

# Monica R.M. Brown

## EDUCATION

**Doctor of Education**, Higher Education Administration (Community College Leadership)  
Morgan State University, Baltimore, MD  
[Dissertation] *A Case Study of Best Practices in Student Affairs at a Maryland Community College*

**Master of Arts**, Counseling ~ Concentration: Student Development in Higher Education  
Trinity College ~ Washington, DC

**Bachelor of Arts**, Liberal Studies ~ Concentration: Humanities and Social and Public Policy  
Georgetown University ~ Washington, DC

## ADMINISTRATIVE EXPERIENCE

**Montgomery College** – Rockville, MD

**Montgomery College** is a regionally accredited, comprehensive two-year, open access, multi-campus, post-secondary institution of higher education located in the suburbs of Washington, D.C., with a diverse population of more than 55,000 credit and non-credit students representing more than 170 nations. The college has three campuses and several centers located throughout Montgomery County, MD. Montgomery College is dedicated to student success and is widely recognized for the quality and scope of its academic programs.

**Senior Vice President for Student Affairs, 2015-Present**

Responsibilities:

- Serves as the chief student affairs officer, student advocate, and advisor to the President.
- Serves on the Senior Administrator Leadership Team and President's Executive Council.
- Together with the Senior Vice President for Academic Affairs, Senior Vice President for Administrative and Fiscal Services, Senior Vice President for Advancement and Community Engagement, and the Chief of Staff/Chief Strategy Officer serve as the Chief Operations Officer.
- Provides vision, leadership, and direction for the Student Affairs Division
- Co-lead the Student Success Network to further our student success efforts.
- Lead strategic enrollment management efforts to foster long-term enrollment and fiscal health.
- Ensures that Student Affairs courses, initiatives, programs, and activities are assessed for impact, effectiveness, and student learning outcomes.
- Responsible for assuring a consistent common student experience across all campuses.
- Directly supervise the Student Affairs Administrative Team, consisting of the Associate Senior Vice President for Student Affairs, the Collegewide Dean for Student Access, the Collegewide Dean for Student Success, the Collegewide Dean for Student Engagement, three college-wide directors, and an executive associate.
- Serve as senior staff resource person for the Board of Trustees' Student Success Committee

- Serve as Chair of the Maryland Community Colleges' Chief Student Affairs Officers (CSAO) Affinity Group

#### Accomplishments (under my leadership):

- Led the transition from in-person classes and services to remote teaching and learning and virtual student support services and back to our current hybrid service model.
- Realigned the Student Affairs division to increase further efficiencies in our programs and services.
- Led the division through a participatory budget reduction process that allowed us to sustain appropriate staffing levels by eliminating unbudgeted positions.
- Provided oversight for a newly constructed Student Services Center.
- Oversaw the development of the Student Affairs Master Plan (StAMP) and implementation of key initiatives.
- Launched the Survey of Entering Student Engagement (SENSE) for incoming students.
- Instituted the annual Student Affairs Data Summit.
- Established the Student Health and Wellness (SHaW) Center to provide students with basic needs support and wraparound services.
- Transitioned Athletics from Division III to a Division I and Division II scholarship-granting reclassification.
- Co-led the strategic planning process for the ACES (Achieving College Excellence and Success) pathways program for the three partner institutions to include a career-readiness component.
- Implemented the Presidential Scholars Program to address declining enrollment and achievement gap for African-American male students.
- The Student Support Services TRiO Grant successfully renewed (2010, 2015 & 2020) for five-year cycles.
- Three new student success (STSU) courses were created: Happiness and Wellbeing, Mindfulness and Resilience in College, and Introduction to Leadership.
- Disability Support Services launched the Accommodate System to streamline the intake process and give students 24hr access to submit documentation.
- Combined New Student Orientation and Academic Orientation to streamline the enrollment process.

