

BOARD OF TRUSTEES PLANNING RETREAT MINUTES
Wednesday, January 27, 2021, 10:00 a.m. – 4 p.m.
Canton Campus, Engle Conference Center, Rooms B and C
23235 N. Co. 22, Canton, Illinois

Present: John Biernbaum, Linda Butler, Jerry Cremer, Dave Maguire, Phil Murphy, and Kent Schleich. Also present were President Curt Oldfield, Brett Stoller, Brad O'Brien, Raj Siddaraju, Missy Wilkinson, Holly Norton, Andrea Thomson, and Julie Hampton.

Time: 10:02 a.m.

President Oldfield thanked everyone for being here today for the Planning Retreat. He hopes this is a very worthwhile and educational day. He thanked Julie for arranging refreshments and food for the group today. Lunch will be ready around 11:30, and he thinks we are distanced enough that masks could be removed if anyone would like. Today we will receive updates, and one suggestion from the Trustees was once COVID is under control what will SRC look like. President Oldfield said that will be our first agenda item today.

- Post-COVID Discussion (all of Cabinet)
 - Attracting students and our delivery of services mix in COVID and post-COVID times, including workforce training.

Missy Wilkinson presented on Enrollment Services, TRIO Support Services, and Financial Aid. Missy said this has given the whole department the opportunity to break out of old habits. She provided the following:

Connected with current and prospective students through multiple avenues – face to face, phone calls, texts, emails, virtual meetings.

Provided flexible delivery methods

Increased remote services – testing, advising, registration, counseling, new student orientation, which is usually one of our biggest events on campus, and this online option had an even better attendance; workshop presentations, financial aid completion assistance.

Having strong relationships with high schools and high school counselors has also helped SRC reach students but struggled w/recruiting events.

Opportunity to break out of old habits and create new, impactful, relevant modes of learning taking advantage of technology.

Athletics

Guidelines are based on plans from the National, Conference, and Region groups

Follow the State of Illinois tier level restrictions

Health and safety guidelines enforced

- Daily self-screening for coaches and players

Live streaming of scrimmages and games-no fans

No overnight travel

Limit capacity, facemasks

Each sport may have unique parameters

Must wear mask on sidelines-some colleges requiring on the court

No overnight stays or fans-will be reviewed again mid-February – and no spring break trips

Student Life

Student events and clubs held mostly virtual

Struggled with interest and participation

Fewer students on campus and when they were on campus, leave immediately after class is over.

Very little interest in participation via zoom, google meets, etc.

Future Initiatives

Increase student engagement including in person and virtual options

Collaborate with high schools on recruitment options

Continue to offer flexible delivery options

- Face-to-face, phone calls, texts, email, virtual meetings
- Planning college visit days in Canton and Macomb
- Explore virtual college fair
- Increase online form options
- Add to current electronic communications
- Coaches will utilize video analysis for recruiting

Mrs. Butler commented that this was the top of her list for information at the Retreat, and she commends everyone for their information that is being presented today. Mr. Murphy said that instructionally students have a choice for delivery. Missy said we have a lot more flexibility, and Brad and Holly will address that. Mr. Biernbaum asked if people are worried at all about the engagement of students. Are we going to leave too much on technology and miss the student experience? Missy said we are hearing both sides. Students who are coming out of high school want to be on campus and participate, and they didn't have that opportunity last fall. Some of our adult students like the flexibility. JB said traditional students are motivated differently. Linda asked about recruiting. Missy said it is more difficult, and we have a new recruitment video. It is so different than being face to face with recruiting. We need the high schools to help us through recruitment. Linda said in Rushville students in the fall opted to stay home and seek educational opportunities at home. Missy said we thought community colleges would see the benefit, but unfortunately our enrollment does not support that. JB asked if we use TikTok to recruit. Missy said that has been discussed. Brad said Cape Fear Community College has an amazing TikTok page. President Oldfield thanked Missy for her information.

Career and Workforce Education – Brad O'Brien presented the following:

Career and Technical Education – Attracting Students

- Making connections with students via on campus visits, phone calls, virtual meetings, and through high school teachers. The biggest push is through the high school teachers because we are missing the opportunities with being in the schools.

- More personal approach to student engagement by all employees of SRC.

- Creating videos to direct students, parents, teachers, and counselors to in order to explore programs.

- Promote successes such as nursing accreditation, new program development, new equipment, and lab spaces to attract students.

- SRC Instructors making connections with various stakeholders in an effort to recruit.

Career and Technical Education – Delivery of Services

- More videos of lecture material that students can watch at their leisure

- More videos of demonstration of skills

- Virtual simulations such as nursing simulators, Simtics, Medlabs, etc. Simtics allows students to complete skills modules and has been very beneficial.

- Simulations of skills found on YouTube

- Using GoogleMeets, etc. to encourage more fact to face interaction than maybe we even have now.

Career and Technical Education – On the Horizon

- Our challenge continues to be recruiting students into our programs for growth and job training.

- The job market is expected to rebound strong in many of the areas that SRC offers training.

- We expect there to continue to be more diesel technician positions available than there are students to fill them.

- We expect strong growth in jobs in the CIS sector. We will be looking at new certificates in online security and online server administration.

- Expect growth in fields in which people can work remotely. Telehealth is one area we expect growth.

- Students are looking for more flexibility and efficiency in education and training.

- Childcare and employment issues have become a challenge for many adult learners. Many are avoiding the hard choices that need to be made to start or continue their education.

Brad O'Brien also presented on Business and Community Outreach -

- Obvious challenges due to the pandemic.

Businesses have been finding a lot of the trending topic training that they need provided by associations.

We are seeing success in a wider audience due to online offering of classes and trending topics.

We are prepared for businesses to ramp up training needs as well as facility rentals in anticipation of working to catch up with meetings that have been postponed.

