

MONTGOMERY COLLEGE ♦♦ ROCKVILLE CAMPUS

2006 ANNUAL REPORT

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EXECUTIVE SUMMARY

Introduction

During the year, the community commemorated the Campus' 40th anniversary with a variety of special events. The Campus also entered the design phase for a new Science Center, and established a Rockville Campus Expansion Task Force.

Campus Mission and Vision

The Campus embraces the College's mission to change lives and to serve as the community's college. The Campus vision encourages us to lead, motivate and inspire our students and partners as we respond to challenges of a global society.

Campus Demographics

- More than 14,000 students a semester, with the largest number of international students coming from South Korea, India, Peru, El Salvador, Vietnam, Ethiopia, and Cameroon
- 971 employees, including Central positions; 25% of full-time faculty members are minority

2006 Campus Highlights

- The Science, Engineering, and Mathematics (SEM) Area participated in planning meetings related to the design phase of the new Science Center.
- Professor David Krueger received the 2006 Maryland State Arts Council Award.

Campus Partnerships

- The new Game and Simulations Degree, featured in the *Washington Post Magazine*, was articulated with the University of Baltimore.
- The School of Art and Design noncredit program began a partnership with A. Mario Loiederman Middle School for Creative and Performing Arts.

Grants

- The J. Willard Marriott Foundation renewed its grant to the Marriott Hospitality Center for an additional four years for a total of \$600,000.
- The Engineering discipline purchased six wireless "Classrooms on a Cart" with funds from a \$408,000 Department of Education Grant.

Area Highlights

Business, Hospitality Management, and Information Science

A Game and Simulation certificate and degree were developed and offered. Hospitality Management faculty laid out a course of study for a two-year degree to facilitate transfer to the University of Maryland Eastern Shore (UMES) at the Universities at Shady Grove. MBI students received prestigious awards at the Campus honors convocations.

Fine, Performing and Visual Arts and The Robert E. Parilla Performing Arts Center

The Music Department purchased new equipment for the recording studio as well as new keyboards. The School of Art and Design credit program increased enrollment. Speech, Dance and Theatre offered Introduction to Communication Theory at the Universities at Shady Grove to articulate with a four-year degree in Communication. The Communication Arts Technologies Department upgraded digital facilities and renovated its gallery.

Social Sciences, History, Education, Health Enhancement, Exercise Science and Physical Education

Seven exercise science students took the Health Fitness Instructor's examination. The History and Political Science Department proposed new courses. The Department of Sociology, Anthropology and Criminal Justice worked with the History and Political Science Department to establish a new Ethnic Studies Letter of Recognition and Certificate. Psychology faculty spoke on scholarly topics during a lunch-hour lecture series. School of Education faculty began planning to align the early childhood degree program with the National Association for the Education of Young Children standards.

Humanities

The EN 102 Outcome Assessment Project was successfully completed. A new course, Introductions to Linguistics, was approved and offered. Over the last four years, creative writing enrollments have roughly tripled to 230 students. Two introductory Arabic courses were offered for the first time. The Honors Program created and implemented an application/tracking system. The Montgomery Scholars offered, for the first time, a capstone course paired with an International Relations course and team taught in an interdisciplinary setting. The International Education Program offered several events Collegewide, and the Women's Studies Program organized a Summer Colloquium.

Science, Engineering and Mathematics

Biology offerings increased by 27.5%, with a total of 45 new sections added. The Math/Science Center tutor training program was certified by the College Reading and Learning Association, and the Fast Track program was instrumental in improving student success and retention in mathematics. Engineering faculty developed a new degree option in Material Science. Area faculty and staff continued to work on planning for the new Science Center.

Student Development

Disability Support Services was busy this year with 1,540 students who self-identified that they had a disability. There was a 23% increase in the number of Distance Learning students using the Assessment Center over the last five years. The Men's Golf team finished 6th and Men's Basketball finished 7th in Division III. The gym floor was resurfaced and painted and the gym's sound system was replaced. Over 400 students participated in International Education Day.

Applied Technologies and The Gudelsky Institute for Technical Education

The Automotive Technology curriculum earned Master Certification from the National Automotive Technicians Education Foundation. The new Interior Design Computer Lab was opened. Construction Technology added two courses per semester during the past three semesters. Building Trades Technology enrollment increased 80% and Architectural Technology, Construction Management, and Interior Design continued to exceed enrollment projections.

