

# Governance Training

## Council Leadership Training

Dr. Clevette Ridguard  
Governance Director  
August 26, 2021  
2:00 pm to 4:00 pm

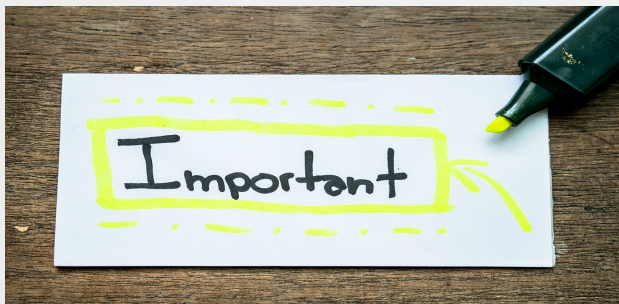


# Meeting Outcomes

- Overview of Governance Process
- Communication Guidelines
- Expectations of Leadership
  - Setting up your meetings
  - Planning for your meetings
  - Conducting the meeting script
- Review of governance templates, reports, and due dates
- Governance Reporting



***2021-2022 Governance Theme:***  
***Creating connections and  
collaboration for students,  
employees, and institutional  
success***



The screenshot shows a user interface for a course on the Montgomery College Learning Management System. At the top, there is a search bar and navigation icons. The main content area is split into two columns. The left column features a large title 'Governance Competency Badging: Module One-Part B' and a descriptive paragraph. Below this is a section titled 'Lessons in This Course' with a progress indicator showing '0/1' completed. A single lesson is listed with a 'Media' icon. The right column displays a course badge with the text 'MC GOVERNANCE' and 'MC MONTGOMERY COLLEGE', a 'Resume Course' button, and a summary table. The table indicates the course is 'IN PROGRESS' with a duration of '2 hours' and '1' lesson. A 'Delivery Mode' of 'Self-Directed' is also shown. At the bottom of the right column, there is a 'CONTACTS' section and a system message about Windows activation.

MC MONTGOMERY COLLEGE

Search

MC GOVERNANCE

MC MONTGOMERY COLLEGE

Resume Course

IN PROGRESS

Duration	Lessons
2 hours	1
Delivery Mode	
Self-Directed	Activate Windows Go to Settings to activate Windows.

CONTACTS

**Workday-Topics-Leadership/Mgmt/Supv-Scroll down to find the course!**



# College Leadership and Governance Participation

Decision Status	Governance and College Leadership
Decision Not Made Yet	<p><i><b>Engagement</b></i></p> <p>Consult, Involve, Collaborate, Empower</p>
Decision Already Made	<p><i><b>Informational</b></i></p>

# Decision Made: Informational Level

## •Informational Only

- The goal and promise is to keep the College community informed so they can understand what is taking place.
- Think of this as doing public relations and fulfilling the promise of keeping the College community informed.

# Decision not made: Levels of Engagement

- **Consult** – Leadership asks for input relevant to a pending decision at one point in the decision-making process. The promise is to consider input.
- **Involve** – Leadership involves one or more governance councils with multiple opportunities for input. The promise is to consider input and representative perspectives to a larger degree than consult.
- **Collaborate** – Leadership engages in all key aspects of designing a solution. Consensus is not required, but promise is to weigh governance recommendations heavily in the final decision.
- **Empower** – Leadership empowers councils to decide among possible choices and provides resources to make an informed decision. The promise is to implement the recommendation as much as feasible.



## Considerations

- What level of participation in the decision process is most appropriate?
- Are there other council(s) that your council should **collaborate** with for their input or response? If so, which council should you **engage or inform**?




## Question?

*Based on your discussion this morning in your individual council meetings or thinking about your councils, what opportunities are there for your council to collaborate on projects or recommendations with other councils?*

# About Concerns

## CONSTITUENCY CONCERNS

1. Concern presented to Council
2. Council addresses concern
3. Concern is tracked annually
4. Concern is resolved
5. Information/Referral provided or Concern develops into formal recommendation



**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.

**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](mailto:EmployeeRelations@montgomerycollege.edu)

- Alcohol or Drug Abuse • Benefit Abuse • Bias Incidents
- Disability Discrimination • Discrimination or Harassment
- Employee Behavior • Invidious • Nepotism or Favoritism
- Sexual Harassment • Workplace Violence or Bullying

