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BOARD OF TRUSTEES
June 19, 2020 – 11:30 a.m.
Virtual Meeting: https://youtu.be/daA3kxhzZLw

</div>

<u>**ORDER OF BUSINESS**</u>
A. CALL TO ORDER (Joel M)

B. ROLL CALL (Megan B)
      Sandra Barber
      John Bridenbaugh
      Sue Derck
      Jeffrey Erb
      Robert Hall
      Laura Howell
      Lisa McClure (Vice Chair)
      Joel Miller (Chair)
      Scott Mull (Second Vice Chair)

C. EXECUTIVE SESSION (Joel M)

D. PRESENTATION – PANDEMIC RESPONSE AND THE NEW NORMAL

E. AUDIENCE PARTICIPATION

F. CHIEF EXECUTIVE OFFICER REPORT (Michael T)
- President (Michael T)
- Vice President – Academics (Dan B)
- Vice President – Enrollment Management & Student Affairs (Lana S)
- Vice President – Human Resources & Leadership Development (Katy M)

G. BOARD DISCUSSION ITEMS (Joel M & Michael T)
- Budget Committee (Michael T)
- Accreditation (Todd H)
- Toledo Campus (Todd H)
- Board Retreat July 13 (Joel M; Michael T)

H. CHIEF FISCAL OFFICER REPORT (Jenny T)
- Financial Report as of April 30, 2020 (consent item)

I. CONSENT AGENDA (Megan B)
    1. Consent Agenda Items
        a. Minutes of the April 24, 2020 Meeting
        b. Resignation
        c. Renewal of Probationary & Non-teaching Faculty Contracts
        d. Employ Full-Time Talent Management Specialist – Human Resources
        e. Employ Full-Time Training Coordinator – JFS Workforce Opportunities
        f. Employ Full-Time Training Coordinator – JFS Workforce Opportunities
        g. Employ Full-Time Dean – Arts & Sciences
        h. Promotion to Director – Human Resources & Leadership Development
        i. Promotion to Vice President – Chief Fiscal & Administrative Officer

      j.   Miscellaneous Employment Contracts
      k. Nondiscrimination/Anti-harassment/Sexual Misconduct Policy Update

J. PROPOSED RESOLUTION (Megan B)
1. Approval of 2020-2021 Budget

K. OTHER BUSINESS (Michael T)
1. Upcoming Board Activities
   a. 2019 Financial Disclosures Due – May 15 (extended to July 15)
   b. OACC Annual Conference – Postponed until Fall
   c. Board Retreat (TBA) – July 13
2. Board Member Update

L. ADJOURNMENT (Joel M)

The Board of Trustees of Northwest State Community College (NSCC) met remotely in regular session on Friday, April 24, 2020 at 11:30 a.m. according to H.B.197 and the COVID-19 pandemic.

Joel Miller, Chair of the Board, stated that "the record should show that notice of this meeting has been given in accordance with the Ohio Revised Code, Section 121.22(F)."

MEMBERS PRESENT

20-21

Members present: Sandra Barber, John Bridenbaugh, Sue Derck, Jeff Erb, Robert Hall, Laura Howell, Lisa McClure, Joel Miller and Scott Mull

CHIEF EXECUTIVE OFFICER REPORT

President Thomson presented the steps that Northwest State Community College (NSCC) took in response to the COVID-19 pandemic. The College moved to remote services to continue serving its learners and conducting business. The remote operations team is working on plans for a May 1 restart including safety guidelines and team transition.

Informational reports from the Executive Vice President, Vice President for Academics, Vice President for Enrollment Management & Student Affairs, Chief Fiscal and Administrative Officer and Vice President of Human Resources and Leadership Development were included in the Board agenda packets.

BOARD DISCUSSION ITEMS

College E-Events – Vice President Dan Burklo shared plans to hold an e-commencement on May 9. Each graduate will receive a packet with cap/gown and there will be a live ceremony online with speeches from the President, Vice President for Academics and a message from the Chancellor. There will also be a social media campaign encouraging graduates to post pictures in their cap and gown. Foundation Director Robbin Wilcox shared plans to hold an e-scholarship night. The Foundation is giving away over $600,000 to approximately 300 students. A date has not been finalized.

Accreditation Process – The College petitioned the Higher Learning Commission to postpone the comprehensive site visit from October 2020 to February 2021. This postponement will allow preparations to resume after the College's pivot to remote operations and focus on serving its learners remotely due to the COVID-19 pandemic.

Scott Park Campus – The University of Toledo has asked NSCC to vacate Scott Park by June 30. NSCC has asked for a month to month extension to plan for removal of equipment and offices as the College does not know when it will be allowed back on site. The Andersons in Maumee, OH has agreed to partner with NSCC and is working to refurbish office and lab spaces on their premises.

Budget Committee – The College Fiscal Team is meeting weekly to monitor all areas of the budget and the impact the pandemic is having on the budget. The Budget Committee will meet in May to review FY 19-20 budget and the FY 20-21 budget. There is a lot of uncertainty at this time with cuts from the state in SSI funding.

Presidential Evaluation Committee – the Committee has met and reviewed last year's process and form. Members will make their recommendations to the board for this year's process.

CHIEF FISCAL OFFICER REPORT

20-22

Ms. Jennifer Thome, Interim Chief Fiscal & Administrative Officer, presented the cumulative financial report to inform the Board of Trustees of the College's financial condition as of February 28, 2020. The Board voted to approve the report by affirmation.

Trustee Barber requested that item 1.a. Termination on the Consent Agenda be removed for further discussion.

CONSENT AGENDA APPROVED

MINUTES OF FEBRUARY 28, 2020 MEETING

20-23

RESIGNATIONS

20-24

WHEREAS, Jared Nofziger, Administrative Assistant – Advising Center & Student Services, has submitted his resignation; and

WHEREAS, Paul Ernest, Training Coordinator – Advanced Manufacturing, has submitted his resignation; and

WHEREAS, Richard Wood, Technician – Facilities, has submitted his resignation; and

NOW, THEREFORE BE IT RESOLVED, that the resignation of Jared Nofziger, effective March 6, 2020; Paul Ernest, effective March 6, 2020; and Richard Wood, effective March 9, 2020 be accepted as tendered.

FULL-TIME ASSISTANT – FINANCIAL AID EMPLOYED

20-25

WHEREAS, the position of full-time Assistant – Financial Aid was left vacant due to the transfer of Kayleigh Nofziger to Administrative Assistant – STEM & Industrial Technologies; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Madline Fagan be employed as full time Assistant – Financial Aid effective March 2, 2020 at an annual salary of $28,516.80. This is in accordance with the Support Staff Bargaining Agreement.

FULL-TIME RESOURCE COUNSELOR – FINANCIAL AID EMPLOYED

20-26

WHEREAS, the position of full-time Resource Counselor – Financial Aid was left

vacant due to the resignation of Kaylea Scott; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Isaac Benner be employed as full time Resource Counselor – Financial Aid effective March 16, 2020 at an annual salary of $33,675.20. This is in accordance with the Support Staff Bargaining Agreement.

PROMOTION TO INTERIM CHIEF FISCAL & ADMINISTRATIVE OFFICER APPROVED

20-27

WHEREAS, the position of Chief Fiscal & Administrative Officer is vacant; and

WHEREAS, the College opted to utilize its succession plan; and

WHEREAS an internal candidate met and exceeded the qualifications of the position and agreed to serve in the position in the interim; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that Ms. Jennifer Thome be promoted to the position of Interim Chief Fiscal & Administrative Officer effective March 4, 2020 at an annual salary of $100,000. This is a grade level I position.

MISCELLANEOUS EMPLOYMENT CONTRACTS

20-28

WHEREAS, it has been determined that the following persons should be employed to accommodate various needs; and

WHEREAS, the Vice President for Academics

NOW, THEREFORE BE IT RESOLVED, that the following individuals be approved to receive employment contracts for miscellaneous services:

Part-Time Adjuncts:
Butler	Timothy
Harris	Taeler
Howe-Gebers	Gwen
McKinney	Evelyn

ACHIEVING THE DREAM NETWORK APPLICATION APPROVED

20-29

WHEREAS, the Achieving the Dream (ATD) Network focuses on addressing systemic inequities and increasing social and economic mobility for all; and

WHEREAS, Northwest State Community College's (NSCC) Mission and Graduation Pathways to Success (GPS) Initiative directly aligns with ATD's mission as the College seeks to deepen its commitment to equity, transform the institution further and significantly increase learner degree completion and Bachelor's Bound rate; and

WHEREAS, NSCC desires to join the Achieving the Dream (ATD) Network through the Graduation Pathways to Success (GPS) Initiative and use funding by the College's Title III Strengthening Institutions Program Grant; and

WHEREAS, the Vice President for Enrollment Management & Student Affairs and the President recommend

NOW, THEREFORE BE IT RESOLVED, that the application process for Achieving the Dream Network be approved.

<u>2020-2023 STRATEGIC PLAN APPROVED</u>

20-30

Ms. Derck moved and Ms. McClure seconded the following motion:

WHEREAS, the College celebrated the accomplishments of the FY 2016 – 2020 Strategic Plan; and

WHEREAS, the current four-year strategic plan expires June 30, 2020; and

WHEREAS, the strategic planning committee began work to develop a new strategic plan; and

WHEREAS, the strategic planning committee validated that the current mission, vision and values developed for the 2016 – 2020 plan as still applicable; and

WHEREAS, this strategic planning committee included representation from all college governance committees to ensure that the college community had a voice in the development of the plan; and

WHEREAS, an environmental scan was completed in the areas of demographics, political and social values, education and technology and economics and labor markets to inform the creation of a new strategic plan; and

WHEREAS the process of compression planning was used to gain input from employees, board members, students and community members and alumni; and

WHEREAS, a variety of stakeholders including the NSCC Board, NSCC Foundation Board, Cabinet, faculty, and various other teams provided direct feedback on a draft version of the plan and confirmed the use of five pillars and identified goal champions; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED that the 2020-2023 Strategic Plan be approved effective July 1, 2020; and

BE IT FURTHER RESOLVED, that the Board authorizes the President to develop the appropriate teams and activities to create and execute a tactical plan that will realize these strategic goals; and

BE IT FURTHER RESOLVED, that the Board asks the President to regularly update the Board on the progress and results of the Strategic Plan.

ROLL CALL: Aye; Barber, Bridenbaugh, Derck, Erb, Hall, Howell, McClure, Miller, Mull. Nay; None. Thereupon the Chair declared the motion approved.

FY 2020 -2023 Strategic Plan Pillars

Pillar One - Life Changing Education: Create and maintain high quality, transformative, and safe educational environments that meet the needs of our current and future learners.
Goal Champion: Vice President Dan Burklo

Pillar Two - Learning for All: Promote collaborative partnerships that serve our learners and provide an equitable opportunity to succeed.
Goal Champion: Vice President Lana Snider

Pillar Three - Organizational Excellence: Improve NSCC's institutional effectiveness to create a sustainable, stakeholder-focused and high-performing organization.
**Goal Champion**: Executive Vice-President Todd Hernandez

Pillar Four - Empowered Team: Cultivate and sustain a positive culture that empowers team members to fulfill our mission.
Goal Champion: Vice President Katy McKelvey

Pillar Five - Engaged Community: Create intentional communications and interactions between the College and its stakeholders to strengthen our community relationships.
Goal Champion: President Michael Thomson

FIGURE ONE: FIVE PILLARS OF THE FY 2020-2023 STRATEGIC PLAN
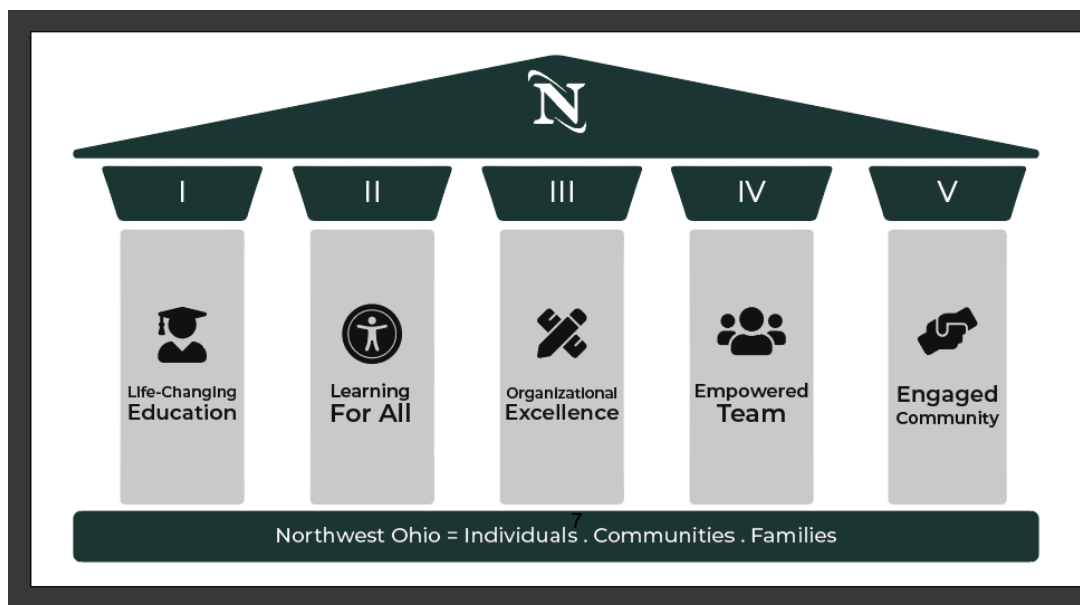
EXECUTIVE SESSION

20-31

Ms. Barber moved and Mr. Hall seconded a motion to go into executive session to discuss pending legal matters and consider the compensation of a public employee.

ROLL CALL: Aye; Barber, Bridenbaugh, Derck, Erb, Hall, Howell, McClure, Miller, Mull. Nay; None. Thereupon the Chair declared the motion approved.