Capacity limits have been a challenge.

Businesses have become very lean on trainings and meetings.

We are prepared for a shift to more virtual training. We have purchased a license for WebEx.

We have used Google and Zoom.

Velvet Powell has already seen an increase in facility rentals since Illinois moved back to Tier 1 mitigation.

Lastly, Brad O'Brien reported on Adult Education:

Maintained in person classes throughout pandemic

Same challenges with lack of interest from students right now.

Considering the use of Geofence marketing.

In person classes continue to be the most desired format and lead to the most success.

Attracting students will continue by word-of-mouth, flyers throughout the district, social media, and occasional newspaper advertising.

Considering the use of Geofence marketing. This is location based marketing where a geographic boundary is placed around a point of interest. When a mobile device enters this area, the geofence can trigger advertising to pop up in various apps.

Mr. Biernbaum commented that geofencing is the way to go. President Oldfield said our Marketing Department has been using it for about a year. Brad said we can even target specific neighborhoods with geofencing. Jerry asked about K-12 schools who have talked about extending the school year into the summer and will that impact us. Brad said he doesn't think there will be much of an issue with dual credit classes, and Brad said he doesn't see any other potential issues. Mrs. Butler said there could be more demand for dual credit, and Brad agreed. Brad said we are working with Rushville with a dual credit instructor right now. Mr. Schleich said we haven't had any Ag Advisory Committee meetings, and he thinks texting is an option for that group as well. Kent wondered if we could try to keep the Advisory Committee rolling through messages with initiatives. Brad said the original plan was a spring event with the hope of a direction for our Ag department, but we don't have that. Brad would like to get input from the committee on what they would like to see in the instruction area. Kent said yes, and that group is very connected via text and virtual options and would be responsive. Kent said he thinks it is important to keep the group involved, and part of past discussions was interconnection. Brad agreed and appreciated the suggestion. President Oldfield said we also have technology options, including Zoom, to pull that group together. Linda also commented on marketing and said the feedback data on what is working and what isn't working is really beneficial. Kent commented on childcare and said a lot of colleges are trying to assist students by providing food, etc. Is there any effort in regards to childcare as it relates to our population? Brad said yes. The College is undertaking a project to investigate childcare, transportation, homelessness, and food insecurity. This group is broken into these categories for more details. President Oldfield said this is the Student Barriers Committee. Holly Norton said the Student Success Coaches also meet with students individually on these issues. Brad said the goal is to have a hub where all of the resources are available for the students. Kent asked if there are partnership opportunities with, like, the City of Canton. President Oldfield said the partnerships are with daycares, and the struggle is options for second and third shift workers.

Holly Norton presented the following on Instruction and Academic Support:

Prior COVID

Mandatory Canvas Orientation

Faculty Support Site in Canvas

LRC Support Site in Canvas

Piloting of Studio – video recording and student engagement tool in Canvas. Mr. Biernbaum asked if faculty are utilizing this. Holly said absolutely. Mr. Biernbaum asked if students are catching on as well. Holly said yes, and the students realize that the faculty can see what they are doing.

Encouragement of online teaching to several key instructors

Library Online Databases (Open Athens) with online authentication

During COVID

Academic Support

Laptop Lending Program – students sign a loan agreement, and we have had one not returned, and one returned damaged and unusable. All Canton laptops are on loan, and none of the Macomb laptops are loaned.

All tutoring moved to online with purchase of electronic writing pads. The writing pads were assigned to the tutors.

Online emphasis through google meets and google voice numbers:

- SSC sessions

- Workshops and class visits – recorded versions

- Referral follow-ups

- Online librarian

- Food pantry – request form

Instruction

Offered flexible delivery modes including virtual, synchronous learning -this spring we are 35% face to face as compared to 55% last spring. Online and hybrid are at 60% for spring compared to 40% last spring. Our online enrollment is bursting at the seams.

Encouraged flexibility within courses – attendance, due dates

Satisfactory/Unsatisfactory Grade Option – Spring 2020 we had about 45 students take advantage of this option. Mr. Murphy asked if that hurts with transfer. Holly said no. President Oldfield said there was an agreement with instate universities and community colleges. Dave Maguire asked if that was a one-time issue. Holly said one -time at this point. President Oldfield said the rationale is because a student may have signed up for face to face and had to finish online. In the fall, students were able to finish how they signed up, and that is the same for this spring semester. Mr. Maguire said we were able to deliver as we said we would. President Oldfield said yes, about 80 to 85% of the coursework was completed as the student signed up.

One tuition cost – Summer 2020 – we offered one tuition rate for those summer classes.

Provided training and support for new online instructors – Holly said we do this anyway, but this was increased.

Provided professional development on enhancing student engagement and interaction within online learning. Holly said this was about humanizing the online experience.

Monthly Faculty Meetings through Google Meets – Holly said we have had better attendance with this type of meeting. Holly would like to take this as an opportunity for part-time faculty and the orientation process via Google Meets as well.

Post COVID

Develop a laptop lending/purchase program

Student Requirement – Online virtual live technology. Mr. Maguire asked what the life expectancy of a laptop is. Raj Siddaraju said it used to be five years, and now it is almost seven years. Desktops are five years. Raj said we increase the resources that are needed. Dave asked if that is something we want to launch, what would be the costs. Raj said that would need to be evaluated further. Raj said the laptops are standard laptops, and the cost is \$800 each. The lending would have to be reviewed. Office 365 is available. Holly said she doesn't see the need of a laptop going away.

Incorporate HyFlex delivery options into academic schedule. Holly said HyFlex is a newer learning delivery system that gives students a choice as to how they attend – face to face or online. It is an online class with face to face support.

