



BOARD OF TRUSTEES
MONTGOMERY COLLEGE

PUBLIC MEETING AGENDA

[Link to join Zoom Meeting](#) · By phone: 301-715-8592 · Webinar: 913 6592 7499

BOARD OF TRUSTEES

April 17, 2023

6:30 p.m.

Michael A. Brintnall, Ph.D.
Chair
TERM ENDS JUNE 30, 2023

Frieda K. Lacey, Ed.D.
First Vice Chair
TERM ENDS JUNE 30, 2024

Gloria Aparicio Blackwell
Second Vice Chair
TERM ENDS JUNE 30, 2026

Annicc Cody
TERM ENDS JUNE 30, 2028

Kenneth J. Hoffman, M.D.
TERM ENDS JUNE 30, 2023

Michael J. Knapp
TERM ENDS JUNE 30, 2024

Omar A. Lazo
TERM ENDS JUNE 30, 2027

Robert F. Levey
TERM ENDS JUNE 30, 2025

Maricé I. Morales
TERM ENDS JUNE 30, 2025

Deepica Premaratne
Student Trustee
TERM ENDS JUNE 30, 2023

**PRESIDENT AND
SECRETARY-TREASURER**

Dr. Jermaine F. Williams

1. Call to Order Procedural
2. Roll Call Procedural
3. Approval of Agenda Procedural
4. Approval of Minutes Action
 - A. March 22, 2023 Conference Session Minutes
 - B. March 22, 2023 Public Vote and Closed Session Minutes
 - C. March 22, 2023 Public Meeting Minutes
5. Reports Information
 - A. Conversation with Constituents
 - B. President’s Report
 - C. Budget Review and Financial Sustainability Committee Report
 - D. Chair’s Report
6. Consent Agenda Action
 - A. [Personnel Action Confirmation](#)
 - B. [Board of Trustees Schedule of Meetings for Fiscal Year 2024](#)
7. Academic Matters Action
 - A. [Deletion of Art Area of Concentration, Arts and Sciences Associate of Arts](#)
 - B. [New Title for Diagnostic Medical Sonography, General Sonography Area of Concentration, Associate of Applied Science](#)
8. Contract Change Order Action

[Contract Change Order, Award of Contract, Purchasing and Corporate Credit Card Program, Bid 518-011](#)
9. Collective Bargaining Matter Action)

[Collective Bargaining Agreement between Montgomery College and the Service Employees International Union, Local 500, CtW](#)

Board of Trustees
Montgomery College
Public Board Meeting Agenda
April 17, 2023
Page 2

- 10. Budget Matter Action

[Increase in Tuition for Fiscal Year 2024](#)
- 11. Strategic Planning Action

[Refreshed Strategic Plan](#)
- 12. New Business Procedural
- 13. Trustee Comments Procedural
- 14. Adjournment..... Procedural

NOTICES

BOARD OF TRUSTEES INFORMATION. The Board's meeting schedule, agendas, meeting minutes, and records of resolutions are available at www.montgomerycollege.edu/bot.

WRITTEN COMMENTS. The Board of Trustees welcomes written comments, which can be sent to trustees@montgomerycollege.edu or to Montgomery College, 9221 Corporate Blvd, Rockville, Maryland 20850, ATTN: Board of Trustees.

ALTERNATIVE AGENDA FORMAT. This agenda is available in an alternative format upon request, in accordance with the Americans with Disabilities Act, by contacting 240-567-5272 or trustees@montgomerycollege.edu at least two weeks prior to the scheduled board meeting.

COMMUNICATIONS ACCOMMODATIONS. For special accommodations in communicating with the Board, contact 240-567-5272 or trustees@montgomerycollege.edu.

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 6
April 17, 2023

PERSONNEL ACTIONS CONFIRMATION REPORT

BACKGROUND

The Board of Trustees by state law has the authority and the responsibility for appointments to the College. Each month the Board receives a summary of personnel actions from the Office of Human Resources and Strategic Talent Management on new hires and employees who have separated from the College.

RECOMMENDATION

It is recommended that the Board adopt the attached report.

BACKUP INFORMATION

Board Resolution
Personnel Actions Confirmation Report
Policy 34001–Changes in Employee Status

RESPONSIBLE SENIOR ADMINISTRATOR

Mr. Collette

RESOURCE PERSON

Ms. Leitch Walker

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 6
April 17, 2023

Subject: Personnel Actions Confirmation

WHEREAS, By state law the Board of Trustees has the authority and responsibility for appointments to the College; and

WHEREAS, The attached summary indicates related personnel actions taken by the College during the period February 1, 2023, through February 28, 2023; and

WHEREAS, The president of the College recommends that the Board adopt the following resolution; now therefore, be it

Resolved, That the Board of Trustees accepts the attached reports and confirms the actions of the president.

Attachments

**MONTGOMERY COLLEGE
SUMMARY OF PERSONNEL ACTIONS
From February 1, 2023, through February 28, 2023**

STAFF

STAFF EMPLOYMENTS

Effective

Date	Name	Position Title	Grade	Department
02/06/2023	Carr, Shawn	ACES Student Success Coord	27	ACES-Achiev Coll Excell & Succ
02/06/2023	Cuellar, Monica	Building Services Worker	11	Facilities – Central Admi,
02/06/2023	Fowlkes, Asa	Grounds Maintenance Worker	15	Facilities Operations – RV
02/06/2023	Fuentes, Nidia	Building Services Worker	11	Facilities Operations – RV
02/06/2023	Manrique, Clotilde	Building Services Worker	11	Facilities Operations – RV
02/06/2023	Murph, Tosha	Campus Registrar	33	Admission Services
02/06/2023	Navarrete Lopez, Hortencia	Financial Aid Assistant	21	Financial Aid
02/20/2023	Barahona, Karla	Community Engage Spec II	25	Advancement/Comm Engage
02/20/2023	Gebreslassie, Semhal	Financial Aid Assistant	21	Financial Aid
02/20/2023	Julien, Theresa	Human Resources Manager	33	HRSTM - EELR
02/20/2023	Medina, Alexis	Financial Aid Counselor	27	Financial Aid
02/20/2023	Ron, Tal	Internal Audit & Advis Svcs Dir	37	Compliance
02/20/2023	Tomon, Alexey	Grounds Maintenance Worker	15	Facilities Operations – RV

STAFF SEPARATIONS

Effective

Date	Name	Position Title	Grade	YOS	Department
02/15/2023	Fletcher, Donell	Public Safety Officer II (Cpl)	15	0*	Public Safety, Health & Emerg Mgmt
02/19/2023	Colin, Monique	Building Services Worker	11	10	Facilities – Central Admin
02/24/2023	Fishbein, Justin	Public Safety Dispatcher Lead	17	2	Public Safety & Security
02/28/2023	Kodua, Jemima	Program Manager	31	0*	Health Sciences Dean

STAFF EMPLOYMENTS: Ethnicity and Gender

	White	Black	Hispanic	Asian	American Indian	Other/2 or More	TOTAL
Female	0	1	8	0	0	0	9
Male	1	1	0	0	1	1	4
TOTAL	1	2	8	0	1	1	13

STAFF SEPARATIONS: Ethnicity and Gender

	White	Black	Hispanic	Asian	American Indian	Other/2 or More	TOTAL
Female	0	2	0	0	0	0	2
Male	1	1	0	0	0	0	2
TOTAL	1	3	0	0	0	0	4

* Less than one year

**MONTGOMERY COLLEGE
SUMMARY OF PERSONNEL ACTIONS
From February 1, 2023, through February 28, 2023**

FACULTY

FACULTY EMPLOYEMENTS

Effective Date	Name	Position Title	Department
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FACULTY SEPARATIONS: NONE

Effective Date	Name	Position Title	YOS	Department
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**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 6B
April 17, 2023

BOARD OF TRUSTEES SCHEDULE OF MEETINGS FOR FISCAL YEAR 2024

BACKGROUND

The Maryland Open Meetings Act, based on the General Assembly's determination in favor of open decision-making by public bodies in the maintenance of a democratic society, provides that, except in special and appropriate circumstances: (1) the business of public bodies be performed in an open and public manner; and (2) citizens be allowed to observe the performance of public officials and the deliberations and decisions that the making of public policy involves. In addition, Montgomery College Board of Trustees bylaws state that the Board shall give reasonable advance notice of its open meetings. The notice shall be in writing and shall include the date, time, place, and agenda of the meeting, and shall be publicized by posting to the Board's website and any other method reasonably designed to give public notice.