#### **Associate Senior Vice President for Student Affairs, 2014-2015**

##### Responsibilities:

- Supported the Senior Vice President in the leadership of the Student Services Division and served as the liaison to the Student Services units.
- Represented the Senior Vice President at internal and external meetings and acted as needed.
- Provided oversight and management for the implementation of institutional initiatives to include Closing the Achievement Gap, Career and College Readiness and College Completion Act (CCRCCA), developmental advising, academic departmental advising, mental health initiatives, and Title IX compliance.
- Assisted with the hiring, evaluation, and supervision of Student Services faculty, staff, and administrators.
- Coordinated the implementation of policies and procedures affecting Student Services units.

- Served as a liaison to Academic Affairs, Administrative and Fiscal Services, Advancement and Community Engagement, and the Office of the Chief of Staff/Strategy Officer units on projects having an institutional impact.
- Provided leadership for the College-wide Behavioral Intervention Team (BIT) with responsibility for establishing policies, procedures, and protocol for responding to student behaviors of concern.
- Served as the grant director of the SAMHSA Suicide Grant, overseeing the work of the project coordinator to ensure that we educated the College community about suicide prevention.
- Represented the Student Services Division on various committees and workgroups, including the Student Services Leadership Team, College Enrollment Management Advisory Team, and Title IX Committee.
- Represented the college at meetings and events in the community.

#### Accomplishments:

- Co-shepherded the Rockville Student Services building project, a four-story, 128,000-square-foot Student Services Center on the Rockville Campus, working collaboratively with the campus vice-president and provost, facilities representatives, building architects, and academic and student services faculty and staff, and other key stakeholders to design the new facility.
- Co-led a group of 25 academic faculty, counseling faculty, staff, and administrators comprising the membership of the Closing the Achievement Gap Implementation Team in developing the plan for the 46 recommendations from the Closing the Achievement Gap Taskforce to position the College to address barriers impacting student success.
- Co-led the Academic Departmental Advising Committee comprised of academic faculty, counseling faculty, staff, and administrators in developing and implementing the academic departmental advising plan to provide comprehensive advising to promote student success.
- Co-facilitated Constituent Conversations with the Board of Trustees to engage with students, faculty, and staff on the topic of Closing the Achievement Gap.
- Successfully met or exceeded the SAMHSA Suicide Grant requirements.

#### **Collegewide Dean of Student Success and Rockville Student Services, 2012-2014**

#### Responsibilities:

- Served as the chief campus administrator of student affairs on the Rockville campus and college-wide dean of the Student Success area.
- Provided leadership for the Student Success Team, college-wide Counseling and Advising functions, Disability Support Services, Student Success courses, First Year Experience, Combat2College, and the Student Support Services (TRiO) program.
- Supervised 36 faculty and staff, including the associate dean for student services, Rockville counseling and disability support services faculty, and professional and administrative staff.
- Provided leadership and guidance in planning and implementing student services programs and services, managed daily operations and oversaw College Area Review and assessment practices.
- Developed and managed the unit budget.
- Administered the Student Code of Conduct, ensuring that issues were appropriately addressed.

- Chaired the College-wide Behavioral Intervention Team.
- Served on the Student Services Leadership Team, Rockville Leadership Team, College Enrollment Management Advisory Team, Collegewide Deans, Rockville Chairs & Deans, Academic Regulations and Standards Committee, and the Title IX Committee.
- Served as the vice-president of the Maryland Community College Chief Student Affairs Officers' Affinity Group.
- Participated in the annual Student Advocacy Day with Montgomery College students, staff, and administrators to accompany students as they engaged with legislators to advocate for community colleges.

#### Accomplishments:

- Transitioned faculty and staff from a decentralized to a centralized organizational structure resulting in the newly created Student Success Team.
- Provided leadership in the development and implementation of the College-wide developmental advising model.
- Served on the SB740 workgroup to develop strategies and processes for the College and Career Readiness and College Completion Act (CCRCCA) to assist students in completing their degree or certificate attainment goals.
- Chaired the college-wide Academic Support for Athletes and Mandatory Orientation workgroup for student-athletes.
- Oversaw the development of the Combat2College program and acquired offices and meeting locations for student veterans and active military members on all campuses.
- Served on the labor-management team to negotiate the AAUP faculty contract.
- Partnered with the University of Shady Grove (USG) to offer advising on our campuses for Montgomery College students interested in transferring to USG.
- Facilitated the development of the Memorandum of Understanding (MOU) between Montgomery College and the Maryland Veteran Administration to provide on-campus services for veterans.

