



# GOVERNANCE TRAINING

CLEVETTE M. RIDGUARD

GOVERNANCE DIRECTOR

AUGUST 28, 2025





# EXCEPTIONAL EDUCATION **EXTRAORDINARY OUTCOMES**





# WELCOME

*I loved meeting senior leadership at the College and directly contributing to our institution's development. I felt heard and had the opportunity to voice the concerns students brought to me as the President of the Germantown SGA.*

*Being a member of a governance council provided a great opportunity to interact and engage professionally with people I don't typically cross paths or interact at work. In addition, it was challenging, enhanced my confidence, and tested and strengthened my leadership skills.*

*Through my involvement in governance, I learned that the institution values student input more than I expected. Decisions take time, planning, and collaboration between different groups, and I gained a new appreciation for how much work happens behind the scenes. I also realized how policies and changes are often driven by data, feedback, and long-term goals, not just immediate needs. Overall, I learned that meaningful change is possible when people are willing to listen, speak up, and work together.*



# WHAT DOES IT MEAN TO BE A CITIZEN OF MC?

RESPONSIBLE, RESPECTFUL, AND RESOURCEFUL FOR OUR STUDENTS



# MORNING SESSION AGENDA

Time	Content	Lead
9:00 – 9:15	<b>Welcome, Introductions, Agenda, and Outcomes</b>	Dr. Ridguard
9:15 – 9:25	<b>President's Remarks</b>	Dr. Williams
9:25 – 9:30	<b>Governance Vision and Theme</b>	Dr. Miller
9:30 - 10:00	<b>Senior Vice Presidents Introduction &amp; Remarks</b>	Dr. Campbell Mr. Collette Dr. Price Dr. Ray-Patterson
10:00 - 10:05	<b>Stretch Break</b>	
10:05 – 10:35	<b>Governance Overview Training &amp; Expectations</b>	Dr. Ridguard
10:35 – 11:30	<b>Individual Council Meetings</b> <i>See Breakout Room Assignments</i>	Council Chairs
11:30 – 12:00	<b>Governance Q &amp;A + Information Sharing</b>	Dr. Ridguard

# MORNING SESSION OUTCOMES

- **Hear** from the President and College Senior Leaders
- **Hear** from College Council Chair
- **Provide** governance training to ensure all councils have the confidence and information to conduct governance business starting at the beginning of the academic year
- **Review** governance materials, expectations, and processes
- **Provide** time for individual council members to meet
- **Receive** council report out, address governance questions, and wrap up

# WELCOME & REMARKS



**DR. JERMAINE F. WILLIAMS**

*President of Montgomery College*

# GOVERNANCE LEADERSHIP TEAM



**DR. PAUL MILLER**

*College Council Chair*



**AMANDA DARR**

*College Council Vice Chair*



**NGHI NGUYUEN**

*College Council Secretary*



# WELCOME & REMARKS



**DR. PAUL MILLER**

*College Council Chair*

*2025 - 2026*

# **MC GOVERNANCE**

## **THEME 2025-2026**

### ***Leading Through Participation: Inclusive, Intentional, and Impactful Governance***

# PARTICIPATORY GOVERNANCE AS A SERVICE TO THE COLLEGE:

- Focuses on the **mission** of the College
- Seeks to promote **mutual success**
- Invites **all members** of the College community to be heard
- Keeps constituents **informed**
- **Shares representative perspectives** with leadership
- Emphasizes **communication, collaboration, and civility**
- Ensures that governance is a **transparent and evolving process**

# WELCOME SENIOR VICE PRESIDENTS

**Dr. Michelle Campbell**

*SVP, Advancement and Community Engagement*

**Mr. Sherwin Collette**

*SVP, Administrative and Fiscal Services and COO*

**Dr. Deidre Price**

*SVP, Academic Affairs and College Provost*

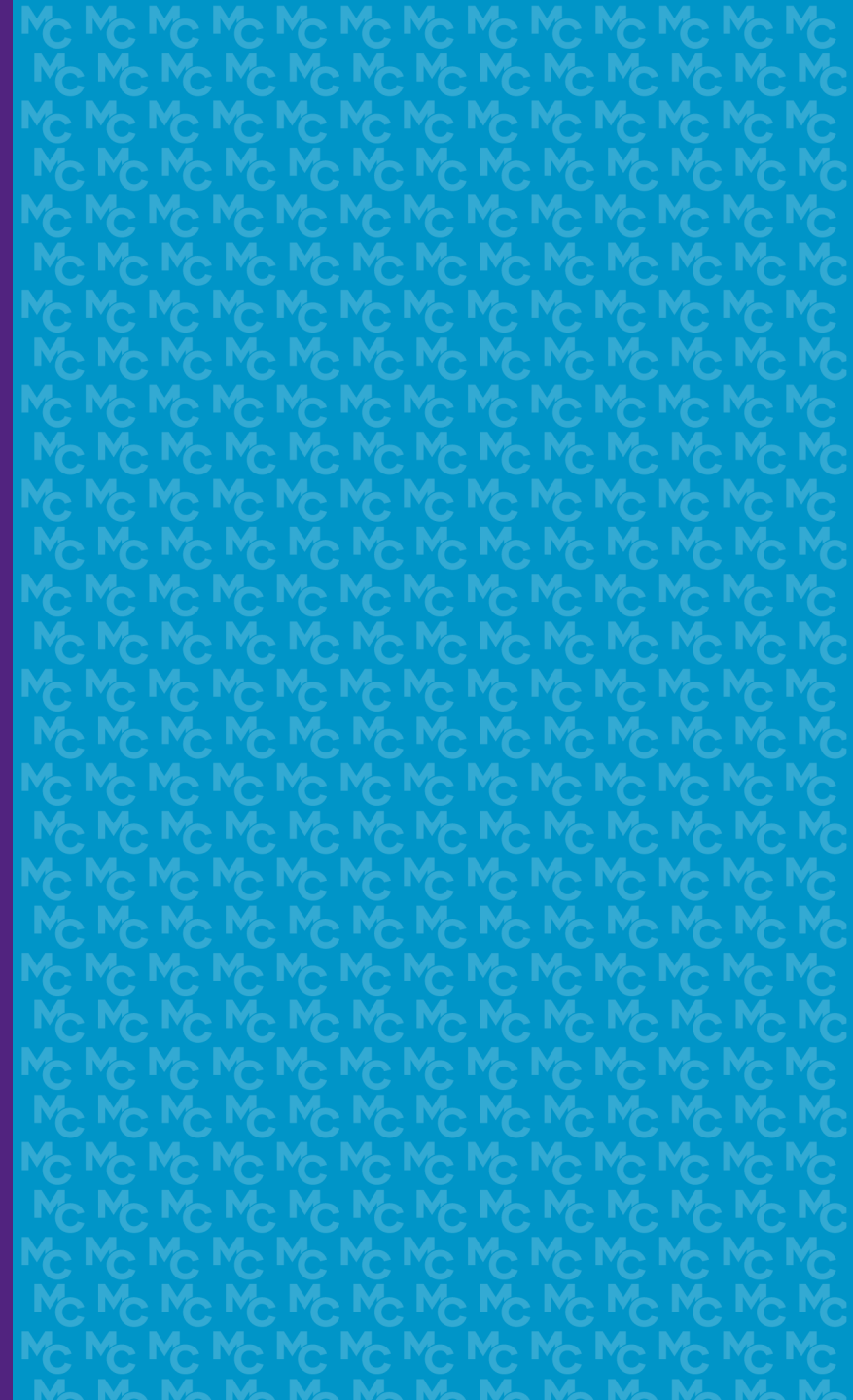
**Dr. Tiffany Ray-Patterson**

*SVP, Student Affairs*



# **FY26 SVSPACE GOALS AND STRATEGIC DIRECTION**

**DR. MICHELLE CAMPBELL**





# SVSPACE GOALS FOR FY26

- 6 key goals leading our work this year
- Each goal includes proposed supporting strategies focused on achieving the respective goal
- Intended outcomes, indicators, opportunities and challenges, and support needed