RECOMMENDATION

It is recommended that the Board adopt the attached schedule of meetings for Fiscal Year 2024.

BACKUP INFORMATION

Board Resolution
Montgomery College Board of Trustees Schedule of Meetings for Fiscal Year 2024 (Board Members only)

RESPONSIBLE SENIOR ADMINISTRATOR

Dr. Scott

RESOURCE PERSONS

Ms. Cordova
Ms. Lee

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 6B
April 17, 2023

Subject: Board of Trustees Schedule of Meetings for Fiscal Year 2024

WHEREAS, The Maryland Open Meetings Act, based on the General Assembly's determination in favor of open decision-making by public bodies in the maintenance of a democratic society, provides that, except in special and appropriate circumstances: (1) the business of public bodies be performed in an open and public manner; and (2) citizens be allowed to observe the performance of public officials and the deliberations and decisions that the making of public policy involves; and

WHEREAS, Montgomery College Board of Trustees bylaws state that the Board shall give reasonable advance notice of its open meetings; and

WHEREAS, The notice shall be in writing and shall include the date, time, place, and agenda of the meeting and shall be publicized by posting to the Board's website and any other method reasonably designed to give public notice; and

WHEREAS, Attached to this resolution is a schedule of meetings for Fiscal Year 2024, and while intended to be held as planned, those meetings may be changed based on circumstance according to the Board's bylaws, the Maryland Open Meetings Act, and availability; and

WHEREAS, The public will be notified of the Fiscal Year 2024 schedule as well as any change in meeting dates in accordance with the Board of Trustees bylaws and the Maryland Open Meetings Act; and

WHEREAS, The president of the College recommends that the Board adopt the following resolution; now therefore be it

Resolved, That the Board of Trustees adopts the attached Schedule of Meetings for Fiscal Year 2024.

BOARD OF TRUSTEES
Montgomery College
Fiscal Year 2024 Schedule of Meetings

					<i>OTHER ACTIVITIES AND EVENTS (RSVP NEEDED FOR MOST)</i>	
	BOARD MEETINGS <i>(Mondays, unless noted, 6:00 pm closed, 6:30 pm public)</i>	CONFERENCE SESSIONS, <i>(4:45 pm)</i>	BOARD RETREATS	PERIODIC REPORTS TO THE BOARD¹	BOARD DEVELOPMENT AND CONFERENCES	SPECIAL EVENTS AND OTHER BOARD DATES
JUL					12: New Trustee Orientation <i>(MC-Virtual)</i>	
AUG					TBD: ACCT Governance Leadership Institute TBD: Board Officers Kickoff Meeting <i>(Virtual)</i>	17: Chair's Networking Open House and Recognition Reception–Board and Supporting Organizations
SEP	18		7-8 (Thurs-Fri): Retreat	4th Q Facilities Updates 4th Q Budget Report 4th Q Construction Change Order Report Performance Accountability Report		
OCT	16			FY25 Capital Budget Presentation Clery Report	9-12: ACCT Leadership Congress	
NOV	13			1st Q Facilities Updates 1st Q Budget Report 1st Q Construction Change Order Report		TBD: Legislative Reception
DEC	11	TBD: Meeting of the Joint Boards (MC/MCPS/USG)		FY25 Operating Budget Presentation FY23 Audit Presentation		TBD: Board's Audit Committee Meeting ²
JAN	<u>Wed., 24</u>				12: Mid-Year Meeting for New Trustees-Virtual <i>(MC)</i> TBD: MACC Conference <i>(Annapolis)</i>	TBD: Chairs' Lunch with Foundation Chairs
FEB	19			2nd Q Facilities Updates 2nd Q Budget Report 2nd Q Construction Change Order Report	4-7: ACCT Legislative Summit <i>(DC)</i>	
MAR	<u>Wed., 20³</u>					
APR	15					
MAY	20		3 (Fri): Retreat	3rd Q Facilities Updates 3rd Q Budget Report 3rd Q Construction Change		TBD: Employee Recognition Event TBD: Harry Harden Awards TBD: Commencement
JUN	17			Programs of Cultural Diversity Progress Report		

1. This section identifies the regularly scheduled reports to come before the Board.

2. Based on Bylaws section I.G.2. The Audit Committee, a standing committee of the Board, is a committee of the whole and is chaired by the First Vice Chair.

3. This meeting is scheduled following spring break week.

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 7A
April 17, 2023

**DELETION OF ART AREA OF CONCENTRATION,
ARTS AND SCIENCES ASSOCIATE OF ARTS**

BACKGROUND

Montgomery College strives to provide students with relevant programs that offer the greatest opportunities for transfer and employment. In order to maintain cutting-edge curricula and adhere to program accreditation standards, faculty and administrators are encouraged to regularly evaluate their programs. As a result of this evaluation, Montgomery College is prepared to delete the art area of concentration, arts and sciences associate of arts effective fall 2023.

In May 2021, Montgomery College received institutional accreditation from the National Association of Schools of Art and Design (NASAD), making it one of only a few two-year schools in the country to achieve this recognition. NASAD accreditation signifies Montgomery College's alignment with national standards ensures the continued viability and quality of the College's art and design programs, and improves transfer opportunities for Montgomery College students.

During the accreditation process, NASAD recommended the art program be changed from an arts and sciences degree to a general associate of arts, because the arts and sciences program had no science requirements other than General Education. In spring 2023, the general art associate of arts was approved by the Maryland Higher Education Commission. Both art programs are identical and there were no changes to the program's curriculum; the program description, program requirements, electives, General Education requirements, and learning outcomes remain the same. Because the arts and sciences program will be deleted, in spring 2023 student records with that major were changed to reflect the new art associate of arts. Deletion of the arts and sciences program requires notification to the Maryland Higher Education Commission.

RECOMMENDATION

It is recommended that the Board of Trustees approve the deletion of the art area of concentration, arts and sciences associate of arts and that notification be submitted to the Maryland Higher Education Commission.

BACKUP INFORMATION

Board Resolution
Section 13B.02.03.03 Higher Education Article of Code of Maryland Regulations (COMAR)

RESPONSIBLE SENIOR ADMINISTRATOR

Dr. Rai

RESOURCE PERSONS

Dr. Benjamin
Ms. Leonard
Dr. Trezza

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 7A
April 17, 2023

Subject: Deletion of Art Area of Concentration, Arts and Sciences Associate of Arts

WHEREAS, Montgomery College strives to provide students with relevant programs that offer the greatest opportunities for transfer and employment, and in order to maintain cutting-edge curricula and adhere to program accreditation standards, faculty and administrators are encouraged to regularly evaluate their programs; and

WHEREAS, As a result of this evaluation, Montgomery College is prepared to delete the art area of concentration, arts and sciences associate of arts effective fall 2023; and

WHEREAS, In May 2021, Montgomery College received institutional accreditation from the National Association of Schools of Art and Design (NASAD), making it one of only a few two-year schools in the country to achieve this recognition; NASAD accreditation signifies Montgomery College's alignment with national standards, ensures the continued viability and quality of the College's art and design programs, and improves transfer opportunities for Montgomery College students; and

WHEREAS, During the accreditation process, NASAD recommended the art program be changed from an arts and sciences degree to a general associate of arts because the arts and sciences program had no science requirements other than General Education; and

WHEREAS, In spring 2023, the general art associate of arts was approved by the Maryland Higher Education Commission and both art programs are identical; there were no changes to the program's curriculum and the program description, program requirements, electives, General Education requirements, and learning outcomes remain the same; and

WHEREAS, Because the arts and sciences program will be deleted, in spring 2023 student records with that major were changed to reflect the new art associate of arts; and

WHEREAS, Deletion of the arts and sciences program requires notification to the Maryland Higher Education Commission; and

WHEREAS, The senior vice president for academic affairs and the president of the College recommend the following action; now therefore be it

Resolved, That the members of the Board of Trustees approve the deletion of the art area of concentration, arts and sciences associate of arts program; and be it further

Resolved, That notification of the program deletion be forwarded to the Maryland Higher Education Commission.

