MONTGOMERY COLLEGE

FISCAL YEAR 2025 ANNUAL REPORT



HUMAN RESOURCES AND STRATEGIC TALENT MANAGEMENT

CONTENTS



1 Letter from the Vice President/Chief Human Resources Officer

2 Workforce at-a-Glance

3 MC Employee Constituencies by the Numbers

6 FY25 Awards and Recognitions

7 Office of Human Resources And Strategic Talent Management

8 HRSTM Programs and Services: Key Metrics for FY25

12 HRSTM Communications

13 Internal Investigations

14 Employee Separations

16 Exit Interviews

17 HRSTM Strategic Priorities

18 HRSTM FY25 Goals and Outcomes



Krista Leitch Walker

Vice President
of Human Resources and
Strategic Talent Management

LETTER FROM THE VICE PRESIDENT/ CHIEF HUMAN RESOURCES OFFICER

Dear Colleagues,

I am pleased to share the FY25 Annual Report for the Office of Human Resources and Strategic Talent Management. This report provides a comprehensive view of Montgomery College's workforce, including employee demographics and constituencies, years of service, bargaining status, employee recognition, and key metrics for HRSTM programs and services. It also reflects the breadth of work undertaken by HRSTM to support our employees, leaders, and the College community throughout the year.

During FY25, HRSTM advanced a broad and integrated body of work aligned with the College's priorities for employee well-being, talent development, inclusivity, engagement, and operational excellence. Across all goal areas, our team focused on strengthening programs, improving systems and processes, expanding employee support, and using data and stakeholder feedback to guide continuous improvement. This included continued attention to total rewards, wellness, benefits, and retirement resources; professional development and internal career mobility; onboarding, recognition, accessibility, and belonging; supervisor development and workplace relationships; and the modernization of HR operations through technology, records management, data, and process improvement.

The year's outcomes reflect meaningful progress in both strategic initiatives and core operational responsibilities. HRSTM strengthened total rewards and well-being programs, advanced talent development and internal mobility, expanded efforts to promote belonging and accessibility, supported positive workplace relationships, and continued improving HR systems and service delivery. The report also highlights the important role that workforce data, program metrics, employee feedback, and collaboration with College partners play in helping us assess outcomes, identify emerging needs, and make informed decisions in support of the College's workforce.

I am especially proud of the commitment of the HRSTM team and the many College partners who contributed to this work. Their expertise, responsiveness, and collaborative spirit continue to make a meaningful difference for employees and the broader College community. While several significant efforts—including the classification and compensation study, wellness process improvements, recognition enhancements, and digital records transformation—are multi-year initiatives that will continue into FY26 and beyond, the progress reflected in this report provides a strong foundation for continued improvement, innovation, and service.

Thank you to our employees, managers, and College partners for your ongoing engagement, feedback, and shared commitment to creating a workplace where people feel supported, valued, and equipped to contribute to Montgomery College's mission and Transformational Aspirations.

WORKFORCE AT-A-GLANCE









1,198
Benefits-Eligible Employees

12
Average Years of Service

22,035
Total Years of Service

(Budgeted Positions–Full-time Faculty, Staff, and Administrators)

1,030
Employees Recognized for Awards

356
Total Supervisors

1,541
Total Part-time Faculty/ WDCE Faculty

234
Total Casual Temporary/Seasonal Workers

434
Total Student Workers (aides and FWS)

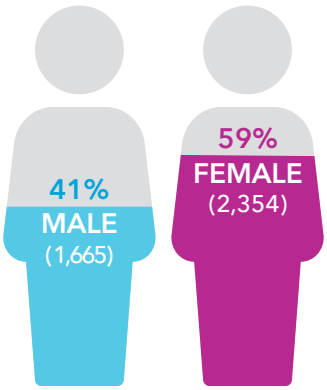
†The data submitted is derived as of July 1, 2025.

MC EMPLOYEE CONSTITUENCIES BY THE NUMBERS

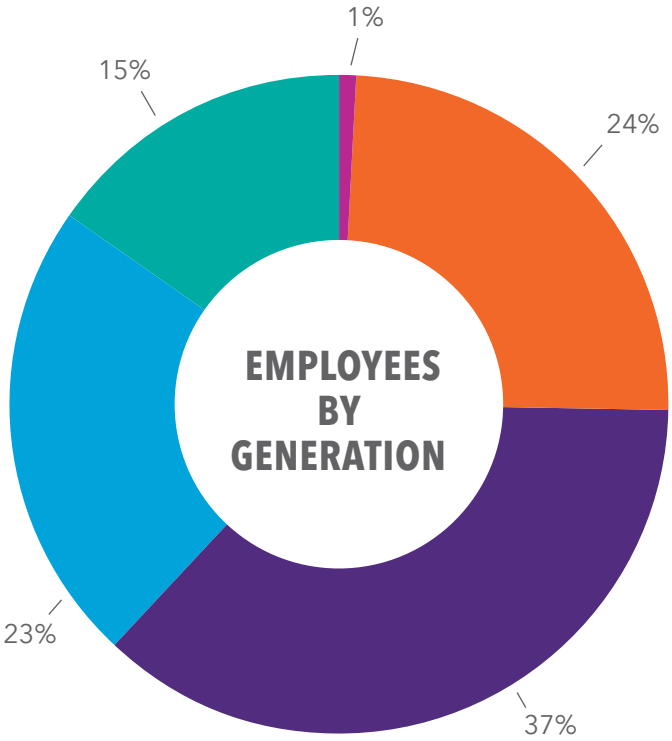
EMPLOYEE HEADCOUNT

91	Administrators
234	Casual Temporary
38	Department Chairs
483	Full-time Faculty
917	Part-time Faculty
1,163	Staff
331	Student Aides
35	Temporary with Benefits
624	WDCE Faculty
103	Work-Study Students
4,019	TOTAL

EMPLOYEES BY GENDER



EMPLOYEES BY GENERATION



Silent Generation
Born 1928–1945 and before
(Total Number = 39)

Baby Boomers
Born 1946–1964
(Total Number = 988)

Generation X
Born 1965–1980
(Total Number = 1,473)

