

NCC Board of Trustees
Academic, Student Affairs & Enrollment Committee Meeting Minutes
October 13, 2020

The meeting of the Academic, Student Affairs & Enrollment Committee of the Board of Trustees was held via Zoom. The meeting was called to order by Chair Tuman at 6:31p.m.

Committee Members Present: Donna Tuman (appointed ad hoc as Chair)
Kathy Weiss
Emily Rivas
Jorge Gardyn (ex-officio).

Committee Members Absent: Linda Green, Chair

Also in Attendance: John Durso, Wanda Jackson, Edward Powers, George Siberón
President Williams, VP Lausch, VP Conzatti,
VP Kerrigan, AVP Wright, V Muscarella

1. Chair Tuman requested a motion to approve the minutes of September 8, 2020. Trustee Weiss moved the motion. Trustee Gardyn seconded the motion. Motion carried 2-0.
2. Report on Strategic Planning

Dr. Williams provided context on strategic planning. The College's Strategic Plan, as well as several other plans; Academic, Enrollment, Facilities and Technology are from 2018-2021. The College community, Board members included spent a great deal of time working on these plans to help ensure the College is able to address items of concern identified by the Middle States Commission on Higher Education. Recently, there have been conversations regarding our strategic planning process and the College's path forward. As a quick reminder, our College strategic planning process is manifested by the work of the Institutional Planning Committee (IPC). The IPC reports to the president and was formed to ensure an inclusive strategic planning process that meets the requirements of our accrediting body, demonstrates our various plans are linked to a strategic plan, and uses the resources effectively with our mission and goals. The IPC outlines specific duties and responsibilities of the actual group and identifies plans linked to the Strategic Plan, including the Academic, Enrollment, and Facilities, Technology plans. The IPC is co-chaired by Dr. Lausch, VP for Academic Affairs and Professor Pat Lupino, Chair of the Marketing Department. In alignment with our planning structure, he asked VP Lausch and Chair Lupino to engage IPC in a conversation that would yield a recommendation for the planning process for our next Strategic Plan as well as the supporting plans, which Dr. Williams has accepted. He mentioned that it is important to note that this recommendation will seek to have a completed Board review and approved Strategic Plan no later than November 2021, with the completion of the supplemental major plans completed no later than May 2022. With this planning approach, the College's FY 22 goals would be structured by the current 2018-2021 plans. AY Fall 22 and Spring 23 would be the first year that the annual goals would be identified based upon the new Strategic Plan and the supporting plans, which again will be dated 2022, leaving no gaps in the plans. Dr. Lausch will share more details regarding the approved recommendation for moving forward and how this approach is optimal. He also asked Dr. Lausch and Chair Lupino to conduct a review of the effectiveness of the IPC in its current form and to provide recommendations to optimize the important work this group is charged.

Dr. Lausch gave the following outline:

- In its current form, the IPC develops its plans in such a way that the information contained in one plan does not build upon the information in a companion plan nor does it allow for plans to inform the development of other plans.
- While this approach leads to the development of good plans at the department or divisional levels, it does not result in a highly effective, integrated plans intended to move the overall mission and vision of the College forward.

- In order to achieve that goal, this new approach to Strategic Planning is as follows.
 - The IPC will engage in a review of important, guiding principles of the College including the mission and vision statements to ensure they are current and relevant to the direction the College intends to go.
 - Efforts will also include a SWOT Analysis to identify the Strengths, Weaknesses, Opportunities and Threats facing our institution as well as a PEST Analysis to examine the Political, Economic, Socio-Cultural and Technological factors that impact our College.
 - A list of institutional strategic priorities will be identified to assist in guiding the development and integration of the plans that follow.
 - The Strategic Plan and strategic priorities will be ready for Board review no later than November of 2021.
 - This will be a five-year plan with a refresh option so the College has the opportunity to engage in emerging opportunities and environmental conditions intended to better serve our students and our communities.
 - The Strategic Plan and its strategic priorities then inform the development of the Academic Plan.
 - The completion of the Academic Plan then allows for the development of a comprehensive Strategic Enrollment Management Plan.
 - Other critical plans are then developed using the Strategic Plan, Academic Plan, and Strategic Enrollment Management Plan to inform their direction and actions.
 - These additional plans include the Facilities, Financial, Effectiveness, Assessment, and Technology Plans.
 - These supplemental major plans will be completed no later than May 2022.
- The approach he outlined eliminates the development of plans in silos and the creation of plans that do not effectively address the strategic priorities of the College or consider the inputs and outputs of the plans that follow or precede it.
- This is an exciting but time-consuming effort, yet it is a student focused effort that is well worth engaging in and critical to our future success and those of our students and communities.

Dr. Williams asked the Board if they had any questions. Trustee Tuman stated Dr. Lausch gave an excellent overview that concisely explained how all these plans have to be integrated in length and it would be worth our while to look carefully at these ideas laid out either with text or some type of graphics. It is a fascinating way to approach strategic planning.

Dr. Lausch further explained that this proposal is different than the way the College has conducted planning before. The College's approach in the past has been that individual committees are tasked with creating enrollment, facilities, technology, academic and financial plans that are developed in isolation of one another before they come together in February and March to present their plan to the IPC. This approach is an inefficient and oftentimes ineffective. Each plan should inform the next plan, all with the same singular focus of improving student success, improving student opportunities, and helping our students and communities as per the Strategic Plan of the College.

Trustee Weiss noted her appreciation that the College is using the mission, the vision, and the pillars because using them as a foundation is how a strategic plan is normally started and then all the other pieces fall into place. She also feels that all of us want to be better educated on this process, since this is one of the most important things the College does in order to meet the needs of our students which is the goal of the Board.

Chair Tuman asked if there were any other items for the Committee to consider. There being none, the meeting adjourned at 6:43 p.m.

Respectfully submitted,

Mark Lausch

Mark Lausch, VP Academic Affairs