

ALPENA COMMUNITY COLLEGE BOARD OF TRUSTEES
OFFICAL RETREAT NOTES

January 23. 2009

The Alpena Community College Board of Trustees conducted a retreat at the Phelps Collins Combat Readiness Training Center, Administrative Conference Room, Headquarters Building, 5484 A Street, Alpena, Michigan, on January 23, 2009.

Present: John Briggs, Marc Ferguson, Dr. Judith Grenkowicz, Lisa Hilberg, Florence Stibitz, and Thomas Townsend.

Absent; Joseph Gentry II

Guests: Dr. Mark Curtis, Georgene Hildebrand, and Richard Sutherland

Chairman Briggs provided an overview of the day's activities and introduced facilitator Georgene Hildebrand, RightPath Consulting, LLC, beginning at 8:10 a.m.

The following represents dialogue and identified components of themes of sustainability, international education; workforce development; fast track for Electrical Power Technology Center, Van Lare Hall; Dormitory Update; visioning; and ACC need for improvement and the best thing we have going as facilitated by Georgene Hildebrand of Pathways Consulting, LLC.

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Theme of Sustainability

Definition: Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

(Board talked specifically about the need to preserve resources and protect the environment as not mutually exclusive to “green”. Needs were defined by Maslow Hierarchy of Needs... Compromising (how many generations will we sustain?)

Discussion:

- Examples: Universities are facing status quo because more electricity is not available and this utility will be limited, climate change, foreign oil dependency; windmill energy for college, some put in own gas wells.
- Reduce/reuse/recycle
- Ability to pay bills now but need to manage the debt load to sustain the institution financially- another aspect of sustainability
- What is the action of this theoretical concept?
 - Example: How do we replace boilers? Should we consider sustainability or not?
- Need a group to flush out what we can do and look at all the options.
- Will this be something we want to do at board level and is part of the core value of the college?
- Ferris State shows Sustainability very visibly: Mechanical Plant Building shows if off
- How do we demonstrate value in this?
- Could build a program – vocational around sustainability
- Use the resource of the staff and appreciation of their value to research this concept and then bring in the experts so nothing is missed
- May become very pricy to become all green. Need to apply common sense qualifiers for projects.
- If every decision we make will be influenced by our core values of sustainability, will our community be best served?
- Consider the cost benefit analysis in all projects. We use fossil fuel because it's the cheapest but not the greenest. We and others are still driven by price.
- If taken as a core value, all will become more sensitive to this theme and more aware of this ongoing concern.
- Use benchmarks in analysis.
- Provide more professional development on the subject.
- Currently, Michigan is close to the bottom of the list about how we implement green as a state.

- Could we consider endowment funds to help with this theme?
- Worry about it being the current band wagon and instead quietly moving ACC through mission of Stewardship.
- Sometimes we must go slowly to go fast.
- Part of leadership to take some risks and we could be having this discussion again in 2 years without much action.
- ACC need to be the example, a steward, light for others on what to do.
- Obama agenda pushing this (\$6 Billion to be divided through out the 50 states)
- If this becomes a philosophy of ACC, we can make it a core value and can look for grant opportunities.
- Not ready to take official action on this.
- We don't know what we don't know about sustainability.

Conclusion:

- Sustainability is important.
- Board will not micromanage the administrative staff on small projects
- This could be a possible core value
- Consider this when we talk about the whole vision
- Use a cost/benefit analysis in implementing projects
- Common sense will be the best balance with the other values as identified by the Board
- If this is a core value, there will be trade offs in the cost/benefit analysis that the board will acknowledge.

