

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**May 15, 2019
Board Conversation
Chris T. Matthews Board Room (A201)**

In Attendance:

Trustees Debra S. Borden, Chair; Dr. John Molesworth, Vice Chair; Ellis Barber; Nick Diaz; Gary Fearnow; Carolyn Kimberlin; and Tom Lynch. Also in attendance: President Elizabeth Burmaster, Secretary/Treasurer of the Board; Education Liaison Janice Spiegel; Dana McDonald, Vice President (VP) for Finance; Dr. Tony Hawkins, Provost/Executive Vice President (EVP) for Academic Affairs, Continuing Education, and Workforce Development; Jerry Boyd, Special Assistant (SA) to the President for Institutional Effectiveness; Melissa Bard, VP for Human Resources; Jerry Haynes, Associate Vice President (AVP)/Dean of Students; Laura Mears, AVP, Enrollment Services; Dr. Gohar Farahani, Executive Director for Planning and Institutional Effectiveness; Dr. Renee Davis, Assistant Dean, Career Programs; Elizabeth Duffy, Executive Director, Open Campus and Dual Enrollment; Anne Scholl-Fiedler, Coordinator for Career Services; Dr. John Sheldon, Professor, Psychology and Chair of the College-wide Task Force; Adam Reno, Associate Chief Information Officer; John Anzinger, Director of Facilities Planning; Kari Melvin, Recording Secretary; and other members of the College and staff.

Board Chair Borden opened the meeting at 6:00 p.m.

President Burmaster introduced the Strategic Advisory Team (SAT) Workgroup Summaries. The SAT is a volunteer, cross-functional team of workgroups open to all College employees. Its purpose is to support the implementation of the annual strategic priorities set by the Board of Trustees.

SAT members provided a progress update on each of the 2018-2019 annual strategic priorities established by the Board of Trustees.

Annual Strategic Priority A – Maximize opportunities for student success by creating new pathways in academic, continuing education, and workforce development programs was presented by Dr. Renee Davis, Dr. Gohar Farahani, and Elizabeth Duffy.

Annual Strategic Priority B – Enhance access to student services through the implementation of a new enrollment services model in the reconfigured Jefferson Hall was presented by Laura Mears and Anne Scholl-Fiedler.

Annual Strategic Priority C – Enhance best practices in communication and employee relations was presented by Melissa Bard and Jerry Boyd.

Annual Strategic Priority D – Convene a College-wide Task Force that examines the process of decision-making at Frederick Community College and makes recommendations that lead to a governance process that is inclusive and participatory was presented by Dr. John Sheldon.

Annual Strategic Priority E – Implementation of and employee training on PeopleSoft upgrades that provide new capabilities, achieve greater efficiencies, and enable the College to review and improve existing business workflows was presented by Laura Mears and Adam Reno.

Annual Strategic Priority F – Implementation of Operations Team strategic objectives for renovation design, deferred maintenance, emergency preparedness, and collaboration was presented by John Anzinger.

The SAT Workgroup Summaries are attached hereto and incorporated herein.

Chair Borden announced that the Board of Trustees will hold a workshop in August to discuss the recommendations that came out of SAT Workgroups C and D, including the Personal Assessment of the College Environment (PACE) survey, Ombudsman Feasibility Study, Report from Dr. Roy Church, and Task Force Report.

The meeting was adjourned at 7:14 p.m.

**Elizabeth Burmaster
Secretary/Treasurer**

**Prepared by Kari Melvin
Office of the President
Frederick Community College**

Strategic Advisory Team 2018-2019

May 15, 2019 Workgroup A Summary

Chair: Dr. Gohar Farahani and Dr. Renee Davis	Committee Members Kelli Ackiewicz, Alexander Akpodiete, Ivania Amador, Dr. Jacob Ashby, Chianti Blackmon, Dr. Molly Carlson, Dr. Renee Davis, Elizabeth DeRose, Dr. Beth Douthirt-Cohen, Beth Duffy, Kim Duncan, Melissa Ensminger, Dr. Gohar Farahani, Taylor Ferraro, Kathy Francis, Dr. Kathi Groover, Dr. Monica Hutchins, Chuck LoSchiavo, Elaine Marshall, Andrew McClain, Dr. Susan McMaster, Patricia Meyer, Jen Moxley, Erin Peterson, Lauren Standifer, Dr. Brian Stipelman, Brenda Steele, Pei Taverner, Michelle Wichman, Dr. Karen Wilson
Senior Leader: Dr. Tony Hawkins	

<i>Annual Strategic Priority A</i> Maximize opportunities for student success by creating new pathways in academic, continuing education, and workforce development programs.		
Desired Outcomes	Outcome Leaders	Progress
Revise the Academic Master Plan to reflect the new Academic Affairs, Continuing Education, and Workforce Development Team organizational structure	Brian Stipelman and Kathy Francis	Committee Members: Kimberly Duncan, Taylor Ferraro, Patricia Meyer, Erin Peterson, Joyce Ruane, Lauren Standifer, and Brenda Steele <ul style="list-style-type: none"> • Reorganized and modified text of the Academic Master Plan to align with the CEWD merger and subsequent reorganization of AACEWD. • Changed name of document to AACEWD Master Plan. • Incorporated feedback related to the AACEWD Master Plan initiatives and the four themes (Educational Excellence, Support and Infrastructure, Faculty and Staff Development and Leadership, and Community Engagement and Economic Development) compiled during January AACEWD Leadership Conference. • Sharing initiative proposals with all units within AACWED, as well as leadership within Learning Support, Facilities, and Information Technology for additional suggestions and feedback on proposed initiatives. Feedback is due by the end of May

Annual Strategic Priority A

Maximize opportunities for student success by creating new pathways in academic, continuing education, and workforce development programs.

