

**Anne Arundel Community College  
Board of Trustees Public Session  
March 9, 2021  
Via Zoom**

*Members present: Sandra E. Moore, Chair; Paula J. Darrah, J.D., Vice Chair; Briana “Bri” Barone; James H. Johnson, Jr., Ph.D.; Jerome W. Klasmeier; Lawrence W. Ulvila, Jr.; Irene Zoppi Rodriguez, Ph.D.; and Dr. Dawn Lindsay, President*

**I. Call to Order**

The public session of the Board of Trustees was called to order by Ms. Moore at 4 p.m. The meeting was open to the public via Zoom Video Communications. Ms. Moore informed participants the meeting was being recorded pursuant to state law.

**II. Welcome and Introductions**

**III. Roll Call and Approval of Agenda**

By motion of Mr. Ulvila, seconded by Mr. Klasmeier and a roll call taken of trustees to determine their vote, the Board unanimously approved the meeting agenda.

**IV. Approval of Minutes – Sandra E. Moore, Chair**

Ms. Moore stated that the Board of Trustees would not do a consent agenda on these three items.

**A. Approval of the Minutes of the February 11, 2021 Board Budget Workshop Meeting**

Mr. Ulvila moved to approve the minutes of the February 11 Board Budget Workshop, which was seconded by Mr. Klasmeier.

Dr. Johnson requested five changes: (1) Line 56, the statement should be the “percentage” of minority population has increased; (2) Line 163, it should be “face-to-face;” (3) Line 237, add a reference to Dr. Lindsay’s earlier comment referring to AACC being a destination institution and how he thought that the board should think this through clearly because there is a hierarchy of how things are arranged within the state of Maryland based on MACC and other things; (4) Line 355, change to “an average of 5%;” and (5) Line 531, the word “building” should be plural “buildings.”

Mr. Ulvila amended his motion to include the above changes, which was seconded by Mr. Klasmeier, and a roll call was taken of trustees to determine their vote, the Board unanimously approved the minutes of the February 11, 2021 Board budget workshop meeting.

**B. Approval of the Minutes of the February 23, 2021 Board of Trustees Closed Session Meeting**

By motion of Dr. Johnson, seconded by Mr. Klasmeier, and a roll call taken of trustees to determine their vote, the Board unanimously approved minutes of the February 23, 2021 Board of Trustees closed session meeting.

**C. Approval of Minutes of the February 23, 2021 Board of Trustees Public Session Meeting**

Ms. Darrah moved to approve the minutes of the February 23, 2021 public session meeting, which was seconded by Mr. Klasmeier.

Dr. Johnson noted that he had two minor edits regarding the minutes, which could be addressed as editorials that did not need to be discussed, and could be incorporated later.

A roll call was taken of trustees to determine their vote, the Board unanimously approved minutes of the February 23, 2021 Board of Trustees public session meeting.

## **V. Board Chair and Committee Reports**

### **A. Reports for March**

#### **1. Human Resources Committee – *Lawrence W. Ulvila, Jr., Committee Chair***

Mr. Ulvila reported that the committee met before the Board meeting and received updates on collective bargaining, fall 2021 planning, the new recruitment video, and employee wellness. The committee also discussed future meetings. The college will be offering more in-person classes including what the college is calling “priority classes” (e.g. developmental classes, hands on labs and gateway courses in business, economics, and psychology etc.). The college will also align in-person student services with the in-person classes when practical.

The committee viewed the new recruitment video, which Mr. Ulvila stated was excellent, and received an update on the various employee wellness activities that are under way to engage and support employees during the challenging times. The committee's next meeting is scheduled for Tuesday, April 27 from 3:00-4:00 p.m.

#### **2. Board Chair Report – *Sandra E. Moore, Chair***

##### **i. Board Bylaws – Action Item**

Mr. Ulvila moved to approve the revised Board of Trustees bylaws, which was seconded by Mr. Klasmeier. Ms. Moore asked if there was any discussion.

