

# GOVERNANCE OFFICERS TRAINING

AUGUST 28, 2025



# MC GOVERNANCE

## THEME 2025-2026

***“Leading Through Participation:  
Inclusive, Intentional, and  
Impactful Governance”***

# AFTERNOON AGENDA

| Content  | Time        | Lead              |
|--|-------------|-------------------|
| Welcome and Introductions<br>Team Building Exercise        | 1:00 - 1:30 | Paul Miller       |
| Governance Officers Training<br>Details                    | 1:30 - 2:00 | Clevette Ridguard |
| Break  | 2:00 - 2:10 | All               |
| Meeting Script Review<br>Robert's Rules of Order Refresher | 2:10 - 2:30 | Amanda Darr       |
| Council Officers Planning Time                             | 2:30 - 2:45 | All               |
| Questions and Wrap-Up                                      | 2:45 - 3:00 | Clevette Ridguard |



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# Team Building Exercise



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# Officer Training Details

# ROLE OF EACH OFFICER

## DUTIES AND RESPONSIBILITIES

|                   |   |
|-------------------|---|
| <b>CHAIR</b>      | <ul style="list-style-type: none"><li>• Presides over council meetings</li><li>• Serves on the College Council</li><li>• Serves as point of contact with other council chairs and Leader Liaison</li><li>• Represents the Council at other official college meetings as needed/able</li><li>• Provides updates as needed to the College Council and Governance Director</li></ul> |
| <b>VICE CHAIR</b> | <ul style="list-style-type: none"><li>• Works with the chair to set the meeting agendas, manages the Constituency Concern Tracking Report, and other duties as assigned.</li><li>• Acts in the chair's absence.</li></ul>   |
| <b>SECRETARY</b>  | <ul style="list-style-type: none"><li>• Ensures accurate minutes of all council meetings</li><li>• Ensures minutes are prepared for posting on website</li><li>• Maintains membership list and attendance records</li><li>• Ensures that council meetings are scheduled on Zoom and invites are sent</li></ul>  |

# GOVERNANCE LOGISTICS

- Setting up the Meeting
  - Zoom Guidelines
  - Put agenda in the Zoom invite
- Planning for the Meeting
  - Invite Speakers and Plan your agenda
- Conducting the Meeting and Follow-Up
  - Action Items, Emails, and Reports

**Invite Governance  
Director, Yvette  
Taylor, Leader  
Liaison, and College  
Council Chair to all  
meetings.**



# PROXY AND QUORUMS

- **Proxy**: Members should provide a written statement (an email) to you and cc the officers of your council. *I can not attend the council meeting, XX (provide the name of the person who will attend the meeting and has full voting rights).*
- **Quorum**: General rule-one half of your membership plus one.



# COLLEGE COUNCIL MEETING DATES AND TIME

| Month     | Dates                              |
|-----------|------------------------------------|
| September | 9, 23                              |
| October   | 7, 21                              |
| November  | 4, 18                              |
| December  | 2, 16                              |
| January   | Officer Refresher Training (01/16) |
| February  | 10, 24                             |
| March     | 10, 24                             |
| April     | 14, 28                             |
| May       | 12                                 |

## GOVERNANCE COLLEGE COUNCIL MEETING 2025-2026

2<sup>nd</sup> and 4<sup>th</sup> Tuesday of each  
month  
1:00 to 3:00 pm

# GOVERNANCE PROCESSES

## Dates and Timelines

### Adhere to all due dates and plan ahead

- Goal Plan is due **Friday, 10/31/25.**
- Constituency Report is due **Friday, 12/19/25.**
- Final goal plan and constituency report are due at the end of academic year. **Friday, 05/29/26.**



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# Constituency Concerns and Recommendations

# ABOUT CONCERNS.....

- There is a ten minute open window at each council meeting for anyone at the College to bring a constituency concern about any College matter to the meeting. This concern should be heard but not discussed at the current meeting.
- As concerns are presented to the council, each concern should be recorded on the Constituency Concern Recording Report at the time that they are presented at your council meeting. This recording begins the tracking process.
- We encourage the vice chair to manage this function for the council.