Conduct a classroom technology assessment with faculty

Recruit faculty who are able to teach in all delivery modes

Increase professional development for quality instruction in all delivery modes (instructional design)

Increase online course reviews/observations in terms of quality, navigations, and accessibility for ongoing and new courses and instructors (new position)

Increase support services available outside of normal business hours

Mr. Murphy asked if there is any way to assess learning considering the face to face and online. Holly said that has been discussed, and we can assess the learning but what are we going to compare it to.

Brett Stoller presented the following on Finance and Facilities -

Business Office

Encourage student to use online services as much as possible

Tuition payments

Past due payment plans

Face to face option will remain available

Bookstore

Encourage students to order books online

In-store pick up

Ship to their homes

In-store experience – Changed Spring 2021

Books and materials picked by staff

Limit the number of students in store for social distancing

Free return shipping label for rented books (pandemic)

Continue to analyze to see if feasible to continue

Future:

Increase in OER (Open Educational Resources) materials

Greatly reduces bookstore revenue

Offer more merchandise and convenience store items

Work with Marketing to increase sales for bookstore and print shop

Cafeteria

Closed since March 2020 because of Covid and also for renovations

Reopen Spring 2021 – with restrictions

No self-serve items

Pre-packaged hot items, salads, sandwiches, and cookies

Boxed meals suitable for reheating

Continue to serve breakfast and daily special from counter

Installed plexiglass between servers and customers

Surfaces sanitized after each use

Hand sanitizing stations places in areas where needed

Future: Once pandemic is over:

Resume selfservice options:

Salad bar

Nacho/pasta bar

Hope newly remodeled cafeteria and post-Covid offerings will increase cafeteria revenue

Coffee Bar – across from Admin Foyer

Staffed by student workers

Source of additional revenue for cafeteria

Maintenance

Worked with Corporate Clean for enhanced COVID cleaning procedures

Purchased backpack sprayers

Cleaners us every night to “mist” all hard surfaces every night

Currently two in Canton, getting one for Macomb

Added foot pulls to bathroom doors

Plan to install touchless faucets in bathrooms where traditional ones remain

Finance

BEP (Women/Minority/Veteran own business) requirements increasing

Currently “aspirational goals”

Could become “requirements”

May be forced to find new auditors, architects, legal counsel. President Oldfield said Speaker Welch was one of the leaders, and President Oldfield said it may become a requirement. We may be forced to make changes. Mr. Maguire said there is concern about the legislation that came out of the lame duck session.

Challenges

Forecasting credit hours

Forecasting State funding

Effect of power plant closing on tax base. President Oldfield said that is about \$300,000 a year for us for the loss of those two power plants.

Balancing budget with uncertain State funding levels and declining credit hours. President Oldfield said our funds have been protected with ICCB funds, but that may not be in place for this next budget year.

WIU “Free” Dual Credit – Brett said the financial information is below -

WIU “Free” Dual Credit

WIU discounting Dual Credit Tuition to \$98/credit hour

Offer scholarship to offset rest

SRC Stats (FY21):

Tuition & Credit Hours

\$80 - Class in high school – 1,569 credit hours (\$125,000)

\$170 - Class at SRC – 453 credit hours (\$77,000)

\$190 - Class online – 672 credit hours (\$133,000)

Revenue \$335,000 – tuition revenue that we would receive, but if we see a large mass heading to the WIU version, it could have this impact in the future. Mr. Schleich said this would make our student support even more important to attract students here. President Oldfield said that differentiates us with our ability to provide that support both in person and online. We all know that money matters, and if we see students heading the WIU route, we may see revenue changes. We have competition, and we have to be more creative with how we address that.

Colin Davis presented on Foundation/Advancement

Fundraising/Operational Priorities

In-person fundraising events largely postponed/canceled in 2020

Exceptions: Golf Outing & SRCCC Winter Concert

Found period of locally decreased cases in September, plus outdoor transmissibility much lower than indoor

SRCCC concert able to be formatted into virtual offering and used directly for fundraising effort

Board meetings to fully virtual format utilizing SRC’s ConX account/Mondopad

Forced to quickly shift priorities – fundraising and operational

Establishing Emergency Hardship Fund

How can we quickly meet student/SRC needs? The laptop lending program was an example of this. The Foundation purchased some of those laptops.

Market performance concerns

Policy changes for quicker/easier action

At least two major gifts put on hold due to donor’s nervousness about market

If such a thing as “good timing” exists...

Annual campaign launch –

Sense of urgency that everyone could relate to

Donor Communication

Increased Postage/Mail communication

Something we had been hoping to do anyway

Most efficient way to communicate basic updates

Purchased Zoom account

Connecting with donors (ConX much less common)

SRCCC meetings/rehearsals
More calls/letters/emails from Curt/Colin/Board
Very few in-person meetings with donors

Future:

Hoping to return to events mid 2021
President's Reception likely delayed, but will combine 2019 and 2020 honorees
Golf Outing back to "normal" date
Explore Macomb event in fall, but no later than early SP22
SRCCC currently plans first performance August 2021
Athletics/Student Group fundraising events likely to begin again FA21
Foundation Board may continue to meet utilizing ConX going forward
As long as pandemic continues, major focus remains on supporting students negatively impacted
Increased focus on communications, data analysis and stewardship to build relationships
More resources as available
Capital Campaign legwork
Begin meeting with prospective capital campaign corporate prospects when vaccine is widespread enough (educational meetings to start)

Andrea Thomson presented the following:

2021 Workplace Trends

HR Challenges in 2020

HR Professionals faced many new challenges in 2020, including:

- Sick Employees/Employee family health issues.
- Employee mental health.
- Complying with new laws and restrictions.
- Updating policies and training programs.
- More time and investigations due to COVID.
- Creating a safer work environment and PPE supply.
- Uncertainty of changing environment due to COVID.
- Working with scared employees.
- The pandemic, nationwide social unrest, and a mental health crisis will continue to influence HR activities in 2021.
- Although I do not have a crystal ball to look into, I wanted to share with you the trends I believe will shape workplace practices in 2021.