		<p>2019. The Academic Management Council will review and incorporate feedback and establish five-year timelines and benchmarks during the summer.</p> <ul style="list-style-type: none">• The Plan will be rolled out to the AACEWD team at the start of the fall 2019 semester.
Create pathways from continuing education and workforce training that connect with FCC career (A.A.S.) and/or transfer (A.A. or A.S.) degree, and certificate programs	Patricia Meyer, Renee Davis, and Molly Carlson	<p>Committee Members: Ivania Amador, Jacob Ashby, Molly Carlson, Renee Davis, Kimberly Duncan, Melissa Ensminger, Kathy Green, Kathy Groover, Chuck LoSchiavo, Angel Marshall, Elaine Marshall, Patricia Meyer, Brian Stipelman, and Michelle Wichman</p> <ul style="list-style-type: none">• Increased course articulation agreements from CEWD to Credit from seven to fifteen through Prior Learning Assessment (PLA) and have an additional one in development and two under review. <i>List Attached</i>• Updated and created procedural and informational documents, including a reference document, to assist program staff with future implementation of continuing education-to-credit articulations.• Identified the need to create bridge classes for students not eligible for Adult Education grant-funded programming but in need of transition into the workplace or further study at FCC. <i>Recommend work to continue in coming year.</i>• Supported the assignment of correct prerequisite courses (critical links between noncredit and credit programs) by prioritizing the creation of a prerequisite guide and adding a prerequisite audit to the periodic program review process.• Identified the need to transform the English as a Second Language (ESL) course sequence to more closely align with the successful Developmental English program updates. This work will be completed by the start of the 2020-2021 academic year.
Explore the development of dual enrollment career pathways that lead to FCC certificates and industry credentials that lead to employment	Beth Duffy	<p>Committee Members: Molly Carlson, Renee Davis, Elizabeth DeRose, Monica Hutchins, Chuck LoSchiavo, Andrew McClain, Susan McMaster, and Karen Wilson</p> <ul style="list-style-type: none">• Hosted FHS LYNX students at Monroe Center for interactive tour of program options.• Conducted a Monroe Center tour on April 12 for FCPS Pupil Personnel Worker and Community Agency School Services personnel.

Annual Strategic Priority A

Maximize opportunities for student success by creating new pathways in academic, continuing education, and workforce development programs.

		<ul style="list-style-type: none"> Coordinated school-based HCTI courses to be offered in fall 2019 at FHS. Continued work on dual enrollment Allied Health pathways.
Develop an on-campus dual enrollment opportunity for high school students to obtain an associate degree while still in high school	Beth Duffy	<p>Committee Members: Molly Carlson, Renee Davis, Elizabeth DeRose, Monica Hutchins, Chuck LoSchiavo, Andrew McClain, Susan McMaster, Jennifer Moxley, Brian Stipelman, Karen Wilson, and FCPS Partners</p> <ul style="list-style-type: none"> Developed drafts of Early College Student & Parent Handbook, Application Packet, FAQs, Prospect Form, and presentation materials. Continued collaboration with marketing department for new website content and marketing materials. Held meetings with FCPS counselors about Early College program development. Developed Early College application timeline for prospective students. Held meetings with FCPS directors of Transportation and Food Services.
Redesign the state-required Cultural Diversity Strategic Plan addressing major goals, areas of emphasis, and a strategy for implementation	Beth Douthirt Cohen	<p>Committee Members: Kelli Ackiewicz, Chianti Blackmon, Andrea Dardello, Gohar Farahani, Pei Taverner, Kelly Trigger, and Michelle Wichman</p> <ul style="list-style-type: none"> Diversity, Equity, and Inclusion Strategic Plan for 2019-2024 has been preliminarily drafted based on 22 stakeholder focus groups with students, staff, faculty, and community. Four goals were developed for the Plan: <ol style="list-style-type: none"> Increase access and success for traditionally underrepresented students. Increase recruitment and retention of traditionally underrepresented faculty and staff. Prepare students for an increasingly diverse community, workforce, and world. Ensure a more welcoming and inclusive learning and workplace environment for faculty, staff, students, and visitors. Developing Action Items, Timelines, Outcome Leaders, and Metrics of Success for each strategic domain.

Annual Strategic Priority A

Maximize opportunities for student success by creating new pathways in academic, continuing education, and workforce development programs.