# SVSPACE GOALS

1. Guide and advise on the implementation of PIC MC's strategic direction and tenant engagement strategy
2. Increase brand recognition and enrollment at Montgomery College
3. Guide and advise on the implementation of a collegewide community engagement strategy
4. Launch bold, new advancement programs focused on the current and future needs of Montgomery College and its student populations
5. Revisit and modify plans related to commencement and other collegewide special events
6. Evaluate, assess, and modify college grants and sponsored programs processes and funding portfolio



# EXCEPTIONAL EDUCATION **EXTRAORDINARY OUTCOMES**





# ADMINISTRATIVE AND FISCAL SERVICES: Engaging Governance

Mr. Sherwin A. Collette  
SVP for Administrative and Fiscal Services and  
Chief Operating Officer

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# ANCHORING OUR WORK— TRANSFORMATIONAL ASPIRATIONS

## ACCESS:

Is not simply opening the doors of the institution to those interested in attending. Instead, it is deliberate work in the community to create a college-going culture across the county, and especially in those areas where going to college has historically been the exception instead of the expectation.



## COMPLETION:

Is not just about earning degrees. The College must ensure that all credentials that the College offers provide experiences of economic, social, and community impact.

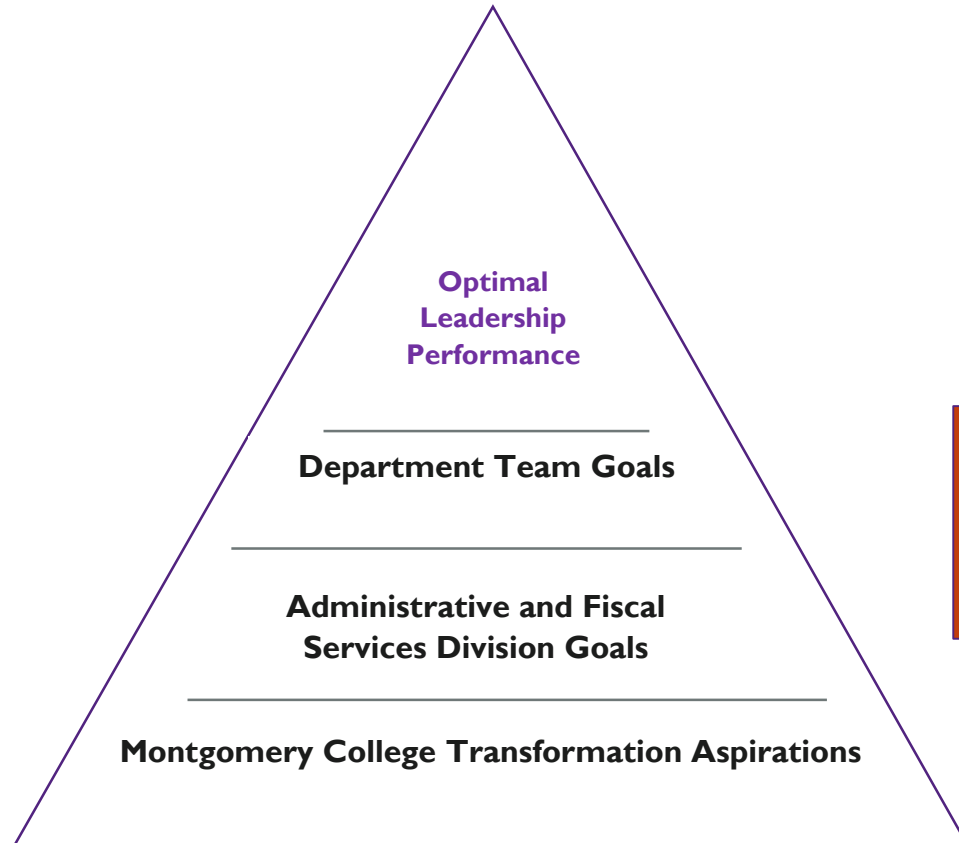
## POST-COMPLETION:

Is our institutional ability to transform lives. When students leave MC, whether they are transferring to another school or entering the workforce, they need to have mastered skills that will ensure success on their journey and allow them to earn a family sustaining wage.

