

**BOARD OF TRUSTEES
FREDERICK COMMUNITY COLLEGE**

**August 19, 2020
Regular Meeting**

The Board of Trustees of Frederick Community College met in regular session on Wednesday, August 19, 2020 virtually due to the COVID-19 public health emergency. Trustees were considered in the determination of a quorum per the Board of Trustees Bylaws due to time-sensitive items on the agenda. Participating were: Trustees Dr. John Molesworth, Chair; Tom Lynch, Vice Chair; Ellis Barber; Nick Diaz; Gary Fearnow; Carolyn Kimberlin; and Dr. April Miller. Also participating were President Elizabeth Burmaster, Secretary/Treasurer of the Board; Janice Spiegel, Director of Education and Special Initiatives; Kari Melvin, Recording Secretary; Dr. Perry Wood, Chair, Faculty Association (FA); Brian Holt, Support Staff Association (SSA) Executive; Shelby Carmon, SSA Executive; Administrative Staff Association (ASA) Executive Kelli Ackiewicz; Mary Rolle, Chair, College Senate; Colleen McDougal, Student Government Association (SGA) Melissa Bard, Vice President (VP) for Human Resources; Jerry Boyd, Special Assistant (SA) to the President for Institutional Effectiveness; Dr. Nora Clark, VP for Learning Support; Lewis Godwin, Chief of Operations (COO); Dr. Tony Hawkins, Provost/Executive Vice President (EVP) for Academic Affairs, Continuing Education, and Workforce Development (ACEWD); Cathy Jones, VP for Finance; Joseph McCormick, Chief Information Officer (CIO); Michael Baisey, Executive Director of Marketing and Web Management; and, College legal counsel Adam Konstas from PK Law.

CALL TO ORDER

The meeting was called to order by Board Chair Molesworth at 4:30 p.m. Ms. Melvin conducted a roll call of those participating.

APPROVAL OF MINUTES

The Chair called for approval of the minutes of the June 10, 2020 regular meeting of the board.

On a motion made by Trustee Kimberlin and seconded by Trustee Barber, the Board approved the minutes 6-0-1, as presented, with Trustee Diaz abstaining.

The Chair called for approval of the minutes of the July 16, 2020 board retreat.

On a motion made by Vice Chair Lynch and seconded by Trustee Diaz, the Board unanimously approved the minutes, as presented.

PRESIDENT'S MONTHLY REPORT

Board members received the President's written report in their meeting packet. Also included in the President's written report was the CIP Construction Projects Update.

President Burmaster announced the virtual Convocation video was released today. The AACEWD Team kicked off Professional Development week on Monday. Virtual sessions are being held throughout the week. The New Student and Parent Convocation will also occur virtually this Friday, with both live and pre-recorded sessions. President Burmaster commented that we continue to come together learning and doing things we never had before, putting students first and prioritizing safety and health.

INFORMATION/DISCUSSION ITEMS

FCC Five-Year Strategic Plan – FCC Forward – President Burmaster presented this item. The Board of Trustees established an Annual Strategic Priority in 2019 to “use a comprehensive, inclusive, and participatory process with representatives from the College and the Frederick County community to develop a new five-year Strategic Plan, which will serve the College from July 1, 2020 through June 30, 2025.”

At that time, Dr. Kelly Trigger, the Associate Vice President of the Center for Teaching and Learning, was appointed to convene and chair the Strategic Planning Steering Committee. Through an open call to the College community, Dr. Trigger assembled a Steering Committee of twenty-seven members, including Trustees, senior leadership, faculty, administrators, staff, students, and community members. The College also secured the strategic planning services of Campus Labs, with Dr. Kelli Rainey appointed as the primary consultant to support the process.

The College Mission and Core Values have been updated. The College Mission is “Focused on teaching and learning, Frederick Community College provides affordable, flexible access to lifelong education that responds to the needs of diverse learners and the community.” The Vision of FCC is that “We transform individuals and communities through learning.”

The core values of Frederick Community College are: Excellence – Providing educational experiences and programming that reflect high academic standards, quality instruction, and exemplary student support; Learning – Engaging all learners in critical and creative thinking, problem-solving, and the lifelong pursuit of knowledge and skills; Diversity – Being culturally conscious and inclusive by embracing the visible and invisible human differences that affect the learning and success of students, faculty, staff, administrators, and members of the community; Innovation – Encouraging creative thinking, technological solutions, and alternative approaches to advance learning and student success; Community – Responding to the needs of Frederick County with accessible, affordable education while encouraging engagement, communication, and collaboration within and beyond the College; and Integrity – Applying fair and ethical standards in all policies, procedures, and practices.

