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Montgomery College (Maryland) invites inquiries, applications, and nominations for the position of its tenth president, to begin serving on or after January 1, 2022.

The new president will follow president Dr. DeRionne Pollard, an award-winning, nationally recognized leader, who served Montgomery College for 11 years. The Board of Trustees is looking for a leader who will continue to build on the successes of Dr. Pollard as well as a leader who can boldly move the College in new directions.

Among the accomplishments of the last 11 years, Dr. Pollard ensconced the One College concept in the College's culture and led the development and implementation of two strategic plans, *Montgomery College 2020* and *Montgomery College 2025*, as well as the College's *Academic Master Plan* and the *Student Affairs Master Plan*. In 2018, the College was reaccredited by the Middle States Commission on Higher Education. Under her advocacy leadership, the College opened the Science Center and the Long Nguyen and Kimmy Duong Student Services Center on the Rockville Campus, renovated the Student Affairs and Science Building on the Germantown Campus, is constructing the Catherine and Isiah Leggett Math and Science Building on the Takoma Park/Silver Spring Campus, and acquired the Central Services Building in Rockville, saving millions of dollars in leases and bringing efficiencies through the consolidation of offices from three locations. She supported the establishment of the Pinkney Innovation Complex for Montgomery College (*PIC MC*) and the PIC MC Foundation, and strengthened the partnership with Holy Cross Health, which, as the anchor tenant, opened the *Holy Cross Germantown Hospital* at PIC MC on the Germantown Campus during her tenure, accomplishments that led to Montgomery College becoming the first community college to be a member of the Association of University Research Parks.

Dr. Pollard was an avid supporter of student athletics and oversaw the reinvigoration of Montgomery College athletics by transitioning the Division III campus-based programs into a Division I and II college-based program that can now offer athletics scholarships and has already produced several statewide and national championships.

Montgomery College has grown into an institution where radical inclusion—that is, deeply rooted values of welcoming all individuals who seek higher education or continuing education—is an essential element of our identity. By intentionally cultivating our campuses as places where equal access and opportunity flourishes, the College has advanced its own educational mission, contributed to the well-being of Montgomery County and the Washington, D.C., area, and added to the vision of our nation.
Chartered in 1946, Montgomery College has served the community with distinction and achieved a position of national prominence. The College is located in Montgomery County, Maryland, a vibrant, diverse, and economically robust community of more than one million people with immigrants making up about one-third of the population. The county is adjacent to Washington, D.C., and 30 miles south of Baltimore, the College is governed by a 10-member Board of Trustees appointed by the governor of Maryland. Montgomery College serves more than 50,000 credit and noncredit students on three campuses in Germantown, Rockville, and Takoma Park/Silver Spring, and a collegewide Workforce Development and Continuing Education unit, training centers in Gaithersburg and Wheaton, a central administrative services center, community engagement sites, and other off-campus locations. The College is a Minority Serving Institution (MSI) designated as a Hispanic Serving Institution (HSI) and as an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI).

Montgomery College is highly visible in the community and enjoys extraordinary support from the Montgomery County government; local representatives of state government; educational, business, and civic leaders; its two foundations; alumni; and the general community. This support has been essential to Montgomery College’s operation as a high-quality, affordable, and accessible higher education institution.

The College is widely recognized for the quality and scope of its programs in the arts and humanities, business, engineering and science, developmental education, health sciences, many career areas, workforce development, and trades.

At the onset of the coronavirus pandemic in March 2020, the College pivoted to remote teaching, learning, and working, and will remain in this mode until it is safe to bring students, faculty, and staff back to campus. The College began a return-to-campus process for the fall 2021 semester with more on-campus classes in addition to structured remote and distance learning sections.

**MISSION**
We empower our students to change their lives, and we enrich the life of our community. We are accountable for our results.

**VISION**
With a sense of urgency for the future, Montgomery College will be a national model of educational excellence, opportunity, and student success. Our organization will be characterized by agility and relevance as it meets the dynamic challenges facing our students and community.

**VALUES**
Excellence | Integrity | Innovation
Equity and Inclusion | Stewardship | Sustainability
About Montgomery College (continued)

Students
Racially and culturally diverse, the College enrolls students from Montgomery County, the greater Baltimore-Washington metropolitan area, and more than 160 countries. In 2018, Montgomery College was named the most diverse community college in the continental United States by The Chronicle of Higher Education.