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 7B
April 17, 2023

**NEW TITLE FOR DIAGNOSTIC MEDICAL SONOGRAPHY, GENERAL SONOGRAPHY
AREA OF CONCENTRATION, ASSOCIATE OF APPLIED SCIENCE**

BACKGROUND

The *2022 Maryland State Plan for Higher Education* states the goals of access, success, and innovation to support student success with less debt. Montgomery College echoes those goals in its *MC2025 Strategic Plan*, Goal III: Fuel the Economy and Drive Economic Mobility by formalizing clear curricular pathways that meet the needs of local employers and ensuring learners of all ages are prepared to compete in the job market.

In support of these goals, Montgomery College is prepared to revise the title of the general sonography area of concentration, associate of applied science, effective fall 2024. Medical sonographers are responsible for performing examinations, providing patient care, and recording anatomical, pathological, and/or physiological data for interpretation by a physician in hospitals, offices, and other health care settings. Montgomery College's diagnostic medical sonography (DMS) program offers three specialty concentrations: general sonography, echocardiography, and vascular sonography. Each DMS program encompasses blended learning and the deliberate connection of educational technology with face-to-face instruction/scanning to enhance and personalize a deep and meaningful curriculum.

Montgomery College's DMS program is accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP). This accreditation signifies the College's alignment with national and international standards in sonography and ensures the continued viability and quality of the College's sonography program. In 2021, CAAHEP revised its naming standards in degree titles and recommended the general sonography area of concentration be retitled to align with these new standards. This is a simple title revision from general sonography to abdominal extended and obstetrics and gynecology area of concentration. There are no changes to the program's curriculum: the program requirements, electives, and General Education requirements remain the same. Outstanding faculty, state-of-the-art facilities, equipment, and library resources are already in place as the courses are currently being offered. The new program title requires an application for approval to the Maryland Higher Education Commission.

RECOMMENDATION

It is recommended that the Montgomery College Board of Trustees approve the program title revision from general sonography to abdominal extended and obstetrics and gynecology area of concentration, associate of applied science and that an application for approval be submitted to the Maryland Higher Education Commission.

BACKUP INFORMATION

Board Resolution
Section 13B.02.03.03 of the Education Article of the Annotated Code of Maryland

RESPONSIBLE SENIOR ADMINISTRATOR

Dr. Rai

RESOURCE PERSONS

Dr. Davis
Ms. Leonard
Dr. Stewart

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 7B
April 17, 2023

Subject: New Title for Diagnostic Medical Sonography, General Sonography Area of Concentration, Associate of Applied Science

WHEREAS, The *2017-2021 Maryland State Plan* for Postsecondary Education states the goals of access, success, and innovation to support student success with less debt; and

WHEREAS, Montgomery College echoes those goals in its *MC2025 Strategic Plan*, Goal III: Fuel the Economy and Drive Economic Mobility by formalizing clear curricular pathways that meet the needs of local employers and ensuring learners of all ages are prepared to compete in the job market; and

WHEREAS, In support of these goals, Montgomery College is prepared to revise the title of the general sonography area of concentration, associate of applied science, effective fall 2024; and

WHEREAS, Medical sonographers are responsible for performing examinations, providing patient care, and recording anatomical, pathological, and/or physiological data for interpretation by a physician in hospitals, offices, and other health care settings; and

WHEREAS, Montgomery College's diagnostic medical sonography (DMS) program offers three specialty concentrations: general sonography, echocardiography, and vascular sonography; each DMS program encompasses blended learning and the deliberate connection of educational technology with face-to-face instruction/scanning to enhance and personalize a deep and meaningful curriculum; and

WHEREAS, Montgomery College's DMS program is accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP), which signifies the College's alignment with national and international standards in sonography and ensures the continued viability and quality of the College's sonography program; and

WHEREAS, In 2021, CAAHEP revised its naming standards in degree titles and recommended the general sonography area of concentration be retitled to align with these new standards; and

WHEREAS, This is a simple title revision from general sonography to abdominal extended and obstetrics and gynecology area of concentration and there are no changes to the program's curriculum: the program requirements, electives, and General Education requirements remain the same and outstanding faculty, state-of-the-art facilities, equipment, and library resources are already in place as the courses are currently being offered; and

WHEREAS, The new program title requires an application for approval to the Maryland Higher Education Commission; and

WHEREAS, The senior vice president for academic affairs and the president of the College recommend the following action; now therefore be it

Resolved, That the members of the Board of Trustees approve the new title of the diagnostic medical sonography, general sonography area of concentration associate of applied science program; and be it further

Resolved, That an application for the new title be forwarded to the Maryland Higher Education Commission.

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 8
April 17, 2023

**CONTRACT CHANGE ORDER,
AWARD OF CONTRACT, PURCHASING AND CORPORATE TRAVEL CARD SERVICES,
BID 518-011**

BACKGROUND

Request:	4.5-month contract extension
Office/SVP Originating Request:	Senior Vice President for Administrative and Fiscal Services
Award Type:	Competitive
Bid Number:	518-011
Explanation of Request:	<p>The senior vice president for administrative and fiscal services is requesting an extension of the current purchasing and corporate travel card services contract through September 30, 2023.</p> <p>This contract award was approved by the Board of Trustees at its April 23, 2018 meeting, under resolution 18-04-028.</p> <p>Request for Proposal e523-010 was issued on February 9, 2023 to replace the current contract. During evaluation of all vendor submitted proposals, it was discovered that none of the bidding firms adhered to a material requirement contained in the solicitation.</p> <p>Request to extend the current contract will allow the additional time needed to review existing solicitation specifications to ensure they can be accommodated by vendor community, amend them if needed, issue a new solicitation, complete the proposal evaluation and contract award process, and incorporate a card program implementation schedule, if a new contract is awarded to a firm other than the incumbent.</p> <p>The current contract expires on May 15, 2023.</p>
Reason Being Brought to Board:	Board approval is required to extend a contract previously approved by the Board.
Certification:	The director of procurement certifies that additional time is needed to complete the re-bid process and award a new contract.

Dollar Amount:	Estimated monthly combined purchasing and corporate card spend: \$292,000
Vendor Name:	M&T Bank, P.C.
Vendor Address:	7799 Leesburg Pike, Suite 600N Falls Church, Virginia 22043
Minority Status:	Non-minority
Term of Contract:	4.5 months

RECOMMENDATION

It is recommended that the Board of Trustees approve a 4.5-month extension of the current purchasing and corporate travel card services contract to allow for additional time needed to complete the re-bid process and award a new contract, where the estimated monthly combined purchasing and corporate card spend is \$292,000.