New Responsibilities for HR and Compliance

- Mental wellness.
- Availability of education systems and childcare.
- Political differences and changes.
- Social justice.

Mental Wellness-During the pandemic we heard from numerous employees and people everywhere about fears, anxiety and depression. To help employees combat these feelings the wellness committee will focus more energy on mental health and areas we feel employees need support and education.

As needed, we will remind employees of the Employee Assistance Program- This benefit is available to them and can offer assistance in dealing with work-life balance, childcare, family issues, finances, and more.

Child care and School closures-It is likely that in 2021 HR will still continue to work with employees who need information and resources for childcare support. HR can help support working parents in finding work-life balance by explaining leave options, referencing the EAP, and suggesting a support group with other working parents to exchange ideas, struggles, and resources.

Political-The new Presidential Administration will likely influence change regarding paid leave, unions, health care, and other areas. These changes will likely require updating policies and procedures as well as educating supervisors.

Social justice- Generation Z (born after 1996) is the most racially and ethnically diverse generation to enter the workforce. The HR department will continue to look for ways to combat bias and foster inclusion.

Broader Focus on Employee Wellbeing

Provide education on health, safety, and wellness.

Focus on employee resilience.

Work with supervisors on handling workplace accommodation requests.

During the pandemic we put together return to work protocols and procedures to help employees return to work safely and mitigate risks at work. We think that our efforts have been effective. There have been no employee COVID positive cases that are linked to activity at the College.

The pandemic required us to reconsider what it means and what it takes to have a safe and healthy workplace.

Employees and job searchers will want to work in an environment where they feel safe from illness and injury. Moving beyond the traditional focus of a safe and healthy workplace, a more holistic view of employee wellness will be important. Mental health and physical health will both be important.

Our employees are all feeling fatigue from the added stress of COVID illnesses and restrictions, as well as exhaustion from political differences. I will be looking for ways to help our employees be emotionally resilient and bounce back. There will be an abundance of life after COVID and I hope to find ways to help our employees thrive. The HR department will also be mindful of employee resilience when helping supervisors make new hire decisions.

We will be looking for applicants who promote an approach of survivorship and have an optimistic attitude.

Remote Work

Regularly scheduled employees will continue to work on campus.

Growing interest from students for online classes.

Possible increased need for online instructors.

Regularly scheduled employees will continue to work on campus –This group includes 81 Administrator, Professional Support, and Classified employees, and over 30 full-time faculty. Online Classes-There is a growing interest from students for online classes. Compared to last Spring, online is up 24.3% and Hybrid is up 10.57%.

If this trend continues, there could be a need for more online instructors.

HR has prepared for this by implementing electronic onboarding and open enrollment portal. Additionally, we have hosted multiple screening interviews utilizing Zoom or other similar platforms. Academic support services has created a faculty support site in Canvas for instructor training and support.

President Oldfield thanked Andrea for her work with Missy and Melissa for their COVID Response Team work. Communication is such a key, and they have all done a great job working with our employees and leading us through the pandemic. Managing concerns and instances have been a great deal of work. Andrea, Missy, and Melissa should be commended for their work for the College.

Raj Siddaraju was next, and President Oldfield said we could not have gotten to where we are today through the pandemic without the work of the staff of our IT Department and the improvements Raj and his staff have made for the College. President Oldfield said all presentations leading to Raj today have been dependent upon technology. Raj said thank you and acknowledged that he has a very good team that makes it possible.

Current and Future Technology Needs Due to COVID-19 – Summer and Fall

We have installed almost 15 webcams for faculty and 8 webcams for staff.

These webcams were used for teaching online classes for faculty.

Most of the staff webcams was to help with their virtual conferences and meetings.

We have transformed 6 classrooms for online teaching by installing webcams with enhanced audio.

We have upgraded our Google G-suite to enterprise version to support College online classes.

It allows faculty to teach Synchronous online classes.

It also allows faculty to record their classes.

Pilot – Checkout Laptop for Needy students

College Canvas was upgraded with Canvas Studio after piloting last fall.

This is an add on media tool that allows students and instructors to upload, create, edit, manage, share and discuss audio and video files

Single Sign On (SSO) that will help students self service access.

Installed MondoPad for Synchronous online classes for MLT (Medical Lab Technician).

Online subscription for IT training to enhanced their skills especially in the streaming media area.

Future IT Needs During Pandemic

We see any current implemented technology sustained for long term.

There will be need for high end video conferencing rooms for Asynchronous online classes.

One possible solution would be additional Mondopad classrooms.

Continue stand by on demand webcams for faculty and staff.

Availability of Microsoft Office 365 anywhere to all SRC students. President Oldfield said the full suite of programs is available. The only potential obstacle would be internet access.

Evaluating student laptop checkout program for the future.

Dave Maguire asked about the cost of a Mondopad. Raj said they are approximately \$6,500 each. We are looking at CARES funds to see about identifying long term streaming video classrooms and Mondopads would be an ideal solution for those classrooms.

Mrs. Butler asked about when we need to answer questions about needs, we need to address the need for rural broadband. Raj said yes. He has made suggestions about strategically located areas of access and community hubs. Raj also said cost effective access is an important issue to consider. President Oldfield said rural barriers are a big issue as well as affordability.

President Oldfield thanked Raj for his leadership during this transition. We could not have accomplished all that we have without Raj and his leadership and planning.

President Oldfield presented on the Future of SRC after COVID-19

President Oldfield reported that we are focusing on trends in the college's local and regional economy.

