



## President's Report to the Board

February 2014

This year commemorates the centenary of the beginning of World War I and the 50th anniversary of the Civil Rights Act. Today, we are winding down the longest war in our country's history, while continuing to fight for civil rights in different contexts. As the needs and realities of our world evolve, so too must we in order to reach the students of today and tomorrow. What worked in classrooms yesterday simply may not work any longer. We must focus anew on academics in ways that address the issues we face in this second decade of the 21st century.

With this focus, we are taking a hard look at the academic affairs of the College to develop a One College structure that provides all students with a common student experience—consistent curriculum standards, independent of mode of delivery—regardless of which campus students attend. From our general studies curriculum to online programs to intrusive advising, nearly every aspect of our current academic operations is under the microscope. It was exactly one year ago—in the February 2013 President's Report—that I first laid out how we are working to redesign our academic operations. In the year since, seven work groups have been meeting to brainstorm, craft ideas, and hammer out details about the best structure to actualize our institution's goals. I am pleased to report that each of the work groups has submitted a final report to the College's interim senior vice president for academic affairs, Dr. Sanjay Rai, and we are in a month-long open comment period for community review. Dr. Rai will be providing me with his final recommendation for the new academic structure in March, with the intention of implementing it on July 1.



I want to focus this month's President's Report on the general framework and advantages that we already anticipate with the new academic structure: academic units comprising well-aligned disciplines; discipline leadership provided by chairs that have responsibility and authority; collegewide deans leading closely-aligned subsets within academic units; and the agility to implement innovative best practices collegewide, ensuring consistent opportunities and standards as the hallmark of the common student experience.

### **Department Chairs**

Department chairs are the foundation of the academic structure. Historically, the College has separated faculty and administrator roles. This creates an artificial barrier that sometimes interferes with effective and efficient leadership from both faculty chairs and deans. That is not to say that the current employees in these roles do not do a phenomenal job—they do!—but the current structure itself serves as an impediment. By creating department chair positions that give leadership responsibility and authority to individuals with content expertise and classroom experience, we create a role that bridges the current gap. Chairs will understand the specific and unique needs of the department. They also will have administrative responsibilities, with decision-making responsibilities at the campus level. The department chair role will be akin to the mayoral role in local politics advocating for constituent (department faculty, staff, and students) needs while working with leaders at the state (collegewide) level to prioritize and craft mutually beneficial solutions.

Chairs, in 12-month positions, will have supervisory authority and will not be members of the bargaining unit. I am looking forward to seeing the final details when the proposal is officially submitted, as I know that faculty, including members of the bargaining unit, and administrators worked collaboratively to develop a model that will serve the College well. It will provide great opportunities for individuals who serve as chairs, and for professional and discipline growth and development, allowing us to focus on our vision of educational excellence and opportunity for all students.



## **Collegewide Deans**

The primary purposes of the new structure are to ensure academic consistency collegewide, to provide a common student experience, and to reduce redundancies that currently impede our flexibility and our implementation of innovative ideas that best serve today's students. Consistency across all campuses ensures that common standards and pedagogical practice in classroom and in labs, regarding the use of technology and extracurricular opportunities, will be available to all students. Our current academic leadership structure is campus focused, with redundancy in deans' roles in particular. Each campus has deans overseeing multiple disciplines, some of which have little or no alignment to each other. Each vice president/provost is responsible for all disciplines on his or her campus. Beginning in July, there will be collegewide deans and collegewide vice presidents/provosts that have academic responsibility for focused academic areas.

This presents opportunities for a collegewide approach in a wide variety of ways: hiring faculty; ensuring equitable distribution of resources; assessing and implementing strategies that foster degree and certificate completion; streamlining interdisciplinary collaboration; establishing clear reporting lines and greater accountability; creating greater unity within departments, disciplines, and academic units; and fostering opportunities for collegewide innovation in academics.