Collegewide Programs

The Arts Institute provided support for nearly 100 activities. The Paul Peck Humanities Institute arranged for the travel of the *Portraits of Life* photography exhibit of Holocaust survivors. The MC/MCPS Partnership worked with Wheaton High School's Institute for Global and Cultural Studies, expanded the College Institute to include Kennedy and Seneca Valley High Schools, and expanded the Gateway to College Program.

INTRODUCTION

During the 2006 academic year, the Montgomery College community commemorated the 40th anniversary of the Rockville Campus with a variety of special events that celebrated the Campus' history, traditions, and people. Special occasions included a fall academic convocation featuring an address by the president of the University of Maryland, Baltimore County, Dr. Freeman Hrabowski; a 40th Anniversary spring gala honoring faculty, staff, students, and community friends; and CarniGras, a special event combining the flavor and fun of carnival and Mardi Gras that was conceived and produced by students. Along with these memorable events, the Campus also made significant progress on major goals that impact teaching and learning, such as moving into the design phase for the new Science Center, expanding advocacy efforts to clarify and communicate Campus priorities, seeking opportunities for external funding and support, and responding to enrollment growth, resource needs, and space demands by establishing the newly formed Rockville Campus Expansion Task Force. We look forward to a rewarding future for the Rockville Campus, one that reflects the 40th Anniversary theme: "40 Years as the Community's Portal to a Lifetime of Opportunities."

CAMPUS MISSION AND VISION

At the Rockville Campus, we embrace the College's **mission to change lives**, to offer access, opportunity, and support for students, faculty, and staff; to serve as the **community's college** by creating and offering a rich cultural, intellectual, and health-promoting environment, and by contributing to the education and economic life of the larger community. Through **accountability**, we strive for excellence and are proud of our community.

This year we collaborated on a new **Campus vision**: The Rockville Campus of Montgomery College will lead, motivate and inspire our students and partners. As the College's largest and most comprehensive campus, Rockville will remain in the forefront by providing premier learning opportunities for a diverse, dynamic population, offering exciting signature academic and cultural programs, and creating a state-of-the art, welcoming campus. As the vibrant heart of the College and community, the Rockville Campus strives to never skip a beat in responding to the challenges of our global society.

CAMPUS DEMOGRAPHICS

- More than 14,000 students each semester
- 971 administrators, full-time faculty, part-time faculty, and associate and support staff, including employees in Central positions
- 25% of full-time faculty members are minority
- The largest number of international students come from South Korea, Peru, El Salvador, Cameroon, India, Ethiopia, Iran, China, Vietnam, and Brazil

Included in this Report are the 2006 Campus Highlights, Area Highlights, Grants, Partnerships, and Selected Challenges, Actions and Celebrations in five key areas. The appendices include Selected Student Information and Selected Employee Information provided by the Office of Institutional Research and Analysis.

Judy E. Ackerman, Ph.D.
Vice President and Provost

AREA HIGHLIGHTS

Business, Hospitality Management, and Information Science

Faculty revised several courses including EC 105, Basic Economics, and the Information Technology Degree and Certificate. A Game and Simulation Certificate and Degree were developed and offered. Hospitality Management faculty streamlined the AAS degree requirements to align with their three Certificate programs, and laid out a course of study for a two-year degree to facilitate transfer to University of Maryland Eastern Shore (UMES) at the Universities at Shady Grove. Hospitality Department faculty members were among the founding members of the Metro Hospitality Partnership, an advisory board established to facilitate student progress from Montgomery College and other local community colleges (Anne Arundel, Frederick, Howard) to UMES at Shady Grove, and into careers in the Hospitality Industry.