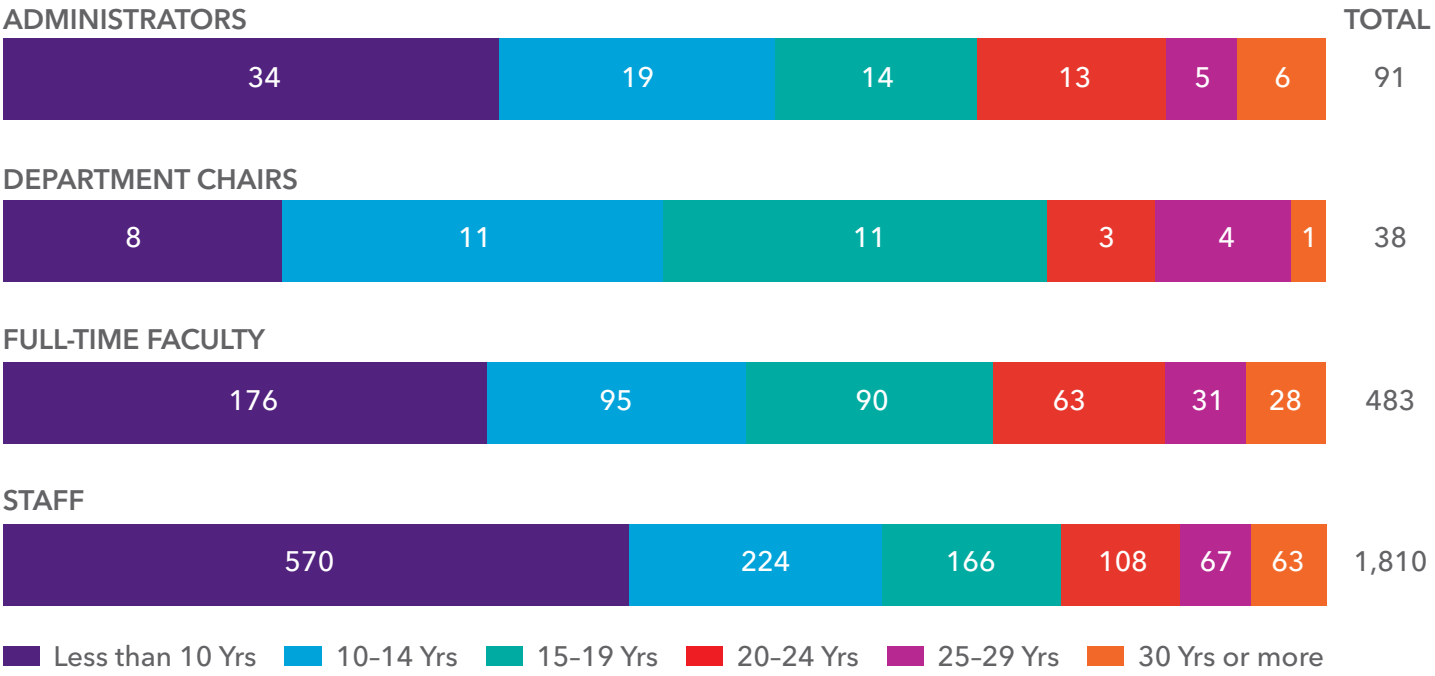
Millennials or Gen Y
Born 1981–1996
(Total Number = 911)

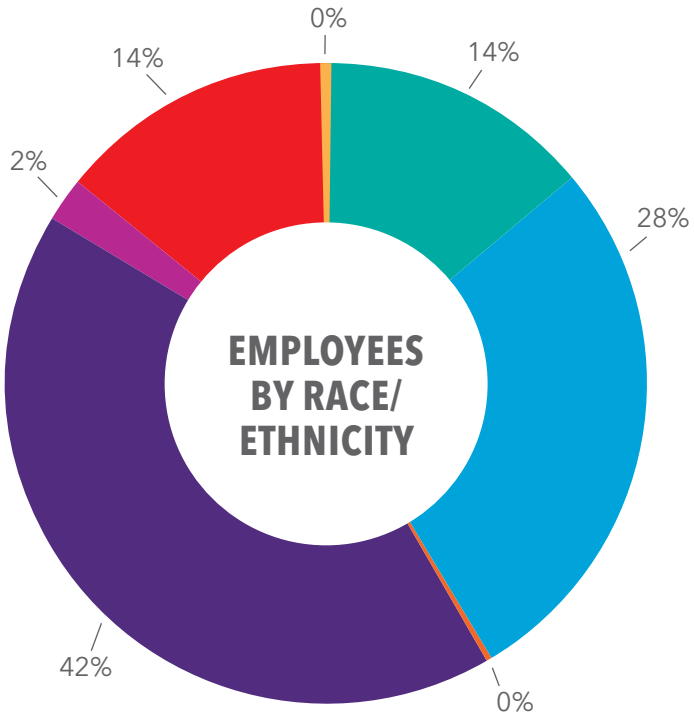
Gen Z
Born 1997–2012
(Total Number = 608)

†The data submitted is derived as of July 1, 2025.

MC EMPLOYEE CONSTITUENCIES B

EMPLOYEES BY YEARS OF SERVICE





American Indian
(Total Number = 11)

Asian
(Total Number = 554)

Black or African American
(Total Number = 1,108)

Hispanic or Latino
(Total Number = 561)

Native Hawaiian/ Pacific Islander
(Total Number = 5)

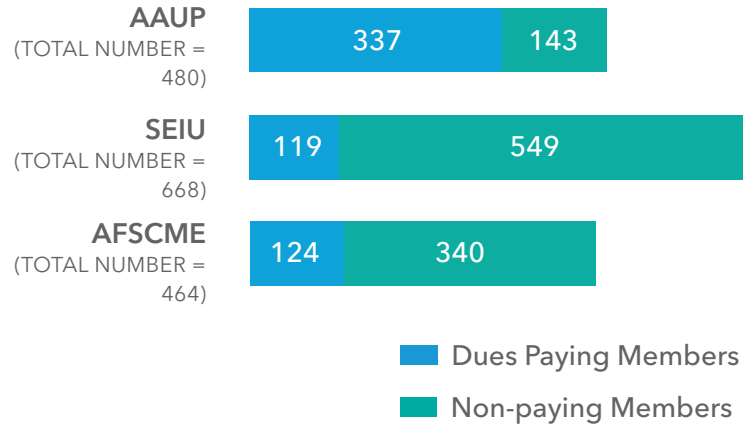
White
(Total Number = 1,691)

Other
(Total Number = 89)

†The data submitted is derived as of July 1, 2024.