FALL 2020 ENROLLMENT FACTS

20,037
Total Number of Credit Students

3,588
First-Time Ever in College

64.3%
Fall 2019 to Fall 2020 Retention of New Students

1,532
High School Dual Enrollment

23.8
Average Age

65.6%
Female Students

34.4%
Male Students

1%
Unknown

9.0
Average Course Load

55%
Part Time Students

44%
Full Time Students

Black 26.4%
Hispanic 26.1%
White 21.9%
Asian 12.4%
Foreign/Unknown 9.4%
Multi-Race/ Native American and Pacific Islander 3.9%

Produced by the Office of Institutional Research and Effectiveness, 10/20
About Montgomery College (continued)

Employees

MC has more than 480 full-time instructional faculty members, 850 part-time instructional faculty members, and 330 Workforce Development and Continuing Education faculty members. In total, more than 1,600 full- and part-time well-qualified and talented faculty members, and 1,400 staff members and administrators are dedicated to student success.

The College’s faculty and staff are essential to furthering the mission of the College and are deeply engaged and committed to advancing programming and services that foster student success. The full-time faculty is represented by the American Association of University Professors (AAUP); the adjunct faculty is represented by Service Employees International Union (SEIU); and the staff, by the American Federation of State, County, and Municipal Employees (AFSCME). Faculty and staff have a broad array of opportunities for personal and professional development, and many take advantage of College programs, external programs, and funds for study.

Academics

The College has a superb reputation for the scope and quality of its academic and training programs, and for developing new programs to meet changing educational and training needs for our residents and employers. These programs help to close skills gaps and to advance access to opportunity for residents of the county.

Montgomery College offers a comprehensive range of academic and training programs and support services with state-of-the-art technology through its 140 degree and certificate programs. Unique academic offerings include signature honors programs, special institutes that provide extracurricular programs, scholarships, internships, and learning communities. Honors opportunities are offered in five special programs: Renaissance Scholars, STEM Scholars, Macklin Business Institute, Montgomery Scholars, and the Scholars Circle.

Montgomery College was named the Best Online Community College in the state of Maryland by PremiumSchools.org in 2021. Premium Schools noted that MC expanded online programming and is one of the best online community colleges in the nation. Montgomery offers online degrees and certifications, along with online courses through MC Open.

The College’s engineering program is the largest at a community college in the United States in enrollment and transfer rates. The program is housed at the Rockville Campus in a state-of-the-art math and science complex, a STEM learning environment ready to meet the needs of today’s faculty and students.

The College has numerous academic partnerships with Montgomery County Public Schools, including college courses for high school students at select schools as well as dual enrollment programs that allow high schools students to attend classes at MC campuses and earn both high
school and college credit. The College also partnered with Montgomery County Public Schools and the Universities at Shady Grove to create Achieving Collegiate Excellence and Success (ACES), a program with a goal to increase baccalaureate degree attainment and professional success for students who have been historically underrepresented in the higher education system. Montgomery College is the most accessible and affordable institution for MCPS students after high school. Fifty-one percent of MCPS graduates who stay in state for college attend MC. The College enrolls students from all 26 MCPS high schools.

The College's Workforce Development and Continuing Education (WDCE) unit fulfills community needs for a variety of credit and noncredit learning. Through the Gudelsky Institute of Technology, students can learn automotive technology, building trades technology and other workforce technologies. Basic English language skills programs provide classes for speakers of other languages to help adult learners whose first language is not English. WDCE’s community education courses provide offerings for residents through its youth program, driver’s education program, and lifelong learning for students ages 50 or more. In addition, WDCE offers contract training for businesses and government organizations in the county.

To advance the College’s efforts to increase student success, the Board of Trustees adopted a student success policy in 2015. The College became a member of the Achieving the Dream network in 2016 and has advanced a series of student success initiatives around this work. In 2018, the Board of Trustees adopted a set of student success goals.

During the pandemic, the Montgomery College Community-Engaged Teaching and Learning community members worked on service-learning projects in collaboration with Campus Compact Mid-Atlantic and Youth Service America. Community-engaged learning projects included a political science focus on political polarization and the rural-urban divide, as well as chemistry citizen-science.

