

MINUTES OF A SPECIAL PLANNING SESSION OF THE BOARD OF TRUSTEES  
OF THE COMMUNITY COLLEGE DISTRICT OF THE COUNTY OF MACOMB

A special planning session of the Board of Trustees of the Community College District of the County of Macomb was held Tuesday, October 20, 2015 at 8:00 p.m., in Room 109 of the Professional Development Center, University Center, Center Campus, 44575 Garfield Road, Clinton Township, Michigan.

1.0 CALL TO ORDER

The meeting was called to order by Chairperson Kelly at 8:30 p.m.

2.0 ROLL CALL

Present: James F. Kelly, Chairperson  
Vincent Viviano, Vice Chairperson  
Jennifer Haase, Secretary  
Roseanne DiMaria, Treasurer  
Frank Cusumano, Trustee  
Elizabeth Lucido, Trustee

Absent: Joseph DeSantis, Trustee (absent)

Also present: James Jacobs, President  
Elizabeth Argiri, Vice President for Business  
Sharon Kowal, Executive Administrative Assistant to the President  
Jill Thomas-Little, Vice President, Student Services  
Gerri Lynn Pavone, Executive Director, Research  
and Planning  
James Sawyer, Provost/Senior Vice President, Learning Unit  
Casandra Ulbrich, Vice President, College Advancement  
and Community Relations  
Hunter L. Wendt, General Counsel/Executive  
Director, College Police  
Denise Williams, Vice President, Human Resources

3.0 APPROVAL OF AGENDA

MOTION by Haase, supported by Viviano, to approve the agenda as presented.

Motion carried.

4.0 AUDIENCE PARTICIPATION

None.

## 5.0 STRATEGIC PLANNING

Trustee Kelly opened the meeting to questions and/or topics that merited discussion based on the presentation from staff last month.

### Millage Renewal

Trustee Haase asked if the millage renewal in 2020, which is a presidential election year, would be on the August or November ballot. Dr. Ulbrich stated that has not been decided yet. Dr. Jacobs said the College is engaging a firm to look at public opinion polls and consider conducting focus groups with prospective voters. Dr. Ulbrich stated that a telephone survey was started last night, with 400 respondents, 30 percent cell phone and all likely voters. So there will be good data available by the end of the year. Dr. Jacobs stated the millage expires in 2020, but the College may want put it up for vote in 2018. Dr. Ulbrich talked about the issue of going out ahead of time to get back to the Headlee rollback. One of the things they are testing is if whether people would consider that a tax increase or just a renewal. So it may be better to do the Headlee beforehand and the renewal after that.

### HLC Visit

Trustee Haase asked what role does the board play in the HLC visit and is there anything the board needs to do to assist during their visit. Ms. Pavone stated that HLC has changed their process this year. The board will have some role in the visit but at this time it is unknown what that will be. HLC just started evaluating schools last month so there isn't anyone who can share their experience. But the College is working with Becky Nickoli, who is a peer reviewer. She is working with other colleges through this process and she will share those experiences to help Macomb get an idea of what to expect. When Ms. Pavone learns anything she will inform the board. Trustee Haase asked if this visit is similar to the North Central process that K-12 districts go through? Dr. Sawyer said it is a similar process. And it looks like there will be seven people coming for the visit so there is no doubt the board will have a role to play. Trustee Kelly stated that the last time HLC visited they wanted to know if the board was engaged in policy government or in efforts to micromanage the College. Was the board supportive of the administration and the overall direction of the College? And through what actions did the board show their support. They were really looking at what level the board was engaged and were very complimentary that this board was engaged at a policy level and not micromanaging the organization.