Y THE NUMBERS

WORKFORCE BARGAINING STATUS



AAUP = AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

SEIU = SERVICE EMPLOYEE INTERNATIONAL UNION

AFSCME = AMERICAN FEDERATION OF STATE, COUNTY, AND MUNICIPAL EMPLOYEES

1,000+ AWARDS RECOGNIZING AND CELEBRATING OUR EMPLOYEES



Full-time Faculty of the Year Award	1
Part-time Faculty of the Year Award	1
Staff of the Year Award	1
Administrator Leadership Award	2
Outstanding Full-time Faculty Awards	19
Outstanding Part-time Faculty Awards	4
Outstanding Staff Awards	15
Staff Special Recognition Awards	212
Team Effort Awards	775

†The data submitted is derived as of July 1, 2025.

FY25 AWARDS AND RECOGNITIONS





Employees of the Year

Full-time Faculty of the Year
Dr. Angela Nissing, ELAP, Linguistics and Communications Studies

Staff of the Year
Cynthia Mauris, Instructional Designer

Part-time Faculty of the Year Award
Michael McDavit, Biology

Administrator Leadership Award
Elena Saenz, Associate Senior Vice President of Academic Partnerships and Programs
Suzette Spencer, Director of Library and Information Services

Outstanding Faculty Award Recipients

Outstanding Full-time Faculty Award for Excellence in Teaching
Professor Ali Alavi, Business and Hospitality
Professor Pallavi Bhale, Mathematics
Dr. Theron Coleman, English and Reading
Professor Levena de la Rosa, Social Sciences
Dr. Kimberly George, Biology and Chemistry
Dr. Evdokia Kastanos, Biology and Chemistry
Professor Megan Van Wagoner, Fine, Performing and Visual Arts

Outstanding Part-time Faculty Award for Excellence in Teaching or Counseling/Academic Advising
Dr. Maria Brunett, Mathematics
Dr. Pabitha Gnanamani, Biology, Biotechnology, Chemistry
Professor Colleen King, English and Reading
Professor Nicole Andrea Porcaro, English and Reading

Outstanding Full-time Faculty Award for Excellence in Counseling/Academic Advising
Professor Norma Winffel, Counseling and Advising

Outstanding Full-time Faculty Award for Excellence in Service to the Institution and Community
Dr. Glenda Hernandez-Tittle, Social Sciences
Professor Darren Smith, Mathematics

Outstanding Faculty Award for Excellence in Scholarly or Professional Accomplishments
Dr. Maria Sprehn, Social Sciences
Professor Bryan Tillman, Fine, Visual and Performing Arts

Outstanding Staff Award Recipients

Outstanding Faculty Award for Excellence in Performance
Saleh Ahmed, Instructional Lab Coordinator
John Amoroso, Program Coordinator
Tom Cantu, Instructional Designer
Anna Donohoe, Instructional Designer
Nichole Land, Administrative Aide III
Yuling Mei, College Architect
Ifang Navintranonth, Administrative Aide II
Kerry Norberg, Planning and Design Director
Michelle Pagan, Executive Associate II
Xumei Ren, Instructional Lab Coordinator
Clint Wu, Graphic Designer

Outstanding Faculty Award for Excellence in Innovation
Elizabeth Schlackman, Interim Librarian Supervisor

Outstanding Faculty Award for Excellence in Customer Service
Sam Aung, Administrative Aide II
Dilki Jayasekera, Acting Learning Center Manager
Shawn Roberts, IT Support Specialist

THE OFFICE OF HUMAN RESOURCES AND STRATEGIC TALENT MANAGEMENT

OUR MISSION

Our mission is our people. We attract, engage, and develop a talented workforce to advance the College's mission.

OUR VISION

The Office of Human Resources and Strategic Talent Management will be valued as a trusted partner to the College community, delivering the expertise, innovation, and resources to further a positive and inclusive workspace, advancing how our employees work and grow.

