

# CHARTING PATHWAYS TO A TRANSFORMATIONAL FUTURE

Presidential Transition Advisory Committee Report

**MC**

**MONTGOMERY  
COLLEGE**





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## MISSION

We empower our students to change their lives, and we enrich the life of our community. We are accountable for our results.

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## VISION

With a sense of urgency for the future, Montgomery College will be a national model of educational excellence, opportunity, and student success. Our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and community.

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## VALUES

Excellence  
Integrity  
Innovation  
Equity and Inclusion  
Stewardship  
Sustainability

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Presidential Transition Advisory Committee Report

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## This Report

This report is for you and everyone in the Montgomery County community and everyone at Montgomery College. It is for current students, alumni, and future students. It is for faculty and staff. It is for business, industry, and nonprofits, who are our partners now or will be in the future. It is for all our educational partners and that includes—Montgomery County Public Schools, the Universities at Shady Grove, the University System of Maryland, and our sister community colleges. It is for elected leaders in Montgomery County and the state of Maryland.

This report comes at a time of transition for Montgomery College, of challenge for higher education, and of opportunity for Montgomery County. We offer enhanced ways to transform how Montgomery College serves our community, and we express a renewed commitment to transforming student lives and strengthening our community.

# About Montgomery College

Montgomery College's mission to transform lives and community builds on a distinguished and prominent foundation. The College, chartered in 1946, is located in Montgomery County, Maryland, a vibrant, diverse, and economically robust community of more than one million people, with immigrants making up about one-third of the population. The county is adjacent to Washington, D.C., and 30 miles south of Baltimore. The College is governed by a 10-member Board of Trustees, who are appointed by the governor of Maryland.

The College serves more than 50,000 credit and noncredit students on three campuses in Germantown, Rockville, and Takoma Park/Silver Spring, and a collegewide Workforce Development and Continuing Education unit. The College has training centers in Gaithersburg and Wheaton, a central administrative services center, community engagement sites, and other off-campus locations. The College also conducted a feasibility study to consider a fourth campus in the east county—and anticipates opening an education center in the east county in the coming year.

Racially and culturally diverse, the College enrolls students from Montgomery County and the greater Baltimore-Washington metropolitan area, who represent more than 160 countries. In 2018, Montgomery College was named the most diverse community college in the continental United States by The Chronicle of Higher Education. The College is a Minority Serving Institution (MSI) and is designated as a Hispanic Serving Institution (HSI) and an Asian American and Native American Pacific Islander Serving Institution (AANAPISI).

Montgomery College has 480 full-time instructional faculty members, 850 part-time instructional faculty members, and more than 300 Workforce Development and Continuing Education faculty members. In total, the College employs more than 1,600 full- and part-time, highly qualified, and talented faculty members, as well as 1,400 staff members and administrators who are dedicated to student success.

Montgomery College is highly visible in the community and enjoys extraordinary support from the Montgomery County government; local representatives of state government; educational, business, and civic leaders; volunteers from three boards: the Alumni Board, the Montgomery College Foundation, and the Pinkney Innovation Complex for Science and Technology Foundation; and the general community. This support has been essential to Montgomery College's operation as a high-quality, affordable, and accessible higher education institution. In addition to its academic partnerships with Montgomery County Public Schools (MCPS), the College has many organizational partnerships, which often address jobs skills needs in the Washington, D.C., metropolitan region. The College is widely recognized for the quality and scope of its programs in the arts and humanities, business, engineering and science, health sciences, many career areas, workforce development, and the skilled trades.