**Compliance, Risk, and Ethics**  
[Ethics@montgomerycollege.edu](mailto:Ethics@montgomerycollege.edu)

- Conflict of Interest • Disability Access Issues • Ethical Misconduct
- Grants Research Fraud or Misconduct • Improper Giving or Receiving Gifts
- Maryland State Ethics Filing and Reporting Questions
- Protection of Minors • Regulatory Compliance
- Violations of College Policies not otherwise identified
- Title IX • Athletic Concerns

**Internal Audit**  
[InternalAudit@montgomerycollege.edu](mailto:InternalAudit@montgomerycollege.edu)

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

**IT Privacy & Cybersecurity Compliance**  
[ITSecurity@montgomerycollege.edu](mailto:ITSecurity@montgomerycollege.edu)

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

**Environmental Safety**  
[EnvironmentalSafety@montgomerycollege.edu](mailto:EnvironmentalSafety@montgomerycollege.edu)

- Occupational Safety Concerns • Environmental Related Issues

**Library**  
[libguides.montgomerycollege.edu/copyright](http://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

**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](mailto:Ombuds@montgomerycollege.edu)

**EthicsPoint Reporting Line**

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

[montgomerycollege.ethicspoint.com](http://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**

# Pathway to Recommendations/Action Items

- How do/can constituents use governance?
- An issue needs attention ...
- Is it an issue that can be resolved via a referral? Does it have board implications?
- Does the issue lend itself to a concern or a recommendations?
- I (we) have a great idea (advocate for a solution) via a recommendation.....



# Recommendation Format



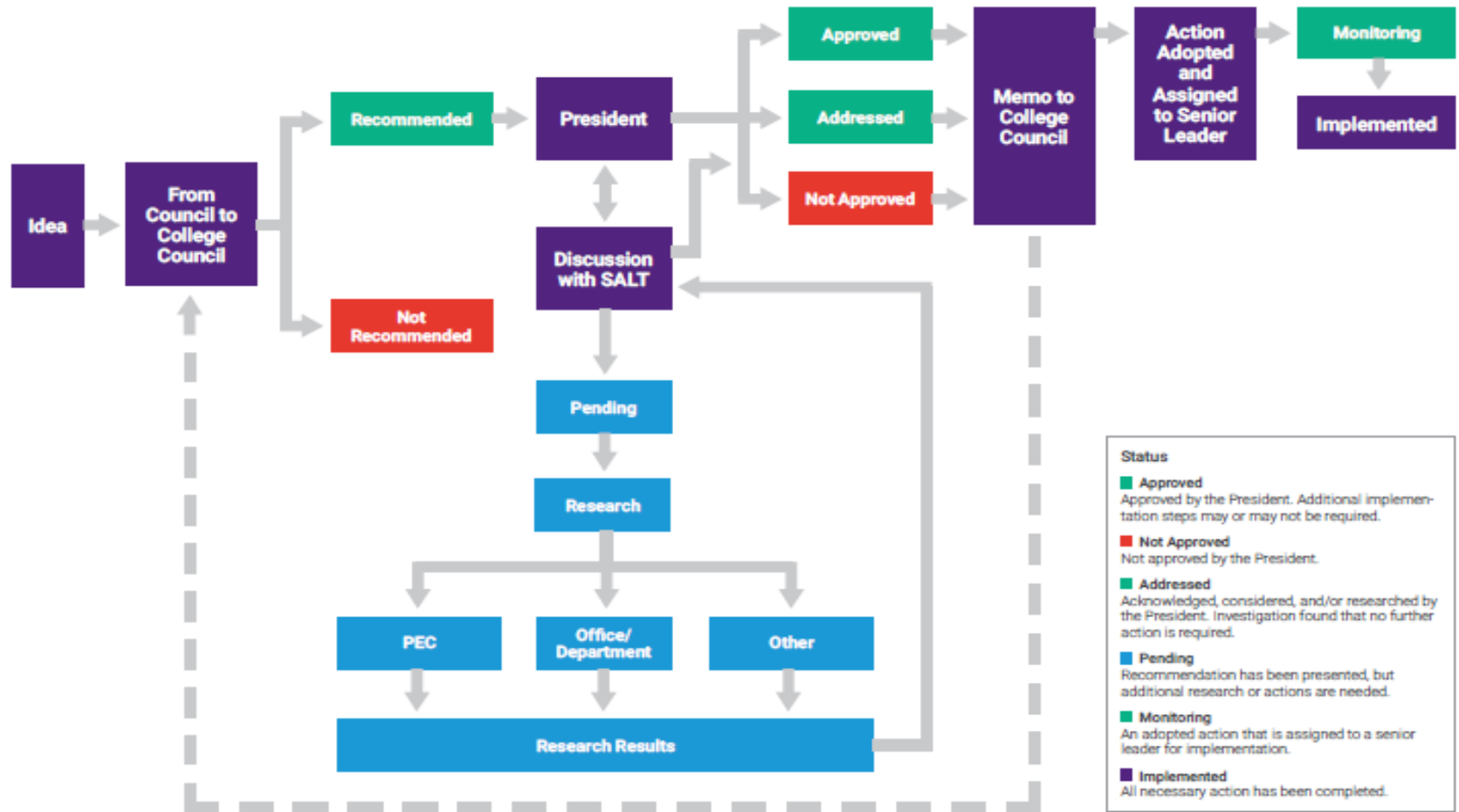
- **Provide** background and context
- **Provide** supporting documentation
- **State** the recommendation (resolution)
- **Provide:**
  - Student Impact
  - Economic Impact to the Institution
  - Equity and Inclusion Impact