OUR VALUES

- Accuracy
- Collaboration
- Inclusivity
- Service
- Solutions
- Trust

Functional Units of HRSTM



Carol Kliever

Employee Engagement and Labor Relations Director

Strategic Talent Management and Organizational Development Director

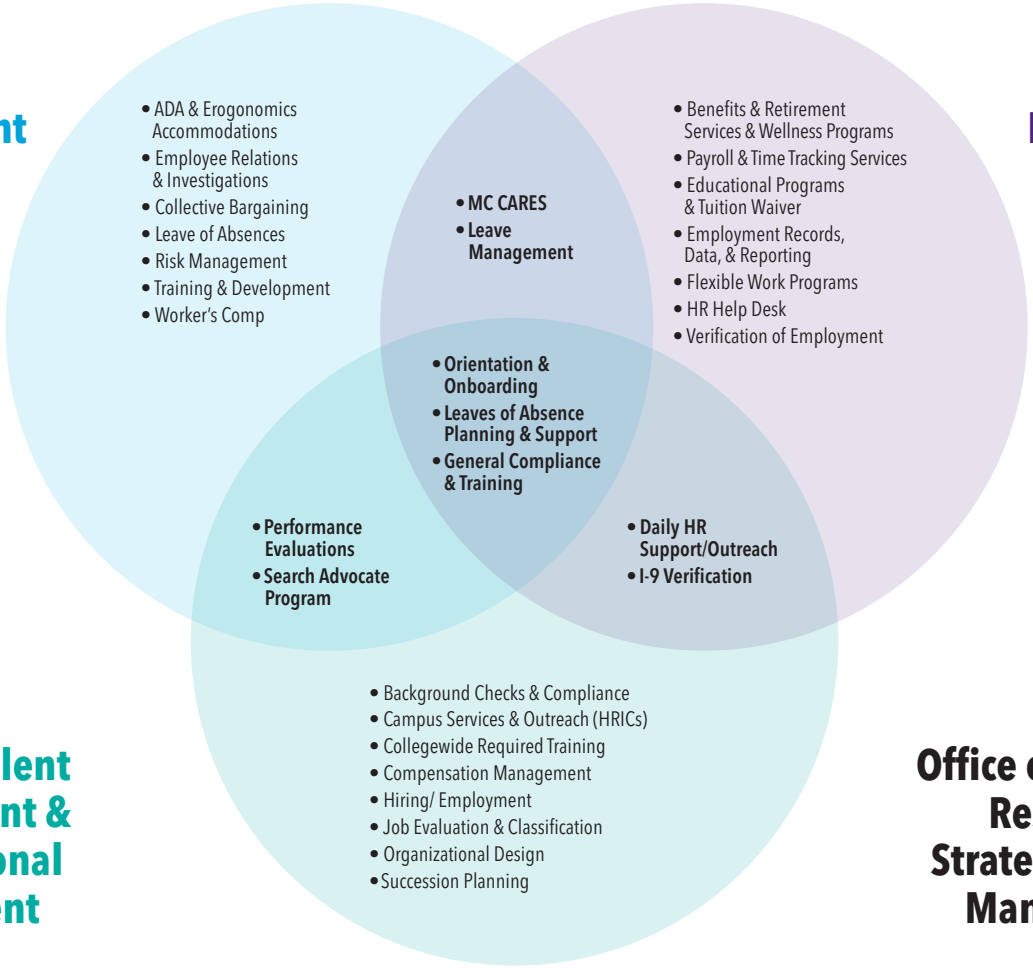


Lauren Landau



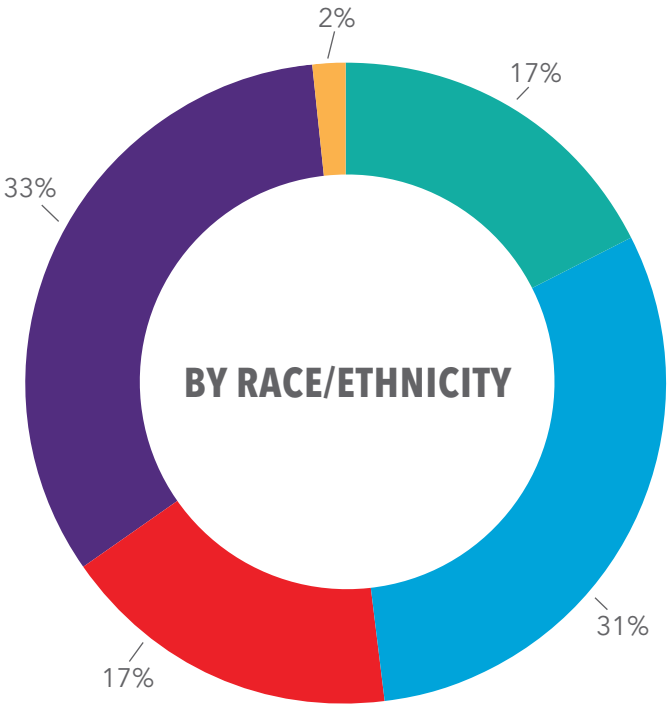
Sophia Mason

HRSTM Business Services Director



HRSTM PROGRAMS AND SERVICES:

HIRING DEMOGRAPHICS



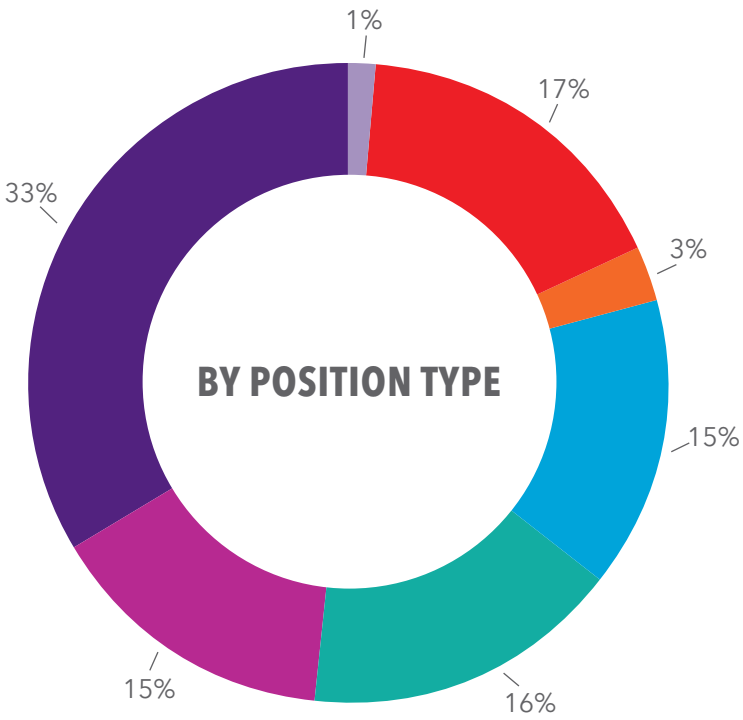
Asian
(Total Number = 184)

American Indian/Alaska Native, Native Hawaii/Pacific Islander
(Total Number = 20)

Black or African American
(Total Number = 323)

Hispanic or Latino
(Total Number = 181)

White
(Total Number = 347)



Administrators
(Total Number = 16)

Casual Temporary Employees
(Total Number = 177)

Full-time Faculty
(Total Number = 27)

Staff
(Total Number = 172)

Part-time Faculty
(Total Number = 156)

Student Workers
(Total Number = 352)

WDCE Instructor
(Total Number = 155)

†The data submitted is derived as of July 1, 2025.