Following executive session, the meeting moved back to regular session and on record. No action was taken.

Regarding the Presidential Evaluation Process, Vice President McKelvey will reach out to Board Secretary Megan Batt for the review process for 2018-2019.

CONSENT AGENDA APPROVED

20-32

Ms. McClure moved and Ms. Derck seconded the following motion to vote on Consent Agenda Item 1.a. Termination, which had been removed from the initial vote on the consent agenda.

WHEREAS, Kathryn Soards, Chief Fiscal & Administrative Officer, was terminated; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the termination of Kathy Soards, effective April 15, 2020 be accepted.

ROLL CALL: Aye; Bridenbaugh, Derck, Erb, Hall, Howell, McClure, Miller, Mull. Nay; Barber. Thereupon the Chair declared the motion approved.

ADJOURNMENT

With no further business to be brought before the Board, the meeting was declared adjourned.

1. **APPROVAL OF CONSENT AGENDA**.

1a.   Minutes of the April 24, 2020 Meeting

1b.   Resignation

WHEREAS, Thomas Wylie, Associate Vice President – Workforce Training, has submitted his resignation; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the resignation of Thomas Wylie, effective July 1, 2020 be accepted.

1c.   Renewal of Probationary Faculty & Non-teaching Faculty Contracts

WHEREAS, it has been determined that the following persons should be re-employed; and

WHEREAS, their supervisor recommends; and

WHEREAS, the Vice President for Academics, the Vice President for Enrollment Management and Student Affairs and the President recommend

NOW, THEREFORE BE IT RESOLVED, that the following persons be re-employed as per the terms and conditions indicated effective with the 2020-2021 academic year:

   a. Nichole Gerschutz (advisor – early admit), continuing, Masters, total salary $46,570.79.
   b. Erin Jacob (clinical – teaching assistant), third, Masters, total salary $50,619.96.
   c. Amy Thomas (faculty – education), third, Masters, total salary $53,317.15.
   d. Heather Galbraith (faculty – human services), second, Masters, total salary $53,133.23
   e. Julie Kemarly-Dowland (faculty & lab coordinator – biology), second, Masters, total salary $66,646.44
   f. Anuja Parikh (faculty – physics), second, Masters, total salary $51,244.82
   g. Steven Raymond (faculty – industrial technology), second, Associates, total salary $57,003.77
   h. Cayla Walker (recruiter – admissions), second, Bachelors, total salary $41,622.07
   i. Alexsandra Yantis (enrollment specialist), second, Bachelors, total salary $41,622.07

1d.   Employ Full-time Talent Management Specialist – Human Resources

WHEREAS, the Human Resources department has reviewed and reorganized the tasks associated within the department; and

WHEREAS, a significant amount of time and resources are allocated to the hiring process to fill vacant and new positions; and

WHEREAS, the position of full-time Talent Management Specialist – Human Resources was created to streamline and expedite the process of filling positions; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Human Resources and Leadership Development and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Andrea Mofield be employed as full time Talent Management Specialist – Human Resources effective May 4, 2020 at an annual salary of $51,150. This is a grade level IV position.

1e.   Employ Full-time Training Coordinator – JFS Workforce Opportunities

WHEREAS, the position of full-time Training Coordinator – JFS Workforce Opportunities was left vacant due to the resignation of Andrea Morrow; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Executive Vice President and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Matthew Kibler be employed as full time Training Coordinator – JFS Workforce Opportunities effective June 1, 2020 at an annual salary of $62,500. This is a grade level IV position with continued employment contingent on funding and the ongoing partnership with area JFS agencies.

1f.   Employ Full-time Training Coordinator – JFS Workforce Opportunities

WHEREAS, the second position of full-time Training Coordinator – JFS Workforce Opportunities was created to accommodate the JFS partnership expansion from six (6) counties to twelve (12) in Northwest Ohio and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Executive Vice President and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Mr. Avery Miller be employed as full time Training Coordinator – JFS Workforce Opportunities effective June 1, 2020 at an annual salary of $62,500. This is a grade level IV position with continued employment contingent on funding and the ongoing partnership with area JFS agencies.

1g.   Employ Full-time Dean – Arts & Sciences

WHEREAS, the position of full-time Dean – Arts & Sciences was left vacant due to the promotion of Ms. Lana Snider to Vice President – Enrollment Management & Student

Affairs; and

WHEREAS, a search was conducted to fill the position; and

WHEREAS, the Vice President for Academics, the Executive Vice President and the President recommend

NOW, THEREFORE BE IT RESOLVED, that Ms. Jamilah Tucker be employed as full time Dean – Arts & Sciences effective June 15, 2020 at an annual salary of $92,500. This is a grade level II position.

1h. Promotion to Director – Human Resources & Leadership Development

WHEREAS, the position of Director – Human Resources & Leadership Development was created as part of the reorganization of the HR department to oversee the daily operations of the Human Resources Department; and

WHEREAS, this will allow the Vice President for Human Resources & Leadership Development to focus on strategic planning, Title IX and policy development; and

WHEREAS, the College opted to utilize its succession plan; and

WHEREAS, an internal candidate met the qualifications of the position; and

WHEREAS, the Vice President - Human Resources & Leadership Development and the President recommends

NOW, THEREFORE BE IT RESOLVED, that Ms. Brittany Chamberlain be promoted to the position of Director – Human Resources & Leadership Development effective May 4, 2020 at an annual salary of $70,000. This is a grade level III position.

1i. Promotion to Vice President – Chief Fiscal & Administrative Officer

WHEREAS, the position of Chief Fiscal & Administrative Officer is currently held by Jennifer Thome in an interim capacity; and

WHEREAS, Ms. Thome has accepted the offer to serve as Chief Fiscal & Administrative Officer in a permanent capacity; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that Ms. Jennifer Thome be promoted to the position of Vice President - Chief Fiscal & Administrative Officer effective June 1, 2020 at an annual salary of $110,000. This is a grade level I position.

1j. Miscellaneous Employment Contracts

WHEREAS, it has been determined that the following persons should be employed to

accommodate various needs; and

WHEREAS, the Vice President for Academics recommends

NOW, THEREFORE BE IT RESOLVED, that the following individuals be approved to receive employment contracts for miscellaneous services:

Part-time Adjuncts for summer semester 2020:

DePew Michael W.	Monnin Richard
Dial Lauren	Moore Kevin L.
Dillon Kieron E.	Mykytuk Jeremiah
Ebaugh Chelsie M.	Schwiebert Jason P.
Kinkaid Cynthia M.	Vandock Kent W.
Lawson Candice	Yambor Michael S.
Leptak-Moreau Jeffrey	Zuvers Larry L.
Minsel Curtis F.	

Full-time Faculty and Non-teaching Professionals for summer semester 2020

Arps Gloria J.	Kwiatkowski Michael
Becher Lisa M.	Lammers Suzanne J.
Berres Allen W.	Mavis Joni E.
Carr Thomas M.	Mohring David L.
Clawson Christopher R.	Newton Tera L.
Dapelo Lisa M.	Parikh Anuja
Donaldson Pamela A.	Rickenberg Jason J.
Doolittle Colin N.	Robinson Christine K.
Doolittle Marianna M.	Stapleton Kemp K.
Eichenauer William A.	Stayner Mindy L.
Galbraith Heather M.	Tefft Gregory R.
Geer Bradley H.	Thomas Amy
Howard Sherry L.	Vondeylen Barry R.
Kemarly-Dowland Julie	Zeller Ann M.
Kling Julie L.	

1k.   Approval of Nondiscrimination/Anti-Harassment/Sexual Misconduct Policy Update

WHEREAS, the College's Nondiscrimination/Anti-Harassment Policy and Sexual Misconduct Policy were combined to provide one comprehensive policy governing protected class discrimination; and

WHEREAS, this will allow administrators responding to complaints and providing training to have one document with standard language and definitions; and

WHEREAS, the new comprehensive policy also includes a section "minors on campus" to comply with the College's insurance carrier; and

WHEREAS, the new policy also complies with new state and federal regulations regarding minors; and

WHEREAS, the Vice President – Human Resources and Leadership Development and the President recommends

NOW, THEREFORE BE IT RESOLVED, that the updated Nondiscrimination/Anti-Harassment/Sexual Misconduct policy be approved effective immediately.

PROPOSED RESOLUTIONS

1.   **CONSIDERATION OF A RESOLUTION TO APPROVE THE 2020-2021 BUDGET**

Moved by _____, seconded by _____.

WHEREAS, the proposed operating budget has been developed through the collective work of the Cabinet, the Finance Team and the Budget Committee of the Board of Trustees, in conjunction with the budget managers of the college; and

WHEREAS, the College is facing an historic uncertain fiscal situation in both public health and state finances; and

WHEREAS, the President recommends

NOW, THEREFORE BE IT RESOLVED, that the operating budget for 2020-2021 fiscal year be adopted.

Revenue Category	FY 20 Projected	FY 21 Proposed	FY 21 Proposed – FY 20 Projected
Tuition	$10,483,702	$10,780,426	$296,724
Fees	$1,887,380	$2,087,864	$200,484
Workforce Training	$694,166	$965,000	$270,834
Scholarship	-$939,498	-$1,105,067	-$165,569
Foundation Support	$133,380	$135,000	$1,620
Fed & State Support	$11,375,178	$9,918,800	-$1,456,378
Other Revenue	$273,441	$327,040	$53,599
Reserve Funding		$1,000,000	$1,000,000
Total	$23,907,749	$24,109,063	$201,314

Expense Category	FY 20 Budget	May 26 Unaudited	YTD Encumb	Avail Balance	FY 20 Projected	FY 21 Proposed	FY2 Proposed - FY20Projected
Salary and Benefits	$13,476,222	$11,304,031	$1,300,454	$871,736	$12,110,022	$12,300,898	$190,876
General Operating	$1,087,058	$669,516	$154,900	$262,643	$824,416	$927,940	$103,524
Maintenance and Repair	$934,414	$367,002	$232,152	$335,261	$649,154	$551,030	-$98,124
IBEW Plus Facilities	$8,759,177	$5,852,269	$155,479	$2,751,427	$8,799,492	$8,313,069	-$486,423
Fees and Services	$1,424,391	$626,237	$52,784	$745,367	$1,239,021	$1,536,514	$297,493
Scholarship Allowance	-$939,499	-$425,191	$0	-$514,307	-$939,498	-$1,105,067	-$165,569
Insurance and Utilities	$588,237	$449,278	$59,571	$79,388	$589,390	$592,061	$2,671
Capital	$1,080,339	$895,359	$185,882	-$900	$1,081,241	$992,618	-$88,623
Expenses Total	$26,410,339	$19,738,501	$2,141,222	$4,530,615	$24,353,238	$24,109,063	-$244,176

Revenue:	$23,907,749	$24,109,063
Expenses	$24,353,238	$24,109,063
Revenue - Expenditures:	-$445,489	$0
CARES Institutional Funding:	$481,467	
Balance Using CARES:	$35,978	$0

ROLL CALL: Aye;   Nay;
Thereupon the Chair declared the motion approved/disapproved.

President's Report: June 2020 Board Meeting

As we approach another "virtual" board meeting, I wanted to update you on the College's activities. This President's Report will have five parts:

- Michael Thomson, June Campus President's Update (pp. 1)
  Video link: https://www.youtube.com/watch?v=AzCYj_z0DMs

- Norma Goldstein, "Trust During a Time of Crisis," *Trustee Quarterly*, Spring 2020. A good article from ACCT on Boards and CEOs based on our current pandemic (pp 2-5).

- NSCC Cabinet, NSCC Pandemic Response, June 2020 (pp 6 – 14).

- NSCC Cabinet, FY 20-21 College Goals, June 2020 (pp 15 - 24).

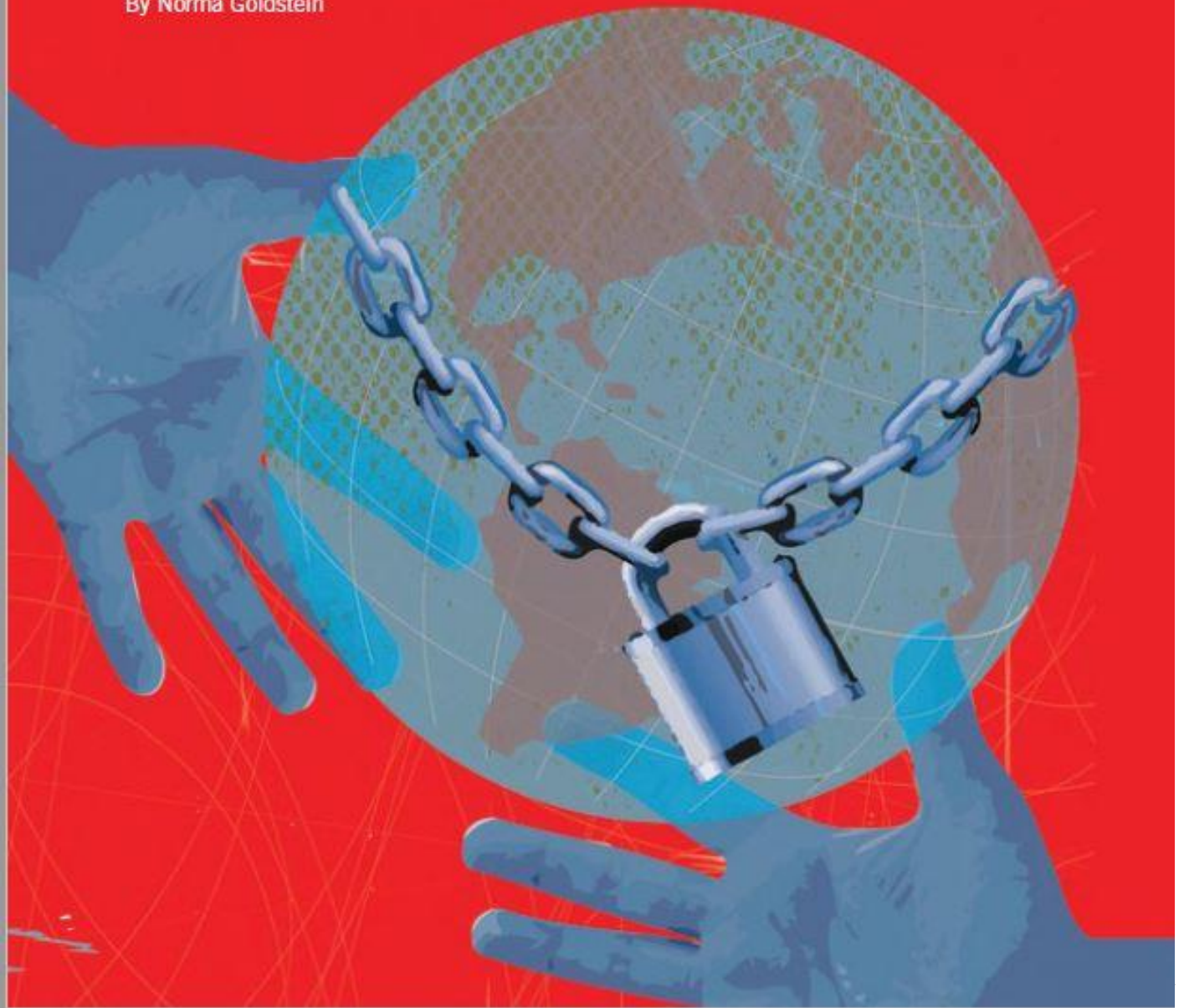- Michael Thomson, FY 20-21 Presidential Goals (pp 25 - 30).