# About Recommendations

1. Approved by individual council
2. Approved by College Council
3. Presented to the President
4. Decision Made
5. Decision is monitored and tracked until implementation is complete

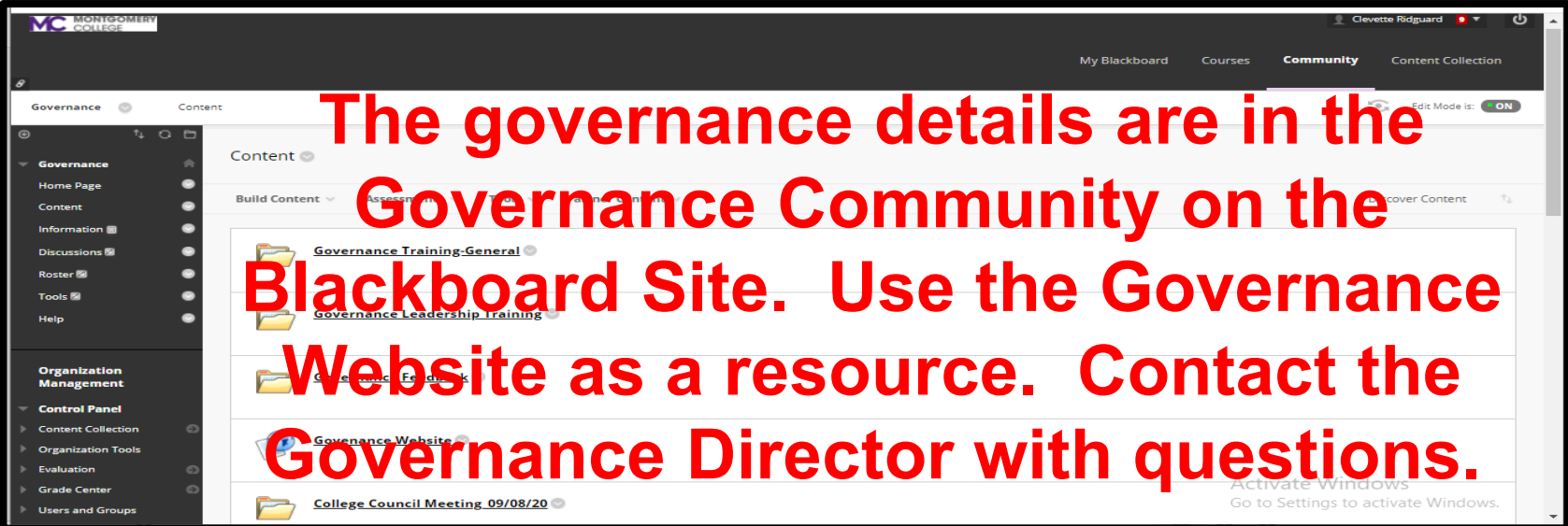
## Governance Recommendations Workflow



**Status**

- **Approved**  
Approved by the President. Additional implementation steps may or may not be required.
- **Not Approved**  
Not approved by the President.
- **Addressed**  
Acknowledged, considered, and/or researched by the President. Investigation found that no further action is required.
- **Pending**  
Recommendation has been presented, but additional research or actions are needed.
- **Monitoring**  
An adopted action that is assigned to a senior leader for implementation.
- **Implemented**  
All necessary action has been completed.

