

BOARD OF TRUSTEES
MONTGOMERY COLLEGE

Annual Report 2017



BOARD OF TRUSTEES

Montgomery College

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MONTGOMERY
COLLEGE

INTRODUCTION



BOARD'S AFFIRMATION OF VALUES STATEMENT

"The Board takes pride in our institution's commitment to the dignity of all peoples. We believe that the rich diversity of our student body, faculty, and staff is one our unique strengths.... Discrimination against people of color, international or undocumented students, and students of any specific religious tradition has no place in a civil society or in our learning environments. We will continue to craft policies and practices that combat intimidation, harassment, and hate speech, and to nurture a culture that condemns such affronts."

The celebration of the College's 70th anniversary was a milestone for the institution and its people this year.

Having grown from 186 students to 56,000, the College has, in many ways, been transformed, while still staying true to its community-based mission. The special anniversary inspired many events on the campuses throughout the year, including the return of three former presidents for a panel discussion with the current president, Dr. DeRionne Pollard, and special recognitions from the Montgomery County Council and the Maryland General Assembly. Student spirit week was infused with special celebrations, as was the World of Montgomery, and the collegewide opening and closing meetings that marked the beginning and end of the academic year.

The anniversary caused many at MC to reflect on its growth and development and the ways in which the College has broadened its approach to education, in order to become more "radically" inclusive. Political events in the nation and some markedly uncivil discourse in national politics further highlighted the need for inclusion at Montgomery College as many students, faculty, and local groups pushed back against Presidential executive orders prohibiting the entrance of seven national groups to the US. President Pollard sponsored a dialogue series to encourage civil discourse among community

members, inviting five well-known leaders to discuss the most salient issues of the day around race, religion, partisanship, and immigration.

In the midst of all this activity, the College continued its daily efforts to fulfill its mission: to empower students to change their lives and enrich the life the community. Presidential goals and priorities formulated in conjunction with the Board's leadership produced significant progress this year in several areas. In its ongoing efforts to promote student success, the College entered into its first official year as a member of Achieving the Dream, a national network designed to boost achievement by providing specialized support for institutions serving underrepresented students and closing achievement gaps between different groups of students. The introduction of the new Academic Master Plan marked significant progress on academic goals, and there were gains in retention and completion as measured by the Student Success Score Card.

Several large grant wins showed the College's continuing value in workforce development, and the willingness of faculty and staff to seek ambitious grant funding for student support. The College completed several facilities projects that have been years in planning and construction, and also

won full funding for the design of a new math/science building on the Takoma Park/Silver Spring Campus.

Student Enrollment and Completion

In the fall 2016 semester, there were 23,916 students enrolled in credit courses, with 14 percent of them taking classes at more than one campus. An additional 23,135 students enrolled in Workforce Development & Continuing Education classes in that semester. In terms of full-time equivalents, credit students made up about 80 percent of the College's overall activity.

Credit Students

Students enrolled at the College continue to represent the diversity of Montgomery County: Asian students made up 11.2 percent of the student body; African American 28.2 percent, Hispanic 23.6 percent, multi-race 2.9 percent, Native American 0.5 percent, and White, 24.1 percent. In Fiscal Year 2016, 4,495 credit students transferred to four-year institutions.

The average age of the credit student in 2016 was 25 years old and 52.9 percent of students were female. Thirty-five and a half percent of students were enrolled full time while 64.5 percent enrolled part time.

A portion of enrolled students lived in Maryland, but out of Montgomery County (5.3 percent) and an almost equal portion lived out of state (5.6 percent). By far the largest number of students were Montgomery County residents (89.1 percent).

Web-based instruction continued to grow in 2016 with 27 percent of distance education students taking only a web-based class, and 73 percent taking web-based and other types of classes. In total, 5,680 students took a web-based class in the fall of 2016. There were 17,482 financial aid recipients (9,148 of them received Pell grants) in fall 2016 and the remainder qualified for aid such as federal Supplemental Educational Opportunity Grants, institutional grants, and guaranteed access grants, among other sources. In fall 2016, general studies and business remained in first and second place among programs with the largest enrollments at the College, but arts and sciences eclipsed engineering this year for the third largest number.

During the 2016–2017 academic year 2,786 students qualified for degrees and certificates. The top fields of study by the graduates were general studies, business, sciences, computer science, engineering, and

nursing. The largest group of students earned associate degrees (94 percent), while six percent earned certificates, and nine students earned letters of recognition. The College's diversity continues to be reflected in the graduates with more than half female (54 percent), 16 percent Asian, 30 percent African American, 23 percent Hispanic, and 29 percent White. The average age of graduates was 27.

There was a significant number of international students among the graduates: 11 percent of the total graduates, from the following countries in order of largest number of graduates: Ethiopia, Cameroon, El Salvador, Peru, Ghana, China, India, Vietnam, Philippines, and South Korea. More than half (52 percent) of the College's graduates had attended Montgomery County Public Schools (MCPS). A quarter of the graduates took at least one course in Workforce Development & Continuing Education during their time at the College and about 10 percent of the graduates had begun credit courses at least 10 years prior to graduation.

WD&CE Students

WD&CE students in Fiscal Year 2016 also represented a diverse mix of racial and ethnic backgrounds: Asian 13 percent, African American 21



MC Students Win First Place in NASA's Virtual Swarmathon

A team of 12 MC computer science and engineering students (three women and nine men) won the National Aeronautics and Space Administration's virtual competition called "Swarmathon." Seven of the students traveled to the NASA Kennedy Space Center for the competition. Student teams from minority-serving universities and community colleges developed algorithms for robot swarms to search and collect resources on Mars. The goal of the competition is to develop cooperative robotics for space exploration. Montgomery College was one of 15 teams selected to compete in the virtual competition, many of them from four-year institutions.

percent, Hispanic 29 percent, White 31 percent, multi-race one percent, and Native American one percent. WD&CE courses are offered at all three College campuses as well as two College centers, one in Gaithersburg and one in Wheaton. Fifty-eight percent of WD&CE students were US citizens and 42 percent were not.

