

**From:** [MC Communications](#)  
**Subject:** Administrative and Fiscal Services Update  
**Date:** Tuesday, August 30, 2016 11:55:35 AM

---

**MONTGOMERY COLLEGE**  
Office of the Senior Vice President for  
Administrative and Fiscal Services

August 30, 2016

**MEMORANDUM**

**To:** The College Community

**From:** Dr. Janet E. Wormack, Senior Vice President for Administrative and Fiscal Services

**Subject:** Administrative and Fiscal Services Update (Note: This memo was originally sent to the College community on August 26)

This memorandum is a part of my commitment to actively communicate with you about ongoing changes in the Administrative and Fiscal Services (AFS) division, which the AFS leadership team refers to as our next life cycle. This is critical as the College successfully navigates changing workforce dynamics, fiscal pressures, and the evolution and transformation of the higher education industry. AFS has engaged in future-forward thinking – such as reimagining, adapting, and aligning our work to ensure a better foundation of support dedicated to achieving the College’s strategic imperatives, goals, and objectives. We are making some bold moves with heightened commitment, excitement, and optimism.

Earlier this year, in May, I provided an update on some major AFS initiatives and corresponding changes within the AFS division that were needed to position us for meeting College priorities and success. In June, I announced some additional changes in the leadership of Facilities. I greatly appreciate Mr. John McLean’s service as interim vice president of facilities and security as we engage in a national search. Additionally, throughout this summer, I have talked with my leadership team and AFS staff, and have reviewed current and relevant surveys and benchmarks such as the *Global Human Capital Trends 2016* report produced by Deloitte Consulting LLP which details factors that are currently “driving change for both HR functions and the organizations they serve,” recent articles and books such as Vijay Govindarajan’s *Great Innovators Create the Future, Manage the Present, and Selectively Forget the Past* (click [here](#)), and engaged in various enlightening discussions with industry colleagues and peers.

After careful thought, feedback from staff and senior leadership, and in consideration of our tasks ahead, I am now implementing the next wave of change within the Office of Human Resources and Strategic Talent Management (HRSTM):

- **Ms. Nadine Porter**, who has established a solid foundation for HRSTM, will be taking on broader and differing AFS responsibilities as an associate senior vice president for administrative and fiscal services. Since February 2016, Ms. Porter has expanded her

portfolio and will move forward with strategic initiatives for AFS; work with AFS leadership to develop a comprehensive operations plan which will serve to support the college's academic affairs and student affairs initiatives; analyze the AFS talent profile and actively engage in succession planning and pipeline development for future AFS leaders; establish partnerships similar to her work with Holy Cross Health on MC's Next Generation Wellness at Work program and Affordable Care Act (ACA) outreach and education as well as with WilsonHCG to improve talent acquisition; research and gain competitive insight to help proactively respond to operational challenges and opportunities; and will work closely with me on the College's economic development plans which will shift AFS's strategic focus to entrepreneurial activities and new business development. Her work will focus on our future needs today. Ms. Krista L. Walker will continue in her current role as the interim director of human resources operations.

- **Mr. Robert Roop**, who is currently a part of the Montgomery College family through Workforce Development and Continuing Education (WD&CE), will continue the good work that has been taking place to realign HRSTM and will serve as interim chief human resources officer, effective August 29, 2016. He will ensure successful completion of the realignment of the HRSTM structure, the compensation redesign initiative, automating processes and providing functional human resources expertise for the Banner replacement project, leveraging and optimizing our recruitment process outsourcing partnership with WilsonHCG, and more. Mr. Roop brings with him decades of human resources experience and exceptional change management expertise that will serve the College and HRSTM well. He has a strong track record with organizations such as American Diabetes Association, ER Williams, Inc., The Humane Society of the United States & Humane Society International, and Marriott Corporation, to name a few. He teaches graduate human resources courses including compensation management, benefits management, ethics, and capstone at Webster University as well as the Society of Human Resource Management (SHRM) Learning System, which prepares students for the professional certification exam, here at Montgomery College for WD&CE. He has taught here since 2000 and knows our culture well. Join me in warmly welcoming Mr. Roop to the AFS leadership team. I will be hosting "meet and greets" with him and the collegewide community on September 8 and 9, 2016. Specific details will soon follow.
- Lastly, I am making some changes with **the Center for Professional and Organizational Development (CPOD)**. As you are aware, Montgomery College has considered aligning its training and development functions in the past and the conversation has been ongoing. The changing nature of work, new and emerging trends, budget constraints, and the rise of the digital age compels the College to reconsider learning and development efforts for non-faculty. In the *Global Human Capital Trends 2016* report previously referenced, Deloitte Consulting LLP has found that "[l]earning continues to be important to HR and business executives worldwide as they strive to adapt to the disruptive change that is sweeping through...learning and development organizations." This recent survey reveals the critical importance of innovative platforms but also confirms that learning and development functions across industries are "struggling with internally focused and outdated platforms and static learning approaches."

There have been a number of meetings and discussions in regards to developing the next generation of leaders for Montgomery College, navigating the existence of five generations in our workforce, addressing the varying generational needs and expectations, impacting that which contributes to workplace quality, and realizing the correlation

between employee learning/engagement and student success. Learning and development is a key factor to creating a high performing environment and realizing desired outcomes such as achievement and success for every student.

Recent discussions have resulted in the decision to move forward positively, focus on the MC employee learning experience, and to move the training and development function of CPOD under the leadership of Dr. Michael Mills, vice president, E-Learning, Innovation and Teaching Excellence. Training and development for all employees will have oversight from both academic affairs and AFS, which will prove to be an excellent partnership. The change in reporting relationship for the training and development functions of CPOD will be effective on August 29, 2016. However, we recognize that additional time will be required to effectively make appropriate changes and, therefore, updates will be provided to the collegewide community accordingly. Training and development opportunities will not be disrupted throughout this transition.

We are all excited about reimagining the employee learning experience; maximizing our learning and development resources; centralizing strategy pertaining to how we use technology, content, tools, and methods for employee learning and development; enhancing the College's competitiveness; and, keeping employees engaged. Stay tuned for additional information.

More changes in AFS will occur throughout this fiscal year for the better and to support the College as a whole. I will continue to share information with you as said changes are finalized. Looking ahead, AFS will be more innovative, collaborative, productive, and has an incredibly bright future. We will continue to evolve our structure, business model, and capacity to ensure continuous improvement and ability to simultaneously address the College's present needs and future needs. My ultimate goal is for the AFS division to work SMART, optimize our talent, and use our resources more efficiently and effectively.

My personal thanks goes to all AFS team members for being agile and helping to evolve to operational excellence. I also thank you, the collegewide community, for your ongoing support.