## **Flexibility**

The new academic structure will enable us to be more responsive to the internal and external forces that require consistency and unity from the College community. Coordination of scheduling within and across campuses and an increased focus on data-driven decisions that balance collegewide and campus information offer exciting possibilities that align with our core mission.

The new structure will create transparency internally and for our external partners. It will allow us to collaborate with Montgomery County Public Schools and streamline the development and implementation of initiatives required by the passage of The College and Career Readiness



and College Completion Act of 2013. With a streamlined, academically aligned structure in place, we will be able to better assess and meet the needs of our entire Montgomery College community.

### **Conclusion**

Redesigning our structure positions us, as individuals and as a College community, to see ourselves differently with new roles and new responsibilities. I am deeply impressed with the inclusiveness of the academic redesign process, and I am inspired by the collaboration that has occurred. I know that those two things—inclusiveness and collaboration—will lead to the successful implementation of a final, inspired new academic structure.

### **Monthly Discussion Questions<sup>1</sup>**

1. **Institutional needs.** What kind of change, if any, does our institution need?
2. **Context and competition.** Do we understand our institution's competitive position?
3. **Consequences of no change.** What are the consequences if we do not engage in a change process?
4. **Leadership capacity.** As a board and as individual board members, are we able and willing to work with our president to bring about positive change?
5. **Change process and players.** Based on this discussion, what is the right role for the board to play at this time?

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<sup>1</sup> Adopted from MacTaggart, Terrence J., *Leading Change: How Boards and Presidents Build Exceptional Academic Institutions*, AGB Press, 2011 (pp. 21–22).



# College Bulletin

February 2014



## **Celebrating Students and Alumni**

Alumnus Joseph Baldi Acosta published his first [book of poetry](#) entitled *My Life in Metaphor*, which was published by AuthorHouse. While at Montgomery College, Mr. Acosta twice won the Ventura Valdez Poetry Award in English and was published in the literary magazine of the Takoma Park/Silver Spring Campus, *The Sligo Journal*.

Montgomery College first-year soccer forward [Gabriel Ndiaye](#) was named National Junior College Athletic Association (NJCAA) Division I First Team All-American. College sophomore midfielder [Nick Castro](#) was named NJCAA Division III Second Team All-American.

Fourteen students from all three campuses are displaying artworks at Maryland's Lowe House of Delegates office building in Annapolis. This Montgomery College [Arts Institute](#) exhibit—featuring ink and charcoal drawings, lithographs, oil paintings, and digital illustrations—was made possible by Maryland Delegate Anne Kaiser, and will run through the 2014 legislative session. Student exhibitors are Miguel Aguilar, Behfar Bahdoran, Blanca Cervantes, Robert Chanin, Willis Cheng, Sophie Dreir, Eric Goss, Michael Henze, John Kim, Mariette Klein, Carol Moore, Ada Pineda, Azka Saifullah, and Yi-Sheng Wang. The show is coordinated by David Phillips, director of the Montgomery College Arts Institute.

## **Celebrating Faculty, Staff, and Administrators**

### **Conference Presentations/Invitations and Special Speaking Engagements**

Patricia Kessler, part-time professor of art, is currently exhibiting two fiber art pieces in the show, *Directions*, at the Hill Gallery in Richmond, Virginia (January 9–February 15). A fiber art piece was accepted by the jury for the Tribute to Fiber Arts exhibition to be held at the BlackRock Center for the Arts in Germantown (March 8–29).

Lincoln Mudd, associate professor of art, gave a presentation in January at Dickinson College entitled “Museum Studies across the Disciplines.” The presentation was part of a one-day event, *Cooling the Liberal Arts: A Workshop for Teaching About Climate Change*. The presentation built on his experience as part of the 2013 Smithsonian Faculty Fellowship, which is coordinated through the College's Paul Peck Humanities Institute. The 2013 fellows presented their work on February 20.

Dr. Michael Mills, director of Distance Education and Learning Technologies and interim director of the Center for Teaching and Learning, recently co-presented at Anne Arundel Community College on “The Promises and Perils of MOOCs.” He will also be the featured presenter in February at Morton College in Chicago. The title of the presentation is “Class, Please Take Out Your Cell Phones.”