Trust During a Time of Crisis

BACKED BY THEIR BOARDS, PRESIDENTS IMPLEMENT EMERGENCY PLANS.

By Norma Goldstein

ACROSS THE NATION, BOARDS OF TRUSTEES HAVE approved college emergency plans of action, including whole and partial campus closures, extending spring vacations, transitioning to online course delivery, suspending events and operations, and more. They have trusted their administrations and supported college presidents' efforts to implement these plans.

Trust is the real glue in the relationship between a board of trustees and a college president. In times of crisis such as the COVID-19 pandemic, boards need to support the CEO and the administrative team to get their jobs done quickly and effectively. During this pandemic, most community college boards across the nation have learned to trust their college leaders to do what the board expects: protect people and focus on helping students succeed in these stressful times. Frequently, this involves board members approving emergency plans and then allowing presidents and their administrators to rapidly implement them.

Boards hire the district chancellor or the college president. Some consider hiring the CEO a board's most important role, but board responsibility does not end there. According to ACCT's standards of good practice, boards should support their president and allow him or her to do their job, particularly when swift action is needed during an unprecedented crisis. What follow are examples of boards which have done just that in recent weeks as COVID-19 impacted institutions across the nation.

Empowering the CEO

Trust is an essential component in empowering the president or CEO to respond effectively during challenging times.

"Trust is important at a time like this," says Bernie Rhinerson, a longtime trustee for the San Diego Community College District (SDCCD). "This board and CEO have worked together for over a decade, and we have a very high level of trust with our CEO. It was important for the board to give the CEO the flexibility to act in a time of crisis."

To provide this flexibility, the SDCCD declared emergency conditions and its board passed a resolution that empowers the district's chancellor, Dr. Constance Carroll, to take action. "It is imperative that the Chancellor have the tools necessary to ensure the health and safety of students and staff on campuses and other district facilities [and] to ensure that student learning continues if student education needs to be conducted from alternate locations or virtual learning environments," the resolution states.

The resolution further resolves that "the Board of Trustees authorizes the Chancellor and /or her designee to take any and all actions necessary to ensure the continuation of public education, and the health and safety of the students and staff at the District sites." It was signed March 12, 2020.

Ratifying a Task Force Plan of Action

At the five Alamo Colleges in San Antonio, Texas, Chancellor Mike Flores set up a task force to limit the impact of the pandemic on the college and students by developing a plan of action.

The board rescheduled its regular meeting "to allow the chancellor time to implement the plan of action. He had to hustle to get it done, and we gave him that space," says Roberto Zárate, a former chair of the ACCT Board of Directors and a current member of the AACC Board. "The board reviewed and ratified the emergency plan and then got out of his way."

Authorizing Board Chairs to Approve Presidential Decisions

"With things moving so fast, sometimes changing daily or even hourly with this pandemic, it has been critical to act quickly," says Dr. Kathleen Hetherington, president of Howard Community College in Maryland. "I feel the full support of the board in making decisions."

Hetherington indicated that the board hears from her routinely and that their college had to deal with many critical financial issues relating to the virus that required timely resolution. The board conducted a Zoom open meeting March 18th during which all board members attended, as did many others since the meeting was open to the public. The board authorized the board chair to approve Hetherington's actions on behalf of the full board for a limited amount of time. At its next meeting, the board plans to extend that decision until the state of emergency is over.

The board also gave the president authorization to maintain continuity of operations with faculty, staff, and students according to current state and federal safety and health best practices. "Having trust, the board had the confidence we'd do things right to help students finish the spring semester," Hetherington says. "Having that support from the board, plus state guidance, influenced what we do at the college."

Emergency Policies

Most high-performing boards have longstanding policies regarding emergency procedures which delegate authority to the president to act in times of duress. However, few could have expected the extent of college closures and rapid transition to remote learning that has occurred with COVID-19. Because each crisis brings its own set of critical circumstances, boards cannot assume that a college's emergency plan will cover every potential crisis.

Some boards have general policies for all emergencies, and some developed specific policies related to infectious diseases. In early March, the board at the Community College of Morris (CCM) in New Jersey reviewed and approved detailed infectious disease control policies for both CCM students and employees which outlined safety precautions for the college. The policy states:

In the event of an infectious disease outbreak, this policy and related procedures replaces and supersedes any other college policies and procedures on the following topics. It is understood that the policies herein are subject to change upon directives from State and Federal agencies.

The policy allows for changes per state and federal authorities, built-in flexibility that allows the president to make modifications as needed during an uncertain crisis. The administration continued to manage to meet its own responsibilities, and the board was available if and when policies needed attention.

The board at Clark State Community College in Ohio recently reviewed its interruption of college operations policy, which clearly authorizes the college president "to interrupt all or a specific part of the College's operations…if it is in his/her judgment the health, safety, or well-being of employees and/or students is jeopardized." Additionally, the policy states that "The President will determine when an emergency is declared." Such broad authorization is based on the board's trust of college leadership.

A Team Approach with the President, Board, and Board Attorney

In responding to the COVID-19 pandemic, the college administration will need to act quickly to meet rapidly changing state and federal directives. Trustees should work with the president and the college's legal counsel to determine if the college's existing policies provide the flexibility needed by the president to respond effectively. If they do not, the board should consult with legal counsel on whether maintaining compliance with institutional bylaws and state law requires developing emergency policies to provide the authority to the president to protect the health and safety of students, faculty, and staff during the emergency.

Authorizing the President to Act

Most presidents are well aware of how important good communications are between a CEO and board members — and particularly the board chair who often serves as the conduit between the two. Wise presidents make sure that the board is apprised of the college's plan of action in the face of any emergency. Yet how does it work when each emergency is different? Here's where trust comes in.

Boards approve college's emergency plans, and certainly they should review their emergency policies on a regular basis to assure that quick action can be taken by a college president.

Through good communication, wise CEOs inform boards of intended implementation steps and ask for input and approval in some cases. However, when immediate action must be taken, as was the case for many in this pandemic, CEOs need to feel confident that the board has their support. According to CCM board chair Thomas Pele, "the board is very comfortable with allowing the administration to handle all necessary procedures

because the president keeps the board fully informed on a daily basis."

Supporting Swift Decisions

According to Dr. Robert Martin, president of the Institute of American Indian Arts (IAIA) in Santa Fe, New Mexico, he and his board of trustees had to move quickly to develop, approve, and implement the college's emergency response plan to protect students and staff to prevent the spread of the coronavirus. "This COVID-19 disease is so challenging that we have had to make swift decisions to protect our students from harm," Martin says. "The board has given me their support."

Dr. Pearl Bower, President of Ilisagvik College in Barrow, Alaska, says her board gave her free reign to act. After the state issued mandates to close government agencies and basically the whole state, "I had taken the bull by the horns to close the college campus down as soon as possible," Bower says. "We had to think of our students and our employees."

"I kept the board in the loop with my plan of action and had their support," Bower adds. "When I need the board, they are there for me, but the board also knows that when I need to make a decision for the good of our entire campus, that I need to have authority to make those calls. This is why we are hired as executive administrators, presidents, CEOs — to make tough decisions. Boards need to put their trust in us and remember why we were hired."

Teamwork in a Policy Governance Model

"We truly work as a team with our Policy Governance model," says Dorey Diab, president of North Central State College in Ohio. "The board has been really supportive of me to enable the college to be responsive to the needs of the state, the college, and the community," including the rapid switch to online operations during the pandemic and rolling out a Quality Matters process and training for faculty. "We are also protecting as many jobs as possible," Diab says.

Before the governor's mandate to stay at home, North Central State loaned laptops to students, faculty, and staff to use at home. "I can't be more thankful for the board's support and backing up our decisions," Diab says. "Right now, we are waiting for the federal stimulus monies and the state subsidy with its projected 20 percent cut this year. We are planning different scenarios to do what is best for students and staff. A lot depends on the circumstances in the summer and fall."

Balancing Responsibilities with Trust

According to Dr. Jay Box, president of the Kentucky Community College System, the Board of Regents has been very supportive of allowing college administrators to handle operational issues. "It's been good to see the board taking responsibility for supporting college operations and balancing that with their trust of administration to do their work," says Box.

After trustees learned of the governor's shutdown of face-to-face instruction, their first major decision was to allow Box to stay on as system chancellor until the fall rather than appoint an interim this spring. "This was not the time for me to transition out, and once I made the decision to stay, I reached out to the board," Box says.

Of particular importance is communications at all levels now that staff is working remotely, Box says. In less stressful times, the board holds quarterly meetings, and Box communicated with trustees every two weeks. Now, however, the chancellor is providing weekly updates to the board, including some of his communications with the 16 community college presidents to provide weekly updates of internal communications to faculty, staff, and students and external communications to the community and media.

"Our systemwide communication plan is to do weekly videos to all faculty and staff and bimonthly communications to all employees and students to keep people in the loop," he says.

Executive Staff Assisting the President

Many presidents, like Iḷisaġvik College's Bower, immediately turn to their senior executive staff or cabinet, and later their boards, to help with swift decision making. "In the case of COVID-19, I knew early on that we at Iḷisaġvik would have to make some tough decisions. With this in mind, I connected with my senior leadership team right away, and we determined what's best for our students, our employees, and our communities across the North Slope. A closure and then a very slow minimal operations schedule would need to be implemented ASAP," she says.

"Once we had a plan, I notified our board, and have kept them notified via email throughout the past few weeks. They have communicated back with me via phone and emailed their support for the decisions we have made. This is how good decision making and good relationships happen," she adds. "The board trusts me."

Avoiding Micromanagement

To lead well in such stressful times, trustees and the administration need to work together. Boards need to assure comprehensive policies are in place for emergencies, and the president needs to implement those policies and have the authority to make time-sensitive decisions. When boards interfere with the president's ability to act to implement the emergency plan, they are engaging in micromanagement.

Micromanagement hurts the board-CEO relationship and often is based on a lack of trust. In all of its governance leadership institutes, training opportunities, retreats, and assessments, ACCT emphasizes the importance of the board-CEO relationship and the need to avoid second-guessing administrative decisions.

"Micromanaging often leads to conflict, confusion, and dysfunction," says Colleen Allen, ACCT's director of retreats and evaluation services. "Boards need to show support for the CEO and empower him or her to do the job they are expected to do."

Now that the initial transition to online learning has successfully been made, trustees are using their voices to make their institutions' needs known and advocate for needed supports for their institutions, their students, and their communities. Going forward, trustees will also need to work with their presidents to assess the long-term financial impacts of the COVID-19 crisis on their institutions. Fostering trust between boards and their presidents will be just as important in the months and years to come.

ACCT Director of Trustee Education Norma Goldstein can be reached at ngoldstein@acct.org.

For a copy of the San Diego CCD resolution, see: https://go.boarddocs.com/ca/sdccd/Board.nsf/files/BMNQ9B649C89/$file/REVISED%20and%20SIGNED-SDCCD%20Resolution%20re%20Emergency%2003-12-20.pdf

Below are links to Infectious Disease policies of the County College of Morris, N.J.
- https://www.ccm.edu/wp-content/uploads/pdf/aboutccm/policies/section6/6.1006.Infectious-Disease-Control-Policy-for-Students.pdf
- https://www.ccm.edu/wp-content/uploads/pdf/aboutccm/policies/section3/3.1015.Infectious-Disease-Control-Policy-for-Employees.pdf

For Clark State Community College's *Interruptions of College Operations Policy*, call 937.328.6002 or email tolesm@clarkstate.edu.

Disclaimer: *This article is offered for general informational purposes only. The examples described and the interview quotes on trustee practices are educational only and do not constitute advice as to how any board should act with regard to the COVID-19 emergency or any other emergency. The article is not offered as and does not constitute legal advice. Before acting, a board should seek guidance from experienced legal counsel on unique aspects and facts surrounding its situation. Finally, in responding to any emergency boards must make their best judgement based on comprehensive legal counsel, common sense, unique college culture and circumstances, and best practices.*

President's Report – NSCC Pandemic Response

1) **Emergency Operations** (March 12, 2020 – April 5, 2020):
   a) Create fuller team (N = 10), split Cabinet reports equally between President / EVP for regular check ins and identifying problems quickly.
   b) Create smaller group (N = 7) called Strategy Group (mini-Cabinet) for strategic and medium / long term planning.
   c) VP Cabinet members making decisions on ground to handle issues.
   d) Cabinet meets on weekdays that College is open.
   e) NSCC joins the Henry County Health Partners Group which meets every weekday to implement COVID19 related safety procedures.
   f) President / EVP discuss agendas daily and alternate leading Cabinet meetings / follow up.
   g) Developed Communications Plan for connecting to internal and external stakeholders.
   h) Event review and communications to stakeholders. All in-person events through June cancelled.
   i) Establishment of building entrance and cleaning protocols to meet CDC, Ohio and Henry County standards.

