

CELEBRATING 50 YEARS

PAST IS PROLOGUE

BUILDING A BRIDGE TO THE FUTURE

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

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

Adopted by the Montgomery College Board of Trustees, June 20, 2011



MONTGOMERY COLLEGE BY THE NUMBERS

55,243
STUDENTS

Maryland's largest
community college



MC students
who attend
part-time



25

Average
student age

51%

MC students who receive
financial aid

\$25,000

Average household income for
federal Pell grant recipients



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

117

Degree and certificate programs

From mechanics to engineers and lab bench workers
to scientists: **we fuel the economy**

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



\$4,974

annual tuition & fees
The most affordable
higher education option
for county residents

9

Faculty members named
Maryland Professor of the Year
quality in classrooms

43%

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



Takoma Park/Silver 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



The Montgomery College President:

The Board's only employee—appointed August 2010



BOARD OF TRUSTEES ROLES AND RESPONSIBILITIES



TYPICAL YEAR FOR THE BOARD OF TRUSTEES



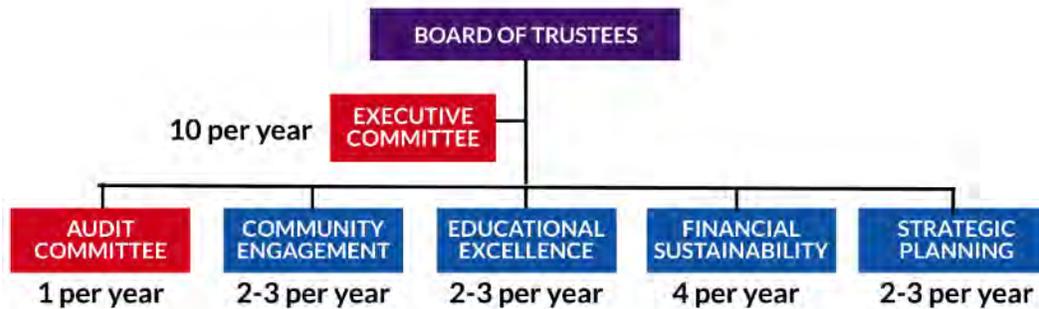
10

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

MC **MONTGOMERY COLLEGE**
FOUNDATION
3 per year

PICMC Pinkney Innovation Complex for Science and Technology at Montgomery College
3 per year



CANDID CONVERSATIONS AND COLLABORATION

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



Charting the new course: Collaboration and Candid Conversations: *The bridge to 21st Century Facilities*

- **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**





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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!