# HOW DO I HANDLE CONSTITUENCY CONCERNS?

- Listen to understand the concern- **restate the concern**, if necessary. Thank the presenter and determine if the concern should be added to new business for the next meeting or if a referral is warranted. Explain to the presenter how you plan to handle the concern.
- Start to track the concern on the Constituency Concern Recording Report.
- Add concern as item for New Business at the next meeting, if necessary.
- Discuss and assign the concern to a council member for research/inquiry. Use the email template for investigation/ fact-finding.
- Assigned person brings information to council meeting and emails the originator of the concern. Process concludes or moves as a referral or recommendation development. Complete the report (closed, pending, monitoring)

# ABOUT CONSTITUENCY CONCERNS

1. Concern is presented to a Council.
2. Council addresses concern.
3. Concern is tracked annually.
4. Concern is resolved.
5. Information/Referral provided or Concern develops into formal recommendation

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ROADMAP FOR  
EMPLOYEES  
TO ADDRESS  
CONCERNS

Do you have a concern you feel needs to be addressed? This document provides a roadmap regarding where you can go for assistance and resolution.

Contact your supervisor or manager with your concern. Supervisors and managers are your first line of communication.

**Ombuds—Guidance at any time.**

- Confidential, neutral, independent, and informal resource with whom you can discuss any and all workplace issues
- Offers discussion and coaching on workplace issue resolution, strategies, and options
- Refers employees to other MC resources

[Ombuds@montgomerycollege.edu](mailto:Ombuds@montgomerycollege.edu)

**EthicsPoint Reporting Line**

- Submit concerns anonymously and confidentially
- Managed by the Office of Compliance, Risk, and Ethics

[montgomerycollege.ethicspoint.com](mailto:montgomerycollege.ethicspoint.com)  
844-572-2198

**Intellectual Property Concerns**

- Contact the Dean of the relevant academic department

**Additional Resources**

- Governance Councils
- Labor Unions—AAUP, SEIU, or AFSCME

**Student Concerns**

If contacting your supervisor/manager is not possible or appropriate, or you wish to obtain further assistance, then contact the appropriate area listed below. Your options for consultation and resolution may vary based upon your concern.

**Human Resources: Employee and Labor Relations**  
[EmployeeRelations@montgomerycollege.edu](mailto:EmployeeRelations@montgomerycollege.edu)

- Alcohol or Drug Abuse • Benefit Abuse • Bias Incidents
- Disability Discrimination • Discrimination or Harassment
- Employee Behavior • Invidious • Nepotism or Favoritism
- Sexual Harassment • Workplace Violence or Bullying

**Compliance, Risk, and Ethics**  
[Ethics@montgomerycollege.edu](mailto:Ethics@montgomerycollege.edu)

- Conflict of Interest • Disability Access Issues • Ethical Misconduct
- Grants Research Fraud or Misconduct • Improper Giving or Receiving Gifts
- Maryland State Ethics Filing and Reporting Questions
- Protection of Minors • Regulatory Compliance
- Violations of College Policies not otherwise identified
- Title IX • Athletic Concerns

**Internal Audit**  
[InternalAudit@montgomerycollege.edu](mailto:InternalAudit@montgomerycollege.edu)

- Accounting and Auditing Matters
- Falsification of Contracts, Reports or Records
- Fraud • Theft/Embezzlement • Employee Time Reporting or Time Abuse
- Waste, Abuse, and Misuse of Institution Resources

**IT Privacy & Cybersecurity Compliance**  
[ITSecurity@montgomerycollege.edu](mailto:ITSecurity@montgomerycollege.edu)

- Data Privacy • Inappropriate Use of Technology
- Account Compromise/Credential Theft