		<ul style="list-style-type: none">Stakeholders, Outcome leaders, and College leadership will be reviewing the action items, timelines, and metrics of success over the next 6-8 weeks.
Complete the general education assessment of oral/written communication and critical thinking competencies	Jacob Ashby	<p>Committee Members: Molly Carlson, Arlene Chun, Nancy Dankanich, Joann Doherty, Tony Hawkins, Heather Hinkle, Val Lochman, Jessica Newnam, and Christine Rai</p> <ul style="list-style-type: none">Faculty submitted around 15,000 assessment records to assess critical thinking and oral/written communication during fall 2018 and identified strategies to improve student learning. They will be assessing critical thinking and communication again during the spring 2019 semester. Assessment data is due to be submitted by May 26th and will be analyzed shortly thereafter. It will then be provided to departments to determine strategies for improvement moving forward.The general education committee spent this year discussing the general education goal for ethics. This goal was designed to apply to all courses. Faculty are more specifically discussing where learning around ethics occurs and are working to better align it within the disciplines.

CE to Credit Articulation

CE Program or Courses	Type	Industry or College Credential	Status
Nursing Assistant (CNA)	MDA (Articulated Agreement)	State Credential	Completed
Phlebotomy Technician	MDA (Industry Credential)	College Certificate	Completed
Medical Coding	Via credential attainment	Industry Credential	Completed
Personal Fitness Trainer Certification	Via credential attainment	Industry Credential	Completed
Project Management	Via credential attainment	Industry Credential	Completed
A+/Basic CompTIA Certification	Via credential attainment	Industry Credential	Completed
CISCO, Network Associate (CCNA)	Via credential attainment	Industry Credential	Completed
CompTIA Security+	Via credential attainment	Industry Credential	Completed
Network+ Certified Network Technician/Security Specialist	Via credential attainment	Industry Credential	Completed
QuickBooks Certification	Via credential attainment	Industry Credential	Completed
Electrician	Articulated Agreement by Exam	College Certificate	Completed
HVAC	Articulated Agreement by Exam	College Certificate	Completed
Welding	Articulated Agreement by Exam	College Certificate	Completed
Basic Computer Skills	Articulated Agreement by Exam	College Certificate	In development
Home Inspector	Via credential attainment	State Credential	Completed
Real Estate Practices and Principles	Via credential attainment	College Certificate + Industry Credential	Completed
Child Care	Via credential attainment	State Credential	Under review
Central Sterile Processing Technician	TBD	Industry Credential	Under review

Updated May 7, 2019

Strategic Advisory Team 2018-2019

May 15, 2019 Workgroup B Summary

Co-Chairs: Laura Mears and Anne Scholl-Fiedler	Committee Members: Tina Berry, Angela Cochran, Sarah Cosgrove, Brenda Dayhoff, Jennifer Frank, Lisa Freel, Alissa Hart, James Hatch, Jennifer Kline, Sam Martin, Jenny Moore, Elizabeth Nichols, Deb Powell, Brian Stipelman
Senior Leader: Elizabeth Burmaster	

<i>Annual Strategic Priority B</i> Enhance access to student services through the implementation of a new enrollment services model in the reconfigured Jefferson Hall.		
Desired Outcomes	Outcome Leaders	Progress
<i>Develop an optimal student registration experience and streamline functionality within Lumens and PeopleSoft</i>	Laura Mears Jefferson Hall Directors: Chad Adero Jane Beatty Brenda Dayhoff Lisa Freel Deirdre Weilminster Elizabeth Nichols Kelly Bellew	<ul style="list-style-type: none"> ✓ Identified, created, and reviewed new business processes for departments within Jefferson Hall – Finance, Registration and Records, Admissions, Counseling and Advising, and Financial Aid ✓ Ensured decrease of student bounce by co-location of specific staff members within each of the three Centers – Enrollment Center, College and Career Readiness Center, Financial Services Center ✓ Ensured three distinct areas within the new Jefferson Hall for Registration and Records: <ul style="list-style-type: none"> ○ Triage at Welcome Desk with Information Specialists/ Welcome Desk Assistants ○ Registration with Enrollment Specialists ○ General College Switchboard with Information Specialists ✓ Planned, ordered, and installed Digital Signage for each floor of Jefferson Hall, and redefined job duties of Welcome Desk Manager to include oversight and management of digital signage content for Jefferson Hall ✓ Identified categories for digital signage content: <ul style="list-style-type: none"> ○ College support services and infrastructure ○ Product promotion ○ College messaging – call to action ○ Schedules and events ○ Advertising ✓ Developed template backgrounds for use with digital signage <p>NEXT STEP: Maximize the Value of Digital Messaging</p>

Annual Strategic Priority B

Enhance access to student services through the implementation of a new enrollment services model in the reconfigured Jefferson Hall.