BACKUP INFORMATION

Board Resolution Policy 63001
Resolution 18-04-028

RESPONSIBLE SENIOR ADMINISTRATOR

Mr. Collette

RESOURCE PERSONS

Mr. Johnson

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 9
April 17, 2023

Subject: Contract Change Order, Award of Contract, Purchasing and Corporate Travel Card Services, Bid 518-011

WHEREAS, The senior vice president for administrative and fiscal services is requesting a contract change order to extend the current purchasing and corporate travel card services contract through September 30, 2023; and

WHEREAS, On April 23, 2018, the Board of Trustees approved a five-year purchasing and corporate travel card services contract, under resolution 18-04-28; and

WHEREAS, The College issued a Request for Proposal e523-010 on February 9, 2023 to replace the current contract; however, the solicitation did not result in the receipt from vendor proposals that met all solicitation requirements; and

WHEREAS, Request to extend the current contract will allow the additional time needed to review existing solicitation specifications to ensure they can be accommodated by the vendor community, amend them if needed, issue a new solicitation, complete the proposal evaluation and contract award process, and incorporate a card program implementation schedule, if a new contract is awarded to a firm other than the incumbent; and

WHEREAS, The director of procurement certifies that additional time is needed to complete the re-bid process and award a new contract; and

WHEREAS, The president of the College recommends the following action; now therefore be it

Resolved, That the Board of Trustees approve a four and a half-month extension of the current purchasing and corporate travel card services contract to allow for additional time needed to review existing solicitation specifications to ensure they can be accommodated by the vendor community, amend them if needed, issue a new solicitation, complete the proposal evaluation and contract award process, and incorporate a card program implementation schedule, if a new contract is awarded to a bidding firm other than the incumbent contractor; and

Resolved, That the president is authorized to sign the contract on behalf of the Board of Trustees

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 9
April 17, 2023

**COLLECTIVE BARGAINING AGREEMENT BETWEEN MONTGOMERY COLLEGE AND
THE SERVICE EMPLOYEES INTERNATIONAL UNION, LOCAL 500**

BACKGROUND

Representatives of Local 500, Service Employees International Union (SEIU) have negotiated in good faith with Representatives of the Board of Trustees on a new Collective Bargaining Agreement. SEIU members ratified the Agreement on March 31, 2023. The Agreement replaces the existing Collective Bargaining Agreement on July 1, 2023, and will expire on June 30, 2026. This new Agreement includes changes to the following three (3) articles of the existing agreement:

1. Article 7: Assignments
2. Article 9: Compensation and Benefits
3. Article 10: Time Off

RECOMMENDATION

It is recommended that the Board of Trustees adopt the attached resolution approving the new Collective Bargaining Agreement with SEIU, including the modifications ratified by SEIU; authorizing the Board Chair to execute the ratified Collective Bargaining Agreement; and delegating to the president the authority and responsibility to implement and administer the agreement.

BACKUP INFORMATION

Resolution
Collective Bargaining Agreement for July 1, 2023 through June 30, 2026

RESPONSIBLE SENIOR ADMINISTRATOR

Mr. Collette

RESOURCE PERSONS

Ms. Kliever
Ms. Leitch Walker

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 9
April 17, 2023

Subject: Collective Bargaining Agreement between Montgomery College and the Service Employees International Union, Local 500

WHEREAS, Local 500, Service Employees International Union (SEIU Local 500), is the exclusive representative authorized to negotiate on behalf of certain faculty members at Montgomery College; and

WHEREAS, The current collective bargaining agreement between Montgomery College and SEIU Local 500 expires on June 30, 2023; and

WHEREAS, A collective bargaining agreement has been negotiated by teams representing the Board of Trustees and SEIU Local 500 to replace the expiring agreement; and

WHEREAS, Within the collective bargaining agreement there are a total of three (3) articles that will have changes, articulated in Article 7: Assignments; Article 9: Compensation and Benefits; and Article 10: Time Off; and

WHEREAS, The board negotiating team recommends approval of the tentative collective bargaining agreement by the Board; and

WHEREAS, The Members of SEIU Local 500 have ratified the collective bargaining agreement on March 31, 2023; and

WHEREAS, The president recommends that the Board take the following action; now therefore be it

Resolved, That the Board of Trustees approves the collective bargaining agreement with SEIU Local 500 set forth in the attached; and be it further

Resolved, That the Board of Trustees authorizes the Board Chair to execute the collective bargaining agreement between the Board of Trustees of Montgomery Community College and Local 500, Service Employees International Union; and be it further

Resolved, That the Board of Trustees delegates to the president the responsibility and authority to implement and administer the collective bargaining agreement.

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 10
April 17, 2023

INCREASE IN TUITION RATES FOR FISCAL YEAR 2024

BACKGROUND

The Board of Trustees adopted the College's FY24 operating budget during its meeting on January 25, 2023, which included a proposed tuition increase for in-county, in-state, and out-of-state students.

Given the College's goal to keep tuition affordable, an increase of \$2, \$4, \$6 per hour for in-county, in-state, and out-of-state hourly tuition rates, respectively, is recommended for FY24. The tuition and fee increase will be effective with the fall 2023 semester and will continue to support the College's efforts toward ensuring student access, excellence, and success.

These changes will result in per-hour tuition rates of \$134 for in-county students, \$273 per hour for in-state students, and \$380 for out-of-state students. With these proposed increases, the average full-time, in-county student will pay \$5,394 next year, a 1.4 percent increase from last year.

RECOMMENDATION

It is recommended that the Board of Trustees increase the cost of tuition per hour by \$2, \$4, \$6 beginning with the fall 2023 semester for in-county, in-state, and out-of-state tuition rates, respectively.

BACKUP INFORMATION

Board Resolution
Policy 45001–Tuition, Fees, and Refunds

RESPONSIBLE SENIOR ADMINISTRATOR

Mr. Collette

RESOURCE PERSON

Ms. Greaney

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 10
April 17, 2023

Subject: Increase in Tuition Rates for Fiscal Year 2024

WHEREAS, The Board of Trustees adopted the FY24 operating budget on January 25, 2023, which included a proposed tuition increase for in-county, in-state and out-of-state students; and

WHEREAS, The proposed tuition increase put forth by the president continues a deep commitment to keeping Montgomery College affordable while taking prudent steps to advance the efforts in ensuring student access, excellence and success; and

WHEREAS, These changes will result in per-hour-tuition rates of \$134 for in-county students, \$273 for in-state students, and \$380 for out-of-state students, and will be effective with the fall 2023 semester; and

WHEREAS, The Board of Trustees has the authority to set tuition; now therefore be it

Resolved, That the Board of Trustees adopts tuition rate increases of \$2, \$4, \$6 per hour for in-county, in-state, and out-of-state students, respectively, beginning with the fall 2023 semester; and be it further

Resolved, That this action establishes the per hour credit tuition rates at \$134, \$273, and \$380 for in-county, in-state, and out-of-state students, respectively.

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Agenda Item Number: 11
April 17, 2023

ADOPTION OF THE REFRESHED STRATEGIC PLAN

BACKGROUND

Montgomery College is committed to developing and implementing strategic plans that guide the College's planning, budget allocations, and decision-making. In June 2019, the Board of Trustees adopted a strategic plan, called *Montgomery College 2025*, to go into effect on July 1, 2020. It was a visionary plan with six important goals and was designed as a five-year plan to be in effect through 2025. However, the world has changed dramatically since the plan was composed. The College and Montgomery County were impacted by the coronavirus pandemic and its influences on a variety of factors, including the economy, health issues, a national social justice awakening, and individuals' college-going decisions, career expectations, and more. Through listening and learning about the lived experiences of the members of internal and external communities and their desire for transformation, it became clear that there was an opportunity for our strategic plan to reflect changes brought on by these unprecedented times.

The Presidential Transition Advisory Committee was formed in spring 2022 and issued a report in fall 2022 that included the need to refresh the strategic plan. The Board of Trustees was supportive, and President Dr. Jermaine F. Williams announced during his inauguration in October 2022 that a refresh would be undertaken. The Strategic Plan Advisory Refresh Committee (SPARC) consisting of more than 40 employees was formed and the refresh efforts commenced with an inclusive process involving students, faculty, staff, community leaders, and employers. A collegewide forum was held in January 2023 to gather input about the plan and its contents. In early February 2023, a draft plan was published, and, during that month, feedback was welcomed from a broad swath of individuals through an online form and through campus and virtual forums with students, faculty, staff, community leaders, and employers.

The Strategic Plan Advisory Refresh Committee met throughout the fall and spring semesters and, after endorsement by the SPARC steering committee, presented the president with a recommendation to refresh the strategic plan with re-stated goals, supporting strategies, intended outcomes, and indicators. The president has reviewed and accepted the recommended refreshed plan, which will be a five-year plan, commencing on July 1, 2023, and concluding on June 30, 2028. This will coincide with the conclusion of the College's next reaccreditation process, so the *next* strategic plan can be composed taking advantage of insights gleaned during reaccreditation.

