



Participatory Governance

**Council Member Handbook
Version 5.0
2025**

Introduction

Welcome to the fifth edition of the Participatory Governance Handbook.

The **Montgomery College Participatory Governance Handbook** is designed to be a living document that outlines how all voices are included in the College's decision-making process. It establishes the framework through which administration, faculty, staff, and students engage in collaborative and collegial discussions to help shape the direction of the institution. As the participatory governance system continues to evolve, this document will reflect and record ongoing changes and improvements to the process.

The College's governance policy was approved by the Board of Trustees in December 2010 and the current model, prepared by a Blue-Ribbon Task Force, was approved by the President and officially implemented in the fall of 2012. Since that time, all thirteen original councils remain active and operational—an enduring testament to Montgomery College's commitment to inclusive dialogue and informed decision-making.

The continued success of this governance system reflects the College's deep respect for the input and recommendations of all members of its community. Montgomery College deserves to be commended—including the President and senior leadership—for their ongoing support and engagement in this transparent, collaborative, and ever-evolving process.

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College Mission, Vision, and Values

Mission Statement

Montgomery College is where students discover their passions and unlock their potential to transform lives, enrich the community, and change the world.

Vision Statement

Montgomery College will serve as the community's institution of choice to transform the lives of students and Montgomery County.

Values Statement

At our core, we believe in welcoming all students and all employees into a community that emphasizes belonging. We believe in giving every individual what they need to succeed (**Equity and Inclusion**). We believe in conducting our teaching and service duties with distinction (**Excellence**) in an ethical and trustworthy manner (**Integrity**). We are dedicated to being a transformational institution seeking social justice and are continuously updating and improving all our learning environments, the curriculum, and student services (**Innovation**) to meet the changing needs of our community (**Adaptability**). We make decisions about our operations in a way that respects and sustains the environment (**Sustainability**). We conduct ourselves with civility, courtesy, and professionalism in all our interactions (**Respect**).

College Policy on Governance

I. The Board of Trustees is responsible for governing Montgomery College and for creating an inclusive and effective governance system to achieve the College's mission and vision. The Board may delegate to the President portions of that authority at times deemed appropriate.

II. The Board of Trustees is committed to the collegial principle of governance that serves as the means and actions by which the Board and the College as a collective entity engage in a participatory decision-making process.

III. The Board of Trustees believes that effective governance is achieved in the spirit of cooperation, collaboration, civility, respect and collegiality, and involves all levels of the College including students.

IV. The governance structure at Montgomery College shall be guided by the following general principles:

1. All decision-making is based on a shared understanding and recognition that Montgomery College exists to support the comprehensive mission of student success at all levels.
2. All constituent groups within the College have a vested interest and a role in ensuring that the College fulfills the mission under the authority and direction of the Board of Trustees and under the leadership of the President.
3. Participatory governance is a method of organized and collegial interaction in which faculty, staff, students, and administrators participate in thoughtful deliberation and the decision-making process, leading to recommendations made to the College President, who represents the administration of the College as an agent of the Board of Trustees.
4. Mutual agreement is the goal to be achieved through active participation and collegial interaction by all constituent groups.
5. The most effective means of developing policies and procedures is to provide opportunity for involvement, review, and when appropriate recommendations, by the constituent groups affected by the implementation of these policies and procedures.
6. Representatives of constituent groups involved in the participatory governance process have the responsibility of keeping their respective groups informed of the proceedings and recommendations of governance groups.

7. Individuals not serving as representatives have the opportunity to share concerns with the elected representatives of their constituent groups, with the anticipation that their views will be represented in governance councils, committees, and task forces.

V. The Board of Trustees authorizes the President to establish any procedures necessary to implement this policy.

Board Approval: December 13, 2010

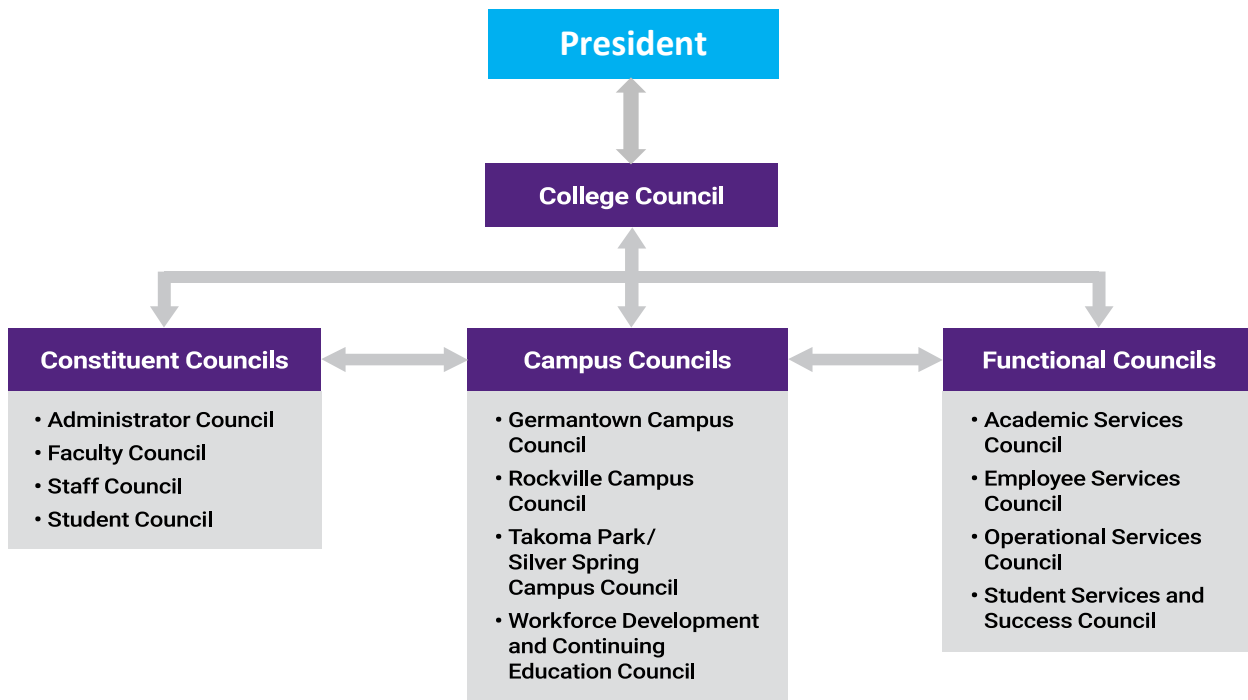
The Role of the Governance Director

The Governance Director has the overall responsibility of the management of the governance process. The Governance Director should be copied on all governance correspondence.