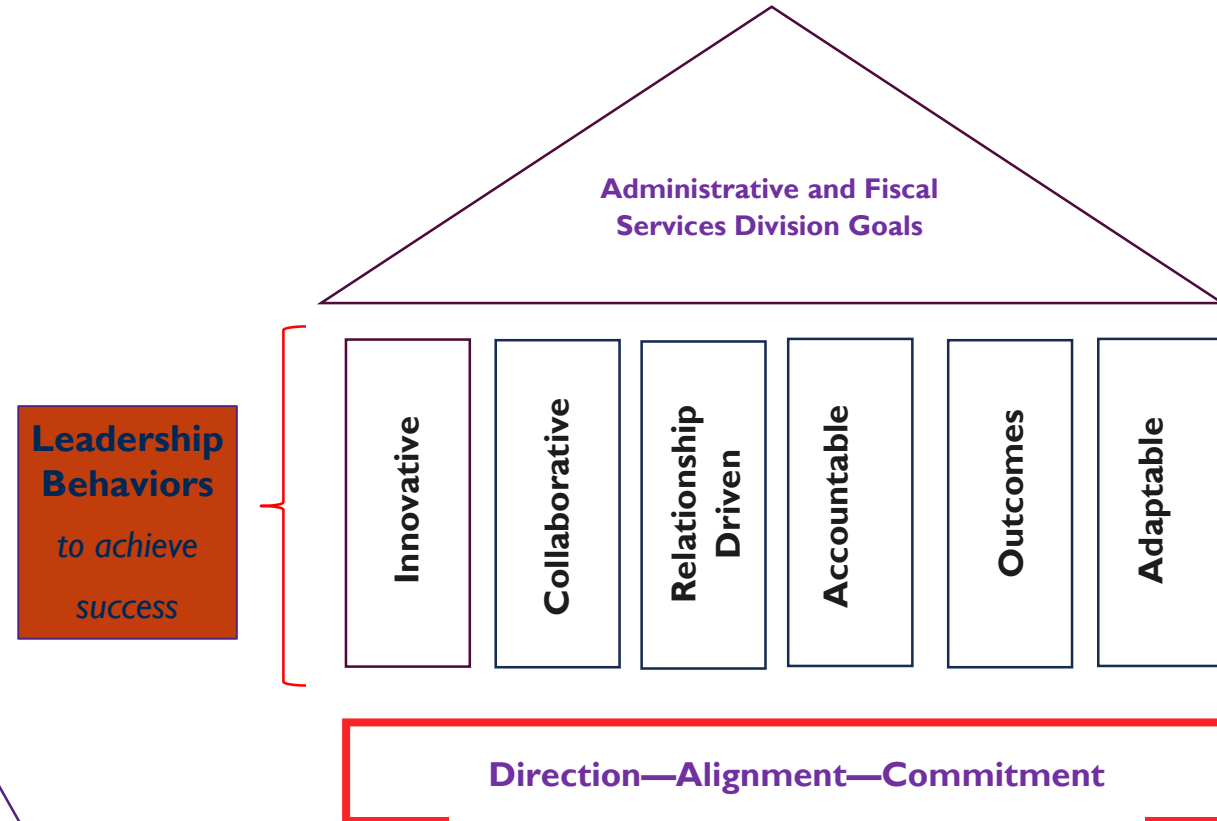


# ALIGNING FOR OPTIMAL LEADERSHIP RESULTS

## Defining Success



## Achieving Success



# ADMINISTRATIVE AND FISCAL SERVICES



**Facilities:** Engaging the College Community



**Business Services:** Fiscal Stewardship



**Technology:** Simplifying the User Experience



**Human Resources:** Thriving and Developing



**Public Safety:** Efficiency and Preparedness


# Facilities: Engaging the College Community



# Business Services: Fiscal Stewardship

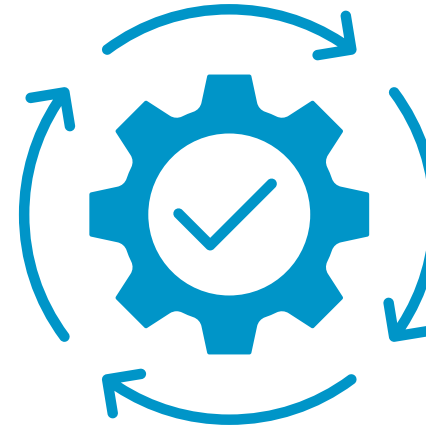


## Campus Store & Distribution Hubs

 Germantown | Takoma Park/Silver Spring

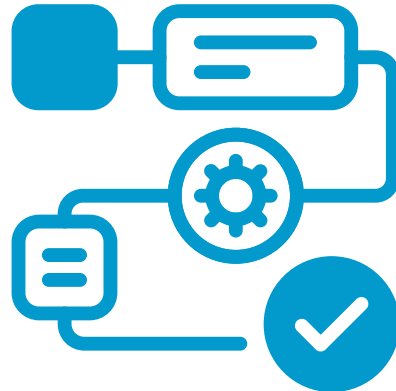


Refreshed student spaces coming Fall 2025 followed by college community engagement to reimagine the spaces



## Course Materials Auto Fulfillment

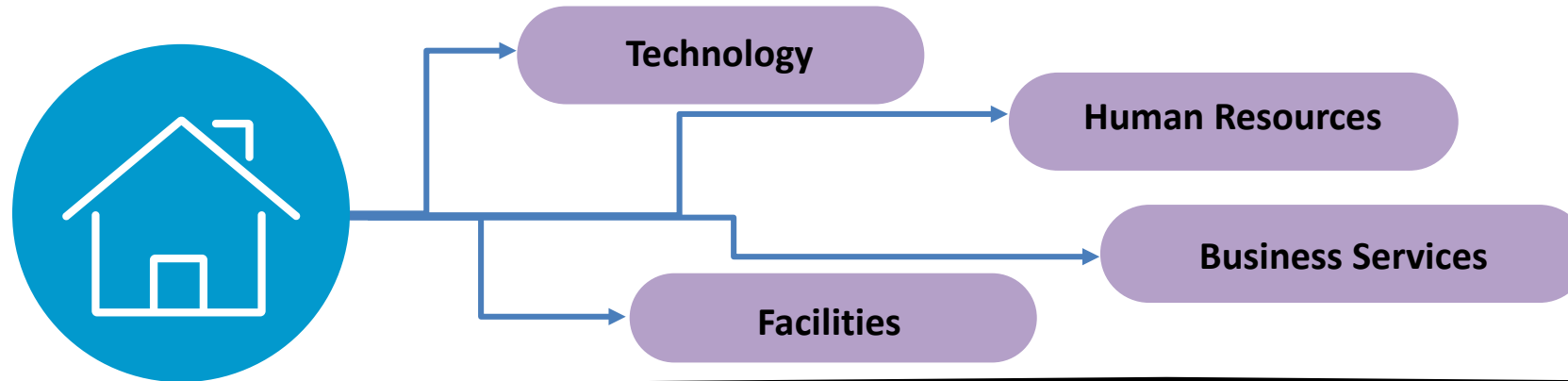
Rollout of **Slingshot's Choice Model** → Textbooks and materials are auto fulfilled for students based on course enrollment (Spring 2026)



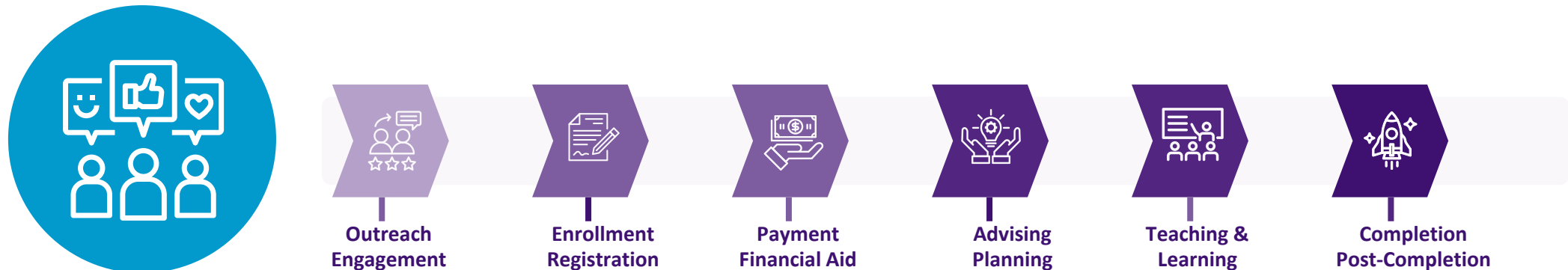
## Fiscal and Operational Alignment

Strengthening budget literacy and development to ensure strategic plan alignment, operational impact, and investment in people

