



BOARD PLANNING RETREAT REPORT

**Saturday, January 22, 2011
9:00 a.m. – 1:00 p.m.
Taeni Hall S106 & 107 - Lee Campus**

Meeting Objectives:

- Destination 2020: Creating a Pathway to our Future – Discussion and Input from District Board of Trustees
- Aligning the College's Strategic Vision with Future Projections
Building on the Past, Creating the Future
SACS Timeline
- Remarks on Servant Leadership
- Summary of Feedback from the District Board of Trustees

Attendees

Christopher Vernon, Chairman
Dr. Washington Baquero
Ann Berlam
JoAnn Helphenstine
Mahlan Houghton, Jr.
Mary Lee Mann
Dr. Randall Parrish, Jr.
Julia Perry
Dr. Kenneth Walker, District President
Dr. James Browder, Senior Vice President - Operations
Dr. Steve Atkins, Vice President of Academic Affairs
Dr. Edith Pendleton, Vice President of Strategic Initiatives
Dr. Patricia Land
Dr. Jeffery Allbritten
Dr. Robert Jones

ESC Board of Trustees Planning Retreat Report– Page 2

Gina Double
Mark Lupe
Steve Nice
Frances Brennan
Michele DiRocco

Absent: Dr. David Klein

The meeting commenced at 9:14 a.m.. Dr. Kenneth P. Walker, District President presided.

Questions were submitted from the Board of Trustees:

1. Will budget cuts affect our open door policy and have we turned away students
Response: We have not and will not turn away any students. They may not obtain a specific class, but we will minimize this and work further with online programs.
2. With over 24,000 students served, an increase of 52% in enrollment, where will we obtain the funds? Can we use the wonderful knowledge and capacity of retirees in our community and train them as adjuncts?
Response: We will be required to grow our way out. We use highly qualified adjuncts now who are former business CEOs, lawyers, and teachers to address our issues.
3. If we don't obtain enough funds from the State, this will increase the time to degree completion for students and make career transitions more difficult in a tough economy.
Response: We must prepare students for new jobs in new companies and jobs we don't even know exist yet. Our responsibility is to be able to educate the workforce and accelerate degree completion with a quality program. We cannot take no for an answer from the State and we need a discussion with SACS on what can be done to change rules so they work today. We can use strategies such as teacher of record with experts under them that we can use in smaller groups.

Regarding Dr. Walker's new strategic plan: Destination 2020, he asked the group to reflect and think about where we are going as an institution in this decade. He reviewed the Edison State College history and asked the planning retreat team reflect on:

- What do we need to be like in the next 20 years?
- What are our communities going to be like?
- Demographic changes with minorities increasing in Southwest Florida
- How do we adapt staffing patterns, hire appropriate faculty?
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ESC Board of Trustees Planning Retreat Report– Page 3

- 10 more baccalaureate degrees in planning stages to address community needs
- Edison Education System concept developed and we will persevere for as long as it takes to make it our reality.

He asked the team to take out their telescopes and tell us what they saw and what they were thinking. What do we need to do in the coming years?

Responses follow:

- We need to move more into technology and online, live chat, especially with restricted budgets. More internet-based learning. This is the decade of everything online. Dual enrollment for high school students.
Response: Online venues will increase our efficiency and provide a cost savings with less building of facilities required.

It is vital for ESC to support our communities and connections. But we need to differentiate ourselves. How do we differentiate ourselves and find the right balance.

Response: The differentiator is our Servant Leadership philosophy . . . we care, we help, we go the extra mile, with a caring, nurturing attitude and leadership team.

- There is an urgent need in emerging fields for Nurse Practitioners (NPs) and Physician Assistants (PAs). In a society where there is a shortage of doctors and ineffective healthcare reform, these two degree programs will provide intermediate care. NP courses can be taken completely online for a degree.
Response: The same intermediate care can be utilized by the College with baccalaureate teachers assisting high level teachers.
- Another telescope saw the need to go more upscale, not because of the mission, but because of the needs in our communities and the needs of employers that are becoming much more sophisticated today. We need to make our mission current with where the jobs are and what our students need to succeed in those jobs.
- Create legislative language regarding community colleges and ask the legislators to make them fiscally responsible and accountable in order to help the College make our mission feasible.
- The need for accelerated learning/degree programs that can generate more revenue for the College.
- Another view wants to see our campus in Labelle become a full-service facility. If we need to utilize the present location vs. land donated, we need to go forward to serve that community. Dr. Walker said that Dr. Jones will present a 10-year master plan for a specific look at LaBelle at the upcoming Board Meeting in LaBelle.