The director's duties and responsibilities include but are not limited to:

- 1) Ensures that the governance process aligns with institutional priorities—its mission, vision, and values. The director adheres to the Constitution, Bylaws, and Handbook as she guides governance to adhere to the promise of governance.
- 2) Trains and orients all governance members.
- 3) Works directly with the Council Chair and College Council leadership to plan council meetings and set the agendas for the academic year.
- 4) Provides the formal training during fall professional week and provides monthly updates/reminders as needed to keep all council members informed.
- 5) Orients new senior leaders to the governance process. She is responsible to provide guidance and coaching to all council chairs and members.
- 6) Trouble-shoots and provides creative solutions as problems and issues arise.
- 7) Confers with the President and senior leaders on governance issues. The director is responsible for the assessment of participatory governance.
- 8) Maintains the historical memory of governance.
- 9) Responsible for the governance nominations and elections process.
- 10) Maintains a full roster of governance membership.

The Participatory Governance Model



Montgomery College's participatory governance system is composed of 13 councils: four constituent councils (Administrator, Faculty, Staff, and Student), four campus councils (Germantown, Rockville, Takoma Park/Silver Spring, and Workforce Development & Continuing Education), and four functional councils (Academic Services, Employee, Operational Services, and Student Services). Each council is led by a chair who also serves on the overarching College Council.

These councils represent their respective constituencies by providing input and recommendations to the College's President and senior leadership. The President and leadership team regularly engage with the College Council to share information and gather feedback. Official recommendations are forwarded by the College Council to the President, who decides whether to adopt and implement them. This governance structure ensures that the perspectives of students, faculty, staff, and administrators inform decision-making. The participatory governance process is overseen by the Governance Director.

Effective Indicators of Participatory Governance at MC

- There is inclusive opportunity to collective perspectives
- Senior leadership communicates how input has informed decisions
- Councils demonstrate responsiveness to constituents, but not seen as primarily a “help desk”
- Councils serves to clarify and share representative perspectives to inform decisions, and inspire problem solving
- Participation in governance leads to expanded understanding of and appreciation for diverse perspective
- Pathways for participation are clear for community, councils, and leadership

The Recommendation Process and Governance Scope

A participatory system of governance provides all members of the College community with the opportunity to express their opinions and make recommendations about institutional matters. It also provides structures through which these opinions and recommendations will be given due consideration when decisions are made.

The governance process provides opportunities for members of the College community to discuss and give input, make recommendation, and provide feedback about topics such as strategic direction, resource acquisition and allocation, and curricular and programmatic issues, etc. The governance system provides opportunities to talk about a vision for the institution and the translation of that vision into policy. The **Governance system does not manage College business or the day-to-day College operations.**

The management systems of the College focus on the implementation of policy through the development of procedures to execute the regular operational functions of the institution. For example, the enforcement of parking regulations on a campus is a management issue. The question of whether more parking is needed on a campus is a topic for the appropriate councils in the governance system. The line between governance and management is sometimes difficult to discern. In such cases where the distinction is not clear, the following is a good rule of thumb to understanding the role of each:

- **Participatory governance councils have the opportunity to recommend and—offer input and the responsibility to do so in an informed and inclusive way.**
- **Management has the power to decide and the responsibility to take input into account in the decision process.**

It is also helpful to distinguish between governance and labor relations. **Governance is a deliberating body, not a negotiating body.** Thus, Councils should consider with care the issues before them and strive to make recommendations that improve the life of the College and foster student success. Council members focus on sharing their expertise and the perspectives of their constituencies to make recommendations and inform decision-making.

Governance does not address contractual matters of compensation, benefits, working conditions, personnel matters or grievances except at the level of making recommendations with regard to College policy. Governance does not address national, state, or local government mandates. Additionally, the presiding officer and members of the council should suppress any derogatory personal comments about any member of the College community or anyone else, if the situation ever arises. In addition, Governance council meetings cannot be used as union meetings and for union discussions.

Levels of Engagement with College Leadership and Governance

The levels of engagement are a framework for thoughtful decision-making. This framework seeks to clarify when and how input from College stakeholders is needed 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 (decision not made). Moreover, this engagement framework manages expectation for the College community as to what level of input is being requested.

Decision Status	Purpose of Working with Governance
Decision already made	<ul style="list-style-type: none"> • Provide information and notify stakeholders of decision • Identify and address relevant questions or concerns that may arise
Decision not yet made	<ul style="list-style-type: none"> • Build awareness, deepen understanding of issue and impact • Improve effectiveness of the proposed decision by gathering representative input • Seek engagement at various levels (consult, involve, collaborate, empower)
Levels of Engagement Definitions and Examples	
Inform: College leadership informs stakeholders of decision that are already made. The level of engagement is informational. The expectation is to keep stakeholders informed so they can understand what is taking place and communicate the decision to others. <i>Example: College leadership informs governance of a federal or state mandate that the College must adhere to.</i>	
Consult: College leadership asks for input relevant to a pending decision or action at specific points in the decision-making process. The expectation is to consider input.	

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

Involve: College leadership involves one or more governance councils from the beginning of the decision-making process with multiple opportunities for input. The expectation 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: College leadership engages governance in all key aspects of designing a solution. Consensus is not required, but the promise is that governance recommendations will weigh heavily in the final decision.

Example: Governance representation is included on all seven standard subcommittees for the review of MC's Middle States Re-Accreditation Process.

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

Example: Governance assigned to develop recommendations for Credit and Non-Credit Student Activities (See Governance Recommendation: 19-05).

Governance Issues and Concerns

How Can Constituents Bring Concerns to Governance?

- Contact a council member or chair or send email to the appropriate chair.
- Submit a concern using the inquiry form on the Governance website homepage.
- Raise the issue during the Constituent concern period at the beginning of every council meeting.
- A concern can come to any council from any student or Montgomery College employee.
- NOTE: All concerns/issues are tracked using the MC Governance Constituency Concern Recording Report (See Appendix A). The chair or the council designee is responsible for tracking all concerns on the report and keeping the report up to date and for final report submittal at the end of the spring semester. It is suggested that the vice chair assist with this task.

What is a governance issue?

- A governance issue can be any concern or question related to institutional matters.
- Governance issues have group impact.
- Governance works best when identifying and clarifying needs and interests and recommending the direction of a desired solution

Governance councils do not implement or manage college work. College procedures that involve contractual, governmental, or legal requirements do not fall under governance review.

Council chairs and the Governance Director can provide clarification if you are unsure. If an issue is not the right fit for governance, consider The Roadmap for Employees to Address Concerns as a ready reference. (See Appendix B)

Factors to Consider in Prioritizing Issues/Concerns

- Does the recommendation support the mission, vision, and values of the College?
- How do stakeholders perceive the issue?
- How does leadership perceive potential impacts?
- How much variation is there in how stakeholders in different roles and locations view this issue?
- What other factors such as urgency, equity concerns, or competing priorities are to be considered?

Which Council Should Address the Issue/Concern?

The most appropriate place for consideration of an issue can be determined as follows:

- Impacts single College role: **Constituent 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**

How Does an Issue/Concern Move Through Governance?