Collegewide Initiative within the Area

The Gordon and Marilyn Macklin Business Institute (MBI) at Montgomery College

- Ran a pilot online book club at Magruder High School for students in the Academy of Finance, and implemented new summer orientation sessions to better prepare students for the MBI program
- Students were awarded prestigious College awards at the campus honors convocations, including the Presidential Scholar Award, and the Honors Scholar of the Year Award.
- As the only two-year college team at the Business Ethics Fortnight at Loyola-Marymount University, our students triumphed over a field of 18 undergraduate teams and six graduate teams.
- Sponsored a trip to New York, highlighted by a tour of the NYSE trading floor

Fine, Performing and Visual Arts and The Robert E. Parilla Performing Arts Center

The new course, World Music Ensemble, will allow students to receive credit for participating in the Ensemble. The School of Art and Design credit program increased enrollment by 17% from fall 2004 to fall 2005. Speech, Dance and Theatre offered Introduction to Communication Theory at the Universities at Shady Grove to articulate with the four-year Communication degree. Improvements in the Communication Arts Technologies (CAT) Department included upgraded digital facilities, a renovated CAT gallery, and new large monitors in the Advertising Art lab. An articulation agreement was completed with Salisbury State University, the only State four-year institution with a BFA program with transfer options for AFA graduates. Art faculty presented a 40th anniversary exhibit in the Art Gallery. The Performing Arts Center staff began a feasibility study for a balcony/seating expansion project.

Social Sciences, History, Education, Health Enhancement, Exercise Science and Physical Education

There was increased interest in International Studies. Two new courses, Western Political Thought and Conflict Resolution, raised the number of sections in Political Science by 41%. Seven exercise science students took the Health Fitness Instructor's (HFI) examination; HFI certification is considered an elite certification in the field. The History

and Political Science Department proposed a new internship program to provide political internships and college credit, and new courses on Military History and on Race and US Politics. School of Education faculty began planning to align the early childhood degree program with the National Association for the Education of Young Children (NAEYC) standards. The Department of Sociology, Anthropology and Criminal Justice worked with the History and Political Science Department to establish a new Ethnic Studies Letter of Recognition and Certificate. Anthropology has a new research course, "Archaeological Investigations," for non-honors students. The Psychology Department presented three very successful lectures in a lunch-hour series with faculty speaking on scholarly topics.

Humanities

The EN 102 Outcomes Assessment Project was successfully completed. New materials were purchased for the Reading Lab, and the Writing and Reading Center Website was updated. A new course, Introductions to Linguistics, was approved and offered. This course was developed and offered as part of the College's partnership with Universities at Shady Grove. The course, Special Topics in Literature, was approved by the Curriculum Committee and was awarded General Education status; it now includes a study/travel option. Over the last four years, creative writing enrollments have roughly tripled to 230 students. Two introductory Arabic courses were offered for the first time in AY 2005-06. For the tenth consecutive year, the Area provided leadership for the annual F. Scott Fitzgerald Literary Conference held at the Rockville Campus.

Collegewide Initiatives within the Area

Honors Program

- Revamped and updated several HP designated courses
- Established a Collegewide process for approving new honors course proposals
- Created and implemented an application/tracking system
- Expanded participation in the Beacon Conference; more than 30 students submitted papers

Montgomery Scholars

- Introduced new course: HP280 Capstone: Research in the Disciplines
- Offered, for the first time, a capstone course that was paired with an International Relations course and team taught in an interdisciplinary setting with a professor from English and a professor from Political Science
- Noted that this was the first year that Montgomery Scholars earned postgraduate degrees: a Masters in Psychology from Towson and an MPA from Delaware; two scholars were accepted to medical schools: UVA and New York Medical College; one student began her pharmacy masters and another her dental degree, both at the University of Maryland Baltimore; one begins her MBA at NYU this fall

International Education Program

- Worked with officials from Il Perugino Institute to create a credit course for students to study art at both the Institute and in Italy
- Arranged for ten students to participate in the arts program in Rome, Florence, and Il Perugino, Italy during the winter break; another student completed a successful semester in Barcelona
- Partnered with the London College of Communication in England to consider a program similar to that of Il Perugino

- Obtained a scholarship from Macau Millennium College for a traditional-age student to participate in an upcoming study/travel trip to the Pearl River Delta
- Offered a number of events Collegewide, including Theatre Cafes; a symposium on “Celebrating Food: Cooking, Careers, Communication”; an Odissi dance performance; and a lecture on Mexican muralists

Women’s Studies Program

- Revised WS 101, Intro to Women’s Studies, to include a required Service Learning component
- Offered WS 101 online during Summer Session
- Organized a successful Summer Colloquium on women and immigration co-sponsored with the CTL
- Presented at the National Women's Studies Association Conference

Science, Engineering and Mathematics

Bolstered by two new lab coordinator positions, Biology offerings increased by 27.5%, and a total of 45 new sections were added. Intermediate Algebra courses were revised. The Math/Science Center tutor training program was certified by the College Reading and Learning Association (CRLA), and the Fast Track program was instrumental in improving student success and retention.