ESC Board of Trustees Planning Retreat Report – Page 4

- Do we advertise that we are 40% less expensive to attend our College than other State colleges? We want to find the right balance and differentiate ourselves from the bogus degree programs online. Ellie Bunting's eStudio study shows online success and quality and the results are higher than in-class courses. Also blended courses show potential. Students must be self-motivated learners to be online. Need soft skills training,
- Another board member expressed the need for another demonstration of online classes. Engagement is the key element in program success. A counterpoint was expressed that there definitely needs to be a balance because our in-class Nursing program produces nurses from ESC who are more prepared than other students and you can't get that training online. The push for blended learning & course in the next 10 years would differentiate us.
- An awareness was expressed that we come from a different generation. ESC needs to ask the 18 year-old student what they want and need from us to succeed. Thinking outside the box, can we have a student advisor on the Board in a non-voting capacity. Perhaps our student body President can submit materials to the Board for review . . . we don't know what matters most and what they need if we don't ask. Can we do a student survey? Awe have the CCSSE report.

The arrival of this new Millennial generation on our campuses presents a great opportunity and asset for ESC, particularly in today's difficult climate. Colleges who "get" this generation right and market intelligently to the students and their parents will have a great opportunity to leapfrog traditional competitors. Millennials are pressured and programmed. They are bonded to their parents and networked to their friends (i.e. Facebook, Twitter, LinkedIn, blogs chat rooms, etc.). They expect to be doted on and served. They work well in teams and have complete confidence in their future.

Research shows that we should leverage their desire to feel special by demanding more of them as important members of a team offering potential young applicants plenty of one-on-one attention, using high-tech tools to amplify a high-touch approach (recruiting personally in schools). Develop formal mentoring programs for young employees. Ten tips from "Millennials" in the workplace may assist us:

- Co-recruit the parents
- Find them early
- Look after them
- Offer structure and teach them the basics
- Provide tight cycles of feedback
- Don't offer a "McJob"
- Make them part of the group
- Be active in the community
- Take an interest in their success

ESC Board of Trustees Planning Retreat Report – Page 5

Dr. Browder's presentation reviewed four areas:

- **Future Trends**
- **Budget Implications**
- **Capital/ Facility Implications**
- **SACs (golden opportunity to critically review College – if off base we can find solutions and fix**

FUTURE TRENDS

Our core mission of making lives better through our work means we will continue to take all students and produce high quality programs, on a high quality campus. We will continue to grow baccalaureate programs. The college will deal with more and more high school students with high hopes of being a college graduate.

Study the demographics – what is happening in our communities with minorities and continue to create programs for new jobs that don't exist yet.

We can grow technology beyond of wildest beliefs. ESC is in the top 3 in growth in the State.....growth is your friend until you hit the wall.

How will we do this? Planning budget becomes a huge part to what we do to operationalize the objectives and goals.

Dr. Browder introduced Gina Doeble, Vice President of Finance who explained our budget development, laid out by month. Budget planning is automated all on line:

January – internal planning in office – attend Deans Council to develop core budgets and student fees

February – revenue projections Run scenarios off Matt Holliday's information from Tallahassee legislative meetings.

Budget administrators can request extra funding if available. Kick off meetings to talk about revenue and budgets. We have everyone collaboratively develop their budgets so we can look for other revenue streams – auxiliary services is an area to look at now.

March

Receive information back from departments and compile the data.

ESC Board of Trustees Planning Retreat Report – Page 6

April

Student activity fee budget paid out of tuitionstudent involvement mandatory

Charter schools have a process now to develop revenue projections and budgets

May

Facilities, Continuing Ed, scholarships etc. – consolidated in the book in May

June

Request Board approval on budgets

Issue – Lee Campus - very obvious that we are running out of space. We need to investigate the potential opportunities for land acquisitions. Mark Lupe, ESC attorney is working on land acquisitions. We are looking into the future to provide opportunities for the next generation). We have identified every piece of property systematically to protect us from being land locked.

Student Services – expansion is critical, additional classrooms, IT, telephone, HVAC are being evaluated at each campus. (Collier campus – two buildings under construction - Huge potential 9-12 charter Charlotte, Collier. Student services needs expansion - Nursing facilities, etc. Ensure we are providing a quality experience for all -Hendry Glades – master plan increase student services, library facilities).