1. The chair places issue/concern on agenda as new business.
2. Council discusses issue and determines course of action through a response, usually in the form of a motion and a vote. If the concern is addressed or resolved by providing the constituent with a college referral or researched explanation, then no further action is needed. Information should be documented on the MC Governance Constituency Concern Reporting Report and marked as closed. Many concerns may be addressed by referring the constituent to the appropriate office or existing MC resource.
3. If the concern warrants additional fact-finding and research, the council chair should assign a council member to investigate the matter with the appropriate College office (using the governance email template) to ascertain an answer to the question/issue. The email response from the appropriate College office should be shared with the council and forwarded to the originator of the concern or issue. Once the information sharing is done, mark the concern as complete.
4. If the concern results in a recommendation by a council majority vote, then the Governance Recommendation Report (See Appendix C) should be thoroughly completed, reviewed, and voted on in a given council and then sent to the College Council for action. Councils are strongly encouraged to consult with their Leader Liaison and the Governance Director for recommendation development and guidance.
5. The College Council determines the course of action through a motion and a vote. The College Council can determine by vote to move or not move the recommendation forward

to the President and should document this decision on the Governance Recommendation Report (See Appendix C).

6. If the vote passes by the College Council, a recommendation is forwarded to the College President, who considers it. An email is sent to the President by the Governance Director. The President determines the appropriate course of action for the recommendation and communicates that action in a memo to the College Council Chair and copies the Governance Director and Cabinet. The Chair is responsible to inform all council members.
7. The amount of time required for a recommendation to move through this process can vary from several weeks to several months. Once a recommendation is sent to the President, he/she may have further discussion and research before issuing a decision.

The two following charts illustrates how a concern (issue) can move through governance (Chart A: Concern to Recommendation) and the workflow process of a governance recommendation until full implementation. (See Chart B).