2) **Remote Operations**: (April 6, 2020 – April 24, 2020)
   a) Maintain building entrance and cleaning protocols to meet CDC, Ohio and Henry County standards.
   b) Use VP Empowered model to continue expedient issue resolution.
   c) Full Cabinet meets two times weekly for approximately one hour.
   d) President and EVP meet weekly for agenda review and alternate Cabinet lead with issue follow.
   e) Strategy Group meets weekly to prepare for future Cabinet issues using the Tsunami Decision Model (see Figure One).
   f) Establish Finance committee (President, EVP, CFO, Finance Director, Admin Support) meets weekly to work on short and long term fiscal issues.
   g) Incorporate scheduled team care (Thursdays) and self-care (Fridays) into weekly time for all team members.
   h) Creation and support of E-events (commencement, scholarship awards, board meetings) for critical College activities.
   i) Creation and implementation of a business continuity plan with scheduled on campus activities (e.g. Business Thursdays) and planned digital meetings (e.g. searches).

2) **Remote Operations**: (April 6, 2020 – April 24, 2020) *Continued*

    j) Increased communication via e-tools and other communications. Most notably, faculty leading weekly town hall.
    k) Complete and seek approval of FY 20-23 Strategic Plan.
    l) Revise President's Leadership Team (PLT) curriculum to mentor team leaders in dealing with the realities of our new operating environment.
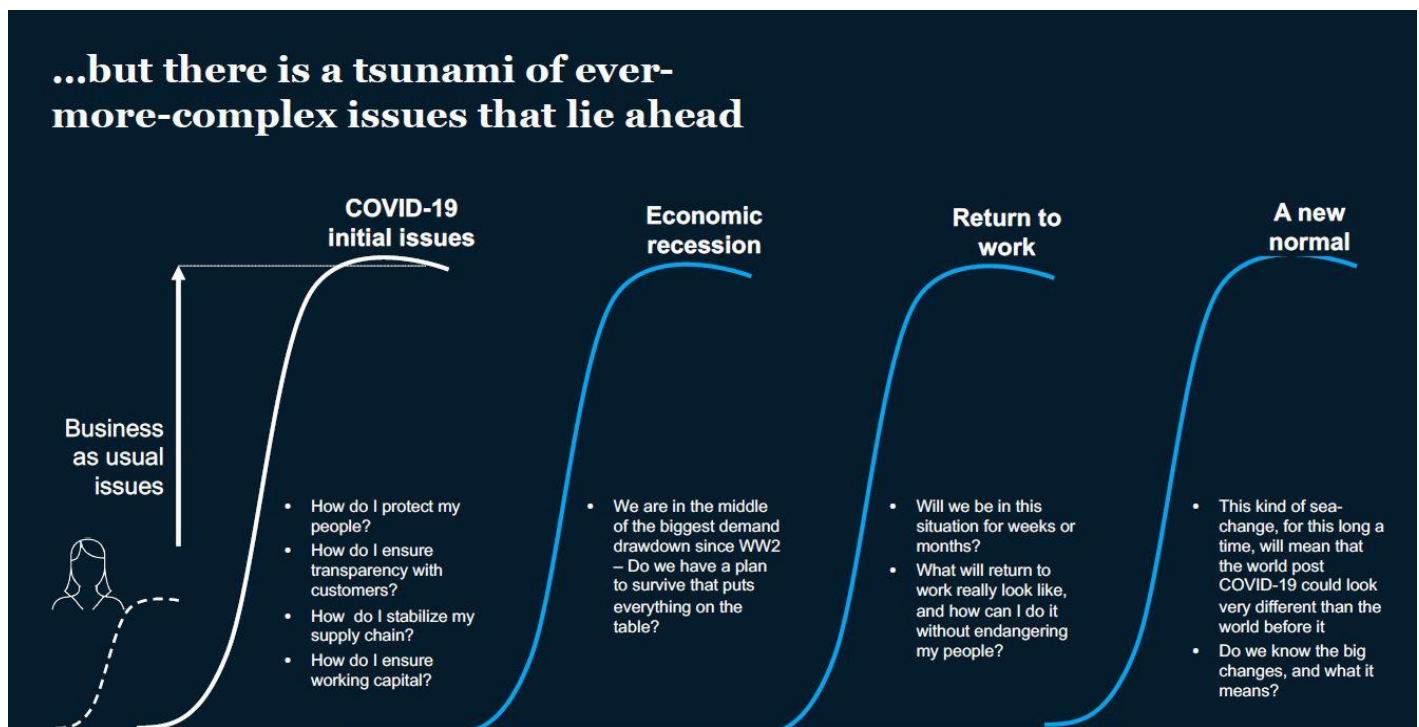
3) **Scheduled Operations / Summer Hours**: (April 25, 2020 – TBD)
    a) Enhanced building entrance and cleaning protocols to meet CDC, Ohio and Henry County standards. Use of digital ID cards to monitor building presence.
    b) Established protocols for scheduled campus time by faculty, staff and learners to complete the Spring 2020 term and set up the Summer 2020 term.
    c) Maintain remote ops care where possible.
    d) Execution of "Summer Hours" with building open four days (Monday – Thursday) and tem members mixing hybrid schedules (combination of on-campus / remote hours).
    e) VP Empowered model permanently established.
    f) Experiment in Summer 2020 with "new normal" activities: Building entrance, meeting rooms, classrooms, food, etc.
    g) Create and host 50th events (student celebration, Green Carpet, Distinguished Alumni, Young Professionals).
    h) Apply for and receive CARES funding as well as other grants.
    i) Close FY19-20 budget using current Board authority without additional request for reserve funding.
    j) Project, build and seek Board approval for FY20-21 Budget using a combination of fiscal strategies to deal with uncertainties in enrollments, workforce sales and SSI.
    k) Create tactical plans to support the FY 20-23 Strategic Plan with new methods / tactics for enrollment management, community connection, schedule building, student services and marketing.
    l) Design the FY 20-21 PLT curriculum focusing on preparing leaders for our "new normal."
    m) Plan 3-5 major initiatives connected to taking advantage of our new opportunities and reworked systems.
    n) Plan for "new normal" larger event-based activities.

4) **"New Normal":** (TBA)
    a) President and EVP rework the combined set of duties to most effectively deal with new internal and external environments. Expand the effective use of President / EVP time and the alternating lead / follow-up model beyond the Cabinet / Strategy groups to include other activities.
    b) Establish "New Normal" Cabinets with Core (Strategy Group) and Expanded Cabinets. Invite Deans / Ops Directors as necessary to advance tactical initiatives.
    c) Execute 3-5 major initiatives connected to taking advantage of our new opportunities and reworked systems.
    d) Based on feedback to initial major initiatives, tweak and add 3-5 more initiatives.

FIGURE ONE: Tsunami Decision Model

...but there is a tsunami of ever-more-complex issues that lie ahead

COVID-19 initial issues
- How do I protect my people?
- How do I ensure transparency with customers?
- How do I stabilize my supply chain?
- How do I ensure working capital?

Economic recession
- We are in the middle of the biggest demand drawdown since WW2 – Do we have a plan to survive that puts everything on the table?

Return to work
- Will we be in this situation for weeks or months?
- What will return to work really look like, and how can I do it without endangering my people?

A new normal
- This kind of sea-change, for this long a time, will mean that the world post COVID-19 could look very different than the world before it
- Do we know the big changes, and what it means?

Business as usual issues

NSCC Phase Two *(June 1, 2020 – TBD)*

PHASE TWO

Criteria: State and local area with no evidence of a rebound and satisfy the gating criteria a second time

1) **Allowable work and open areas:**

   a. Telework should continue at this point whenever possible.
   b. Placement testing required for registration for summer and fall semesters.
   c. Any testing or items required for course/degree completion and resolving spring term incomplete contracts.
   d. Summer course schedule. *Note: faculty still somewhat flexible with coursework.*
   e. Preparatory work related to fall term.
   f. Summer camps per Ohio Department of Health guidelines for Youth Day Camps.
   g. Fitness Center per Ohio Department of Health Guidelines for Gyms, Dance Instruction Studios, etc.
   h. Library and Learner study areas with strict social distancing measures in place.
   i. Bookstore per Ohio Department of Health guidelines for Consumer, Retail & Services
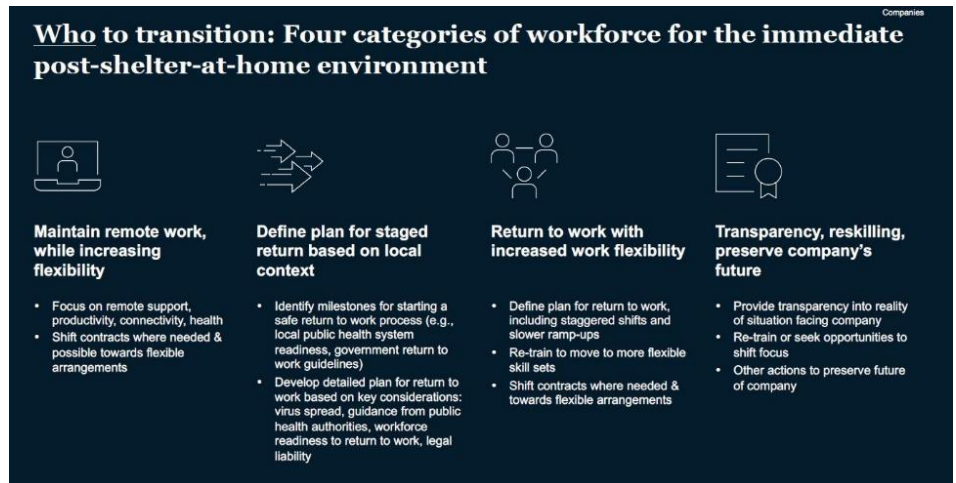   j. Non-essential travel may resume with supervisor approval.

2) **Capacity:**

   a. **No more than *30* in a space.**
   b. Cabinet and/or Dean may reduce number of people in a space where required based on Ohio Department of Health guidelines or direction or due to safety concerns.
   c. Groups over *30, up to 50, may seek cabinet level approval by providing a written plan that details how all precautionary measures (social distancing, non-contact, etc.) will be met.*

3) **People**: (See Figure Two – Team Transition)

   a. Learners, faculty, and staff when it is necessary to be on campus.
   b. ***No vulnerable individuals*** without ***special accommodations*** to protect them.

Figure Two:
Team Transition

Who to transition: Four categories of workforce for the immediate post-shelter-at-home environment

Maintain remote work, while increasing flexibility	Define plan for staged return based on local context	Return to work with increased work flexibility	Transparency, reskilling, preserve company's future
• Focus on remote support, productivity, connectivity, health • Shift contracts where needed & possible towards flexible arrangements	• Identify milestones for starting a safe return to work process (e.g., local public health system readiness, government return to work guidelines) • Develop detailed plan for return to work based on key considerations: virus spread, guidance from public health authorities, workforce readiness to return to work, legal liability	• Define plan for return to work, including staggered shifts and slower ramp-ups • Re-train to move to more flexible skill sets • Shift contracts where needed & towards flexible arrangements	• Provide transparency into reality of situation facing company • Re-train or seek opportunities to shift focus • Other actions to preserve future of company

Phase Two Protocols:

1) ***Avoid entry of large groups*** at one time utilizing two or three building entry points with ***check-in process*** prior to entry.

   a. Sign-in with temperature taken and recorded.
   b. Verification questions (Feeling well, no contact with individual with COVID-19, etc.)
   c. Agree to following prescribed guidelines (facemask, 6 ft. distancing, etc.)
   d. Document areas intending to visit.

2) ***Face coverings must be worn*** by all learners, faculty, and staff.

   a. Face coverings should be worn as feasible and are most essential in times when physical distancing is difficult.
   b. Individuals should be frequently reminded not to touch the face covering and to wash their hands frequently.
   c. Information should be provided to all students, faculty, and staff on proper use, removal, and washing of cloth face coverings.
   d. Note: Cloth face coverings should not be placed on:
      i. Babies and children younger than 2 years old
      ii. Anyone who has trouble breathing or is unconscious
      iii. Anyone who is incapacitated or otherwise unable to remove the cover without assistance
   e. Cloth face coverings are meant to protect other people in case the wearer is unknowingly infected but does not have symptoms.
   f. Cloth face coverings are not surgical masks, respirators, or other medical personal protective equipment.

3) ***Ensure minimum 6 feet*** between people.

   a. Space seating/desks at least 6 feet apart when feasible. For lecture halls, consider taping off seats and rows to ensure six-foot distance between seats.
   b. Provide adequate distance between individuals engaged in experiential learning opportunities (e.g., labs, vocational skill building activities).
   c. Install physical barriers, such as sneeze guards and partitions, particularly in areas where it is difficult for individuals to remain at least 6 feet apart.
   d. Provide physical guides, such as tape on floors or sidewalks and signs on walls to ensure that individuals remain at least 6 feet apart in lines and at other times.

4) ***Continually practice good hygiene***, perform daily symptom assessment, and stay home if symptomatic ***or had close contact with a person with COVID-19***

   a. Use of shared objects (e.g., lab equipment, computer equipment, desks) should be limited when possible, or cleaned between use.
   b. Encourage students, faculty, and staff to keep their personal items (e.g., cell phones, other electronics) and personal work and living spaces clean.
   c. Encourage students, faculty and staff to use disinfectant wipes to wipe down shared desks, lab equipment and other shared objects and surfaces before use.