KEY METRICS FOR FY25

TALENT ACQUISITION AND EMPLOYMENT METRICS

9,864
Applications Received

211
Budgeted Positions Filled

52
Employees Promoted

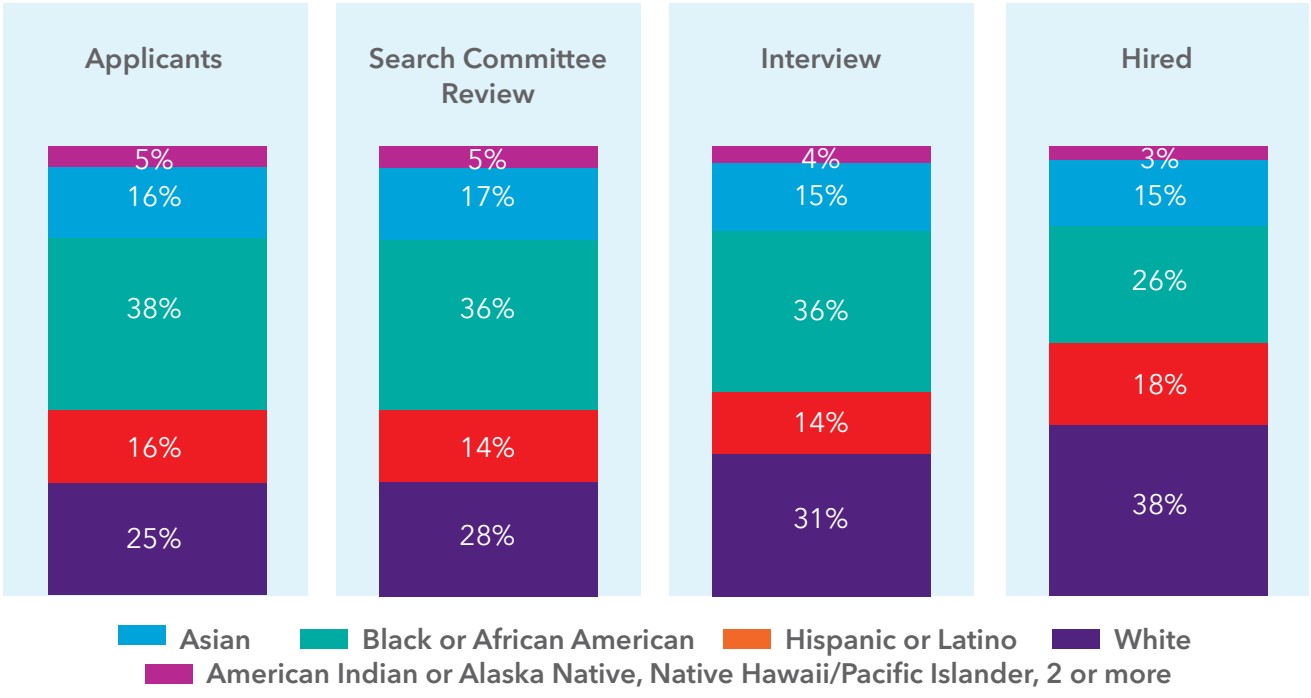
311
Part-time Faculty Hired

15
Full-time Faculty Positions by Part-time Faculty

81
Internal Candidates

DEMOGRAPHICS BY RECRUITMENT STAGE FOR ALL BUDGETED POSITIONS

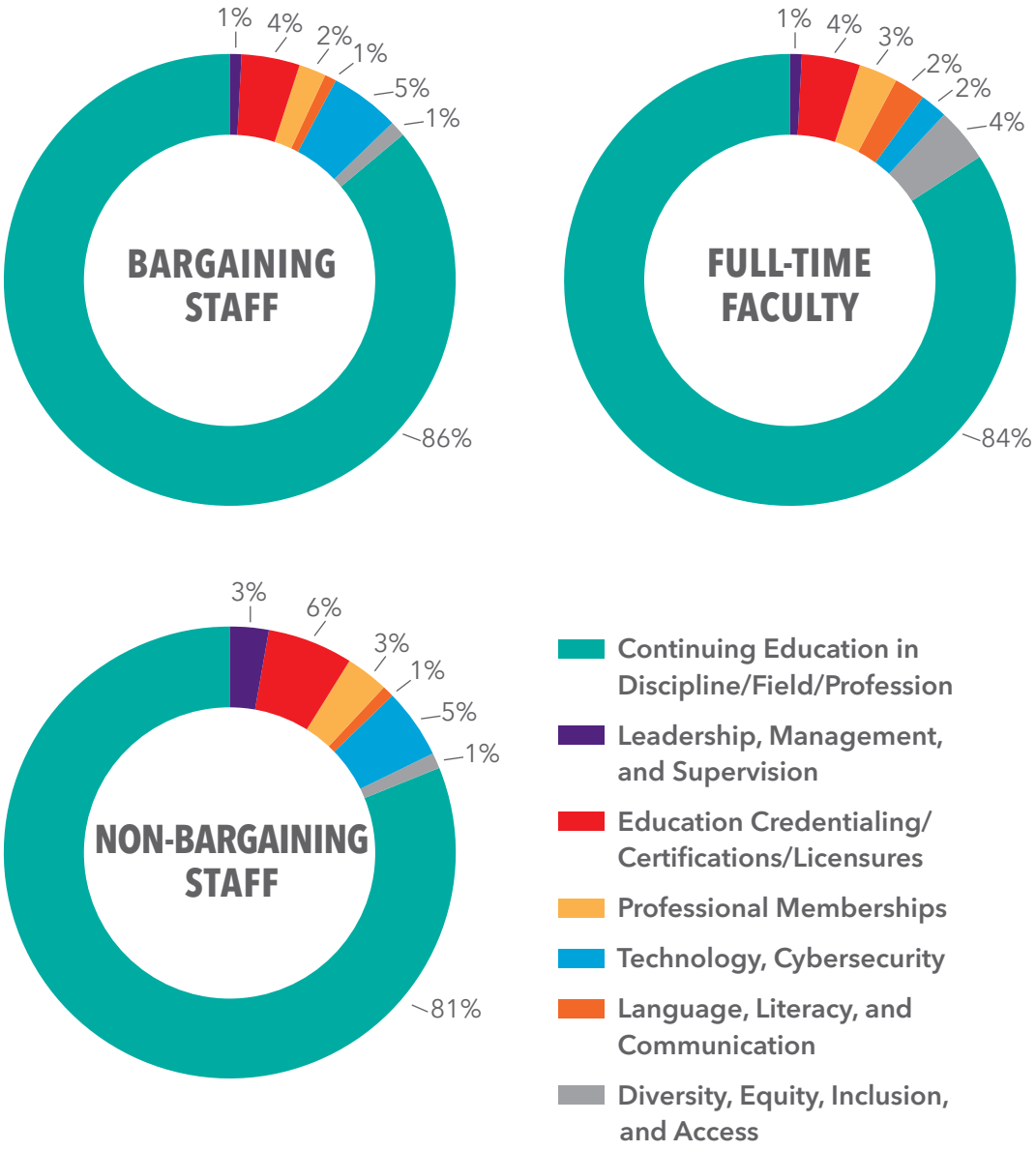
The College received over 9,000 applications for budgeted vacancies in FY25.



†The data submitted is derived as of July 1, 2025.

HRSTM PROGRAMS AND SERVICES:

EDUCATIONAL ASSISTANCE PROGRAM USAGE



†The data submitted is derived as of July 1, 2025.

KEY METRICS FOR FY25



MC WELLNESS PROGRAM

Awards and Recognition

Cigna Healthcare selected Montgomery College as a recipient of their 2024 gold level Healthy Workforce Designation for demonstrating a strong commitment to improving the health and vitality of its employees through a workplace well-being program.