# Message from the Committee Co-chairs

**Dr. Michael Brintnall**  
**PTAC Co-chair**

*Member, Montgomery College  
Board of Trustees*

**Ms. Kimberly Jones**  
**PTAC Co-chair**

*Director of Student Life,  
Takoma Park/Silver Spring Campus  
Chair, College Council*

**Dr. Frieda Lacey**  
**PTAC Co-chair**

*Member, Montgomery College  
Board of Trustees*

**Mr. Benjamin H. Wu**  
**PTAC Co-chair**

*Special Advisor to Governor Hogan  
Former President and CEO,  
Montgomery County Economic  
Development Corporation and  
Former Member, Montgomery  
College Board of Trustees*

What a privilege it has been to be engaged with the Presidential Transition Advisory Committee and to focus on the future of Montgomery College (MC) and Montgomery County. We have worked with a diverse and distinguished group: business leaders, educational partners, heads of nonprofits and community groups, MC students, alumni, administrators, staff, faculty, and representatives from the Alumni Board, the Montgomery College Foundation, and the Pinkney Innovation Complex for Science and Technology Foundation. They have worked diligently and with dedication to the College's mission, and have developed recommendations that we commend to President Jermaine F. Williams for his consideration in shaping the future direction of MC.

We thank Dr. Williams for the opportunity to lead this committee and to provide these insights. We look forward to Montgomery College's continue growth and significant impact on our community. We want to extend our sincere thanks to each committee member. Your time and dedication to this work has been an inspiration.



# Presidential Transition Advisory Committee

## **STEERING COMMITTEE MEMBERS**

Dr. Michael Brintnall, PTAC Co-chair  
Ms. Kimberly Jones, PTAC Co-chair  
Dr. Frieda Lacey, PTAC Co-chair  
Mr. Benjamin H. Wu, PTAC Co-chair  
Dr. Stephen Cain, Chief of Staff/Chief Strategy Officer, MC  
Dr. Michelle Scott, Special Assistant to the President for Board Relations, Operations, and Services, MC

## **COMMITTEE MEMBERS**

Ms. Rebecca Fuchs, Student, MC  
Mr. Yihao Lin, Student, MC  
Ms. Maria Nachivula, Student, MC  
Ms. Mary Pat Alcus, Institutional Investment Advisor; Vice Chair, Montgomery College Foundation  
Ms. Carole Carlson, Montgomery College Alumni Association  
Mr. Chris Cusic, Interim Director of Instructional Technology, MC  
Ms. Jackie DeCarlo, Executive Director, Manna  
Dr. Maria-Elvira Luna Escudero-Alie, Chair of Humanities, MC  
Dr. Linda Ferrell, Special Assistant to Montgomery County Public Schools Superintendent  
Ms. Chevelle Glymph, Director of Public Health and Environmental Safety, MC  
Ms. Lupi Quintero Grady, Executive Director of the Latin American Youth Center  
Ms. Angela Graham, President and CEO, Quality Biological; Member, PIC MC Foundation Board  
Mr. Javon Inman, IT Support Specialist and Microsoft Exchange Administrator, MC  
Dr. Vedham Karpakunjaram, Professor of Biology, MC  
Dr. Muhammad Kehnemouyi, Dean, Science, Engineering and Technology, MC  
Dr. Anne Khademian, Executive Director, The Universities at Shady Grove  
Ms. Carmen Larsen, President of Hispanic Chamber of Commerce Montgomery County; Chair of the Board, CEO of AQUAS, Inc.  
Mr. Mark Levine, Counselor, MC  
Dr. Andres Maldonado, ACES Academic Coach, MC  
Ms. Sharon Maxwell, Program Director, Transportation and Public Safety for Workforce Development and Continuing Education, MC  
Dr. Monifa McKnight, Superintendent of Schools, Montgomery County Public Schools  
Dr. Kimberly McNair, Associate Senior Vice President for Student Affairs, MC  
Dr. Nancy Newton, Grants and Sponsored Programs Manager—WDCE/Other Grant Support, MC  
Dr. Mary Robinson, Professor, English/Reading Department, MC  
Ms. Pat Ruppert, Part-time Faculty, Philosophy, Global Humanities, Women's & Gender Studies, MC  
Ms. Karla Silvestre, Director of Community Engagement, MC  
Ms. Farah Vivas, HR Specialist, MC  
Mr. Kenneth White, Chair, Maryland Black Chamber of Commerce; Senior Vice President and Relationship Manager, Sandy Spring Bank  
Mr. Elias Woldu, Director, Ethiopian Community Center in Maryland