Course	Enrollment	Pass Rate of Fast Track Students*	Pass Rate of All Students
MA 090	58	56%	48%
MA 091	156	59%	44%
MA 100	212	63%	54%

*Students who earned a grade of ‘C’ or better in the course subsequent to taking Fast Track

Tutoring is the primary resource offered by the Math/Science Center. The table below presents the courses with the greatest demand for tutoring.

Course	Number of Student Visits to Tutors	% of Total Tutoring for the Discipline
MA 100	2871	29.0%
MA 110	1256	12.7%
MA 181	1146	11.6%
MA 160	1107	11.2%
CH 101/102	562	63.3%
BI 107	179	48.9%
ES 102	121	17.0%

Engineering faculty developed a new engineering degree option in Material Science. They also revised the Civil and Nuclear engineering degree options to align them closely with UMCP, and revised courses in Astronomy 101 and 102. Area faculty and staff continued work on architectural design planning for the new Science Center.

Student Development

Faculty and staff worked to launch the college-wide First-Year Experience (FYE) Program at Rockville this fall. FYE includes Academic Advising and Counseling, New Student Orientation, FYE Seminars, and Alternative Course Offerings. The faculty advising cadre

was expanded to include representation from English, Math, AELP, Computer Applications, Biology, Chemistry, Business, Engineering and Communication Arts Technologies. Counseling faculty updated the MAP and IMAP presentations and worked on an online version for use in the spring 2007. The Women's Tennis team won the 2006 Division III National Championship, the Men's Golf team finished 6th nationally in Division III, and the Men's Basketball team finished 7th in Division III. Student enrollment in the TRIO grant program increased from 125 to 160. In Disability Support Services 1,540 students self-identified that they had a disability. Over 50% of them requested Accommodation Letters. The gym floor was resurfaced and painted and the gym's sound system was replaced. There was a 23% increase in the number of Distance Learning students using the Assessment Center over the last five years, and students enrolled in online courses took exams in the Center. Twenty-two students participated in Advocacy Day with legislators in Annapolis. Over 400 students attended International Education Day, and the Office of Student Life planned and held a successful spring banquet.

Applied Technologies and The Gudelsky Institute for Technical Education

The Automotive Technology curriculum was completely revised to align with the National Automotive Technicians Education Foundation (NATEF) certification process, earning Master Certification. The new Interior Design Computer Lab brought instructional improvements to respond to industry needs. There was a steady increase in enrollment in Construction Technology, with the addition of two courses per semester during the past three semesters. Over the past five years, Building Trades Technology enrollment increased 80% because of additional faculty, increased section offerings, co-listing of courses with WDCE, and an accelerated program for quick entry into the workforce. Architectural Technology, Construction Management, and Interior Design continued to exceed enrollment projections through aggressive marketing and student advising.

COLLEGEWIDE PROGRAMS

The Arts Institute of Montgomery College

- Piloted the Collegewide Arts Scholars Study Abroad Program; 10 art students and two art faculty members studied at the Il Perugino Institute in Italy
- Created the Artists in Healthcare pilot training program in cooperation with Montgomery College Health Sciences, Montgomery College Workforce Development and Continuing Education, and local health care providers
- Assisted with programming, financial, and promotional support for nearly 100 activities that took place at all three campuses and in the community. Activities included workshops, master classes, concerts, lectures, artist talks, exhibitions, student Internships, and community collaborations
- Produced a Web calendar and assisted with the Art Stars fund raising event

The Paul Peck Humanities Institute at Montgomery College

- Appointed a faculty member as editor of the *Potomac Review* as part of a plan to restructure the *Potomac Review* so that it will be a resource to the instructional program and the community

- Developed and piloted a new internship course, HP275PF, and revised EN219, Advanced Creative Writing of Fiction, and EN 224, Advanced Creative Writing of Poetry, to include production and editing experiences
- Arranged for the travel of the *Portraits of Life* photography exhibit of Holocaust survivors to the Maryland Humanities Council, the Jewish Community Center of Greater Washington, the Miller Senate Office Building, Carroll Community College and Goucher College
- Offered the *Books and Ideas* series, featuring seven writers in genres as diverse as sports writing and memoir, poetry and biography