Dr. Johnson noted that there is a conflict between lines 87-90 in the redline version, which states that the Chair shall sign “all” legal documents approved by the Board and lines 349-352, which states that the President may sign legal documents “on behalf of the Board.” Erin Parker, General Counsel, responded to Dr. Johnson’s questions and proposed amendments to clarify that either the Board Chair or the President could sign contracts and to remove “on behalf of the Board” to comport with current practice and allow for flexibility. Ms. Darrah commented regarding the President’s ability to delegate signature authority to another employee but did not request a change. Mr. Ulvila commented that from his experience, the Chair signs very few documents, usually items brought up in public session. Dr. Lindsay commented that intent is to capture what the Board wants as they are the Board’s bylaws. Dr. Lindsay appreciated the Board’s guidance so the bylaws can be updated. Ms. Moore noted that the changes would be included as an amendment to the motion.

Ms. Darrah commented that she welcomed the update to bring current and best practices to the bylaws, and any amendments or changes could be of significant consequence.

Ms. Darrah stated that the changes regarding filling vacancies of the Chair or Vice Chair would be a change to current practice where the red-lined version provides for the Vice Chair to automatically assume the office of the Chair, which she felt conflicted with the statement that the vacancy of the Chair or Vice Chair may be filled by the Board at any regular or special meeting.

Ms. Parker responded to questions. Ms. Moore suggested that Ms. Darrah recommend changes that she feels would be appropriate for this section. Dr. Lindsay recommended pulling the action item so the Board could take their time to discuss these specifics, make revisions and then bring it back to the next meeting, and Ms. Moore agreed.

Ms. Darrah noted that noted a concern that the Board Chair, at the Chair's sole discretion, can call for any meeting to be in person, rather than remote, and sought an amendment so that three (3) trustees could call for a meeting to be in person to mirror the section on three (3) trustees being able to call a special meeting.

Dr. Johnson also commented that the bylaws state a quorum being five members, which is not the case now because the Board has a vacancy and sought a change to state a majority of trustees. Ms. Moore agreed. Ms. Darrah pointed out that there may be other references to five trustees constituting a quorum in the bylaws and to ensure those references were changed as well.

By motion of Ms. Darrah, seconded by Dr. Johnson, the Board unanimously agreed to table the discussion of the Board bylaws until the next meeting and provide an opportunity for changes to be made. Ms. Moore asked for any additional changes to be sent to her via email, which could be discussed at the next meeting.

#### ii. Board Procedures – Action Item

Ms. Moore decided to table this item until the next meeting until the changes to the bylaws have been approved. She asked the trustees to send their comments or changes on the procedures to her and they would be reviewed at the next meeting.

#### iii. Nominating Committee

Ms. Moore reported that nominations will be voted on in May for the office of Chair and Vice Chair. Ms. Moore asked Ms. Darrah and Mr. Ulvila to form the nominating committee for next year's officers of the Board. Ms. Moore indicated that if any of the trustees would like to submit their names for consideration to contact Ms. Darrah and Mr. Ulvila. At the April meeting, the nominating committee will announce the names for consideration. Once the names are announced at the April meeting that closes the nomination process.

## **VI. PRESIDENT'S REPORT – Dr. Dawn Lindsay, President**

### A. Information Items

#### 1. College Updates – Dr. Dawn Lindsay

Dr. Lindsay was pleased to share that *Forbes* magazine reported that Anne Arundel Community College was ranked #1 community college by Academic Influence. This was the organization's first ranking of two-year colleges and AACC topped the list.

Dr. Lindsay discussed plans for fall 2021, which includes having 20% of classes face-to-face, 50% online/online sync, and 30% a mix of hybrid formats with both modalities. She noted that a number of faculty and staff have been on campus working since March 2020 and have paved the way for our gradual return to campus

Dr. Lindsay provided updates related to students, including offering new learning spaces, which are monitored computer labs designed for students to participate in online and online synchronous

classes at the Arnold and Arundel Mills locations and the return of Athletics for the spring season. The student newspaper, the *Campus Current*, is on the short list of finalists for the Associated Collegiate Press's Pacemaker Award.