		<ul style="list-style-type: none"> • Welcome Desk Manager to explore leveraging Artificial Intelligence for automatic tagging and develop a system for consistently tagging digital signage content to make it searchable based on visual content: colors, objects, faces, themes, departments, time of year, deadlines • Welcome Desk Manager to define role-based access for users and collaborate with internal stakeholders.
<p><i>Explore software that addresses identified student onboarding, enrollment, and advising challenges and identify the gap between where departments are now and where they need to be</i></p>	<p>Laura Mears</p> <p>Jefferson Hall Directors: Chad Adero Jane Beatty Brenda Dayhoff Lisa Freel Deirdre Weilminster</p>	<ul style="list-style-type: none"> ✓ Identified and created list of visitor management/ queuing management software to review and coordinated software demonstrations ✓ Identified and selected a visitor management system for visitor check-in and appointment management – <i>NEMO-Q</i> ✓ Identified and selected a digital signage platform for managing content of slides and messaging within Jefferson Hall digital signs – <i>add on to NEMO-Q</i> ✓ Implemented online scheduling for advising appointments through NEMO-Q <p>NEXT STEPS:</p> <ul style="list-style-type: none"> • Full implementation and go-live with NEMO-Q • Explore reporting tools within NEMO-Q to help identify patterns and gaps within services located in Jefferson Hall • Continue to explore software that would automate manual processes (i.e. College Scheduler, EAB Navigate, HighPoint) • Maximize increased functionality within PeopleSoft 9.2 upgrade
<p><i>Ensure an equal level of career and academic advising is available to all student populations throughout the student lifecycle</i></p>	<p>Chad Adero Anne Scholl-Fiedler Molly Carlson Michele Tertel Kelly Bellew</p>	<ul style="list-style-type: none"> ✓ Reviewed Student Lifecycle and identified student populations currently not part of the Required Orientation Advising and Registration process ✓ Discussed ROAR for transfer students ✓ Adapted an appointment based model for academic advising, in addition to a ‘walk-in advisor’ who will serve in a triage capacity ✓ Implemented virtual advising for students on a referral/appointment basis ✓ Advertising virtual advising as an option at the time students are making their advising appointment online ✓ Incorporated a group advising component to ROAR ✓ Developed and implemented cohort based group advising for students who are exploring careers in general studies and health professions

Annual Strategic Priority B

Enhance access to student services through the implementation of a new enrollment services model in the reconfigured Jefferson Hall.

		NEXT STEPS: <ul style="list-style-type: none"> • Infuse the ROAR video and programming with more career components • Implement ROAR for transfer and non-traditional adult students Spring 2020
<i>Develop an integrated career advising system using a guided pathways model that engages learning support staff, faculty, and the use of enhanced technology</i>	Anne Scholl-Fiedler Kelly Bellew Jeanni Winston-Muir	<ul style="list-style-type: none"> ✓ Solicited faculty and staff feedback through Communication Central, when survey unsuccessful, faculty, staff, and students invited to SAT B Workgroup to capture and gather information through a design thinking exercise ✓ Completed a design thinking exercise with workgroup members, students, and a cross-campus representation of faculty and staff regarding career decision making ✓ Identified common themes and language used by students regarding the student experience, pathways, and career decisions ✓ Developed student peer advisors program to assist students with general career resources NEXT STEPS: <ul style="list-style-type: none"> • Explore experiential learning options for students • Add career services link to webpages on College website that highlight programs and pathways • Develop job description and train student peer advisors over the summer in preparation for the fall • Continue to assess and identify gaps and student needs • Develop 'employer in residence' program to assist students with drop-in's, job search assistance, and general career advice
<i>Create a common language around careers and map out the specific career planning tools that are available to students</i>	Anne Scholl-Fiedler	<ul style="list-style-type: none"> ✓ Reviewed the <i>Career Decision Making Framework</i> ✓ Completed overview of Career Services and current resources available to students ✓ Developed a strength-based approach to career planning through cohort specific orientation and programming NEXT STEPS: <ul style="list-style-type: none"> • Ensure career services are more visible and available on the College website through search engine optimization and adding of hyperlinks to individual webpages • Advertise the designated webpage for career services by adding www.frederick.edu/careers to communications and publications • Apply model used for general studies and health professions to other fields of study

Annual Strategic Priority B

Enhance access to student services through the implementation of a new enrollment services model in the reconfigured Jefferson Hall.

Embed an ongoing role for students within enrollment services conversation

Laura Mears
Jeanni Winston-Muir
Chianti Blackmon
Rachel Nachlas
Bruce Thompson
Elizabeth Duffy
Kim Duncan
Marsha Mason-Sowell
Anne Hofmann

- ✓ Student Council and Phi Theta Kappa members invited to be a part of and participated in conversations with SAT B workgroup
- NEXT STEPS:**
- Conduct the student intake survey a second time now that Jefferson Hall has been reconfigured, and compare data between the two surveys (2018 to 2019)
 - Continue to discuss ways to involve students in the planning process
 - Invite credit and continuing education and workforce development students to attend an Enrollment Management Group to discuss and provide insight on the topic of registration and scheduling
 - Conduct focus groups for specific cohorts (i.e. SGA, Honor students, specific clubs, MSS, ESL/ABE, Dual Enrollment, Veterans & Military, Transfer students, Parents Lead Program students)

Strategic Advisory Team 2018-2019

May 15, 2019 Workgroup C Summary

Chair: Melissa Bard	Committee Members: Melissa Bard, Jerry Boyd, Peter Lee, Andrea Matthews, Dana McDonald, Frank Seidel, Kristi Yowell
Senior Leader: Melissa Bard	