# Technology: Simplifying the User Experience



## “One Stop Shop” Strategy



## Student Success Platform



# Human Resources: Thriving and Developing



# Public Safety: Efficiency and Preparedness



## Virtual Parking Permits

Implementation of License Plate Recognition (LPR) system in lieu of physical permits



## Transportation Route Revamp

Restructured shuttle routes to improve schedules and include East County Education Center



## Campus Safety Awareness

Expansion of training and awareness programs for campus safety and emergency management



# EXCEPTIONAL EDUCATION **EXTRAORDINARY OUTCOMES**

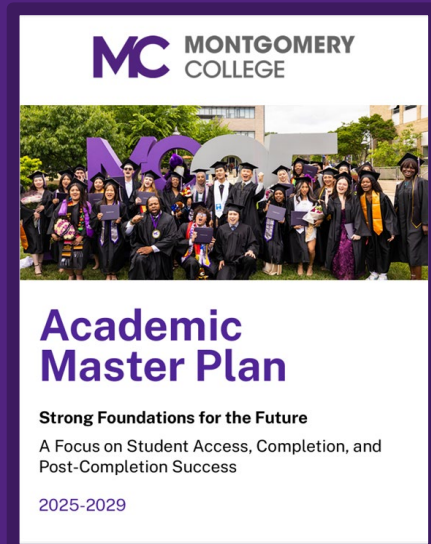




# GOVERNANCE: A PARTNERSHIP FOR AMP IMPLEMENTATION

- Faculty Council – Amanda Darr, Chair
- Academic Services Council – Angela Nissing, Chair
- WDCE Council – John Deamond, Chair

**DR. DEIDRE PRICE, SENIOR VICE PRESIDENT FOR  
ACADEMIC AFFAIRS/COLLEGE PROVOST**



# ACADEMIC MASTER PLAN GOALS

## Goal 1

Serve All Students  
Through Academic  
Advising

## Goal 2

Design Programs and  
Pathways to Meet  
Students' Needs

## Goal 3

Lead Learning  
Through Student-  
Centered Teaching

## Goal 4

Prepare Our  
Students for Life  
Beyond MC



# AREAS OF GOVERNANCE SUPPORT

- Alignment of goals with AMP efforts
- Communication of AMP updates
- Ongoing engagement with specific project activities to further the work
- Support continuity of progress and refinement of outcomes and strategies year over year



# EXCEPTIONAL EDUCATION **EXTRAORDINARY OUTCOMES**





# **STUDENT AFFAIRS: ELEVATING THE STUDENT EXPERIENCE**

**DR. TIFFANY RAY-PATTERSON, SVP FOR STUDENT AFFAIRS**



# OUR "WHY" - GUIDING PRINCIPLES

HOW WE HELP STUDENTS UNLOCK THEIR POTENTIAL



Culture of Care



Sense of Belonging



Student Experience



Faculty/Staff Experience



Equity Lens

# THE STUDENT AFFAIRS DIVISION

## CORE FUNCTIONS

### **Access & Enrollment**

Enrollment, financial aid, onboarding, advising, recruitment, targeted programs for underrepresented groups, etc.

### **Student Support**

Counseling, disability support services, advising, TRIO programs, international student supports, etc.

### **Engagement & Belonging**

Clubs and activities, athletics, Student Government Association, leadership development programs, etc.

### **Health & Wellness**

Basic needs supports (food pantries, clothing closets, etc.), behavior intervention teams, wellness center, etc.

### **Career Preparation**

Resume and cover letter support, interview preparation, job fairs, transfer support, etc.

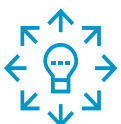
# FY26 KEY PRIORITIES

## ELEVATING THE STUDENT EXPERIENCE

### Student Affairs Realignment



Scaling services across locations



Expanding services to meet the needs of students and the community



Creating an equitable student experience

### Student Enrollment Plan



Streamlined onboarding and financial aid processes



Targeted outreach to adult learners and underserved populations



Use of CRM and student success technologies to personalize support

# STUDENT ENROLLMENT PLAN

## KEY GOALS



**Goal 1: Continuous Enrollment Growth**



**Goal 2: Increased, Equitable Student Retention and Completion Rates**



**Goal 3: Academic and Career Counseling/Advising Experience at Key Milestones**



**Goal 4: Data-informed Recruitment and Student Support Services**





# EXCEPTIONAL EDUCATION **EXTRAORDINARY OUTCOMES**





# LEADER LIAISONS

Councils	Leader Liaisons	2025-2026
College Council and Administrator Council	Chief of Staff	Dr. Steve Cain
Faculty Council and Academic Services Council	Senior Vice President for Academic Affairs/College Provost	Dr. Deirdre Price
Student Council and Student Services Council	Interim Senior Vice President for Student Affairs	Dr. Tiffany Ray-Patterson
Staff Council	Senior Vice President for Advancement and Community Engagement	Dr. Michelle Campbell
Employee Services Council and Operational Services Council	Senior Vice President for Administrative and Fiscal Services/COO	Mr. Sherwin Collette
Campus Councils	Campus Deans and Vice President of Workforce Development & Industry Partnerships	Germantown: Ms. Anthony Rockville: Dr. Kehnemouyi TP/SS: Ms. Spencer (Interim) WDIP: Mr. Greenfield (VP)