The College is poised to launch the refreshed plan, which will guide actions, decisions, and budget development for the next five years.

RECOMMENDATION

It is recommended that the Board approve and adopt the College's refreshed strategic plan and authorize the president to implement the plan.

BACKUP INFORMATION

Board Resolution
Refreshed Strategic Plan

RESPONSIBLE SENIOR ADMINISTRATOR

Dr. Cain

RESOURCE PERSON

Mr. Hamman

**BOARD OF TRUSTEES
MONTGOMERY COLLEGE**
Rockville, Maryland

Resolution Number:
Adopted on:

Agenda Item Number: 11
April 17, 2023

Subject: Adoption of the Refreshed Strategic Plan

WHEREAS, Montgomery College is committed to developing and implementing a strategic plan that guides planning, budget allocations, and decision-making; and

WHEREAS, The Board of Trustees approved a five-year strategic plan in 2019 to be in effect July 1, 2020, through June 30, 2025; and

WHEREAS, The world has changed dramatically since this plan was composed, and the College and Montgomery County were impacted by the coronavirus pandemic and its influences on a variety of factors, including the economy, health issues, a national social justice awakening, and individuals' college-going decisions, career expectations, and more; and

WHEREAS, Through listening and learning about the lived experiences of the members of internal and external communities and their desire for transformation, it became clear that there was an opportunity for our strategic plan to reflect changes brought on by these unprecedented times; and

WHEREAS, In fall 2022, the president created the Strategic Plan Advisory Refresh Committee consisting of over 40 faculty and staff, to refresh the existing strategic plan; and

WHEREAS, The committee conducted an inclusive process involving students, faculty, and staff, as well as community leaders and employers to draft and vet a refreshed strategic plan; and

WHEREAS, The refreshed strategic plan and its goals reflect the College's engagement with a broad array of internal and external stakeholders about the future of education, work, the county, the College, and partnerships; and

WHEREAS, The president has reviewed and accepted the recommendations of the Strategic Plan Advisory Refresh Committee and its steering committee; and

WHEREAS, The refreshed plan will be a five-year plan commencing on July 1, 2023, and concluding on June 30, 2028; now therefore be it

Resolved, That the Board of Trustees adopts the College's refreshed strategic plan as contained herein; and be it further

Resolved, That the president or designee is authorized to make editorial changes that maintain the meaning and intention of the plan contained herein, if necessary, during the production of the publication materials of the plan; and be it further

Resolved, That the president is authorized to implement the plan.

Montgomery College Strategic Plan

July 1, 2023 through June 30, 2028

FINAL DRAFT

Our Mission

Montgomery College is where students discover their passions and unlock their potential to transform lives, enrich the community, and change the world.

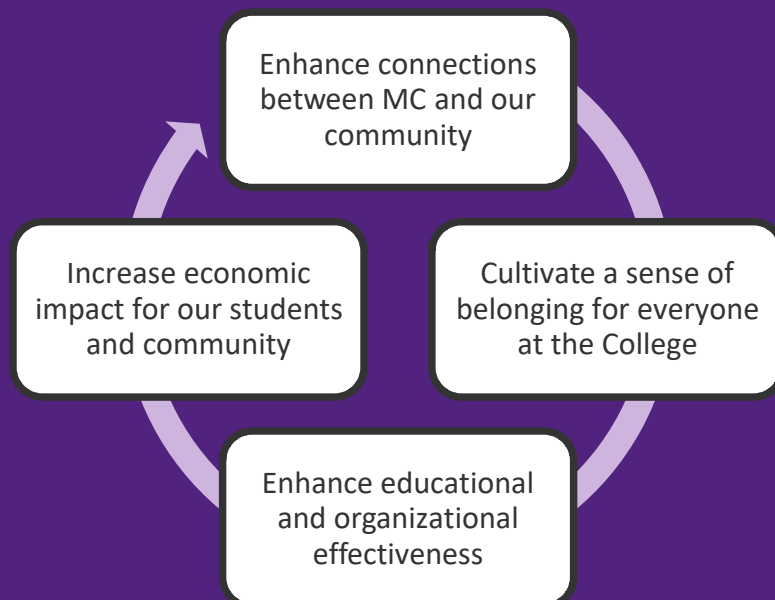
Our Vision

Montgomery College will be the community's institution of choice to transform the lives of students and Montgomery County.

Our Values

*Equity and Inclusion ♦ Excellence ♦ Integrity ♦ Respect
Innovation ♦ Adaptability ♦ Sustainability*

Our Strategic Plan



Contents

MESSAGE FROM THE BOARD CHAIR.....	1
MESSAGE FROM THE PRESIDENT.....	2
INTRODUCTION.....	3
Refreshing the Strategic Plan.....	3
Development of the Plan.....	4
Lexicon.....	5
Implementation of the Plan.....	5
TRANSFORMATIONAL ASPIRATIONS.....	6
OUR MISSION, VISION, AND VALUES.....	7
Mission Statement.....	7
Vision Statement.....	7
Values Statement.....	7
THE PLAN.....	8
Goal 1.....	9
Goal 2.....	10
Goal 3.....	11
Goal 4.....	12
THE REFRESH TEAM.....	13
Steering Committee.....	13
Strategic Plan Advisory Refresh Committee.....	13

MESSAGE FROM THE BOARD CHAIR

On behalf of the Board of Trustees, I want to convey our appreciation for the extraordinary efforts that produced this refreshed strategic plan. It presents a visionary approach for the ambitious work that Montgomery College is charged to fulfill, and its preparation has modeled the inclusive spirit and energy that defines us. Extensive collaboration with stakeholders has contributed foundational perspectives that enriched the planning process and shaped new directions. The monumental planning effort has strengthened existing partnerships, drawn lessons about the impact of recent developments on our students and our communities, and generated new insights for the College's future.

The refreshed strategic plan affirms transformational aspirations—for student access, for completion, and for post-completion success—and it anchors these aspirations in careful planning and rigorous review. The plan is grounded in a commitment to a continual refresh of our strategies as we measure progress toward our aims and learn more. It remains true to our roots of equitable student access and success—enhancing learning, strengthening partnerships, and transforming our community. It affirms everyone belongs.

Creating opportunities that are equitably available will unlock the potential for all of those the College serves. The urgency of this dynamic has always existed but has been accelerated by the conditions of the last few years. The work of the refresh committee has addressed these challenges head on and responded with innovation and creativity that will allow students to transform their lives and, in so doing, further enrich the community.

Dr. Michael A. Brintnall
Chair
Board of Trustees

MESSAGE FROM THE PRESIDENT

Montgomery College has a long track record of developing meaningful strategic plans and then using them to strengthen the College and improve students' experiences. The most recent plan, adopted in 2020, was no exception. It was a visionary plan with important goals that steered College decision-making. While that plan was intended to go through 2025, the world has changed dramatically since it was composed. The College and Montgomery County have been impacted by the pandemic and its influences on health issues and the economy, by a concomitant social justice awakening, as well as by individuals' college-going decisions, career expectations, and more. Through listening and learning about the lived experiences of the members of internal and external communities and their desire for transformation, it became clear that there was an opportunity for our strategic plan to reflect changes brought on by these unprecedented times.

Therefore, a refresh of the strategic plan was needed and the effort to do just that was undertaken in fall 2022. I thank the Board of Trustees for its support and guidance throughout the process. I thank the Strategic Plan Advisory Refresh Committee (SPARC) for its leadership in developing ideas, then drafts, and then the final plan. I thank the many students, faculty, and staff who contributed ideas and feedback. I thank our community partners and business leaders who gave their input as well. The insights and observations informed the final version with new ideas and alternative perspectives. This has been, indeed, a shared effort.

As you read this important refreshed strategic plan, I hope you will take note of the architecture of its content. While it conveys the metrics that the College will use to define progress--specifics that help us benchmark our advancement—it also outlines strategies for reaching these metrics—the how of our shared journey. These approaches are tightly coupled with the larger goals for our institution: enhanced connections, a sense of belonging, innovation, and economic impact. While all of us should see our purpose woven into the shared goals, the strategies and indicators are more specific and help us understand how unique roles and activities will support and advance progress and transformation.