### Early Admissions for High School Students

Trustee Cusumano asked what the mixes and trends were on Dual Enrollment/Early College students; is it an increasing segment of the student population, and if so, what percentage are they of the total population and is there any possibility of growth internally in those segments. Ms. Thomas-Little stated Early College has just over 600 students and that it is a partnership with the ISD and the high schools in the county. Trustee Cusumano asked if charter schools were included. Ms. Thomas-Little stated the partnership is with the ISD, the districts and The Art Academy in the Woods, which is a charter school through the ISD. Ms. Thomas-Little explained that the Early College at Macomb is collaboration between the MISD and Macomb Community College, in partnership with all of the public high schools in the county. In the 10<sup>th</sup> grade, students interested in pursuing the Early College program take the Compass test to determine if they are college-level ready in English, reading, and math. It is up to the school districts how many students they send to the program. The College will take as many as they want to send, but

it is really at the discretion of the district. The ISD charges a fee per student/pupil to the school districts and with that they get support between a high school seminar, advisors that are hired through the ISD, that are their point of contact on campus, and a laptop. Ms. Thomas-Little stated those fees cover the cost of coordinating the program, the cost of the tuition, and their books. The charges are deducted from the per pupil allotment of the school district. Trustee DiMaria asked when the students are accepted into the program are they still doing their high school curriculum and how many hours are they spending on campus. Ms. Thomas-Little stated the students test in the 10<sup>th</sup> grade; the program starts in 11<sup>th</sup> grade and runs through 12<sup>th</sup> and 13<sup>th</sup> grade. The first year they are on campus they are less than half-time. Dr. Sawyer said that 12<sup>th</sup> grade is three-quarter time. Then 13<sup>th</sup> grade is all college with the exception of the seminar that technically keeps them a high school student for the foundational hours. In the 13<sup>th</sup> grade they receive their high school diploma as well as their associate's degree. Trustee Lucido asked when the students are juniors and attend college half-time then they aren't going full-time to high school and then half-time in college. Ms. Thomas-Little state they attend high school half-time and college half-time.

Ms. Thomas-Little said there are three categories of Early Admissions for High School Students; Early College at Macomb, which is a very structured program, Dual Enrollment in which the high school pays the tuition, and Early Admit when the student is in high school but also attends college and the parents pay the tuition. Trustee Lucido asked if there were any private schools participating Ms. Thomas-Little stated the state legislation just changed the law and now private schools do get some of the state funding if they go through a certain process. Trustee Cusumano asked if the College is promoting this on its own or is it just through the high schools. Ms. Thomas-Little stated it is collaboration between ISD and the College, but it has its own brand and it is supported through the ISD. Cusumano asked how many students are dual enrolled. Ms. Thomas-Little said that last year there were approximately 1,200 students in Early Admit/Dual Enrollment/Early College. The numbers for this year aren't available yet because Late Start just started this week. Dr. Jacobs said it is a great collaboration but the College also has to be respectful of the concerns of the ISD and school districts. While the College would take more students, some of the school districts want to cap the amount of students for many different reasons. One of the long range issues is if the school district's enrollment shrinks then obviously the pool shrinks. Unlike many other colleges, Macomb has an enrollment philosophy where there aren't more than seven early college students in a class. This gives them a real college experience. In comparison, about one-third of the entire student body at St. Clair County Community College are high school students. Trustee Cusumano asked if the half-time students are counted in the headcount. Dr. Sawyer said, yes, they are treated as college students, they are here as college students. He said that one reason Early College has been so successful is because the students have been fully integrated into the college culture.

#### Winter Semester Credit Hours

Trustee Cusumano stated that the College has consistent headcount from fall to winter semesters but there is a decline in the number of credit hours. Are students taking fewer credits in the winter term? Dr. Sawyer stated that historically winter enrollment is always less than fall enrollment. There was only one term during the No Worker Left Behind program years that winter enrollment was higher than fall. Trustee Cusumano asked if there has been any way to change that or is this something that is endemic. Dr. Sawyer said it is historic, long term. Trustee Cusumano asked the reason? Dr. Sawyer said he can only speculate because there is no exact reason; some students who start in the fall and find out they aren't ready for college,

disappear in the winter. Dr. Jacobs added there are some students who start in the fall and learn they can go to a four-year college and leave. Trustee Haase added there must be something to do with the weather and transportation. Dr. Sawyer said that certainly is very possible but the exact reasons are unknown. Trustee Cusumano said the headcount has remained fairly constant, with a slight drop, but not as significant as the loss of credits. He asked if there have been any studies that match student to student over term to determine if they continue to go to college but are taking fewer credits in the winter semester. Dr. Sawyer said that they look at the average credit hours per student but there isn't necessarily a match analysis to individual students. It is looked at as an aggregate level. Ms. Thomas-Little said oftentimes students have high aspirations of what they can handle and then realize that they can't so they take less credits the next semester.