## **RESOURCE GROUP MEMBERS**

Ms. Bridget Abraham, Board of Trustees Operations and Services Specialist  
Dr. Monica Brown, Senior Vice President for Student Affairs  
Mr. Sherwin Collette, Senior Vice President for Administrative and Fiscal Services  
Dr. Meghan Gibbons, Deputy Chief of Staff for Presidential Publications and Operations  
Mr. Ray Gilmer, Associate Senior Vice President for Advancement and Community Engagement  
Ms. Lily Lee, Manager, Board Operations and Services  
Ms. Susan Madden, Chief Government Relations Officer  
Ms. Joyce Matthews, Interim Senior Vice President for Advancement and Community Engagement  
Ms. Lisannie Montilla, Executive Assistant to the President  
Dr. Sanjay Rai, Senior Vice President for Academic Affairs  
Dr. Clevette Ridguard, Governance Director and Manager of Presidential Projects

# Montgomery College Welcomes a New President

On December 17, 2021, the Montgomery College Board of Trustees announced its selection of Dr. Jermaine F. Williams as the College's eleventh president, and on February 28, 2022, Dr. Williams officially began his role and responsibilities as president.



Upon arriving, Dr. Williams made clear his priority to continually engage with diverse internal and external communities by intentionally creating opportunities to listen, learn, and understand the current and future plans, priorities, and major opportunities and challenges faced by the College and external communities served by the College. He began his presidency by engaging and immersing with students, faculty, and staff across the College to understand their diverse experiences. He also met with alumni and the Alumni Association leaders, diverse external communities and community leaders, the College's two volunteer foundation boards, business leaders, and elected officials. Dr. Williams has already participated in more than 40 engagements with students, including roundtables, classroom visits, and academic and co-curricular events. His more than 20 engagements with faculty and staff include governance council meetings; deans' meetings; meetings with collective bargaining unit leaders; program graduations; panels and conferences; commencement, and numerous celebrations.

Dr. Williams' engagement with external communities includes educational partners; diverse community, business, and nonprofit leaders; chambers of commerce; national, regional, and local higher education leaders; and county, state, and federal elected officials. A summary of Dr. Williams' internal engagements and external engagements are detailed on the Office of the President webpage. Collectively, these engagements have enabled Dr. Williams to quickly acclimate to the College, county, state, and region.



# The Presidential Transition Advisory Committee

Dr. Williams established the Presidential Transition Advisory Committee (PTAC) to deepen his understanding of the College and the community and to learn about the College's needs from internal and external leaders. The PTAC was composed of a diverse representation from the College, including students, faculty, staff, and administrators, as well as community members. With a charge to advise and support Dr. Williams in experiencing an inclusive, welcoming, informed, and effective transition to Montgomery College for the first 500 days as president, the PTAC had three objectives:

- Design a process for the new president to listen and learn about the current and future plans, priorities, and major opportunities and challenges faced by the College and external communities served by the College.
- Recommend meetings with students, faculty, staff, donors, alumni, business leaders, community leaders, and other members of the community, both on and off campus.
- Identify and recommend major strategic objectives and action steps to help guide his leadership, focusing on the traditional work that must be accomplished, while simultaneously concentrating on a future that is transformational.

In accordance with its charge, the PTAC's ultimate task was to develop a dynamic and fluid presidential transition plan, with concrete recommendations that are flexible, thereby allowing the president to pivot as needed. The plan framework addresses five key areas:

- Commitment to student-centeredness via innovative, data-informed, and equitable approaches to enhancing student access, completion, and post-completion success.
- An unrelenting focus on the needs of Montgomery County.

- Appreciation and support for faculty and staff who provide excellent academic and academic support experiences for students.
- Dedication to social justice, radical inclusion, racial equity, and antiracism.
- Commitment to external communities and partners that will build an ecosystem contributing to the economic vitality of the region and driving economic mobility.