<i>Annual Strategic Priority C</i> Enhance best practices in communication and employee relations.		
Desired Outcomes	Outcome Leaders	Progress
Conduct a campus climate survey using the Personal Assessment of the College Environment (PACE) survey instrument	Gerald Boyd	<i>Complete</i> <ul style="list-style-type: none"> FCC received the PACE report on April 19, 2019 The full report is available on the Institutional Effectiveness SharePoint site The report will be used as one of the internal environmental scanning resources as the College begins its new strategic planning process this fall, and will inform other College initiatives
Conduct a feasibility study of the merits, role, and specific functions of an ombudsman vs. a mediator in supporting effective communication	Melissa Bard	<i>Complete</i> <ul style="list-style-type: none"> The workgroup researched the role of an Ombudsman, as well as other resources that would complement existing College policies and processes The workgroup benchmarked similar institutions with Ombuds resources, reviewed applicable College policies, and researched external mediation firms Recommendations include: clarifying the role of HR, introducing peer mediation, leveraging external mediation services, and updating existing policies and procedures to clarify how complaints are handled
Conduct an assessment of the College organizational and governance structure using an external reviewer recommended by the Middle States Commission for Higher Education	Gerald Boyd	<i>Complete</i> <ul style="list-style-type: none"> Dr. Roy Church, President Emeritus at Lorain County Community College, served as our external reviewer November 12-15th FCC received Dr. Church's report on January 14, 2019 The report has been available for use by the College since January 15th and will continue to be available on the Institutional Effectiveness SharePoint site.

Annual Strategic Priority C

Enhance best practices in communication and employee relations.

- This report will also be used as an internal environmental scanning resource during our strategic planning process

Strategic Advisory Team 2018-2019

May 15, 2019 Workgroup D Summary

Chair: Dr. John Sheldon	Task Force Design Team And Work Group Chairs: Britney Carter, Dr. Aaron Clayton, Evan Evans, Anne Hofmann, Heather Hinkle, Brian Holt, Amy Lee, Peter Lee, Mary Beth Liller, Shelby Metzgar, Rebecca Montgomery, Sarah Radinsky, Danielle Stoffer (13)
Senior Leader: Elizabeth Burmaster	
Committee Members: Kelli Ackiewicz, David Anderson, Dr. Jacob Ashby, Audrey Averill, Michael Baisey, Andrew Barnhart, Jane Beatty, Kelly Bellew, Teri Bickel, Chianti Blackmon, Dr. Kathy Brooks, Janice Brown, Angela Cochran, Caroline Cole, Frederick Cope, Kylena Cross, Diana Culp, Lauren Dods, Dr. Gohar Farahani, Taylor Ferraro, Jane Filler, Lisa Freel, Karen Freeman, Dr. Kathi Groover, Cheryl Henman, Fred Hockenberry, Dr. Tom Jandovitz, Susan Johnson, Jennifer Kline, Maggie Krzywicki, Traci Lowrey, Samuel Martin, Kari Melvin, Mary Mogan-Vallon, Debra Morlier, Rachel Nachlas, Jeanne Nesbitt, Tim O'Keeffe, Katy Potts, Dr. Michael Powell, Mary Rolle, Dr. Caleb Rose, Karen Santelli, Frank Seidel, Patricia Sheppard, Rebecca Sonn, Edward Wangler, Kristi Waters, Deirdre Weilminster, Delaine Welch, Jeanni Winston-Muir, Jessica Young (51)	

<i>Annual Strategic Priority D</i> Convene a College-wide Task Force that examines the process of decision-making at Frederick Community College and makes recommendations that lead to a governance process that is inclusive and participatory.		
Desired Outcomes	Outcome Leaders	Progress
Appoint a College employee to be Chair of the Task Force	John C. Sheldon	<ul style="list-style-type: none"> • Appointment in place.
The appointed Chair shall work with the Affinity Group Chairs to develop a process for Task Force membership selection	Ms. Heather Hinkle, Mr. Brian Holt, Mr. Evan Evans, & Dr. Aaron Clayton	<ul style="list-style-type: none"> • Completed. Affinity group executives are part of the task force design team and meet monthly with the TF chair as a design team to monitor TF work group progress and make adjustments as necessary.

Annual Strategic Priority D

Convene a College-wide Task Force that examines the process of decision-making at Frederick Community College and makes recommendations that lead to a governance process that is inclusive and participatory.

The Task Force will review the existing organizational structure, all Board-approved policies and procedures, and the Employee Handbook with Full-Time and Adjunct Faculty Addendum and CEWD Adjunct Faculty Addendum	Ms. Britney Carter & Ms. Shelby Metzgar	<ul style="list-style-type: none"> The TF work group assigned to this charge has been meeting and reviewing selected policies that are of most concern to the overall College community. However, their major focus has been on the core processes used to create or modify policy and procedure decisions. Specifically, the group has now merged with work group 5 (Employee Handbook) and is working to make recommendations regarding policy, procedure and Employee Handbook creation, review, and modification including a schedule for annual or multi-annual reviews. Progress is continuous and the work group appears to be on track for completion of their charge by May 2019.
The Task Force will review the governance structures at other community colleges similar in size and scope to FCC	Ms. Mary Beth Liller & Ms. Mary Mogan-Vallon	<ul style="list-style-type: none"> The TF work group assigned to this charge has been meeting and reviewing governance / organizational structures of cohort community colleges. Assorted resources have been collected and the group is positioned to draft a report reflecting its considerations and recommendations. Progress is continuous and the work group appears to be on track for completion of their charge by May 2019.
The Task Force will submit a final report to the Board of Trustees at their May 15, 2019 meeting	John C. Sheldon	<ul style="list-style-type: none"> Indications from all Task Force work group chairs is that completion of their charge by May 15th is on schedule and will be reflected in the final report of the Task Force.
Task Force Chair Overall Observations		<ul style="list-style-type: none"> There is no doubting the dedication and engagement of the faculty and staff whose efforts make up the work of the Task Force. The year has been difficult for all of them, both individually and collectively, as they have struggled to remain both actively engaged in their regularly assigned roles and responsibilities while assuming the deliberative burden presented by the Board's charge. Initially, TF members were skeptical of being able to complete the Board's charge by May 15th. However, after sorting out the most important components of the Initiative, and fully cognizant of the high risk for member distraction, competing demands on time and talents, and inevitable attrition rates associated with a protracted task approach, each member rededicated their efforts to completion of the Initiative by the Board-established deadline.

