

**ANNE ARUNDEL COMMUNITY COLLEGE
BOARD OF TRUSTEES PUBLIC SESSION**

March 21, 2017

Members present: Rev. Dr. Diane R. Dixon-Proctor, Chair; Jerome W. Klasmeier, Vice Chair; Paula J. Darrah, J.D.; Walter J. Hall; Adam J. Hertz; James H. Johnson, Jr., Ph.D.; Sandra E. Moore; Lawrence W. Ulvila, Jr.; and Dr. Dawn Lindsay, President

I. CALL TO ORDER AND APPROVAL OF AGENDA

The public session of the Board of Trustees was called to order by the chair at 6:00 p.m. in CADE 219.

By motion of Mr. Hall, seconded by Vice Chair Klasmeier, the Board of Trustees unanimously approved the March 21, 2017, Board of Trustees public session agenda.

II. WELCOME AND INTRODUCTIONS

Chair Dixon-Proctor welcomed Mr. Jesse Johnson from the *Campus Current*.

III. APPROVAL OF MINUTES

A. Minutes of the February 28, 2017, Board of Trustees Meeting – Rev. Dr. Diane R. Dixon-Proctor, Chair

By motion of Mr. Ulvila, seconded by Ms. Moore, the Board of Trustees unanimously approved the minutes of the February 28, 2017, meeting.

IV. BOARD CHAIR AND COMMITTEE REPORTS

A. Audit & Finance Committee – Walter J. Hall, Committee Chair

Mr. Hall indicated that the college has been working with Moody's to update its bond rating. Bonds were issued to finance the Arundel Mills facility on behalf of the AACC Foundation many years ago. Moody's rated those bonds when they were first issued and sold, and they periodically re-rate the bonds and take a fresh look at the college's credit worthiness. We received the results of the rating committee's deliberations and Moody's has affirmed the college's A2 rating, with a stable outlook. This is consistent with the 2013 rating, which was an upgrade of the outlook from the 2012 rating "A2 with negative outlook." Moody's completed an in-depth analysis of the college including the integration of the strategic plan and facilities master plan into the analysis. As expected, declining enrollment was a concern, but strong support from the state and county with both operating and capital funding, along with the college's ability to manage expenses, were favorably considered. In addition, funding of the Other Post-Employment Benefits (OPEB) trust was also highlighted as a positive step in addressing the OPEB liability.

B. Board Development Committee – Sandra E. Moore, Committee Chair

No report.

C. Budget Committee – Paula J. Darrah J.D., Committee Chair

Ms. Darrah indicated that with the approval of the college's FY2018 budget by the board last month, the Budget Committee has concluded its work for this fiscal year and does not currently have any meetings scheduled. This morning, the college presented its FY2018 budget request to the County Executive. Attending on behalf of the board were Chair Dixon-Proctor and Vice Chair Klasmeier. The County Executive and his staff recognized the quality education that the college provides to its students, and we engaged in a

robust dialog regarding the details of the college's budget. The County Executive will formally present the county's budget to the County Council on May 1, 2017. The college's budget hearing with the County Council is scheduled for May 10, 2017.

D. Facilities Committee – Dr. James H. Johnson, Jr., Committee Chair

No report.

E. Human Resources Committee – Lawrence W. Ulvila, Jr., Committee Chair

No report.

F. Report of Trustees' Liaison to the AACC Foundation – Lawrence W. Ulvila, Jr., Lead Liaison

Mr. Ulvila shared a thank you letter from a recipient of the Gil Bellestri Memorial Lacrosse Scholarship as an example of the positive impact the foundation is making on the students. As of March 8, 2017, the fundraising total for the current fiscal year is approximately \$680,000 in cash and commitments toward the FY2017 goal of \$1.1 million. The foundation will be partnering with the college leadership and county high schools to award 12 AACC President's Scholarships to local high school students in FY2018. These scholarships will fund one individual from each of the 12 area high schools to attend AACC for one full year. The students will be eligible for \$1,500 for each of their first two semesters for a total scholarship of \$3,000. The foundation is pleased to do its part to support enrollment growth at AACC. The Executive Committee approved the funding of this request. The foundation received notification of a planned gift from the estate of Frederick and Deloris Lebert. The Leberts were members of the Guild for L.I.F.E and established a fund for the college's Student Investment Club. We are grateful to the Leberts for their commitment to the future and this gift of lasting support. The Leberts are eternal members of Circle '61, the college's legacy society established to honor the visionaries of our past and sustainers of our future. The date of the Annual Scholarship Reception is May 2, 2017.

G. Appointment of the Nominating Committee – Rev. Dr. Diane R. Dixon-Proctor, Chair

Chair Dixon-Proctor reported that Vice Chair Klasmeier and Ms. Moore will serve as the Board of Trustees Nominating Committee.