The PTAC met from April through August 2022 to research, discuss, and deliberate the content for developing the presidential transition advisory plan. The plan provides recommendations of action opportunities within areas of institutional focus for Dr. Williams to consider in the first 500 days and beyond and proposes presidential engagement opportunities. The strategic objectives are to keep students first; measure success by quality of outcome; spark innovation; expand partnerships; and nurture a culture of care. The plan also offers insights about how the College might sustain its current successes, develop new successes, and pursue traditional needs while simultaneously seeking transformational opportunities. Accordingly, such transformation will require the College to broaden its measures of accountability and success to include a focus on how students' lives and the community are positively changed. Among the measures of accountability and success are monitoring the College and county's progress toward students ultimately achieving a family-sustaining wage; accelerating existing partnerships and fostering new partnerships to transform the Montgomery County economy and community life with impacts that matter; ensuring intergenerational mobility; building a future-ready and trained workforce; and redesigning ways to support employers, develop pathways, and advance community services.



It is inarguable that the COVID-19 pandemic has created challenges and opportunities for higher education and its leadership to rethink nearly every aspect of its operations. As a result, the context and landscape of higher education has been forced to rapidly adapt and change. As tempting as it might be for Montgomery College to simply refresh or reset, this is a pivotal moment to amplify our aspirations and deepen our commitment to responding to the educational needs and economic mobility of our students and the community, responsibly, boldly, and compassionately.

The College's steadfast focus is to prepare our students and the workforce of today—and those of tomorrow, while also fortifying them to meet the challenges they will face in a rapidly changing and complex world. The insights and action opportunities offered in this report offer a pathway to further position the College in embracing new and transformational opportunities that enhance teaching and learning, economic security, community and civic engagement, and stewardship, while removing barriers to access and success.

Among the College's unwavering goals and commitments is to fuel the economy and drive economic mobility. Education and market-relevant skills remain key to individual and county economic success. With more intentionality, the College must engage and mobilize its local and regional partnerships with employers and educational leaders to reimagine the future and ensure effective responses to labor market needs. This is a most effective way to expand economic opportunity for MC students, all county residents, and businesses. Local business and industry leaders ask the College, with urgency, to continue building, engaging, and strengthening community partnerships. Such action opportunities include sustaining and expanding innovative partnerships and outreach initiatives to work with the College; partnering with business and industry to develop stackable credentials and microcredentials that cut across industry sectors; and collaborating to develop a robust program of experiential and community learning opportunities that include internships, mentorships, real-world projects, and experimental joint learning spaces.

# The Call to Transformation

Montgomery College and, indeed, Montgomery County have good reason to take pride in the people, employers, and organizations that make up this region. As the most populous and most diverse county in the state, residents are a beautiful quilt of races and ethnicities and include many who hail from around the globe. This is home to more than one million people. A thriving employer community includes business, industry, nonprofits, government agencies, and educational institutions.

We embrace the pride—and, at the same time, we also see persistent needs and untapped opportunities to take action that can transform student lives and build economic opportunity. Specifically, we see challenges to:

- Reach many more of the county residents who can benefit from postsecondary education to transform their lives.
- Confront the financial difficulties that many MC students face while attending school, including food and housing insecurities.
- Move students toward completion and transform outcomes for so many who do not complete what they came to do.
- Be ready to provide flexible resources for employers seeking employees or professional development for their workforces.

To be sure, Montgomery College has made great strides over the past decade. Graduation rates are up. Equity gaps are closing. Robust county and state support provide the resources to staff and equip excellent programs. Philanthropic donations have provided record levels of scholarships to students.

The PTAC knows that the College, in partnership with this vibrant community, can work together to transform the lives of individuals and businesses across the

county. Transforming the life of an individual improves the life of their family. Transforming families improves communities. Transforming communities improves Montgomery County. Transforming Montgomery County improves the state.

The call to action is to chart pathways that transform opportunity for Montgomery College students and our community. This reaffirms Dr. Williams' vision that the current institutional challenges and opportunities require courage and a willingness to change that will not wait. The College's moment is now. The pathways ahead are informed by the fundamental values and aspirations that have guided our unique and collective history. The PTAC affirms the values that underlie Montgomery College's mission and history of commitment to its students and the community. We endorse them as the foundational strategic objectives for a transformational future:

- Keep students first—Focus on students from how we reach out to them, how we serve them, and what we enable them to become, and measure their success by the life opportunities we create for them, not only by their completion of our programs.
- Invest in innovation to be effective—Promote innovation and career opportunities for faculty and staff, data-informed decision making, and effective management systems.
- Be a leading community partner—Accelerate work with other organizations to meet the needs of the College's students, the needs of residents, and the needs of the employer community.
- Nurture a climate of care—Attend to the health and wellness of our students, employees, and the community.