We have participated in a regional grant, and we also have to think about our district and where people in our district go to work. We are working on a rural manufacturing partnership. We also have to consider our local economies and support our local businesses and entrepreneurs.

President Oldfield said we are offering more courses at times convenient for adult learners, as well as more online instruction. He said we are making efforts to improve response time for student enrollment inquires and requests for services. We also have to address the timeliness of online responses. Mrs. Butler asked about automated or live responses. President Oldfield said both. Mr. Maguire asked if the majority of contacts are coming in via email. President Oldfield said most through a portal.

President Oldfield said the College is creating and maintaining partnerships with local employers who will hire students. We need to make those partnerships even stronger to address the timeliness of educating and training those students to get them into the workforce more quickly. We may be looking at more certificate options for students as well.

President Oldfield said we are ensuring students learn both foundational skills like problem solving and job-focused skills like teamwork. Soft skills are key. We are going to have to prove that students know how to use the skills.

President Oldfield reported that we are working to increase work-based learning opportunities. One of the barriers we are facing are people choosing between work and school, and we need to show them they can do both. We are also working on building bridges between credit and noncredit programs, improving stackability of certificates into traditional programs, and more 3rd party certifications. President Oldfield said we are working on a grant that has robotics in it, and each semester has four

certificates as a part of the degree. We will need to see more of this type of stacking of certificates towards the completion of the degree.

President Oldfield said we are also providing supports for students seeking jobs, like career maps and labor market information. We also need to be rethinking funding methods. (If the State funds drop and Property Tax drop, then what?) President Oldfield said the entire nation needs to address how to fund higher education. We currently have about 55% of our revenue come from tuition.

President Oldfield said we also need to lobby for more Federal and State tools to help students combat poverty. We are trying to create a network of resources for our Student Success Coaches to share with students in need. One proposal that is with the Presidents group to the Illinois Student Assistance Commission is to allow certificate students to be MAP fund eligible.

Mr. Maguire said the one thing that he is considering is with all of the K-12 online instruction, what is the long term impact on students we admit to SRC. President Oldfield said it either really prepared the students for college or it didn't. President Oldfield said his son has returned to in-class instruction and said he found online harder. President Oldfield said he thinks you will see groups of students who are far more resilient than what we have had before. Dave said he sees that for a certain segment but also sees a segment who stayed at grandma's house who didn't have internet access or a support mechanism. What will happen to that student, and how do we get ahold of that student? President Oldfield feels that goes back to the need for certificates. We need to repackage how we deliver. Dave said we will be pushed from the legislative side when we receive someone remedially challenged and how we deliver to them.

President Oldfield said we are in a time where things will change more rapidly as we move forward. He asked the Board to be aware of that, and he also thanked President's Cabinet for their information that they shared today. We need to be focused on now while preparing for the future, and Cabinet did a great job of demonstrating that today.

- Budget/Facilities

- Bond Review (update) – Brett presented the update, and he also reported on the bond project and said we would be going with the parameters. S & P changed how they do the ratings, and Brett said the timeframe was not conducive with our timeline. We had two privately respond at 2.75, and the public offering is closer to 2.25, so they suggested that we go through the ratings call. We will hopefully be near 2.35 which will save us \$200,000 over the life of the bond. President Oldfield said the Board will need to adopt item 2.2.3 on the agenda this evening and not item 2.2.2. President Oldfield said item 2.2.3 would give Brett Stoller and Kent Schleich the authority to sign the documents next week when the documentation is finalized.

Brett reviewed the SRC Bond Schedule with the Trustees. He also presented the Bonding Authority as of January 1, 2021. This includes the bond that the college will consider this evening. Mr. Murphy asked about any needs in the foreseeable future. Brett said he will talk about that with facilities and Macomb East. Brett would like to plan out all of Macomb East to get a total amount and then plan from there. Mrs. Butler said we talked about that because in the next three years we have some rolling off. Brett said EAV increases about 3% each year. President Oldfield addressed the Bond Schedule and said as Linda addressed, we have one more payment out of the Havana and Rushville bonds and two more payments out of the gym. That takes off 3 years and \$5 million dollars will be paid off or revenue stream coming in for that. We are a little bit tighter than normal for now but in two more Decembers we will have more of a cushion but we are also in a good position now. The Board has done a good job managing the bonds. Mr. Schleich said the timeframe of the gym bonds doesn't seem possible. Time has gone by very quickly.

- Expenses (update and discussion) – Brett presented the State payment delinquencies. He reported that we just received a few payments this past week, and we are doing pretty well. The State only owes us \$12,000 as of today. Brett reviewed the first half of this fiscal year and reported that we have received 76% of our budget. Compared to last year, we were at 83%. Brett reviewed expenses

and said we are at 46% which is where we have been at this time the last couple of years. Brett said the revenue compared to previous years, for the local taxes, is close. The State is a little behind last year. Tuition is behind what we were at this time last year. Brett reviewed expenses and said we are about where we were last year, and a lot of that is due to timing. We are at 46% of where we expect to be. Brett reviewed the Balance Sheet and said that we have used a portion of the \$3.5 million reserve for the bond project. Those funds will be repaid once the bond process is complete. Brett said those funds have been valuable. We are also in the final year of the Tech Bond and that will be refreshed with the next bond. Mr. Maguire asked where the \$2 million shows on the balance sheet. Brett said that is already spent with CDB, so when the bond comes in in the next couple of weeks, that will be repaid. Lastly, Brett reviewed the investments as of December 31, 2020.