I hope you will find that the plan has been designed to touch all of us at the College and our community. It is based on a belief that the College is a vehicle of transformation for the community we serve. The plan is imaginative and practical; collaborative and individual; empathic and compassionate; inspirational and disciplinary. We are all called to use these approaches in our work at different moments, so this is not a new paradigm. However, if we can work toward and achieve the goals set forth here, I am confident we will create even more student success and community progress, now and in the future.

Dr. Jermaine F. Williams
President
Montgomery College

INTRODUCTION

It is estimated that more than 500,000 individuals have attended Montgomery College since it was established in 1946. Thousands of dedicated faculty members have led learning journeys in hundreds of disciplines where students have transformed their knowledge and skills. And thousands of dedicated staff members have provided services to support and strengthen students' experiences.

The MC of 2023 is a far different institution than it was when the doors opened some 77 years ago. The College has changed and improved as knowledge, technology, and society have advanced. In 1946, the most in-demand job was factory worker. Today it is software developer. In 1946, scientists barely understood DNA. Today, there are whole industries built on DNA technology. In 1946, Montgomery College served only white students, most of whom grew up in Montgomery County. Since 1953, MC has welcomed students of all races and today MC has no majority race with students who hail not only from Montgomery County, but also from more than 150 countries.

Strategic plans have helped the College to navigate these changes, to adapt to new times, and serve our students so that they have knowledge and skills to transform their lives. Such plans serve as the north star for the institution, guiding planning, budgeting, and decision-making.

Refreshing the Strategic Plan

In 2019, the Board of Trustees adopted a visionary five-year strategic plan, which went into effect in July 2020, and was intended to go through 2025. However, the arrival of the global coronavirus pandemic ended the routines we had known as a College. The pandemic led to immediate changes in how the College serves its students and community and supports its faculty and staff. The pandemic kept us home, changed how we connect with one another, and redefined our sense of self and community—but it was one of many critical changes affecting postsecondary education at the start of this decade.

Therefore, in fall 2022, the College undertook an effort to refresh the strategic plan. Through listening and learning about the lived experiences of members of internal and external communities and their desire for transformation, it became clear that there is an opportunity for our strategic plan to reflect changes brought on by these unprecedented times. This “refreshed” strategic plan is designed to guide the College for five years through 2028. The timeline is no coincidence. It aligns with the conclusion of our next re-accreditation during the 2026–2027 academic year, so that—when composing the *next* strategic plan—the institution can take full advantage of what it learns during the accreditation process.

Our experiences during the pandemic have underscored the importance of technology in education and work. We are exploring and investing in advanced tools like artificial intelligence, virtual reality, and learning systems to optimize teaching and learning outcomes and research, test, and adopt flexible learning models to cater to diverse student needs, preferences, and circumstances. We are also deeply committed to creating inclusive learning and working environments for all members of our community. Acknowledging the pandemic's impact on mental health and wellness, we are promoting self-care and creating safe spaces for students and employees to address mental health and wellness concerns. Additionally, we recognize a shift to purpose-focused work and a transition from work-life balance to life-work integration.

We also recognize the power of collaboration and partnerships between Montgomery College, industry, and government to enhance higher education’s overall quality and impact. We are committed to cultivating adaptability and promoting lifelong learning through diverse credit and noncredit offerings and professional development opportunities. This commitment benefits individual students, faculty, and staff, and contributes to our community and society’s growth and development.

Development of the Plan

This refreshed strategic plan was made possible by students, faculty, staff, community members, and employers who contributed ideas, shared their visions and their needs, and reacted to the draft plan. The work of researching, drafting, and sharing the plan was performed by members of the Strategic Plan Advisory Refresh Committee, also known as SPARC. The committee consisted of over 40 members and functioned through five subcommittees: (1) Student Success Subcommittee, (2) Employees Subcommittee, (3) Community Subcommittee, (4) Workforce and Partnerships Subcommittee, and (5) Mission, Vision, and Values Subcommittee. The work of the committee was reviewed and guided by a Steering Committee.

While the final refreshed plan lists Goals, Supporting Strategies, Intended Outcomes, and Indicators in that order, that is not the order in which they were developed. In fact, SPARC began with the end in mind and focused first on Intended Outcomes (see Figure 1)—what do we want to accomplish? Next SPARC focused on Supporting Strategies that would lead to those outcomes. From there, a Goal statement was developed. The Indicators depend on the Goal, Supporting Strategies, and Intended Outcomes being complete, so SPARC finalized them once the other components were complete.



Figure 1. Development of a goal and its components.

Several key MC resources played an important part of the committee’s research and underscored the needs of our students and our community today. These allowed the committee to build upon what we have already learned through the following:

- The [Presidential Transition Advisory Committee report](#), issued in September 2022
- The [Your Voice, Your MC employee survey](#) results from 2021
- The [Community College Survey of Student Engagement](#) results from 2021
- The transformational aspirations shared during Dr. Jermaine F. Williams’ [inauguration](#) as MC president
- Strategic plans from 30 other community colleges, which were reviewed and evaluated for ideas and best practices
- Scholarly higher education research, for example, *The Great Upheaval*, by Arthur Levine and Scott Van Pelt

The book, *The Great Upheaval*, has received acclaim for its research and insight since its publication in 2022. One of its co-authors, Dr. Arthur Levine, spoke at an MC collegewide forum early in the refresh process. The book’s insights for institutions were considered by the committee in developing the refreshed plan. These include adapting to technological innovations within the higher education sector, considering the new array of content producers and distributors aimed at postsecondary

audiences, preparing students for the knowledge economy through a focus on outcomes and learning, and reimagining the role of degrees, non-degree certifications and just-in-time education.

The first draft of the refreshed plan was posted on a College website in February 2023 and included an online form for feedback. During February, campus and collegewide forums were held for students and employees to discuss the plan with members of SPARC and give more feedback. A student focus group was assembled and provided input before the draft refreshed plan was written and engaged to react to the draft refreshed plan. In addition, forums for community leaders and employers were held as well. All of the feedback has been studied and considered in reaching the final refreshed plan.

Lexicon

Every strategic plan has a vocabulary that reflects its design. The refreshed strategic plan uses terms with these definitions in mind:

- **Strategic Plan:** a roadmap to reach goals
- **Students:** all students, both credit and noncredit
- **Goal:** desired result
- **Supporting Strategy:** a plan of action
- **Intended Outcome:** consequence
- **Indicator:** standard unit used to express the size, amount, or degree of achieving an outcome

Put together, *Goals* will be actualized by *Supporting Strategies* that lead to *Intended Outcomes*, which are tracked by *Indicators*.

A central term—and indeed the focus—of the plan is the word, students. In this plan, “students” means all students. This plan seeks to achieve the same level of institutional attention for credit and noncredit students.

Implementation of the Plan

Upon the Board of Trustees’ adoption, the refreshed strategic plan is effective July 1, 2023, through June 30, 2028. The Goals of this refreshed plan will serve as the Annual Institutional Priorities with specific Supporting Strategies selected for attention each year. These strategies will be the annual goals of senior leaders whose team members’ annual goals will align to promote progress and completion of the plan’s Supporting Strategies. Intended Outcomes will be tracked regularly, and the progress will be reported annually via Indicators. The Indicators are intended to serve as broad metrics by which we can measure progress toward the goal, not as an assessment of a particular strategy. Further evidence with disaggregated data will be provided in other institutional plans or during the assessment cycle. With this focus and systematic approach, the College will make progress toward its Transformational Aspirations.

In addition, other institutional plans at the College will be reviewed to align with the refreshed strategic plan. The strategic plan will be a living and dynamic roadmap, fortified by consistent review and needed changes. The implementation of this plan will be assessed periodically through formative and summative means that will allow us to analyze the Supporting Strategies, Intended Outcomes, and Indicators and make changes to these (prior to the end of the plan), if needed. A review of strategic plan progress and assessments will be reported to the Board of Trustees periodically.