The strategic goals for 2020-2025 are to: model educational excellence by designing and delivering student learning experiences, pathways, and programs that increase student access, success, and completion; support the student learning experience through data-informed enrollment management, responsive programming, and efficient systems; lead the College with excellence, transparency, and accountability; and ensure the fiscal stability and sustainability of the College.

President Burmaster thanked Dr. Trigger and all members of the Strategic Planning Steering Committee for their work.

This item was presented for information only – no action was taken or requested.

Board of Trustees Annual Strategic Priorities for 2020-2021 – Chair Molesworth presented this item. He announced the seven Annual Strategic Priorities (ASPs) set by the Board of Trustees at their July 16, 2020 Annual Retreat. They are to: Collaborate with students, faculty, and staff to support instructional technologies during the College COVID-19 pandemic response; Ensure the fiscal stability of the College and mitigate the financial impact of the COVID-19 pandemic; Create a safer and healthier workplace during the COVID-19 pandemic; Implement racial equity interventions to close existing gaps in access and success for Black/African American and Latino/a/x students; Implement a data-informed process for enrollment planning and goal setting to fulfill our mission and ensure optimal enrollment, student success, and fiscal health; Empower an engaged workforce to accomplish institutional human capital priorities; and Utilize data and evidence-based practices to align planning, budgeting, and resource allocation, inform decision-making, and support continuous improvement.

President Burmaster stated that Strategic Advisory Team workgroups will be formed around each ASP. The workgroups meet weekly and come together once per month for a joint meeting to share the work being done across all workgroups.

This item was presented for information only – no action was taken or requested.

Marketing Update – Executive Director Baisey presented this item. Board members received a Marketing Report in their meeting packet. In spring, the Marketing Team built a new marketing strategy that recognized people would be at home consuming significant amounts of media online, and the College could advertise to them in different ways. The marketing campaign strategy identified distinct market segments that included about 33,000 prospective students. The residential addresses of these individuals were acquired and used to advertise directly to all households within each market segment. The marketing technique ‘geotargeting’ delivered ads through the IP addresses of home wi-fi networks, and the technique ‘geofencing’ delivered ads to all mobile devices on each property. These methods placed FCC ads on all advertising-supported online platforms accessed by targeted households. In addition, FCC broadly delivered brand awareness ads to the larger community across traditional marketing channels that included television, radio, print, and direct mail. Brand ads were also delivered through apps, email, mobile, social media, search, video, and video games.

FCC advertised extensively across traditional and digital media channels with diverse, coordinated, and complex methods. More than four million ads were delivered over five months with delivery and performance metrics exceeding industry benchmarks. The households of specific market segments were saturated with FCC ads from May to present. Each market segment was creative specific to the individuals in the group, and each leveraged the imagery, messaging, and emotive copy that would best resonate with

prospects. In comparing students enrolled for fall 2020 with the specific individuals targeted, 47% of students (1,757) enrolled are individuals from the target lists who were not enrolled prior to receiving extensive FCC ads. A copy of the Marketing Report is available at <https://spark.adobe.com/page/Or8lEtWcjaHK5/>.

Trustee Fearnow asked how military segmentation was identified. Executive Director Baisey answered that this resulted from internal meetings involving staff from different areas of the College, including Veteran and Military Services, and a fall project on a grant for career and technical education programs. One of the components was to identify families with inactive veterans or military members. There has been a good response rate to ads and we are encompassing not just enlisted members or veterans, but also households who have a member of the military. Trustee Fearnow asked what the budget has been so far. Executive Director Baisey answered a little over \$100,000 from April through August, which is similar to years past for that time period. The money has been spent in a more targeted way this year to scale things proportionately and be able to pivot in different directions. Marketing took into account media consumption fatigue when planning, given that election ads will dominate advertising. Trustee Barber asked if there is a tracking method for finding which method works best. Executive Director Baisey answered there are a number of different metrics for marketing return on investment. One of the strongest efficiencies is that the vast majority of marketing is managed internally. We do not rely on outside creative agencies to create, deploy, measure, or monitor which immediately reduces the cost by 50%. Trustee Barber asked if the application includes a question asking students how they found FCC. Executive Director Baisey answered yes and they also look at website traffic to correlate and measure whether they enrolled. Trustee Kimberlin asked if there is any kind of data collection to inform whether the approach has had a strong impact on enrollment. Executive Director Baisey answered yes. The data shared this evening is

preliminary, but we will know the full impact at census date for the fall semester. Trustee Miller asked if there was an increase in engagement from the traditional models used before. Executive Director Baisey answered that there are limitations on what can be measured with traditional means. Marketing uses multiple touchpoints to focus on maximizing effectiveness. They are less concerned with being able to specifically identify whether a post card was successful vs. a digital ad. Reaching out in different ways ultimately works together for success.