President Oldfield said our dependency on tuition has an impact when enrollment is down. Mrs. Butler said even with that, there has been great efforts in controlling expenses. Mr. Maguire asked about accounting for CARES Act Funds and how it is carried from year to year. Brett said anything we spend the money on is for expenses that we would not have had before, so it is an in and out. President Oldfield said the auditors break those funds out. Linda said for budgeting since they are one time payments, they will show in a footnote. Brett said we don't include this in budgeting. Mr. Murphy said the hope is for few restrictions. President Oldfield said flexibility for the use of those funds would be an improvement.

- Tuition and fees (discussion) – Brett presented the FY22 Projected Budget and reviewed the knowns, which are taxes and health insurance. He reviewed the tuition options he prepared and talked about the unknowns. For every dollar increase in in-district tuition, we did \$2 for out of district, every dollar for in-district tuition is \$13,000 in additional revenue. The lower one is online classes. Every \$1 increase in online is \$8,000 in funds. Brett said he included the comparisons with ICC, Lincoln Land, Sandburg, and John Wood. Brett said he thinks the best case scenario will be flat in credit hours. We hope for more to return from a gap year. He doesn't think we will have a 10% decrease next year. With that either way, we will have to address tuition. Mr. Murphy asked how dangerous it would be to lock in tuition for freshmen for two years. President Oldfield said our retention is 79%. President Oldfield said you would be impacting roughly 32% of the credit hours each year staying the same. Brett said concern with that is that our system is not set up for something along that line. We also have a more transient population. Mr. Murphy said it would be two years only, and it justifies making a larger raise this year if the rate is locked. Mr. Biernbaum said it is a bad precedent. Brett said he would rather do an increase each year than lock in a rate for two years. A discussion followed about the public relations component of freezing tuition or not raising tuition. Brett said his concern about every other year tuition increases is the unknowns. Mr. Murphy asked how much expense can be absorbed. Brett said whatever the Board asks. Brett said his concern is if we absorb and take down reserves, next year the minimum tuition increase for next year would be \$10. Brett said that also would include employee reductions. President Oldfield said face to face we are competitive. The concern is online. President Oldfield said that is where we may be having students shop when it comes to online courses. President Oldfield said the area to increase tuition would be for the face to face. Missy Wilkinson said we have 364 students who are taking full-time, online courses and could have a face to face in there as well. Last year was 338. President Oldfield said about 25% of our students are full-time online. Mrs. Butler said in President Oldfield's suggestion, would it be to freeze online tuition or decrease it? President Oldfield said he doesn't think we can decrease it. If he were to guess, the other area community colleges may increase their online. President Oldfield said we recognize the burden that tuition increase puts on students. Mr. Schleich asked about a \$5 increase, and Brett said if we are flat, it would be \$80,000. President Oldfield said the goal is a 10% enrollment increase and a minimal tuition increase. Mr. Cremer asked if we will know what other college are going to do. Brett said their meetings are earlier than ours, but they could also wait until March.
- Negotiation timeline (update) – President Oldfield said we have not received a notice of intent to bargain from the faculty or classified. We expect to receive those soon. We will keep the Board updated on when we receive the notice.

- Board Travel Budget (update) – President Oldfield presented this for the Board’s review. A brief discussion followed. The Board Budget will be adopted with the budget process in March.
- Facilities update (update) – Brett presented the Potential Facilities Projects list for the Board’s review. He reviewed the projects on the list which include: Renovate Canton Biology Lab – T205; MOC Parking lot (east side); ballfield press box/storage; ballfield concessions/bathrooms; Renovate Macomb East; Replace Votec HVAC; Canton Parking Resurfacing; Votec Mezanine; Canton Tuck Pointing; and Canton Upper Lintel Replacement. President Oldfield said he sent a link to the Trustees for the new architect firm for Macomb East. Brett said the firm is Hastings from St. Louis. President Oldfield said a few years ago the Board asked for this potential facilities list, so it is updated for the Board for each Retreat. Mrs. Butler asked if HVAC can be classified under Life Health Safety. President Oldfield said maybe the exhaust part. Brett also presented the information on the effects of the geothermal projects. He presented the July to June numbers. The numbers don’t reflect Centers and show a \$50,000 savings. He also compared those numbers to 2005/2006, and we are down 38% and with inflation equates to \$363,380 in today’s dollars. He also presented the July to December and said the therms are down 50% from last year and 53% from two years ago, and our “spend” is down about 30% for just six months. In today’s dollars, that savings is \$174,316. Brett said we have gas for the science labs and run it over to Votec, and that is all we have on campus now. Mr. Murphy asked about the payback. Brett said it is good because we have grants, and we were able to pay for it with the bonds.
- Macomb facilities use, redesign, debt, and other funding sources. Brett reported that he met last week with the architects, and in June/July, they will get started. It has been at least 8 years since we really dove in to Macomb East, and a lot has changed since then. He showed the former Phase II from BLDD. Brett said originally, back in 2010, we were trying to take what we had on Johnson and double that for Macomb East and make additions for Nursing. A lot has changed since then. He projected the potential need for unfinished space for CTE programs. Brett said the old plans are very rough and at least 10 years old but are starting points for meeting with the architects for possible designs for the space. Brett would like to design the whole space, get the total cost, and then go from there. The real work won’t start until late summer or early fall, and construction probably would not start until 2022 with occupancy in the Fall of 2023. Mrs. Butler asked if we do preplanning on this, are we going to be required under the bidding process to switch gears and switch people during the middle of this. Brett said we would not have to switch architects through this process. The contractors would be the next step. Mr. Maguire said this is not like the project where we engage one company for the design work. This is with one architect that goes to CDB. Brett said CDB does not allow performance contractors. President Oldfield said this will be the same process as the Multipurpose Building. Brett said there would be one general contractor. Mr. Biernbaum asked about the bid process. Brett said he would like to design the entire unfinished side and go for a base bid. President Oldfield said that’s what we did with the Multipurpose Building because it originally included a theater which was then removed from the project. President Oldfield said the biggest details for Macomb East will be the Nursing and CTE portion.
- Programs in process and planned, especially CTE – Brad reported that the Medical Lab Technician program is in its second semester, and we have some strong students who are meeting the requirements. We have lost a couple of students who were not aware of how rigorous the program is. We have a new program director coming on board as well. Anna Wisebrook will be on board, and she was lacking one semester of teaching, and she is teaching this semester for us. Glenda Fornarius at Kankakee has agreed to be our part time director in the interim. Glenda is mentoring Anna. We have stated the NACLS self study, and the goal is to be accredited by the Spring of 2022.