Annual Strategic Priority D

Convene a College-wide Task Force that examines the process of decision-making at Frederick Community College and makes recommendations that lead to a governance process that is inclusive and participatory.

- Membership in the individual work groups of the Task Force has been somewhat fluid, as one might expect. Group chairs have remained a constant however, while individual members have either intensified or reduced their involvement during any one select period because of role demands and responsibilities associated with their formal position at the College.
- There is a cautious optimism on the part of the Task Force that the “good faith effort” reflected in their input and attempt at redirecting a critical aspect of the College decision-making process will be met with a “good faith Board response via full and vigorous consideration” of the Task Force recommendations. Having said that, it is also critical to note that there does exist a less trusting segment of the College staff, and either a negativity or ambivalence about the Task Force efforts being little more than window dressing, or the Board’s response being nothing more than a pro forma reaction.
- The “good faith” Board response is the one most anticipated by faculty and staff, the pro forma response the most feared. The former will breed restored faith and collaborative efforts to collectively move the College forward. The latter will have a long-lasting devastating effect and, more than likely exacerbate College constituents’ disengagement, cynicism, and/or alienation briefly referenced in the Church Report.

Strategic Advisory Team 2018-2019

May 15, 2019 Workgroup E Summary

Co-Chairs: Laura Mears and Adam Reno	Committee Members Dr. Jacob Ashby, Jane Beatty, Brenda Dayhoff, Kim Duncan, Dr. Kathi Groover, James Hatch, Pati Hoyt, Carol Hulver, Colleen McKnight, Doree Lynn Miles, Jeanette Morris, Erin Peterson, Dr. Caleb Rose
Senior Leader: Joseph McCormick	

<i>Annual Strategic Priority E</i> Implementation of and employee training on PeopleSoft upgrades that provide new capabilities, achieve greater efficiencies, and enable the College to review and improve existing business workflows.		
Desired Outcomes	Outcome Leaders	Progress
Manage Campus Solutions 9.2 and Financials 9.2 upgrade projects	IT Enterprise Applications Team; FCC Directors and Managers responsible for the core PeopleSoft Campus Solutions modules	<ul style="list-style-type: none"> • The FCC Enterprise Applications team, in partnership with the FCC Finance team, completed the PeopleSoft Financials upgrade from version 9.1 to 9.2. The College went live with the new version on September 24th, 2018. <ul style="list-style-type: none"> ○ This was the first PeopleSoft upgrade that FCC was able to complete internally without a consulting partner. ○ The upgrade involved a move to new hardware, assessment of new functionality, removal of a number of custom objects, rework of existing user security, migration of current FCC enhancements, and the development of new Business Intelligence reports. ○ Reports were re-written in the new PeopleSoft Business Intelligence Publish format. ○ Training was conducted for staff that would be using the new Business Intelligence reports. • The PeopleSoft Campus Solutions upgrade to version 9.2 began in August of 2018 with our go-live set for early summer of 2019. <ul style="list-style-type: none"> ○ The College is working with Ciber, Inc. on this engagement. This partnership agreement was approved by the Board during the June 2018 session.

Annual Strategic Priority E

Implementation of and employee training on PeopleSoft upgrades that provide new capabilities, achieve greater efficiencies, and enable the College to review and improve existing business workflows.

- The server environments have been configured and the initial build of 4 test database environments has been completed.
- The FCC technical team reviewed enhancements that were developed for version 9.0, and working in partnership with the application module owners, identified the enhancements to bring forward in Campus Solutions version 9.2.
- During the month of September, Ciber functional consultants met with FCC stakeholders responsible for overseeing the 4 primary modules within the application (Financial Aid, Student Financials, Admissions, and Records and Enrollment). The consultants were onsite for two weeks to conduct Fit/Gap and “Delta Reviews” (differences between application versions 9.0 and 9.2) and to assess components of the application that the College should consider implementing in order to take full advantage of the application suite.
- The FCC technical team reviewed the new menu items available in version 9.2 and worked with the module area owners to assign user security to the appropriate PeopleSoft pages.
- The FCC technical team, and the stakeholders responsible for overseeing the 4 primary modules within the application (Financial Aid, Student Financials, Admissions, and Records and Enrollment), reviewed the Ciber consulting reports and identified the items that the College wanted to implement now, those that we will implement on our own as part of the upgrade, and those items that will require additional consulting assistance.
- Additional consulting assistance was utilized for the Financial Aid module and the Admissions module.
- Testing in the in the new version 9.2 environment began in November 2018 and continues to date. The FCC technical

Annual Strategic Priority E

Implementation of and employee training on PeopleSoft upgrades that provide new capabilities, achieve greater efficiencies, and enable the College to review and improve existing business workflows.