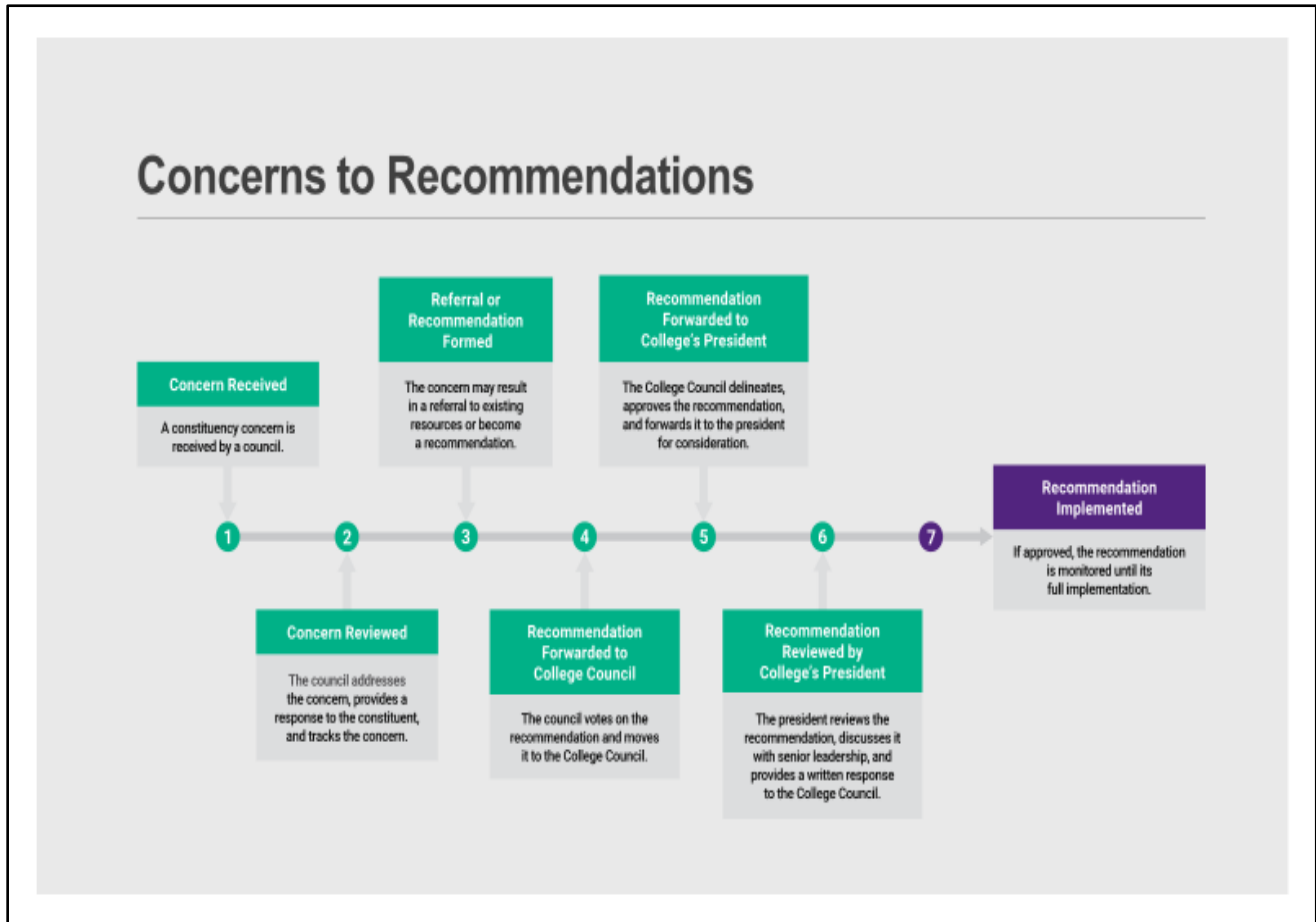


Chart A: Concern to Recommendation

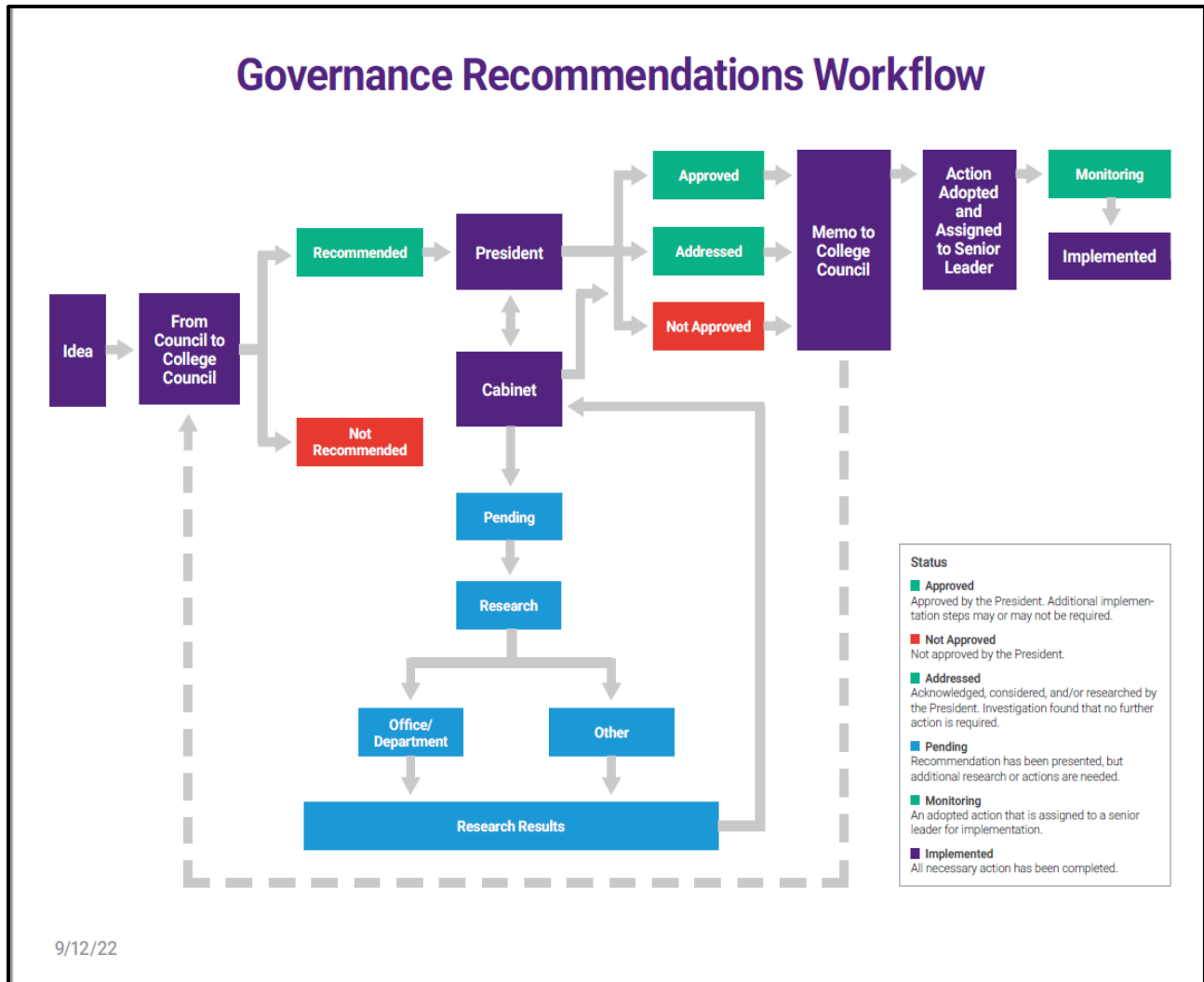


Chart B: Governance Recommendation Workflow

Communication Process

Communication is a key element in the effective functioning of this governance structure. The communication of recommendations to cabinet and the President, and their responses to the College Council is an essential function of participatory governance. The communication between and among councils will be equally as important and likely much more frequent. **The College Council facilitates coordination of concerns across the various councils. This may be done through email or by devoting time at College Council meetings. The Governance Director should be included on all governance emails and correspondence.**

Council Modes of Communication

A. Communication across Councils

Here are some examples of how communication might function across councils. The Staff Council, in discussing a particular issue, might realize that the input of one of the functional councils is important and, therefore, communicates on this issue to that functional council. The Germantown Campus Council, in discussing an issue, wants to have significant student input. They would communicate with the Student Council. Another example would be the Academic Services Council considering a recommendation to improve study spaces on campus. The Academic Services Council could seek input from the Student Services Council or Operational Services Council to look at study space collegewide, or the Academic Services Council might consult with the Takoma Park/Silver Spring Campus Council if the focus was on study space at a particular campus.

When formally referring a concern to another council, the Council Chair or designee should send an email to the council chair of the other council. The College Council Chair, Vice Chair, and Secretary, as well as the Governance Director should be copied on all referrals. The receiving council should report back the results of that council's discussion. In addition, all concerns should be appropriately recorded on the Governance Constituency Concern Reporting Report. (See Appendix A). The council that is deemed responsible for the concern should track the concern to completion.

B. Communication with College Council

Each of the constituent, campus, and functional councils may, individually or in conjunction with other councils, communicate with the College Council on governance issues. This communication may be in the form of a recommendation asking the College Council to discuss a concern or issue and recommend action to the President of the College. The governance councils may also communicate with the College Council requesting advice or information. All formal communication between the governance councils and the College Council should either take place in writing or at College Council meetings. When done outside of College Council meetings, use College Council email or individual council email addresses and copy the Governance Director.

C. Communication with Senior Leadership

Official recommendations from the College Council are submitted by the College Council Chair, or designee, to the attention of the President via email to the Governance Director. Recommendations should include sufficient context and background about the issue that should be considered and address the three impact statements. The Governance Director forwards the recommendation to the President and maintains a tracking record that shows the disposition of the recommendation made to the President from the College Council. The President will communicate decisions about College Council recommendations in as timely a manner as possible.

To further strengthen communication between governance and senior leadership, the College Council Chair meets regularly with the President of the College and the Governance Director. The College Council Chair communicates information from their regular meetings to the governance councils concerning the disposition of recommendations, and other information they deem appropriate.

The College Council Officers meets regularly with the Governance Director for planning and operational processes of governance. Also, the College Chair meets regularly with the Governance Director in preparation of the College Council meetings. The Governance Director, College Council Officers, or the College Council Chair may meet from time to time with the Chief of Staff (College Council Leader Liaison) and Senior Vice Presidents to discuss governance issues, governance recommendation, and identify opportunities where governance input would be particularly important.

Each Council has a direct communication channel to a specific senior leader, the Leader Liaison:

- College Council and Administrator Council: Chief of Staff
- Faculty Council and Academic Services Council: Senior Vice President for Academic Affairs/College Provost
- Student Council and Student Services Council: Senior Vice President for Student Affairs
- Staff Council: Senior Vice President for Advancement and Community Engagement
- Employee Services Council and Operational Services Council: Senior Vice President for Administrative and Fiscal Services/Chief Operating Officer
- Campus Councils: Campus Deans

Leader Liaisons serve as permanent advisors and resources to each council for the purposes of information-sharing, institutional, historical, and operational context, and recommendation development. They may or may not attend meetings but are available to their respective councils as needed and are able to provide clarification, help with development, and share information. The liaisons are not voting members of the council. They serve in an advisory capacity only.

Governance Communication and Procedural Responsibilities

Below is the chart of all the important due dates and actions needed to conduct governance business.

Activities	Dates	Responsible Person(s) and Actions
Approved Minutes	All Council approved minutes are posted on the governance website. Five (5) days after a council meeting.	Council secretary. <i>(Any revisions to the draft minutes are the responsibility of the council secretary)</i> . Send all approved minutes to the Executive Associate in the Governance office for website posting and cc Governance Director and Council Chair. The minute format is all “lowercaseandnospaces”.