Faculty offered presentations at the recent annual conference for Maryland's [Association of Faculties for Advancement of Community College Teaching \(AFAACT\) conference](#), held at Prince George's Community College.

- Dr. Margaret Birney, associate professor of biology, and Anthony Solano, professor of counseling and advising, presented “Fusing Biology and Study Habits Development to Improve Student Success.”
- John McLaughlin, part-time professor of English, presented “Updating: Solo and Group Work in English Classes, in College with 150+ Ethnicities.”
- R. Scott Hengen, a professor in the Department of Speech, Dance, and Theatre, organized a panel presentation, “Forward Fusion: Melding the Arts and Humanities with Museum-Based Learning to Energize Today’s Students.” Joining Professor Hengen were Dr. Jay Marciano, professor of counseling and advising, and Bette Petrides, part-time professor of English. Professors Hengen, Marciano, and Petrides were fellows in the 2012 cohort of the Smithsonian Faculty Fellowship.
- Dr. Satarupa Das, professor of economics, also presented “Using Museum Exhibits in Introductory Economics Classes: An Innovation with Experiential Learning.”

Dr. Percy North, professor of art, attended a January invitational scholar’s symposium at the [Crystal Bridges Museum](#) in Bentonville, Arkansas.

Dr. Judy Ackerman, vice president and provost of the Rockville Campus, and Debra Poese, professor of education, were members of a panel at the Joint Mathematics Meetings in Baltimore in January. Their panel was entitled “Collaboration between Two-year and Four-year Institutions that Create Pathways to the Math Major.”

Dr. Sanjay Rai, interim senior vice president for academic affairs, was a featured speaker at the 12th annual conference of the National Institute for the Study of Transfer Students. His presentation, “Creating Opportunities for Community College Transfer Student Success,” was delivered as part of the plenary session for all conference attendees.

### **Art Exhibitions/Performances**

Patricia Zannie, part-time professor of art, recently exhibited a collage entitled *Blue Trees* at a juried Rockville Art League show at the Glenview Mansion Art Gallery. The artwork of current student Fred Ruckdeschel and the works of two former students, Cynthia Farrell Johnson and Lois Levitan, were also among the 90 pieces selected from over 200 entries to the show. The show’s curator said the works selected “...demonstrate technical proficiency, innovation, intellectual strength, and emotional impact.”

An exhibit of woodblock prints by Art Professor Amanda Gordon Miller will run through March 14 at the atrium of the Germantown Campus’s High Technology and Science Center.

John Carr and Michael Sellmeyer, professors of art, organized [Impressions 2014: A National Juried Printmaking Exhibition](#) at the Sarah Silberman Art Gallery in January and February. The exhibition features work from 32 American and two Scottish artists.

Sumita Kim, professor of art, displayed a one-person exhibition, [In Limbo](#), at the VisArts Gibbs Street Gallery in January and February. Professor Kim offered an artist talk at the opening reception.

Jonathan Goell, professor of photography, displayed prints in a [photographic retrospective](#) that spanned five decades and depicted scenes from national and international locales. The exhibit was at the Communication Arts Technologies Gallery on the Rockville Campus in January and February.

Javon Inman, computer support specialist in the Office of Information Technology, is also an acclaimed singer and songwriter who released the rhythm and blues single, "[Beautiful Girl](#)." Mr. Inman has received 11 gospel music awards, including Male Artist of the Year and CD of the Year.

### **Awards/Accolades**

Jason Rivera, talent management coordinator and administrative associate in the Office of Human Resources, Development, and Engagement, received the [American Association of Hispanics in Higher Education \(AAHHE\)/Ford Multidisciplinary Graduate Student Fellowship](#). Mr. Rivera is a doctoral student in the Minority and Urban Education Department of Teaching, Learning, Policy, and Leadership Program at the University of Maryland.