As the College launches this refreshed strategic plan, we are refreshing our commitment to students and the community. Montgomery College will refresh its infrastructure, modernize technologies, and facilitate seamless pathways for students to accomplish their goals. Montgomery College is committed to remaining agile and innovative, creating an environment where students, faculty, and staff can thrive and positively affect and transform their communities and society.

TRANSFORMATIONAL ASPIRATIONS

The goals laid out in this strategic plan are ambitious and set the College on a path to not just help our students graduate but to do so in ways that will impact the entire county. It is therefore important to have aspirations beyond the five years of this strategic plan. We, as an institution, have the capacity and ability to change society in ways that matter most: reducing poverty, increasing economic and social mobility, and producing students who are ambitious and deeply engaged in society.

The bold set of transformational aspirations that will guide the College today and beyond 2028 can be broken into three components: access, completion, and post-completion success. Specifically, these aspirations are framed as follows:

- **Access** is not simply opening the doors of the institution to those interested in attending. Instead, it is deliberate work in the community to create a college-going culture across the county, and especially in those areas where going to college has historically been the exception instead of the expectation.
- **Completion** is not just about earning degrees. The College must ensure that all credentials that the College offers provide experiences of economic, social, and community impact.
- **Post-completion success** is our institutional ability to transform lives. When students leave MC, whether they are transferring to another school or entering the workforce, they need to have mastered skills that will ensure success on their journey and allow them to earn a family sustaining wage.

Each aspiration is accompanied by aims—that is, specific and measurable targets, which we want to realize in 10 years. These aspirations are ambitious, big ideas that will have a deep and lasting impact on the communities of Montgomery County.

The College is poised to meet the community's needs. The challenges of the last few years— inflation, unfilled jobs, mismatched skills for existing jobs, continued racial and institutional discrimination, and the pandemic's unpredictable turns—have exacerbated income disparities. These transformational aspirations help guide us on our journey to reduce these disparities and center the College's work on embracing the community and growing better together.

OUR MISSION, VISION, AND VALUES

An organization's mission statement is a declaration of why it exists. A community college's fundamental reason for existence is postsecondary education. In different times and spaces, a revised statement of that mission should resonate to instill a sense of purpose for the members of the organization. The vision statement of an organization expresses what the organization aspires to become. And values are the principles on which members of an organization base their behavior, decisions, and actions.

Mission Statement

Montgomery College is where students discover their passions and unlock their potential to transform lives, enrich the community, and change the world.

Vision Statement

Montgomery College will be the community's institution of choice to transform the lives of students and Montgomery County.

Values Statement

At our core, we believe in welcoming all students and all employees into a community that emphasizes belonging. We believe in giving every individual what they need to succeed (**Equity and Inclusion**). We believe in conducting our teaching and service duties with distinction (**Excellence**) in an ethical and trustworthy manner (**Integrity**). We are dedicated to being a transformational institution seeking social justice and are continuously updating and improving all our learning environments, the curriculum, and student services (**Innovation**) to meet the changing needs of our community (**Adaptability**). We make decisions about our operations in a way that respects and sustains the environment (**Sustainability**). We conduct ourselves with civility, courtesy, and professionalism in all our interactions (**Respect**).

THE PLAN

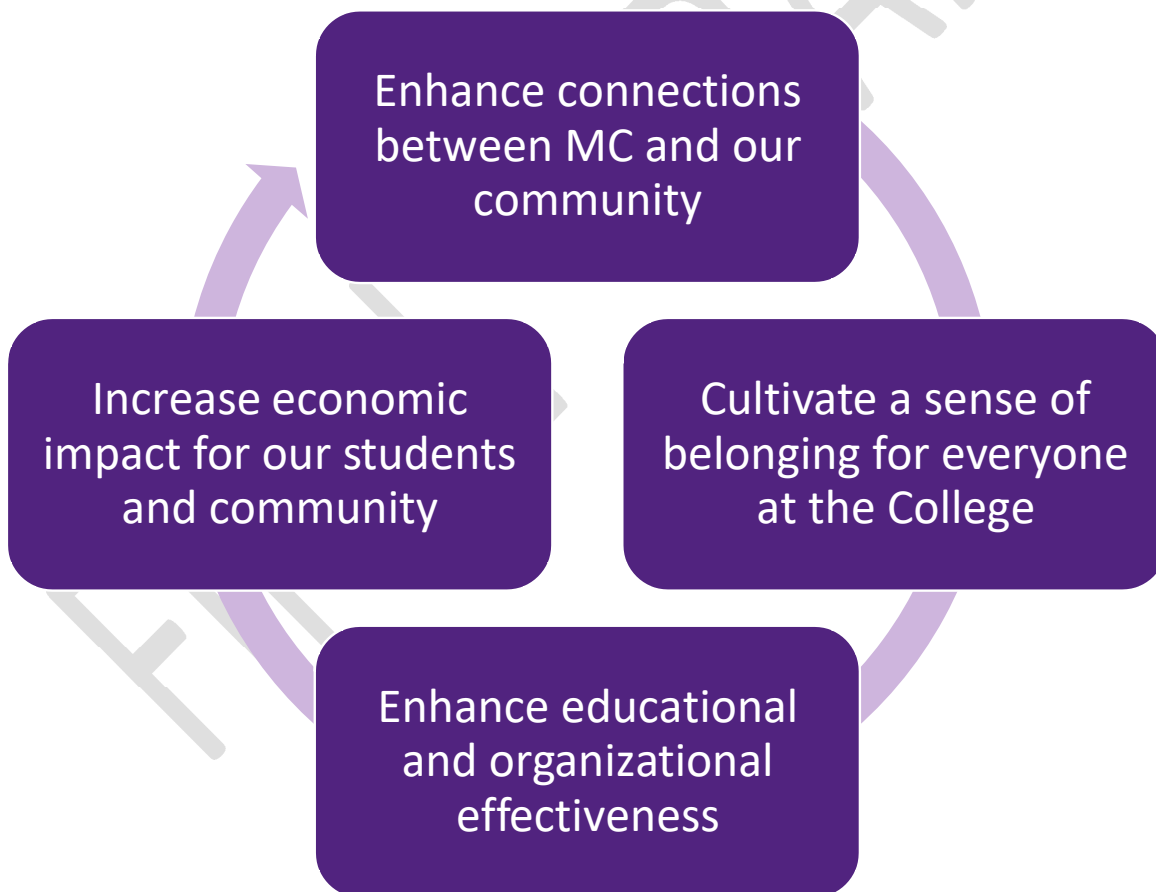
The strategic plan is built around four broad goals with the intent of making the Montgomery College's vision a reality. Each goal can be seen as a step along a cycle of continuous improvement. The order of the goals is not intended to imply any prioritization. They are ordered here to reflect student's relationship with the College, which begins before they are a student. The cycle is similar for Montgomery College students, employees, community and workforce partners.

Goal 1: Enhance connections between Montgomery College and our community

Goal 2: Cultivate a sense of belonging for everyone at the College

Goal 3: Enhance educational and organizational effectiveness

Goal 4: Increase economic impact for our students and community



Goal 1

Enhance connections between Montgomery College and our community

SUPPORTING STRATEGIES

Scale up outreach efforts in the community to raise awareness of the academic, cultural, and civic opportunities available at the College.

Leverage and expand partnerships with community-based organizations addressing mental health, food and housing insecurity for students and employees.

Expand collaborations with county students who are in elementary and middle school.

Strengthen our collaboration with MCPS, the University System of Maryland (USM), and other regional educational institutions enhancing students' academic journeys.

Develop East County expansion plan to meet the community's educational needs.

Improve alignment and communication of workforce advisory committees in all programs.

Engage with key county and regional civic, nonprofit, and faith-based organizations.