The College’s Community of Practice in Digital Storytelling included more than 100 MC faculty and staff. This initiative is an international partnership of Montgomery College, the Smithsonian Institution, University of Maryland Baltimore County, and the University of Loughborough in the United Kingdom.
Student Services

Students have access to outstanding disability support services, counseling, learning labs, extensive financial aid programs, student activities, and athletics. More than 51 percent of students receive some form of financial aid. Forty-six percent of new, full-time students graduate or transfer within three years of entering MC.

A range of supportive, wraparound services are offered for students, including the Student Health and Wellness Center for Success Center (SHaW) and Mobile Markets, a partnership of the College and Capital Area Food Bank.

The College offers an array of opportunities for veterans, including Combat2College, a mentoring and support program for veterans and service members. The Military Times ranked Montgomery College 19th in the nation on its 2018 Best for Vets list.

Budget

The College prepares an annual operating budget for approval by the College’s Board of Trustees, which then sends it to the Montgomery County government for 10 separate funds, of which the current fund is the most significant. The College’s approved FY22 operating budget is $318 million, with a current (general) fund budget of $265.5 million. There has been no change in tuition for two years.

The College’s FY22 approved capital budget is $32.5 million, which includes funds from both the state and the county. The approved six-year capital improvement program (FY21–FY26) is $284 million and funds projects on all three campuses including renovations, new construction, and deferred maintenance projects.

Campuses

The College has three campuses. The Takoma Park Campus opened in 1950 and was later renamed the Takoma Park/Silver Spring Campus when the west side of the campus was added in the early 2000s. The Rockville Campus opened in 1965, and the Germantown Campus opened in 1978. The College is currently conducting a feasibility study to consider a fourth campus in the east county.
The College’s Germantown Campus, located in “DNA Alley,” is home to the Bioscience Education Center and the Pinkney Innovation Complex for Science and Technology at Montgomery College, or PIC MC. The campus is a hub of education, business, and entrepreneurship, where industry partners co-locate and actively interact with faculty and students to achieve both educational and economic success. The campus also is home to the Center for Early Education, a member of the International Association of Laboratory Schools. In addition to having a county-run business incubator, Holy Cross Germantown Hospital is located on the campus. The College is the only community college to have a hospital on its campus. During spring 2021, the campus hosted a mass vaccination site in partnership with the state of Maryland and Montgomery County.

The Rockville Campus is the largest campus of Montgomery College, serving about 15,000 students each semester. Our community of faculty, staff, and students enjoys academic and cultural programs that reflect the international flavor of an exceptional suburban campus. The campus has a state-of-the-art Science Center—with a dinosaur skeleton in its atrium—and recently opened the new Long Nguyen and Kimmy Duong Student Services Center. The campus also houses the Robert E. Parilla Performing Arts Center.

The Takoma Park/Silver Spring Campus is home to several modern facilities, including the Gwendolyn and Morris Cafritz Foundation Arts Center and the Cultural Arts Center, that support our county’s vibrant arts community. The campus is also home to the Health Sciences Center, where nurses, sonographers, and surgical technicians along with many other allied health professionals receive education and training. A new math and science building is under construction and is expected to open in 2022.

Radical Inclusion

Montgomery College has a long history of being a welcoming and inclusive institution. Equity and inclusion are College values. As the Maryland Dream Act was being considered, the Montgomery College Board of Trustees issued its support for the legislation, which became law in 2012. The College welcomes Dreamers and DACA students. In 2017, the Board of Trustees affirmed the College’s commitment to radical inclusion indicating that Montgomery College is a welcoming institution for all students of all backgrounds. The College has an active Office of Equity and Inclusion, which has led the development of an Equity and Inclusion Roadmap for the College.
Fundraising
In the past eight years, Montgomery College and the Montgomery College Foundation have secured more than $115 million in grants and philanthropic gifts. This includes almost $85 million in federal and state grants from organizations such as the National Science Foundation, the U.S. Department of Labor, and the National Endowment for the Humanities, and approximately $31 million from individuals, corporations, and foundations. Many of these awards are aimed at opening doors to in-demand jobs and closing skill gaps in key industry sectors. One of the largest was a multimillion-dollar grant to lead a consortium of community colleges to deliver cybersecurity degree and certificate programs.