Academic Highlights

Several academic initiatives this year continued the College's efforts to close the achievement gap, to hold ourselves accountable for student academic success, and to plan intentionally for the needs of future academic initiatives.

The completion of the Academic Master Plan was among the most significant accomplishments of the year in the area of academics. The document reflects the goals of the Montgomery College 2020 strategic plan and those of the Academic Affairs division, and charts a course for the institution for the next five years. It also serves as a blueprint for expanding institutional capacities and setting academic priorities that impact all College units. The student-focused plan's first five-year initiatives include: embedding student support in the classroom; offering alternative scheduling and delivery; implementing alternative assessment and placement, as well as designing customized credentials and guided pathways; enhancing student pathways from MCPS and to the Universities at Shady Grove (USG); and expanding global partnerships and international opportunities. All of these initiatives were developed through collaboration across the College and in partnership with the business community, MCPS, and USG to ensure that the plan meets the current and future needs of students and of the region.

The College continued to attend to the academic and success needs of diverse students, with specialized programs and outreach for a variety of groups, among them high school Dreamer students, Ethiopian students, veterans, and non-English speaking parents seeking to enroll their children at MC. A visit by the US Secretary of Education to the College's education program in the Montgomery County Correctional Facility highlighted the College's education services for inmates, 32 of whom earned a GED or high school diploma through MC inmate-learner programs this year. The College also welcomed government delegations from Mali and Sudan at the request of the World Bank and the US State Department, highlighting MC's continued partnerships with international institutions. Within this milieu, the College continued to remind stakeholders of its commitment to diversity as a community value.

Online education opportunities continued to grow, with a fourth fully online degree added this year, an associate of applied science in criminal justice. Business, general studies, and computer science were approved as online degrees in the last two years.

The Achieving Collegiate Excellence and Success (ACES) program continued to thrive as well, with over 600 ACES students currently enrolled at MC. Seventy-four percent of ACES students are the first in their family to go to college and 69 percent are non-White. There are currently 47 ACES students enrolled at four-year universities, and a total of 1,100 ACES students now enrolled at 13 high schools in the county. ACES students at the College have an average GPA of 2.7 and a fall-to-spring retention rate of 91 percent. With 223

students enrolled in the Fiscal Year 2017 cohort, 150 of them are receiving Pell grants and 215 are receiving some kind of financial aid, for a total of \$1.1 million.

A team of 12 MC computer science and engineering students won the National Aeronautics and Space Administration (NASA) virtual competition called "Swarmathon" this year. Seven of the students traveled to the NASA Kennedy Space Center in Florida for the competition that involved 15 teams working on cooperative robotics for space exploration.

The College's Cybersecurity program continued to attract attention. The

Maryland Statewide Community College Cyber Competition was held at the Germantown Campus, bringing 10 of the 16 Maryland community colleges there with 75 student competitors tackling real world cyber problems. Several businesses attended to make connections with the College, as well as representatives from the National Cybersecurity Center of Excellence, the National Institute of Standards and Technology, and the Food and Drug Administration. A high school cybersecurity competition was also held at the College, with team competitions and explorations of career opportunities in cybersecurity.

Biotechnology and life sciences are also enjoying substantial academic growth, as well as increased alignment with industry needs. The College's continuing partnership with Bio-Trac® has allowed it to offer hands-on laboratory training for advanced research scientists. Fifteen Bio-Trac workshops have been given since 2016, with 194 participants from 66 different organizations represented, 13 of which were administered by the NIH. Over half of the participants hold PhDs and students have come from 20 different states to study topics related to genomics, bioinformatics, and stem cells, among other topics.





Students Gain Experience from Mass Casualty Drill

Health science students at the Takoma Park/Silver Spring Campus participated in a day long mass casualty drill with 100 participants. A tornado disaster was simulated with 40 volunteers dramatizing injuries, which were triaged in a make shift emergency room, a surgical unit, and a recovery room area. Local emergency medical teams and a local high school partnered with MC on the event.

The College also signed an MOU with the University of Maryland Baltimore County and the Universities at Shady Grove (USG) to bring a translational life sciences technology program (TLST) to MC's Germantown Campus. A unique, four-year undergraduate biotech program will begin in fall 2017, and allow students to earn an associate's degree in biotechnology and then transition into the TLST program. The program will prepare students to move directly to industry or to graduate school with cutting edge skills in molecular and computational biology.

In the College's first full year participating in Achieving the Dream (ATD), it has taken advantage of a number of opportunities. A \$100,000 grant from ATD allowed the College to offer its general studies degree using open educational resources (OERs). This year more than 200 sections of courses with no textbook costs were offered. Instead, free online OERs provided the necessary material. OERs are part of MC Open, an Academic Affairs initiative that helps faculty redesign courses using OERs, thus reducing costs for students, and increasing access to course materials. The initiative is part of a broader strategic effort at MC to use digital and interactive materials to respond to the diverse learning styles of students, increase completion rates, and close the achievement gap. Montgomery College had nearly 3,400 students enrolled in Z-sections (Z referring to zero textbook costs) in spring of 2017. Retention rate in those sections was more than 96 percent and the success rate (students who earned a grade of "C" or above) was 78.4 percent, which compares favorably to the 75.5 percent success rate in non Z-sections. The OER effort reduces the financial burden on students since books can cost as much as \$1,500 per year for full-time students.

The College is also progressing in its self-evaluation for the Middle States Commission on Higher Education reaccreditation review scheduled for 2018. The Middle States Self-Study process has been in full gear this year, with 33 listening sessions of approximately 400 participants conducted. Designed to gather input from faculty, staff, administrators, and students, the sessions help with the writing and review of the Self-Study. Focus groups were held with department chairs, WD&CE program directors, the senior leadership team, the Office of Human Resources and Strategic Talent Management, and the collegewide deans. During the spring semester, the team held 15 rough draft revision sessions with approximately 90 students, faculty, staff, and administrators participating. The College's thorough preparation for this review is helping the institution to focus on best practices and hold itself accountable for student success.

