BOARD OF TRUSTEES SPECIAL MEETING

Strategic Planning Workshop

CIE 104 (West Classroom of Center for Innovation and Entrepreneurship) 6:00 p.m. May 1, 2019

MINUTES

**Members Present**

Val DeFever

Terry Clark

Norman Chambers

Cynthia Sherwood

**Others Present**

Daniel Barwick, President

Kara Wheeler, Vice-President for Academic Affairs

Andrew Gutschenritter, Interim Chief Business Officer

Brittany Thornton, Director of Enrollment/Retention Management

Beverly Harris, Executive Assistant/Board Clerk

Tammie Geldenhuys, Vice-President For Student Affairs and Athletics

Taylor Crawshaw, Associate Dean for Tutoring and Accessibility Services

Jessica Morgan-Tate, Compliance Officer/Title IX

John Eubanks, Faculty Senate President

Eric Montgomery, Director of Information Technology

Ben Seel, Professor of Political Science

Anita Chappuie, Director of Institutional Research

Cordell Jordan, Marketing Director

Nyssa Crompton, Professor of Chemistry

Melissa Ashford, Professor of Computer Technology

Marg Yaroslaski, Associate Professor of Communications

**Guests**

Andy Taylor, Montgomery County Chronicle

Paul Yaroslaski, Community Member

Mike Thompson, Strategic Planning Coordinator

1. ROUTINE
2. Call to Order – Val DeFever called the meeting to order at 6:10 p.m.
3. Approval of Agenda – Norman Chambers moved to approve the agenda. Terry Clark seconded the motion and the motion carried 4-0.
4. Welcome Guests – Val DeFever welcomed the guests and provided an overview of options for public comment on items pertaining to the agenda.
5. Pledge of Allegiance – Andy Taylor led the group in recitation of the Pledge of Allegiance.
6. Mission Statement – Norman Chambers read the College Mission Statement.
7. Vision Statement – Cynthia Sherwood read the College Vision Statement.

1. INSTITUTIONAL OPERATIONS
2. Draft 2019-2025 Strategic Plan – Mike Thompson, Strategic Planning Coordinator, informed the group that he facilitated discussions over the last three months that lead up to the GAP Analysis Committee’s draft Plan. Mr. Thompson stated that the process was extremely well done, in depth, and covered many constituencies; 600 survey responses were received, and six Listening Sessions were held. Mike Thompson informed the Board that this stage of the process gave them the right of authorship, and provided an opportunity for revisions.

Cynthia Sherwood commended Mr. Thompson and all involved for the tremendous amount of time and effort involved in development of the draft. Dr. Sherwood added that, according to the Higher Learning Commission, the Board of Trustees should provide only the highest level of oversight. Dr. Sherwood continued that the first seven pages of the draft Plan that included the Mission, Vision, Core Values, Purpose, and the eight Key Initiatives should be discussed and retained; however, the remaining Action Plans and steps were “too deep in the weeds” and should not be part of the Board’s Strategic Plan for the College. Dr. Barwick shared that the GAP reviewed the Mission and Vision and, based upon input received throughout the process, left the statement unchanged. Norman Chambers noted that the College Mission and Vision Statements drove the Strategic Planning process.

Val DeFever read comments submitted by Trustee Shaver. Jana Shaver felt that overall the plan would lead the College in the right direction over the next five years; however, she noted that we should rebrand the College to focus on areas that other community colleges are neglecting. Trustee Shaver supported emphasis on academic offerings, workforce development, and entrepreneurial mindset. Jana Shaver felt that a qualified person in charge of successfully implementing the many strategies associated with workforce development would be necessary. Trustee Shaver also noted that specifically designating an improvement process (page 15-years 2022-2023/Six Sigma) might be a better fit for the Board’s Strategic Plan if changed to a more general statement for improvement that was geared toward an educational facility such as “Research and plan problem solving training for employees and departments to be established in following year.” Val DeFever drew attention to the Marketing initiative on pages 15-16; she shared difficulties encountered with navigation of our website and management system.