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| | | <p>team, and the functional modules owners and their staff meet twice a week in a computer training classroom to individually test all of the PeopleSoft components in version 9.2. When issues are encountered, they are documented and assigned to a FCC programmer/analyst for resolution.</p> <ul style="list-style-type: none">○ The conversion of the older processes that were used to generate communications to students to the new “Communication Generation” process is nearing completion.○ Navigation Collections (a collection of shortcuts that point to specific PeopleSoft pages), has been developed for each of the functional areas. This greatly simplifies the number of clicks required to find a commonly used element.○ Testing of interfaces between PeopleSoft Campus Solutions and third party applications such as Blackboard, Lumens, and Parchment is underway with no outstanding issues to date.○ The development of documentation that will assist users with the minor changes to navigation is being prepared and will be ready to distribute to faculty, students, and staff several weeks prior to the go-live weekend.○ In April of 2019 we completed our third and final test move (practicing all that will be involved during the go-live weekend). Our plan is to take the current Campus Solutions application offline at the close of business on June 20, 2019 and the upgrade will run through the weekend with the new version available to students and staff when they arrive on Monday morning June 24th.○ Within the next several weeks we will ramp up the communication campaign to the campus community. This campaign will also include training to communicate the minor navigation changes to the components within PeopleSoft Campus Solutions. |
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Annual Strategic Priority E

Implementation of and employee training on PeopleSoft upgrades that provide new capabilities, achieve greater efficiencies, and enable the College to review and improve existing business workflows.

Inventory and catalog queries and reports to better facilitate their use in College operations and decision making	Adam Reno; IT Enterprise Applications Team	<ul style="list-style-type: none">• The FCC Enterprise Applications team extracted metadata on the use of PeopleSoft queries and reports. The information identifies when a particular report or query was last run, the frequency with which it is run, and when it was last modified. This information was organized and presented to SAT during the February deep dive meeting.• Our team identified 1,454 queries out of a total of 2,853 that will be assigned an archive status so that they will no longer be accessible. This process will take place soon after our CS92 go-live. A similar review identified 659 individual user assigned queries that should be removed or marked for archival.• Our team identified 97 custom reports that were available to specific application users in our current version of Campus solutions (version 9.0) and after consulting with the our campus community, 63 were converted to the new application format in Campus Solutions 9.2, 10 are in the process of being converted and the remaining 24 do not need to be ready as part of go-live and will be evaluated over the summer of 2019.
Provide an additional layer of protection and enhance College network security and data by adding an internal firewall to complement the existing Palo Alto perimeter firewall	Adam Reno; Scott Reece	<ul style="list-style-type: none">• The FCC Enterprise Applications team and the Network Infrastructure team assessed our current firewall configuration with respect to our PeopleSoft servers and inbound/outbound traffic, and developed a plan to configure an additional firewall specific to our PeopleSoft environment. Our PeopleSoft applications currently reside within the College's Palo Alto perimeter firewall and are fully protected but within the next 12 months, as part of our PeopleSoft server replacement initiative, we will configure a second level of protection using a VMware product called VMware NSX Data.
Implement the waitlist capability	Adam Reno; IT Enterprise Applications Team; Laura Mears; Waitlist working group	<ul style="list-style-type: none">• The College conducted a successful pilot of the PeopleSoft Campus Solutions student waitlist functionality, with a limited set of classes, during fall 2018 registration. This functionality allows students to add themselves to a waitlist when a class that they are interested in registering for is already full. When a seat becomes available in the class, the student in the first waitlist position will become enrolled.• The College expanded the pilot for spring 2019 registration and will be working to automate the

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		<p>communication that informs students when a seat has opened up and they have moved from a waitlisted status to enrolled.</p> <ul style="list-style-type: none"> The Waitlist steering committee will review data with regards to student adoption of this new capability and will make a decision as to how to proceed.
Implement electronic transcripts	Adam Reno, Laura Mears, Deirdre Weilminster	<ul style="list-style-type: none"> The College selected Parchment as our electronic transcript solution provider and implemented the hosted solution in February of 2019. This service allows both current students and alumni to request and receive an official electronic transcript quickly without the need to login to our PeopleSoft Campus Solutions application.
Customize absence management to support compliance with the Maryland Healthy Working Families Act	Melissa Bard, Kristi Yowell, IT leadership	<ul style="list-style-type: none"> The College has an external process (outside of PeopleSoft) currently in place to track work hours for the Maryland Healthy Working Families Act. This initiative is to bring the process inside of our PeopleSoft Human Resources Absence Management module. Throughout 2019 our Maryland Healthy Working Families Act working group, led by our Human Resources department, has been meeting to discuss and develop a comprehensive plan for implementation. Additional communications will be going out to the College employees over the next few months that provides more information about the Act and will include a FAQ section as well. This project will need the assistance of consultants that are familiar with rule development and leave plans within PeopleSoft Absence Management and the Time and Labor modules.
Implement the PeopleSoft mobile application	Adam Reno	<ul style="list-style-type: none"> Our Campus Solutions 9.2 upgrade includes a new user interface that was designed from the ground up to be mobile friendly. This new user experience allows the application to adapt to device type and display the content that best suits the device in use (tablet, cell phone, etc.). The dynamic nature of the new interface on mobile devices replaces the need for a mobile application that would require continual maintenance and updates, so at this time we have elected to not implement the PeopleSoft Mobile application.