V. PRESIDENT'S REPORT – Dr. Dawn Lindsay, President

A. Information Items

1. College Updates

Dr. Lindsay thanked Chair Dixon-Proctor and Vice Chair Klasmeier for attending the FY2018 budget presentation to the County Executive, and she commended Vice President Beardmore and Executive Director of Finance Andrew Little for their leadership during the budget process. Dr. Lindsay reported that The League for Innovation in the Community College held its annual Innovations 2017 conference from March 12-15, 2017, in San Francisco, where she facilitated a panel discussion for a special Presidents' Track titled *Innovation, Thought Leadership, and Entrepreneurship*.

Also, two large posters were on display at the conference. The first poster featured the college's 2016 Innovation of the Year Award for our Pathway to Teaching Adults program, and the second poster featured the college's recipients of the 2016 John & Suanne Roueche Excellence Awards. The college's faculty and staff have the opportunity to nominate deserving faculty, adjunct faculty, and instructional specialists by submitting a letter of recommendation. Members of the Roueche Excellence Award Subcommittee of the Committee on Teaching and Learning individually scored each candidate based on a rubric. The committee evaluated the nominees for the following qualities: (1) exemplified leadership and service; (2) innovation and excellence in teaching; (3) progressive professional development and scholarship contributions in their discipline; and (4) contributions to student activities and engagement. Each nominee was unanimously

selected for the award. The winners will be awarded medallions that will be worn during the May 2017 commencement ceremony.

Dr. Lindsay introduced and highlighted the accomplishments of the following awardees in attendance at the meeting: Professor Matthew Klos, Visual Arts & Humanities; Dr. Alycia Marshall, associate vice president for learning & academic affairs, was evaluated while chair and professor in Mathematics; and Professor Maureen Kinsella, Nursing. Dr. Lindsay also commended and highlighted the accomplishments of Dr. Gregory Schrader, Biology, and Professor Mary Wallingsford, Cybersecurity, Networking & Digital Forensics, who were unable to attend the meeting.

Dr. Lindsay announced that the college was awarded a 2017 Innovation of the Year Award for our equity efforts, and she commended Kathleen Bolton, special assistant to the vice president for learning; Alicia Morse, dean, School of Liberal Arts; James Felton, chief diversity officer; Dr. Ricka Fine, dean, Planning, Research and Institutional Assessment; Dr. Michael Gavin, vice president, Learning; and Dr. Jacqueline Jackson, dean, Student Services, on this achievement. Dr. Lindsay recognized Dr. Oscar Joseph, special assistant to the president for enrollment management and strategy, for his work on the AACC President's Scholarships for local high school students.

2. Credit Enrollment Report: Winter and Spring 2017 – Felicia L. Patterson, Vice President, Learner Support Services

Vice President Patterson reported that credit FTE decreased to 125 and credit headcount decreased to 1,218 for the 2017 winter term. As of February 17, 2017, the spring credit headcount decreased to 12,345 and credit FTE decreased to 3,312. There were 9,064 (73.4 percent) part-time students and 3,281 (26.6 percent) full-time students. Enrollment for the under 18 age group increased to 639 students (5.3 percent) from spring 2016. Vice President Patterson presented the enrollment of credit students by race/ethnicity. There are 4,070 credit minority students enrolled this spring, which represents 35.8 percent of the student body. There are 2,091 African American students enrolled this spring, which represents 16.9 percent of the student body. Vice Chair Klasmeier asked for the number of non-U.S. citizens enrolled at the college, and Vice President Patterson said that she will get that information for the board.

Mr. Hall said that the enrollment in the 25+ age group has declined significantly. Mr. Hall asked if there is a relationship between that decline and income, e.g., did those students take another job or are they working longer hours in order generate more income and, therefore, do not have time to enroll at the college. Mr. Hall asked if a national study was conducted with respect to those characteristics. Dr. Lindsay said that she is not aware of a study and that she will follow-up with a response to Mr. Hall's inquiry. Mr. Hall said that he would be interested in seeing what is causing the major enrollment decline in that student population. Vice Chair Klasmeier said that the County Executive commented during the budget presentation that as the economy improves, the need for better skills decreases and, therefore, enrollment will decrease. Dr. Johnson suggested looking at the local unemployment rate. As that rate decreases, then the number of students enrolled in the 25+ age group will also decrease.