2. Update to *Engagement Matters II: Excellence through Innovation* – Dr. Michael H. Gavin
  - i. Revisions to Strategic Plan *Engagement Matters II: Excellence through Innovation* (FY 2021 - FY 2024) – Information Item

In the fall, Dr. Gavin gave a presentation to the Board about infusing diversity, equity, and inclusion into the strategic plan as antiracism requires a focus on policy. Dr. Gavin recommended particular revisions to the language in the strategic plan, and Dr. Johnson made a couple of recommendations as well. Those changes were presented and reviewed by the Strategic Planning Council, and approved. The proposed changes include adding antiracism to the engagement objective of “create an antiracist and equitable culture” and to the resources objective “allocate resources in support of the college mission in responsible, sustainable, antiracist and equitable ways.” Dr. Gavin commented this would align with the revised antiracism, diversity, equity, and inclusion policy the Board approved at the last meeting. Dr. Lindsay noted that this is an information item, which will be presented at next Board meeting for approval.

3. Middle States Workshop: “Applying, Assessing, and Documenting Effective Board Governance” – Dr. James H. Johnson, Jr., Board of Trustees, Accreditation Steering Committee Member and Dr. Alycia Marshall, Associate Vice President for Learning and Academic Affairs and Middle States Accreditation Liaison Officer

Dr. Marshall and Dr. Johnson reported on a workshop they attended hosted by the Middle States Commission on Higher Education, “Applying Assessing and Documenting Effective Board Governance.” Dr. Marshall is the college's accreditation liaison officer and Dr. Gregory Schrader is the steering committee chair.

AACC is finalizing its self-study design and the steering committee will be presenting it to the President and vice presidents for review shortly. AACC will be hosting Dr. Robert Bonfiglio, the vice president liaison from Middle States, for a virtual visit at the end of April. Dr. Bonfiglio will be meeting with multiple stakeholders, including Board of Trustees members, the President, steering committee and members of the larger college community. March 2023 is AACC's self-study site visit, and the report will be completed by January of 2023.

Dr. Johnson highlighted the qualities of a well-functioning board, noting that AACC has the best people serving on its Board. Important attributes include people committed to an institution, well-informed about the rules and responsibilities of trusteeship, actively participating in the work, addressing the right issues, and having people engaged to add value.

Dr. Johnson commented that recognizing good board governance in higher education emerges from the ongoing integration of three components: (1) attention centered on the big picture and the long view and not getting involved with the day-to-day management of the college; (2) strong working relationship with the President and having mutual respect and trust for one another; (3) the integration of those two things to provide guidance and recommendations to the President. Boards establish policies, bylaws and provide assurance of strong financial management and AACC's Board already has several committees to oversee that.

Dr. Marshall stated that there are 15 requirements of affiliation that an institution has to justify and prove for accreditation. AACC is meeting those affiliation requirements, as well as the standards.

The requirements of affiliations that apply to the Board include ensuring the quality and integrity of the institution and that the work is aligned with its mission; adhering to the conflict of interest policy; and ensuring that information shared with stakeholders, external and internal, and accurately represents the work that the institution is doing.

Dr. Marshall commented that there are seven middle state standards and the governance, leadership, and administration standard involves the Board. Dr. Johnson added that the institution should be governed and administered in a manner that allows it to realize the mission and goals in a way that benefits the institution, its students and other constituencies it serves.

Per Middle States, there are five attributes an accredited institution should demonstrate: (1) clearly articulated and transparent governance structure; (2) legally constituted government body that serves the public interest; (3) sufficient independence and expertise to insure the integrity of the institution; (4) oversees at the policy level which includes basic policy-making and a role in the financial affairs to ensure integrity and strong financial management; and (5) establish a written conflict of interest. Dr. Johnson noted that there were different tools that institutions have used to gauge effectiveness based upon 35 Middle States self-study documents and many of these have been implemented by AACC.

Dr. Marshall said what the Board of Trustees Members can do to help AACC be successful in the accreditation process is to be familiar with the standards, particularly, Standard VII – Governance, Leadership and Administration.

#### 4. Student Government Association – Ryan Kim, President

Mr. Kim reported on activities from the past month, including hosting a virtual club fair and workshops on cybersecurity. The SGA committees are working hard to plan creative and exciting events to raise awareness and promote engagement and professional development. Mr. Kim noted that keeping students engaged while online has been challenging but he was grateful for the senators and vice presidents of the clubs for being continuously active and grateful for the Board's continuous support.

