

PRESIDENT'S CABINET MEETING

April 28, 2020

MINUTES

CALLED TO ORDER

10:30 am

ADJOURNED

12:36 am

MEMBERS PRESENT – VIA GOOGLE MEETS

Bob Austin; Kevin Ball; Tamara Clunis; Cara Crowley; Cheryl Jones; Russell Lowery-Hart; Chris Sharp; Joe Bill Sherrod; Denese Skinner; Mark White

MEMBERS ABSENT

OTHERS PRESENT

Joy Brenneman, Shane Hepler, Collin Witherspoon

DISCUSSION:

1. CHECK IN	Lowery-Hart
<p>Dr. Lowery-Hart asked each Cabinet member to share what has been most challenging and most positive during the first 6 weeks of living and working in the new reality of COVID-19.</p> <ul style="list-style-type: none">• Ms. Skinner<ul style="list-style-type: none">○ Struggle – seeing fear in people's eyes○ Positive – the care people have shown for students, for example, the calling campaign• Mr. Sharp<ul style="list-style-type: none">○ Struggle – overcoming working from home○ Positive – accomplishing working from home; through google handouts the team is staying in touch and becoming a tight knit group• Ms. Crowley<ul style="list-style-type: none">○ Struggle – helping her team see themselves as part of the bigger picture○ Positive – intentionality of connecting with people• Mr. Sherrod<ul style="list-style-type: none">○ Struggle – lack of contact and inability to obtain needed information○ Positive – learning to slow down and relax a bit• Ms. Jones<ul style="list-style-type: none">○ Struggle – being gone when everything first began and not being with the team as this was happening; also, big projects had to be put on hold○ Positive – more intentional communication with co-workers and family, and learning more about her team• Mr. Austin<ul style="list-style-type: none">○ Struggle - not wanting to get close to students creating an awkward, uncomfortable feeling○ Positive – relieved to see how much of the routine work continues to get done, financial aid is ahead of schedule, calls are being made, cases are being closed• Mr. Ball<ul style="list-style-type: none">○ Struggle – quickly having to change all the marketing for Spring and Summer that was already completed and knowing friends in New York who have died from COVID○ Positive – his team is prepared to move forward and have been able to conquer every task put before them• Dr. Clunis	

- Struggle – worry over moving to online with some faculty not technologically ready
- Positive – seeing that the things they have been preparing for with online courses is now all in without a slow creep toward implementation, also been good to be home and off the merry-go-round for a while
- Mr. White
 - Struggle – being more aware of the plight of the elderly and caring for the older people in his life and having to research answers to questions he never thought about before
 - Positive – appreciates the cheerfulness of his team
- Dr. Lowery-Hart
 - Struggle – not knowing how the day-to-day operations of the college work and trying to answer student questions, seeing how much bureaucracy still exists, seeing the increasing needs of students, and trying to continue daily meetings while working the circle desk
 - Positive – learning that meetings can still happen remotely and more often without travel

Dr. Lowery-Hart noted that the college is not experiencing the loss of income that other sectors are and that the Strategic Plan is now more important than ever. This unusual time can provide an opportunity to rethink who we are and align programs accordingly.

At tonight's Board meeting, Mr. Witherspoon will present his COVID-19 model and predictions and the unemployment effect on enrollment explaining the two-year lag. Mr. Austin and Mr. Ball will discuss current recruiting and marketing strategies. Ms. Skinner will discuss the increased student need for counseling and connection to a psychiatrist for medication. She is working on an agreement with Heal the City to provide these services.

Action Items:

- None

2. STRATEGIC PLAN	Lowery-Hart
<p>Dr. Lowery-Hart asked Cabinet members to present ideas and action items for each Strategic Plan goal without getting into the minutia and how-to's.</p> <p>Learning Goal –80% completion and retention *These are big impact/deep strategies*</p> <ul style="list-style-type: none"> • More robust and meaningful professional development which supports learning for all full-time and part-time faculty • Trauma informed pedagogy – AC has an overwhelming number of students living in trauma <ul style="list-style-type: none"> ○ Counselors are currently receiving this training • Course re-design at scale that includes online and tech-supported classes and core course instruction (course re-design over last 5-years has focused on face-to-face courses) <ul style="list-style-type: none"> ○ Make coherent ○ Master course design for certain courses which are easier to scale; faculty still have flexibility within the master course ○ Address poor performance for online courses • Academic support services across all courses • Include coding/technology course or learning in every degree offered as institutional requirement <ul style="list-style-type: none"> ○ Use FYS course ○ Insert into another class, for example, Speech 	

- Learning enrichment
 - Honors
 - International travel
 - High impact practices
 - Student life
 - Co-curricular activities

Equity

- Define/clarify it
- Train it
 - Certification that demonstrates understanding that goes deeper than just poverty
- Hire for it

Completion

- Adult Education pipeline to enrollment
- Comprehensive/robust credit by experience program (currently ultra-conservative, will need to be more liberal)
 - Create a system and engage faculty to define skill sets
 - Train faculty and staff
 - Work with employers to obtain necessary documentation
 - Market it
 - Systematically apply credit (not a case-by-case system)
 - Al Guardino was named as someone with expertise in this area
 - Take a year to get in place for Fall 2021 enrollments
- Streamline/align transfer degrees based on communities rather than the 150 degrees currently offered by reducing the number of programs
- Provide case management for every student that includes a mentor, advisor, financial aid person, social worker, and career mentor
- Continued acceleration
 - Programs available in reduced time frames
 - Self-paced courses (example is Western Governors)
 - Move from course based to program based learning

Labor Market

- Create useful and purposeful advisory boards
- Future proof with programs aligned to the career/labor market
- Economic Diversification – attract new industry through:
 - Technology Hub
 - VFX
 - Think Tank of community partners
 - Earn & Learn Model (in three years have this in every program except liberal arts which could be within 5 years)
- Job Placement – intentional, scaled

Financial Effectiveness

- Market driven compensation model
- Digital transformation
 - Streamline processes, professional development, instruction, platforms
- Explore space utilization and remote work systems
- Re-look at master business schedule
- Look at benefits
- Outsourcing
- Cost study

- Effective fundraising
- Grant making strategy
- Master Plan
- Continuing Education

Action Items:

- Next Cabinet meeting (May 5, 2020) – look at the Master Plan. Mr. Sharp is talking with some of the architects to revisit bond projects based on the current situation. The college can change how and on what they use bond funds. Mr. Austin will provide space utilization information for Fall.
- For the next Strategic Plan discussion, Cabinet was asked to come back with recommendations for items needing smaller group discussions and those needing a larger, college-wide discussion.