With this foundation, the PTAC recommends comprehensive program refinement at Montgomery College. Programs must be up to date, systems must be improved, and customer service must be excellent. The future of our county requires that we think big. The PTAC asks:

- Why shouldn't every county resident be engaged in the postsecondary education they need to improve their lives?
- Why shouldn't every Montgomery College student's financial challenges and food and housing insecurities be addressed fully through financial aid and other resources?
- Why shouldn't every Montgomery College student complete what they came to do, and move forward with transformed opportunities for their lives?
- Why shouldn't every county employer avail their employees of the professional development they need through engagement with Montgomery College?

Furthermore, the College, the county, indeed, the nation finds itself in a time of historic opportunity to face the injustices of the past and to seek equity for all. This is a time to redouble efforts to weave social justice into the very fabric of the College—its policies, processes, and, especially, its culture—and to assure that every student, every employee feels welcome and respected at Montgomery College. The College has been a model for celebrating diversity and growing in inclusion. We must do more to transform into an institution that achieves equitable outcomes for all and that operates as an antiracist organization.



These, then, are key challenges for Dr. Williams, for the faculty and staff of Montgomery College, and for the Board of Trustees. Be proud of our students and graduates, our excellent programs, our amazing faculty and staff, and our achievements. Then advance the institution as an antiracist community college that is a national leader in radical inclusion, completion with equitable outcomes, superior post-completion success, and relevant service to local employers and the community. The PTAC has provided recommendations and action opportunities for the president. We know that to achieve these, Dr. Williams will need to address resource allocation, engage the College in new technology infrastructures, and refresh the strategic plan. We encourage him and the Montgomery College community to be courageous to fulfill its mission to empower students to change their lives.

# Transform for Students

Montgomery College exists for its students. The College's business is student success and the care of students—before, during, and after their time with the College.

To this end, the PTAC focused on the challenges MC faces in meeting students in these three phases of their relationship with the College, specifically, new students, current students, and successful students. The College has opportunities to enhance ways to engage with students we seek to serve, how we sustain their progress, and how we position students to fulfill their aspirations and meld their success with that of our community and workforce.

- New students—Many factors affect our success in reaching potential students who would attend MC, including identifying individuals from populations that are underserved or overlooked. It is essential to support students on the pathways that lead them to MC and carry them onward.
- Current students—Student success and student retention can take many forms. We have to be

successful at identifying and meeting the needs of a variety of students, both in the classroom and with student support services that are available in face-to-face and virtual environments.

- Successful students—The question is how do we position students to fulfill their educational goals and to merge their success with that of our community and workforce? Our vision of student success does not end with the completion of their work at MC. We are committed to supporting pathways for students to achieve opportunities for family-sustaining wages, to fulfill the aspirations they hold for themselves for advanced education in any direction, and to invigorate civic and cultural life. Success for MC is also measured in the health of the community, reflected through the journeys of our students and the contributions of our programs to the workforce and other aspects of community life.

Transformational efforts should be strategically structured to meet the needs of students in each of these categories.



# Transform for the Montgomery County Community

Montgomery County is a vibrant place, and Montgomery College is interconnected in many ways. Transformational change for the College and for the county is not possible without a rich interconnection between Montgomery College and our business, community, educational, neighborhood, faith based, and other leadership.

Sustained engagement and strategic dialogues with our students and communities are critical to address emerging educational and training needs, workforce development strategies, and public policy issues that intersect multiple constituencies. To support business continuity within the county, it is also imperative for the College to have the capacity to provide customized

employee upskilling and reskilling for businesses, nonprofits, and government agencies.

President Williams has already initiated engagement with the internal College community, the broader community, and key stakeholders in order to acclimate to the College, county, and region. These direct, meaningful, and sometimes critical, yet courageous, conversations could impact not only many different areas within the College, but also the broader community. After careful deliberation, the PTAC presents a non-exhaustive categorized list of internal and external communities recommended for engagement with Dr. Williams (Figure 1).