**Environmental Safety**  
[EnvironmentalSafety@montgomerycollege.edu](mailto:EnvironmentalSafety@montgomerycollege.edu)

- Occupational Safety Concerns • Environmental Related Issues

**Library**  
[libguides.montgomerycollege.edu/copyright](http://libguides.montgomerycollege.edu/copyright)

- Copyright Questions and Concerns

**Office of Public Safety and Emergency Management**  
240-567-3333

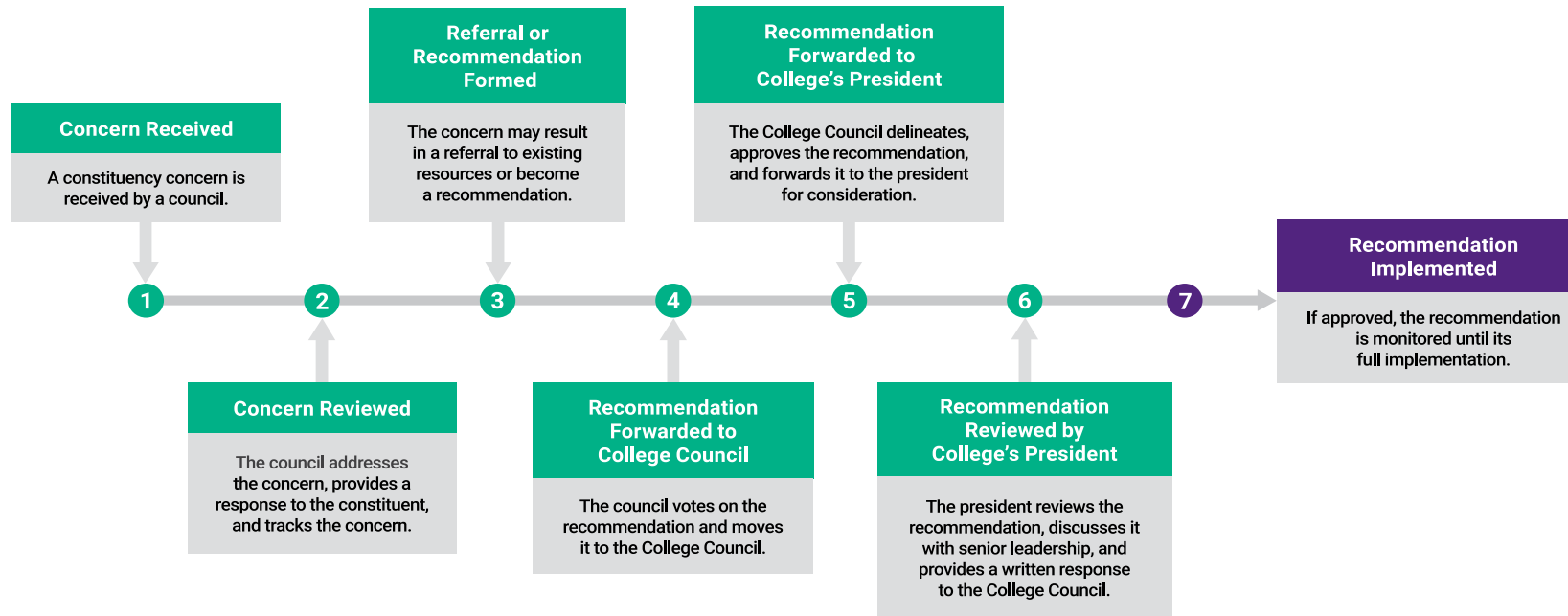
- Physical Safety and Protection • First Aid • Emergency Assistance
- 24-hour Escort Service (upon request) • Lost and Found

| MC Governance Constituency Concern Recording Report: <b>Name of your Council goes here</b> |                        |  |   |  |   |        |   |
|--|------------------------|--|---|--|---|--------|---|
| NO   | Question/Issue/Concern | Concern brought to Council by (name) and date. Indicate here if the concern came from another council. | Concern assigned to council member and date | Action to be taken and date of action (Indicate here if you are referring concern to another council.) | Action/Outcome (Indicate concern resolution) Name and college position of who provided the information and date. Indicate College policy or authority to satisfy the outcome. | Status | Action to inform the concern originator and date. |
| 1  |                        |  |   |  |   |        |   |
| 2  |                        |  |   |  |   |        |   |
| 3  |                        |  |   |  |   |        |   |
| 4  |                        |  |   |  |   |        |   |
| 5  |                        |  |   |  |   |        |   |
| 6  |                        |  |   |  |   |        |   |
| 7  |                        |  |   |  |   |        |   |
| 8  |                        |  |   |  |   |        |   |

See email guidelines



# CONCERNS TO RECOMMENDATIONS



# PATHWAY TO RECOMMENDATION/ACTION

- An issue needs attention ...
- Is it an issue that can be resolved via a referral? Does it have board implications?
- Does the issue lend itself to a concern or a recommendations?
- I (we) have a great idea (advocate for a solution) via a recommendation.....
- Are there other council(s) that your council should **collaborate** with for their input or response? If so, which council should you **engage or inform**?