This year's academic activities included even more focus on retention and completion, including efforts to help faculty incorporate strategies that increase their impact on student success. The general education assessment process was designed to examine how well students are mastering core competencies such as written communication, critical analysis, reasoning, and information literacy in 54 MC courses. The examination showed improvements in all seven areas of study, by an average of 4.4 percentage points. The changes were measured over a three-year period with faculty reviewing the competencies of almost 7,000 students over 567 course sections.

With increasing emphasis on job-ready skills, several efforts are being made to expand the College's connections between

students and employers. A \$126,000 grant to the College this year helped create “stackable credentials” for students, one of the goals of MC’s Academic Master Plan. Annual transfer fairs on each campus drew 1,200 students total. A Tech Talent fair drew 25 companies to learn about MC students’ preparation for the IT workforce and over a thousand students attended three jobs fairs in the spring semester.

New Facilities

Three new facilities opened this year after planning, renovation, and construction that spanned years. The modernized Science Center West on the Rockville Campus opened for classes with 25 new math and general classrooms, a math-science center, and faculty offices, completing the three-building math and science center complex. Enrollment in science, engineering, and math is up 57 percent since 2000.

The College also officially opened its newest parking facility, a 900-space, seven-level garage located adjacent to the Physical Education Center on the Rockville Campus. It includes 700 parking spaces for students, 200 spaces for employees, and 20 electric charging stations. Providing parking on campus continues to make the Rockville Campus accessible to more students.

Finally, the purchase of the new Central Services Building (CT) by the Montgomery College Foundation and completion of renovations allowed central operations to transfer to the new space. Staff who were designated to move were relocated there in the spring semester and early summer. Through the purchase, the College will save \$40 million over 20 years as it ended leases on two spaces that formerly housed a large portion of the Central Services offices. The Mannakee Building—formerly the

main location of Central Services—is being renovated and staff members assigned there from other parts of the College will arrive in the coming months. Additionally, construction is scheduled to begin on the new Student Services Center on the Rockville Campus this summer.

New Roles

Two new roles were added at the College this year, intended to impact student success. A chief equity and inclusion officer (CEIO) was hired, as well as an ombudsperson. The CEIO is charged with promoting equity, diversity, and inclusion throughout the policies, procedures, and practices at the College. Ensuring that these values thrive in decision-making, growth, and planning at MC, the CEIO examines their strength across divisions at the College and makes recommendations for improvement. The Ombuds Office, created upon advice from the Employee Engagement Advisory Group and piloted for several years, is now headed by a permanent ombuds, who can be consulted by any employee for independent, confidential information to resolve or mitigate individual, group, and systemic workplace issues or concerns. Both of these roles were created through the reallocation of vacant positions.

Athletics

The MC Raptors had another exciting, successful year in athletics. The women’s soccer team went undefeated in state games this year. The Raptors won the Region XX and District H championships, finished second in the national poll, and finished fourth in the National Junior College Athletic Association (NJCAA) DIII National Championship Tournament. The women’s soccer coach, Phil Nana, was named

MC-Smithsonian Faculty Showcase Their Projects

Nine MC-Smithsonian Faculty Fellows completed a year-long exploration of museum-based learning, through the MC-Smithsonian Faculty Fellows program. Over 20 years, 180 MC faculty have participated, exposing 20,000 MC students to Smithsonian resources.





College Outreach Brings Young Students to MC

The College hosts dozens of events for high school students on MC campuses through the year. Fifty-four sixth-grade girls participated in hands-on STEM activities for Sonya Kovalevsky Day, designed to nurture enthusiasm for STEM and teach girls about career options. More than 60 high school students competed in a Java programming competition, building disciplinary skills, and creating contact between the MC STEM instructors and local area high schools.

Maryland Junior College (MDJUCO) coach of the year. Men's soccer won the Maryland Junior College Conference title but fell short in the postseason, finishing second in the NJCAA Region XX DIII Tournament.

Men's basketball had a great year as the team won the NJCAA DIII Region XX title and finished second in the NJCAA District 7 championship. Patrick Smith was named MDJUCO player of the year. Women's basketball won the NJCAA DIII Region XX Championship and placed fourth at the NJCAA District G Championship.

Women's volleyball fell in the first round of the NJCAA Region XX DIII Tournament but finished with five wins in MDJUCO. The MC baseball team finished second at the Region XX Tournament, losing in the championship to Prince George's Community College.

The women's track and field team finished seventh in the nation with the Raptors making several trips to the podium at the NJCAA DIII Track and Field National Championships. MC freshman Justina Ababio was named NJCAA Eastern Region Field Athlete of the Year, winning a national championship in the discus and placing third in the shot put and hammer throw. Teammate Alyssa Moran was named NJCAA Eastern Region Track Athlete of the Year and MC head coach Jamaal Schools was named NJCAA Eastern Region Coach of the Year.

Women's volleyball had an exciting season, ending with a record of 17-8.

Awards and Highlights

In Fiscal Year 2017, the College was awarded \$14.9 million in new, publicly-funded grants. This includes two large grants from the Department of Labor's Employment and

Training Administration (DOLETA). A \$5.6 million America's Promise grant was given to MC and its partners to offer tuition-free training and support services to students seeking employment in information technology and cybersecurity. The College was selected to lead the Capital Region Collaborative: Jobs in Technical Careers, to offer intensive short-term trainings called "boot camps" aimed at topping off skills in higher-skilled IT-related occupations and training underserved students and adults with barriers to employment. A \$4 million TechHire partnership grant was also awarded to MC to offer training and support to more than 400 people across Montgomery County and to advance technical careers for people with barriers to employment. Participants receive supportive services appropriate to their needs, including English language skills, cultural support training, financial coaching, and support for certification and testing. The TechHire Montgomery project builds on the foundation of the Cyber Pathways Across Maryland consortium, dedicated to enhancing cyber technology career opportunities throughout the state.