#### 5. Academic Forum/Council – Myra Dennis, Chair

- i. Establishing the Institutional Review Board Committee – Information Item
- ii. Replacing the Teaching and Learning Subcommittee – Information Item

Ms. Dennis reported that the committees of the Academic Forum are focusing on processes, procedures, membership, and policies that impact diversity, equity, inclusion and antiracism. The other focus is online learning, including getting everyone up to speed, looking at processes and changes to procedures to help provide the best online education and support to faculty and students.

Ms. Dennis presented two information items, the establishment of an institutional review board committee under the academic forum and replacing the Committee on Teaching and Learning Subcommittee for Thematic Learning Communities, with the Subcommittee on High Impact Practices. The institutional review board will provide oversight for all research projects and activities involving human subjects to ensure that ethical standards are followed and the rights, welfare, and well-being of participants are protected as outlined in the code of federal regulations for the protection of human subjects. The Subcommittee on High Impact Practices will expand to support different types of high impact practices on campus, not just thematic learning communities.

Dr. Johnson questioned whether or not these information items should come to the Board for

approval as they are not policy related. Dr. Lindsay responded that normally committees do not need Board approval, but Ms. Dennis and Ms. Parker noted that since these are changes to the Academic Forum charter, historically, these type of changes have been presented to the Board for approval. Dr. Lindsay suggested that the college will review these items, and Ms. Parker added that she will review the charter and process to see if something could be changed. She agreed with Dr. Johnson, that changes proposed by the faculty and their committees should not have to be approved by the Board but recognized that may require changes to the charter. Dr. Zoppi commented that if it is not one of the Board policies being addressed, the college should be addressing it and there should be some agreement on what comes to the Board so both the Board and the college are working together towards a common goal.

Ms. Moore commented that it was important to bring these forward as information items, the college will go back and review to determine whether or not this needs Board approval.

6. The Faculty Organization – Dr. Rachelle Tannenbaum, President (*no report*)
7. Professional and Support Staff Organization – Anne Bashore, President (*no report*)
8. Administrative Staff Organization – Dr. Danny M. Hoey, Jr., President

Dr. Hoey reported that the ASO leadership was working closely with Dr. Lindsay and the vice presidents to address and provide solutions to the complex issues that emerged when ASO surveyed the contingency groups regarding COVID-19 relief. He also commented that ASO has provided workshops on workplace empathy and self-care to provide some type of means for constituency groups to work through the issues related with COVID-19.

9. Maryland Association of Community Colleges Activities – Dr. Dawn Lindsay

Dr. Lindsay reported that MACC Legislative Committee continues to provide updates on legislation affecting community colleges, such as the Universal FAFSA, waiver reimbursements, Cade Revisions and the Transfer with Success Act.

MACC is currently searching for a new executive director as Dr. Bernie Sandusky is retiring in June. The search committee has been reviewing applications now and the new executive director should start July 1.

#### B. Action Items

1. Approval of Revisions to The Faculty Organization Charter – Dr. Rachelle Tannenbaum, President, The Faculty Organization

Dr. Tannenbaum reported that at the last Board meeting she presented four changes to The Faculty Organization charter as an information item, which were presented as an action item at this meeting.

In order to strengthen the voice of the adjunct faculty, two of the changes involve adding adjunct faculty members to the compensation committee and to The Faculty Organization Senate. The third change is to move the senator and officer elections to earlier in the academic year (March) to allow additional time for onboarding new officers and senators. The last change relates to the status of faculty members for special elections.

By motion of Dr. Johnson, seconded by Dr. Zoppi, and a roll call taken of trustees to determine their vote, the Board unanimously approved the revisions to The Faculty Organization charter.

2. Approval of Purchase of Personal Computers – Dr. Felicia L. Patterson, Vice President, Learner Support Services

Dr. Patterson reported that the college would like to purchase laptops, computers, and peripherals for 453 faculty and staff replacements. She noted that the college plans to replace standard desktop computers with laptops and accessories for full time faculty and staff.

Dr. Patterson reported this will address performance, security and flexibility that will help to strengthen the virtual environment. The college is considered a Dell direct customer, and as such is offered pricing at or below the wholesale price. Dr. Patterson noted that as is typical in Board procurements, a 10% contingency was added for configurations that might be needed. She noted that if the Board approved this award of contract, the college will begin implementation planning with installation to be completed by the end of 2021.