Montgomery College Men's Soccer Coach Pedro Braz was named NJCAA 2013 Junior College Men D3-North Coach of the Year for the second straight year. The Raptors men's soccer team finished the 2013 season 22-2. Coach Braz is 40-6-2 in his two seasons at Montgomery College. The team is currently ranked fourth in the nation in Division III.

### **Special Appointments**

Radiologic Technology Professor Rose Aehle was promoted to site visitor team chair for the Joint Review Committee on Education of Radiologic Technologists.

### **Interesting News**

Higher Education Marketing listed [Montgomery College's 2013 Holiday Greeting video](#) as one of the top 20 among colleges nationwide.

Over the winter break, the College refurbished the Rockville and Takoma Park/Silver Spring Campus Libraries with new carpeting, new paint, new public computer workstations, and additional new furniture. The renovations are designed to enhance student success, support collaboration, and improve the Common Student Experience. The Cafritz Art Library and Germantown Library will be refurbished later in the year. In partnership with the Office of Information Technology, the libraries are also adding new technology, including one collaborative workstation per campus and monitors in all of the group study rooms. These enhancements will better support students in their studies, including collaborative work.

Sponsored by the Office of Auxiliary Services, the [Salvation Army's Holiday Angel Program](#) enabled College employees to provide gifts and clothing to 90 children in local families. Yolanda Martinez, administrative aide in Auxiliary Services, served as the program coordinator.

The College launched a new professional development registration system for employees in January, [MC Learns](#). Users may register for College classes and workshops, and also choose from over 1,700 self-serve online classes. MC Learns is integrated into the Talent Management System.

The College's 37th season of Summer Dinner Theatre will run in June and July. Productions will be *Seussical*, *the Musical* and *Les Misérables*. Dates and show prices will be announced in February.

## Grants and Awards

The Takoma Park/Silver Spring Office of Student Life's Service Learning Program received a mini-grant from the Maryland-DC Campus Compact to conduct a strategic assessment of their program, partnerships, and goals. Funds are being used to collaborate on work with Dr. Gail Robinson, former director of service learning with the American Association of Community Colleges and director of the [Broadening Horizons through Service Learning](#) project.

Workforce Development & Continuing Education's Transportation Safety Institute, part of the Business, Information Technology, and Safety unit, will serve as the lead applicant and fiscal agent for a \$25,000 EARN (Employment Advancement Right Now) planning grant for development of a new sector partnership called Maryland Mid-Western Transportation and Logistics MOVE (Moving Operators; Valuing Employers). This new industry sector partnership is the first of its kind. The partnership includes over 30 members, such as co-convenor Hagerstown Community College; the Community College of Baltimore County; Workforce Investment Boards representing Montgomery and Baltimore Counties and Western Maryland; WMATA (Washington Area Metropolitan Transit Administration); Fleet Transit; D.M. Bowman and Wantz Distributors; community organizations such as the Montgomery County Housing Opportunities Commission and Horizon Goodwill; and the industry association Maryland Motor Truck Association. Marcy Jackson, the College's transportation program director, led the grant application.

## Gifts and Awards

The Montgomery College Foundation recently received a \$250,000 gift from an anonymous donor supporting general scholarships.

Foundation board member Ken Cook and his wife, Juliana, pledged \$25,000 to establish The Kenneth and Juliana Cook Family Scholarship.

Marilyn Kucharski ('80) and her husband, John, gave a \$10,000 gift supporting ACES and the Global Humanities Institute, two of the College's top funding priorities.

The Foundation has been contacted on several occasions recently with requests for emergency funding from current students who are experiencing difficulties outside of the classroom. Established to assist students in great need, the Foundation's Emergency Fund recently paid the electric bill for a student and her three children who faced eviction from their public housing.

Rockville Whole Foods donated five percent of its January 15 sales to support the College Enactus Team's [Women's Empowerment Service Project](#).

## **Campaign News**

Foundation board member Jeffrey Slavin will serve as a Montgomery College Foundation 2020 Campaign co-chair. Barbara J. Krumsiek, chair, chief executive officer, and president of Calvert Investments, Inc., and Montgomery County First Lady Catherine Leggett have agreed to serve as honorary chairpersons.