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		Once minutes are approved, they should be posted to the website no more than five (5) business days after the council meeting.
Agenda	Send to post on the website three (3) business days before the meeting time; Add agenda to all Zoom meeting invites.	The council chair sets the agenda in conjunction with council vice-chair, secretary, and membership. The council secretary sends only the agenda to invited guest(s). Email the agenda to Executive Associate in the Governance Office no fewer than three (3) business days before the meeting to have it posted to the website. Attach meeting agenda to all Zoom invites along with other documents.
Meeting Invites Zoom Calendar	At the beginning of the academic year, annually and updated as needed.	The council chair or designee is responsible for creating and adjusting their Zoom calendar invites for their yearly council meeting schedule. Zoom calendar invites should be sent to all invited guests. Send Governance Director, Leader Liaison, and College Council Chair all council meeting Zoom invitations. Meetings that are held in person should always have a Zoom option.
Communication Inside MC	At least one week before the meeting	The council secretary or designee post meeting announcements in Inside MC at least one week before the meeting. Deadline for submitting to Inside MC is Friday at 3:00 pm.
Any Special Meetings	As needed	Special council meetings can be requested by the chair or one-third of the membership. Notice of special meetings should be sent out by the secretary to each council member and the College community at least five business days in advance of the meeting.
Constituency Concerns	ongoing	At the beginning of each council meeting, a ten-minute period will be available for open comments. Two five-minute time slots will be available on a first-come, first-served basis. Anyone wishing to speak should contact the council chair at least two business days before the meeting to be scheduled on the agenda. If there are open slots, anyone can ask to speak at the beginning of the meeting, but not to exceed 10 minutes.
Recommendations	ongoing	Any council can vote to move a recommendation to the College Council according to the governance guidelines. College Council votes to send a recommendation to the President. College Council Chair sends email to the Governance Director with attached recommendations and supporting documentation. The Governance Director forwards a recommendation to the President.
Communication with the Governance Director	ongoing	The Governance Director should be copied on all governance correspondence. The Council Chairs should consult with the Governance Director before reaching out to their Leader Liaison and others at the College.
Communication with Leader Liaison	ongoing	Council chairs are encouraged to communicate with their Leader Liaison at least once a semester. Chairs should consult with their Leader Liaison via email or in-person concerning constituency concerns or other questions before reaching out to others in the College. Use the email template provided.
College Council Leadership (College Council Officers and the Governance Director) Meetings	Held bi-weekly before the full College Council Meetings	The meeting agenda is set by the Governance Director, College Council chair and College Council leadership.
Goal Report Submission (Part One)	Last Friday in October	Each council identifies one goal and submits its goal report to the College Council mailbox by the last Friday in October.

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Council Photos	ASAP after first meeting	Council Photo should include all the names of council members listed and not listed in the photo. Submit to the Executive Associate in the Governance Office.
Constituency Concern Recording Report	End of Fall Semester Final report is due end of spring semester	We will review the Constituency Concern Recording Report for any trends and adjustments at the end of the fall semester. The final report is due at the end of the spring semester. (Typically the last Friday in May)
Goal Report Final Part One and Two	End of spring semester	The Goal Report with your identified goal(s) and what was accomplished during the academic year is due at the end of the spring semester.

For the most up-to-date information, please refer to the governance website, the governance Blackboard site, or contact the College Council Chair, or the Governance Director.

<https://www.montgomerycollege.edu/about-mc/governance/index.html>

Council Charges

Campus Councils

Each campus has a Campus Council that provides advice and recommendations regarding campus-related concerns, and campus and academic initiatives to the Campus Dean and to the College Council, or other councils, as appropriate, for further consideration and/or action.

- Germantown Campus Council
- Rockville Campus Council
- Takoma Park/Silver Spring Campus Council
- Workforce Development Continuing and Education (WDCE) Campus Council

Constituent Councils

Administrator Council

The Administrator Council serves as a liaison between the administrators and the College Council, and will collaborate on College administrative matters providing a space for sharing and understanding, making recommendations to the College Council, and other councils, as appropriate, for further consideration and/or action.

Faculty Council

The Faculty Council promotes teaching and scholarly excellence; serves as a consensus-reaching forum for faculty ideas and concerns; facilitates and promotes communication and cooperation among College faculty; suggests faculty professional development needs, and serves as a liaison between the faculty and the College Council. The Faculty Council will ensure that the duties of its standing committees, including the College Committee on Academic Regulations and Standards, the Collegewide Curriculum Committee, and the General Education Committee are carried out appropriately. The Faculty Council may choose to establish a standing faculty committee on each campus. The membership of a campus standing committee shall consist of both full and part-time faculty members. A representative from each campus standing committee will serve as a voting member of the Faculty Council. The Faculty Council will forward recommendations to the College Council, or other councils, as appropriate for further consideration and/or action.

Standing committees:

1. Academic Regulations Committee

The Committee makes recommendations to the Senior Vice President for Academic Affairs/College Provost on matters of academic regulations and standards by reviewing, evaluating, and updating the College academic regulations. Membership, term limits and conditions on reappointment as specified in the bylaws.

2. Collegewide Curriculum Committee

The Committee makes recommendations to the Senior Vice President for Academic Affairs/College Provost on matters of curriculum by reviewing, evaluating, and updating the curriculum; oversees initiation, design, development, modification, and discontinuance of courses and programs offered by Montgomery College. Membership, term limits and conditions on reappointment as specified in the bylaws.

3. General Education Committee

The Committee coordinates activity between the Faculty Council, Senior Vice President for Academic Affairs/College Provost and the College community on general education matters including recommendations on requests for general education status, and global and cultural perspectives designation, recommendations for the regular reform and review of the General Education Program, including, but not limited to, the identification and implementation of additional competencies in order to ensure that program maintains currency, as well as the development of new curricula and the revision of existing curriculum to resolve questions about the general education components of the components of the curricula. Membership, term limits, and conditions on reappointment as specified in the bylaws.

4. Campus-Based Faculty Committees (Campus Senates)

The functions of the Campus Senates are to provide a forum for broader discussion on faculty issues

relevant to a specific campus and to convey relevant information from those discussions to the Faculty Council for possible action. Membership, term limits, and conditions on reappointment as specified in the bylaws.

Staff Council

The Staff Council serves as a liaison between staff and the College Council and will address issues of concern on behalf of Montgomery College staff, research solutions to these issues and present recommendations to the College Council, or other councils as appropriate, for further consideration and/or action.

Standing committee:

1. Staff Enrichment Day Committee

This committee provides leadership for Staff Enrichment Day (SED). SED is an annual event for all staff (associate and support, bargaining and non-bargaining) to come together and learn, and to also recognize the many great works and contributions from the staff over the past year. Multiple professional and personal growth workshops are offered during the event. The event is rotated among the three main campuses. The SED Committee leads the event and coordinates all aspects of planning for the event within guidelines provided by the Office of the President. The committee's scope of work includes determining theme and event agenda, proposing budget priorities and allocations, drafting communications about the event and encouraging participation, hosting the event, assessing the event, and making recommendations based on assessment for the following year. Membership is appointed by the Staff Council Chair and must include representation from each campus and Workforce Development and Continuing Education. Committee members need not be members of governance.