5) Schedule for ***increased, routine cleaning and disinfection.***

   a. Clean and disinfect frequently touched surfaces (e.g., door handles, sink handles, drinking fountains, grab bars, hand railings, bathroom stalls, dining hall tables) within IHE facilities at least daily or between use as much as possible.

Figure Three: NSCC Entry Protocols
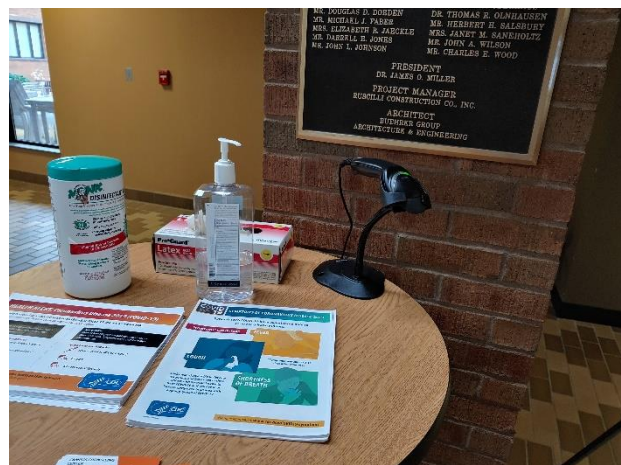
Academic Operations for Fall 2020- Spring 2021

Option	Normal Operations	Increased COVID Protocols	Full COVID Protocols
Lectures	Online classes remain online. Face-to-Face (FTF) classes w/ social distancing and good hygiene standards. May incorporate some hybridization and/or alternating lecture times.	Online classes remain online. FTF classes with increased social distancing and hygiene standards. Will incorporate increased hybridization with additional remote lectures.	Online classes remain online. FTF classes will be moved to completely remote (utilizing combination of Sakai and video conferencing technologies).
Labs/ Simulations	Completed FTF, with the majority completed during the first half of the semester, potentially a few online. Computer labs have already been set up with stations marked off to maintain social distance. May run multiple lab times for the same course (ensuring social distancing).	Completed FTF with increased utilization of remote labs/simulations. Some labs may be modified using remote activities and/or substituting one activity for another that covers the same learning outcomes. Computer labs may utilize remote login for students for off-site work.	Any remaining lab work will be completed remotely. Computer labs will utilize remote login for students for off-site work
Clinical/ Practicum	FTF at sites, with the majority completed during the first half of the semester.	FTF at sites, with the majority completed during the first half of the semester.	FTF at sites, if permitted by site.
Other	(Nursing) Program testing done FTF at the college. Whenever possible, courses will be completed remotely after Thanksgiving break.	(Nursing) Program testing done online. Whenever possible, courses will be completed remotely after Thanksgiving break.	(Nursing) Program testing done online. Whenever possible, courses will be completed remotely after Thanksgiving break.

Notes:

1) Protocols and practices specific for each individual course will be included in the syllabus and reviewed by the instructor on the first day of class.

2) Masks will be required in all classrooms and labs per Phase Two, protocol no. 2, ***Face coverings must be worn*** by all learners, faculty, and staff.
   a) Face coverings shall be worn as feasible and are most essential in times when physical distancing is difficult.
   b) Individuals should be frequently reminded not to touch the face covering and to wash their hands frequently.
   c) Information should be provided to all learners, faculty, and staff on proper use, removal, and washing of cloth face coverings.
   d) Note: Cloth face coverings should not be placed on:
      i) Babies and children younger than 2 years old
      ii) Anyone who has trouble breathing or is unconscious
      iii) Anyone who is incapacitated or otherwise unable to remove the cover without assistance

3) Number of learners in labs will be based on social distancing expectations: per Phase Two, protocol no. 3 ***Social Distancing - Ensure minimum 6 feet*** between people.
   a) Space seating/desks at least 6 feet apart when feasible. For lecture rooms, consider taping off seats and rows to ensure six-foot distance between seats.
   b) Provide adequate distance between individuals engaged in experiential learning opportunities (e.g., labs, vocational skill building activities).
   c) Install physical barriers, such as sneeze guards and partitions, particularly in areas where it is difficult for individuals to remain at least 6 feet apart.
   d) Provide physical guides, such as tape on floors or sidewalks and signs on walls to ensure that individuals remain at least 6 feet apart in lines and at other times.

4) Increased hygiene standards are expected, per Phase Two, protocol no. 4, ***Continually practice good hygiene***, perform daily symptom assessment, and stay home if symptomatic ***or had close contact with a person with COVID-19***
   a) Use of shared objects (e.g., lab equipment, computer equipment, desks) should be limited when possible, or cleaned between use.
   b) Encourage students, faculty, and staff to keep their personal items (e.g., cell phones, other electronics) and personal work and living spaces clean.
   c) Encourage students, faculty, and staff to use disinfectant wipes to wipe down shared desks, lab equipment, and other shared objects and surfaces before use.

5) Additional cleaning protocols will be required in all classrooms and labs. Cleaning supplies will be provided for each classroom. Faculty will be responsible for cleaning after class, per Phase Two, protocol no. 5, Schedule for *increased, routine cleaning and disinfection.*

   a) Clean and disinfect frequently touched surfaces (e.g., door handles, sink handles, drinking fountains, grab bars, hand railings, bathroom stalls, dining hall tables) within IHE facilities at least daily or between use as much as possible.

6) All required internships will be completed as assigned utilizing the partner site's protocols.

FY 20 – 21 College Goals (See Figure Four)

Goal #1 Life Changing Education: Create and maintain high quality, transformative, and safe educational environments that meet the needs of our current and future learners.

Goal Champions: VP Dan Burklo

Goal Team: Dean's Council, Faculty Council, ATD Core Team

Focusing on our learners, we must provide

1. ***High quality educational experiences***

2. ***Transformative educational experiences***

3. ***And a safe learning environment built for and around the learner***

Strategies:

1) ***Ensuring high quality learning experiences*** by creating opportunity and inspiring faculty to optimize the learner experience in the classroom and beyond the classroom.

    a) Utilizing faculty led teams, ensure and maintain HLC and program specific ***accreditations*** with increased utilization of assessment and program review ***continually improving programs and learner experiences.*** Similarly, with faculty led advisory groups, ensure credentials are relevant and transferable, as well as promoted to the appropriate audiences.

    b) Create opportunities for ***greater faculty/staff involvement in learner experiences beyond the classroom***, such as experiential learning activities, clubs, student groups, and community outreach.

    c) Provide ***opportunities for faculty to utilize professional talents*** within the college and the community, for personal and institutional growth, college to community connection, and community support.

2) *Ensuring transformative educational experiences* by increasing both the opportunities and the rate of credential attainment, and reducing the average time that learners take to attain their credential.

a) With completion coordinators and faculty, create 3-5 tactical solutions to *increase learner retention, increase credential attainment rate, and reduce overall time* to acquire credentials.

b) With SSLI and ATD, use Success and Completion Teams to *identify specific success and completion opportunities and gaps*. Further, remove barriers and close success and completion gaps in specific programs.

c) Create *more (three - five) credentialing opportunities for learners*, such as working with CTS and area industries to establish automatic credentialing for apprenticeship completers, establish strategic partnerships with career centers and high schools to provide technical certificates and degrees through CCP, or specific guided pathway agreements with post-secondary, civic and governmental partners.

d) Develop *strategic partnerships* with area colleges ensuring four-year pathways and increasing reverse transfer.

3) In response to pandemic efforts, plan and deploy digital *strategies for rapid response to public health demands* and student needs.

Figure Four: NSCC Strategic Plan Pillars
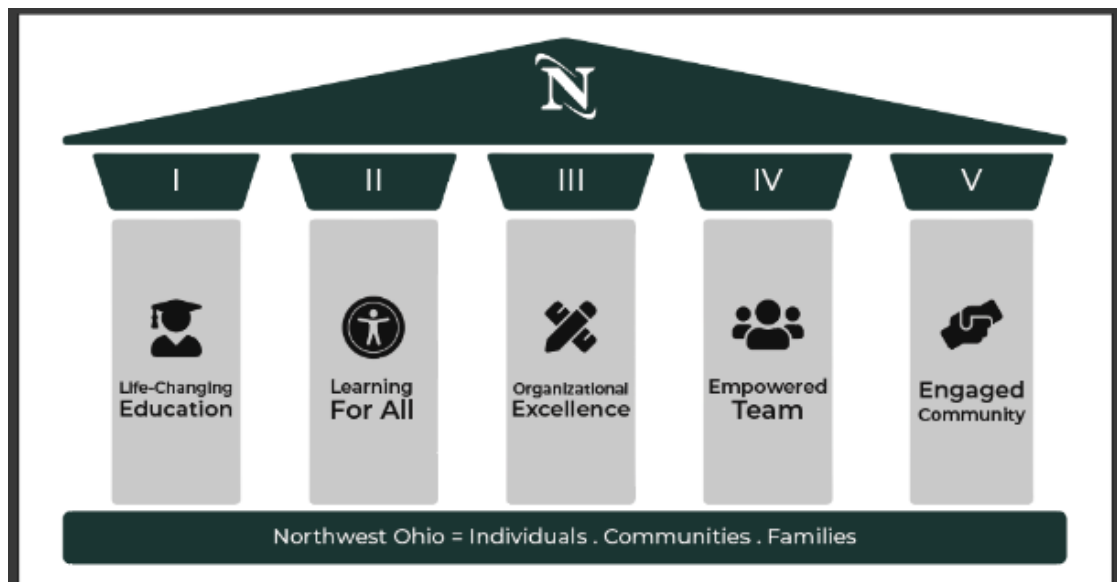
Goal #2 Learning for All: Promote collaborative partnerships that serve our learners and provide an equitable opportunity to succeed. (See Figure Five).

Goal Champion: VP Lana Snider

**Figure Five: Conceptual Framework**

Academic Access - Workforce Development for our region through access to short-term certificates, one-year certificates, and applied associate degrees for direct-to-career purposes and Bachelor's Bound Pathways (AA, AS, GTPIs)

Digital Access - Expand Learner access to hardware, software, and technology tools and advocate for rural broadband access for 6-county service area

Financial Access – Maintain efforts to keep tuition low for Learners, increase scholarship funds for Learners, and design, deliver, and expand programs like Accelerated Study in Associate Programs (ASAP) and Ohio's Community College Accelerated Program (CCAP) for NSCC Learners. Increase Learners' access to resources available through partner agencies in the 6-county service area, including Job and Family Services that address childcare/eldercare insecurity, financial insecurity, healthcare insecurity, and food insecurity.

LEARNING FOR ALL

FINANCIAL ACCESS
· Hold tuition costs down where possible
· Increase scholarship dollars
· Increase participation in FAFSA completion initiatives
· Continue to address food insecurity

GEOGRAPHIC ACCESS
· Multiple locations across service district that are high quality & industry-driven
· Bachelor's Bound options
· Comprehensive Learner Services in high quality ways at all locations

ACADEMIC ACCESS
· Advocate for equity in assessment & placement practices
· Co-requisite models in English
· Success Center Services & Tutoring

Northwest State
© 2020 NSCC

Geographic Access – Expand sustainable geographic access to NSCC certificates and programs across the 6-county service area and address transportation insecurity through partner agencies, including Job and Family Services.
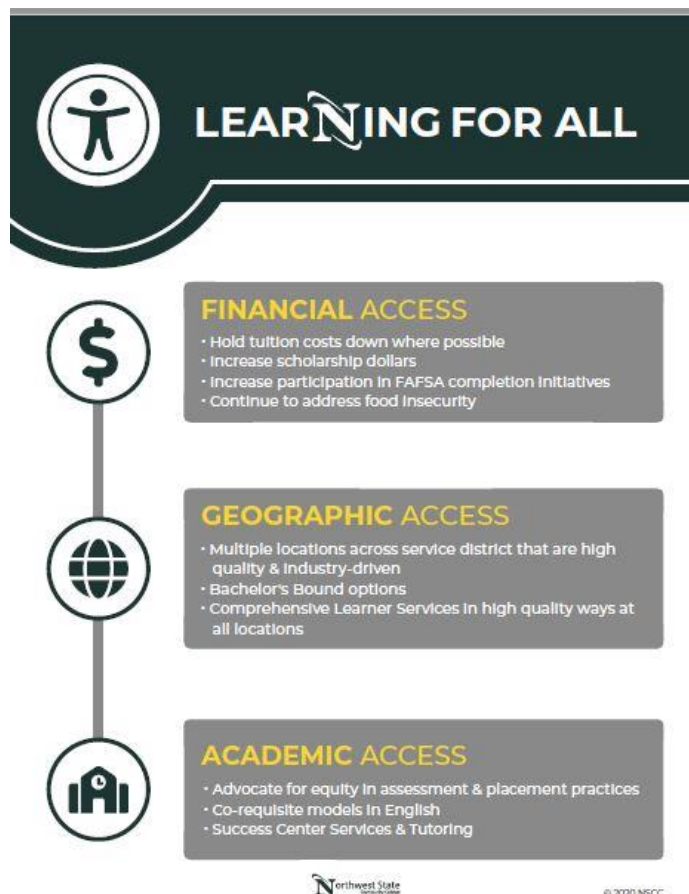
Goal Teams: Enrollment Management Team (EMT) in partnership with other NSCC Success & Completion Committees and Business, Industry, & Community Stakeholder Groups. Strategic partners include Achieving the Dream (ATD), Education Advisory Board (EAB), National Alliance for Partnerships in Equity (NAPE), Signal Vine and OACC's Student Success Leadership Institute (SSLI).

Goal Two Strategies:

A. *Align efforts* across NSCC EMT and Success & Completion Committees and *identify new recruitment and retention strategies* informed by ATD, EAB, NAPE, Signal Vine, and SSLI to expand Academic, Digital, Financial, and Geographic Access.

