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| **From:** | The President |
| **To:** | MC Communications! |
| **Subject:** | Organizational Decisions for Stability and Effectiveness |
| **Date:** | Thursday, June 26, 2014 9:40:34 AM |

**MONTGOMERY COLLEGE**
Office of the President

June 26, 2014

**MEMORANDUM**

To: Montgomery College Colleagues

From: Dr. DeRionne P. Pollard, President

Subject: Organizational Decisions for Stability and Effectiveness

Over the past year, the College community has made significant strides in important organizational matters. In addition to the widely discussed work in the Academic Affairs (AA) division, organizational reviews were conducted by external firms to examine effectiveness in the Administrative and Fiscal Services (AFS) division, the Student Services (SS) division, and in the offices that report directly to me. You may recall that the AFS and SS reviews were recommended by the Employee Engagement Advisory Group. Over the past two months, I have examined these reports, consulted with various College leaders, and analyzed unit workload and work flow factors. Today I am announcing my decisions.

In managing the administrative leadership of the College, our policies and procedures provide me with options for appointing qualified administrators. These include conducting a search, or reassigning a qualified administrator to fill a role. In addition, I am mindful of building an agile, flexible organization that can fully marshal our efforts to the cause of student retention and completion. When that goal is served best by redeploying internal people who have interest, ability, and capacity to do the work, I must take that into account. Each leadership need is different and requires a thoughtful decision on which appointment tool is best.

The following decisions are made in that spirit and, I believe, provide the College with stability, increased effectiveness, and, ultimately, stronger focus on our mission to serve students.

1. I am appointing Dr. Sanjay Rai as the permanent senior vice president for academic affairs.

   Since last November, Dr. Sanjay Rai has served as the interim senior vice president for academic affairs and led the herculean efforts to complete the academic restructuring in an inclusive, transparent, and creative way. The Academic Affairs division is now poised to implement its One College structure and begin a new era of commitment to student success. The high regard with which Dr. Rai is held by his colleagues, faculty, staff, and students convinced me that this is the right time to make this appointment. This appointment takes effect on July 1, 2014.

2. The Office of Planning & Institutional Effectiveness (OPIE) will report to the chief of staff/chief strategy officer.

   The Office of Planning & Institutional Effectiveness, led by Vice President Kathy Wessman, has a large set of important responsibilities including the Office of Institutional Research and Analysis, planning, policy management, assessment oversight, and certain academic affairs support functions. With OPIE reporting to the chief of staff/chief strategy officer, we align our institutional efforts regarding strategy, data, and analytics—using data to make important decisions. With a restructured and revitalized Academic Affairs division, we also have the opportunity to move some specifically academic functions in OPIE into Academic Affairs. I have asked Dr. Stephen Cain, chief of staff/chief strategy officer, to examine those specific functions and work with Dr. Rai to establish a plan to address this. This transition of OPIE to the chief of staff/chief strategy officer takes effect on August 4, 2014.

3. The Office of Equity & Diversity (E&D) will be coupled with Human Resources, Development, and Engagement (HRDE).

   Historically, the Office of Equity & Diversity's operational functions and mandates have been to ensure affirmative action, equal employment opportunity, and non-discrimination in the workplace, and monitor the implementation of associated laws, regulations, and College policies and procedures. In recent years, the scope and focus of the office's work has been conducted in collaboration with the office of Human Resources, Development, and Engagement. Together these two offices have been addressing the College's institutional diversity and employment-related matters.

   To continue strengthening and further advance institutional workforce diversity, the equity and diversity functions will be coupled with human resources. This coupling creates an optimal opportunity to achieve the College's commitment to workforce diversity and to better align the office's mission, operational, and functional activities within the College's employment and human resources management unit. This alignment also creates a single point of service for employees seeking assistance.

   Equity & Diversity Specialists Kit-Wah Boyce and Denise Stoutamire will be assigned to HRDE into a new unit devoted to inclusion, diversity, and human relations to reinvigorate and sustain the College's workforce diversity momentum. Specialist Bill Wilson will be assigned to the Office of the General Counsel. Dr. Michelle T. Scott will be assigned to the Office of President as a deputy chief of staff and strategy along with Jacki Zappala, executive associate, who will provide administrative support. These new assignments take effect on August 4, 2014.

   I want to take this opportunity to say a very special thank-you to Dr. Michelle Scott for her 17 years of leadership in equity and diversity at Montgomery College. Her influence on the College will be felt for many, many years to come. We are a better and stronger institution today because of her deep dedication and resolute vision.

4. The functions of Employee & Labor Relations and Recruitment will be reconfigured within HRDE.

   In a memo you will receive later today, Dr. Janet Wormack, senior vice president for

administrative and fiscal services, will elaborate on organizational changes in the AFS division. I want to comment on this one specifically because the new configuration will more fully align employee relations, labor relations, and employee recruitment with other related services of HRDE. I am also assigning the current administrator of that office, Jacia Smith, to the Office of General Counsel. This transition takes effect on August 4, 2014.

5. The Internal Audit function will move to the Office of Compliance.

   Having a strong internal audit function is important for managing a large institution. The focus of audits is integrally tied with compliance requirements, so having the audit function reside within Compliance is a fit that will strengthen our auditor's span of compliance issues identified through analysis and review. This transition will take place in the fall or spring semester.

Later today you will receive three additional communications, which I would like to introduce briefly. Each of these communications reflects well considered institutional needs and my approval of recommendations that the senior vice presidents have presented to me.

- Senior Vice President for Academic Affairs Sanjay Rai will announce appointments and reclassifications that will bring stability to the division by converting the division's acting and interim roles to be permanent. In addition, I approved several new roles that were recommended by the restructuring work groups.
- Senior Vice President for Administrative and Fiscal Services Janet Wormack will announce the appointment of several administrators and reconfiguration of AFS offices to better advance AFS service to the College.
- Senior Vice President for Student Services Beverly Walker-Griffea will announce two appointments in her division.

Please note that—while you will see many names and titles in today's communications—there is a net change of one additional administrator position. I am conscious of monitoring our numbers in all employee categories and strive for the balance that best serves the institution and our students.

In conclusion, I thank all of the individuals and offices mentioned in this memorandum and the three memoranda to come later today for their steadfast service to the College. I know that as roles and reporting relationships evolve and even change over time, the dedication of our many excellent faculty, staff, and administrators to help students change their lives remains the glue that unites us all.