Dr. Patterson reported that the college will evaluate and repurpose the desktop computers which are functional and under warranty to various computer labs. As the contract is directly related to the disruption of campus operations due to COVID and the ability to support flexibility and remote environments, the costs are eligible for support from the strengthening institutions and institutional portion of the Coronavirus Aid, Relief, and Economic Security Act or CARES. Funding is available through June 2021 but the administration intends to request an extension to the timeframe if it is not automatically extended by the oversight agency.

By motion of Mr. Ulvila, seconded by Mr. Klasmeier, and a roll call taken of trustees to determine their vote, the Board unanimously approved the purchase of faculty and staff computer equipment and peripherals from Dell marketing LP in Texas not to exceed \$725,596.

3. Approval of Consulting Services for Prior Learning Assessment and Competency-Based Learning – Dr. Michael H. Gavin, Vice President for Learning

Dr. Gavin asked the Board for approval of an award for a contract to deliver a plan to increase the acceptance of prior learning credit and competency-based learning. This will accelerate students through programs of study and potentially enhance completion numbers and rates of our students.

Dr. Gavin reported that in accordance with the purchasing regulation established under the Maryland code and board policy this was a two phased process. The college received two proposals for this contract, and ultimately, the American Association of Collegiate Registrars and Admissions Officers was selected. They were selected with a contract of \$121,200 with a 10% field adjustment added to that cost.

Dr. Gavin noted that work would begin in 2021 and would be completed before the end of the grant period in December 2021. The funding comes from the governor's emergency fund, the college is eligible for up to \$980,405 to support the qualifying costs of which a full contract is estimated at \$133,320.

Mr. Klasmeier asked Dr. Gavin about the scope of work. Dr. Gavin responded that there are policy level changes that need to be made internally to the college's competency based and prior learning assessments that have to be approved by MHEC, and that the consultant will assist the college with that process.

Dr. Gavin commented that like most community colleges, AACC needs to develop a seamless approach, in which a student can come to the college with certain experiences in their work or employment history and the college, and along with the consultant will map out how that

experience tracks to program competencies so the student may receive credit in academic programs.

Dr. Gavin noted that the consultant will identify the course outcomes associated with work experience, create a database of those outcomes as well as crosswalk that the student can access through an app or registration system.

Mr. Klasmeier commented that if there was a high school student that spent four years in the military and came to the college looking to begin their academic career, this would allow the person to have the experience from the military evaluated to determine the appropriate placement and credit.

Ms. Darrah asked if this contract involves training the college's staff as part of the transition to have designated employees to provide that assistance. Dr. Gavin responded that the proposal includes training, infrastructure and everything needed to scale up these efforts.

Dr. Johnson asked Dr. Gavin about the two proposal prices. Kip Kunsman, Dean of Continuing Educational Workforce Development, who spearheaded the process, provided background and reported that the cost from the other bid finalist was significantly higher, and that the higher rated organization was American Association of Collegiate Registrars and Admissions Officers.

Dr. Johnson asked questions regarding the pricing of the other finalist, and Andrew Little responded to Dr. Johnson that the college requested a fixed rate for each deliverable so it did not get a composition of the labor rates they used.

By motion of Ms. Barone, seconded by Ms. Darrah, and a roll call taken of trustees to determine their vote to approve, the Board unanimously approved the award of contract for delivery of a plan to increase the use of prior learning assessment and competency based learning along with training and policy development to the American Association of Collegiate Registrars and Admissions Officers in an amount not to exceed \$133,320.

Before moving on to new business, Ms. Moore commented that while Dr. Lindsay mentioned the honor that was been bestowed on Anne Arundel Community College by Academic Influence this was a remarkable achievement thanks to the faculty, staff and students at the college. The college did not apply for this award - it was a complete surprise. It speaks to the amazing dedication of the President, the leadership team, and everyone who works at the college, and the Board of Trustees, and she wanted to recognize that.

## **VII. NEW BUSINESS**

## **VIII. NEXT BOARD MEETING**

Ms. Moore advised that the next board meeting will be April 13, 2021.

## **IX. ADJOURNMENT**

The meeting was adjourned at 5:30 p.m.