### Withdrawals

Trustee Cusumano asked if withdrawals are counted by internal institutional data keeping and is a withdrawal treated different to the reported data that goes to IPEDS or MACRAO. Ms. Thomas-Little stated that MACRAO is not a good source for some of the information. It is a self-reported admissions snapshot and with IPEDS it depends on when in the semester you ask and what you mean by withdrawal. Dr. Jacobs said that a little over two percent of Macomb students fit in the IPEDs definition. The IPEDS definition is first-time full-time never gone to any other college. Dr. Sawyer said IPEDS information is not a very good reflection of college performance. Two-thirds of Macomb's students are part-time and those students who aren't attending first time at any college are not counted. Dr. Jacobs also added, if they start full-time and go part-time they are no longer included. There are huge problems with how to measure Macomb's success. Is success the retention semester to semester; or is it the degree? Of the students that transfer to a four year school, about 62 percent of them don't get a degree from Macomb. They transfer, so it is a success. But data wise it is a failure, because they don't finish a degree here. So the question is should Macomb force degree finishing; or encourage those students whose goal it is to go to MSU that Macomb will get them there as fast as possible? Trustee Haase asked how to get rid of that model and how long has IPEDs been around. Dr. Sawyer said there have been discussions about the Voluntary Framework for Accountability that is the AACC's effort to come up with a more meaningful measurement with definitions that are more applicable to community colleges. Dr. Jacobs said IPEDs has been around for the last 30 years. IPEDS was originally created for the four-year institutions. The difference between community colleges and four year institutions is that 70 to 80 percent of the students at universities are going full-time. Trustee Haase said their data has to be changing too. Dr. Jacobs said it is because increasingly they are getting more and more transfer students. Fifty-five percent of students in the U.S. in post-secondary will go to more than one college at some point in time. Trustee Kelly asked what the percentage of bachelor degrees awarded were awarded to people who also attended a community college. Dr. Jacobs said the number is growing.

Dr. Jacobs stated that the College has a grant proposal into the Kresge Foundation. The College is working with ten four-year institutions and will be tracking fifty Macomb students to see how successful they are at the universities and what courses they take. Dr. Jacobs continued saying that the College has students who come from different ages and are in different times of their lives, Macomb doesn't have one student body, there are different segments and the trick is to have courses and programs that meet all those different needs. Distance Learning classes are continuing to grow; there are approximately 380 sections with 13 to 14% of enrollment in distance learning classes.

### Articulation Agreements

Trustee Cusumano asked if the College has articulation agreements where 100 percent of the credits transfer. Dr. Sawyer stated there are roughly 350 transfer agreements across the institution. There is good course equivalency transfer with the regionals; that is the one to one transfer but sometimes there is an issue when the credit is given as an elective and it doesn't really mean anything. Trustee Cusumano asked about the proposed legislation that would change that. Dr. Sawyer said that is the Michigan Transfer Agreement and it is an attempt to get at that issue. Trustee Cusumano asked the status of the agreement. Dr. Sawyer said it is in play but there are issues. Dr. Jacobs said that on the western side of the state there are many community colleges that are close together and people transfer between those colleges and they don't have agreements accepting each other's credit hours. So it becomes hard for the College to say to the four-year schools that they should accept all of Macomb's credits hours. The dilemma in Michigan, in general, is a decentralized system. In states that have some form of centralization, they have more common courses and common programs and there is a greater ability for people to transfer between places. Macomb has to figure out how much work to do alone and with other colleges to fashion something that is larger.