In addition, the College secured \$300,000 in STEM grants from the National Science Foundation and the National Institute of Standards and Technology, nearly \$448,000 in state grants for its nursing and allied health programs, and a five-year \$1.2 million US Department of Education grant to continue the TRIO Educational Opportunity Center program.

The College's Website

As part of the College's efforts to recruit and retain more students, the College's website has been redesigned to be more responsive to the needs of prospective students and the community. The home page now reflects the College's new branding, "Make

Your Move” tagline, and college colors. It also uses graphics and photos more effectively and includes a social media wall. Visitors can more easily navigate the site given the structure of the homepage, making it easier to find information on enrollment, advising, academic programs, and financial aid. The website is credited with an increase in financial aid applications, which went up 14 percent in January of 2017 compared to the same time the previous year. The College’s investment in a mobile-friendly responsive design website is paying off with increasing numbers of viewers accessing the page on different devices, including 27 percent of them on mobile devices.

Workforce Development & Continuing Education

The College continues to partner actively with county residents and local businesses on their workforce development and continuing education interests and needs. Customized contract training has increased over the prior year through several new collaborative projects with technology companies, county and local governments, correctional centers, and area nonprofits. Two projects funded by the state of Maryland under the Employment Advancement Right Now (EARN) initiative continue to be funded

into second and third years. Supporting training for commercial drivers and biotechnology, the EARN programs have served more than 500 individuals since their inception.

Open enrollment programs constitute approximately half of the WD&CE enrollment activity and remain popular options with Montgomery County residents. Grant-funded programs continue to attract local, state, and federal sponsors and now constitute about one-third of WD&CE activity. Customized contract training rounds out the service areas contributing approximately 17 percent of the enrollment volume. Noncredit programs continue to



expand the College constituency base by reaching additional households and organizations in the MC service area. The total full-time equivalent service level in noncredit programming exceeded 4,100 during Fiscal Year 2016, making Montgomery College noncredit programs the third largest in the state.

Safety and Security

The College strives to create spaces where students, faculty, and staff are secure. To that end, several measures were taken this year to improve security. Two new campus safety managers with decades of experience in security were hired to strengthen the Office of Public Safety and Emergency Management. New protocols requiring College identification cards have been instituted regarding access to certain buildings. The College began offering active shooter training for College employees in 2016 and over 1,000 employees have already participated. The College also added a specially produced, seven-minute video to the website. The video was filmed on campuses, features MC students, faculty, and staff, and was designed specifically to be viewed by students to prepare them for the unlikely event of an active shooter at an MC location.

Police Chief Tom Manger was the speaker at one of the four presidential dialogue series events, and provided great detail about local

law enforcement policy and practice. Several information sessions regarding the President's executive order on immigration were held, as well as one on efforts to tackle the opioid crisis.

Spending for Success

This year saw several efforts toward spending wisely for student success. A new taskforce was established to inform the College community more thoroughly about the budget process and solicit input about cost-saving measures. A new technology system, Workday, was purchased to lower costs by moving more of MC's services to cloud-based applications. The service will increase efficiencies and reduce the costs associated with equipment, maintenance, and storage. Also this year, the building that formerly housed the child care center in Takoma Park/Silver Spring was approved to be sold. Revenue from the sale will be used for scholarships.

Another savings is expected to come from the sustainable energy project planned for the Germantown Campus. The College has signed a letter of intent to house a smart grid there. With the help of the Maryland Department of Commerce, and partners on this project, Korea Electric Power Corporation and LS Industrial Systems, an electricity-generating grid is planned. It is estimated that the campus smart grid would reduce the cost of

electricity on campus by 10 percent (saving about \$100,000 per year). In addition, the smart grid would also provide opportunities for students to learn about alternative energy systems. An outgrowth of Governor Larry Hogan's commitment to build cooperation between Maryland and Korea, this "Smart E-campus" project would be an impressive sustainable energy demonstration project.

Envisioning the Future

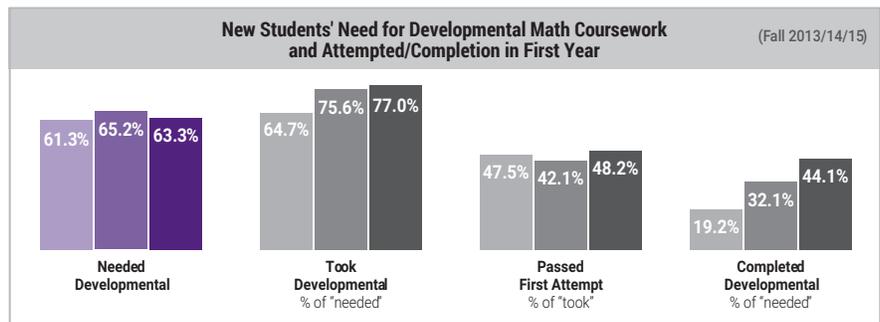
The Board engaged in a yearlong effort to prepare the College for the future. "Envisioning the Future" began with four SWOTs—analyses of strengths, weaknesses, opportunities, and threats—during a listening and learning phase in the fall semester. The SWOTs focused on the Board's three major priorities of fiscal sustainability, educational excellence, and community engagement, as well as a SWOT addressing legislative, regulatory, and national trends. During a brainstorming phase in the spring, the Board's ad hoc committees reviewed the SWOTs and considered long-term direction and goals for the College. The Board's committees made recommendations that the full Board is considering as the College readies itself to compose a new strategic plan during Fiscal Year 2019.