The MC/MCPS Partnership (Office of Academic Initiatives)

- Continued to expand the Gateway to College Program with some students enrolled in their 3rd semester and well-established in the College experience
- Worked with Wheaton High School, UMBC, and the Takoma Park/Silver Spring Campus to plan the Institute for Global and Cultural Studies. In two years, college-level courses will be offered through this program.
- Provided support services in mathematics and writing for Gateway cohort students who were experiencing difficulty with mathematics and writing
- Improved the curriculum in the Gateway cohort math class by adding units in decimals and statistics to better prepare students for college-level mathematics classes
- Opened new sites for the College Institute at Kennedy and Seneca Valley High Schools
- Offered Accuplacer testing at Damascus High School to 99 seniors to determine their readiness for college level classes and provided interpretive information for students and parents
- Continued discussions on Tech Prep articulation agreements in Network Operations, Building Trades, the Academy of Information Technology, Accounting, Business Administration, Software Applications by Design, and Engineering

SELECTED CHALLENGES, ACTIONS, AND CELEBRATIONS

GROWTH

Challenges

- Supporting enrollment projections and responding to Campus space constraints
- Recruiting and hiring well-qualified, student centered adjunct and full-time faculty

Actions

- Proposed and began work to convene a Rockville Campus Expansion Task Force to identify options for the campus
- Expanded distance learning offerings and increased use of alternate course scheduling

Celebrations

- Kicked off the design phase for new Rockville Science Center
- Significant growth in enrollment in Biology through careful staffing of labs

STUDENT LEARNING

Challenges

- Improving the process for assessment and placement of entering students whose first language is not English
- Implementing a multi-option First-Year Experience program at Rockville

Actions

- Implemented a computer based assessment test (LOEP) for entering students whose first language is not American English
- Training for Business faculty to embed First-Year Experience objectives in an introductory business course

Celebrations

- Created a Student Support and Retention Program database of more than 60 student services through the Learning College Student Success and Retention Team
- Many “Make it Happen Innovation Grants” awarded to faculty to develop projects to enhance student learning

CURRICULUM AND PROGRAM INITIATIVES

Challenges

- Using the Academic Area Review and Outcomes Assessment processes to improve discipline and program offerings

Actions

- Completed EN 102 Outcomes Assessment Project
- New Gaming program approved
- Intermediate Algebra course redesign in progress

Celebrations

- Math/Science Center tutor training program certified by the College Reading and Learning Association
- Automotive Technology completed a total overhaul of their curriculum in preparation for NATEF certification

GITE AND CAREER PROGRAMS

Challenges

- Maintaining and growing programs that are responsive to workforce needs

Actions

- Revised the Automotive curriculum to align with National Automotive Technicians Education Foundation (NATEF) specifications

Celebrations

- Earned NATEF Master Certification
- Strong enrollments in Construction Management, Architectural Technology, Interior Design and Building Trades Technology

PARTNERSHIPS

Challenges

- Meeting the needs of students seeking transfer to four-year colleges and universities

- Meeting all of the requests from high schools for college courses for their academies and special programs
- Balancing the requests for community use of campus facilities with the needs and resources of the campus

Actions

- Investigated articulation agreements with schools including UMES, George Washington University, the University of Baltimore, and the UMCP
- New faculty hired in disciplines Counseling and English

Celebrations

- The Department of Computer Application's Game and Simulations degree program was articulated with the University of Baltimore
- College Institute is offered in two additional high schools, Kennedy and Seneca Valley
- The campus hosted the highly successful City of Rockville 4th of July celebration
- The Maryland Knighthawks played their home games in the Rockville gym and provided internship opportunities for students