Student Council

The Student Council functions as a venue to afford students a full voice in the governance of Montgomery College and will serve as a liaison between the students and the College Council. Recommendations from the Student Council will be forwarded to the College Council or other councils, as appropriate, for further consideration and/or action. The Student Council shares information with the SGA, and relevant issues from the students are shared with the Student Council for possible action. Generally, once a semester all campus SGA members and the Student Council meet to address issues impacting all students. The SGA President have a seat on the Student Council. Other students from Workforce Development and Continuing Education and the East County Education Center have an opportunity for membership on this council.

Functional Councils

Academic Services Council

The Academic Services Council considers discussions on academic support programs including assessment centers, labs, registration, scheduling, website information, and transfer and articulation agreements, and forward recommendation to the College Council, the Senior Vice Presidents or other councils, as appropriate, for further consideration and/or action.

Employee Services Council

The Employee Services Council provides input on behalf of all employee groups in decisions related to employment services, employee programs, and related matters and make recommendations to the College Council or other councils, as appropriate, for further consideration and/or action.

Operational Services Council

The Operational Services Council examines and discuss the effectiveness of College services and make recommendations to the College Council or other councils, as appropriate, for further consideration and/or action.

Student Services and Success Council

The Student Services and Success Council provides a forum to identify student services issues and make recommendations to the College Council or other councils, as appropriate for further consideration and/or action.

College Council

The College Council is a collegewide body that reviews and considers key College issues, and makes recommendations to the College President. It includes representation from faculty, staff, students, and administrators. Membership of the College Council include the Chair of the College Council, elected from the previous year's College Council membership, and all Chairs of the other governance councils.

The council facilitates collegewide dialogue by creating an integrated voice and utilizing the expertise of the entire College community. The College Council considers and acts upon issues of collegewide concern originating from the constituent, campus, or functional councils, cabinet, or the President of the College. The College Council may ratify, amend, reject, or return to a council for reconsideration

any submitted proposals or recommendations. Proposals, recommendations, or amendments to the constitution or bylaws acted on by the College Council will be forwarded to the President of the College for their action via email from the Governance Director.

Standing committees:

1. Communications and Elections Committee

The Communications and Elections Committee works to promote effective and efficient communications with the College community about governance and promotes participation in nominations and elections. The committee is also responsible for governance social media. Membership is appointed by the College Council Chair. Members do not need to be members of governance councils.

Committee Structure within Governance System

Councils may choose to form committees to support the work of the governance process. Committee members are chosen or appointed to perform a function on behalf of the larger group. Understanding the distinctions between these groups may help keep all involved clear on the group's parameters:

- A **standing committee** is a group formed to help a Council with its duties. A standing committee is usually given jurisdiction over a particular area of work. Standing committees are intended to exist for long periods of time (over a period of years), and may be memorialized in a council's bylaws. Standing committees may be modified or dissolved as needs evolve and change.
- An **ad hoc committee** is a temporary group established to accomplish a particular task or to oversee an ongoing area in need of control or oversight.

When an ad-hoc committee is created, the council must post a description of the new committee to the governance website.

Regardless of the committee type, committee members need not be members of the related Council, at the discretion of that Council. However, they should develop, with their respective Councils, a report-back procedure to ensure clear and consistent communication.

Meetings

The council meetings will follow *Robert's Rules of Order*, except as provided by the Constitutions and Bylaws of the councils, processes that have been officially adopted by the councils, or items covered in this handbook. Information on these rules will be provided. All Council Chairs should follow the Council Meeting Script as provided in Appendix D. If a council elects to have face-to-

face meetings, a Zoom option should be provided. The College community can access all council Zoom meetings via the governance website.

General Meeting Schedule Suggestions

College Council meets every 2nd and 4th Tuesday monthly from September to May. January is a training month for governance and council meetings are not held. During the fall professional week training, we encourage all council to set their meetings times for the academic year that meets the needs of their members.

Agenda, Minutes, and Committee Reports

Templates will be provided to council officers for minutes and agendas. Council meeting reports of committees should be submitted electronically to the secretary prior to the meeting. These should be included as addenda in the minutes.

Agenda Template Sample

MONTGOMERY COLLEGE

Governance

COUNCIL

Room

Date

TIME

OUTCOMES

AGENDA

PURPOSE KEY: (R)=RECOMMEND ACTION, (D)=DISCUSS FOR FUTURE ACTION, (I)=INFORMATION, (O) = OTHER

Start	Ref	Topic	Time	Purpose
3:00	1	Call to Order	1 min	O
3:06	2	Constituent Comments/Concerns	10 min	I
3:16	3	Approval of Minutes	4 min	O
3:30	4	Chair's Report Clarifications and Questions	14 min	I
3:30	5	Invited Guest	30 min	I
4:00	6	Unfinished Business Item 1 Item 2	30 min	R
4:30	7	New Business Item 1 Item 2	30 min	D
5:00	8	Adjourn	1 min	O

Minutes Template Sample

MONTGOMERY COLLEGE GOVERNANCE

Council Name Date

Location

Scheduled Start Time-End Time

Attendees:

- Members present
- Proxies present
- Members excused
- Invited Guests

Call to Order

- The regular (or special meeting if a special meeting was called) meeting was called to order at TIME by Chair/ Name (Or name of person acting in Chair's place)

Approval of Minutes (Before or after Constituent Concerns)

- Note whether approved as read (does not require a vote) or as corrected.

Constituent Concerns

- Name and topic of any constituents using this time.

Chair's Report

Unfinished Business

Committee Reports

SAMPLE: Xxxxx reported that the Administrator Council has developed a document that asks specific questions of anyone requesting committee or workgroup members. He will share this document with other Council Chairs when it is adopted.

New Business

NAME of made a motion at TIME that the meeting be adjourned. It was seconded and passed with unanimous support (or tally if not unanimous).

(If the vote is clear from the attendance, you don't have to put in each name and how they voted. IF there are 4 "for" and 8 "against" you may have to clarify with individual names.)

Meeting Adjourned at X:XX pm

Respectfully submitted by

(Name), College Council Secretary

About Minutes and Committee Reports

Any committee reports and or presentation that are shared at the council meeting can be attached to the minutes. **Minutes should be brief** (one to two pages maximum). The minute's essentials are to record attendance and indicate any motions and voting during the meeting. It is not necessary for the minutes to provide summary of the presentations or reports as long as reports are attached. The report documents should be attached.

What are the expectations of Council Members?

Council members provide service to the College and engage in professional development by serving on one of the governance councils.

Service to the College

Although council members may represent different constituencies (e.g., academic affairs, student affairs, students, faculty, staff, administrators, or a particular campus) and consider different issues, they are united in fulfilling the promises of governance by:

- focusing on the mission of the College,
- seeking to promote mutual success,
- inviting all members of the College community to be heard,
- keeping constituents informed,
- sharing representative perspectives with leadership,
- emphasizing communication, collaboration and civility, and
- ensuring that governance is a transparent and evolving process.