**MONTGOMERY  
COLLEGE**

EXCEPTIONAL EDUCATION  
**EXTRAORDINARY OUTCOMES**

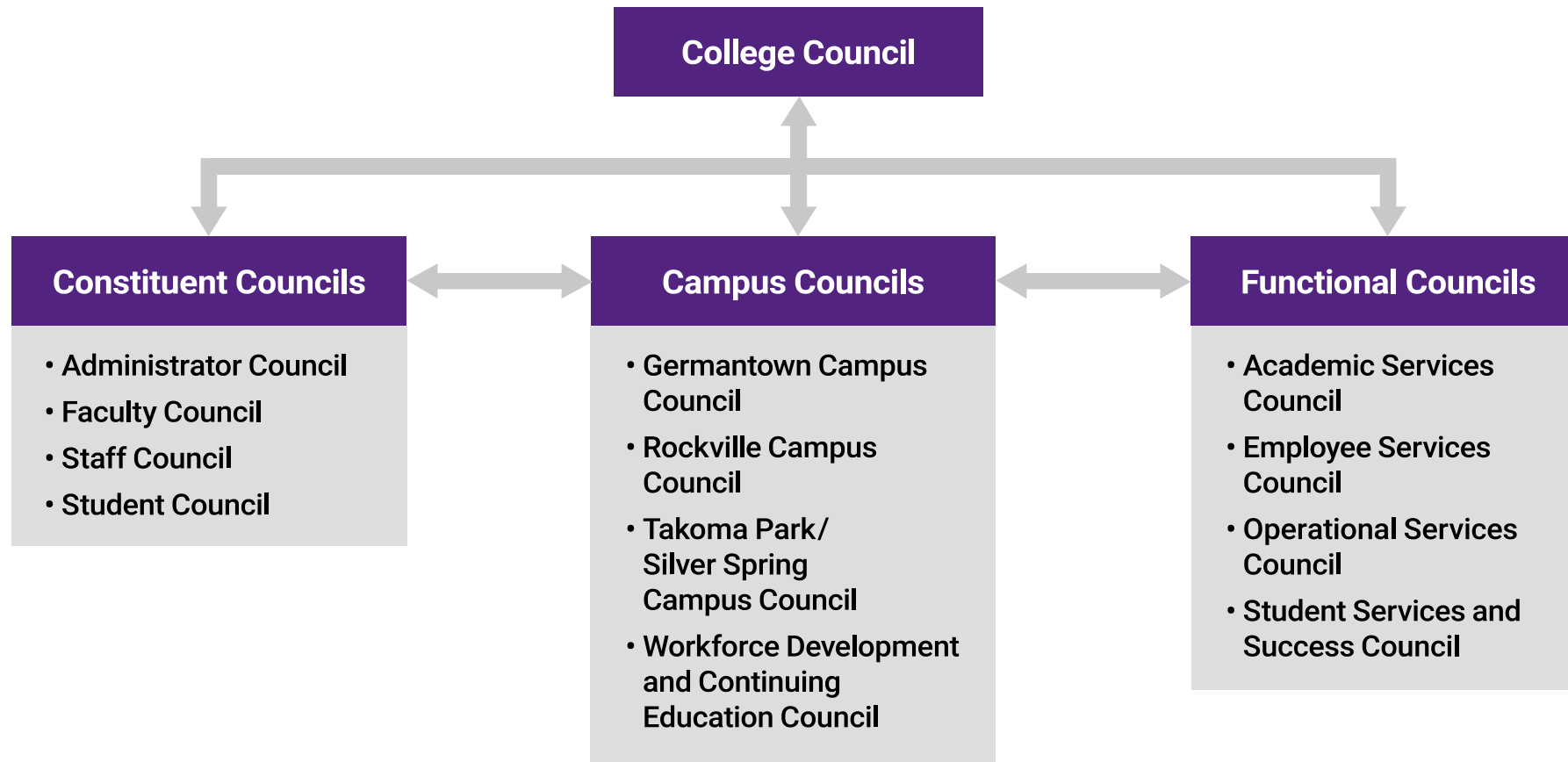
**BREAK  
TIME**

# OVERVIEW OF GOVERNANCE EXPECTATIONS AND PROCESS

- Guiding Principles- Roles and Scope
- Responsibilities, Expectations, Process
- General Information
- Meeting Guidelines



# MC PARTICIPATORY GOVERNANCE MODEL



# WHAT IS PARTICIPATORY GOVERNANCE?

*“Participatory governance is a method of decision-making in which collegewide policies, procedures, and practices are **recommended** to the president of the College and the Board of Trustees. In addition, a participatory governance system promotes open and honest communication among and between the constituencies that make up the College community. It seeks to maximize agreement among constituencies and it provides mechanisms to assess its effectiveness.”*

*MC Participatory Governance Constitution  
Preamble (Participatory Governance defined)*

# WHAT IS THE ROLE OF GOVERNANCE?



## **Governance Councils:**

- ✓ Provide feedback
- ✓ Offer input
- ✓ Disseminate information
- ✓ Make recommendations



**Governance councils *do not* implement or manage college business.** College procedures that involve contractual, governmental or legal requirements are approved and executed by the College's president with oversight by the Board of Trustees.

QUESTION

# WHO CAN SERVE ON GOVERNANCE?

# GOVERNANCE COUNCIL MEMBERSHIP

## ELIGIBILITY & TERMS

### SECTION A: ELIGIBILITY

1. Faculty, staff, and administrators who have been employed by the College for a period of at least **nine months** are eligible to serve on a council.