Brad reported on Advanced Manufacturing and said we started our first cohort in the Fall. We had some bumps because of remote learning, but the students are progressing. Participation in the grant that President Oldfield is working on with ICC, LLCC, etc., is moving along. The grant is meant to build a manufacturing center in East Peoria. The Center will allow the grant to pay for equipment in the building that is prohibitive for smaller schools to purchase. Each college can use the facility and equipment for training. As another part of the grant, each college becomes a hub for a specialty, and SRC’s specialty is robotics. We will be putting together robotics curriculum for this, and staffing will be

a part of this. President Oldfield said staffing could be a hurdle, but offering nights and weekends could help. Brad said the timeline is to start advertising as soon as we get the grant. President Oldfield said we would have robotics here in Canton but eventually move it to Macomb. Mr. Schleich asked if location matters to the other participants in the grant. President Oldfield said no. We hope to deliver noncredit training on line and have the hands on training on campus. Brad expects we would have incumbent worker training. President Oldfield said when we surveyed, there were 63 businesses that said they had people who needed training right away and an additional 30 going forward. President Oldfield said the emphasis from those employers was on the repair side. Brad said labor shows a growing number of industries needing robotics. President Oldfield said the other piece is the PLC control, and he talked with Jerry Cremer about the wind farms. Mr. Schleich asked if we have financially calculated how this will work based on the numbers collected, etc. President Oldfield said we have worked on that but have not gone too far pending grant approval. President Oldfield said we would need 10 to 12 students each year as well as donations. We would need to train the faculty and also provide training each year. Three robots would work for 10 to 12 students. Each robotic cart is about \$38,000. We will need industry support for this. Mr. Schleich asked if there is a model. President Oldfield said he has been working with Rend Lake who has a similar program. President Oldfield said it isn't a big program in terms of large numbers of students but is a consistent program. Brad said you could even have a company who has a manager to do the training. Brad said he is also excited about the amount of collaboration so that all four institutions are offering the same curriculum, and it's a great working partnership. Brad also reviewed facility renovations and equipment needs that would be needed as well. President Oldfield said that when COVID hit, he challenged Brad to identify needs that are future-proof. We need to keep people living in our district and support them.

- Small business development in our communities – Brad O'Brien reviewed what we have been doing to support small businesses. We have held Zoom meetings on small business assistance, held contract training for several businesses including Graham Hospital, Natures Grace and Wellness, and continue to work closely with the City of Canton.

Brad O'Brien reported that Community Outreach has remained busy during Covid, and he expects that many things will remain remote.

Career Coach with Perkins funds. Brad demonstrated Career Coach for Trustees. President Oldfield said each year we receive a Perkins Grant, and we received a presentation on this and felt it fit perfectly with our Strategic Plan. Career Coach is the student side, and there is also an analytical side. Brad showed the analytical side of the program that shows the data. It can be broken down by region and takes into account local job postings as well. Mr. Schleich asked if this also includes Ag or farm workers. Brad said it does and said there is Soil and Plant Scientist. There is also Agriculture Inspectors. Brad said it's all covered. President Oldfield said this is an example of how we are using data to make informed decisions with current data. It provides us with consistent, current information, and Brad said this is a very useful tool that we are very lucky to have.

- Student Services Updates

- Spring Enrollment/Fall to Spring Retention (update)

Missy Wilkinson provided a spring enrollment update and reported that we are down 10.21%. In credit hours, we are down 14.31%; FTE down 14.29%. She reported that other community colleges are very similar with some in the 20's and one with a 30% decline. We think a lot of students are parents who are staying home with children who are home because of remote learning. Missy also presented the fall to spring retention and reported some good news and said we are at 79%, which is up from 74% last year. Mr. Murphy asked about transfers. Missy said we have had some transfers. President Oldfield said we also have the athletes.

- TRIO Grant Implementation (update)

Missy Wilkinson also reported on TRIO Support Services. She said it is a federally funded program designed to help students overcome social, academic, class, and cultural barriers in higher education. The program assists students who meet income eligibility, first generation, or have a documented

disability. The program began on the Macomb Campus in 2010, and we have expanded to Canton in 2020. Last year we were awarded \$1,304,440 for five years for support services for all students at all sites. We currently have 105 students for the Spring 2021 semester. From Fall 2020 to Spring 2021, we have a 93% retention rate. Our full-time TRIO Director is Jill Olson. We are pushing for more students on the Canton Campus. President Oldfield asked what percentage of our students qualify for TRIO services. Missy said 73%.

- Athletics Update

Missy Wilkinson reported on athletics and said we have a total of 83 athletes for the Spring 2021 semester:

- Women's Basketball – 12
- Men's Basketball – 11
- Volleyball – 10
- Baseball – 33
- Softball – 18
- eSports – 9

Missy also reported that for Fall 2020, the overall GPA of student athletes was 2.94. Mr. Murphy asked if during games is a way to put the camera in the middle of the gym and move it. President Oldfield said BJ Stone will be coming in to do some play by play and bring a different camera set up with him. Mr. Schleich asked how our student body GPA is and how we compare. President Oldfield said we have the athletic side and how it compares. It might be slightly higher because and would guess around 3 to 3.25. President Oldfield said the team with the highest GPA was volleyball. Kent asked why we have so many baseball players. President Oldfield said that is because of pitchers and the need for more. Missy said if we had more rooms at The Villas we could have had more student athletes. President Oldfield said John Bassett said if we had had more housing he could have brought in 20 to 30 more student athletes. Mr. Murphy asked about a waiting list. President Oldfield said he doesn't have a number for spring. A discussion followed about The Villas.