Theme of International Education

Definition: Learning to interact with the world. (global, diversity, borderless)

Discussion:

- ACC is in a Global Awareness Consortium that offers 6 international speakers/year.
- Kirkland takes students on “trips” in China and Costa Rica. Nursing works in other countries. Some curriculums have Spanish immersion.
- WCCT has Spanish version of their classes.
- ACC use to have foreign/exchange students; not presently doing. What is the educational value? Had housing issues. Students took learning language course at UM and would choose ACC (as first on list). Had great relationships with people who would divert students to ACC.
- After 911, more difficulty in obtaining visa for this type of exchange.
- Benefit is that it helps student body in taking an expanding view.
- Offer German and Spanish curriculum and often cancelled due to lack of interest.
- Not a language requirement for graduation.
- There is a state standard in High School for a language.
- Important for students to see how the world operates now, not just a language but as part of the semester elsewhere in an exchange.
- At college level, how much should be implemented?
- Consider the cultural perspective and global thinking.
- Minimum need to meet 4 year college requirements.
- Students leave Northern MI and are not prepared. If they stay in Alpena, there are international companies that might hire them.
- Should we be preparing students for a job and/or should we raise cultural awareness?
- Opportunity to encourage partnerships/exchanges.
- Approach individual students to travel in spring breaks and have service opportunities.
- Is this valued at the 2 year college?
- Should we focus on getting foreign students to our campus so our students learn more?
- Awareness about culture/demographics, start with the easy stuff in partnerships.
- ACC prepares students for the fundamentals and are required to take 2 semesters of English- students are not required to take a foreign language.

- Would it be better to develop a curriculum for cultural awareness instead of a foreign language? (Military uses language institutes for quick language mastery)

Conclusion:

- Exposure to cultural awareness and diversity is important.
- Create opportunities to interact with other cultures; exchange students. (both ways)
- Provide the faculty with international exposure. (may take more money)
- Students should have “service learning” credits opportunities. (can use financial aid)
- Olin’s request for sabbatical in another culture is a question of timing and limited to 1 month. President position is too demanding for too much time away.

Theme of Developmental Education

Definition: Bring academic work up to speed so students can do college work.

Discussion:

- Adults who don't have the reading/math skills high enough for college level work.
- The Learning Center is in partnership with other levels of education for this purpose. This is using grant dollars.
- Need to support the front end of education.
 - Example: Bridge Partnerships to prepare the students to be in college
- Create a great pipeline. (Posen, Rogers City, Onaway, Crawford, Ogemaw, Roscommon)
- Use benchmarks from other colleges and "go get the Kids" to assist in learning. (Example: Kirkland College)
- Assist in process of standardizing education: example Algebra.
- One out of two students need some form of developmental support.
- Develop partnership with High School boards to address this issue and the upcoming prediction of the increased rate of high school dropouts.
- ACC is spending resources on people who are not prepared for college.
- All don't need full force Math- some just need to learn the technical skills for specific jobs.
- Upward Bound and Education Talent Search are very successful in meeting the federal money benchmark. These programs are integrated in Jr. High School and Sr. High School. (Students must qualify as at risk) This is a preventative program.

Conclusion:

- Develop Functional Partnerships.
- Expand Program.
- Share incoming guidelines with 5 county schools about ACC.
- Host a joint meeting with K-12 Boards (Rogers City and others) to talk through the issue; similar to a town hall. Address the issues we know now, the issues that will arise as a result of governmental requirements, and what the Boards can do to support administrative staff that will be dealing with the current and anticipated issues. (John Briggs on point)

Theme of Workforce Development

Definition:

All programs that prepare students to go to a specific job/skill and any program that increases the level of employed workers skills. ACC has partnerships with businesses.

Discussion:

- We hope that we find programs to be so attractive that it brings a student here and they stay in Alpena area; but right now there are no jobs and students go elsewhere to work. (example; concrete tech program)
- Offer hands-on technical education to enter the workforce.
- No worker left behind.
- Trade Programs- Federal government training has an occupational list of those jobs that are high demand jobs and high pay jobs.
- Could Workforce Development be just as germane in the Liberal Arts program; that is, developing people for jobs on a broader base of education? Should we divert resource for this?
- We have poured energy into the technical programs or should we be more supportive of the liberal arts?
- Core value to give kids breadth.
- Two cores of the college are to give students access to higher education and to offer workforce development as specifically defined.
- May be lacking in some Liberal Arts areas but the areas that we do well give technical skills for kids succeed. (Concrete tech)
- Fine Arts Building is more directed to Fine Arts/Liberal Education.
- When given the choice of Certificate vs. Associates degree: students usually go for the AD opportunity.
- Utility Technology has added on AD opportunity.
- New Areas of Technology: Green technology; building prefab housing (100-200 square feet); Electrical power.
- Areas of study that need faculty:
 - Medical Assistance
 - Chemistry to support Huron Shores (considered a foundational skill)
 - Corrections Certificate: online certificate for 15 credit hours as ongoing education for prison guards. ACC has 90% of this business with 800 officers a year. High demand for this position as a result of turnover, burn out, and retirement.
- Where is the demand? 10 healthcare fields listed.
- Note: Manufacturing Tech is languishing and likely to go away while AD/Tech staff will be absorbed in the system in other areas. Milling machines are quiet.

