

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

August 28, 2019

**Workshop on 2019-2020 Annual Strategic Priorities
E126ABC – Conference Center**

In Attendance:

Trustees Dr. John Molesworth, Chair; Tom Lynch, Vice Chair; Ellis Barber; Gary Fearnow; and Carolyn Kimberlin. Also in attendance: President Elizabeth Burmaster, Secretary/Treasurer of the Board; Melissa Bard, Vice President (VP) for Human Resources; Jerry Boyd, Special Assistant to the President for Institutional Effectiveness; Dr. Nora Clark, VP for Learning Support; Dr. Tony Hawkins, Provost/Executive Vice President (EVP) for Academic Affairs, Continuing Education, and Workforce Development (AACEWD); Joseph McCormick, Chief Information Officer (CIO); Dana McDonald, VP for Finance; Kari Melvin, Recording Secretary; and FCC employees Kelli Ackiewicz, Dr. Jacob Ashby, Dr. Molly Carlson, Sarah Cosgrove (Administrative Staff Association Executive Committee Member), Dr. Renee Davis, Lauren Dods (Support Personnel Association Vice Chair), Evan Evans, Jane Filler, Lisa Freel, Karen Freeman, Heather Hinkle (Administrative Staff Association Executive Committee Member), Anne Hofmann, Brian Holt (Support Personnel Association Chair), Susan Johnson, Dr. Sandy McCombe Waller, Shelby Metzgar, Mary Mogan-Vallon, Rebecca Montgomery, Rachel Nachlas, Dr. Wen Nellis (Faculty Association Secretary), Sarah Radinsky, Mary Rolle (Senate Chair), Dr. John Sheldon, Patricia Sheppard, Dr. Brian Stipelman, Danielle Stoffer (Administrative Staff Association Executive Committee Member), Pei Taverner (Faculty Association Vice Chair), Dr. Kelly Trigger, Jennifer Ward (Support Personnel Association Secretary), Kristi Waters, Deirdre Weilminster, Dr. Perry Wood (Faculty Association Chair), and Kristi Yowell.

The meeting began at 3:35 p.m.

President Burmaster welcomed everyone and introduced the members of the Board of Trustees.

Board Chair Molesworth thanked everyone in attendance as well as the entire College community for the incredible work of the past year in dealing with improving communication and employee relations throughout the College. He stated that the Board has reviewed the Church Report, Ombudsman Feasibility Study, Task Force Report, and the data from the PACE survey and stressed how valuable the work is and how appreciative the Board is for their work. He continued that many good recommendations came out of all this work and the College will use the process of the annual strategic

priorities to prioritize and address specific recommendations on an annual basis. He added that this is a marathon, not a sprint, and everything does not have to be done this year. Chair Molesworth then introduced VP Bard, who served as the facilitator for the discussion.

VP Bard thanked the Board of Trustees and the Task Force Design Team for convening this workshop, and also thanked everyone present for participating. She echoed Chair Molesworth's remarks about the work done last year and that implementing the recommendations will be a multi-year process.

VP Bard then explained the format for the discussion. Participants were seated in seven groups. Worksheets were distributed with the recommendations developed by the Board of Trustees for the Annual Strategic Priority to *enhance communication and employee relations through the implementation of recommendations from the 2018-2019 internal Task Force, external review report, ombudsman feasibility study, and climate survey*. Each group established a leader and a recorder and then discussed and deliberated the recommendations within their group, deciding to accept the recommendation as written, to reject the recommendation, or to modify and rewrite the recommendation.

The seven groups each turned in a worksheet. There was a short break while the results were tallied, which are attached hereto and incorporated herein.

VP Bard reconvened the groups after the break and there was a discussion among all participants about the results.

VP Bard thanked everyone for their work. She reminded everyone that the next steps in engagement around these recommendations will be addressed through the Strategic Advisory Team and she encouraged participation.

Chair Molesworth thanked everyone for participating today. He stated that the Trustees look forward to workgroups being formed around each of the recommendations and for those workgroups to report out to the Board in November and May.

The meeting was adjourned at 5:00 p.m.

Elizabeth Burmaster
Secretary/Treasurer

Prepared by Kari Melvin
Office of the President
Frederick Community College

Enhance communication and employee relations through the implementation of recommendations from the 2018-2019 internal Task Force, external review report, ombudsman feasibility study, and climate survey

Accept as written	Reject	No Decision	Recommendation	Accept w/modifications	Modified Recommendation
2			Develop and implement a new policy and procedure approved by the Board of Trustees that specifically outlines the creation and revision process for the Employee Handbook with Faculty Addendum and all College policies and procedures, which includes the definition of substantive change (Task Force Report, page 17 and pages 52-53).	5	<p>“Develop and implement a new policy and procedure for the creation and revision of all College policies and procedures, and employee handbook to include: who and how provisions or new policies can be created; and the definition of substantive change.”</p> <p>This will include 1) a clear description of the process, 2) a graphic depiction and timeline for regular and emergency situations, and 3) the definition of substantive change.</p> <p>This new policy & procedure should follow the same policy review cycle endorsed by the Senate. Identify who would be developing the policy. We believe the group charged with the development & implementation of the policy should be representative of the different groups (ASA, SPA, FA).</p> <p>“Develop and implement a new policy and procedure <u>created by Senate and affinity groups</u> approved by the Board of Trustees that specifically outlines the creation and revision process for the Employee Handbook with Faculty Addendum and all College policies and procedures, which includes the definition of substantive change.” Inclusion of affinity groups and inclusion of schedule or timeline related to Handbook being done by faculty contract time.</p> <p>“Develop and implement a <u>process for recommending the creation, modification, and adoption of all College policies</u>, new policy and procedure approved by the Board of Trustees that specifically outlines the creation and revision process for the Employee Handbook with Faculty Addendum and all College policies and procedures, which includes the definition of substantive change.”</p>

