



BOARD OF TRUSTEES SPECIAL MEETING

Minutes
November 21, 2016

The Clark State Community College Board of Trustees met in special session in the Sara T. Landess Technology and Learning Center Boardroom on Monday, November 21, 2016. Chairperson Peggy Noonan presided and called the meeting to order at 7:30 a.m.

Roll Call:

Present: David Ball, Andy Bell, Jim Doyle, Kyle Hall, Maurice McDonald, Mike McDorman, Brad Phillips, Vice Chair Sharon Evans, Chairperson Peggy Noonan and President Jo Alice Blondin

Others Present: Adele Adkins, Executive Director of the Performing Arts Center; Theresa Felder, Vice President of Student Affairs and Greene Center Operations; Matt Franz, Chief Information Officer; Joseph Jackson, Vice President for Business Affairs; Dr. Davis Jenkins, Senior Research Associate, Community College Research Center, Columbia University; Catie Maher, Director of the Foundation; Laurie Means, Director of Marketing; Marvin Nephew, Chief Human Resources Officer; Dr. Amit Singh, Provost/Senior Vice President of Academic Affairs; and Mellanie Toles, Assistant to the President

Recognition of Guests

Chairperson Noonan welcomed guests and asked them to introduce themselves.

Public Comment

There were no public comments.

Presentation on Structured Pathways and Student Success

President Blondin introduced Dr. Davis Jenkins, Senior Research Associate at the Community College Research Center (CCRC) at Columbia University. With Thomas Bailey and Shanna Jaggars, Dr. Jenkins is co-author of the book *Redesigning America's Community Colleges: A Clearer Path to Student Success*, which synthesizes key findings from CCRC's research on strategies for improving student completion and learning. The book talks about how we can change the underlying structure of community colleges to enhance student success, which has really become a national movement. Dr. Jenkins began his presentation by noting that Clark State has already been moving in this direction and that people nationwide are looking at Ohio and what we are doing in this arena.

Dr. Jenkins reported that new students want to know the following: What are my career options? What are the education paths to those careers? How do I get a bachelor's degree? What will I need to take? How long will it take, and how much will it cost? How do I pay for it? He encouraged the group to go to our website and try to answer these questions, commenting that it is not easy, and although it may look grim, but it is also an opportunity for improvement. Dr. Jenkins shared examples of how other colleges are

successfully answering these questions on their websites, including St. Petersburg College and Lorain County Community College.

Dr. Jenkins indicated that guided pathways colleges provide clear roadmaps to career goals, have redesigned their intake as an on-ramp, closely track their students' progress, and align learning outcomes/assessments across programs. This leads to increased completion and skill building, with decreased churning, transfer rates, excess credits and time to degree attainment.

The new student experience student learning outcomes entail the 6 Ps:

- Purpose: Students will create a personal purpose statement that outlines and articulates their values, goals interests, and strengths in relation to their educational and career aspirations.
- Pathway: Students will choose an academic program aligned with their educational/career goals, interests, strengths, and values.
- Plan: Students will design an education plan that includes goals for learning and a financial plan.
- Preparation: Students will apply college success skills.
- Personal Connection: Students will demonstrate effective communication skills with diverse groups.
- Place: Students will demonstrate awareness of college support systems.

When asked what we should do about developmental education, Dr. Jenkins indicated that the Tennessee Board of Regents has shown early evidence of success by having all students go into college courses with remediation embedded in them. They have the students focus on what they need for their chosen career field instead of having everyone being sent into algebra. Provost Singh noted that we are doing this with English and Math using the iBEST model in our introductory technical courses.

Dr. Jenkins commented that it is all about getting students on a path with a passion, and they also need to network with a faculty member that can help them get on their way. It is a mindset change for faculty; instead of just focusing on a course, they are also focused on supporting program areas, which is a very different perspective. Dr. Jenkins will be meeting with our faculty this afternoon to share his findings with them. The importance of having passionate faculty members in introductory courses was noted.