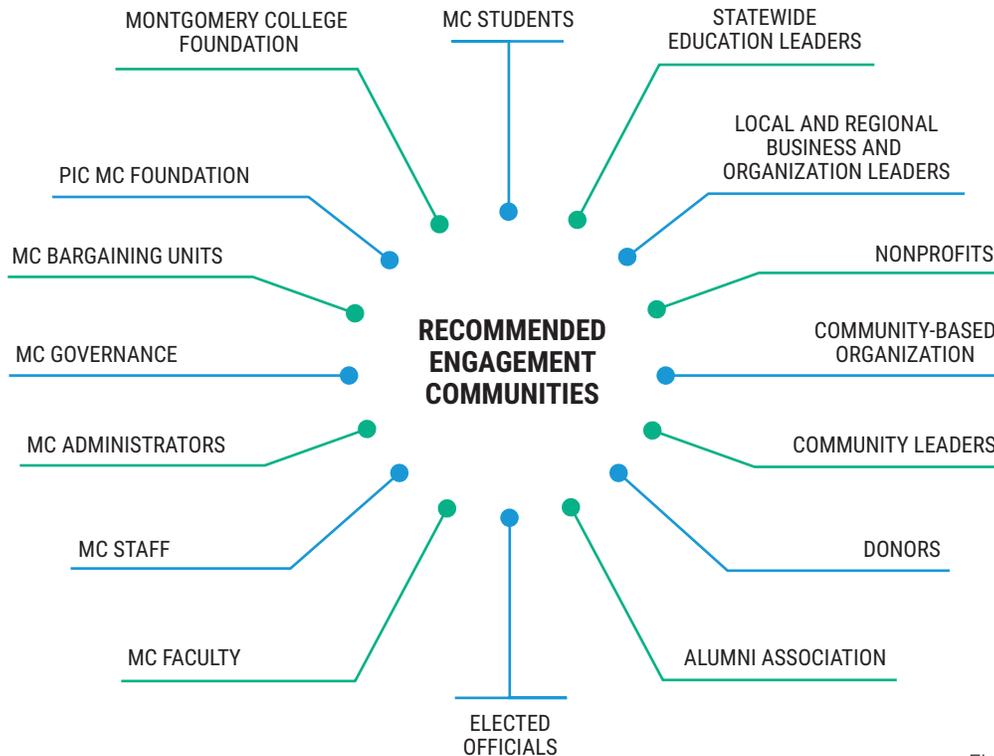


Figure 1

# Transform for the Future

To build on the College's history of success with a laser-like focus on students (new, current, and successful) and the rich relationships that sustain the internal and external communities, the PTAC considered future steps for Montgomery College. We believe that the following recommendations meet the moments of a rapidly changing higher education environment.

These recommendations and action opportunities are offered to optimize the College's capacity to address the needs of students and the community. They align and intersect with key existing documents such as the *Montgomery College 2025 strategic plan* and Board of Trustees' *Presidential Profile*. The recommendations are built upon the four strategic objectives that guide Montgomery College:



**Keep students first**



**Spark innovation**



**Expand partnerships**



**Nurture a culture of care**



## RECOMMENDATION

With urgency, implement institutional policies and practices to ensure student access, completion, and post-completion success.

## ACTION OPPORTUNITIES



- Streamline all aspects of student recruitment and enrollment.
- Review all academic programs and support services to assure that they are centered on student needs and experiences; these should be rigorous and standards-based, and aligned to four-year institutions, industry, and post-pandemic/future-oriented options for the classroom and the workplace.



- Target recruitment to adult learners and career changers based on job growth opportunities.
- Enhance equitable co-curricular programs to be broad opportunities for student recruitment, retention, personal development, and community engagement.



- Establish and sustain engagement and strategic dialogues with business communities to address emerging educational needs, training needs, and public policy issues that intersect with multiple communities.
- Connect with families that are linked with our students and student prospects as appropriate to their circumstances.
- Deepen outreach and engagement with MCPS beginning at the earliest grades where we make connections with students and families with a focus on career, family-sustaining wages, and other opportunities rather than solely earning a degree.