# DETAILS



The screenshot shows the Blackboard Governance Community interface. The left sidebar contains a navigation menu with sections: Governance (Home Page, Content, Information, Discussions, Roster, Tools, Help), Organization Management, and Control Panel (Content Collection, Organization Tools, Evaluation, Grade Center, Users and Groups). The main content area is titled 'Content' and shows a list of folders: Governance Training-General, Governance Leadership Training, Governance Website, and College Council Meeting\_09/08/20. A red text overlay is centered over the screenshot, providing instructions on where to find governance details.

**The governance details are in the Governance Community on the Blackboard Site. Use the Governance Website as a resource. Contact the Governance Director with questions.**



## Governance Logistics

- Setting up the Meeting
  - Zoom Guidelines
- Planning for the Meeting
  - Inviting Speakers
- Conducting the Meeting and Follow-Up
  - Action Items, Emails, and Reports

**Invite Governance Director, Yvette Taylor, and College Council Chair to all Zoom Meetings.**

# Communication Guidelines

- Meeting Agenda Templates
- Minute Templates
- **Meeting Script for Chairs**
- **Governance Email Addresses**
- Governance Recommendation Template
- Governance Council Goal Template
- Constituency Report Template

# Meeting Agenda Template

MONTGOMERY  
COLLEGE  
Governance

Council Name  
Room, Date, Time

## OUTCOMES

By the end of this meeting, we will have:

## AGENDA

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



Start	Ref	Topic	Lead Person	Time	Purpose
	1	Call to Order			
	2	Constituent Concerns			
	3	Approval of Minutes			
	4	Chair's Report			
	5	Unfinished Business			
	6	New Business			
	7	Adjourn			

COUNCIL RESOURCE OFFICIALS  
NAME OF LEADER LIAISON

NEXT COUNCIL MEETINGS  
DATE, TIME (Agenda and materials posted by DATE)

DRAFT

# Minutes Template

Agenda and Minutes File  
Format

All lower case and no spaces

Example

collegecouncil03202020agenda.pdf

collegecouncil03202020minutes.pdf

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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:XXpm

Respectfully submitted by  
(Name), College Council Secretary

# The Council Meeting Script

## 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.

Welcome to any guest 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](https://www.montgomerycollege.edu/about-governance) website. <https://www.montgomerycollege.edu/about-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

**"There is now time for any comments 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

meeting or to have printed copies at the meeting. If this has been done say, **"Are there any additions or corrections to the minutes? [Pause.] If not, 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."**

#### 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. 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."** 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.

# Other Templates

## MC Governance Constituency Recording Report

Council Name:						
No.	Item/Issue/Comment	Concern brought to Council by <i>(name of person(s))</i>	Council Member Assigned to person ... <i>(include date of assignment)</i>	Date of Update	Action/Outcome	Status <i>(Indicate if it is Pending or Close)</i>

## MC MONTGOMERY COLLEGE MAKE YOUR MOVE

### Governance Council Goal Plan

Council Name: \_\_\_\_\_

**Directions:** Each council submits a list of its goals (a minimum of 2, not to exceed 3; see page 1 and 2) to the Director of Governance and cc College Council the by October 31st. Councils will complete a brief annual report based on these goals (see page 3) by May 31st.

**Issue:** What is one topic or issue your council will consider this year for the purpose of developing a recommendation? (Brainstorm a list of topics and use this list to inform council agendas.)

## Governance Recommendation

<b>Title:</b>
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 cost factor or any economic impact of this recommendation. Council should work with Council Liaison to research the economic impact of the recommendation.)</i>
Equity and Inclusion Impact: <i>(Council should contact the Office of Equity and Inclusion, Ms. Sharon Bland to ascertain and statement of equity and inclusion impact.)</i>
Proposed Motion: <i>(This should be a sufficient statement of the requested College Council action.)</i>
Final Disposition/Recommendation: <i>(Complete once decision is made by College Council)</i>

# Governance Processes

- Dates and Timelines
  - Adhere to deadlines
- Reports
  - Goals Plan due **Friday, 10/29/21**
  - Constituency Concerns due **end of semester**

# Conclusions: KEYS to Success

- Understand your role and your council's role
- Understand the difference between being informed and being engaged and work with your council members to find the right balance
- Use Robert's Rules to move the work forward
- Understand how constituents can utilize governance effectively
- Understand how decision-makers can utilize governance effectively



# Questions and Answers