### Tuition Guarantees

Trustee Cusumano asked about a tuition guarantee where a student who is enrolled full-time would have a constant tuition rate throughout their two-year program. Is there any input whether or not that is feasible to do in order to 1) encourage persistence and 2) to pay for performance. Is there anything that can be done to increase persistence and get students to go full-time and finish their degree? Dr. Sawyer said there are a few things that can be looked at but more credits aren't necessarily better. Macomb students balance a lot. That would have to be kept in mind and the financial implications have never been looked at. Dr. Sawyer said the Guided Pathways initiative is really intended to keep people on better paths with more strategic connections to students to see how they're doing relative to their academic goals and that may be the appropriate place to encourage students who are doing well to take more credits and those that aren't not to take more. Trustee Cusumano asked if Macomb has something where the students themselves support one another and the College directs them in that direction? He said there was a survey done where the students said it was very important that they feel welcome and part of the community. Dr. Sawyer said the College is trying to do those things. Ms. Thomas-Little said it is a community engagement piece where they feel connected to something. The Guided Pathways model will eventually create natural cohorts of students as they go down a structured path. Dr. Jacobs said there is no question the cohort model works very well. The difficulty is trying to figure out the cohorts. Ms. Thomas-Little said that when students in the same program make connections they tend to take more classes together. With Guided Pathways it will be more structured. Other institutions that have instituted Guided Pathways have seen that it becomes a more natural cohort model.

### Developmental Education

Trustee Cusumano asked if Compass is being phased out. Dr. Jacobs said the program has been discontinued. The College is looking for another model and it will be discussed with the board soon. Trustee Cusumano asked what is the alternative; if people test poorly because they aren't college-ready and end up in developmental courses what is our persistence rate, are people not attending because of low Compass scores and what is the alternative. Dr. Sawyer said like all community colleges, the success rate all the way through the developmental cycle is not good. There is a desire to get students who can be successful at the next level to the next level as

quickly as possible. Trustee Kelly said some places are doing away with or modifying developmental ed. Dr. Jacobs added that Developmental Ed can be done differently; the student doesn't take a course but goes through a tutorial on math or English to raise their scores. All of this is possible but then it gets into the money issues; how much money would it cost to do some of these things.

#### Differential Tuition

Dr. Jacobs stated the College is almost at the point in time to take an analytical approach look at differential tuition. There is such a difference in the cost to run an economics class versus a nursing class. We charge the same tuition. In the next couple of years a lot of community colleges will be doing some economic modeling. The College needs to figure out the impact on the budget if Macomb implements differential tuition. The College's system needs to be put in place so this can be figured out.

#### Enrollment Management

Trustee Cusumano asked if there is a period of time when the College knows when enrollment numbers aren't coming in and maybe do an advertising blitz. Is the College at traditional levels as a whole and in the segments; over 24 year olds, males, females, where is the loss? Trustee Kelly said he agrees that the focus needs to be on enrollment but just as much focus needs to be on the people here and making sure they succeed and persist. He said it is easy to get caught up about rising enrollment but if students aren't returning after a semester or two then what is going on. Trustee Cusumano asked if the College actually recruits at the high schools and gives presentations to parents about the value of this college. Ms. Thomas-Little said recruiters/counselors are in the high schools every week throughout the year. Trustee Cusumano asked if enrollment continues to slide what is the plan. How to slow the trend to zero or even flatten it? Dr. Jacobs said he agrees that there has to be a strategy but there also needs to be an understanding of 1) what is the competition doing and 2) how is education shifting in the minds of people, especially adults. What is the motivating factor for adults to decide to go back to school? The enrollment decline is with adults, are they beginning to question whether going to college is going to get them a better job. He doesn't think that the case has been made that it does. Ms. Thomas-Little said Enrollment Management is about retention. Recruiting will continue but how to retain them has to be looked at.

#### Conclusion

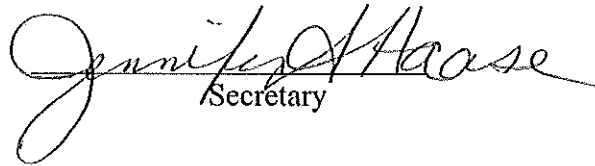
Trustee Haase said she wrote down some bullet points that people seem to have consensus on in terms of exploratory conversation. Trustee Kelly said at future dinner sessions the board needs to start talking about presidential succession.

6.0 ADJOURNMENT

MOTION by Haase, supported by DiMaria, to adjourn the meeting.

The meeting adjourned at 9:20 p.m.

COMMUNITY COLLEGE DISTRICT OF THE COUNTY OF MACOMB  
BOARD OF TRUSTEES

  
Secretary