Partnerships
In addition to its academic partnerships with Montgomery County Public Schools (MCPS), the College and MCPS also partner to offer the Alternative Certification for Effective Teachers (ACET) program, a teacher preparation program for degree-holding professionals who wish to become teachers.

The College has many organizational partnerships, which often address jobs skills needs in the Washington, D.C., area, in the sciences and other high-technology areas. Partner organizations include the Smithsonian Institution, the Library of Congress, the American Film Institute, the Marriott Corporation, health care providers, various biotechnology firms, and many others.

The College’s Paul Peck Humanities Institute has offered Smithsonian Faculty Fellowships for 23 years, most recently in a virtual format with the theme, “Humans and the Footprints We Leave: Climate Change and Other Critical Challenges.”
Montgomery College seeks a president who can move the College forward in a dynamic time for higher education and in a transformational time for Montgomery County.

Our search for the next president of Montgomery College is guided by our mission, vision, and core values that we hold deeply. We seek candidates with vision, experience, and capabilities to lead the College in support of these elements and we welcome hearing candidates’ experiences and perspectives about addressing them. Prominent strategic priorities for Montgomery College include the following:

**Student Success.** The mission of Montgomery College is to empower our students to succeed. This simply stated goal is inherently complex as students come to MC with more and more varied and diverse needs and goals. Our vision is one of seamless access, holistic support, and transformational teaching and learning leading to successful completion and equitable outcomes for all students. We are committed to high-quality teaching and advising, to high-functioning academic and administrative operations within Montgomery College, to breaking down barriers to learning, and to rich and productive relationships with partner institutions and the community.

**Budget, Affordability, and Fundraising.** Maintaining affordability, balanced with upholding the institutional resources necessary for delivering quality education and support, is a critical foundation for student success. We aim to use our resources prudently, to make the case for public and philanthropic support candidly and transparently, and to seek new operational funding streams through innovative entrepreneurial activities.

**Workforce and Economic Opportunity.** Montgomery College recognizes the close relationship between its mission for student success and economic opportunity and workforce development within Montgomery County. Opportunities and challenges stand out in Montgomery County for promoting career development for students, furthering workforce development for the county, and supporting and enhancing broad-based county economic success. There is room for innovation in the ways the College can advance in these efforts.

**Social Justice and Equity.** Equity and inclusion are institutional values clearly articulated in the policies and goals of Montgomery College, the Board of Trustees, and our administration. We seek to be an anti-racist institution. Our vision of radical inclusion on our highly diverse campuses and in our communities is to have an environment in which everyone feels welcome and where inclusive practices contribute to unhindered learning. We work to make learning building blocks such as language acquisition resources tailored to recent immigrants and embedded student support available in ways that create opportunity and not obstacles.
Leadership, Opportunities, and Challenges (continued)

Our vision extends to safe, healthy, productive, and civically aware neighborhoods and community life, where diverse people and ideas flourish.

**Unmet Needs of County Student Population.**
In spite of the breadth of Montgomery College facilities and programs, including three campuses, two workforce centers, and three Community Engagement Centers across the county, we recognize there is more we can do to reach our student populations and respond to their needs. One area, under exploration now, is to expand campus facilities to the eastern part of the county where many potential students now reside. We recognize that four-year degree options are difficult to access for many of our students in fields that are priorities for them and that align with the needs of local employers. The prospect of incorporating four-year degrees in our offerings, in partnerships or directly, and in settings accessible to our student base, is important to explore. The prospect of virtual communities or campuses within the county, based on new technologies and recent experiences with online learning and social media, also warrants attention.

**Engaged College Workforce.** Cultivating a Montgomery College workforce that is innovative, competitively rewarded, culturally competent, and relevant is a key value of the institution, including sustaining and advancing a coherent, shared labor philosophy between management and the collective bargaining units. Maintaining and working with an effective and cohesive senior leadership team is essential, as well as ensuring that faculty and employees at all aspects of the College are informed and are involved in the College participatory governance system.