- Broaden and strengthen student support services.
- Provide comprehensive student health and wellness support services.
- Incorporate family sustaining wages and opportunity perspective into student advising in all MC programming.

## RECOMMENDATION

Mobilize and collaborate with local and regional employers, business leaders, and educational partners to address post-pandemic labor market needs and expand economic opportunity for our students and all county residents.

## ACTION OPPORTUNITIES



- Partner with business and industry to develop stackable credentials and to recognize microcredentials that cut across industry sectors and emerging skills, and respond to labor market needs.



- Participate in countywide assessments of labor market needs, and initiate programs to help meet workforce demands.
- Establish pipeline programs to workforce development opportunities outside of the classroom.



- Strengthen outreach to businesses, nonprofits, and government agencies to provide on-time and customized training that includes upskilling and reskilling that can be held on company sites or at the College.
- Expand collaborations with business and industry to create robust programs of experiential and community learning opportunities, including internships, mentorships, real-world projects, and experimental joint learning spaces.
- Engage with members of the Montgomery College Foundation Board of Directors and the Pinkney Innovation Complex for Science and Technology Foundation Board of Directors, who represent a vast array of professions and perspectives.
- Sustain and accelerate partnerships and collaborations to create multiple career pathways for students who move beyond the College to other learning and employment opportunities that offer family-sustaining wages.



- Follow-up closely with students who leave MC, whether they have completed our programs or not, to understand decisions about their future.

## RECOMMENDATION

Advance a Montgomery College workforce that is innovative, competitive, culturally competent, infused with work/life balance, and relevant to institutional success.

## ACTION OPPORTUNITIES



- Establish a future of work vision that addresses workplace flexibility and build a workforce that aligns with emerging institutional needs, culture, and staff attrition trends.
- Reimagine and support faculty in the development of new teaching and learning landscapes so that Montgomery College leads in transformational teaching approaches.
- Cultivate a positive employee work/life balance experience while also implementing realistic expectations of job requirements.



- Consult with employer leaders and continue market and workforce analyses that inform the College on the state of employment in the county and region in order to remain competitive.



- Sustain an environment of care for employees.

# Appendix: Engagement Communities

The PTAC has identified communities of engagement (see Figure 1, page 13) and provides here the rationale for the baseline for each of those relationships.

## STUDENTS

**Students:** The PTAC suggests engagements that include regular focus groups with all MC students to:

- Understand students' needs—both credit students and WDCE students—their connectivity to the College, their academic/workplace/learner goals, and needed support systems.
- Foster a culture of openness, transparency, and collaboration to accomplish the mission of the College and serve the needs of all students.

**Alumni Association and Alumni:** Connections with alumni help to build bridges from the past to the present and into the future. As ambassadors of the MC mission and the students that MC serves, the Alumni Association and alumni provide invaluable support as mentors to current students, donors, and possible future employers. The PTAC suggests engagement with alumni to:

- Support the lifelong relationship, connecting alumni with each other and the College.
- Encourage alumni to support the College's mission through legislative advocacy.
- Highlight the success of alumni to demonstrate the impact of an MC education, which has the potential to positively impact both enrollment and retention.

## COMMUNITY

**Community Leaders:** Community leaders are representatives of the county's various constituencies, which include, but are not limited to, ethnic, racial, and faith-based groups and organizations. The PTAC suggests engagements with community leaders who can help to:

- Advance the mission of the College through engagement and possible partnerships.
- Learn how the College, its students and graduates, can engage with and support the efforts of these community leaders.
- Support and advocate for the needs of the College.

- Support and advance the College's diversity, equity, radical inclusion, social justice, and antiracism mission by engaging those in historically marginalized communities.

**Elected Officials:** The PTAC suggests engagements with those who have jurisdiction and/or oversight authority over MC to:

- Advance MC's mission, discuss the needs of students, the rationale for the mission, and the direction of the College.
- Obtain commitments for resources and support, and achieve public policy goals.