STUDENT OUTCOMES

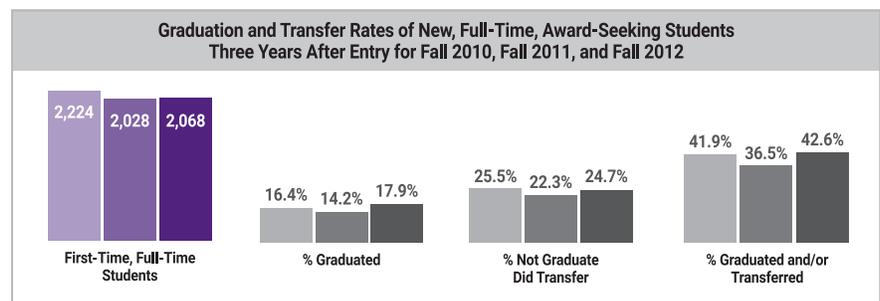
The Student Success Score Card was introduced three years ago as a tool for tracking trends in student achievement across the College. While several measures are headed in the right direction, two significant measures of completion have risen considerably. The three-year graduation rate for new, full-time, award-seeking students rose from 14.2 percent for students who began in fall 2011 to 17.9 percent for students who began in fall 2012. For the same groups, the graduation and/or transfer rate went up from 36.5 percent to 42.6 percent. Several other measures of progress are inching in the right directions, including a slight increase in the fall-to-fall return rate for new students, and the course pass rates for African American and Hispanic students. The time it takes for students to complete their academic program is also shrinking, another sign of progress.

Another positive trend can be seen in mathematics, where the percentage of students who, in their first year, took and passed their first course and completed all their developmental requirements, increased. Scholarship support to students, a critical mechanism for increasing retention and completion, rose by a quarter of a million dollars in Fiscal Year 2016 over Fiscal Year 2015. In addition, a higher proportion of part-time students completed 12 credits within one year of entry, and completed 24 credits within two years of entry, important trends with implications for time-to-degree and ultimately, for completion.

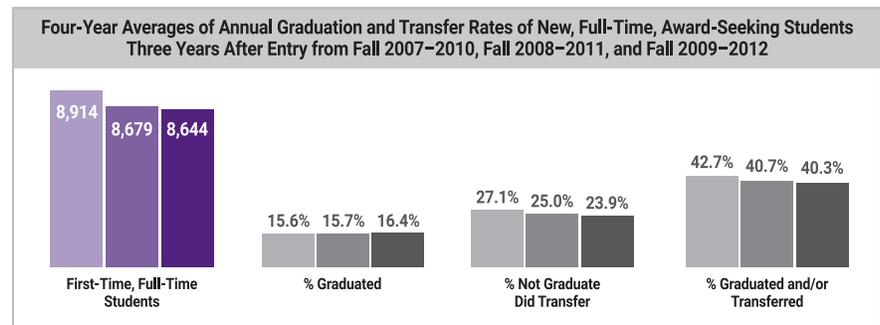
Student Success Score Card



KEY ■ 2013 ■ 2014 ■ 2015



KEY ■ Fall 2010 ■ Fall 2011 ■ Fall 2012



KEY ■ Fall 2007-2010 ■ Fall 2008-2011 ■ Fall 2009-2012

FINANCIAL REPORT

Revenue

Montgomery County provides the largest component of the College's funding—more than half. The county has increased its contributions over the last few years to make up for gaps left by the state's portion of funding. Tuition, which the College tries to hold down for the sake of affordability, is our second largest source of revenue and makes up 32 percent of the budget. Finally, state aid is 13 percent, which is still less than what the state's Cade Funding Formula recommends. Maryland's policy on funding commitments to colleges is ideally one-third tuition, one-third county support, and one-third state support, which is not what is presently occurring.

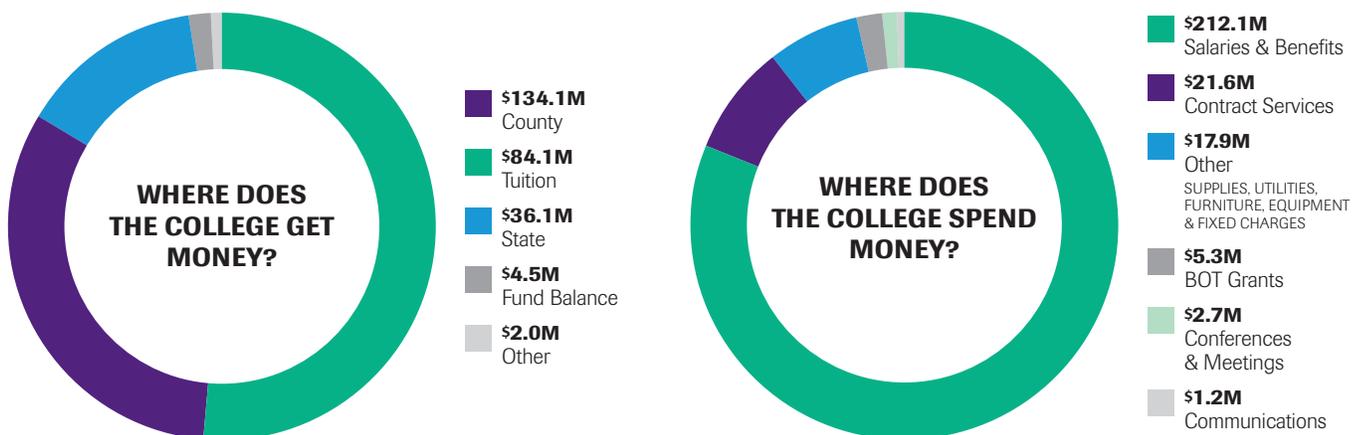
The county has been very forward thinking about the College's role in building a highly skilled workforce, but MC still has vulnerabilities. Despite a strong partnership between the College and the county, the county has financial stressors over which it has little control, and it is subject to fluctuations in the market as well politics. So there may come a time when the county is not in a strong enough position to support all MC programs. This is one of the reasons the College needs to be spending smarter.

Expenses

Eighty-one percent of College spending goes to salaries and benefits. It is by far the College's largest expense, as is the case with most colleges. Contracted services is a distant second, followed by supplies, communications, conferences, and other expenses.