Group Fitness and Wellness Classes

Average weekly virtual classes	8
Average weekly in-person classes	14
Average employee class participation per week	160
Average retiree class participation per week	8

Program Impact and Reach

- Offered 76 Special Events and Wellness offerings for departments, trainings, conferences, and meetings
- 256 employees participated in Fitness Assessments, Weight Loss Coaching, Nutrition Consultations
- 122 employees certified in Mental Health First Aid, 4 employees were trained to be instructors
- 537 employees registered for Wellness activities, primarily for gym use and classes
- 192 free flu shots were given to 69 students and 123 employees
- 58 free biometric screenings were provided for employees
- 439 employees participated in Walktober, 10K Steps, and Renew Wellness Challenges
- 137 participated in Turkey Trot and Equity Walks at Rockville Campus
- 22 employees volunteered to be Employee Wellness Ambassadors
- 390 employees attended Staff Enrichment Day with 13 wellness sessions, 4 massage therapists and giveaways and prizes

New Program Developments

- Contracted with Launch Physical Therapy for after work strength classes
- Offered a new weight loss support group and one-on-one consultations
- Received financial support for Mental Health, First Aid from the Maryland Association for Mental Health who covered the cost of the employee certifications and instructor trainings
- Kaiser Permanente agreed to begin offering free flu shots and biometrics to students

†The data submitted is derived as of July 1, 2025.



Human Resources and Strategic Talent Management

Your Resource to Excellence
montgomerycollege.edu/hrstm

HRSTM COMMUNICATIONS

34
Employee Matters
Newsletters Published

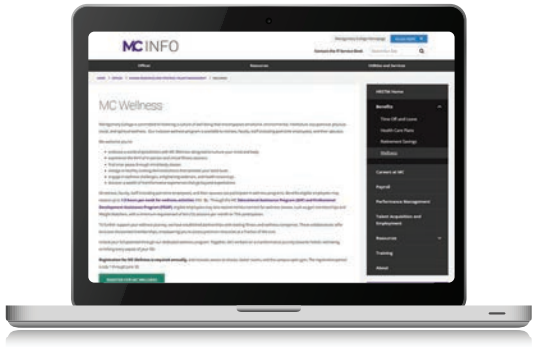
10
MC Wellness
Newsletters Published

Top 3 Most Clicked *Employee Matters* Articles

Vol. 6, No. 2
January 29, 2025
Applications Open for Professional Development Leave

Vol. 6, No. 3
February 5, 2025
MC Wellness Events for February

Vol. 5, No. 35
December 11, 2024
2024 Full-time Staff and Administrators Time Off Reporting and Carryover



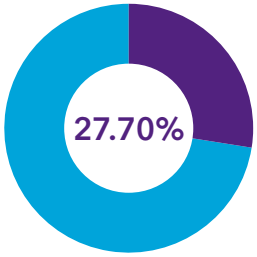
WEBSITE TRAFFIC

Top 5 Webpages

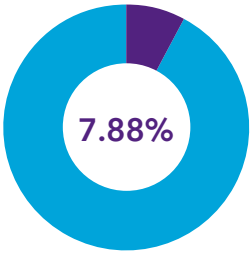
- MC Wellness
- Benefits
- Educational Assistance Program (EAP) and Professional Development Assistance Program (PDAP)
- Required Training
- Payroll

Top 5 Clicked PDFs

- AAUP Collective Bargaining Agreement 2025–2027
- FY25 Pay Periods and Pay Dates Schedule
- Benefits and Time Off Overview
- FY25 Salary Schedule
- Staff Collective Bargaining Agreement FY23–FY25



Open Rate
Percentage of recipients who opened or viewed the email.



Click-through Rate
Percentage of recipients who clicked on a link within the newsletter.

31
MEMORANDUMS

80
NOTICES

†The data submitted is derived as of July 1, 2025.



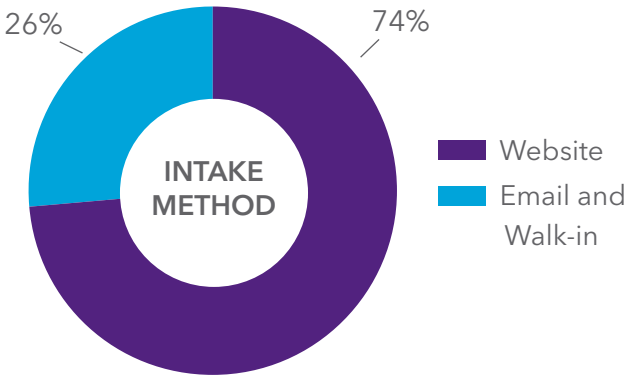
INTERNAL INVESTIGATIONS

In FY25 the HRSTM Employee Engagement and Labor Relations team handled 38 complaint cases that came through our Ethics Point System, with related investigations conducted in-house. This is an increase of 19% when compared to the 32 complaints handled in FY24. The largest number of complaints reported this year were related to Employee Misconduct, the next largest categories were Discrimination or Harassment and Other HR Matters. On average it took 54 calendar days to close each case in FY25, which is consistent with the FY24 average of 55 calendar days.

PRIMARY ISSUE	TOTAL	% OF TOTAL
Employee Misconduct	12	32%
Discrimination or Harassment	10	26%
Other HR Matters	7	18%
Threat or Inappropriate Supervisor Directive	4	10%
Concerns (Miscellaneous)	2	5%
Nepotism	1	3%
Academic Misconduct	1	3%
Unsafe Working Conditions	1	3%
TOTAL	**38**	**100%**

ETHICS POINT INTAKE METHOD

Website	28
Email and Walk-in	10
TOTAL	**38**

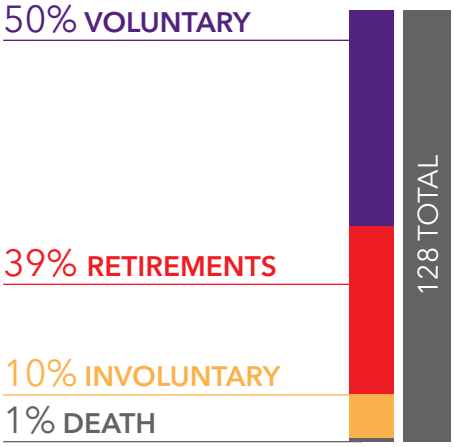


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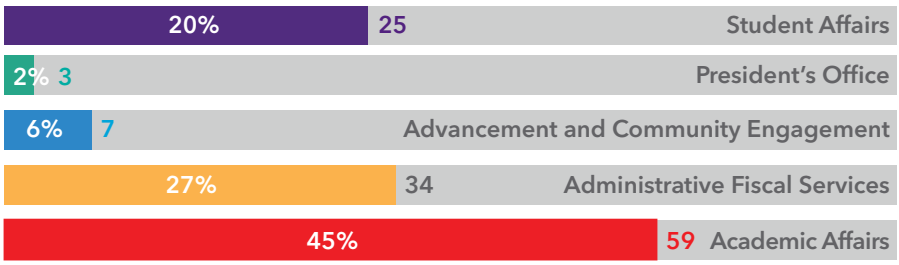
EMPLOYEE SEPARATIONS