John Eubanks had submitted a comment card and acknowledged the time and effort involved in the process. Mr. Eubanks noted that the real plan is the Appendix and the remainder of the document dealt with how the initiatives would be reached; he also reminded the Board that in 2012, he and Debbie Phelps chaired the process utilized in development of a similar Strategic Plan; however, two years later the Board informed them it was more “operational” than strategic and discarded the Plan. Mr. Eubanks recommended the Board not approve the current action plans, but set goals to be reached and let the College faculty and staff who are experts in their respective fields create the actual Operational Plans on how to reach the Board’s Strategic Goals. Dr. Barwick inquired about Mr. Eubanks assessment of the Key Initiatives on page 7 of the draft Strategic Plan; Mr. Eubanks responded that he felt the Appendix was derived from the Key Initiatives. Mr. Eubanks clarified that he was speaking on his own behalf; not as a representative of the Faculty Senate of which he is President.

Anita Chappuie had submitted a comment card and spoke on behalf of the Assessment Committee and gave a shortened version of a written statement the group had provided. The Committee liked the first seven pages of the document (the Strategic Plan portion), but felt the remainder of the document (the action steps) was too operational and specific which might hamstring some initiatives already implemented or being considered for implementation. The Committee recommended the Board not approve the current action plan, but let the highly qualified ICC faculty and staff create a strong, detailed, five-year action plan with measurable benchmarks; they proposed presentation during the November Board of Trustees meeting. Ms. Chappuie ended by stating that the Assessment Committee supported approval of the draft document through page 7 (and possibly the Appendix, as well).

Norman Chambers inserted that faculty and staff were involved with all the committee work involved in development of the draft Plan. Dr. Barwick shared that in the comments he received, everyone liked the key initiatives; however, there were widespread reservations regarding the action steps as they seemed to interfere or supplant the already existing departmental Operational Plans. Dr. Barwick shared additional concerns with the specificity of the action steps.

Jessica Morgan-Tate had submitted a comment card, and read a prepared statement about the numerous employee concerns she received regarding various components of the Plan and which related specifically to the College’s ability to perform many of the items included in the Plan. Ms. Morgan-Tate also shared that employees desired participation in the process which would allow creation of a new action plan that considered the recommendations of the GAP Committee, data collected throughout the entire process, and the expertise and knowledge of the employees of the College. Jessica Morgan-Tate also cautioned the Board against rapid approval of the first seven pages of the draft Plan; she encouraged adequate time for further in-depth discussion of the first seven pages and the Appendix. Ms. Morgan-Tate felt some pieces of the recommendation submitted by the Cultural and Diversity Excellence Work Group were utilized in the draft; however expectations in the draft Plan appeared more specific than the work group intended.

Ben Seel had submitted a comment card and shared that the draft Plan gave him no sense of what we are and what makes us unique; are we achieving academic excellence for transfer students, or career and technical education? Is economic development through workforce training, or the Fab Lab and innovation? Mr. Seel noted that the Board should prioritize where we want to be in 2024 (the Board’s Vision) and provide additional guidance. Mr. Seel stated that in the last five years he’d seen plans for a recital hall in the Fine Arts Building and for a new administration building; however, a new practice facility and expansion of the Fab Lab were undertaken instead. Ben Seel ended by stressing that the Board provide guidance and focus through the Strategic Plan. Val DeFever responded that tightened focus results in less flexibility to adjust when advantageous opportunities arise; a culinary art school was not in the plan until equipment was donated. Chair DeFever concurred that the College brand should be determined and a better definition of “who we are” identified.

Norman Chambers noted that the Strategic Plan was not designed to be set in concrete for five years; the Plan would hopefully be reviewed quarterly or bi-annually for revisions. Mr. Chambers stated disagreement with some of the comments received, as the draft Plan did not tell the College what to do, it merely provided an overarching overview of how the College should be involved in pursuing the concepts.