The College's most important asset is its people, a true embodiment of the talent and commitment at this institution. At the same time, *because* personnel costs are largely fixed for a given year, the College has to look much more carefully at the places where it *can* spend more wisely, such as contracting and efficiencies.

Spending for Student Success was the theme of Dr. Pollard's State of the College address this year, in which she shared a vision for a renewed approach to College budgeting and spending. The president also announced the creation of a Blue Ribbon Taskforce to engage the College in contributing to fiscal planning and mentor colleagues in developing strategies that can save money and time.





CONFERENCE SESSION

The Board's conference session in March 2017 explored the Academic Master Plan. A roadmap for the future of academics at the College, its goal is to help align efforts and resources with programs and practices that foster success. Several factors drove the direction of the plan including technological innovations, the growth of the knowledge-based economy, calls for greater accountability, and changing dynamics in the funding of higher education. The plan itself has six primary initiatives centered on class scheduling, embedded student support, alternative and custom assessment and placement, meta-majors, guided pathways, and deepening and expanding partnerships. Having a master plan is both a best practice in higher education and a requirement of external stakeholders such as the Middle States Commission on Higher Education and the Maryland Higher Education Commission.

COLLEGE'S SUPPORT ORGANIZATIONS

Alumni Association

The Alumni Association contributed significant energy to advocating for the Takoma Park/Silver Spring math/science building. By networking with fellow alumni, the association reinforced the message to state, county, and local officials, participating in several community budget discussions led by the county executive and councilmembers.

The College Retirees Chapter, and the MC Club, which is made up of athletic alumni, continued their activities as well, hosting three athletic reunions this year. These were made possible by strengthened connections with the Athletic Department and with current and retired coaches. The Retirees Chapter has continued to partner with the Office of Human Resources and Strategic Talent Management to co-host the spring employee and retiree recognition luncheon and plan other events for retirees. The association continues to build a strong mentoring program, engaging with the nonprofit Future Link to work on scaling up its opportunities for mentor training and student support. The annual "Dogfishing for MC Scholarships" fundraiser was held for the sixth year at Gaithersburg's Dogfish Head Alehouse raising a record \$8,000 for scholarships.

Montgomery College Foundation

The Montgomery College Foundation raised \$2.7 million in cash and pledges in FY17. The foundation fulfills its mission in supporting the College by actively seeking philanthropic gifts. The foundation's MC2020 Campaign has now surpassed the \$16 million mark toward its \$30 million goal by 2020. According to the latest report from the Council for Aid to Education (CAE), the national source of data on charitable giving to higher education, the Montgomery College Foundation rose to ninth place nationally in 2016 for fundraising by community colleges. That is up from 26th place in 2012, and 12th place in 2014.

The Montgomery College Foundation provided nearly \$2 million in scholarship support to more than 1,600 students in Fiscal Year 2017. In addition, the foundation was instrumental in the acquisition, financing, and renovation of the new Central Services Building for the College.

PIC MC Foundation

The Pinkney Innovation Complex for Science and Technology at Montgomery College Foundation worked diligently to strengthen and expand the College's partnerships with

corporations and other organizations to ensure integration of academic, business, and research activities and locations on the Germantown Campus. This included undertaking a 12-month real estate development process, which created a leasable lot. This step also provided for an official address for the parcel, now listed on the Maryland Department of Commerce's site and building database as 19710 Observation Drive.

The PIC MC Foundation has worked to encourage public-private partnerships this year, meeting with possible developers and potential tenant-partners, and working with the President's Roundtable to bring business leaders in cyber technology, biotechnology, and information technology to the complex. The foundation also collaborated with Commercial Real Estate Women (CREW) to host a visit to the College by Governor Larry Hogan, who served as the keynote speaker at a CREW event held at PIC MC.

CONCLUSION

The 70th anniversary of the founding of the College was a celebratory year. It was also a time for the institution to look back on how it has evolved. The first budget of the College included \$10,000 from the county; today the total operating budget is over \$312 million. The faces of the College are quite different in 2017, with 72 percent of students non-White and more than half, female. These changes can be seen as growth toward radical inclusion. Serving students who are more diverse requires creativity and commitment, and the Board used actions and words this year to promote that value.

Although the Board is generally reluctant to opine about political developments, unique circumstances this year created an exception. Several events created a climate of hostility toward diversity. Executive orders by the President of the United States banning travel to the US by people from seven countries created immediate insecurity and anxiety on campuses. When combined with increasing pockets of intolerance and several incidents of violence nationwide, the Board was moved to reassure the College community—including large numbers of international students and Dreamers—of its unwavering commitment to diversity. The Board issued a statement defending the rights of all persons to study and pursue opportunity through education, free from fear and distraction. It reaffirmed that the College would continue to craft policies and practices that combat intimidation, harassment, and hate speech, and to nurture a culture that condemns such affronts.

The Board also played a primary role in guiding the College's capital and operating budgets this year, advocating successfully

for a new math/science building at the Takoma Park/Silver Spring Campus and for operational funding that would allow the College to fulfill its contractual agreements with employees. Since spending for student success remains a key priority for Board, it endorsed the College's creation of a Blue Ribbon Taskforce to explore how this can be accomplished with input from across the College. The Board has long held that spending to enhance students' opportunities, when done strategically, improves retention and completion. Evidence of this is already apparent with several measures on the Student Success Score Card moving in the right direction. These successes are indicative of productive planning, careful communication, and a profound commitment to student success by faculty and staff at the College.

Two other steps speak to the value the Board imparts to spending wisely. To keep the College affordable this year, the Board voted to increase tuition by less than two percent. The Board's leadership in the purchase of the Central Services Building this year was also an investment in long-term fiscal prudence as the College will save \$40 million over 20 years.

As the College concludes its 70th anniversary, the Board will continue to build on its history of expanding inclusion to encompass all who seek higher education. The College's commitment to advancing higher education in ways that best empower students has deepened. The College is using new tools and strategies to improve access and success and remains unwavering in the commitment to infuse 21st higher education with the timeless tools of tolerance, civility, and respect.