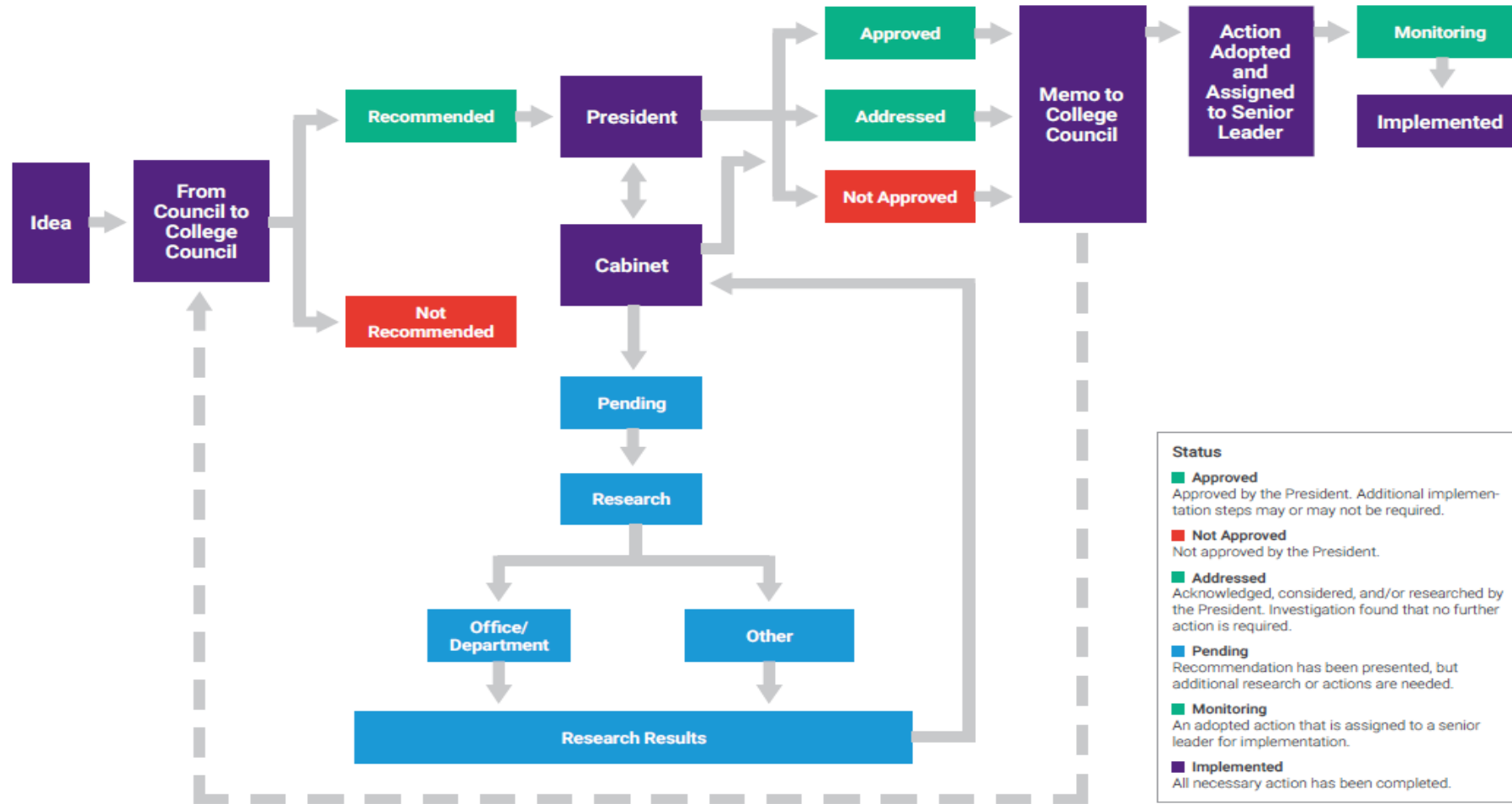
# RECOMMENDATION FORMAT

- **Provide** background and context
- **Provide** supporting documentation
- **State** the recommendation (resolution)
- **Provide:**
  - Student Impact
  - Economic Impact to the Institution
  - Equity and Inclusion Impact

| MC GOVERNANCE<br>Governance Recommendation Form   |                |
|---|----------------|
| Recommendation Title:   |                |
| Council Name submitting the recommendation:   | Council Chair: |
| Date approved by the originating Council:   |                |
| Date recommendation reviewed by College Council:  |                |
| Recommendation presenter name:  |                |
| Part A: (Completed by the originating council)  |                |
| Recommendation Issue or Concern: (Provide background reasoning or justification and any research findings or supporting documentation for recommendation.)                            |                |
| Resolution: (Statement of desired outcome)  |                |
| Student Impact: (Explain the impact of this recommendation on MC students.)   |                |
| Economic Impact: (Explain cost factor or any economic impact of this recommendation. Council should work with Council Liaison to research the economic impact of the recommendation.) |                |
| Equity and Inclusion Impact: (Council should contact the Office of Equity and Inclusion, Ms. Sharon Wilder to ascertain a statement of equity, and inclusion impact.)                 |                |
| Part B: (Completed by the College Council)  |                |
| Proposed Motion: (Statement of the motion by College Council)   |                |
| Final Disposition of Recommendation: (Complete once decision is made by College Council)  |                |

MC Governance Recommendation Form: 2021

# Governance Recommendations Workflow





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# Levels of Engagement