#### **Dean of Student Development ~ Rockville Campus, 2008-2012**

#### **Interim Dean of Student Development ~ Rockville Campus, 2006-2008**

#### Responsibilities:

- Served as the chief campus administrator of student development on the Rockville campus with oversight for the Assessment Center, Athletics, Counseling Department, Disability Support Services, Student Life, and Student Support Services (TRIO).
- Provided leadership and guidance for the Student Development Unit.
- Supervised an administrator, department chairs, directors, professional and administrative staff, and bargaining and non-bargaining faculty.
- Oversaw the strategic planning process for the unit.
- Worked collaboratively with instructional deans, chairs, and faculty in developing strategies for meetings, retreats, workshops, orientations, and professional development activities to meet the needs of faculty, staff, and students.
- Served as an integral part of the Rockville Leadership Team to establish goals and set the direction for the Rockville campus.
- Served as a member of the Rockville Enrollment Group and on the Collegewide Assessment, Placement and Developmental Issues Steering Committee (CAPDI).

- Managed the unit budget and set financial projections for the fiscal year.

#### Accomplishments:

- Provided transitional leadership for the Student Development Unit during a time of instability to ensure continued operational effectiveness, efficiency, and success.
- Established the Student Development Leadership Team to work collaboratively with the dean in developing goals and implementing strategies for the unit.
- Reinstated the Student Development unit-wide meeting to facilitate better communication within the division.
- Implemented *Dine with the Dean* student-based forums to provide an opportunity to hear from students and share relevant information.
- Established the Dessert and Dialogue Hour in the Student Development unit to allow the departments to meet and exchange thoughts and ideas.
- Served as the lead dean to implement student e-mail working collaboratively with representatives from Information Technology (IT).
- Initiated the inaugural Dean's List Awards Ceremony at the Rockville campus.
- Collaborated with the deans of student development from Germantown and Takoma Park/Silver Spring to host a college-wide Student Development Retreat.
- Co-chaired the Tobacco-free College and Campus Implementation Teams and served as the lead dean for the Smoke-free Task Force.
- Established a Student Issues Committee to provide guidance for faculty to address classroom management issues.
- Commissioned the development of a brochure - *Responding to Disruptive and Distressed Students: A Guide for Montgomery College Faculty* – to provide faculty guidance in addressing classroom management issues.
- Co-led the development of a college-wide Behavioral Intervention Team.
- Established the campus-based Behavioral Intervention Team on the Rockville campus.
- Chaired the college-wide Athletic Workgroup to determine the future of athletics at Montgomery College.
- Served on the Advising Steering Group to ensure consistent college-wide advising practices.
- Served as vice-president of the Maryland Community College Chief Student Affairs Officers, Maryland Association of Community Colleges

#### **Associate Dean of Student Development, 2005-2006**

#### Responsibilities:

- Directly oversaw the Office of Student Life, Athletics Department, and the Assessment Center.
- Provided oversight for the budgets in the Office of Student Life, Athletics Department, and the Assessment Center.
- Assisted the Dean of Student Development in overseeing Counseling and Advising, Disability Support Services, and Student Support Services (TRIO).
- Assisted with planning and financial projections for the unit.
- Implemented and led unit-wide learning outcomes assessment initiatives.
- Oversaw the Academic Area Review process for Student Development college-wide
- Promoted and enforced the Student Code of Conduct.

- Served on the Extended Rockville Administrative Team and the Rockville Enrollment Group.