Dr. Singh noted that iBEST co-requisite model is in progress now; Ohio had funding for it, and our faculty are on board with it. By Spring 2018, almost everyone who tests into developmental education courses will be placed directly into college level courses. Dr. Jenkins indicated that it takes two to five years to lay the groundwork properly, and he feels we have laid the groundwork here, and we are ready to start. He predicted that we will most likely start to see results in year two when everyone is on the plan; graduation and completion rates will increase.

Dr. Blondin stated that the bottom line is that we are not performing at our enrollment proxy. If we can get up to that level, we can receive another \$1.5 million, and if we scale this, we have even more opportunity. The goal is to help students find a path/program/major as quickly as possible and then keep them on that pathway. Three things are needed to do well: academic advising, technical support for advising (My Plan, auto graduation), and a good First Year Experience course; we have these in place. We also need to have an early alert system as well as a corrective model in place to help those who are not likely to succeed; we plan to do this next fiscal year.

Dr. Jenkins noted that the real work will be redesigning the business processes and human infrastructure as well as reallocating costs to be able to financially support this model aimed at increased student success. Dr. Blondin reported that one of the gaps we have seen when preparing for the Higher Learning Commission visit is that our budget is not as aligned as it needs to be with our strategic plan, but we will be looking at all resources and determining where we can redeploy them.

Chairperson Noonan thanked Dr. Jenkins for his work and informative presentation.

Action Item

The following item was presented for Board approval:

Structured Pathways Resolution

Resolution of the Clark State Community College Board of Trustees

Whereas, the mission of Clark State Community College is to serve a diverse population of learners by providing access to high-quality, learning-centered education and services while fostering individual and community growth; and

Whereas, Goal 1 of the Clark State Strategic Plan is to increase enrollment, student success, engagement, retention and completion; and

Whereas, Goal 3 of the Clark State Strategic Plan is to develop quality academic, community and support programs by creating an innovative learning environment; and

Whereas, Clark State Community College values the use of best practices and resources to create a learning community that challenges, transforms, and empowers students and employees;

Therefore, be it resolved that the Clark State Community College Board of Trustees supports Clark State faculty and staff in building on recent reforms and implementing new innovations that better enable the College's students to explore, choose, and complete as efficiently and affordably as possible programs of study that prepare them to succeed in career-path employment and further education in fields of importance to the College's region. We support the faculty's continued work to ensure that students are building essential skills and knowledge across programs, not just individual courses.

By action of the Board on November 21, 2016.

Impact on students and/or student learning: This will impact student success in a positive way as noted in the resolution.

Implications for budget, personnel, or other resources: There will be implications as a result of implementing new innovations, but the exact impact is unknown at this time.

It was requested that the Board of Trustees approve the Structured Pathways resolution.

Trustee Doyle made a motion to approve the Structured Pathways Resolution, as presented. Trustee Bell seconded the motion, and it passed unanimously.

Report of the President

President Blondin shared the following:

- We are very excited about receiving a \$199,643 College Completion Grant from Great Lakes Higher Education Corporation and Affiliates, which will provide an opportunity to help nearly graduated low-income students, first-generation students, and students of color cross the finish line and begin careers in high-demand fields. Catie Maher and her staff did a great job securing the grant, which is totally focused on student success and will count toward the Major Gifts Campaign.
- We are also very honored to be named as a finalist for a Bellwether Award in the Workforce Development category. Trustee Doyle, Drs. Blondin and Singh, and Mary Benedict will attend the

Community College Futures Assembly at the end of January to present *Pathways as a Start: Credentialing that Builds Tomorrow's Workforce*, focused on our Advanced Manufacturing Program. The program, funded by the U.S. Department of Labor, provides unique solutions to the skill gap crisis with millennials and the transitioning workforce. Students receive short bursts of training with credit-bearing certificates endorsed by the local workforce and obtain a solid foundation for advancement. This is great recognition for our program.

- A recent article appeared in the Springfield News-Sun regarding Clark State being named as a Center of Excellence in Cybersecurity.

Adjournment

Trustee McDorman made a motion to adjourn the meeting, and Trustee Ball seconded. The motion passed unanimously, and the meeting adjourned at 9:20 a.m.