### SECTION B: TERMS

1. Faculty, staff, and administrator terms of office will be **two years**. Their terms will be staggered.

2. Student term of office will be **one year**.

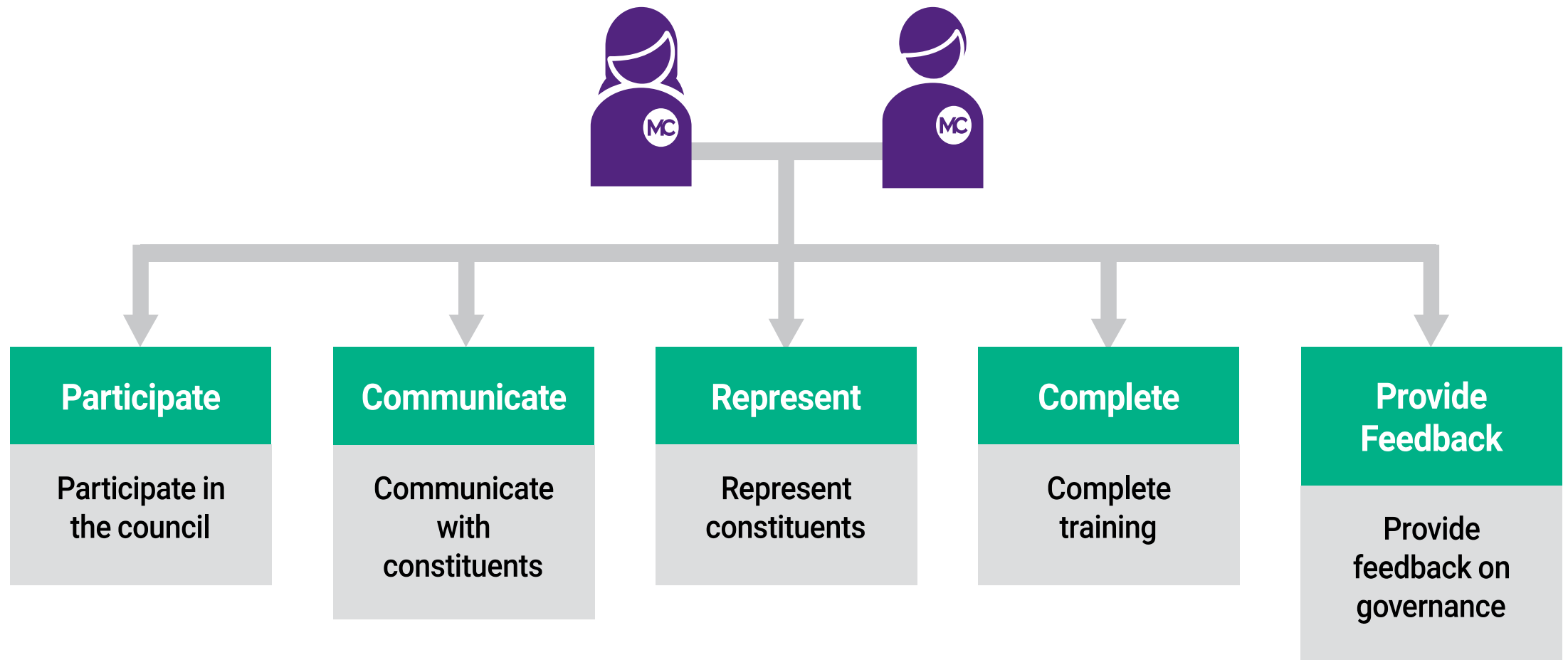
*Governance Constitution: Article Four*



QUESTION

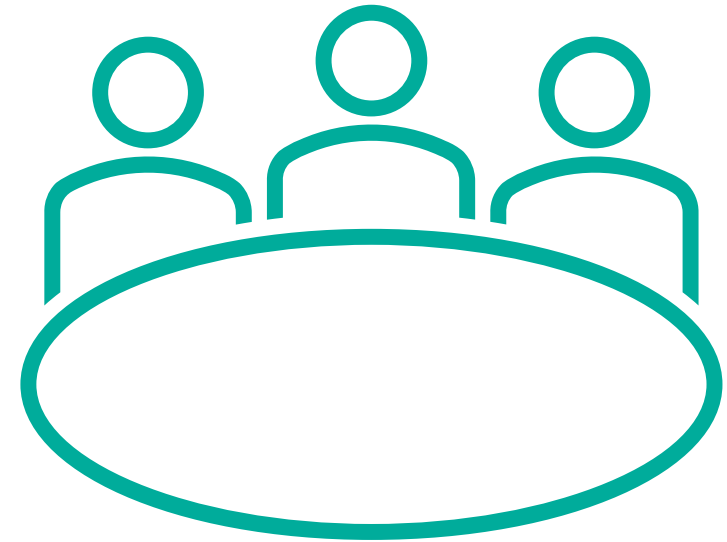
**WHAT IS YOUR ROLE  
AS A MEMBER OF  
GOVERNANCE AT MC?**

# GOVERNANCE COUNCIL MEMBERSHIP



**PAR-TI-CI-PATE  
TO TAKE PART IN....**

**YOU WERE ELECTED  
TO PARTICIPATE  
AND REPRESENT!**



# COUNCIL MEETING ATTENDANCE

## PROXY

If you need to be absence from a meeting, provide a **written statement (an email)** to your chair 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 in your absences) has agreed to be my proxy and **has full voting rights**.*



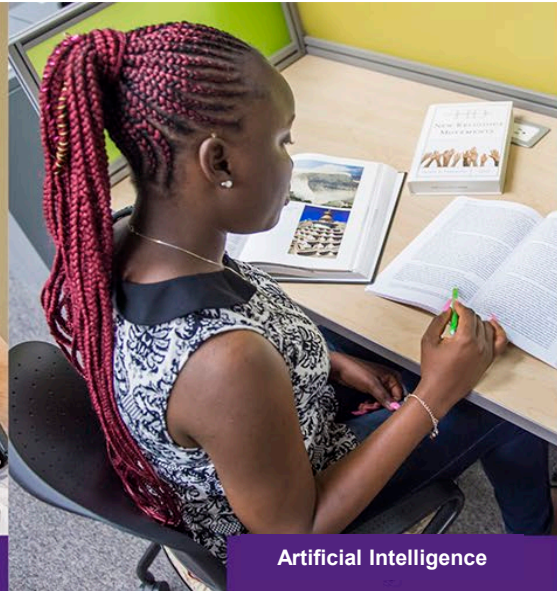
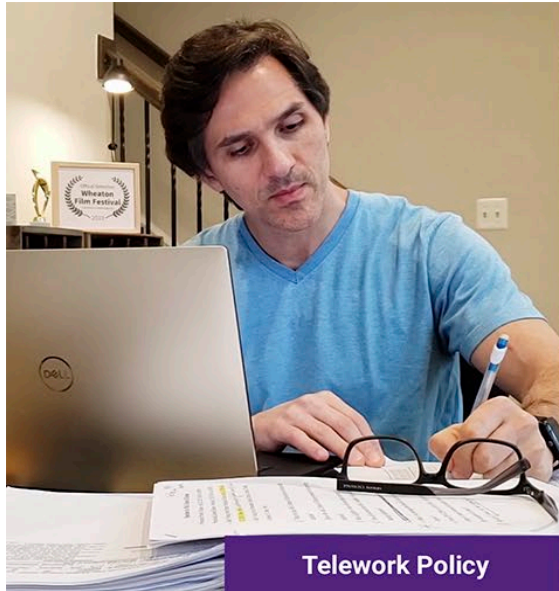
QUESTION

# WHAT IS THE SCOPE OF GOVERNANCE AT MC?

# WHAT IS THE SCOPE OF GOVERNANCE?

Governance issues should have **group** impact.

- Individual concerns may impact a large group.
- Individual concerns may be addressed by existing College resources.



# GOVERNANCE COUNCIL AND ISSUES

- Impacts **single college role**: Constituencies Council
- Impacts a **campus or location**: Campus Council
- Impacts **one area of service**: Functional Council
- Impacts **more than one of these**: Multiple Councils
- Impacts (almost) **everyone**: College Council