National Institutes
of Health

Record Number of MC Students Awarded NIH Internships

MC students constituted a full one third of the 24 students nationwide who were accepted to the competitive 2016 National Institutes of Health's Community College Summer Enhancement Program. A record 56 MC students applied for the program with help from Germantown-Graduate and Transfer Science, Technology, Engineering & Math Talent Expansion Program (GT STEP). These efforts were part of the collegewide STEM unit's commitment to expanding opportunities for undergraduate research and internships for STEM students at federal laboratories and in industry.

BOARD'S RESOLUTIONS AND RECOGNITIONS

Among the Board's many responsibilities, the duty to provide and oversee the governance of the College is paramount. This most often takes the form of drafting, reviewing, debating, and enacting resolutions on a range of issues. In Fiscal Year 2017, the Montgomery College Board of Trustees approved 118 resolutions affecting the following areas as follows:

- 7 resolutions regarding academic matters
- 2 resolutions regarding board matters
- 10 resolutions regarding budget matters
- 3 resolutions regarding collective bargaining
- 15 resolutions regarding awards of contract
- 2 resolutions regarding legal matters
- 52 resolutions regarding personnel matters—10 personnel reports, 38 retirements, 4 tributes
- 18 resolutions regarding policy matters—5 new policies, 13 modifications
- 4 resolutions regarding reports
- 5 resolutions regarding special honors

All 118 resolutions are listed by category on the following pages. The list includes the resolution number and title. Resolution numbers contain three elements: (a) the last two digits of the calendar year (16 for 2016, 17 for 2017), (b) a two-digit number for the month in which the resolution was approved (01 for January, 02 for February, etc.), and (c) a three-digit number indicating the resolution sequence of the calendar year. For example, the first resolution passed at the January 2017 meeting would be 17-01-001.

ACADEMIC RESOLUTIONS

16-09-108	Graduates Receiving the Associate Degree and the Program Certificate in Summer 2015
16-11-135	Graduates Receiving the Associate Degree and the Program Certificate in Fall 2016
17-02-022	Approval of the Bioinformatics Associate of Science Degree
17-03-027	Approval of the Data Science Certificate
17-04-031	Graduates Receiving the Associate Degree and Program Certificate in Spring 2017
17-04-033	Deletion of the Graphic Design for Web and Interaction Associate of Applied Science Degree and Deletion of the Graphic Design for Web and Interaction Certificate
17-06-064	Deletion of the Computer Applications Associate of Science Degree

BOARD MATTERS RESOLUTIONS

- 17-03-026 Approval of FY18 Board Calendar
- 17-06-079 Board of Trustees Annual Report for FY17

BUDGET RESOLUTIONS

- 16-09-107 Operating Fund Functional Transfer for FY16
- 16-11-137 Adoption of the FY18 Capital Budget
- 16-12-145 Acceptance of the Montgomery College Audited Financial Statements for June 30, 2016, and 2015
- 17-01-003 Request for Supplemental Appropriation in the FY17 Capital Budget for the Germantown Smart-Grid Project
- 17-01-008 Adoption of the FY18 Current Fund, Enterprise, and Other Funds Budget
- 17-05-045 Increase in Tuition Rate per Credit Hour for FY18
- 17-06-072 Final Adoption of the FY18 Current, Enterprise, and Other Funds Budget
- 17-06-073 Final Adoption of the FY18 College Capital Budget
- 17-06-074 Petition for FY18 State Funding
- 17-06-075 Compensation in FY18

COLLECTIVE BARGAINING RESOLUTIONS

- 17-06-076 Approval of the Memorandum of Agreement between Montgomery College and the American Federation of State, County, and Municipal Employees
- 17-06-077 Approval of the Memorandum of Agreement between Montgomery College and the American Association of University Professors, Montgomery College Chapter
- 17-06-078 Approval of the Memorandum of Agreement between Montgomery College and Service Employees Union International

CONTRACT RESOLUTIONS

- 16-09-106 Sole Source Award of Contract, Central Services Building Renovation
- 16-10-113 Award of Contract, Landmark Gateway Signage, Rockville Campus, Bid 617-004
- 16-12-144 Award of Contract, Unified Communications as a Service Solution, Bid 517-004
- 17-01-004 Contract Change Order, Information Technology Contracting Services, Bid 513-007
- 17-01-005 Contract Change Order, Network and Infrastructure Products and Services, Bid 516-013

- 17-02-023 Award of Contract, Student Services Center Construction, Rockville Campus, Bid 617-005
- 17-03-028 Award of Contract, Media Buying Service Provider, Bid 917-008
- 17-04-034 Award of Contract (Sole Source), Amendment to Award of Contract for the Continuation of Purchase and Travel Card Program Services
- 17-04-036 Approval of Change Order Final Contract Mediation Agreement, Resource Center Heating, Ventilation, and Air Conditioning Upgrades, Phase 2, Takoma Park/Silver Spring Campus
- 17-05-044 Award of Contract, Uninterruptible Power Supply Equipment and Services, Bid 517-018
- 17-06-067 Award of Contract, Safety and Security Camera Equipment and Services, Bid 517-015
- 17-06-068 Award of Contract, Workforce Development & Continuing Education Healthcare-Related Certification Courses, Bid 517-017
- 17-06-069 Award of Contract, Mass Notification System, Phase 2, Bid 617-010
- 17-06-070 Multiple Awards of Contract, Classification and Compensation-Related Services, Bid 917-009
- 17-06-071 Amendment to Award of Contract for the Continuation of Service of Student Success Tracking Software License

LEGAL RESOLUTIONS

- 17-02-021 Affirmation of Montgomery College Values
- 17-04-035 Authorization for the Montgomery College Foundation to Serve as the College's Agent for the Disposition of Real Property