B. *Identify segmented enrollment streams* and *set strategic enrollment goals* despite environmental uncertainty that fulfill NSCC's mission, lead to institutional sustainability, and that expand Academic, Digital, Financial, and Geographic Access.

C. *Employ Graduation Pathways to Success (GPS) Key Performance Indicators (KPIs)* to monitor and assess enrollment progress of segmented enrollment streams and that are also organized by Academic, Digital, Financial, and Geographic Access. Use KPI outcomes analysis to a*djust recruitment and retention strategies* on a quarterly basis.

D. *Deploy specific tactical teams to implement Enrollment Management strategies* that reflect evidence-based best practices centered on access and equity that are informed by strategic partner agencies' expertise, and regional economic, environmental, and demographic characteristics.

E. *Develop three specific agreements / grants partnerships* with civic, not-for-profit, and governmental partners *to directly address Learners' barriers to success* such as childcare/eldercare insecurity, financial insecurity, food insecurity, healthcare insecurity, and transportation insecurity.

Goal #3 Organizational Excellence: Improve NSCC's institutional effectiveness to create a sustainable, stakeholder-focused and high-performing organization. (See Figure Six).

**Goal Champion**: EVP Todd Hernandez

Goal Teams: College Lean Team, HLC Criterion Teams

Goal Three Strategies:

A. Utilizing the current College Lean Team, provide support to the teams working on the five other goal teams.

B. Using the new HLC accreditation (9/2020), create and submit NSCC's decanal self-study; prepare for and provide a successful HLC site visit (February 2021).

C. In response to pandemic efforts, identify three – five processes that can move to remote operations permanently.

D. In response to NSCC's commitment to learner success and completion, identify and redesign three – five policies towards "learner-friendly."

Figure Six: Institutional Effectiveness Components
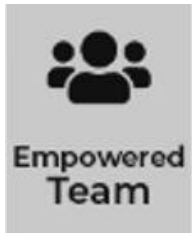
Goal #4 Empowered Team: Cultivate and sustain a positive culture that empowers team members to fulfill our mission. (See Figure Seven).

Goal Champion: VP Katy McKelvey.

Goal Teams: HR Team, President's Leadership Team

Goal Four Strategies:

A. Create and deploy college events that build on, reinforce and improve the current positive culture.

B. In response to pandemic efforts, develop digital tools to connect team members.

C. In response to pandemic efforts, encourage team care and self-care part of the regular team regiment.

D. Engage and complete faculty negotiations for a renewed labor agreement.

E. Emphasize the role of professional development:
   a. Cabinet Members create individualized professional development plans with identified coaches and learning outcomes.
   b. Based upon the success of FY 19-20, develop and implement a second year of President's Leadership Team curriculum.

Figure Seven: People Centered Leadership

Goal #5 Engaged Community: Create intentional communications and interactions between the College and its stakeholders to strengthen our community relationships (See Figure Eight).

Goal Champion: President Michael Thomson

Goal Teams: Marketing / Community team; Campus Events team

Goal Five Strategies:

A. **Theme: Your community's college**. Deploy communication and messaging systems that improves the College's brand image and access. Increase our overall marketing footprint in the service area (See Figure Two: Jim B / Michael T). Focused attention to strengthening three areas: print, billboard, radio.
   a. *Digital media* – Virtual tours, Website, Facebook, Twitter
   b. *Targeted media* – Using geo fencing and other targeted digital engagement tools to build digital relationships leading to enrollments and giving.
   c. *Focus on targeted audience messaging* – CCP, Traditional/Nontraditional students, Business/Industry, Community, Government, Donors and Alumni.

B. How best to foster, facilitate and manage community involvement within each county (Robbin W)

   a. Nurture lifelong relationships with Alumni, Donors, and Business leaders.

      1. Focus differently on each individual audience; create content with a personal approach

      2. Establish common ground/needs between each audience and the College/Foundation

      3. Connect with business leaders via the Professional Development Series

      4. Involve community members in helping identify the ways we should be engaging the community-at-large

      5. Ensure that fundraising/fundraising education is worked into the plan

Figure Eight: Meltwater Media Study
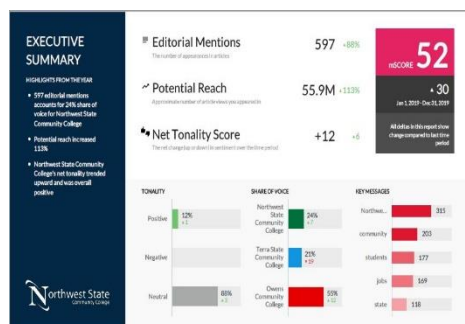
b. In response to our current environment, re-design how we inform the community and host College / community events.

   1. Targeted marketing for each segment/audience

   2. Primary channels of information: both Foundation/Alumni and College social media/websites, email, text?

   3. Hosting events: encourage more events by registration/RSVP, utilize podcasts/webinars?

   4. Creating new digital content using faculty, student and alumni voices to support our work, including use of podcasts/webinars

   5. Continuing video & photo content featuring how NSCC has affected the lives of faculty/staff, students, and alumni - limiting to 2 minutes or less of featured content

   6. Orchestrate with PR/Marketing to relate video content to marketing plan/theme (including NSCC Proud marketing campaign)

c. Creating a college wide team that has specific local (in-county) face-to-face community responsibilities.

   1. Form a master list of all memberships to local Chambers/Rotaries/civic/Economic groups and maintain calendar of meetings/events

   2. Align NSCC representatives to various Chambers/Rotaries/civic groups

   3. Possibly create a steering committee to help determine goals/messaging for community engagement, and then enlist help from NSCC volunteers to participate in their local groups

d. Creating a College events team to better coordinate on-campus activities using the current Ohio DOH guidelines.

   1. Create a process/routine of how to plan and conduct events on campus while following necessary guidelines

   2. Determine various roles/functions that each event requires

   3. Identify key members on campus whose roles already align well with the needed functions for events

e. Creating E-events to bolster College face-to-face events.

   1. Online "previews" of events - for example, mini webinars for Professional Development Series

2. Create systems with Marketing/PR that would use the Web and social media for sharing information.

3. Maybe some sort of silent auction preview for Green Carpet Event?

f. Creating new digital content using faculty, student and alumni voices to support our work.

1. Continuing video & photo content featuring how NSCC has affected the lives of faculty/staff, students and alumni - limiting to 2 minutes or less of featured content

2. Orchestrate with PR/Marketing to relate video content to marketing plan/theme

C. Develop specific campaigns to support the College's enrollment management and partnership plans. (Todd H / Lana S / EM Team)

Current campaigns include:

a. *We strengthen local communities* – high quality, safe, Face-To-Face, affordable, etc. (Jim B and Dan B)

b. *We get people back to work* – short term certificates for re-employment; employer cross train and use of Tech Cred (Jim D and Tori W)

c. *We make transfer easy!* (Bachelor's Bound; New LA Associate Dean) – clear pathways, great schedule, high quality education and no debt.

d. *We help you finish what you started*. (Jason R, Sarah S) The College's adult-friendly evening program to learners with "some college" complete a certificate / degree. Helping adult learners complete their "first" degree (Adult 22+ programs). These programs feature clear pathways, intentionally (re)designed learner-friendly environments with individualized support systems.

e. *We hear you Paulding and Van Wert*. (Brett R; Jim D) We have programs on-site and remote to help learners in our southern service counties access first year college and workforce training.

Goal #6 Fiscal Stability: Using a people-centered, data informed, and measured risk approach, navigate the current fiscal uncertainty to complete the FY 19-20 budget and create / complete the FY 20-21 budget within Board authority. (See Figure Nine).

Goal Champion: CFO Jenn Thome

**Goal Teams:** Finance Team, Cabinet, Board Budget Committee

Goal Six Strategies:

A. Mentor President's Leadership Team (Budget Unit Leaders) in public finance, fiscal stewardship and fiscal transparency.

B. Create standard reports for use by the PLT and the Board to improve short and long-term fiscal stewardship.

C. Develop and lobby for an FY 19–21 capital budget plan that strengthens our strategic position in the area.

D. Complete the FY 19-20 Budget within the fiscal boundaries of the NSCC Board.

E. Create and execute the FY 20-21 Budget, balancing the need to keep the team employed, fiscal security and uncertainty (SSI and enrollments).

F. Work with the Cabinet and HCM Strategists to maximize NSCC funding via the Ohio State Supplement of Instruction (SSI) as well as new funding mechanisms available in the Ohio budget.

Institution	FY 2019 Formula Earnings	FY 2020 Formula Earnings	% Change	FY 2021 DRAFT Projected	% Change
NORTHWEST STATE	$10,953,201	$11,350,856	3.63%	$11,431,343	0.71%
SUBTOTAL	$456,256,006	$465,426,250	2.01%	$470,080,512	1.00%

Figure Nine:

NSCC SSI FY 19 – 21

Proposed President Thomson FY 20 - 21 Goals

1. **Implementing institutional strategic direction** (30% weight): Work with College stakeholder groups to build and execute the tactical plan for the FY 20–23 strategic plan.
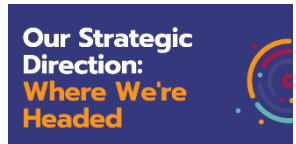
   Key action steps for FY 20 - 21 include:
   a. Work with the goal champions to create a strategy (N = 3 - 5) and ops (N = 8 - 20) groups for each goal.

   b. Work with goal groups to create realistic tactical plans for each goal.

   c. Create FY 20-21 College goals to reflect top priorities.

   d. Work with CFO to align financing with tactical plan.

   e. Work with the Community Engagement team to inform the community.

   f. Update stakeholders (including the Board) on Strategic Plan progress.

2. **Engage the community in a purposeful, organized way** (20% weight): Continue our high-engagement community model with an emphasis on enrollment conversion, adapting our work to the "new normal" of community engagement.

   Key action steps for FY 20 - 21 include:
   a. Redesign how we inform the community, as well as create and execute College events using the "new normal" of the institution.
   b. Deploy communication and messaging systems that improves the College's brand image and access (continuation of FY 19-20). Particular attention to new methods of media interaction, including increased use of digital engagement tools.
   c. Develop specific messaging for initiatives identified by the EM team. Current examples include:
      i. The College's vital role in economic development and strengthening local communities – specifically moving people back to employment during a recession.
      ii. The College's important role in the transfer mission (Bachelor's Bound) – specifically quality education and the cost savings of NSCC.

iii. The College's new adult-friendly evening program to help the "some college" learner complete their college degree.

iv. The College's increasing role in helping adults complete their "first degree" – a high school diploma or equivalency.

v. The College's presence and programming to serve the Paulding / Van Wert area.

d. Create and chair the Engaged Community strategy and operations groups.

3. **Improve the College's long-term fiscal stability** (20% weight): Work with the College Finance Group, Cabinet and Board Budget Committee to analyze and improve the College's short and long-term fiscal positions. *See Table Three: NSCC SSI FY2021.*

   Key action steps for FY 20-21 include:

   a. Mentor new CFO and President's Leadership Team in public finance, fiscal stewardship and fiscal transparency.

   b. Develop and lobby for an FY 19–21 capital budget plan that strengthens our strategic position in the area.

   c. Increase funding beyond the funding formula including grants, partnerships, gifts and the workforce incentives in the FY 19-21 State of Ohio operating budget.

   d. Complete the FY 19-20 Budget within the fiscal boundaries of the NSCC Board.

   e. Create and execute the FY 20-21 Budget balancing the need to keep the team employed, fiscal security and uncertainty (SSI and enrollments).

   f. Work with the Cabinet and HCM Strategists and Achieving the Dream (ATD) to maximize NSCC funding via the Ohio State Supplement of Instruction (SSI) as well as new funding mechanisms available in the Ohio

4. **Develop college leadership team** (30% weight): Building upon the successes of FY 18-20, develop and deploy a more strategic-focused Cabinet and a people-centered leadership team.

Key action steps for FY 20 – 21 include:

a. Work with EVP Hernandez to team build the NSCC Cabinet using three principles: trust, outside-in decisioning and people-centered leadership.

b. Work with EVP Hernandez to develop and deploy a Tsunami Decision Cabinet model to deal with the increased uncertainty and speed of NSCC decisions.

c. Work with EVP Hernandez to develop and deploy his professional development plan for increased executive leadership (See draft plan pp. 25-26).

d. Collaborate with EVP Hernandez and VP McKelvey to assist newer Cabinet members (Dan Burklo, Jenn Thome, Lana Snider, Jim Drewes) to develop individualized professional development plans; personally mentor newer Cabinet members in their ability to work strategically and understand critical NSCC issues from multiple perspectives beyond their specific job experiences.

e. Based on the successes of FY 19-20, work with VP McKelvey to develop and deploy a leadership-training curriculum for all supervisors.

f. Based on the successes of FY 19-20, continue to build and deploy the College's succession plan, with a focus on the leadership team succession.

g. Based on the successes of FY 19-20, work with the Cabinet and continue with merit funding for graded personnel that reinforces personal accountability and responsibility for College goals, especially strategic enrollments and fiscal stability.

