

To: Montgomery College Community

From: Dr. Jermaine F. Williams, President

Date: April 28, 2026

Subject: Continuing Renewal Through Organizational Alignment that Supports the College's Strategic Plan

As Montgomery College continues to pursue its Transformational Aspirations and implement its Board-approved Strategic Plan, we continue to intentionally align our institution to better support student success and enhance educational and organizational effectiveness.

Over the past academic year, Montgomery College has continued important collective work to advance key institutional plans, including implementation of the Academic Master Plan, the Student Enrollment Plan, the Integrated Marketing Plan, Workforce Development and Continuing Education redesign, and complementary facilities and communications strategies. Simultaneously, the College has seen a 3% increase in graduation rates for First-Time Ever In College (FTEIC) students in the past three years and a 5%, 2%, and 4% increase in three-year graduation rates for FTEIC Hispanic, Black, and male students, respectively, over the past four years. Across these efforts, your engagement, expertise, and commitment have been central to our progress, and I am deeply grateful for the care and professionalism you bring to serving our students and community every day.

A shared focus guiding this work remains on strengthening organizational effectiveness, ensuring our students, faculty, and staff can thrive. As we change, learn, and see impact, there is clear recognition of additional opportunities that must be pursued and leveraged to optimize our efforts to accomplish transformation at scale. Building on the progress made in FY26, these updates reflect a disciplined, multi-year effort to ensure our people, processes, and resources are fully aligned with our Strategic Plan and Transformational Aspirations—access, completion, and post-completion success. The FY27 alignment ensures our organizational structures are positioned to deliver on these priorities with greater clarity, coordination, and impact.

Overview of Planned FY27 Alignments

The FY27 changes focus on strengthening position configuration, clarifying leadership accountability, and enhancing coordination across the College in direct support of our mission, Strategic Plan, and Transformational Aspirations.

Academic Affairs

Alignments will strengthen teaching and learning while deepening connections to workforce and student pathways. Key actions include:

- Aligning leadership and resources to support high-impact priorities such as advising, scheduling, and workforce integration.
- Enhancing faculty and student support systems aligned with access, completion, and post-completion success.
- Advancing the Workforce Development and Continuing Education redesign, implementing seamless pathways for all students and focusing on future programming.
- Unifying part-time and full-time faculty support units and strengthening academic support functions.
- Aligning leadership for special scholarly programs through the Honors College and academic institutes to strengthen interdisciplinary and experiential learning.
- Enriching relationships across K-12 program planning and youth programs.

Student Affairs

Alignments will cultivate a sense of belonging for students, strengthen leadership capacity, and improve coordination across strategic priorities and measurable student-centered outcomes by:

- Centralizing collegewide Student Affairs strategic initiatives, grants, assessment, and project management, while strengthening coordination and impact.
- Enhancing oversight, compliance, and operational continuity across key areas, including Intercollegiate Athletics and Financial Aid.

Advancement and Community Engagement

Alignments will enhance community connection and engagement, philanthropic capacity, and brand stewardship by:

- Establishing a centralized visual design team to improve consistency, quality, and efficiency in College communications.
- Positioning strategic communications under the Director of Strategic Communications.
- Strengthening alignment across Development and Alumni Relations, enhancing the impact of annual, major, and principal giving.

Office of the President – Compliance and Ethics

Alignments, informed by external review and collaborative planning, will reinforce the College's values and strengthen our shared commitment to integrity, accountability, and institutional trust by:

- Refining the scope and structure of the Office of Compliance and Ethics, enhancing education, coordination, and accountability across the College.
- Aligning youth protection functions with the Office of Public Safety to strengthen responsibility and operational integration.

Moving Forward Together

These changes will be implemented thoughtfully and in stages, with an emphasis on communication, collaboration, and continuity. Across these changes, no new administrator positions have been added, and no faculty lines have been altered or reduced as a result of the organizational updates. No positions have been eliminated, and priority has been given to repurpose existing positions to best serve students and support faculty and staff in their work in fulfillment of the College's mission. We anticipate minimal immediate staffing impact in terms of scopes of work and assigned workload and will continue to share information and opportunities for engagement as this work progresses.

I remain deeply appreciative of the dedication, creativity, and care demonstrated by our faculty and staff. Your work makes a meaningful difference for our students and our community, and together we will continue to strengthen Montgomery College as an institution of opportunity, excellence, and impact. Thank you for your continued commitment and engagement.