This item was presented for information only – no action was taken or requested.

Online Instruction Update – Provost/EVP Hawkins presented this item. Due to the COVID-19 pandemic and the Maryland State of Emergency, face-to-face instruction was interrupted as the College transitioned to remote teaching, learning, and work in mid-March. Since then the Frederick Community College Roadmap to Resilience and Recovery (3R Plan) was developed to build upon the Governor’s plan and outline our phased return to operations through four stages. The state of Maryland and local public health officials indicated that practices, such as physical distancing requirements, would very likely remain in place into the fall. While a small number of in-person classes will be offered on main campus and at the Monroe Center, much of our teaching and learning will be done online in the 2020-21 year. Face-to-face instruction and student interactions will be conducted where it is necessary, required, and feasible to do so in a safe and environment. This requires that instruction continue to be offered in a structured and innovative way in order to minimize the number of face-to-face sessions and exposure for students, faculty, and staff.

A College-wide group charged to study remote learning defined new learning formats to describe how courses will be offered throughout the stages of the 3R Plan. During this period of resilience and recovery we will use structured remote (SR), hybrid

remote learning (HYR), and traditional online (ONL) to describe the instructional learning formats this fall.

Provost/EVP Hawkins outlined the essential definitions of learning formats.

Structured Remote Learning (SR): The course is conducted entirely online. The class may have online real-time/synchronous sessions that meet at the scheduled class times. Any virtual class sessions held during these times will be recorded for those unable to attend. The student will be unable to enroll in multiple courses with overlapping meeting times. Students should be prepared to meet the deadlines as listed in the syllabus and the course.

Hybrid Remote Learning (HYR): The course is primarily conducted online and there will be periodic in-person requirements during the scheduled class times. All in-person requirements follow current FCC social distancing protocols. The class may also have online real-time/synchronous sessions that meet at the scheduled class times. Any virtual class sessions held during these times will be recorded for those unable to attend. The student will be unable to enroll in multiple courses with overlapping meeting times. Students should be prepared to meet the deadlines as listed in the syllabus and the course.

Traditional Online (ONL): This course is conducted entirely online. There are no required online real-time/synchronous sessions. Online courses are not self-paced, and students should be prepared to meet the deadlines as listed in the syllabus and the course.

Provost/EVP Hawkins then shared a video on the instructional learning formats.

Trustee Kimberlin asked what the percentage of enrollment is for each learning format. Provost/EVP Hawkins answered that online courses are pretty full and about 75% of courses are either structured remote or online. Vice Chair Lynch asked if the FCPS Dual Enrollment courses will follow our learning formats. Provost/EVP Hawkins answered they

will most likely be offered in structured remote format to fit within their high school course schedule.

This item was presented for information only – no action was taken or requested.

Quarterly Financial Report for the Period Ending June 30, 2020 – VP Jones presented this item. She stated that the figures in the report are preliminary for the year ending June 30, 2020. The final audit will be available in October. VP Jones reviewed the preliminary report with the Board. A copy of the report is available from the President's Office.

Trustee Fearnow commented it appears Dining and the Bookstore cut operating expenses dramatically, but the Children's Center did not. He asked if this was due to personnel costs. VP Jones answered that personnel costs did continue and there were items that were purchased and paid for in advance. President Burmaster confirmed that all full-time Children's Center teachers received compensation and benefits through June 30, 2020.

This item was presented for information only – no action was taken or requested.

ACTION ITEMS

Approval of Substantive Revisions to the Title IX Sexual Misconduct Policy and Procedures (renamed the Title IX Sexual Harassment Policy and Procedures) – Adam Konstas from PK Law presented this item. On May 6, 2020, the United States Department of Education published new regulations for campus sexual misconduct effective August 14, 2020. The College Title IX Sexual Misconduct Policy and Procedures has been revised in consultation with legal counsel to reflect the new regulations. The policy contains numerous substantive revisions throughout, including the policy name, updated definitions, and updated procedures.

Rough and final drafts were distributed to all affinity groups and members of the Supervisors and Department Chairs Forum for input. It was approved by the Senior Leadership Team and Cabinet.