**Local and Regional Business Leaders:** The PTAC suggests engagements with those who lead business organizations to:

- Raise awareness among business leaders of the value that MC students can bring to the workforce through experiential learning and potential apprenticeship programs.
- Encourage participation in MC job fairs.
- Create customized workforce training for their employees.
- Familiarize Dr. Williams with members of the chambers of commerce in the county and region to forge strong relationships.
- Work together to close workforce shortages and develop more career pathways, through both degree programs and workforce development programs.
- Continue existing partnerships and establish new ones, which could generate revenue, philanthropy, and scholarships.

## Nonprofit Organizations and Community-based Organizations

**Organizations:** The PTAC suggests engagements with leaders of nonprofits and community-based organizations to:

- Learn the roles these organizations play in providing supportive services and asset building efforts for MC student success in their educational and economic paths.
- Communicate with these organizations how they can also benefit from the skills of MC students and graduates.

- Identify which organizations can serve as thought-partners as MC contemplates expansion into the East County.
- Better understand the needs of the community, the targeted services needed, and how the College can provide support and build/enhance partnerships.
- Establish and advocate for enhanced and improved wraparound support services for students.

**Statewide Education Leaders:** PTAC suggests engagements include statewide community college and university presidents, and leaders of Montgomery County Public Schools—including PTA leadership—and the University at Shady Grove leadership to:

- Build awareness for K–12 students and parents related to the College mission and offerings.
- Advance MC’s mission, discuss the needs of students, the rationale for the mission, and the direction of the College.
- Obtain commitments for resources and support.
- Work together to achieve the shared goals for all community colleges in Maryland.

#### COLLEGE EMPLOYEES

**Faculty:** The PTAC suggests engagements with all faculty to:

- Ensure the entire faculty workforce feels heard, supported, and engaged—this includes full-time faculty, part-time faculty, WDCE faculty, and those teaching weekends and evenings.
- Foster a culture of openness, transparency, and collaboration to accomplish the mission of the College, serve the needs of all students and faculty, and help make MC a destination employer.

**Staff:** The PTAC suggests engagements with all MC staff members to:

- Ensure the entire staff workforce feels heard, supported, and engaged—this includes staff who work on weekends and evenings, and non-native English-speaking employees.
- Foster a culture of openness, transparency, and collaboration to accomplish the mission of the College, serve the needs of all students and staff, and help make MC a destination employer.

**Administrators:** The PTAC suggests engagements with all administrators to:

- Ensure the entire administrator workforce feels heard, supported, and engaged.

- Foster a culture of openness, transparency, and collaboration to accomplish the mission of the College, serve the needs of all students and administrators, and help make MC a destination employer.

**Governance:** The PTAC suggests engagements with all MC governance councils to:

- Ensure the councils feel heard, supported, and engaged.
- Foster a culture of openness, transparency, and collaboration to accomplish the mission of the College; and serve the needs of all stakeholders.

**Collective Bargaining Units:** The PTAC suggests engagements with collective bargaining units to:

- Assure lines of communication are open between bargaining leaders and the College’s senior leadership.
- Foster a culture of collaboration that advances the mission of the College, supports student success, and tends to the professional and employment needs of the bargaining unit members.

#### COLLEGE SUPPORTERS AND SUPPORT ORGANIZATIONS

**Donors:** College presidents play a significant role in assuring donors they are making a difference with their philanthropy. The PTAC suggests engagement to:

- Share student success stories about scholarship recipients directly with donors, demonstrating how donors’ gifts impact students’ lives in meaningful ways, as well as how their support contributes to economic development.
- Create connections between the president and donors to increase loyalty to MC, which in turn, will help fundraising in the future.

**The Montgomery College Foundation and the Pinkney Innovation Complex for Science and Technology**

**Foundation Boards of Directors:** These volunteer board members share a commitment to the College’s mission. The PTAC suggests continued engagement with these volunteer board members in order to:

- Strategically leverage their relationship-building influence.
- Advance the mission of the College through engagement and possible partnerships.
- Support and advocate for the needs of the College.
- Create connections between the president and donors.



**MONTGOMERY COLLEGE**

240-567-5000  
[montgomerycollege.edu](http://montgomerycollege.edu)