#### Accomplishments:

- Successfully managed the Academic Area Review process for Student Development college-wide.
- Managed the partnership and development of the Memorandum of Understanding (MOU) between Montgomery College and the Maryland Nighthawks, semi-pro basketball team.
- Established an expanded staffing plan for the Office of Student Life and the Athletic Department, which resulted in new staff positions.
- Streamlined the Assessment Center's fiscal and operational efficiency to make it a more cost-effective department.
- Assisted with the implementation of the First Annual College-wide Student Leadership Summit.
- Led the Office of Student Life in increasing the number of student engagement opportunities, in one semester, by more than 50% above the previous three years.
- Assisted in developing and implementing the first Annual Student Leadership Summit.
- Developed a unit-wide events calendar to ensure that there were no conflicts with planning and coordination.
- Successfully mediated staff conflicts within the unit.

#### **Acting Dean of Student Development ~ Rockville Campus, 2004**

#### **Campus & Community Coordinator ~ Rockville Campus, 2003**

#### Responsibilities:

- Provided transitional leadership for the Student Development Unit.
- Served on the Rockville Administrative Team.
- Chaired the Campus Leaders' and Directors' Group meetings.
- Managed the Student Code of Conduct process.
- Served as the account manager for the unit budget.
- Coordinated internal and external community efforts.

#### Accomplishments (under my leadership):

- Provided transitional leadership and management for the unit after the retirement of the dean and throughout the search process.
- Conducted successful search processes, hiring three counseling faculty and an outreach coordinator.

#### **Georgetown University**

#### **Manager, Student Services and Resources, 2000-2003**

#### **Manager, School for Summer and Continuing Education, 1991-2000**

**Georgetown University** is a private higher education institution located in Washington, DC, with 19,593 students, 7,500 undergraduate and 11,745 graduate students. It is the nation's oldest Catholic institution of higher education, founded in 1789.

## Responsibilities:

- Managed student services and resources operations.
- Supervised department staff.
- Served as a member of the Senior Management and College of Arts and Sciences Teams.
- Managed department and area-wide budgets.
- Liaised with academic departments to develop co-curricular partnerships.
- Coordinated events with the undergraduate schools.
- Conducted assessment of programs and services.
- Managed daily operations for the credit and non-credit programs.
- Provided academic advising for students taking credit and non-credit courses.
- Chaired the Scholarship Committee and Appeals Board for summer courses and programs and determined the scholarship award.

## Accomplishments:

- Revamped the student services and resources operations.
- Developed collaborative relationships with Student Affairs, Academic Affairs, and Continuing Education to establish partnerships between the units.
- Assisted with developing the new service delivery model to ensure effectiveness in serving students.
- Successfully reorganized and managed the admission and registration process for all non-credit programs.
- Oversaw the transition to PeopleSoft for admission and registration processes.
- Managed the merger between the School for Summer and Continuing Education and the Office of International Programs.

## Selected Leadership Development

- Aspen Presidential Fellowship for Community College Excellence, 2020-2021
- The Thomas Lakin Institute for Mentored Leadership, 2019-2020
- Leadership Montgomery Core Program, 2017
- AAWCC National Institute for Leadership Development (NILD) LEADERS Institute, 2012
- MSU Community College Leadership Fellows Program, 2004-2005
- MC Management Professional Development Program, 2003

## Selected Community Engagement & Involvement

- Appointed to the American Association of Community Colleges (AACC) Commission on College Readiness (2021-present)
- Serve on the HERDI Innovate Advisory Board. (2020-present)
- Serve on the Board of Directors for Generation Hope. (2017-present)
- Served on the Board of Trustees for Future Link. (2010-2019)
- ACPA Commission Directorate Member with the Commission for Student Development in Two-Year Colleges. (2003-2011)
- Member, American College Personnel Association (ACPA)
- Member, National Association of Student Personnel Administrators (NASPA)

### **Selected Recognitions/Honors**

- Phenomenal Leadership Champion Award, American Association of Women in Community College, Montgomery College Chapter (2019)
- Student Services “Above and Beyond the Call of Duty” Award (2013)
- Higher Education Women’s Leadership Certificate (2012)
- Student Support Services Appreciation Award (2011-2014)
- ACPA Two-Year Directorate Award (2004-2012)