- Technical schools will involve change the fastest and are revolutionary while Liberal Arts are more evolutionary.

Conclusion:

- First priority: Keep Technical /Occupational programs relevant while still strengthening the Liberal Arts.
- Always offer general education and student will be able to transfer to somewhere else. (honor the Macro agreements)
- Priorities are still on target.
- Consider combining Fine Arts with business facility.

Theme of Fast Track for Electrical Power Technology Center

Definition:

This is a number one priority project on the long range plan for a facility center that will be a resource to promote green sustainable renewable energy.

Discussion:

- This project is in line with the Governor and Washington and is a source for funding the building. The time is right for this project; 4,000-8,000 square footage.
- Presentations have been made to Wolverine; electrical union, etc.
- Opportunity for educational training grant.
- \$7.5 M is somewhat inflated but includes building, roads, parking lots. State need to inflate for projects that are considered 3 years out.
- Need a Capital Campaign and must pull in the relationship with ACC Foundation.
- Olin is committed to this project and is looking for the same from the Board.
- A subcommittee is formed: Marc Ferguson, Elaine Orr, Roger Phillips
- ACC needs to be “shovel ready” from 180 days in order have a better opportunity to receive grant funding. This will show a quick turn around to voters. ACC needs to ready and eligible for this project to get the grant money.
- Request to use some of the money in the bank (\$310,000) from the sale of property to Alpena Village to get the design done and get an advising architect... must bring Besser Foundation in on the project.
- Did we benchmark other facilities across country; wind, solar, clean coal? Yes, examples around for benchmarking but building are less diversified.
- What is the projected growth in the area? There would be diversity of all programs and would be adaptive to changes in the market.
- Price of prints at about 5% of the project and nervous about prints without a firm plan to go ahead. Are you looking to obtain a full set of operating plans for the building?
- Sketches for facility are already done by in house staff.
- Have we considered renovating other spaces like the auto body/repair/manufacturing spaces?
- Should toss around the need for a new building vs. modifying an existing building.
- We need to be aggressive as we can be to qualify.
- Do we need an architect of record? Too much to have this.
- We can secure a construction manager from the builder.
- We can get a project based RFP.

- Does the government have planning money?
- The Bill in the House favors renovation vs. new construction.

- Property Committee will consider the question of renovation vs. new construction.
- This is part of the 5 Centers of Excellence (Can also be virtual centers)
 - WCCT, Arts, Electrical, Transportation and University Center.
- Comfort level of the board is different if the project is \$2.5M vs. 7.2M.
- How much money is the board willing to risk in the upfront preparation if the project does not get funded?

Conclusion:

- Property Committee will take the lead and brief the Board.
- Meet with SHW Group staff and get the requirements; minimum and maximum.
- Get reasonable up front estimates.
- Back track plan on the dates.
- Decide to invest up front vs. get plans later.
- Do all surveys, environmental studies and low cost preparation work that could be used in another project if this doesn't fly.
- With the cost of Bonds down, ACC might be able to do the project without grants.
- Curriculum must be the driver of this project.

Van Lare Hall Update

- Has 4,000 Square feet.
- Do we do maintenance renovation for life expectancy of 10-20-30 years?
- Roof completed for 10 year replacement.
- Architect advice in past that ACC focus on building on the core campus.
- Van Lare Hall is a “black” building and has lots of room for “green”.
- What is the long term vision of this building?
- Building is very solid and the support is in need of repair.
 - HV system is not function well
 - Need tile replacement or repair (asbestos issue)
 - Expensive to repair/need heaters in all rooms
 - Administrative offices are not workable
 - Classrooms are okay
- Could have an architect make it more collegiate?
- Architect can show a concept of what they could do without any preset opinions about the outcome.
- Utilitarian building.
- Property Committee will meet with SHW Architects to begin looking at the issues.