TOTAL EMPLOYEE SEPARATIONS

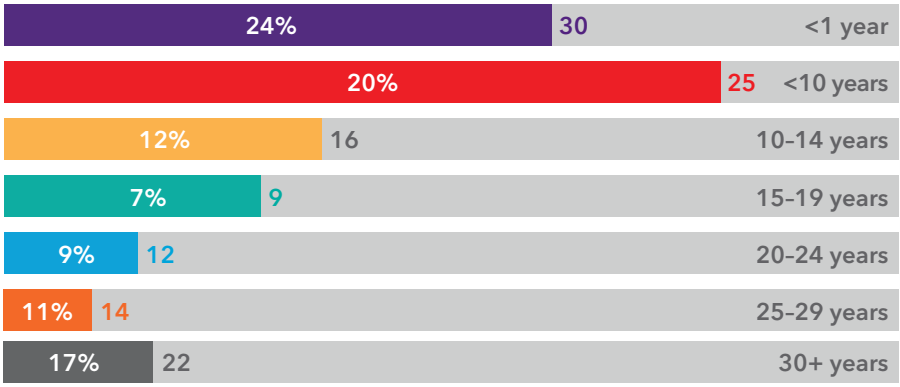
Turnover Rate: 7%



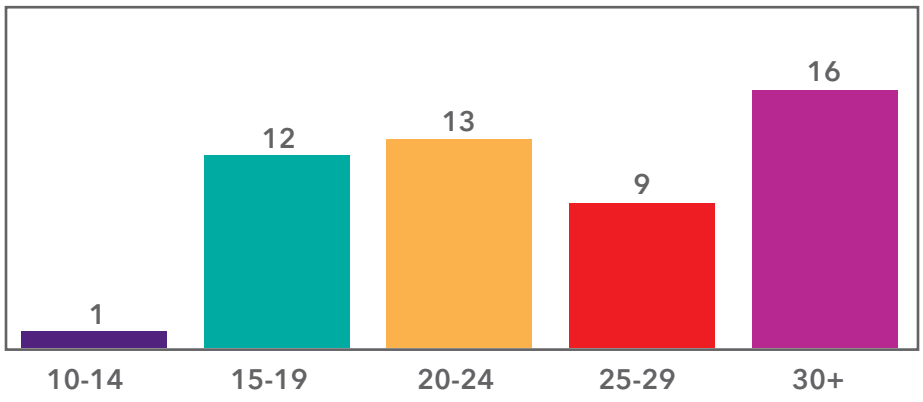
SEPARATIONS BY DIVISION



SEPARATIONS BY YEARS OF SERVICE

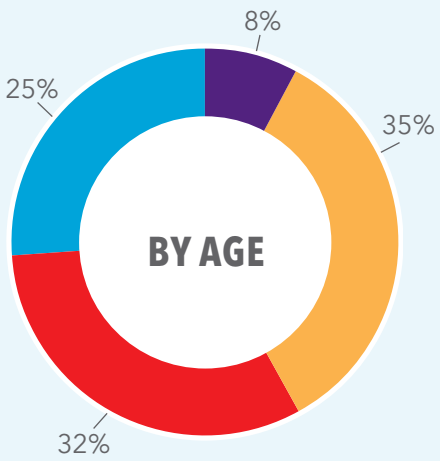


RETIREMENTS BY YEARS OF SERVICE



†The data submitted is derived as of July 1, 2025.

EMPLOYEE SEPARATIONS BY AGE, RACE/ETHNICITY, AND POSITION TYPE

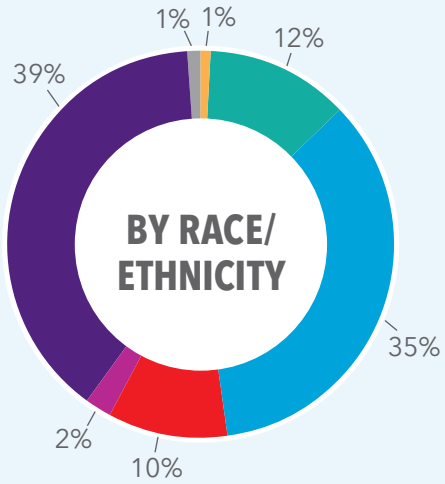


18–29 years · 10

30–49 years ·44

50–64 years · 41

65 years or older · 33



Asian · 15

American Indian, Native Hawaiian/Pacific Islander · 1

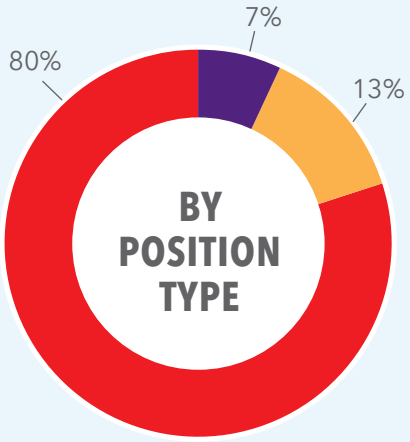
Black or African American · 44

Hispanic or Latino · 13

White Non-Hispanic · 51

2 or more · 3

Data Unavailable · 1

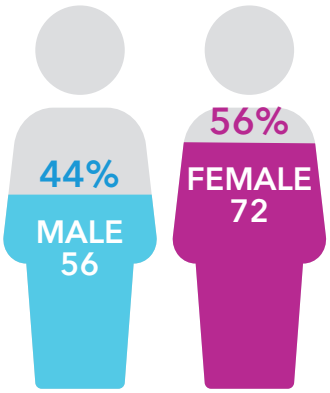


Administrators · 9

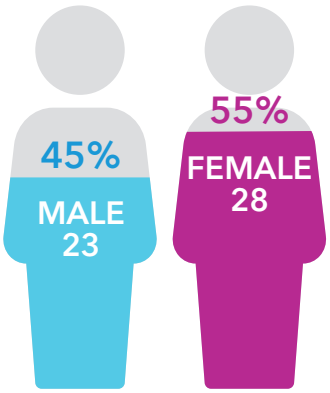
Full-time Faculty · 17

Staff · 102

SEPARATIONS BY GENDER



RETIREMENTS BY GENDER



†The data submitted is derived as of July 1, 2025.