Council members have five general duties:

- 1) **Participating in the Council.** This includes (a) attending council meetings, (b) responding to requests from the Chair, other council members, or the Governance Director in a timely manner, and (c) learning about relevant issues for the council. Council members attend council meetings once or twice per month. Members may also attend additional meetings if they agree to be officers or on a committee. They should try to find a proxy if they are unable to attend a meeting.
- 2) **Communicating with constituents about governance issues.** This can be done face-to-face, by phone or via email according to the preferences of the council member and communication plan of the council. This includes raising awareness, sharing information, encouraging participation, and fostering collaboration and consensus.
- 3) **Representing constituents.** This involves (a) listening to constituents, (b) making motions that reflect constituent views, (c) voting in accordance with the best understanding of what constituents would want, and (d) sharing constituent views at meetings or in other appropriate forums.
- 4) **Attending training** before the Fall semester starts during professional week is a mandatory training session (usually half a day for members and a full day for officers). Council chairs and officers may receive additional orientation and refresher training in Jan. The Governance Director provides updates and reminders at College Council meetings as well.
- 5) **Providing feedback about governance** by participating in the annual survey in May.

Note: In recognition of the service to the College, supervisors will work with employees to support their work in governance as much as possible given the needs of the department or unit. It is strongly recommended that council members, or those considering serving, have a conversation with their supervisor about how to balance governance work with job duties. Governance members should talk with their supervisor before agreeing to serve as an officer or as a committee member due to the increase time commitment.

Professional Development

Council members engage in professional development that includes (a) opportunities to network and build relationships beyond one's daily work interactions, including College leaders, (b) gaining knowledge about other areas of the College, (c) developing skills to run and participate in effective meetings, (d) learning about issues of importance to others, and (e) demonstrating effectiveness in these areas. Council officers and committee leaders also hone leadership, planning, organizing, and feedback skills in addition to the above. It is the expectation of all governance members to participate in all governance training offerings. Council members are encouraged to continuously learn and develop their leadership skills by availing themselves for numerous training offerings at the College.

Nominations and Elections

Nominations and elections will occur annually in the spring. Directions and information will be provided each spring.

Nomination instructions

1. Members of the College community should Identify their primary role* and location*.
2. All members of the College community can self-nominate or nominate others as long as they have been employed at the College for nine months.
3. Individuals can nominate themselves or anyone else regardless of their primary role or location.
4. They can nominate as many people as they wish; however, they can only nominate one person per position.
5. To nominate someone for a given council using the Simply Voting software, they will begin typing the name and a list of those eligible for that position with those letters in their name will pop up from which to select.
6. When they are finished with all of their nominations for a particular primary role (staff, faculty, students, administrators), they should click "Continue" at the bottom of the screen. This will take them to the confirmation page where they can view and confirm all of their nominations. If they want to make changes, they click "Change" to go back to the nominations page. They would then click "Confirm" when they have completed the process. Once they have confirmed their nominations, they will receive a receipt which they can view at any time by logging back into the voting system.

7. Once the nomination process is completed, individuals are notified of their nominations and be asked to accept or decline the nomination. The nominator receives an email notification once their nominee has acted on their nomination. Those nominated for more than one position will have to choose which nomination they will accept. All nominees will be verified for eligibility to serve on that particular council. All nominees will have an opportunity to accept or decline their nomination. If the nomination is not declined, it will assume that you accept the nominations. **Prior to the start of voting, all nominees are encouraged to provide an interest statement.**

Example 1:

An individual with a primary role of **Student** and admission location of **Rockville** Campus has the following eligibility:

Student Council – Rockville Student position
Rockville Campus Council – Student position

Example 2:

An individual whose primary role is **Staff (Administrative Aide in Facilities)** and work location is **Germantown** Campus, has the following eligibility:

Staff Council – Germantown Staff position
Germantown Campus Council – Staff position

Once nominations have been completed, members of the College community will be notified that the ballots are prepared and ready for voting. After accessing the URL to the voting site, individuals will be prompted to log into MyMC to cast their vote. This login process authenticates your MyMC user id to ensure that each person only votes once. Their primary role and location at the College are the role and location that determine the seats for which they are eligible to vote and will be displayed on the top portion of the ballot. For example, a Rockville staff person will only be able to vote for the Rockville staff positions on the Rockville Campus Council and on the Staff Council.

Any comments should be directed to the Governance Director using the college.council@montgomerycollege.edu mailbox.

Appendices

- A: Constituency Concern Recording Report
- B: RoadMap to Employee to Address Concerns
- C: Governance Recommendation Form Template
- D: Council Meeting Script

Appendix A: MC Governance Constituency Recording Report

MC Governance Constituency Recording Report: Name of your Council goes here							
NO	Question/Issue/Concern	Concern brought to Council by (name) and date. Indicate here if it comes from another Council.	Council member assignment and date	Action to be taken and date of action (Indicate here if you are referring to another council.)	Action/Outcome (Indicate the division or what authority the result was achieved.) 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							
KEY: Closed: Appropriate action is complete and concern originator has received a reply. Pending: action not complete and issue resolution have not been provided to the concern originator. Monitoring: Concern has been address, but should be monitored for implementation.							

Appendix B: RoadMap to Employee to Address Concerns



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

EthicsPoint Reporting Line

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

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

Visit the Student Complaint Resolution webpage for policies and procedures about reporting your 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

- Alcohol or Drug Abuse • Benefit Abuse • Bias Incidents • Incivility
- ADA/Accessibility Support Services • Recruitment Complaints
- Employment Discrimination • Employee Misconduct • Harassment (non-sexual)
- Hostile Work Environment • Workplace Violence or Bullying
- Discrimination (Title VII) • Nepotism or Favoritism

Compliance, Risk, and Ethics Ethics@montgomerycollege.edu

- Conflicts of Interest • Ethical Misconduct • Improper Giving/Receiving Gifts
- Regulatory Compliance • Maryland State Ethics Filing and Reporting
- Grants or Research Fraud or Misconduct • Sexual Harassment • Title IX
- Athletic Concerns • Protection of Minors • Disability Discrimination
- Violations of College Policies not otherwise identified

Internal Audit InternalAudit@montgomerycollege.edu

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

IT Privacy & Cybersecurity Compliance ITSecurity@montgomerycollege.edu

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

Environmental Safety EnvironmentalSafety@montgomerycollege.edu

- Occupational Safety Concerns • Environmental Related Issues

Library 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

Please contact the Office of Compliance, Risk, and Ethics if your concern is about one of the offices listed above or about a lack of response to a concern.

Please contact the Chief of Staff in the Office of the President if your concern is about the Office of Compliance, Risk, and Ethics.

