From: The President
To: MC Communications List
Subject: Improved Administrative Alignments
Date: Wednesday, December 07, 2011 9:33:07 AM

MONTGOMERY COLLEGE
Office of the President

December 7, 2011

MEMORANDUM

TO: Montgomery College Colleagues

FROM: Dr. DeRionne P. Pollard, President

SUBJECT: Improved Administrative Alignments

One of my presidential priorities this year is to address issues of institutional "architecture." Specifically, I have been reviewing organizational structure as well as considering the leaders I need to support our collective efforts to build a better future for Montgomery College. Senior administrators have worked with me to develop some important changes in our administrative alignment.

Aligning our organizational structure to better meet our current needs is an important first step in strengthening the entire organization. These changes will serve to enhance and increase the effectiveness of specific units, more clearly articulate and define their collective purpose, and improve existing reporting lines and responsibilities. In every case, I have asked the senior vice presidents to first communicate changes within their units. Over the next weeks and months, the senior vice presidents will make collegewide announcements regarding the administrative alignments within their respective areas. There also will be announcements regarding the future leadership of the newly formed Montgomery College Life Sciences Park Foundation.

In most cases, appointments to any new positions will be made through either the search process or by appointing a qualified internal individual to serve on an interim basis. In cases of organizational restructuring, an individual already in charge of that major responsibility may be made the permanent appointee. In addition, in certain cases, existing job titles will be modified to provide organizational clarity and to reflect the position scope of responsibility.

Another important aspect of organizational design is succession planning, which addresses both the present and future of an organization. It is important to create depth in the leadership pool, not only for the purpose of administering our current work, but to prepare the institution for the future. Where appropriate, positions will be designated to provide a strong supporting role for an office to help sustain the organization.

With this background in mind, I want to share important information regarding positions in units of the president's office. First, the reorganization of the Office of Information Technology has provided opportunities to reallocate staff into the new Office of Compliance. Vicki Duggan, current deputy chief information officer, will serve as interim chief

compliance officer. Ms. Duggan has extensive experience in organizing and managing complex projects, skills necessary for this new office. In addition to Ms. Duggan, two staff will be assigned to the Office of Compliance: a project manager and an administrative aide. The project manager will be identified through an existing position realignment, and a search will be conducted for the administrative aide.

In the Office of the President, Dr. Brian Baker, current special assistant to the president, will become the deputy chief of staff and strategy, and work directly with Dr. Stephen Cain, chief of staff/chief strategy officer. In this role, Dr. Baker will provide leadership for various aspects of the duties of the chief of staff/chief strategy officer. His professional background in communications and education bring a valuable perspective to this role.

Please join me in congratulating and supporting these administrators in their new roles, which begin on January 1, 2012. I am confident that they will continue to serve our institution well.

As we continue to examine how to create the most relevant community college, each future decision will be the result of a thoroughly deliberative process aimed at bringing the utmost benefit to the entire institution. As in the past, I will continue to engage the College community in discussions regarding our administrative architecture, and where appropriate, there will be broad representative committees working to provide input.

Thank you for your continued support, and best wishes for a successful conclusion to the semester.