From:	The President
To:	MC Communications!
Subject:	Decision about Academic Restructuring Recommendations
Date:	Monday, March 31, 2014 1:01:09 PM

MONTGOMERY COLLEGE
Office of the President

March 31, 2014

MEMORANDUM

To: Montgomery College Colleagues

From: Dr. DeRionne P. Pollard, President

Subject: Decision about Academic Restructuring Recommendations

The work of our academic restructuring efforts reached a major milestone three weeks ago, when the entire College community and I received the much-anticipated final report from Dr. Sanjay Rai, interim senior vice president for academic affairs. His recommendations came after nearly two years of review, dialogue, and reflection on how best to organize and lead the academics of Montgomery College. This was a critical process that will steer the College's central mission of providing excellence in teaching and learning for years to come. I thank him, the nearly 200 faculty and staff who served on task forces and work groups, and the hundreds more who attended forums or provided written feedback. And today I am announcing that I am accepting the five recommendations offered by Dr. Rai in the final report.

This has truly been a profound journey for all of us.

It has been a journey inward, a journey of self-introspection. To teach so others may learn and be empowered to change their lives is the reason we exist. How we arrange the many components—the disciplines and majors, the faculty and staff, the learning centers, the budgets—has an impact on our effectiveness in meeting our students' needs. We have a responsibility to our students and our community to be our very best, an aspiration that calls on us to be responsive to the dynamic and evolving nature of higher education in today's global society.

With this responsibility in mind, I read and reviewed the report in Dr. Rai's March 10 communication with great interest. I discussed it with him and other senior leaders, and with faculty and staff leaders. The reactions I have heard have been strongly supportive. The five recommendations in Dr. Rai's memo reflect a visionary leadership that I sense is collectively held throughout the College. They bear repeating here.

- *Recommendation I: Structure academic disciplines under four units, led by vice president/provosts, as follows:*
    - *Business and Economics, Arts, English and Reading, Social Sciences*
    - *Applied Technologies, the Gudelsky Institute for Technical Education, Workforce Development & Continuing Education*

- *Science, Technology, Engineering, and Mathematics*
- *Communication, Health Sciences, Health and Physical Education, and Humanities*

- *Recommendation II: Comprise all collegewide disciplines under the four academic units (as shown in detail in the final report).*

- *Recommendation III: Transition chairs to 12-month, non-bargaining positions that include supervisory responsibilities.*

- *Recommendation IV: Create strong shared leadership and renewed focus on integrative learning by forming an integrative learning council to coordinate and enhance programs, and to study the work group's recommendations and the feasibility of implementation.*

- *Recommendation V: Enhance the Office of Academic Affairs to include leadership for curriculum and collegewide co-curricular programs, learning advancement and academic planning, and to enhance communications and coordination.*

These ambitious changes will be implemented carefully and thoughtfully. There will be impacts on each functional division of the College, which illustrates the pervasive connection between and among Academic Affairs, Administrative and Fiscal Services, Advancement and Community Engagement, and Student Services, as well as the offices that report directly to the Office of the President. I have asked Dr. Rai to assemble implementation teams to strategically address transition processes and timelines. These teams will engage all of the functional divisions in developing the actions to realize the recommendations. Changes will begin after July 1, 2014, but processes related to Recommendation III will begin immediately.

As with all that we do, we will assess these changes in Academic Affairs. If modifications are warranted as we grow and learn together, we will address them together. After the structure is in place for several years, we will seek an external reviewer to examine the effectiveness.

I am very optimistic and excited for the future of Montgomery College. These changes promise to position the College to be agile and responsive to the needs of our students. Their opportunities resulting from a collegewide discipline focus guided by our caring, professional, award-winning faculty will truly create a common student experience and the results expected by our accreditors and our local, state, and national funders.

Again, I extend my gratitude to all who have been involved in the successful conclusion of this restructuring planning effort, including faculty, staff, administrators, governance leaders, as well as the full-time faculty bargaining unit leaders who have negotiated mutually agreeable terms regarding department chairs. I thank the Academic Affairs division leadership—vice presidents/provosts, deans, chairs—and especially Dr. Rai for this major accomplishment for Montgomery College.

Our profound journey will have a lasting positive impact on Montgomery College. In the end, our efforts are all about our *students'* journeys. It is their individual journeys—all of them striving to change their lives through education—that matter most to us.