**Strong and Effective Relationships with the Broader Community.** Montgomery College stands as one of the leading institutions in Montgomery County. The president is expected to serve on boards and commissions within the county and beyond, and, especially with the College’s proximity to Washington D.C., may frequently be consulted on national policy issues. Community partnerships are essential to advancing our concept of student success, especially for underserved and underengaged populations, and the president is expected to join in a leadership role with our partner institutions, particularly MCPS and USG, and to facilitate cooperative efforts among the county’s broad network of nonprofit associations, communities of faith, and other groups. More broadly, the College, through the work of its faculty, institutes, athletics, and programming, has a role, and great potential, to be an economic and cultural leader within the county and region. Our faculty demonstrate community-engaged scholarship. We are committed to advancing learning that supports engagement and participation in the political, cultural, and service life of our community, in civics, and in the principle of a community-engaged college.
Qualifications and Experiences

We welcome candidates from across the nation, drawing on both traditional and non-traditional experiences relevant to the leadership and the advancement of a world-class student-centered College dedicated to serving its community. We seek candidates with the vision both to lead the College in its traditional work and to guide opportunities to expand in new directions beyond the traditional framework of a community college.

**Background:** The ideal candidate should possess sustained, progressively responsible administrative experience in higher education, or in another relevant institutional setting involving a body of work that commands the respect of the faculty, staff, and Board; and three to five years’ experience in a senior leadership role, such as, but not limited to, chancellor, president, or senior vice president at a large complex higher education institution or a comparable senior leadership role in another relevant setting, including business and nonprofit organizations.

This candidate should have a combination of education, training, and experience appropriate for key elements of this position, including demonstrated expertise across topics such as people stewardship, curriculum development, fundraising, government relations and legislative processes, federal and state regulations, accreditation, board relations, and budget and fiscal management. Prior experience with a collective bargaining environment is desirable.

We welcome a disparate pool of candidates, including those not necessarily considering a new position, those whose profiles are out of the ordinary, those who show evidence as rising stars, those who display exceptional experience and talent, as well as those with outstanding experience in the community college environment.
Qualifications and Experiences (continued)

**Education:** An earned doctorate or other appropriate terminal degree is preferred.

**Knowledge, Characteristics, and Experience:**
In addition to possessing a broad intellectual perspective, strong administrative skills and the highest degree of personal and unimpeachable integrity, the College is seeking candidates with demonstrated promise and/or concrete experience across many disparate aspects of the presidential role, such as in the characteristics expressed below. As a candidate, please tell us something about your experiences and capabilities in such areas. We are seeking the following:

- A person with an appreciation of the history, culture, ideals, and values of the community college open-access mission and a genuine passion to serve all students and the community.
- A proven leader and skilled administrator with an inclusive leadership style who empowers faculty and staff to think and act creatively in addressing Montgomery College’s challenges and opportunities, and who maintains a strong working relationship with the Board of Trustees.
- A demonstrated problem solver who can confront change or uncertainty in complex environments, can adapt to evolving circumstances and surprises, and can lead constructively and collaboratively throughout.
- A strategic thinker who can provide results-oriented leadership grounded in participatory planning processes for establishing institutional priorities and collegewide policies; and who can articulate and sustain accountability for metrics for success in data-driven decision-making processes.
- A person of intellectual distinction, who is devoted to excellence in teaching and learning, supports faculty and staff development and professional opportunities, and appreciates the pivotal roles of faculty and staff in student success and community service; and who supports engagement to tackle noncognitive barriers to earning—food insecurity, housing insecurity, uncertain income, etc.—within the community.
- A person with an engaging presence who enjoys interactions with board members, faculty, staff, and students, as well as with the external community and its leaders.
Qualifications and Experiences (continued)

• An advocate who is an enthusiastic supporter of Montgomery College’s remarkable diversity and its commitment to equity and radical inclusion and who can demonstrate example(s) of their efforts in pursuit of these objectives in other organizations and/or communities.

• An excellent communicator and spokesperson who can advocate on behalf of Montgomery College.

• An innovator with an understanding of the College’s role in workforce development programs and the changing needs of the local economy who prioritizes agility in adapting to meet the needs.

• A person with an understanding of the dynamics of large, complex organizations, such as a multicampus institution; the ability to work with a representative participatory governance system composed of faculty, staff, students, and administrators; the ability to minimize bureaucracy and red tape; an appreciation of the complexities and centrality of new technologies in supporting students and achieving operational efficiencies; and insight into the promise and challenges of virtual media.

• A visionary and entrepreneurial leader willing to take strategic risks, in collaboration with the Board of Trustees and campus leadership, to advance student success and the College’s mission.