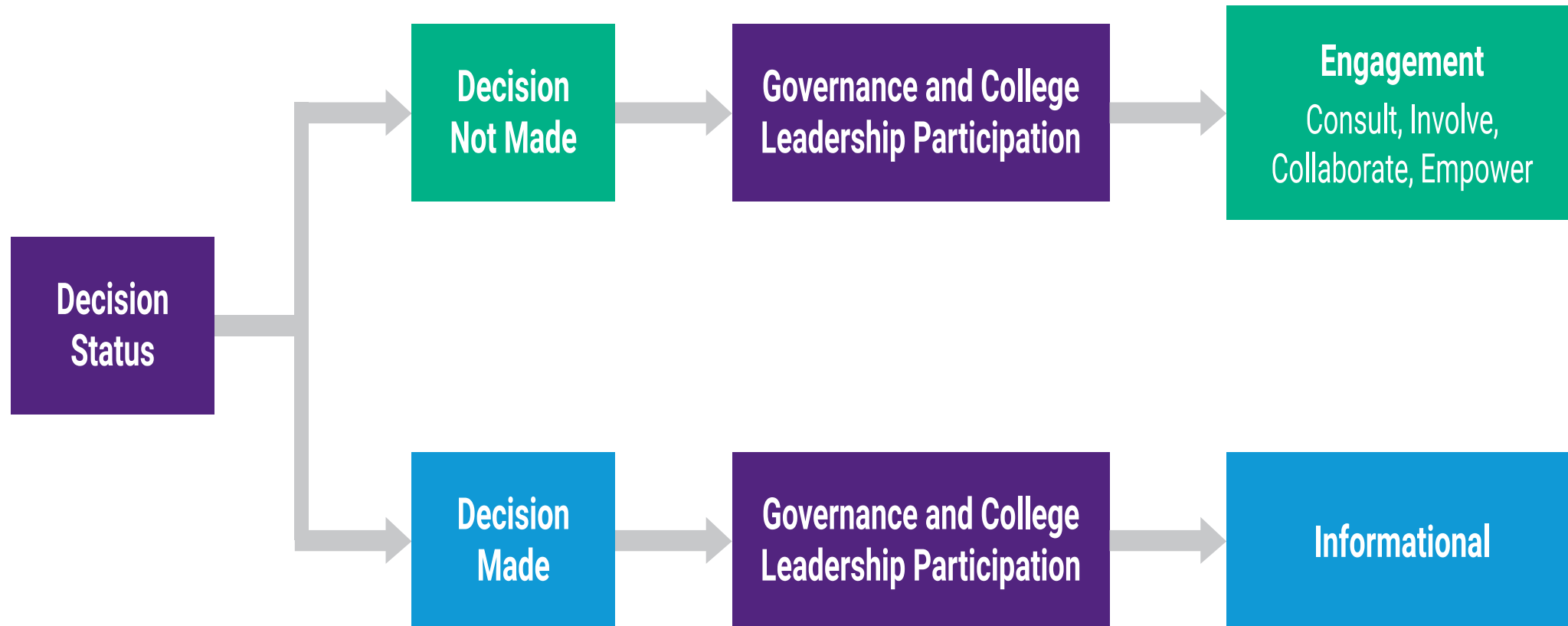
# PATHWAYS TO RECOMMENDATIONS

## IMPORTANT QUESTIONS

- ☐ **How** do/can constituents use governance?
- ☐ **What** issue needs attention (constituent concern)?
- ☐ **How** can College leaders utilize governance participation to inform decision-making?
- ☐ **When** to inform or engage College stakeholders?
- ☐ **What** level of participation is warranted?

# COLLEGE LEADERSHIP & GOVERNANCE PARTICIPATION

## HOW DOES THIS WORK?



# GOVERNANCE RESOURCES

## WHERE CAN I FIND HELPFUL DOCUMENTS & MATERIALS?



Participatory Governance Constitution



Bylaws Of Governance Councils



MC Participatory Governance Handbook



[Governance Website](#)

# REVIEW GOVERNANCE RESOURCES



## 1. Blackboard Community

Information you will need to get started

- Training Folder
- Officers Folder
- General Information



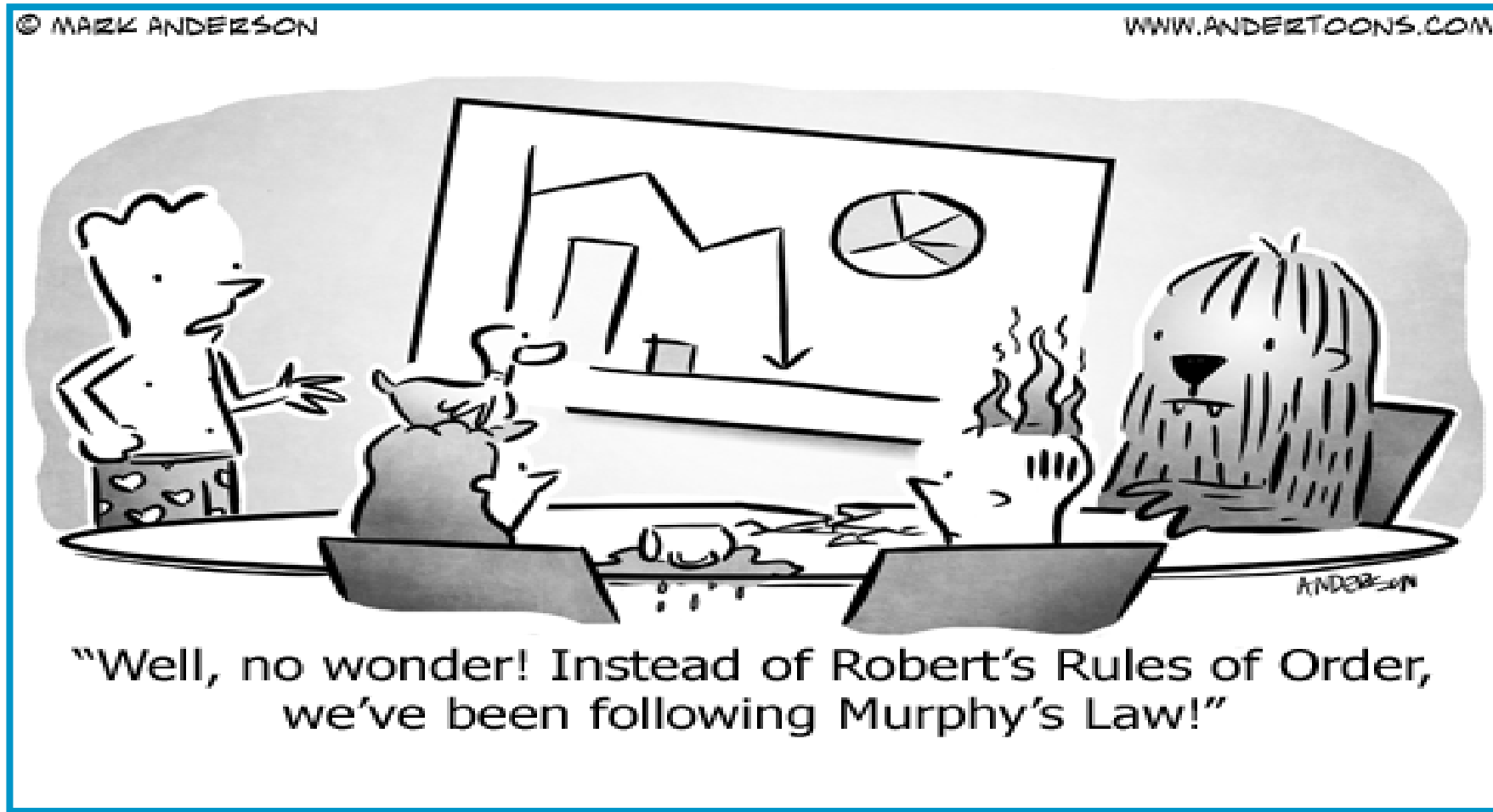
## 2. Review the Governance Website

- Review your council pages
- Review the minutes and agendas

# COUNCIL MEETINGS GUIDELINES

- Robert's Rule of Order
- Zoom Basic Guidelines
- Come to Meeting Prepared
- Each meeting has an agenda and minutes.
- Time for Constituency Concerns (10 minutes)
- Time for the Chair's Report
- Time for Old and New business

