From: The President
To: MC Communications!
Subject: Decisions regarding Acting and Interim Administrators
Date: Thursday, December 06, 2012 4:48:30 PM

MONTGOMERY COLLEGE
Office of the President

December 6, 2012

MEMORANDUM

To: Montgomery College Colleagues

From: Dr. DeRionne P. Pollard, President

Subject: Decisions regarding Acting and Interim Administrators

As we approach the end of the fall semester, I wanted to share with you my approach and reflections about decisions that will bring further stability to our organization's administrative leadership. An important part of a president's job is to build a strong employee workforce to meet the institution's needs and serve the community. In the coming months, you will receive communications about new administrators in various roles. Prior to these announcements, I want to put my decisions in context and provide you with background about how these decisions are made.

Over the past year, the College has had a number of individuals serving as interim and acting administrators in the Academic Affairs, Administrative and Fiscal Services, and Student Services divisions, as well as among my direct reports. I am pleased that we have supported the professional development and growth of our own people through these opportunities. However, acting or interim roles should be resolved as promptly as possible with an eye toward providing appropriate expertise, effective leadership, and inspired vision for the future.

When a vacancy or opening in an administrative position occurs, I can address it in one of three ways: (a) conduct a search, (b) reassign a qualified administrator to fill it, or (c) assign a non-administrator who has successfully served in the role for a year. These options derive from the Policies and Procedure Manual, specifically in 32104CP–Recruitment and Appointment Procedures for Administrative Staff, and 34001–Changes in Employee Status.

In three current instances of administrative openings, I will exercise my judgment to reassign a qualified administrator to fill a new role. And, in five cases, we have individuals who were not previously administrators serving in acting or interim roles. In evaluations of their work, these individuals have performed with distinction, and their appointments will bring important stability and continuity to their divisions. Once each of these five has passed the one-year mark—which some have already passed and others are approaching—I intend to announce their appointments.

Every now and then, members of our community comment about the role of administrators at the College. While most comments are appreciative of the work administrators do, sometimes people inquire about changes to our administrative structure, the number of administrators we have, and their titles. Therefore, let me share my thoughts in an effort to lend perspective to recent changes in the administrative structure.

Since my arrival, my changes to administration have helped to strengthen our ability as an institution to meet legal requirements, begin to realize our strategic plan, and operate more authentically as One College. Specifically, I have modified five administrator roles, eliminated seven, and created 11. To implement these changes, two staff positions were converted into administrator positions with the same title; four vacant staff positions were changed to administrator positions; and two administrator positions were converted to staff positions.

The net result of these actions is that the College has experienced a net gain of four administrators since my arrival. And, even though we are the largest community college in the state, the College's proportion of administrators—when compared to the number of students, faculty, and staff—still remains among the lowest of all Maryland community colleges.

In addition, it is important to note that all administrator positions were reviewed during the classification study process last spring. Roles and titles of all staff were reviewed in a systematic way based on common standards. As a result, three administrator titles were changed from vice president to director. I will continue to strive to assign titles that are consistent within our system and that communicate roles accurately for internal and external audiences.

In terms of people, and counting the ongoing searches, 17 administrators will have been hired through a search process. Six will have been administrators in one role who were reassigned to another administrator role, and three will have been existing staff members appointed to administrator after a year serving in an interim or acting administrator role.

I hope these facts demonstrate that there is deliberate and intentional design in the creation of individual administrator roles. My focus will always be on supporting and strengthening the College in fulfilling its mission. In this way, an experienced and highly capable administrative team serves to complement a knowledgeable and highly skilled faculty and staff. Together, we form a College community dedicated to the mission of empowering students to change their lives. And, together, we will succeed.