- Foundation Update

Colin Davis presented the following information for the Foundation:

Colin presented the January revenue of \$22,624 and said there were still some outstanding deposits. The Bell Estate is new, and Colin explained that this gift of stock is significant. Colin also reported that we have reached a new milestone with the Foundation: \$5,000,000 in net assets.

Colin reported on #GivingSPOONday Statistics:

- 358 gifts + 7 matching – 365 total
- \$46,147 + \$6,250 matching = \$52,397 total
- \$12,250 (174 gifts) for unrestricted funds
- 109 gifts from new or long-lapsed donors

Colin reported on the Year End Appeal Statistics. He said there was significant crossover between the year end appeal and #GivingSPOONday donors. There were 94 gifts plus one match. The total is \$22,785 so far with \$11,250 of that for unrestricted funds. Colin reported on follow up communications to deceased/bad address replies. He also reported that we learned of 3 new planned gifts, which are not reflected in the total.

Wealth Screening Analysis – Colin said one of the things we receive with the work on the annual campaign is the Wealth Screening Analysis. This shows of who are donors are or who our donor prospects area. We sent to roughly 7,500 addresses for the year end appeal. 42,000 decreased to 24,000, and those 24,000 were run through donor search, and they compiled the information in to the Wealth Screening Analysis. It explains who the 24,000 people are in terms of the wealth the data says they have. The data isn't 100% correct and should not supersede something we may know about a person. Colin said on page 26 in the analysis, it shows how all of the donors are listed in the report. A DS1 is someone who we will send an appeal to. We removed the DS2 and DS3 and got to the number of 7,500. We don't remove those completely. Colin said the work now is to find and identify individuals who were students prior to 1985 because our CX system does not have that information. On pages 7 and 8 of the report, Colin reviewed the categories and how they break down by donors and non-donors.

Pages 11 through 14 includes information and data on what organizations donors are supporting. Page 15 shows a predicted range in donor capacity in current donors and what a stretch gift may look like for these people. Pages 18 through 23 show the same data but those are the non-donors. Colin asked the Trustees to review the report when they can. Mr. Murphy said if those people who are givers now and aren't large donors may eventually get there to the larger gifts.

Colin also reported on stewardship efforts and explained that December postcards were sent to any donor in the last five years with the SRCCC concert link. Year End letters were sent as well as letters to employee payroll deduction donors, recurring donors, and also 2020 tax letters. The President's Reception date has not been set, but the event will include recognition of all who reached lifetime giving milestones in 2019 and 2020. Invitations will be sent to all who donate in 2019 and 2020 as well as key donors. Colin said he and President Oldfield are sending letters, emails, and making calls to first time donors or those with the ability to make gifts. Colin said that future stewardship efforts will include "this is how we used it" letters, an impact/annual report, an email list which will be used as a means to remain in contact with donors, as well as a first time donor program and matching gift awareness.

Lastly, Colin reported on other ongoing and future projects:

- Preparation for the March Annual Fund appeal
- Membership Committee
- Hardship Fund
- The Bridge*
- Early capital campaign preparations
- Planned Giving awareness
- Earned Media/Social Media opportunities
- Investment Review
- Compeer Financial –

Colin reported the following upcoming scholarship opportunities:

- FA21 Dual Credit
- SP21 West Central FS
- SP21 Fellheimer
- General AY21-22 Scholarships

- Board Policy review and planning (discussion)
 - Board policies – review and recommendations for updates

President Oldfield said he and Julie reviewed the policies. The one change that he would propose for consideration is the Invocation at the Board Meeting. SRC is the only board left in the State that has an invocation. President Oldfield asked if the Board would consider the change in its agenda to replace the invocation with the Pledge of Allegiance or eliminate the invocation or keep it. Mr. Murphy said he would be for removing the invocation from the agenda. Jerry said he agreed with Phil. Mrs. Butler clarified that the suggestion would be to replace the invocation with the Pledge of Allegiance. This would require board action in February.

- Other

Mr. Maguire said he and President Oldfield will be attending a TIF meeting Friday morning for the City of Macomb. The issue is that there will discussion about one of the TIF zone expiring and the City wants to know whether or not we would be interested in reestablishing the same TIF zone or an expanded one. The TIF in Macomb is property tax and not sales tax. Dave said it is no loss of current revenues. Mr. Murphy said shouldn't there be an accountability to show that this shows the improvement in recruitment. President Oldfield said Macomb and Canton probably do the best job in showing that with annual reports. President Oldfield said Farmington's TIF is relatively new. President Oldfield said the meeting will be held Thursday night in Rushville, and Mrs. Butler sits on that board.

Mr. Schleich said he is struck by the wider range of topics that were covered today as compared to five or six years ago along with the range of data coupled with the COVID issues. He commends

President Oldfield and his team for all of the information that has been provided today. He is also very happy with the future planning and goals and the attention to the bottom half of our student profiles. He appreciates the efforts for a successful retreat today.

- **CLOSED SESSION:** In accordance with the Illinois Open Meetings Act, Section 102/2 (c), the Board of Trustees will adjourn to Closed Session for the purpose(s) of (1) the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity.

A Closed Session was not held.

The Retreat ended at 4:03 p.m.

Date

Mr. Kent Schleich, Chair

Mr. Phillip Murphy, Secretary