Dormitory Apartments Update

- Ken Werth has a proposal for the college to buy the building and manage it. (\$1.1M)
- Analysis needs to be done to consider this proposal to transfer to the college.
- Do we want to be that business?
- Cost saving to finance with using bonds vs. the current commercial mortgage.
- ACC has a tax free status that helps the cost and might be profitable.
- Tend is to outsource this service and we’re thinking of bringing it in?
- There is a need to have better management of this place.
- There are several options on this issue:
 - Status Quo- do nothing
 - Purchase and manage
 - Find a different manager
 - Purchase and outsource
- Develop a Business Plan and get the best benchmarks for the plan. (Richard Sutherland on point)

Visioning

Definition: An image of our desired future.

Discussion:

Benefit of visioning is that everyone in the workforce know where we're going as the vision is communicated by the board and throughout the college.

How do we go about gathering information to vision? From grass roots or top down and do we even need it?

Visioning comes *first* is we want a premier college. This gives direction.

Where do you see ACC in 20 years from now? What is the futurist look at ACC?

Consider the best possibilities of the institution.

Brainstorming:

Suppose we jet into 2029...what would ACC look like?

- 80% of ACC's classes are delivered via distant learning
- Green is every area of the college
- ACC program curriculum accommodates 1 semester for overseas study and we receive at least one student from another country
- We offer 4 year degrees: either the charter has changed or we partner
- K-12 coming prepared for college
- Tax base inclusive of 5 counties
- Regional college with full range of degrees
- Bridge over Johnson Street
- Van Lare Hall is collegiate looking
- Have students experts in their area and have critical thinking skills
- The gap between what is taught and what is learned or retained is minimized
- Is a culture of evidence that drives instructional importance
- Is the college of choice in 5 county area
- ACC top place for Life Long Learners and needs
- Programs and curriculum are market and demand driven
- Increased presence in the community
- Consistent with Core Values
- Delineates our Centers of Excellence
- Occupational areas expand to jobs that are needed
- "Go to place" and ACC leads economic development
- Grows operating budget to meet the mission and vision. (\$120M)
- Grows program for seniors

- Have a campus life: sports, activities, gathering places (computer commons)
- All students automatically have laptop or PDAs
- Virtual classroom in distance learning, video streaming, U-tube classes, Facebook, Second Life
- Drive our destiny as to where we go
- ACC is the change agent for community development and is forward thinking
- ACC leads and are developers in ideas, innovating and industry (Marquette is to Northern Michigan as Alpena is to ACC)
- Pulls supporting entities into the campus and has a think tank for development
- ACC leads the way in partnerships in ways to grow
- ACC has online curriculum for high schools
- We respond to community needs

Conclusion:

Board will accomplish before the next meeting time:

- Read though the list
- Categorize the list of brainstorming ideas
- Refine and rephrase
- Are there things missing?
- Do we have a clear picture of the future?

Needed improvement and the best of ACC

Wish could be improved?

- Better summer utilization of resources and facilities
- Our website
- Emphasis and development on technology and online education
- Our ability to draw students from a broader area in fields other than technical
- I am not so sure we are utilizing technology as much as we could. Does a single person update our website daily? Classroom clickers? Elmos? Projectors?
- A clearly defined vision, a set of core values, identified strategies, and a culture where every ACC associate + outside stakeholders knows these things and embrace them and rally behind them

Most satisfied with?

- That we are successful at helping people to restart their lives after job loss, job change, etc.
- The staff and faculty deliver quality programs. They are willing to put in the time
- The competency of our technical programs
- Leadership seems to be now running efficiently and effectively
- The opportunity for people for all ages to continue in the learning process
- General improvement in attitude by staff

The retreat was concluded at 2:20 p.m.

Respectfully submitted,

Elizabeth L. Spragg
Secretary of the Board of Trustees