PERSONNEL RESOLUTIONS

- 16-09-105 Personnel Actions Confirmation Report
- 16-10-117 Personnel Actions Confirmation Report
- 16-11-134 Personnel Actions Confirmation Report
- 16-12-138 Personnel Actions Confirmation Report
- 17-01-001 Personnel Actions Confirmation Report
- 17-02-012 Personnel Actions Confirmation Report
- 17-03-025 Personnel Actions Confirmation Report
- 17-04-030 Personnel Actions Confirmation Report
- 17-05-037 Personnel Actions Confirmation Report
- 17-06-046 Personnel Actions Confirmation Report
- 16-10-111 Tribute to Mr. Timothy A. Phillips

16-10-112 Tribute to Dr. Gail A. Reichert
17-02-009 Tribute and Posthumous Award of Emerita Status to Dr. Uchechukwu Abanulo
17-03-024 Tribute to Mr. Stephen G. Chlan
17-06-048 Retirement of Mr. Stephen R. Ambrose
17-06-049 Retirement of Mr. Mark B. Bandak
16-10-119 Retirement of Ms. Victoria M. Billings
17-02-013 Retirement of Mr. Thomas M. Berry
17-06-050 Retirement of Ms. Kit-Wah P. Boyce
17-02-014 Retirement of Ms. Wendy C. Brown
16-10-120 Retirement of Ms. Shannye W. Carroll
17-02-015 Retirement of Mr. Willie D. Crawford
17-06-051 Retirement of Professor AnaMaria De Jesus
16-10-121 Retirement of Ms. Elinore H. Diggs
16-10-122 Retirement of Mr. Michael J. Dunn
17-02-016 Retirement of Mr. Henry J. Dupree
17-06-052 Retirement of Ms. Maureen F. Feely-Kohl
16-10-123 Retirement of Mr. Lee H. France
17-02-017 Retirement of Ms. Catherine A. Greeves
16-10-124 Retirement of Dr. Dan F. Gutwein
17-06-053 Retirement of Mr. Raymond J. Kimball
16-10-125 Retirement of Ms. Cathleen B. Kwolek
17-02-018 Retirement of Dr. Charles Marcantonio
17-02-019 Retirement of Professor Bruce McGee
16-10-126 Retirement of Dr. Betty J. McLeod
16-10-127 Retirement of Mr. Richard B. Morrow
16-10-128 Retirement of Ms. Cynthia Y. Orelli
17-06-054 Retirement of Dr. Betty H. Payne
16-10-129 Retirement of Ms. Cynthia E. Persicketti
16-10-130 Retirement of Mr. Steven R. Preston
17-06-055 Retirement of Ms. Deborah S. Reis

17-02-020	Retirement of Ms. Karen A. Scrock
16-10-131	Retirement of Mr. Gilberto A. Silcott
16-10-132	Retirement of Ms. Andrea Silvestre
16-10-133	Retirement and Award of Emerita Status of Professor Diana M. Thomas
17-06-056	Retirement of Ms. Susan L. Whalen
17-06-057	Retirement of Ms. Georgia S. Woolridge
17-06-058	Award of Bronze Medallion to Ms. Sarah Miller Espinosa
17-06-059	Award of Bronze Medallion to Ms. Bernice G. Grossman
17-06-060	Award of Bronze Medallion to Dr. Lisa Miller Newman
16-10-118	Award of Silver Medallion to Dr. Clarice A. Somersall
17-06-062	Award of Silver Medallion to Mr. Clyde "Rocky" Sorrell
17-06-061	Award of Bronze Medallion to Ms. Kathleen A. Wessman

POLICY RESOLUTIONS

16-10-114	Adoption of New Policy 78001–Acquisition, Sale, and Disposal of College Real Property
16-10-115	Modification of Policy 41003–Student Cumulative Records
16-10-116	Modification of Policy 67001–Maintenance of Unreserved Fund Balance
16-12-140	Modification of Policy 31006–Equal Employment Opportunity and Non-Discrimination
16-12-141	Modification of Policy 45004–Student Indebtedness
16-12-142	Modification of Policy 62003–Public Information, Communications, and Marketing
16-12-143	Modification of Policy 68101–Use of Copyrighted Materials
17-01-002	Modification of Policy 75004–Freedom of Expression
17-01-006	Adoption of Policy 42003–Student Social Media Privacy Protection
17-01-007	Adoption of Policy 75006–Drone/Unmanned Aerial Vehicle Use
17-05-038	Modification of Policy 11001–Board of Trustees Bylaws
17-05-039	Modification of Policy 33004–Probationary and Regular Status for Support and Associate Staff Employees
17-05-040	Modification of Policy 34005–Resignation and Retirement
17-05-041	Modification of Policy 61005–Internal Audit
17-05-042	Modification of Policy 68004–Inspection of Public Records
17-05-043	Adoption of New Policy 39002–Volunteers

- 17-06-066 Adoption of New Policy 31000–Code of Ethics and Employee Conduct
- 17-06-047 Modification of Policy 65001–Reimbursement for Travel and Related Expenditures

REPORT RESOLUTIONS

- 16-09-109 Acceptance of 2016 MHEC Performance Accountability Report
- 16-09-110 Approval of New Benchmarks for the Performance Accountability Report
- 16-12-139 Amendment to the 2013-2023 Facilities Master Plan
- 17-06-065 Acceptance of the Annual Progress Report and Letter to the Maryland Higher Education Commission on Programs of Cultural Diversity Plan, Diversity Report

SPECIAL HONORS RESOLUTIONS

- 16-11-136 National and State of Maryland Designated Awareness Days and Months for 2017
- 17-02-010 Naming of the Uchechukwu O. Abanulo Computer Laboratory in the Science Center on the Rockville Campus
- 17-02-011 Naming of the Montgomery College Foundation Conference Room in the Central Services Building
- 17-04-032 Honorary Degree Candidates for 2017
- 17-06-063 Award of Silver Medallion to Trustee Michael D. Priddy





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