President Michael Thomson

Proposed Major Time Commitments FY 20-21

A. **Local Commitments:** (Local Community, NSCC)

   a. **Rotary of Defiance**. (Meets weekly). http://www.defiancerotary.org/

   b. **Defiance 2100**. (Meets monthly). https://www.defecon.com/

   c. **Henry County Health Department Partners Group.** (Meets 3 times per week).

   d. **Black Swamp Alzheimer's Walk**, NSCC, August 24. Co-chair. (Meets monthly).
   https://act.alz.org/site/TR/Walk2019/OH-NorthwestOhio;jsessionid=00000000.app201a?fr_id=12466&pg=entry&NONCE_TOKEN=EBD59CF1BA965F78BDD64A7837DB19CA

   e. **Real Men Wear Pink,** Northwest Ohio (October, virtual)
   https://secure.acsevents.org/site/TR/;jsessionid=00000000.app308a?pg=entry&fr_id=94230&NONCE_TOKEN=AE6B14897701CE59A85D3FFF3F3B23DA

B. **State Commitments**: (Columbus, OH)

   a. **Ohio Association of Community Colleges** – OACC, President's working group. (Meets weekly.) https://ohiocommunitycolleges.org/

   b. **ODHE Adult Learner group** (Co-chair) - Finish for your Future (Meets 2 – 3 times per month.) Final report July 2020. https://www.ohiohighered.org/FFYF

C. **National Commitments**: (Washington, DC, San Francisco, CA)

   a. **Higher Education Research and Development Group** - HERDI. Board member. (Two meetings a year.) https://www.herdi.org/

   b. **American Council on Education** – Interview team and ACE Fellows presenter. (Two – three meetings a year.) https://www.acenet.edu

   c. **Education Advisory Board** – EAB. Chief Executive Group. (One meeting a year.) https://www.eab.com/

EVP Todd Hernandez
Proposed FY 20-21 Professional Development Plan

A. What: Formal and Informal Learning:

1. *Formal Education*: Complete Doctoral Degree (Fall 2020).

2. *Individualized Education*: Complete individualized curriculum on Public Finance in Higher Education, Board Relations and Foundation.

3. *Professional Development Seminars*: Attend 2-4 professional development opportunities with a specific focus on executive leadership. Examples with specific professional development for Presidents include EAB Executive Leadership Forum, Association of Community College Trustee Leadership Congress, American Council on Education Annual Conference, Higher Learning Commission Annual Conference, and an American Association of Community Colleges. Decisions on which to attend will be finalized when event agendas become available.

B. How: Apprenticeship Learning

1. Regularly scheduled mentoring sessions with President Thomson as part of the College new leadership model.

2. Participate in all appropriate Board / President interactions, including executive sessions and Board subcommittee meetings.

3. Participate in selective Presidential interactions with the Foundation including Executive Committee and Board subcommittee meetings.

4. Based on the learnings from the NSCC Pandemic Response, redesign the College Cabinet and leadership to create NSCC's "new normal."

5. Based on the success of the FY 20-21 College Goals, partner with the President to create the FY 21-22 College Goals.

C. Result: Demonstrated Executive Leadership Learning Outcomes:

1. Facilitate one Board Executive Committee meeting and one Board meeting.

2. Partner with the CFO and President to create business plans and tactical teams for three new (or improved) revenue opportunities during the FY 20-23 period.

3. Facilitate one Foundation Board Presidential Update during the FY20–21 year.

4. Lead the College's HLC decanal self-study (December 2020) and site visit (February 2021).

5. Develop and deploy a College-wide communications plan for the College's FY 21-22 Goals including All Campus, President's Leadership Team, NSCC Board, NSCC Foundation Board and key community partners.

6. Shift selected day-to-day responsibilities to facilitate more time for executive leadership:
   A. Install Vice President for Workforce Development (internal promotion May/June 2020)
   B. Re-align CIO responsibilities (TBA)
   C. Create an Institutional Research Office (TBA)

May 9th E-Commencement

Northwest State successfully held for the first time an "e"-commencement for the 2020 graduating class. The commencement ceremony was prerecorded with Board Chair Joel Miller, President Michael Thomson, Vice Presidents Lana Snider and Dan Burklo, along with an address from Ohio Chancellor of Higher Education, Randy Gardner. The commencement aired on graduation day, May 9. The celebration also included a watch party via Zoom.
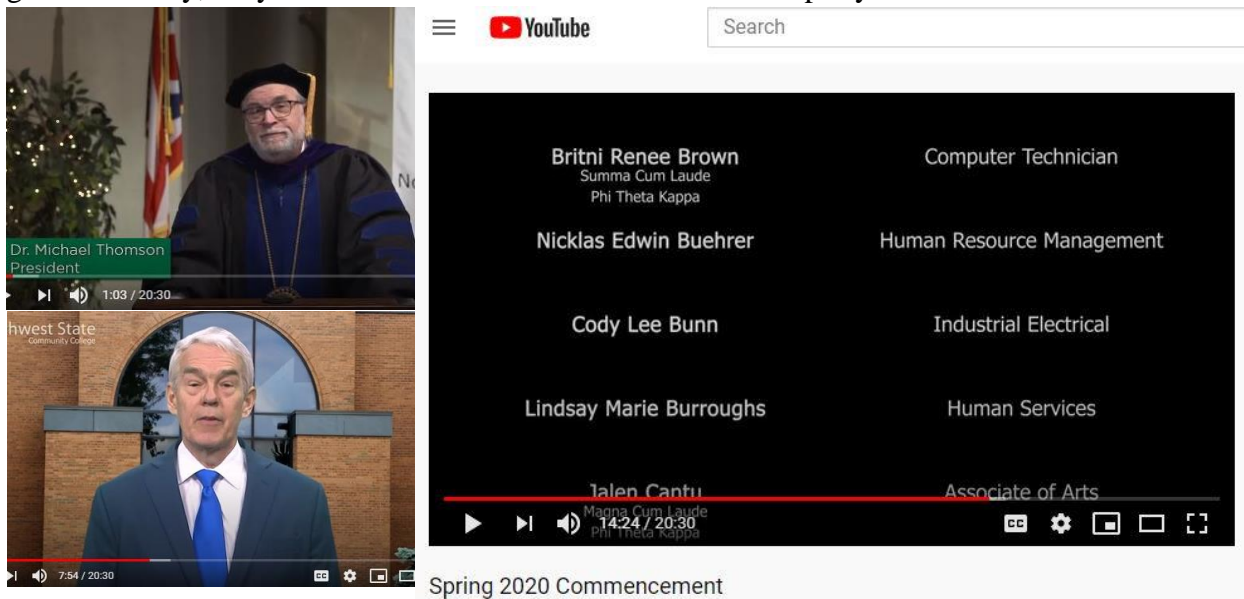
Following graduation, NSCC swag packages were sent to all the graduates. The packages were assembled by several NSCC employees and included the graduate's cap and gown, a commencement program, an NSCC tumbler and "Pandemic Persistence" fan towel. The package also included a 2020 NSCC Graduate yard sign. Graduates were asked to provide pictures with their swag to later share in a video to be compiled of our 2020 graduating class.

Following graduation, academics have continued into the summer with courses running remotely and all of the hands-on work that was not completed in the spring now underway and almost complete. Additionally, the four completion coordinators (faculty) met regularly throughout the spring semester. The team goals focus on creating tactics to decrease time to completion, increase average credit hours and increase graduation rates. This semester focused on tactics to encourage semester completion and then retention into fall. The coordinators used Argos to pull student data and then shared with division faculty. Strategies were shared to encourage faculty to reach out to students for advising appointments. Cassie Rickenberg stated "there is significant progress being made and the team is doing an awesome job!" Fruits of their labor can be noted in the increased enrollment of summer term. Following are summaries of the adjustments and progress made to date in our response to the pandemic.

Dr. Ryan Hamilton: STEM & Industrial

Overall 16-week courses were completed. Second 8-week courses did have a large number of incompletes due to the heavy portion of hands on labs. This was primarily Industrial Technology courses with prefixes IND, PLC and WLD prefixes. Make-up labs began as soon as students were allowed back on campus in small groups with the majority (approximately 90%) of these complete to date. Faculty have worked cooperatively to allow students to attend make up labs supervised by other qualified faculty and not just the faculty member assigned to their courses.

Engineering Technology has continued to make face shields for local health care providers and senior care facilities. This coming fall term they will pilot a program to deliver CAD 213, Solidworks, as a remote class to high school students as part of the CCP program in the fall. Students will be able to remotely access the software on NSCC computers from their high schools.

Summer enrollment numbers are good. Natural Science enrollment is very strong. We also have very good enrollment in Math and Engineering Technology. Overall the division is doing well. Fall enrollment is strong across the board. We will be offering engineering courses offsite at Automatic Feed in Napoleon, B&B Molding in Defiance and Mayville Engineering Company (formerly Defiance Metal Products) in Defiance.

Dr. Kathy Keister: Nursing & Allied Health

Spring semester was a bit tumultuous for our nursing and allied health students. Faculty turned their courses from face-to-face offerings to remote learning courses within a week. However, given the lack of access to college labs and clinical sites, 100 students were issued incomplete grades for spring 2020. Fortunately, those students were able to come on campus in May and June to complete outstanding laboratory skills, which required face-to-face competency testing. All students will resolve their incomplete grades by mid-June.

In March, Dr. Kathy Keister, in conjunction with the PN Curriculum Committee decided to cancel PNE 123 and PNE 124. The committee considered several factors in making the decision to cancel these courses for the summer including state law, availability of clinical sites, health of students and their families, length of time out of the clinical setting, and concerns regarding skill competency. Dr. Keister notified all students by email of the decision. These two courses have been added to the 8A schedule for fall 2020. It was with great concern and sadness that program completion for the students is delayed by a semester. The Covid-19 pandemic has presented many inconveniences but the faculty are collaborating to offer quality courses remotely with the best interests of the students in mind.
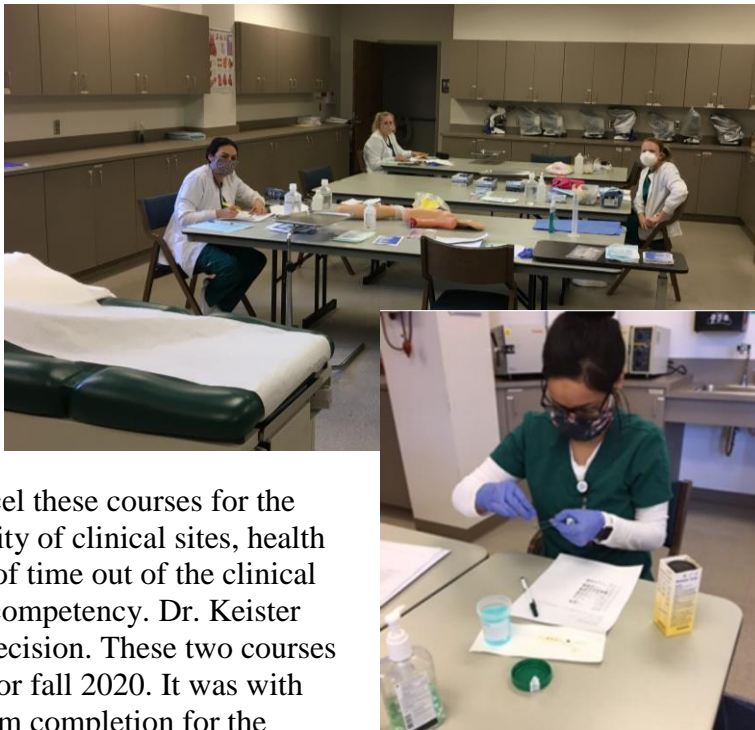
Jason Rickenberg: Business and Public Services

The spring 2020 semester started off well with increased enrollments in our programs. Our division had added additional 8A and 8B courses to help add course options while also helping with increasing our division's enrollment. We are working on an "Adult Learner's Evening Initiative" to serve working adults in our area. The courses will be offered once a week in a hybrid format during the semester's 8A and 8B sessions. The courses will be offered on the same day, each semester as the students proceed through the curriculum. The program is adapting our business management and pre-business administration coursework to this new program. The final touches of the program will be put in place during the fall 2020 semester and the adult learner courses are listed on the fall 2020 schedule.

As the COVID-19 Pandemic gained momentum, the Division of Business and Public Services met the challenge for our students. Around March 11, and within three days, our faculty converted all their face-to-face courses to an on-line remote access format. It was truly

remarkable watching our faculty help each other to ensure that our students would have great experiences. Our faculty were then able to successfully communicate their course format changes to our students and move forward while continuing support for our students throughout the spring 2020 semester.

The NSCC Law Enforcement Academy's evening hands on courses were suspended on March 8. The NSCC Law Enforcement students continued their on-line course work through the end of the spring 2020 semester. The students received incomplete grades until their hands-on coursework could be completed. Commander Dave Mack worked tirelessly with OPOTA and the college's leadership to resume the hands-on coursework as soon as possible, while keeping students' and instructors' well-being in mind. The course sessions and curriculum had to be modified and instructors had to be rescheduled. The evening hands on academy coursework resumed Tuesday, May 26 and this coursework will be completed by the end of July 2020. These students will then graduate and can sit for their OPOTA state testing.


Jason would like to thank all of the faculty, staff and support services for ensuring a successful semester with the pandemic taking place. It was truly remarkable that we were still able to deliver great courses, communicate to students effectively, provide remote advising and registration, while ensuring that our students would complete the spring 2020 semester at the same rates prior to the pandemic. We are looking forward to a great summer and fall semester and have already prepared to pivot again for our students this fall in the event of a second COVID-19 spike.

Lana Snider: Arts and Sciences

Mike Vanderpool and a cadre of NSCC learners, employees and external colleagues planned, delivered and participated in the first #OhioLeads Virtual Summit - "Sharing Lessons Learned During the Academic Response to COVID-19" June 1 – 4, 2020.

Mike Vanderpool's efforts led to 133 registrants across the state of Ohio, representatives from the Ohio Department of Higher Education and the Ohio Department of Education, as well as attendees from Indonesia. Faculty members, administrators, student affairs administrators, academic advisors, information technology representatives, instructional designers and user
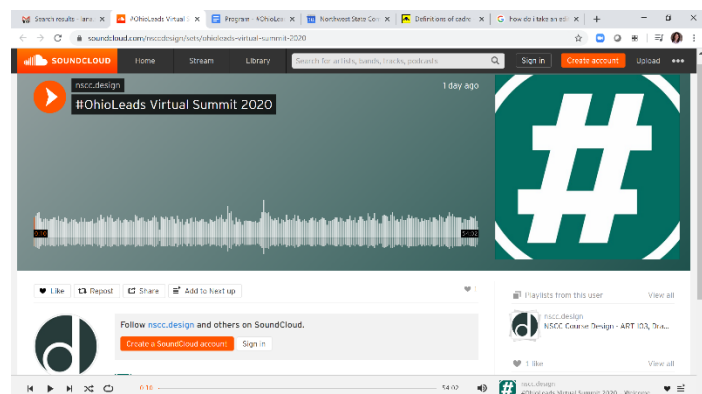
experience designers participated in the collaborative summit. Representatives came from 17 different colleges and universities, several businesses & industries and social service agencies.