• An entrepreneurial and effective fundraiser and relationship builder who will work with the Montgomery College Foundation and the Montgomery College Alumni Association in the cultivation of private donors, with the Pinkney Innovation Complex for Science and Technology at Montgomery College Foundation (PIC MC) in maintaining and building relationships with partners, and with Montgomery County and Maryland elected officials in obtaining sufficient public funding.

• A politically savvy individual who can interact effectively with local, state, and national officials and organizations as an advocate for the College and for community colleges in general; and who will be able to work effectively in Montgomery County and Maryland affairs, politics, and community organizations.
Duties

The president serves as the chief executive officer of the College, reports to the Board of Trustees, and serves as secretary-treasurer of the Board of Trustees. The president is responsible for the day-to-day administration, leadership, and oversight over the operations of the College. The duties of the president are defined formally in Montgomery College Policy 24101 and in state law.

The president works with a wide range of internal and external constituents to support and sustain the College’s vision, values, and mission. Highlights of duties and steps necessary to perform the essential duties of this job successfully, include the following:

• Provide leadership in the determination of need, design, development, implementation, and control of innovative plans, policies, programs, and services provided by the College.
• Develop and maintain a strong working relationship with the Board of Trustees.
• Serve as a liaison to alumni; representatives of other colleges; constituent organizations; government agencies; and community, business, industrial and legislative leaders in the areas served by the College.
• Support and strengthen the College’s role as one college, with multiple campuses.
• Sustain a culture of academic excellence and student success.
• Plan, organize, direct, and control all operations of the College, as approved by the Board of Trustees.
• Recommend new policy revisions and align the College organizational structures for effective and efficient operations.

• Implement all policies adopted by the Board of Trustees, frame metrics for success, develop appropriate procedures, and provide research to assess and ensure their effectiveness.
• Lead strategic planning activities for the College and the Board of Trustees.
• Fundraise for the College with the Montgomery College Foundation, advance and sustain current funding sources, strengthen the College’s endowment, and develop new funding sources through the creation of partnerships and the expansion of community support.
• Foster and ensure an environment of equal opportunities, health and safety for faculty, staff, students, and applicants.
• Develop and implement collegewide accountability standards based on best practices, benchmarks, and peer institutions.
• Create and implement innovative programs to address the community’s evolving workforce development and continuing education needs.
• Provide appropriate administration and management of collective bargaining for negotiations, agreements, and contracts.
• Fulfill other duties and projects as assigned by the Board of Trustees.
Greenwood/Asher & Associates, LLC is assisting Montgomery College in this search. Applications and nominations are now being accepted. Confidential inquiries, nominations, and application materials should be directed to Greenwood/Asher & Associates. Applications must include a cover letter, CV/resume, and list of five references. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted confidentially. Initial screening of applications will begin immediately. For best consideration, applications should be submitted by October 1, 2021. Nominations and applications will be accepted until the position is filled.

Please direct confidential inquiries, nominations, and application materials to:

**Jan Greenwood**
Co-Founder, Greenwood/Asher & Associates and Vice President & Managing Partner, Kelly

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OUR MISSION
We empower students to change their lives, and we enrich the life of our community. We are accountable for our results.

WE’RE WHERE YOU NEED US
3 — Campuses
2 — Training Sites
2 — Community Engagement Centers
— Online

Maryland’s largest community college

49,168
Credit and Noncredit STUDENTS

24%
MC students who receive Pell grants (federal financial aid)

$27,238
Average household income for federal Pell grant recipients

48%
Montgomery County Public Schools graduates who stay in state for college attend MC

24%
Average student age*

66%
MC students who attend part time*

140
Degree and certificate programs
From mechanics to engineers and lab bench workers to scientists: we fuel the economy

78%
Students of color
Student community reflects today’s Montgomery County

$5,322
annual tuition & fees
The most affordable higher education option for county residents

160
Countries represented*

9
Faculty members named Maryland Professor of the Year

44%
New full-time students who graduate or transfer within 3 years of entering MC

*credit students

OUR MISSION
We empower students to change their lives, and we enrich the life of our community. We are accountable for our results.

December 2020
Montgomery College is an academic institution committed to promoting equal opportunity and fostering diversity among its students, faculty, and staff.