Dr. Lindsay mentioned competition with the University of Maryland University College (UMUC). Vice President Patterson said that the college has experienced more competition than ever before, and that UMUC is one of the college's highest transfer institutions. Dr. Lindsay said that the enrollment decline is consistent with the other Maryland community colleges. Mr. Hall said that there is a decline nationally. Dr. Lindsay said that there is competition from other states as well. Vice President Patterson said that there is also the question of how people are viewing the value of a post-secondary education. Dr. Lindsay said that there was a discussion at the Innovations 2017 conference that what matters to students is receiving a credential and that employers are not requiring a degree if people have the skill set to do the job. Referring to the African American enrollment, Ms. Moore asked how the 16.9 percent of the total student body compares to the African American student population in the county high schools, and Vice President Patterson said that the percentages are comparable, with the college having a little higher percentage than the county.

Vice President Patterson indicated that 11,112 previously enrolled students are attending the spring term and that 1,233 new students enrolled this spring. There are 9,193 students seeking an Associate's degree and 1,381 students seeking a certificate along with 1,771 non-degree seeking students this spring. There are 813 dually enrolled high school students this spring, which is an increase of 16.6 percent from spring 2016. In 2017, 10.9 percent of the county's high school seniors enrolled at the college. Vice President Patterson indicated that 41.7 percent of the students are taking at least one course through distance education, and 607 students are enrolled in at least one credit **WEEKENDYOU** course. Mr. Hall asked why that enrollment is on a consistent decline, and Vice President Patterson said that part of the reason is that the college's enrollment has declined and the other part is that students are looking for different formats. Dr. Johnson asked if there is a tipping point where it would be discontinued, and Dr. Lindsay said that we are not planning to remove the program but breathe some life into it. Dr. Faith Harland-White said that we are looking to change the programming format and the marketing message for the program. Dr. Lindsay said that we believe that the students do not like giving up their Saturdays and Sundays to attend **WEEKENDYOU**, and may prefer to attend classes on Friday night and Saturday.

Vice President Patterson said that as of March 20, 2017, we expect to achieve 8,201 FTEs toward the FY2017 budget goal of 8,733 FTEs. The college expects to add 273 FTEs for the remainder of the spring term and we have budgeted 510 FTEs for Summer Term 1. Mr. Ulvila asked if the college's goals are unrealistic, and Vice President Patterson said that they are not unrealistic, and that we are very thoughtful and strategic about the enrollment projections and the budget goals. Dr. Johnson said that it is really a budget authorization FTE goal rather than a budget goal. A budget authorization is what we are asking the county to authorize us to spend with the realization that we might not get there. Based upon the trends, instead of the 2017-2018 enrollment being flat, the actual has been 95 percent of the budget authorization FTEs. Mr. Hall said that the challenge is setting realistic goals that do not discourage people and backing them up with the resources needed to attain the goals. Changes are occurring in the delivery of education as well as what is needed since people are becoming more interested in obtaining specific skills. Mr. Hall said that we certainly want to do better each year. With that in mind, Vice President Patterson presented some key enrollment initiatives to help increase enrollment. Dr. Johnson asked for an example of a high impact practice, and Vice President Patterson said that on time registration, mandatory orientation, and creating learning communities are a few examples of high impact practices.

3. Marketing Report – Melissa A. Beardmore, Vice President, Learning Resources Management and Dan Baum, Executive Director, Public Relations and Marketing (PRM)

Vice President Beardmore recognized the partnership between the PRM team and Information Services related to the college's website, and that the process used to redevelop the website has been a true collaboration with the faculty, staff and students. Mr. Baum reported on the integrated marketing communications philosophy, and how that philosophy was used in the "Redefine Yourself" campaign; the Center for Cyber and Professional Training (CCPT) marketing campaign; the military digital campaign; high school digital ads; and the college's Welcome Packet, which the board received as a handout. Mr. Baum provided an update on the website redevelopment project to include a project overview; research and strategy; the differentiators and benefits; the information architecture phase; the design phase; the development of the content management system; the content phase; governance roles; and testing the site. The redeveloped website will launch on April 3, 2017. Mr. Baum presented the final design to the board.

Mr. Hall asked how the college's television station fits into the process, and Mr. Baum said that there have been discussions on how that station could become an example of everything that is done at the college. However, it is incredibly time intensive. Ideally, it would be set up where the students would run it, but there would not be much consistency since we are a two-year college. Currently, the focus has been on the website and that could possibly be the next challenge. Mr. Hall expressed his frustration at seeing the graduation ceremony replayed numerous times. Mr. Baum said that one of our primary targets does not look at television. The television station would be described as long-form but more people prefer receiving the content in snippets. Mr. Hall said that it is a free platform to get the messages out and be seen. Mr. Hall said that it is a question of what messages are being put on there. Mr. Hertz asked if the website redesign included any changes to the portal, and Mr. Baum said no, MyAACC and the Canvas management system are separate platforms.