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Enable PeopleSoft to send text messages to students

Adam Reno; IT Enterprise Applications Team

- The FCC Enterprise Applications team has been testing a solution that would integrate the PeopleSoft Notification Framework with an external SMS (text messaging) provider.
- Development in PeopleSoft is currently underway, with the intention that this capability be available soon after go-live with Campus Solutions 9.2 that will allow specific events within the application (i.e. final grades have been posted, a student has moved from a waitlisted class section to enrollment, etc.) to send a targeted text message to a student through the use a SMS gateway.
- The FCC Enterprise Applications team is currently investigating how we might use a more ad-hoc messaging approach that would allow staff to use query criteria to identify a group of students and then use the Notification Framework and SMS provider to send out a targeted text message.
- Our SAT subcommittee has been discussing the development of guidelines for the use of the above technologies and will consider the development of an approval workflow that should be utilized before a text message can be sent out to our student population.

Strategic Advisory Team 2018-2019

May 15, 2019 Workgroup F Summary

Chair: John Anzinger	Committee Members John Anzinger, Greg Solberg, Chris Sasse, Katy Potts, Stephen Carter, Chris Flaherty, Karen Place
Senior Leader: Eric Shuler	

<i>Annual Strategic Priority F</i> Implementation of Operations Team strategic objectives for renovation design, deferred maintenance, emergency preparedness, and collaboration.		
Desired Outcomes	Outcome Leaders	Progress
Develop Linganore Hall and Athletics Center renovation design program for MHEC Part I and Part II	Katy Potts	<ul style="list-style-type: none"> • Linganore Hall Renovation / Addition: <ul style="list-style-type: none"> ○ Finalize programmatic needs with input from stakeholders. ○ Issued Request for Proposals (RFP) for Architectural Design services and Construction Manager at Risk services in March 2019. • Athletics Center <ul style="list-style-type: none"> ○ Developed the Facilities Program Part I and Part II and submitted to MHEC by the May 1, 2019. Deadline.
Update / Revise Deferred Maintenance Five-Year Plan FY20-FY24	John Anzinger	<ul style="list-style-type: none"> • Reviewed progress to date on completion of deferred maintenance items identified in the 2016 Deferred Maintenance Plan, and identified items to be addressed in FY2020. • Plant Operations is exploring opportunities to incorporate preventative maintenance and capital forecasting into SchoolDUDE. • Propose updating the current Deferred Maintenance Plan based on deferred maintenance completed to date, as well as Capital projects completed or in progress since 2016.

Annual Strategic Priority F

Implementation of Operations Team strategic objectives for renovation design, deferred maintenance, emergency preparedness, and collaboration.

		<ul style="list-style-type: none"> Recommend developing a maintenance program, along with the facilities condition assessment update, that will be required as part of the ten-year master plan update that is due in 2023.
Implement Emergency Preparedness Training for CMT and COOP readiness	Chris Sasse	<p><u>Continuity of Operations Plan (COOP) Readiness:</u></p> <ul style="list-style-type: none"> Three workshops have been scheduled with Academic Affairs / Continuing Education and Workforce Development, Operations, and Information Technology, to review and update the COOP data and information. A tabletop exercise is scheduled for January 2020 to test the validity of the COOP Plan against a hypothetical emergency scenario, such as an extreme weather event. <p><u>Emergency Preparedness:</u></p> <ul style="list-style-type: none"> 13 emergency drills were conducted in FY19 during the daytime, evenings, and on Saturdays. On-going planning for regional evacuation procedures with Ft. Detrick, Frederick County Public Schools (Monocacy Middle School and Monocacy Elementary School). <p><u>Professional Development:</u></p> <ul style="list-style-type: none"> Provided full-time and adjunct faculty safety and emergency preparedness workshops and additional 'drop-in' sessions. Members from the Crisis Management Team participated in various workshop and training courses focusing on emergency preparedness. FCC hosted a regional 'gang awareness' training for regional law enforcement agencies and College Security.
Review collaborative efforts between Plant Operations and Receiving Teams and make recommendations	Greg Solberg	<ul style="list-style-type: none"> The focus group recommends that a receiving/inventory facility be considered in future CIP projects that would allow for: <ul style="list-style-type: none"> Better delivery traffic flow.

Annual Strategic Priority F

Implementation of Operations Team strategic objectives for renovation design, deferred maintenance, emergency preparedness, and collaboration.

- Development of space that would allow for more efficient bulk receiving processes for Plant Operations and IT.
- Secure stock storage areas for Plant Operations and IT departments.