## **Academic News and Notes**

The Kauffman Foundation collaborated with the Workforce Development & Continuing Education Business, Information Technology, and Safety (BITS) unit to run the first Entrepreneur FastTrac New Venture program, a business education course for aspiring and early-stage entrepreneurs. Karen Ambrose, program director, said that six students attended 10 weekly sessions taught by a trained Kauffman facilitator on the process of becoming entrepreneurs, and included local entrepreneurs as guest speakers and mentors. The weekly topics of discussion ranged from identifying market needs, to building the organization and team, to implementing next steps.

This semester the Germantown Department of Art will participate in its second honors dyad. Professor David Carter will teach an honors section of AR 103, Design Studio: 2-Dimensional paired with PL 201, Introduction to Philosophy, taught by Professor Michael Harding. Outcomes for the class include determining the meaning of life and defining "art" once and for all.

As of January 2014, the Germantown Assessment Center has officially received licensure to administer the GED Test. Those interested in taking the GED do not need to be affiliated with Montgomery College. The Rockville Assessment Center is currently applying for the same licensure with the goal of being approved by July 2014. The Takoma Park/Silver Spring Campus will seek licensure in 2015.

A group of 27 faculty and students took part in a [short-term study abroad program to Cuba](#) in January. The program included arts events, talks from members of a Cuban neighborhood organization, and a visit to Ernest Hemingway's home. From this experience, students are producing important projects and faculty are moving to incorporate professional development into their work. This program was sponsored by the Study Abroad program and the Department of English.

[Nursing students and Nursing Skills Simulation Lab](#) staff prepared and distributed backpacks in December to homeless people in downtown Silver Spring as well as through the Interfaith Works/Community Vision program.

At-risk youth residents of Our House, a residential job training center for youth, visited the Gaithersburg Business Training Center to learn about classroom technology and discuss career

paths. Benny Bienvenue, executive director, and Keith Harper, counselor of Our House attended the site visit coordinated by Dr. Ed Palaszynski, senior program director of the Information Technology Institute, and Professor Joel Levine. Dr. Palaszynski and Professor Levine provided an overview of College resources and introduced the youths to Career Coach, the College's online job prospect and training tool. This partnership is sponsored by funding from the Montgomery College Foundation and supported by actor Charles "Roc" Dutton, author of *From Jail to Yale*. [Fox 5 News](#) recently highlighted the event.

## **The Latest from Student Services**

New to the College, the Welcome Centers just finished their first spring peak registration period. Helping students with registration and providing basic information about the College, the centers serve as a first point of contact for new, returning, and prospective students. By fall 2014, Welcome Centers will be up and running at all three campus locations.

## **Speakers and Events**

### **January**

The Robert E. Parilla Performing Arts Center sponsored the play [Are You My Mother?](#) in January. Based on the book by P.D. Eastman, this is the second production in the 2013–2014 Saturday Morning Children's Series.

The [Montgomery College Astronomical Observatory](#) at the Rockville Science Center hosted a guest night in January. Visitors viewed the planet Jupiter, star clusters, nebulae, and other celestial objects.

[Dr. Arthur Benjamin](#), professor of mathematics at Harvey Mudd College and renowned "mathemagician," offered two talks on the Rockville Campus in January: a student talk on "Secrets of Mental Math," and a faculty talk on "The Beauty and Magic of Mathematics." Both talks launched the 2014 Rockville Science, Engineering, and Mathematics area lecture series.

The [Vienna Concert-Verein Orchestra](#), featuring conductor Philippe Entremont and piano soloist Sebastian Knauer, performed at the Robert E. Parilla Performing Arts Center in February.

### **February**

A [STEMXPress III event](#) was held on the Rockville Campus in February. Students in science, technology, engineering, and mathematics learned about drafting resumes, finding internships posted on the web, and developing professional profiles through LinkedIn.