Marg Yaroslaski had submitted a comment card and noted the Action Plan had very specific steps. Ms. Yaroslaski applauded the: democratic process utilized; amazing amount of data gathered; robust identification of “dreams” for the campus submitted by faculty and staff; and, the optimism and enthusiasm with which the campus and community addressed the Strategic Planning process. Ms. Yaroslaski encouraged the Board to trust campus employees to achieve goals without telling them specifically how to accomplish them; implementation of Six Sigma, revival of Pirate Day, etc. Mr. Chambers reiterated that the Strategic Plan would undergo periodic review for revisions; he added that the draft Plan was just a structure and did not specify implementation steps, measurements, or scheduling requirements.

Anita Chappuie had submitted a comment card and shared that the draft Plan is being perceived campus-wide as a permanent document that could not be revised.

Dr. Sherwood noted that eight initiatives were too many and were “too down in the weeds”; which should not be part of the Strategic Plan that the Board approves. Dr. Sherwood added that the Kansas Association of Community College Trustees says that a Board strategizes and is at the 20,000 foot level where they set goals for the College. Dr. Sherwood recommended utilization of pages 1-7, with a few changes; she singled out the Purpose Statement referring to “college readiness” and said we are a community college, not a preparatory school for a four-year institution. Norman Chambers countered Dr. Sherwood’s comments by stressing where and how the information was gathered for creation of the initiatives and action plans.

Kara Wheeler shared that although the Academic Excellence work group specifically did not identify percentages in the Academic Excellence section of the plan, they were included in the draft; work group plans did not align with the key initiatives.

Cordell Jordan shared that surveys, as well as work group and listening session comments, were combined in development of the draft Plan.

Andy Taylor shared that Baker University has three goals; he suggested simplification.

Mike Thompson stated that the previous Strategic Plan was not specific enough. Val DeFever agreed and shared a sense of paranoia since the HLC visit and the fear of additional findings should documentation be insufficient in the future. Mr. Thompson referred to the Plan as ACE²; A=academic excellence; C=community engagement; and E²=enrollment/endowment. Mr. Thompson noted a concept of the Higher Learning Commission (HLC) of a disconnection between the College and the community; he also referred to a disconnection with the ICC Foundation. Mr. Thompson noted that the College celebrates its 50th Anniversary on this campus in September 2020, and its 100th Anniversary of existence in 2025; two perfect opportunities to collaborate with the ICC Foundation on endowment and capital campaign fundraising efforts.

Dr. Barwick suggested that he, Mike Thompson, Cordell Jordan, and Val DeFever revise the draft Plan based upon comments received, distribute the document to the Board of Trustees and campus-wide for additional input, and present the revision to the Board of Trustees at the June meeting. Dr. Barwick also stated his availability for a special Board meeting if required; Val DeFever suggested May 29th or 30th. It was suggested that a member of faculty and a member of staff join the work group identified by Dr. Barwick.

Trustee Sherwood questioned the section of the Key Initiatives that referred to the safety and security of students; Dr. Barwick responded that the section was specifically included in the Plan as a requirement of the HLC. Mr. Seel stated that the College has many requirements and questioned the focus on that one specific requirement. Daniel Barwick added that HLC stated that the College does not adequately set goals for enrollment, retention, and completion; HLC has the expectation that enrollment, retention, and completion goals are part of all colleges’ Strategic Plans. Dr. Barwick shared that HLC is responsible for deciding whether the College receives Federal Financial Aid, and as such, has very specific requirements. Trustee Sherwood stated that she could see such items as: safety and security; enrollment, retention, and completion; and, marketing and recruiting as sections of Operational Plans instead of the Board’s Strategic Plan. Dr. Sherwood requested that Dr. Barwick share the sections of the HLC documents that specify what is required in the Strategic Plan.

Val DeFever thanked everyone for their input and Mike Thompson for his hard work; she also recognized Mr. Thompson for being selected ICC’s 2019 Outstanding Alumnus. Chair DeFever also welcomed Cordell Jordan in the position of Director of Marketing.

III. ADJOURN - Norman Chambers moved that the meeting adjourn. Terry Clark seconded the motion and the motion carried 4-0. The meeting adjourned at 7:52 p.m.

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Beverly Harris

Board Clerk

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