2006 ROCKVILLE CAMPUS HIGHLIGHTS

- The Women's Tennis team won the 2006 Division III National Championship.
- Advanced Digital Multimedia Production students created a DVD for First Tee Montgomery County to teach golf and life skills to underprivileged children.
- The Science, Engineering, and Mathematics (SEM) Area dean, faculty and staff participated in planning meetings related to the design phase of the new Science Center. The new SEM Exchange, a presentation series by SEM faculty on recent advances and issues in the sciences, offered five well-attended lectures.
- Five of Dr. Patrick Feeney's Sociology students presented their "Language of War" project at the Southern Sociological Conference in New Orleans.
- Professor David Krueger received the 2006 Maryland State Arts Council Award.
- Dr. Athos Brewer, Student Development, was awarded a Lumina Grant to support his American Council on Education (ACE) Fellowship for 2006-2007.
- The Writing Center installed a 28-seat Digital Foreign Language Lab.
- Dr. Michael Eckert, newly-elected president of the College English Association Mid-Atlantic Group, hosted its regional conference on the Rockville Campus.
- Dr. Jay Crowder, Music Department chair, won a Helen Hayes Award for Musical Direction (*Urinetown*, Signature Theatre).
- The Math/Science Center published three volumes of the *Montgomery College Student Journal of Science & Mathematics*.
- The Campus 40th Anniversary Steering Committee, co-chaired by Dr. Avis Jones-Petlane and Ms. Frances Breakfield, provided visionary leadership for several highly successful commemorative activities held throughout the academic year.

CAMPUS PARTNERSHIPS

- The new Game and Simulations Degree, featured in the *Washington Post Magazine's* special education issue in August, was articulated with the University of Baltimore, making transfer to that four-year institution seamless.
- Disability Support Services collaborated with the Mathematics Department to provide reusable Braille tables and Talking Scientific Calculators to provide access to MA116 (Statistics) for visually-impaired students.
- Tech Prep revised articulation agreements with MCPS in the areas of Hospitality Management, Fire Science, the Academy of Finance, and CISCO Network Operations.
- Architectural technology program students participated in the design renovation of the City of Gaithersburg Community Museum.
- Business and Economics faculty developed an articulation agreement with the Smith School of Business at the University of Maryland College Park.
- Electronic Field Production students created public affairs packages for a local TV station WDCW (formerly WB50) and helped produce 30-minute programs.
- An articulation agreement in gerontology was developed with the University of Maryland Baltimore County's Erickson School on Aging.
- Articulation agreements in engineering were established articulation agreements with George Washington University and the Georgia Institute of Technology.
- Articulation agreements in psychology were developed with the University of Maryland Baltimore County, the Universities at Shady Grove, and the University of Maryland, College Park.
- The School of Art and Design noncredit program began a partnership with A. Mario Loiederman Middle School for Creative and Performing Arts to train teachers in fine arts for incorporation in their classroom teaching.
- The partnership between the Kennedy Center and the Performing Arts Center expanded to include two performances in the Saturday Morning Children's Series.
- Hospitality Management faculty met with the University of the District of Columbia to discuss ways to expand program offerings and work with industry partners.
- Health faculty collaborated with the Diabetes Research Action Education Foundation on the *Diabetes University* program. More than 200 staff, students, and community members participated in a March forum on Campus.

- The International Education Program joined the College Consortium for International Studies (CCIS), partnered with the Arts Institute, and signed a Memorandum of Understanding (MOU) with Macau Millennium College in China.
- The Vice President and Provost hosted numerous community groups and leaders to discuss Campus needs, priorities, and innovative ways to develop partnerships.

GRANTS

- The Paul Peck Humanities Institute received \$15,000 from a private donor and \$5000 from the Maryland Humanities Council for the *Portraits of Life* project.
- The J. Willard Marriott Foundation renewed its grant to the Marriott Hospitality Center for an additional four years for a total of \$600,000. The grant will be used to enhance and expand the Center into a centralized, optimum hospitality center.
- Student Development received three College *Make it Happen* Grants of \$3,500 each for a Student Leadership Development Institute, the Student Athlete Success Initiative's new study hall project, and for expansion of the Adult Re-entry Program.
- The *Governor's Community College Initiative for Students with Learning Disabilities* awarded a \$55,000 grant to Disability Support Services to provide individual mentoring/tutoring through contracted services.
- The Science, Mathematics and Engineering Area submitted a Department of Education FIPSE proposal in July to implement a comprehensive program to double the transfer/graduation rates of women and minority students in Engineering over a three-year period.
- The Performing Arts Center received a \$34,000 operating grant from the Arts and Humanities Council of Montgomery County.
- The Department of Speech, Dance and Theatre was awarded a \$36,190 grant from Montgomery County for the installation of a video projection system.
- The Webber Family Foundation renewed its support of the Arts Institute with a \$30,000 grant that supported Master Classes, Artists-in-Residence, the World Music Festival, and the annual Shakespeare Festival, "Will Power!"

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