Mr. Konstas overviewed the history of Title IX and the new regulations. He highlighted major changes and thanked the College community for their feedback on the rough and final drafts.

Trustee Kimberlin asked how faculty and staff will be informed of all of these changes. VP Bard answered that the annual required Title IX training through Safe Colleges has been updated and the College will continue to review training practices to ensure everyone is aware of the changes. President Burmaster commended the affinity chairs for the tremendous feedback from their groups.

Mr. Konstas recommended approval of the substantive revisions to the Title IX Sexual Misconduct Policy and Procedures, renamed the Title IX Sexual Harassment Policy and Procedures.

On a motion made by Vice Chair Lynch and seconded by Trustee Miller, the Board unanimously approved the substantive revisions to the Title IX Sexual Misconduct Policy and Procedures, renamed the Title IX Sexual Harassment Policy and Procedures.

Approval of Sole Source Procurement: FY 21 Contract with EffectTV (formerly Comcast Spotlight) Not to Exceed \$65,000 for Cable Television Advertising – Executive Director Baisey presented this item. For FY 21, Marketing recommends the continuation of paid advertising with EffectTV/Comcast Spotlight for cable television (TV), streaming video, and online video ads that promote FCC brand awareness and specific College programs.

As the sole cable TV provider for Frederick County, EffecTV/Comcast Spotlight provides the unique opportunity to target viewers by location, demographics, and interests. EffecTV/Comcast Spotlight also enables FCC to select specific networks and programs for advertising during peak viewing periods, and supports advertising in English and Spanish languages to reach diverse audiences. Additionally, EffecTV/Comcast Spotlight allows location-based targeting to deliver ads only to viewers within a client-defined geography, such as Frederick County. The FCC Credit Student Profile Report for Spring 2020 identifies 91.8% of FCC students as Frederick County residents. Comparatively, alternate TV advertising through major networks reaches entire broadcast zones that extend beyond Frederick County, thus spending ad dollars to reach out-of-county residents. Advertising on streaming services like Hulu, Netflix, and Apple TV are unavailable or cost-prohibitive at this time.

EffecTV/Comcast Spotlight affords FCC the most efficient spending option for effective TV advertising. Funds for this procurement of up to \$65,000 are available in the FY 21 Marketing Department budget.

Executive Director Baisey recommended approval of the sole source procurement to EffecTV in an amount not to exceed \$65,000.00 for FY 21.

On a motion made by Trustee Barber and seconded by Trustee Fearnow, the Board unanimously approved the sole source procurement to EffecTV, as presented.

Approval of Piggyback Contract with Life Safety Solutions Integrators (LSSI); Piggyback of the Fairfax County Public Schools (FCPS) Contract #4400007453 for Phase Four Fire Alarm System Replacement for Buildings G, H, & J – COO Godwin presented this item. The College is currently in the process of moving from a proprietary fire alarm system to the Edwards EST3 system, which is non-proprietary

and will meet the current and future needs of the College. By moving to a non-proprietary system, our in-house Maintenance Technicians can be trained and system certified, which will result in faster, more responsive, and less expensive system repairs and maintenance. This project was also included in the SAT Update (Strategic Priority B), presented to the Board in May, 2017, as part of the College six-year Deferred Maintenance Plan, to address Life Safety needs.

Phase One of this project, which included replacement of the fire alarm systems in Buildings D, F, and L, with backbone infrastructure in Buildings H and P, was awarded to LSSI (Life Safety Solutions Integrators) in August of 2018, utilizing the Fairfax Co. Public Schools contract #4400007453 (piggyback contract). Phase Two (replacing the fire alarm systems in Buildings A, B, and C, including the sub-network to Buildings S and E) was awarded in April of 2019, utilizing the same piggyback contract and contractor (LSSI). Phase Three (3A - Buildings M & P and 3B - Buildings E & S) was awarded to LSSI (Life Safety Solutions Integrators) in August of 2019, utilizing the Fairfax Co. Public Schools contract #4400007453 (piggyback contract). Phases One, Two, and Three (3A & 3B) have all been completed. Capital Planning and Project Management would like to move forward to Phase Four (replacing the fire alarm systems in Buildings G, H, and J) utilizing the same piggyback contract and contractor (LSSI).

LSSI has provided a proposal for Phase Four utilizing their pricing and services in the Fairfax County Public Schools contract #4400007453. Their proposal includes equipment, engineering, material, installation, labor, programming, testing, demolition of existing systems, performance and payment bonds, and permits for the complete installation of fully operational and code compliant voice evacuation fire alarm systems

in Buildings G, H, and J. Upon completion of Phase Four, Buildings A, B, C, D, E, F, G, H, J, L, M, P, and S will report to the FireWorks server in Building H and the FireWorks client in Building P. Phase Four will complete the main campus fire alarm upgrade. Phase Five will integrate the fire alarm system with the emergency public address system.

