Building the future: Collaborating with Campus Constituents in Candid Conversation

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What will we share today? How candid conversation and collaboration can deliver 21st century facilities—and equity.

- MC 101
- How our past almost dictated our future
- Community engagement strategies to advance the mission
- The Board’s role in guiding the process—putting our students first
- The importance of candid conversations and feedback loops
- The importance of keeping decision-makers informed
- Willing partners are a must
- The value of professional help
- How MC balanced the needs of our students, our neighbors, and fiscal prudence
MONTGOMERY COLLEGE

OUR MISSION

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

OUR VISION

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

OUR VALUES

excellence | integrity | innovation | diversity | stewardship | sustainability

Adapted by the Montgomery College Board of Trustees, June 26, 2017
MONTGOMERY COLLEGE BY THE NUMBERS

55,243 STUDENTS
Maryland’s largest community college

51% MC students who receive financial aid

$25,000 Average household income for federal Pell grant recipients

117 Degree and certificate programs
From mechanics to engineers and lab bench workers to scientists: we fuel the economy

65% MC students who attend part-time

$4,974 annual tuition & fees
The most affordable higher education option for county residents

25 Average student age

51% Montgomery County Public Schools graduates who stay in state for college attend MC

51% DIVERSE STUDENT COMMUNITY
30.5% Black
24.9% Hispanic
25.0% White
13.4% Asian
05.5% Multi-race
00.2% American Indian
00.2% Pacific Islander

159 Countries represented

43% Faculty members named Maryland Professor of the Year
quality in classrooms

9 New full-time students who graduate or transfer within 3 years of entering MC

#ACCT2019
Takoma Park/Silver Spring Spring Campus
Rockville Campus
Germantown Campus
Workforce Development & Continuing Education
Training sites across the county
THE COLLEGE’S BOARD OF TRUSTEES
The Board of Trustees

- Gloria Aparicio Blackwell, Chair
- Dr. Les Levine, First Vice Chair
- Dr. Michael Brintnall, Second Vice Chair
- Sarah Haj Hamad (Student Trustee)
- Dr. Kenneth Hoffman
- Michael Knapp
- Dr. Frieda Lacey
- Bob Levey
- Maricé Morales
- Marsha Suggs Smith
MONTGOMERY COLLEGE TRUSTEES AND PRESIDENTS

OUR TRUSTEES
Appointed by the Governor

Since 1969
51 Trustees
- 24 Board Chairs
- 36 Board Officers
- 38 Emeriti Trustees

Since 1976
39 Student Trustees

134 College Policies Created (5 Retired)

OUR PRESIDENTS

9
- 7 Male
- 2 Female

6 White
3 African-American

4 Emeriti Presidents

#ACCT2019
The Montgomery College President:
The Board’s only employee—appointed August 2010
BOARD OF TRUSTEES ROLES AND RESPONSIBILITIES

- Determine mission and purpose
- Ensure adequate financial resources
- Select the chief executive
- Protect assets and provide proper financial oversight
- Support and evaluate the chief executive
- Build a competent Board
- Ensure effective planning
- Ensure ethical and legal integrity
- Monitor and strengthen programs and services
- Enhance the organization’s public standing
TYPICAL YEAR FOR THE BOARD OF TRUSTEES

**10** Public Meetings Per year

**6** Committees
- 2 Standing
- 4 Ad Hoc

**5** Constituent Conversations Per year

Board meetings with other boards and Trustee Liaison meetings with support organizations, including:

- The UNIVERSITIES at Shady Grove
  - 1 per year
- MCPS
  - 1 per year
- MONTGOMERY COLLEGE ALUMNI
  - 5 per year
- MONTGOMERY COLLEGE FOUNDATION
  - 3 per year
- PICMC
  - 3 per year

"ACCT LEADERSHIP CONGRESS" #ACCT2019
The Challenge: Is the past the prologue... or can collaboration set a new course?

Equity in STEM
- Most diverse campus in Maryland
- Out-of-date STEM classrooms/labs
  - Date back to the 1960s
  - Beyond their useful life
- Math and science courses required for a degree
- Access to STEM courses, majors & jobs, no matter your zip code

Location: 20912
- Municipality
- Historic district
- Residential neighborhoods
  - Two distinct communities
  - Varying impact from operations
Charting the new course: Collaboration and Candid Conversations: *The bridge to 21st Century Facilities*

- Acknowledge and accept the needs of our neighbors
- **Agree on the goal**: to balance the needs of our students, our neighbors, and fiscal prudence
- **“Community Conversations”**
  - Partnered with the City
  - Facilitated conversation
  - Open forums, attended by hundreds
  - Feedback meticulously tracked
- **President’s Design Directives**
  - Eight parameters to guide design
  - Construction guidelines, too
  - Set the stage to achieve the balance
Design Directives

1. Keep the current setback of Falcon Hall along Takoma Avenue
2. Protect park-like green space along Takoma Avenue
3. Minimize windows along Takoma Avenue
4. Ensure height is no more than two stories along Takoma Avenue
5. Take advantage of topography to minimize perceived height
6. Locate height and rooftop units away from Takoma Avenue
7. Maximize building width to lower height
8. Hire an architect experienced with designing facilities in historic and residential neighborhoods
First directive: Hire an architect with experience in the location—historic & residential neighborhoods—with a community engagement firm as a partner.

Utilize engagement strategies—authentic, intentional, transparent:
- Informal before formal: ice cream social to meet the team
- Formal process: Charrettes—iterative problem solving process
  - Large group forum
  - Small group discussions with experts
  - Engagement stations—ask the expert
- Feedback meticulously obtained, tracked and addressed
  - Reflected in revised designs
- Project web site
  - Documented the process: videos, presentations, correspondence
  - Provided a feedback loop—all concerns addressed and posted
Charting the new course: Collaboration and Candid Conversations: *The bridge to 21st Century Facilities*

- Achieved the desired balance
  - Design met or exceeded all eight design directives
  - High quality academic building design—21st century classrooms/labs
  - Design is affordable—can be built with the appropriated funding
- Briefed City Council
- Obtained City resolution in support of project
The Board Role—vision, guidance, and leadership

- **Vision**
  - Recognize the need for the project
    - STEM workforce
    - Access to STEM for our students
  - Endorse the project
  - Direct the president to “get it done”
- **Strategic oversight**
  - Support the president
  - Guide the institution: new insights & fresh ideas

- **Provide public leadership**
  - Testify
  - Engage with elected officials and community leaders
Today: Crossing the bridge—from collaboration to breaking ground in 2020

• Adhered to principles & improved relationship with our neighbors

• Maintained the confidence of decision-makers
  • Received land use approvals from county
  • Received necessary state & county funding

• Construction team approved by the Board
  • Demolition begins next month

• Plans for groundbreaking are underway
Charting your course to the Future: Key Lessons

• The Board of Trustee vision, guidance and leadership is essential

• Community engagement works
  • Transparency is key to the process
  • Clear, positive and regular communication is imperative
  • Feedback loops demonstrate hear and understand concerns
  • Patience—trust the process
  • Not bowing to NIMBYs—instead a process to advance the project

• Adhere to your principles, focus on student needs & mission
• Keep decision-makers informed—no surprises
• Guidance helps—fresh eyes and ideas
• Support your president and her staff
• And, always smile!
Collaborating with Campus Constituents in Candid Conversation

Discussion—questions and comments
Thank you!