Enhance communication and employee relations through the implementation of recommendations from the 2018-2019 internal Task Force, external review report, ombudsman feasibility study, and climate survey

Accept as written	Reject	No Decision	Recommendation	Accept w/modifications	Modified Recommendation
2	1		Honor the Monday through Thursday 3:30 p.m. “Block Time” so that full-time faculty are available to participate in College committees, meetings, and governance (Task Force Report, page 53).	4	<p>Assess the feasibility of block time so that faculty, administrators, and support personnel can participate in College committees, meetings, and governance.</p> <p>Revisit the timing of block time for most feasible time for block time. Does it need to be one set time for Monday through Thursday?</p> <p>Promote use of block time. “Honor the Monday through Thursday 3:30 p.m. “Block Time” so that full-time faculty are available to participate in <u>College-wide and standing</u> College committees, meetings, and governance.”</p> <p>This doesn’t adequately address concerns about faculty availability to participate. Could initial SAT meeting be during block time?</p> <p>“<u>Prioritize</u> the Monday through Thursday 3:30 p.m. “Block Time” so that full-time faculty are available to participate in College committees, meetings, and governance.”</p>

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Accept as written	Reject	No Decision	Recommendation	Accept w/modifications	Modified Recommendation
2		1	Conduct an analysis of the FY18-19 Personal Assessment of the College Environment (PACE) climate survey, identify themes, and develop recommendations for improving College culture.	4	<p>“Conduct an analysis of the FY18-19 Personal Assessment of the College Environment (PACE) climate survey <u>in relationship to past and future surveys to</u> identify themes, and develop recommendations for improving College culture.”</p> <p>A subgroup of SAT should be assigned to implement this recommendation.</p> <p>Not enough time to discuss.</p> <p>“Conduct an analysis of the FY18-19 Personal Assessment of the College Environment (PACE) climate survey, identify themes, and develop recommendations <u>and communicate plans</u> for improving College culture.”</p> <p>Who will conduct the analysis? “Conduct an analysis of the FY18-19 Personal Assessment of the College Environment (PACE) climate survey, identify themes, and develop recommendations <u>and a plan of action</u> for improving College culture.”</p>

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Accept as written	Reject	No Decision	Recommendation	Accept w/modifications	Modified Recommendation
1			Enhance the role of the College Senate and affinity groups in participatory governance by updating and approving new charters or constitutions which will define their role in College governance (Church Report, page 24).	6	<p>First step in process to clarify roles within the governance structure.</p> <p>“<u>Clearly articulate and</u> enhance the role of the College Senate and affinity groups in participatory governance by updating and approving new charters or constitutions which will define their role in College governance <u>and their relationship to each other.</u>”</p> <p>Reevaluate representation of Senate – every employee group should have fair representation.</p> <p>Add: Define approval path for charter and constitution approval.</p> <p>This includes defining the approval process and who makes the final approval of charters and constitutions. Cabinet is preferred over President, who shouldn’t have veto power.</p> <p>“Enhance the role of the <u>current College governance structures to ensure adequate representation and update and approve new charters</u> or constitutions which will define their role in College governance.” Combine with next recommendation?</p>

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Accept as written	Reject	No Decision	Recommendation	Accept w/modifications	Modified Recommendation
2	1	1	Create an Employee Leadership Advisory Council (ELAC) comprised of Senate and affinity group elected leadership and the Senior Leadership Team, for the purpose of the free exchange of ideas, inquiry, and debate regarding all relevant governance, decision-making, and strategic issues (Task Force Report, page 24).	3	<p>Consider name change for Senior Leadership. To the extent we add additional committees, we need to clarify the decision-making process.</p> <p>With agenda agreed upon by ELAC members.</p> <p>Not enough time to discuss.</p> <p>Prioritize as the first step before all other recommendations. Create ELAC as defined. Review current and proposed governance structures and recommend what future governance should look like at FCC.</p> <p>Use and empower current governance structures to achieve same results (Cabinet). Another group is unnecessary. Is the membership of Cabinet sufficient?</p>

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5			Create a salary and benefits advisory committee, chaired by the Vice President of Human Resources which has College-wide representation and provides leadership and decision-making transparency related to compensation and benefits, including the Sick Leave Bank and other related benefits (Church Report, page 32).	2	<p>“Create a salary and benefits advisory committee, chaired by the Vice President of Human Resources which has College-wide representation and provides leadership and decision-making transparency related to compensation and benefits.”</p> <p>Needs a different name, possibly Human Resources Advisory.</p>

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Accept as written	Reject	No Decision	Recommendation	Accept w/modifications	Modified Recommendation
1	1	2	Identify faculty and staff to serve as peer mediators (FCC peer mediation) and provide training through a third-party consultant. Provide professional third-party mediation for potentially litigious complaints (Ombudsman Feasibility Study, page 16).	3	<p>Create a policy and procedure (add to recommendation).</p> <p>Not enough time to fully discuss. Time & Labor issues for SPA employees when it comes to working with extra groups like Senate, Task Force, etc.</p> <p>Provide opportunities for faculty and staff to participate in conflict resolution training. Offer professional third party mediation.</p> <p>Add a definition of who would decide whether professional third-party mediation? HR? Lawyer? Need checks and balances; shouldn't be SLT or President.</p> <p>No decision made. Need more info.</p>