4. Monthly Update on Accreditation – Dr. Lindsay

Dr. Lindsay reported that there is no accreditation team report today since the team is not meeting until after Spring Break.

5. Student Government Association (SGA) – Nicholas Nadeau, President

SGA President Nicholas Nadeau reported that \$1,620 was raised at the recent Drag-A-Palooza event to support teen suicide prevention. On March 23, 2017, students will be able to see the movie *Rouge One* in CALT 100, at 6:30 p.m. The Student Leadership Conference is scheduled for March 31, 2017, from noon to 5 p.m., in CADE 219, where the guest speaker is Michael Miller, an educational leadership speaker. The Theatre at AACC will perform *The Adams Family* musical from March 31 through April 9, 2017. The “Dear World” photo shoot and storytelling event will take place on April 10-11, 2017.

6. The Faculty Organization (TFO) – Professor Michelle Robertson, President

TFO President Michelle Robertson reported that the TFO met in March to discuss a recommendation for online office hours for faculty, which was submitted to the Vice President for Learning. Additional studies are needed, but we wanted to raise the issue since Engagement Matters teams are looking at that issue as well. The TFO will discuss the promotion and tenure appeals process and academic qualifications and credentialing at the TFO’s convocation in April.

7. Professional and Support Staff Organization (PSSO) – Jeremiah Prevatte, President

PSSO President Jeremiah Prevatte reported that the PSSO has continued and advanced the conversation about staff engagement this past year since staff engagement influences student engagement. The staff was asked about their concerns and we identified the top three areas of concern. The PSSO representatives talked about those concerns with a focus on solutions at a meeting on March 9, 2017. Mr. Hall asked what method was used to identify the concerns, and Mr. Prevatte said that it was done through email. Dr. Johnson asked for the top three concerns, and Mr. Prevatte said that the top concern was better communication. Another concern was the compensation study.

8. Academic Forum/Council – Dr. David Tengwall, Chair

Dr. Tengwall had no report but commented that the decline in enrollment is not in any way reflective of a decline in the college’s product. Mr. Ulvila said that he understands the challenges facing the college but was curious about how we set goals. Mr. Ulvila said that he believes that the college is the best community college in the nation without exception and the best product on the planet. Mr. Hall commented that the most important factor has been the quality of the faculty teaching the students and the commitment of the faculty and staff to student success. Vice Chair Klasmeier mentioned his work with the Military Youth Corps for high school dropouts and how the caring teachers were the key to success.

9. Administrative Staff Organization (ASO) – Sue Callahan, President

ASO President Sue Callahan reported that nine open forums were held on the changes that will occur in the staff compensation system. Ms. Callahan thanked Human Resources Executive Director Suzanne Boyer and the ASO/PSSO Compensation Committee for helping the staff to understand those changes. The ASO received a strategic project update on the strategic plan activities at its March meeting. The ASO’s Nominating Committee is working on the nominees for the 2017-2018 ASO officers.

10. Maryland Association of Community Colleges (MACC) Activities – Dr. Lindsay

Dr. Lindsay reported that the MACC Legislative Committee continues to meet weekly to review legislation affecting community colleges that is still under consideration in the General Assembly. There are approximately three more weeks in this year’s legislative session, and we expect a flurry of activity during

that time. MACC is closely monitoring bills that crossover to the opposite chamber this week as well as bills that continue to be heard in their respective chambers. On March 27, 2017, we will be hosting a buffet dinner for the Anne Arundel County delegation from 6 to 7:30 p.m. in the delegation room of the Lowe House Office Building.

VI. NEW BUSINESS

There was no new business.

VII. NEXT BOARD MEETING

Chair Dixon-Proctor announced that the next board meeting is scheduled for April 11, 2017.

VIII. ADJOURNMENT

The meeting was adjourned at 7:45 p.m.

A closed session of the Board of Trustees was held on March 21, 2017, at 5:00 p.m., in Cade 228. The purpose of the session was to consult with legal counsel to obtain legal advice. Each Board member present voted to close the session pursuant to Maryland State Government Annotated Code Section 3-306. Board members in attendance: Rev. Dr. Diane R. Dixon-Proctor, Chair; Jerome W. Klasmeier, Vice Chair; Paula J. Darrah, J.D.; Walter J. Hall; Adam J. Hertz; James H. Johnson, Jr., Ph.D.; Sandra E. Moore; and Lawrence W. Ulvila, Jr. Also present were legal counsel Martin J. Snider and President Dr. Dawn Lindsay. College staff members present: Melissa A. Beardmore, vice president for learning resources management; Felicia L. Patterson, vice president for learner support services; and Kathleen A. Janssen, executive assistant to the Board of Trustees.

Respectfully submitted,



Dr. Dawn Lindsay
Secretary-Treasurer