EXITING EMPLOYEES

In FY25, a total of 128 employees separated from MC. Of that total, over 70% were invited to participate in an exit interview and to complete an exit questionnaire. The remaining 30% of exiting employees were not invited to an exit interview for reasons such as involuntary termination, job abandonment, late notification of separation, and death. Approximately, 96% (86) of the invited exiting employees participated in a virtual/telephone/in-person exit interview.

REASON FOR SEPARATION FROM MC	TOTAL	PERCENTAGE
Retirement (Service or Disability)	51	40%
Family/Personal Needs	26	20%
Career Change	21	16%
Misconduct	8	6%
Moving/Relocation	5	4%
End of Grant/Employment Eligibility	4	3%
Performance/Probation Period	3	2%
Conclusion of Short-Term Disability (Note Retirement Eligible)	3	2%
Didn't Meet Expectations or Pay	2	2%
Disagree with Management Practices	2	2%
Best Interest of College	1	1%
Other: Remote Work/More Telework	1	1%
Death	1	1%
TOTAL	**128**	**100%**

TYPE OF EXIT ACTIVITY



4



155

- Zoom Interview · 95
- Completed Online Survey · 60
- In-Person Interview · 4
- Phone Interview · 4

Note: Duplications due to employees choosing to participate in an interview and complete an online survey.

†The data submitted is derived as of July 1, 2025.



HRSTM STRATEGIC PRIORITIES

I. Cultivating a workforce that is innovative, competitive, culturally competent, and relevant.

II. Maximizing efficiency and effectiveness in business processes and service delivery.

III. Developing and enhancing programs, services, and relationships to meet the needs of our workforce.

IV. Providing greater clarity and direction by streamlining and enhancing our policies and procedures, communications, and outreach.

V. Enhancing technology systems and tools to better serve our employees and empower our workforce.

VI. Ensuring accountability through planning, evaluating, and reporting.

FY25 GOALS AND OUTCOMES





Goal 1: Enhance Total Rewards and Employee Well-Being

Outcomes:

- Completed a comprehensive review of benefits, retirement, and wellness programs in preparation for 2028 medical benefits renewal through open procurement process, i.e., request for proposals (RFP).
- Completed RFP process for New Faculty/Staff Assistance Program partner, with contract awarded to the incumbent vendor, ComPsych, that includes enhanced mental health services and expanded coverage to include all employees and retirees.
- Began leveraging new resources available through current health vendors to strengthen wellness programming.
- Partnered with Communications team to enhance the inclusion of Wellness Programs into broader branding efforts to promote and advance employee well-being and belonging.
- Improved equity and access to wellness resources for employees working across multiple shifts, including the development of supervisor training and resources.
- Began transitioning the current manual wellness release time process into Workday to improve employee access, tracking, and administrative management.
- Reassessed and updated the classification and compensation study data and findings: conducted additional data collection and research, revisited and refined prior data inputs, revisited and refined prior analyses to ensure findings reflect the College's current organizational structure, roles, and workforce needs.



FY25 GOALS AND OUTCOMES

Goal 2: Strengthen Talent Development and Career Growth

Outcomes:

- Partnered with Facilities leadership to strengthen supervisory capacity by establishing a new supervisor level that reduced excessive spans of control—from as high as approximately 1:25 to about 1:8 in some areas. Filled 12 of 13 new positions through internal promotion, creating advancement opportunities and retaining institutional knowledge.
- Supported broader Facilities workforce and operational improvements through a turnover analysis and recommendations, as well as the design, development, and delivery of training for new Assistant Building Services Supervisors.
- To promote proactive professional development planning, conducted multiple consultations across departments to introduce range of available services of the Educational Assistance Program (EAP).
- Collaborated with Student Affairs division on an initiative focused on onboarding, morale, communication, and service consistency.
- To strengthen early employee engagement and support retention, enhanced outreach to new hires and managers by implementing 30-, 60-, and 90-day check-ins aimed at identifying early concerns and reinforce a positive onboarding experience.

Goal 3: Advance Inclusivity and Belonging

Outcomes:

- Initiated enhancements to orientation and onboarding program to emphasize the importance and impact of employee belonging in alignment with the College's strategic plan. Comprehensive assessment and proposed redesign to be completed in FY26.
- Implemented collegewide (enterprise) Kudoboard application, providing a tool to employees and supervisors in welcoming and onboarding and recognizing and celebrating the accomplishments of employees.
- Continued equity audits of HRSTM business processes to ensure that demographic groups are considered and supported.
- Continued reviewing and updating HR-related Chapter III policies and procedures to reflect inclusive values and promote a culture of belonging.
- To support internal candidates, developed process for gathering and communicating recruitment decisions to employees who were not selected. Developed job aids to encourage hiring managers to have clear and respectful conversations with direct reports.





Goal 4: Foster Positive Workplace Relationships and Employee Engagement

Outcomes:

- Conducted several department-level trainings focused on proactive conflict management, supervisor tools, confidence-building, coaching, and discipline, designed to support supervisors to consistently and effectively addressing issues.
- Collaborated with Office of Advancement and Community Engagement, to sponsor Central Services' "Take Your Kids to Work Day," contributing to a positive and community-oriented workplace experience.
- Implemented resources and proactive communication tools to provide greater self-service support for employees and managers navigating benefits, life changes, and leave of absence processes in Workday.
- Based on *Your Voice, Your MC* survey results and HRSTM staff feedback, engaged in unit-wide team-building retreats and exercises, established shared communication guidelines, meeting expectations and norms, and implemented improvements to enhance employee engagement and sense of belonging.

Goal 5: Drive Operational Excellence and Process Improvement

Outcomes:

- Advanced HRSTM's Digital First and operational-excellence strategy by strengthening records management, expanding effective use of Workday and other technology systems, and increasing the use of data and analytics to support timely, proactive, and informed decision-making.
- Launched a comprehensive, multi-year records modernization initiative to convert employee paper files to digital format; improve the organization, accessibility, and retention of ImageNow records; and establish a more consistent, comprehensive file-management system for HRSTM administrative records.
- Identified and implemented opportunities to better leverage Workday and related systems to improve operational efficiency, strengthen HRSTM services, and enhance the candidate and employee experience. This work supported improvements to coaching and discipline processes and identified underutilized system capabilities for future implementation.
- Expanded workforce data and analytics to monitor key trends and inform action, including new-hire, separation, and turnover data used to assess recruitment and onboarding effectiveness, identify retention risks, and surface potential management or operational concerns.



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