Daily themes were as follows: Effective Communication in the Remote Learning Environment, Using Data as Part of the Change Process, Responsive Learning Experience Design and Remote Learner Services.

We are proud of the work Mike did to initiate, deliver and lead this event and thanks to his leadership, advocacy and experience – NSCC is seen as a learning organization and a thoughtful leader in remote instructional delivery as a result of his efforts.

We would also like to thank the NSCC's Information Technology Department for their support of NSCC in its transition to remote instruction during the spring semester and the #OhioLeads Virtual Summit.

Vice President – Enrollment Management & Student Affairs
June 2020
Submitted by: Lana Snider

Learner Services, which includes Admissions, Advising Center, Career & Activities, Financial Aid, Registrar's Office and Success Center, continue to provide remote services and limited in-person functions (i.e., placement testing) via pre-arranged appointments. Learner Services Offices successfully pivoted to full remote operations on March 19, 2020 and with minimal service interruptions to learners.

Two (2) functions were interrupted for a brief period during the transition to remote operations as follows: (a) the summer and fall registration period opened two weeks later than originally planned and (b) the Success Center's Tutoring Service re-opened virtually on March 30, 2020, a one-week service interruption.

In spite of the two-week delay to opening registration, NSCC faculty and Learner Services staff worked diligently to recruit, encourage, support, advise and register learners for the summer and fall semesters. We are very pleased to report that the summer 2020 Full-Time Equivalent (FTE) Enrollment amount exceeded our goal by 13 FTE.

The Admissions Office initiated a Bachelor's Bound promotional campaign to attract more "guest" students during the summer semester and achieved an increase of 12 guest students over summer 2019. The College Credit Plus (CCP) Advisors provided advising and registration services to CCP students and achieved an increase of 59 additional CCP students (headcount) over Summer 2019. Admissions also pursued the development of an NSCC Virtual Tour to attract rising juniors and seniors and 2020 graduates to consider NSCC during their college search.

The Advising Center has been meeting with students via Zoom, phone appointments and email communications. Since summer & fall registration opened, there have been over 300 contacts with learners. The Advising Center held several virtual Express Advising and Registration (EAR) events that led to summer and fall registrations for new and continuing learners. The majority of student questions come from change in typical processes - how to get books, set up payment plans, what classes will be like or effects of spring semester. Quote from a student via email - "I would like to say that for the campus providing remote services you have done a wonderful job at being available and making this a smooth process. Thank you, we're all in this together!!"

Financial Aid Office personnel are keeping pace with prior year's Free Application for Federal Student Aid (FAFSA) completion rates and award package rates, which is counter to national data on FAFSA completions to date. The Financial Aid Office and the Business Office worked together to ensure that spring 2020 financial aid refunds were delivered *on time* with no delay. Avoiding refund delays is extremely important to our economically disadvantaged learners and both offices were committed to delivering these as originally planned. Delivering refunds on time was even more important because of the economic upheaval caused by Ohio's response to COVID-19.

On May 6, NSCC was granted $481,467 in Higher Education Emergency Relief Funding (HEERF) as part of the Coronavirus Aid Relief and Economic Security Act (CARES) funding to provide Emergency Financial Aid Grants directly to learners. To receive these grants, students had to apply through the HEERF Emergency Grant Application as developed by the Financial Aid Office, be Title IV eligible, be enrolled at NSCC during the spring 2020 semester, and have been attending at least one in-person course when courses were switched to remote delivery. The grant funds were designated specifically for learners who experienced financial costs directly related to COVID-19. The Financial Aid Office promptly processed and delivered 66% ($318,520) of the CARES Act funds to 242 learners in an extremely short period in the effort to support learner retention and successful course completion.

The Success Center provided tutoring services after the one-week delay and spearheaded the Academic Early Alert process, in conjunction with the Advising Center. The Early Alert process is used to prompt outreach from the Success Center Coordinator or the Academic Advisors when a Learner becomes inactive in a course or if they exhibit characteristics suggesting difficulty completing a course for whatever reason (stress, anxiety, family circumstances, etc.).

The Registrar's Office supported a successful e-Commencement and delivered end-of-term processes (including grade processing and issuing diplomas and high school transcripts) with no delay. Please see below for additional information.
- Encrypting College Credit Plus (CCP) transcript to send to high schools.
  - John Shrader (Information Technology) created a job aid for the registrar's office and high school on how to install encryption software, create/send PublicKey, encrypt and decrypt files.
  - There are 37 area high schools participating in CCP and four high schools opted to receive encryption of CCP transcripts, and the others received paper transcripts in the mail (our normal process).
- Proactively created a simplified appeal form using Google Form and emailed it to learners explaining the option for a post-withdrawal. As of 5/15/2020 there are sixty-seven learners who have submitted an appeal. Over the next 10 business days we review appeals and respond with a decision.
- Career Technical Articulation Verification (CTAV) initiative is used to find students who may be eligible for Career-Technical Assurance Guide (CTAG) credit based on successful completion of ODE career-technical education courses that align to a CTAG and have a WebXam score requirement. In the past, it was up to the learner to have a verification form sent from their institution to NSCC, which very few did. Over the past seven years there have been thirteen CTAG credit awarded to nine learners. ODHE will send communication to colleges once the spring 2020 file is loaded into HEI. We will send another file once we receive the notification to do so.
  - Northwest Ohio Career Technical Centers include Apollo Career Center, Four County Career Center, Lima City Schools, Millstream Career Center, Penta Career Center, Vanguard-Sentinel JVSD, and Vantage Career Center (https://www.ohiohighered.org/students/ find-a-career/career-technical-professional-and-vocational-schools).
  - We have thirty learners from a Northwest Ohio Career Technical Center that had a graduation date within the past three years starting with spring 2020. Out of that group there were sixteen who had a Student State ID (SSID) and we were able to

upload those to HEI. The end result were seven learners receiving CTAG credit for a total of eight courses.

- The State is tracking transfer credit appeals the first round deadline of May 29, 2020, for spring 2020 term. The appeals definition is "if a student feels a course or program inaccurately transfers, the student may proceed with filing an institutional transfer credit appeal(s)." Senate Bill 268 and Amended Substitute House Bill 111 is the directive regarding this process.(OGTP)
- Ohio Guaranteed Transfer Pathway is about transcribing a "meta-major" associated with a specific major within the following clusters:
  - o Arts, Humanities, Communication, History, and Design
  - o Business
  - o Education
  - o Science, Technology, Engineering, and Mathematics
  - o Public Safety
  - o Health Sciences
  - o Social and Behavioral Sciences and Human Services
- This is the first year of implementation. The Advising Center has a google spreadsheet tracking fifteen learners. We anticipate having the first cohort of completers next spring.

Mike Jacobs (Career & Activities Coordinator) is working with Kevin Gerken (Director of Plant Operations, Construction and Renovation) to identify and prioritize physical space remediation necessary (plastic shield installments, identified maximum capacity of learners / employees in office space while social distancing, and social distancing markings on the floor) to comply with COVID-19 physical space requirements for the health and safety of our employees and learners in accordance with NSCC's Staged Opening Plan.

Learner Services employees appreciate all of the prior work that Mr. Gerken completed for NSCC and Learner Services offices to date – Mr. Gerken already installed plastic shields in select offices and applied markings on the floor that meet social distancing requirements.

All of the Learner Services Offices are currently establishing a phone call campaign to nudge learners to complete all of the necessary processes (advising, registration, financial aid applications, etc.) earlier this summer to avoid a traffic peak in August.

EVP Enrollment Report, June 11, 2020

2019 FTE vs 2020 FTE

Student Type	FTE		
	2020	**2019**	**Net**
Degree Seeking	818.7	875	-56.3
Early Admit (CCP)	269.6	234.6	35
Agency	917.5	942.6	-25.1
Grand Total	2005.8	2052.2	-46.4

Notes: COVID-19 impact was -87.5 FTE (~19 Degree Seeking; ~69 Agency)

Summer Enrollment Comparisons (31 Days After Start)

Student Type	Summer 2020		Summer 2019	
	Heads	**FTE**	**Heads**	**FTE**
Degree Seeking	385	64.55	426	68.12
Early Admit (CCP)	144	18.8	87	12.53
Agency	94	14.13	86	11.63
Grand Total	623	97.48	599	92.28

Notes:

- Summer enrollments are up from last year.
- Anticipate higher Agency enrollment this summer due to canceled spring classes.

Fall Enrollment Comparisons (61 Days Until Start)

Student Type	Fall 2020		Fall 2019	
	Heads	**FTE**	**Heads**	**FTE**
Degree Seeking	708	219.02	807	246.38
Early Admit (CCP)	533	95.13	606	99.7
Agency	17	2.53	27	5.73
Grand Total	1258	316.68	1440	351.82

Notes:

- Enrollments are lagging from last year: Late scholarship announcements. Delayed registration opening (COVID-19).
- Now that Summer is underway, team is focused on Fall term registrations.

2020-2021 Enrollment projections

Summer: Goal: 111 FTE. Projected enrollments much higher as Agency reschedules Spring 2020 classes in the Summer Term. Stretch goal: 140 FTE

Fall: Goal: 1000 FTE. Conservative approach due to uncertainty surrounding the pandemic (6.7 FTE less than Fall 2019). Stretch goal: 1020 FTE. Van Wert / Paulding Co & additional Agency site partnering with NSCC.

Spring: Goal: 985 FTE. Make-up Fall decline to end the year with positive growth.

Chief Fiscal and Administrative Officer
June, 2020
Submitted by: Jennifer Thome

How Are We Doing?

Things are going well. We may still struggle from day to day, but our entire faculty and staff have accomplished some pretty amazing things. Summer session has started and as the Governor encourages a safe reopening, we are taking the steps to provide a safe and secure environment for our students and staff.

Finance Committee:

The Finance Committee is meeting weekly to review monthly budget verification reports, discuss cash flow impact of adjusted revenue and expenses, review fund balances, tracking of COVID-19 revenue losses and additional expenses and creating timeline/steps for finalizing FY21 budget processes.

Business Office:

We are operating remotely; however, we do have a business continuity day every Thursday to process accounting functions. With year-end coming, we have extended our presence on site to Tuesdays as well. In an effort to keep moving, we are learning and using new tools: Google Docs, Meet and Hangouts.

Facilities:

The repaving of the NE parking lot and a boiler inspection were completed. Next up is an energy audit, expected in mid-June. Kevin and his team have been on campus throughout our COVID-19 response. Campus has been fitted with safety barriers, signs and taping for social distancing.

Security:

The College is open Monday through Thursday to faculty and staff, but open to the public by appointment only. Chief Gibson and his staff have maintained a safe working environment for all of us with a single entrance, temperature checks and social distancing. Facial masks are also provided for those that do not have one.

Foodservice:

Staff is available and helping with custodial needs.

Bookstore:

Staff are directing students to buy books online and addressing any shipping issues this may cause. As of June 13, we will open the bookstore internally to allow for faculty and staff access to supplies, snacks and drinks. We will follow retail guidelines and limit the amount of shoppers in the area.

Vice President; HUMAN RESOURCES & LEADERSHIP DEVELOPMENT
June 2020
Submitted by: Katy McKelvey

Recruiting:

We have filled the following roles:

- Dean – Arts & Sciences
- Training Coordinator – JFS Workforce Opportunities (2)

We are recruiting for the following roles:

- Maintenance Technician
- Administrative Assistant – Advising Center
- Faculty – Nursing
- Faculty – Ag Studies
- Clinical Teaching Assistant
- Custodian
- Custodian (sub)

Highlights:

We used Zoom to begin negotiating the Professional Agreement and held five meetings with the negotiating team to date. We had general discussions on language. We are now "on hold" until we are prepared to move forward with discussions related to compensation and benefits.
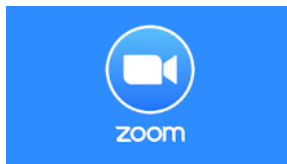

The faculty have continued the zoom "town hall" meetings. These meetings have proven to be a good source of communication and this forum has also provided an opportunity for questions to come forward.

The human resources team has been hosting "virtual" lunches. It is a fun way to stay in touch with co-workers and find out what everyone has been doing outside of the work setting. During our last lunch on June 4, we heard many co-workers plans for getting outside to enjoy the nice weather!

The President's Leadership Team is scheduled for a virtual meeting on June 17. I will lead a discussion on the book *Detour* written by Steve Gilliland. The book focuses on adapting to changes we encounter in life. I hope that we will find valuable tools to use as we navigate through the challenges we are currently facing!
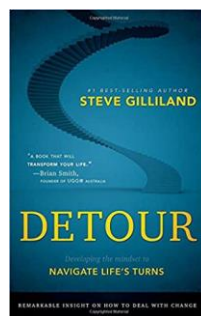
On July 7, a trainer from D. Stafford & Associates will hold virtual Title IX training for all administrators of NSCC. This training will provide administrators with the information they need to ensure compliance with Title IX and discuss the new regulations that we must comply with in August. On July 8, the trainer will meet with just the Title IX team of Coordinator, Deputy Coordinators, Investigators, etc. to provide in depth training on their specific roles in Title IX.

During the Pandemic, we have continued to encourage employees to utilize our Employee Assistance Plan. This benefit is for employees or family members who may need additional help or someone to talk to.