

Special meeting of the COTC Board of Trustees 2020 Planning Retreat

June 3, 2020 – via Zoom

Annotated minutes

In attendance: Board members Chair Rob Montagnese, Steve Cohen, Andy Crawford, Bruce Hawkins, Park Shai, Cheryl Snyder, Marion Sutton, Paul Thompson, Gordy Yance; Emeriti Board members Barry Riley and Sarah Wallace; President John Berry and VP & Chief of Staff Jackie Parrill

The meeting commenced at 1:30 pm, with Rob Montagnese welcoming the board members and opening the meeting.

President John Berry welcomed the board members and reviewed the agenda for the retreat.

The board engaged in a discussion about the college's police academy and asked if the curriculum would change as the result of the current violence. Dr. Berry indicated that he has already been working with our academic leadership and will be providing the board with a summary of the current curriculum. Dr. Berry indicated that the curriculum has been updated recently and there are further opportunities to do more to increase competencies and training to address managing in these situations. The board recommended having a statement about what we are doing in our program.

Dr. Berry announced that the State Controlling Board met on Monday and released the funds for the Pataskala campus renovation.

Dr. Berry discussed the items that were noted by the board as areas of concern during the retreat last year:

- *The impact of CCP and how we might manage it. The "shotgun" approach needs to be refocused to an approach that encourages and results in students continuing at COTC. The development of technical pathways were discussed. Dr. Berry discussed the progress made in this area.*
- *We are over reliant on health care and we need to develop in other areas. Dr. Berry discussed the college's plans for a year-long comprehensive process for new program development, as we expand our portfolio beyond the current healthcare focus.*
- *What are the roadblocks for engineering technology? What are we underperforming in this area? How are engineering technology programs doing at other Ohio 2-year colleges? Dr. Berry discussed the college's work to move to a more generalist program and plans to streamline the number of faculty.*
- *The graduation rate is very disturbing. What is the graduation rate by program? The graduation rate improved significantly this year; however, this will continue to be an area of focus.*
- *Offer more traditional trades (plumbers, electricians) and truckers. Build on the C-TEC partnership. Dr. Berry reported that we have been working effectively with C-TEC to build and further develop our relationship. C-TEC is presenting at our cabinet retreat tomorrow.*

- *Best practices should be considered, and a process should be developed for new program development and program closure. Culinary is underperforming. Is there a market for that program?* Dr. Berry discussed the process currently being employed to determine academic program effectiveness and those programs identified for closure/revision. The board approved the closing of the Culinary program at their May 2020 meeting.

Impacts of COVID-19 and Looking Forward. Dr. Berry discussed budget, academic programming and proposed changes, enrollment and fall semester plans resulting from the pandemic. With respect to budget, campus leadership is in the process of developing scenario plans to consider three potential cut scenarios. We are awaiting word from the state on SSI cuts. Additional federal support may be coming, and he discussed the use of reserves in areas where we anticipate temporary adjustments being appropriate.

Dr. Berry discussed the current review of academic programs that is underway. Each academic program is being evaluated based upon a review of cost, number of students, overall completion rate, and overall retention rate. This template is being used to right size our academic programs. As discussed at the board meeting in May 2020, the culinary program was recommended for discontinuance and the Engineering Technology program will be revised and the number of faculty reduced. The EMS Technology associate degree has been identified for elimination, though the Paramedic and EMT certificate programs will be maintained. Business Management Technology was identified as a Tier 2 program for consideration of 1 FTE faculty reduction. Early Childhood Education, Fire Science and Law Enforcement Technology were identified as Show Cause/Probation programs due to low number of graduates over a five-year period.

Market volatility and higher education uncertainty make projecting enrollment for fall semester difficult. We are using a variety of incentives and campaigning to differentiate ourselves. We are participating in a statewide campaign to promote community college/regional campus attendance during this time of uncertainty.

Dr. Berry discussed the plans for fall semester which includes predominately providing remote and online learning for lecturer classes, on-campus small group lab experiences, phased return of staff to campus, limited direct service access, continued technology access, and a myriad of safety and health measures. Dr. Berry indicated that he and the other OACC presidents met with the governor on Saturday and he will be releasing a 15-step plan for higher education in the coming week to ten days. Ohio State's plan is to be released mid-June and student mask requirements are still under debate. Our plan is in sync with the other Ohio 2-year colleges. The two-year colleges would be lobbying with the governor to unlock the tuition cap, depending on the level of SSI cuts.

Dr. Berry indicated that the college is looking to expand online opportunities and advised the board of the recent opportunity provided by the Evan's Foundation to use the old JBA architect building. Most likely, that will become the home of the Institute of Public Safety.

Strategic Framework Update/Goals and Measures. Dr. Jackie Parrill, vice president and chief of staff, presented a status update on progress toward the goals and priorities outlined in the strategic framework. Dr. Parrill discussed the strategic framework as being a plan that boldly outlines where we are falling short and where improvement is needed and specific strategies the college is employing to address each area. The board was provided with the updated Goals and Measures sheets. Dr. Parrill talked about each strategic priority, the progress to date towards meeting the goals and the status of specific strategies. In the discussion around Operational Effectiveness, the board asked how external testing has been impacted by the pandemic.

At 3:15 pm, Mr. Montagnese took a roll call for executive session to discuss a personnel matter (president's performance evaluation and bonus program, goal establishment for the coming year and employment agreement amendment.) Sarah Wallace, Barry Riley and Jackie Parrill were invited to join the session.

Roll call to come out of the executive session was conducted at 3:45 and the board adjourned.