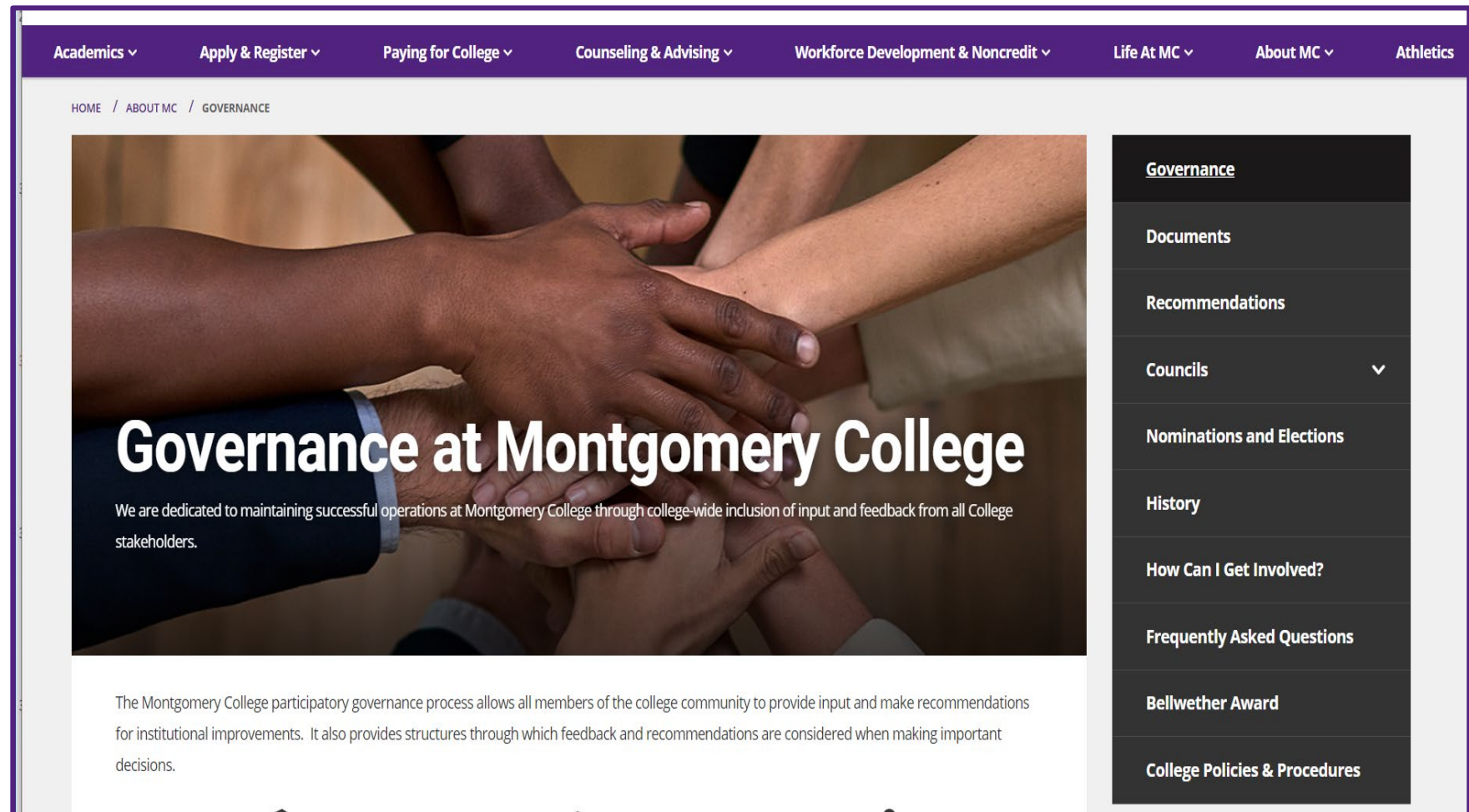
# WHY ROBERT'S RULE OF ORDER



# GOVERNANCE TEMPLATES

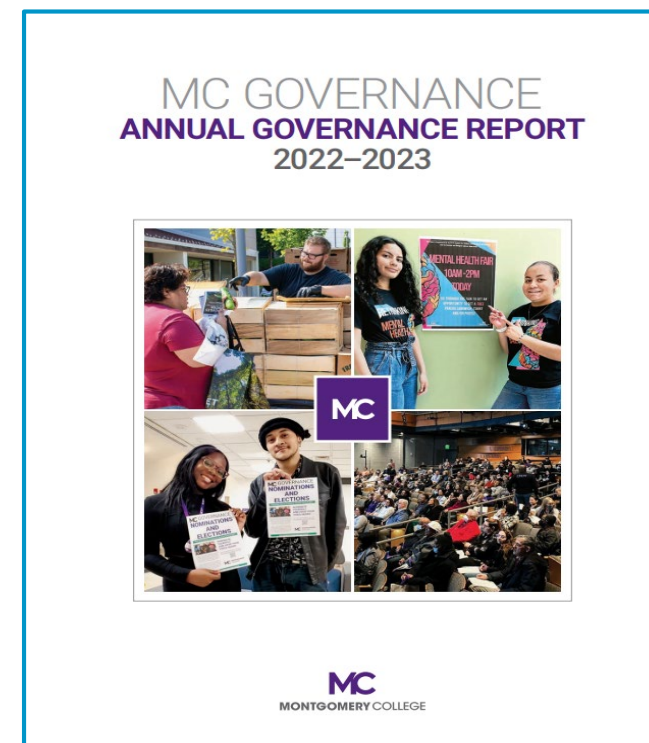
- Meeting Agenda Templates
- Minute Templates
- Governance Email Addresses
- Governance Recommendation Templates
- Governance Council Goal Templates
- Email Templates

# GOVERNANCE WEBSITE





# GOVERNANCE ANNUAL REPORTS



*The Annual Reports highlight the goals and accomplishments for the year.*



10:30 am to 11:30 am

# **INDIVIDUAL COUNCIL MEETINGS**

*See Breakout Rooms*

# COUNCIL MEET AND GREET

## AGENDA ITEMS

1. Get to know one another
2. Lead an ice breaker
3. Discuss and agree on the meeting times and dates.



**Take a council picture!**

## DISCUSSION QUESTIONS

1. Why did you decide to join Governance?
2. **Goal Discussion:** Review prior council goals.
  - What do you hope to accomplish in Governance?
  - What is the need or topic at MC that you would like your council to consider or help support ?

# COLLEGE COUNCIL MEETING DATES AND TIME

Month	Dates
<b>2025</b>	
September	9, 23
October	7, 21
November	4, 18
December	2, 16
<b>2026</b>	
January	Officer Refresher Training (1/16)
February	10, 24
March	10, 24
April	14, 28
May	12

## GOVERNANCE COLLEGE COUNCIL MEETING 2025-2026

1:00 to 3:00 pm



# GOVERNANCE TRAINING MORNING SESSION RECAP

- Council Sharing
- General Information/ Wrap-Up
- Questions and Answers

# PARTICIPATORY GOVERNANCE AS A SERVICE TO THE COLLEGE:

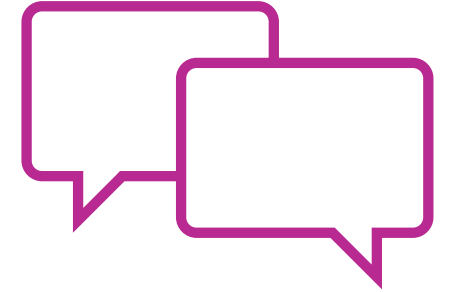
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**THANK YOU  
FOR COMING TODAY!!!**

# WE NEED YOUR FEEDBACK



<https://forms.office.com/r/YA7VKuEwV1>







# EXCEPTIONAL EDUCATION **EXTRAORDINARY OUTCOMES**