# QUESTION?

*Role of governance is to provide input, offer feedback, make recommendations and disseminate information.*

*What is the expectation of the feedback or input that governance provides?*

## MC GOVERNANCE

### Levels of Engagement with Governance and College Leadership

The levels of engagement is a framework for thoughtful decision-making. It seeks input for College stakeholders using the governance process. The type of governance involvement on an issue depends on the opportunity for input that leadership solicits from the College community based on whether a decision is made or pending.



**Inform:** Leadership informs stakeholders of decision. The promise is to keep stakeholders informed so they can understand what is taking place and communicate the decision to others. Minimal to no input is required or solicited.

*Example: College leadership informs governance of a federal or state mandate that the College must adhere to.*

**Consult:** Leadership asks for input relevant to a pending decision or action at specific points in the decision-making process. The promise is to consider input.

*Example: Governance input was sort on an Equity and Inclusion Project. The project was presented at all thirteen councils and input was solicited.*

**Involve:** Leadership involves one or more governance council from the beginning of the decision making process with multiple opportunities for input. The promise is to consider input and include representatives' perspectives to a larger degree than consult.

*Example: Governance representation included in the MC Strategic Planning Project.*

**Collaborate:** Leadership engages governance in all key aspects of the designing a solution. Consensus is not required, but the promise is that governance recommendation will weigh heavily in the final decision.