We have \$95,592 in County capital funds remaining from two capital projects that are completed (Student Center and Jefferson Hall). We are requesting that Frederick County allow us to use the \$95,592 to partially fund Phase Four. If the County does not approve the use of those funds, all of the funds for Phase Four of this project are available in the Systemics CIP budget.

COO Godwin recommended approval of the use of the Fairfax County Public Schools Contract #4400007453 with LSSI (Life Safety Solutions Integrators) for Phase Four - Fire Alarm System Replacement for Buildings G, H, and J in the amount of \$680,361.35, plus a 5% contingency of \$34,018.07 to cover any potential unforeseen or hidden conditions, at a total proposed project cost of \$714,379.42.

On a motion made by Vice Chair Lynch and seconded by Trustee Kimberlin, the Board unanimously approved the piggyback contract with LSSI, as presented.

Approval of Revision to Board of Trustees Bylaws – Chair Molesworth presented this item. The Board of Trustees annually reviews the Board Bylaws to ensure they reflect community values, beliefs, and needs. The Bylaws may be amended at any meeting of the Board, provided it was presented for review and discussion at a prior meeting. Amendment of the Bylaws requires approval by a majority of the appointed members of the Board.

The Board of Trustees reviewed its Bylaws at the July 16, 2020 Board Retreat and agreed upon revisions to be submitted for approval. Board members received mark-up and clean versions in their meeting packet.

Chair Molesworth called for approval of the revised Board of Trustees Bylaws, as presented.

On a motion made by Vice Chair Lynch and seconded by Trustee Fearnow, the Board unanimously approved the revised Board of Trustees Bylaws, as presented.

Approval of Piggyback Contract with Sierra-Cedar, Inc. for IT Professional Consulting Services – PeopleSoft in the amount of \$36,575, which includes a 10% contingency; Piggyback of the Maryland Education Enterprise Consortium (MEEC) Contract #91372 – CIO McCormick presented this item. The College has need to review and modify current Item Types (accounting strings tied to tuition and fee expenditures) and Charge Priority rules (that define which charges to pay first). These processes are complex and in need of simplification to improve efficiencies.

The Maryland Education Enterprise Consortium (MEEC) contract #91372 provides members a document called a TORP or Task Order Request Proposal. This is similar in many ways to a traditional RFP form. The IT department provided this form to three (3) vendors who support PeopleSoft environments such as ours and who could meet our needs for this type of engagement. Quotes included assistance to evaluate Item Types, Charge Priorities setup, the rules that govern payment applier logic, and assistance with the implementation of best practice recommendations with these elements.

After reviewing the technical proposals, the team felt that the work outlined by Sierra-Cedar was more comprehensive, and would staff the project with a consultant

who exhibits the best overall experience related to the project request and outlined tasks. While not the lowest cost proposal received, the evaluation team felt that the scope of the work outlined and the experience of the consultant from Sierra-Cedar would outweigh the additional cost and provide the best overall value to the College.

The cost of this consulting engagement is \$36,575, includes a 10% contingency, and funds are available in the CIP budget 85-800050-8000140.

CIO McCormick recommended approval of the use of the Maryland Education Enterprise Consortium (MEEEC) Contract #91372 with Sierra-Cedar, Inc. for IT professional consulting services – PeopleSoft in the amount of \$36,575, which includes a 10% contingency.

On a motion made by Trustee Diaz and seconded by Vice Chair Lynch, the Board unanimously approved the piggyback contract with Sierra-Cedar, Inc., as presented.

TRUSTEE COMMENTS

Vice Chair Lynch stated he participated in a conversation on the Maryland State Budget with Secretary David Brinkley this morning, which was hosted by the Frederick County Chamber of Commerce. Mr. Brinkley discussed budgetary issues the Governor and Maryland Legislature will be facing this year and in years beyond. Vice Chair Lynch commented there will be challenges and all need to be prepared for the impact COVID-19 has had on state revenues. He continued that everyone needs to ensure community colleges are treated fairly throughout the budget process.

ADJOURNMENT

The regular meeting adjourned at 5:44 p.m.

NEXT MEETING

The next regular meeting of the Board will be held on Wednesday, September 16, 2020.

**Elizabeth Burmaster
Secretary/Treasurer**

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