From:	The President
To:	MC Communications List
Subject:	Restructuring the Governance System at Montgomery College
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MONTGOMERY COLLEGE
Office of the President

January 20, 2011

TO: The College Community

FROM: Dr. DeRionne P. Pollard, President

SUBJECT: Restructuring the Governance System at Montgomery College

After many informative discussions with key stakeholders at the College, I have determined that it is time to revisit our system of governance at the College. To help support this decision, let me first share with you some of our history relative to governance at Montgomery College, and also highlight some of the important changes over time that have impacted our progress as partners in our mission to both facilitate and better assure student and institutional success.

Since the late 1970s it has been the practice of the College to provide constituent groups the opportunity to contribute to major decisions including, but not limited to, budgeting, strategic planning, and presidential searches. In the early years of the College, governance groups consisted of the Faculty Senate and the Staff Senate, both of which were considered to represent all of the College's full-time faculty and staff. Additionally, in 1978 the state of Maryland enacted legislation that gave employees, with some exceptions (supervisors, those directly determining policy, and those with access to confidential information as defined by the statute) the right to organize and collectively bargain with their employer. In tandem with these important developments, and with the advent of full-time faculty collective bargaining in the early 1980s, the American Association of University Professors (AAUP) also became one of the constituent groups to be consulted for input.

In the late 1980s, the President of the College at the time reorganized the administrative structure of the College and eliminated all vice presidents' positions, thereby, flattening the organization. During this same period, the Faculty Senate was replaced ultimately by the Academic Assembly, which has been a governance unit that included representation from collegewide faculty, staff and administrators. The membership of this new group was now predominantly full-time faculty with only limited representation from staff and administration. Part-time/adjunct faculty members and students were not represented.

In the mid 1990s the non-professional support staff employees elected to unionize and Local 2380, Council 67, of the American Federation of State, County, and Municipal Employees (AFSCME) became their bargaining representative and was included among those consulted for input in major decisions. Most recently (as of June 2008), the next group to become part of the College's constituent group was the part-time/adjunct faculty, represented by Local 500 of the Service Employees International Union (SEIU). So as you can see over the past

30 years, many changes have taken place within our constituency groups that now need to be carefully factored in to the way that we ensure and enact a truly collegial and inclusive practice of governance here at the College.

In my recent discussions with key College leaders, the following issues emerged that will prove critical to the process of evaluating and improving our governance process:

1. There is no Board of Trustees' policy on governance, and no supporting procedures to help guide the process.
2. Our many labor unions and our governance processes have become intermingled.
3. Our Staff Senate constituency only represents non-bargaining staff.
4. The leadership of the Academic Assembly has been and continues to be only full-time faculty.
5. The Academic Assembly has no seat for part-time/adjunct faculty, bargaining unit staff, or students.
6. Administrators have representation on the Academic Assembly but have a limited role in governance, and students have no current role in governance.

Taking all of these factors into consideration, it is hard to characterize our system of governance as truly shared or participatory. I, therefore, am now moving forward to help remedy these many issues by:

1. Taking steps to have the Board of Trustees develop and approve a policy that defines a collegial governance system that both delineates the structure's composition, duties and responsibilities, and allows for participation and voice from all segments of the College which it did in December 2010;
2. Moving forward on developing a Board of Trustees policy that clearly defines the role of and approaches to enhancing and maintaining our relationships with labor unions in this collegiate environment which it did in December 2010; and,
3. Appointing a participatory internal task force that will examine the existing governance system, and develop a set of recommendations for restructuring governance that will be consistent with the Board policy. Additionally, the task group recommendations should inform the development of a clear set of procedures for implementing the restructured system.

I have selected three members of the College community to chair the work of the internal task force. They are Professor Jenny Polm, Dr. Brad Stewart, and Ms. Amy Crowley. Others on the Task Force will include the following:

- Full time faculty (4) to be recommended by the Academic Assembly
- Part time faculty (2) to be recommended by the Vice President/Provosts
- Staff (4) to be recommended by the Staff Senate to include bargaining and non-bargaining staff
- Administrators (4) to be selected by the President
- Students (4) to be recommended by the Student Senates of each campus and WDCE
- At-large (to be selected by the President)

Within the next couple of weeks, communication will come from the Chairs of the Governance Taskforce providing direction as to the next steps in the process. I will be

requesting that the work of the group be completed by the end of the semester, with recommendations coming to me by April 29, 2011.

It is my hope that these steps will all afford us the opportunity to work together in order to establish and put into practice an inclusive governance structure – one that is clearly participatory and one that seeks to ensure consistent opportunity for input from all segments of the College.

Thank you again for all you do for the College, and for your continued support.