<p>Goal #1: Work closely with ATPA to help promote services, programs, and events through our members and constituents, including having the director of ATPA serve as a guest speaker to provide an overview of student services.</p> <p>Goal #2: Explore more effective and efficient ways for the College to communicate with students.</p>	<p>We developed a list of Web Navigation Shortcuts and distributed it to council members to share with constituents. These shortcuts served as a helpful tool, particularly in a remote environment, and were invaluable when the search engine of MCs website was not working. We met with members of MC's Communications Team and continued to discuss the possibility of MC developing an online application.</p>



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

Governance and the Nominations and Elections

The Communications and Elections Committee is a newly formed subcommittee of the College Council. Its purpose is to raise awareness to governance and help promote governance elections. The 2021-2022 members were: Tonya Baker and Shakenna Adams-Gormely, co-chairs. Other members included Rabbee Awan, Transcie Almonte-Sabio, and Emma Wilson, all of the WDCE Council. The committee's major accomplishments were:

- Promoted governance awareness and elections with the Governance by the Numbers campaign.
- Offered four nominations and elections information sessions, one of which was in Spanish, and increased attendees at these sessions compared to past years.
- Expanded governance communication to new media, including indoor digital signage and the HRSTM newsletter.
- Worked with the Staff Council to develop a digital sign template to use in the future to make employees aware of their council representatives.

Governance Recommendations

College Council voted on and approved two recommendations this academic year:

21:01-Add Permanent Position to the Operational Services Council

On October 27, 2021, the College Council voted to move recommendation 21:01 forward to the College president. The recommendation addresses the need to include another key position on the Operational Services Council (OSC), the director of public safety, health, and emergency management, as a permanent council member. This person will provide updates and answer any questions or concerns coming to the Council that relates to public safety, health, and emergency management. The president approved this recommendation on December 1, 2021. The director now attends all OSC meetings.

22:01-Enhancement of Collegewide Building Directories Through the Use of QR Codes

Originating from the Takoma Park/Silver Spring Campus Council, the College Council approved and voted to recommend developing a process to update and keep current all building directories by adding QR codes at each building entrance collegewide. The QR code will serve as a directory of services and offices in each building. In addition, the council developed a process and identified oversight responsibility to update and keep the College's online people directory current. The recommendation was sent to the president for his consideration on June 1, 2022, and is awaiting response.

Governance by the Numbers

- Did you know...there are **13** councils in the MC participatory governance system?
- Did you know... Policy **11004** established MC's participatory governance?
- Did you know... MC's participatory governance has been making a difference for **10** years now?
- Did you know... MC's governance councils have addressed **250** constituent concerns in the past three years?
- Did you know...There were **1,497** nominations last year to fill open governance seats?
- Did you know...**59** recommendations have been approved or addressed by the College's president since 2016?

We want to express our profound thanks to the MC community for their continued support of governance and participation in the nomination and election process. See below the number of votes cast in each election by year for the last 10-plus years.

ELECTIONS RESULTS										
2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
1,811	1,409	2,091	2,216	2,146	1,670	1,634	1,444	1,753	1,943	1,511

Governance Constituency Reports

More than 100 constituency concerns were addressed this academic year. Any member of the College community can bring a concern to any council. The list of concerns by constituency groups is as follows. Of the nearly 100 concerns addressed, only a few are still pending.

Concerns by Constituency Group Type:

Student	9
Staff	49
Faculty	32
Administrators	5
Anonymous	10

Governance Presentation

Professor Dana Baker, faculty council co-chair, and Dr. Clevette Ridguard, governance director, presented at the 32nd Annual AFACCT 2022 Conference held virtually on Thursday, January 13, 2022. Our synchronous session topic was *A Model of Participatory Governance that Works for All College Stakeholders*. We received high ratings and positive feedback from our presentation. The College of Southern Maryland faculty who attended the session reached out to us for a follow-up Zoom meeting about our process.



Governance Assessment

Governance continues to gather feedback from its members as part of ongoing assessment. We survey the members after the professional week training. Survey results from governance training feedback indicated that the training was very successful. With a 70% response rate, nearly 90% of respondents agreed or strongly agreed that the training was helpful for new and returning governance members. The survey feedback indicated there was sufficient information about roles, expectations, and processes, and that the members had a better understanding of governance.

In addition, we solicit feedback from all council members at the end of each academic year. We used this feedback to inform future training plans

and enhancement to governance. The end of the year survey contained eight open-ended questions, and one-third of the membership (56 responses out of 157 members) responded. The responses were anonymous. Here are a few sampling responses to a few of the questions:

1. What worked well in governance?

"The ability to share information with a wide range of folks who can help distribute the information through other channels. Also having the ability to learn and understand what others have to share."

"I loved how the council promptly and efficiently responded to the campus concerns and the open dialogue and discussion among the council members and the guests."

"I enjoyed meeting people from different departments and discussing issues that pertained to students and those departments. I learned a lot of information I wouldn't have had access to otherwise."

2. What ideas do you have for governance improvements?

"I would suggest an interview for incoming student members to solidify their interest and participation on the council. They get to ask questions, which will help to know people who are interested and will be active members."