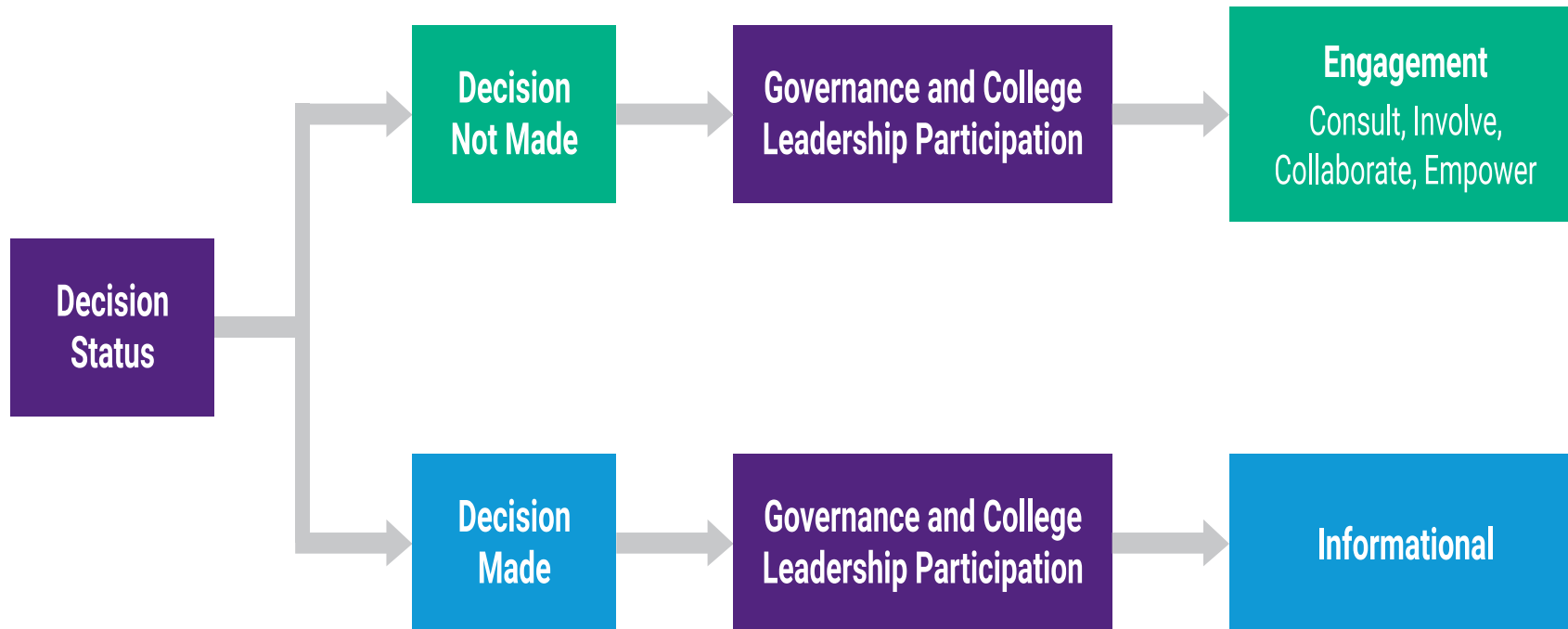
*Example: Governance representation included in all seven standard subcommittees for the Middle States Commission of Higher Education Accreditation Process.*

**Empower:** Leadership provides governance with the opportunity to decide among possible choices and resources to make an informed decision. The promise is to implement the recommendation as much as feasible.

*Example: Governance taskforce assigned to develop recommendations for Credit and Non Credit Student Activities.*

# COLLEGE LEADERSHIP AND GOVERNANCE PARTICIPATION

## *HOW DOES THIS WORK?*





# DECISION MADE: INFORMATIONAL LEVEL

## Informational Only

- The goal and promise is to keep the College community informed so they can understand what is taking place.
- Think of this as doing public relations and fulfilling the promise of provide information to the College community.

*• Examples: Budget Presentations (The county's allocation of funds to the College is determined.)*

# DECISION NOT MADE: LEVELS OF ENGAGEMENT

- **Consult** – Leadership asks for input relevant to a pending decision at one point in the decision-making process. The promise is to consider input.
- **Involve** – Leadership involves one or more governance councils with multiple opportunities for input. The promise is to consider input and representative perspectives to a larger degree than consult.
- **Collaborate** – Leadership engages in all key aspects of designing a solution. Consensus is not required, but promise is to weigh governance recommendations heavily in the final decision.
- **Empower** – Leadership empowers councils to decide among possible choices and provides resources to make an informed decision. The promise is to implement the recommendation as much as feasible.