August 2024

Appendix C: Governance Recommendation Form Template Sample



Governance Recommendation

	Title:
	Council Name submitting the recommendation: Council Chair:
	Date of Approval by the Individual Council:
	Date Recommendation Review by College Council:
	Recommendation Presenter:
	Recommendation Issue or Concern: <i>(Provide background reasoning or justification and any research findings or supporting documentation for recommendation.)</i>
	Resolution:
	Student Impact: <i>(Explain the impact of this recommendation on MC students.)</i>
	Economic Impact: <i>(Explain the cost factor or any financial impact of this recommendation. The Council should work with the Leader Liaison to research the economic impact of the recommendation.)</i>
	Equity and Inclusion Impact: <i>(The Council should contact the Office of Equity and Inclusion to ascertain a statement of equity and inclusion impact.)</i>
	Proposed Motion: <i>(This should be a succinct statement of the requested College Council action.)</i>
	Final Disposition/Recommendation: <i>(Complete once College Council makes decision)</i>

D: Council Meeting Script Sample

MC GOVERNANCE

Council Meeting Script

Call Meeting to Order:

“I call this meeting of the College Council to order.” As a reminder, all Council meetings are open to the College community (Article 4: Section A of the Constitution).

This council meeting is being recorded via Zoom for the recording of meeting minutes only and will be discarded after the council approves the minutes of this meeting and subsequent publishing minutes on the Governance Website. No one else is allowed to record the meeting. Please note that using digital notetaking applications, including any Artificial Intelligence (AI) applications like Otter.ai, is strictly prohibited at all MC governance meetings.

Welcome to any (guest--College employee or MC Student) attending the (name) of Council. While all governance meetings are open to the College Community, only elected and appointed members are allowed to speak and actively participate in the meeting. If you have any questions or concerns, please submit a governance inquiry from the governance website. <https://www.montgomerycollege.edu/about-mc/governance/index.html>. A member of the council will follow up with you.

The chair acknowledges that we have the required quorum and we are able to conduct governance business.

Constituent Comments/Concerns

“There is now time for any comments/concerns from guests to our meeting.” If guests are present and would like to speak, you can recognize them and ask them to state their name and topic. At this point, you may advise them that they have up to 5 minutes to address the council. *(According to the by-laws, there are 2- five minute time slots available on a first come, first served basis. Anyone wishing to speak should notify the council chair two business days prior to the meeting. If there are open slots, anyone can sign-up to speak at the beginning of the meeting.)* The council will not dialogue with them, although a council member may ask a brief question for follow up. After listening to the concerns, you should thank the guest. If the topic is

considered to be a topic for additional consideration, you can place the item on a future agenda, but the topic is not discussed in the current meeting. If there are no comments, then you can move to the next item on the agenda.

(Note: See Constituent Concerns Informational Sheet for additional information about how to handle concerns brought to the Council.)

Approval of Minutes

Generally, a vote is not needed, just a motion to approved and a second to approve. Only vote, if there are major changes based on decisions or statement errors.

The secretary should share the draft of the minutes from the previous meeting via e-mail ahead of time so that council members can review. This also allows for the secretary to skip reading the minutes at the meeting or to have printed copies at the meeting. If the minutes have been reviewed, the chair says, ***“Are there any additions or corrections to the minutes? [Pause.] If there are not corrections or additions, the minutes will stand approved as written.” If there were corrections, then say “The minutes will stand approved as corrected.”*** A motion should be made by a council member and approved by another council member to be approved as read or approved as corrected. The chair should say ***“the minutes have been approved.”*** (NOTE: No vote is necessary here for minor changes. Examples of minor corrections or typos could be incorrect date or misspelling of name or title. However, if there are recorded decisions or needed action steps that are stated erroneously and need correcting, a vote may be needed.)

Chair’s Report

The chair’s report is a good opportunity to briefly share any updates from the College Council or from the leader liaison for the Council. If the leader liaison wishes to share any comments with the Council he or she may do so or may send the information to the chair for inclusion. The chair can also share other information here for the good of the council. Each chair’s report should address the uniqueness of the council’s constituencies. Some campus councils also include a provost’s report in addition to the chair’s report. This is acceptable but not required.

Unfinished Business

“The topic of unfinished business before the council now is X.” You may state very briefly what the key points of the issue are.” Depending on the topic, if there is not already a particular stand or action that the council wants to take, you may wish to allow the council to have a short amount of time to discuss the topic. The goal of the discussion should eventually be for the council to take a stand or action. After a little discussion, you can ask ***“Having learned more about this issue, does the Chair have a motion***

for the council to take a particular action on this?"

Such a motion is the main motion, a motion that brings before the assembly any particular subject and is made when no other business is pending. If passed, it commits the assembly to do or say something. If there is a motion for an action (e.g., recommend, refer to another council, refer to another area/department, etc.), then say ***"Does the motion have a second?"*** Once seconded, say, ***"The motion has been made and seconded. Now the council has an opportunity to debate the merits of the motion."*** (Note-- the motion in every instance must be restated.) The person making the motion has the right to speak first to the motion. After that, a good way to manage debate is to ask who else would like to speak to the motion and whether they would like to speak for it or against it. Having that list, you can recognize alternate viewpoints. For the group to make a decision on any new business brought up at a meeting, remember what is required: a motion, a second, a chance for discussion/debate and a vote.

New Business

New business is handled the same way as unfinished or old business. For the group to make a decision on any new business brought up at a meeting, remember what is required: a motion, a second, a chance for discussion/debate and a vote. ***"The topic before council now is X."*** Once the listed items are discussed, you can ask ***"Is there any new business?"*** If there is time, you may address these. If not, you can put them on future agendas.

Adjourn

Request a motion and second to end the meeting. Then state, ***"Without objection the meeting is adjourned."*** (No official vote is needed here.)

Final Thank You!

Thank all the council members for their participation, and thank any meeting speakers for their participation and presentation.

E: MC Governance Goal Plan

SAMPLE

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 25, 2024**. 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 23, 2025**. Consult with the SMARTIE Goal Template and definitions created by Engineer Inclusion.

Council Name: _____

Council Chair Name: _____

PART ONE: GOAL PLAN

Issue: What is one topic or issue your council will consider this year for the purpose of developing a recommendation? (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, and other existing institutional initiative or project at the College.)

Goal #1: What goal would the council like to accomplish by the end of the academic year?

- How will you know you have achieved the goal? (How will you measurement what you have done?)
- What is your goal's impact on student success? (Please explain).

Goal #2: What goal would the council like to accomplish by the end of the academic year?

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

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

Note: Does each goal meet the SMARTIE Goal Framework? Check all that apply:

	Specific		Measurable		Action-Oriented
	Relevant		Time -Bound		Inclusive
	Equitable				

Please submit this goal sheet by: Friday, October 25, 2024 to the college council@montgoemrycollege.edu

PART TWO: GOAL SUMMARY & ACCOMPLISHMENTS FOR AY 25

Instructions: Please provide detail information (include any data points) about how you completed your goal.

(Part A: Please provide a narrative summary of your council's goals and accomplishments and submit this final document by 5/23/25 to the Director of Governance @ the College Council Mailbox.

Part B: Please indicate below:

How many recommendations your council made to College Council for AY 25.	
How many constituents' concerns your council addressed for AY 25.	
How many referrals your council made to other councils or other Montgomery College departments for resolution for AY 25.	

Source:

Engineer Inclusion: <https://engineerinclusion.com/>