PECO decreases are going to require us to be innovative and creative and leverage our funds. There are huge challenges and we need legislative assistance now.

Dr. Atkins, Vice President of Academic Affairs spoke next regarding SACS becoming a driving force inside the plan. We need to follow the SACs data and have a mechanism in place to take a longitudinal look as we progress forward. Topics included:

SACS

Reaffirmation of Accreditation Report

QEP – Quality Enhancement Plan and Timeline

ESC is up for our 10 year review with SACS.

Steve reviewed evaluations based on four tenants

- Peer review
- Commitment to compliance
- Commitment to quality(student learning and continuous improvement)
- Integrity

ESC Board of Trustees Planning Retreat Report – Page 7

Edith Pendleton and Steve Atkins are working on compliance certification due March, 2011, which includes 85 standards set by peers.

QEP – Quality Enhancement Plan is a course of action based on institutional needs that address learning and is due September, 2011.

We have internal ESC Committees working on both SACS and QEP with a timeline. We have several months to address any issues. SACS representatives will look at our documents. There are 12 core requirements – if you fail on any requirement, you cannot be affirmed and can be put on probation.

Normal non compliance areas to focus on include: Financial and Physical Resources, Faculty – proper credentials/degrees, Educational Programs & Curriculum, and Institutional Effectiveness.

Main SACS Representatives:

Andrew Fulp

Dr. Barry Goldstein

ESC's Reaffirmation Decision – June 2012 - With SACS recommendations.

QEP (Quality Enhancement Plan) co-chairs are Kathy Clark and Dr. Thomas Rath. Areas addressed include: retention and learning strategies, study strategies, strategies for thinking, academic planning aligned with student interests, critical thinking, relevancy – meets needs & interests of student, application – practice and apply unique model by John Gardner)

Questions/suggestions followed the presentation:

- Expand cultural opportunities for students especially for students living on campus
- Small black box theatre for students – Baccalaureate degree in Performing Arts

Dr. Walker spoke to the group asking if there were any other SACS questions.

Questions:

- Are we using classrooms effectively and maximizing use?
Response: Dr. Walker stated that a software package is in testing for better scheduling of classes for effectiveness
- Where do PECOs funds come from?
Response: utility fee – impacted by the economy

ESC Board of Trustees Planning Retreat Report – Page 8

A member of the Executive team detailed the story of her search for a college that met student's needs and what mattered most to them. This college provided personal service to full-time working adults in an accelerated program where even your books were brought to the student the first night of classes since they were working all day and had no spare time to do what day students could perform. The degree program focused on cohort work, leadership, collaboration and team-building within the framework of the masters program.

Dr. Walker concluded the meeting with a segment on Servant Leadership. He referred to the SL bookmark given to them and reviewed the 10 points on the bookmark and asked the Retreat Planning team to practice and model these principles.

Servant leadership is not about a position or title, it's about purpose and meaning in our work and helping others to live better lives....everyone can be a servant leader. The question was posed to the group....are you self serving or serving others? Look at yourself as a leader in every area of your life and work.

Servant leadership will help others with caring support and information. They find a new path, new option, and new alternatives. We need to focus on the financial aid area with servant leadership to improve student service. Gina Doeble, Vice President of Finance is taking responsibility for the Financial Aid area effective January, 2011.

We are working to spread the SL Philosophy throughout the entire organization and will provide training.

The telescope was used again to see us in a leadership position on fighting drugs as we are the educators who can bring vital information to our communities. We need to educate and train counselors in addiction programs. Rotating nurses in the addiction program for ESC and the general public would be highly beneficial.

Another question posed regarded what constitutes a healthy environment on campus. We are starting to investigate this already and have a non-smoking policy in place.

Dr. Edith Pendleton, Vice President of Strategic Initiatives spoke to the Retreat planning team next. She referenced Page 6 in the Planning Retreat binder regarding Strategic Priorities.

ESC Board of Trustees Planning Retreat Report – Page 9

The Board of Trustees February 22, 2011 meeting will be held at the ESC Nursing facility – Lee Campus. The Board will have a tour of the facility and the Museum of Medical history prior to the Board meeting.

The Board of Trustees thanked the Administrative and Executive teams for their Saturday service and coordination of the Board Planning Retreat.

Dr. Walker thanked the Board members for their time, ideas and support.

The meeting concluded at 12:00 noon.

Respectfully submitted,

Frances Brennan