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# Individual Council Goals

# GOVERNANCE COUNCIL GOAL PLAN

## Online Format

MC GOVERNANCE

Governance Council Goal Plan

*Instructions: Each council submits at least one goal to the Governance Director and cc College Council mailbox by Friday, October 31, 2025. Council may choose to complete a maximum of two goals, but only one is required. Councils will complete a brief annual report based on this goal (see page 3) by Friday, May 29, 2026. Consult with the SMARTIE Goal Template and definitions created by Engineer Inclusion.*

Council Name: \_\_\_\_\_

Council Chair Name: \_\_\_\_\_

**PART ONE: GOAL PLAN**

Consider an activity or goal would your council like to accomplish this academic year? (Use MC's Strategic Plan and other institutional documents to have a council discussion about issues needing improvement or enhancement at the institution. Think about how your council goal aligns with the MC Strategic Plan, MC Transformational Aspirations, Academic Master Plan and other institutional initiatives or project at the College.)

**Goal #1: List goal here.**

- How will you know you have achieved the goal? (How will your measurement what you have done?)

- What is your goal's impact on student success? (Please explain).

MC Governance Goals: August 2025

## Use the SMARTIE Framework

Develop SMARTIE Goals

Goals are critical to success! To improve diversity, equity and inclusion, we must be intentional in our efforts. Use this worksheet to craft SMARTIE goals!

|   | SPECIFIC  | MEASURABLE   | ACTION-ORIENTED   | RELEVANT   | TIME-BOUND  | INCLUSIVE  | EQUITABLE   |
|---|---|--|---|--|---|--|---|
|   | What is it you want to achieve? Consider including the SWs: what, why, who, where and when. | How will you know when you have achieved your goal? To be able to track progress and to measure the result of your goal, consider: how much or how many? | To keep you motivated toward attaining your goal, are there identifiable intermediate actions/milestones?<br><i>Variations: achievable, attainable, acceptable.</i> | What results can realistically be achieved given your available resources, including people, knowledge, money and time?<br><i>Variation: realistic</i> | What is an appropriate deadline for achieving your goal? How will you track progress? | How will you include traditionally marginalized people into processes, activities, and decision making in a way that shares power? | How will you include an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression? |
| 1 |   |  |   |  |   |  |   |
| 2 |   |  |   |  |   |  |   |

# SECRETARY GUIDELINES

SEE PROVIDED PACKET



# COMMUNICATION GUIDES

- Meeting Agenda Templates
- Minute Templates
- Meeting Script for Chairs
- Governance Email Addresses/Mailbox
- Governance Email Guidelines
- Governance Recommendation Template
- Constituency Concern Report Template
- Governance Council Goal Template

# GOVERNANCE RESOURCES

- Governance Website
  - [montgomerycollege.edu/about-mc/governance](http://montgomerycollege.edu/about-mc/governance)
- Online Materials
  - Community Blackboard Site
  - Standard meeting script and templates
  - Robert's Rule of Order Guides
- Governance Director and College Council Chair





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# Meeting Script and Robert's Rules of Order

# RRO FOR THE CHAIRS

- Start Meeting on Time
- Stick to the Agenda
- Memorize Frequently Used Procedures
  - (Motion Process and Chair's Script)
- Concerning Motions
  - Ensure All Know What is Being Debated and Voted On
  - See that motions are worded clearly
  - Repeat wording of motions frequently
- Learn How to Conduct Voting
  - Virtual meetings-show of hands or count in the chat



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# Council Officers Time

# PROMISE OF GOVERNANCE

- Focusing on the *mission* of the College
- Seeking to promote *mutual success*
- Inviting the College community to be *heard*
- Keeping constituents *informed*
- Sharing *representative perspectives* with the Council to help form recommendations
- Emphasizing *communication, collaboration, and civility*
- Ensuring that governance is a *transparent and evolving process*

*Promise of Governance*

# CONCLUSIONS

- **Be** engaged and be informed and be...
- **Intentional: understand** your role and your council's role
- **Inclusive: determine** how constituents & decision makers can utilize governance effectively
- **Impactful: use** Robert's Rules to move the work forward



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# FEEDBACK NEEDED!

<https://forms.office.com/r/dENPB06BAY>

MC Governance Officers' Training  
Afternoon Session August 2025







# EXCEPTIONAL EDUCATION **EXTRAORDINARY OUTCOMES**