"I want to explore drawing in more faculty to contribute to the important work."

3. What did you learn about the institution as a result of your involvement in governance?

"Learned that it takes a lot more than teaching and pedagogy to make the institution run successfully."

"MC is doing phenomenal work and really cares."

"I have learned that MC fosters an inclusive environment that cares about each member of our community, including staff, faculty, and students."

"I've learned how decisions are made in such a large institution, something I would never have seen from my daily work."

"That [MC] is a complex organization that relies on thoughtful and timely communication and engagement with a range of internal and external stakeholders."

Governance Moving Forward

Any institutional process can always benefit from enhancements and improvements. Based on the feedback and other observations, participatory governance plans to focus this academic year on the items listed below:

- Complete the Governance Competency Badging (Modules 3 and 4 are pending)
- Maintain all governance council meetings in a virtual platform
- Continue to populate the governance Blackboard site with pertinent information
- Conduct the governance general membership training using the Zoom platform
- Conduct in-person, hands-on training for the governance officers—chairs, vice-chairs, and secretaries.
- Continue to build communication and collaboration between the governance student council and campus senates



The Administrator Council designed a survey for administrators regarding the College's onboarding process.

Thank You to Our Members

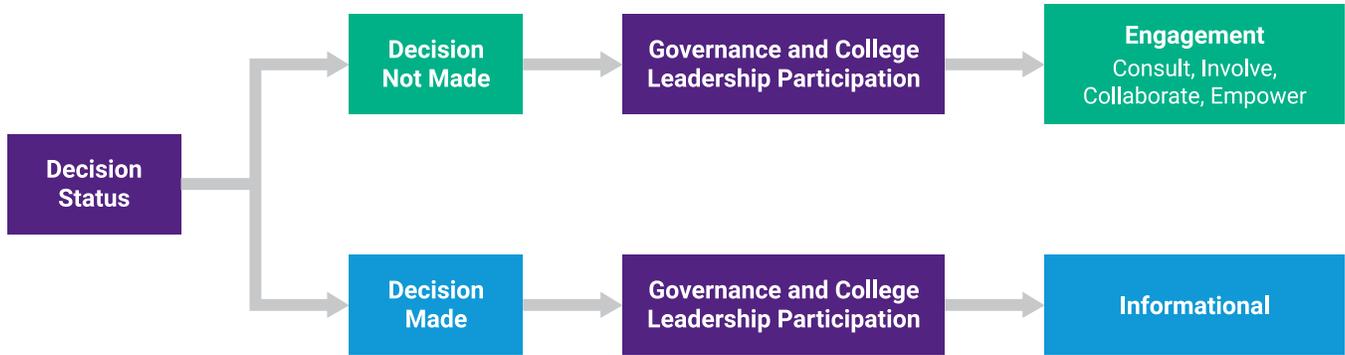
A special thanks to every member of the College community for their participation in attending meetings and the many ways they involve themselves in this process. We have enjoyed exemplary governance leadership this 2021-2022 academic year. We acknowledge College Council Chair Kimberly Jones, Council Vice-Chair Shakenna Adams-Gormley, and Secretary Tonya Baker for their tireless hard work and time commitment to governance.

We also acknowledge the following council chairs:

COUNCIL CHAIRS	
Academic Services Council	Shakena Adams-Gormley
Employee Services Council	Kimberly D. Robinson (spring semester) Carlos Molina Rosales (fall semester)
Operational Services Council	Ed Riggs
Student Services and Success Council	Mark A. Levine (spring semester) Benita Rashaw (fall semester)
Administrator Council	Eric Benjamin
Faculty Council (co-chairs)	Rebecca Thomas and Dana L. Baker (co-chairs)
Staff Council	Ramon De La Cruz
Student Council	Oluwafunmike "Rebecca" Adegeye
Germantown Campus Council	Tonya Baker
Rockville Campus Council	Katherine Goldstein
Takoma Park/Silver Spring Campus Council	Alice Boatman
WDCE Campus Council	Transcie Almonte-Sabio

In addition, we want to thank Dr. Jermaine F. Williams and the governance liaisons for their continued support and use of the participatory governance process to inform the College community and gain college wide input into decision making and strategic thinking that betters the institution.

Governance Levels of Engagement with College Leadership



This flow chart depicts the types of engagements when input is needed to inform or engage in institutional decision-making with College leadership.

The Promise of Participatory Governance

After 10 years of existence, it is a testament to the institution that it has sustained a process of inclusion. Participatory governance provides all members of the College community an opportunity to learn how decisions are made at the College. Furthermore, it affords members of the College community an opportunity to offer input into policy and procedures and decisions affecting our institution. Participatory governance remains strong at MC—and the promise of participatory governance lives on and is fulfilled at MC. The following tenets serve as a guiding force for our work:

- 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 representatives' **perspectives** with leadership.
- Emphasizes **communication, collaboration, and civility**.
- Ensures that **governance is a transparent** and evolving process.

Additional information and details are available on our website.

Submitted by:

Governance Director Dr. Clevette Ridguard



Governance helps students engage in leadership and learning opportunities that prepare them for future success.



MONTGOMERY COLLEGE

montgomerycollege.edu/about-mc/governance