INTENDED OUTCOMES

Meaningful engagement with MCPS students and their families by 7th grade

Continuous enrollment growth, across demographic characteristics, to be the community's college

Integration of civic engagement in the College's practices

Greater sense of unity between the College and the community

Greater awareness of mental health and basic need supports for MC students and employees

INDICATORS

Unduplicated fiscal year headcount

Unduplicated students taking courses at the East County Education Center

Students enrolled in dual enrollment

Percentage of 6th grade MCPS students that have attended an MC outreach event

Percentage of students with an academic plan for the current year

Voting rate of MC students

Percentage of MC students facing any basic needs insecurity

Goal 2

Cultivate a sense of belonging for everyone at the College

SUPPORTING STRATEGIES

Develop and promote activities for students and employees that foster a sense of belonging for everyone.

Assure alignment of College policies and practices with antiracist principles.

Leverage innovative teaching and delivery models to ensure equitable access and success for all students and employees.

Develop milestones for all students at key points along their pathway, with alerts to notify students who met the milestone and supports for those who did not.

Expand focused, equitable student supports for unique populations.

Foster a culture of professional growth among all College employees.

Implement ways to validate students' experiences by streamlining the transfer-in processes, the awarding of credit for prior learning, and pathways between credit and noncredit programs.

Make data-informed decisions based on engagement and satisfaction survey results to develop timely action plans, implement change, and evaluate progress.

Expand the opportunities for just-in-time and workforce-essential learning such as micro-credentials and badging of students and employees.

INTENDED OUTCOMES

Students who feel a sense of belonging at the college, regardless of demographic characteristics

Employees who feel a sense of belonging at the college, regardless of demographic characteristics or position

Academic and career advising experience at key milestones for all students

INDICATORS

Graduation rate

Transfer rate to baccalaureate institutions

Employee engagement and student satisfaction surveys

Percentage of students participating in extracurricular or cocurricular activity

Annual retention rates for students and employees

Goal 3

Enhance educational and organizational effectiveness

SUPPORTING STRATEGIES

- Streamline the student registration process for all students.
- Adhere to a strategically designed and inclusive enrollment management plan.
- Implement a common technology to advise and counsel students along their entire academic pathway.
- Expand and innovate high impact teaching practices.
- Expand the use of data to effectively monitor student enrollment and the progression through their academic journey, including post-completion success.
- Implement a work culture that meets the changing needs of students, employees, and the College.
- Revise employee performance evaluation procedures to support institutional goals and more frequent conversations with supervisors.
- Align staffing with student and institutional needs to help the College to be a destination employer.

INTENDED OUTCOMES

- An effective learning environment for all students
- Efficient registration process for all students
- Data-informed program development, recruitment, scheduling and student support services
- Increased, equitable student retention and completion rates
- Consistent student support services available to all students, regardless of location or program
- Competitive compensation packages for all employees
- Large pools of qualified candidates for job postings

INDICATORS

- Annual average number of qualified applications per position advertised
- Annual retention rates for students and employees
- Percentage of positions filled by current college employees
- Annual general education proficiency rates
- Number of sections cancelled during ongoing registration
- Annual number of employee non-retirement separations from the College

Goal 4

Increase economic impact for our students and community

SUPPORTING STRATEGIES

Identify employment needs and relevant skills that prepare students for the future and incorporate those skills into appropriate pathways.

Embed career advising and readiness competencies into academic programs and co-curricular learning.

Partner with industry representatives, where appropriate, to inform students, faculty, and staff of best practices and current trends.

Expand equitable access to internships, experiential learning, apprenticeships, and employment opportunities for all students.

Explore options for students desiring to earn a baccalaureate degree at Montgomery College.

INTENDED OUTCOMES

Affordable postsecondary education offerings

Academic excellence in all programs

Post-completion success through greater preparation and employability

Career development integrated into the student experience

Increased connections between workforce and academic programs

All degrees, certificates, and micro-credentials are designed for economic, social, and community impact

Increased economic mobility through decreased gaps in earning potential among all students

INDICATORS

Graduation rate

Licensure pass rate

Annual number of students participating in internships, experiential learning, or apprenticeships

Annual number of students having completed both credit and noncredit courses at MC

Percentage of credentials that map to family sustaining wages within five years of completion

THE REFRESH TEAM

Steering Committee

Dr. Monica Brown, Senior Vice President for Student Affairs
Dr. Stephen Cain, Chief of Staff/Chief Strategy Officer, Co-Facilitator of SPARC, Executive Sponsor of Refresh Project
Mr. Sherwin Collette, Senior Vice President for Administrative and Fiscal Services
Ms. Joyce Matthews, Interim Senior Vice President for Advancement and Community Engagement
Dr. Sanjay Rai, Senior Vice President for Academic Affairs
Mr. John Hamman, Chief Analytics and Insights Officer, Co-Facilitator of SPARC

Dr. Nawal Benmouna, Co-lead of SPARC Community Subcommittee
Dr. Zenobia Garrison, Co-lead of SPARC Student Success Subcommittee
Alton Henley, Co-lead of SPARC Workforce and Partnerships Subcommittee
Mr. Javon Lamar Inman, Co-lead of SPARC Workforce and Partnerships Subcommittee
Dr. Paul D. Miller, Co-lead of SPARC Employees Subcommittee
Dr. Clevette Ridguard, Co-lead of SPARC Mission, Vision, and Values Subcommittee
Ms. Karla Silvestre, Co-lead of SPARC Community Subcommittee
Mr. John “Erik” Swanson, Co-lead of SPARC Employees Subcommittee
Dr. Alla Webb, Co-lead of SPARC Student Success Subcommittee
Ms. Charmaine Weston, Co-lead of SPARC Mission, Vision, and Values Subcommittee

Strategic Plan Advisory Refresh Committee

Ms. Tonya L. Addleman, Administrative Manager, *Office of Vice President & Provost, Germantown Campus and Collegewide STEM Unit*
Ms. Vanessa A. Aderibigbe, Administrative Assistant, *Biology Department, Rockville Campus*
Dr. Munther F. Alraban, Professor, *Mathematics*
Alice-Ann Beachy, Special Program Director, *Workforce Development and Continuing Education*
Dr. Nawal Benmouna, Acting Dean, *Science, Engineering, and Technology*
Mr. Nicholas A. Boyd, Recruitment and College Access Specialist, *Office of Recruitment*
Professor Ivonne E. Bruneau-Botello, Chair, *Department of World Languages and Philosophy*
Ms. Jin H. Choi, Adjunct Professor, *World Languages and Philosophy*
Ms. Amanda Darr, Counseling Faculty, *Counseling and Advising*
Angela Dawson, Initiative Program Coordinator, *Office of Student Affairs*
Mr. Ramón Luis De La Cruz, Assistant to the Director of MC Facilities, *Office of Facilities*
Dr. Zenobia Garrison, Counseling Faculty, *Counseling and Advising*
Dr. Lucinda Grinnell, Writing Center Director, *English and Reading Program, Rockville Campus*
Ms. Lisa Hackley, Director of Student Life, *Office of Student Life, Rockville*
Mr. Alton J. Henley, Dean, *Business, Economics, Accounting, Computer Applications, Hospitality Management, and Paralegal Studies*
Dr. Shinta H. Hernandez, Dean of the Virtual Campus, *Office of E-Learning, Innovation, and Teaching Excellence*
Mr. Javon Lamar Inman, IT Support Specialist, *Office of Information Technology*
Ms. Surayya Johnson, Director of Student Life, *Office of Student Life, Germantown*
Dr. Cassandra Jones, Director of Assessment, *Office of Academic Affairs*

Ms. Kimberly Jones, Director of Student Life, *Office of Student Life, Takoma Park/Silver Spring*
Dr. Vedham Karpakunjaram, Professor, *Biology*
Ms. Stephanie M. Gallo Krasnoff, Marketing Specialist, *Office of Communications*
Ms. Katie C. Kumkumian, Director of Donor Relations and Stewardship, *Office of Advancement and Community Engagement*
Ms. Betsy Leonard, Planning and Support Specialist, *Office of Academic Affairs*
Dr. Patricia A. Maloney, Manager, Grants and Sponsored Programs, *Office of Grants and Sponsored Programs*
Ms. Sally McClean, Adjunct Professor, *Department of English and Reading*
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