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**APPROVED—BOARD OF TRUSTEES  
COMMUNITY COLLEGE DISTRICT NO. 508  
FEBRUARY 4, 2016**

**BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 508  
COUNTY OF COOK AND STATE OF ILLINOIS**

**MINUTES**

**COMMITTEE ON ACADEMIC AFFAIRS AND STUDENT SERVICES  
FRIDAY, DECEMBER 11, 2015  
DISTRICT OFFICE – 226 W. JACKSON BOULEVARD, ROOM 301**

Pursuant to provisions of the Illinois Public Community College Act, as amended of the State of Illinois, County of Cook, a Committee Academic Affairs and Student Services of the Board of Trustees of Community College District No. 508 was held on Friday, December 11, 2015 at 9:00 a.m., District Office, 226 W. Jackson Boulevard, Room 301, Chicago, Illinois 60606.

**ATTENDEES**

**TRUSTEES**

Marisela Lawson, Committee Chair  
Isaac S. Goldman  
Gary Gardner  
Charles Middleton

**OFFICERS OF THE DISTRICT**

Craig Lynch – Chief of Staff and Enterprise Services  
Rasmus Lynnerup – Executive Vice Chancellor and Chief  
Strategy Officer  
Laurent Pernot – Executive Vice Chancellor and Chief  
Adviser

**CHIEF ADVISOR TO THE BOARD**

Tracey B. Fleming

**CHANCELLOR**

Cheryl L. Hyman

OTHER ATTENDEES

Katheryn Hayes	CCC-District Office
Martin Kaplan	CCC-District Office
Jonathan Keiser	CCC-District Office
Cherie Meador	CCC-District Office
Claudia Mercado	CCC-District Office
Charles Ansel	CCC-District Office
Preston Harden	CCC-District Office
Michael Daigler	CCC-District Office
Meredith Sparks Ament	CCC-District Office
Kim Knutson	CCC-Wright College

**I. CALL TO ORDER**

Committee Chair Lawson called the December 11, 2015 Committee on Academic Affairs and Students Services to order at 9:01 a.m.

**II. ROLL CALL**

The Assistant Board Secretary called roll:

Trustee Gary Gardner	Present
Trustee Isaac S. Goldman	Present
Trustee Marisela Lawson	Present
Trustee Charles Middleton	Present

Committee Chair Lawson acknowledged that in accordance with the Illinois Public Community College Act and the Illinois Open Meetings Act, there was a quorum.

**III. COMMITTEE CHAIR REMARKS**

Committee Chair Lawson welcomed everyone to the quarterly Committee on Academic Affairs and Student Services.

**IV. AGENDA ITEMS**

The full presentation of agenda items can be viewed [here](#).

Panel of Speakers: Executive Vice Chancellor/Chief Strategy Officer Rasmus Lynnerup; Senior Associate Vice Chancellor Charles Ansell; Senior Associate Vice

Chancellor Jonathan Keiser; and Senior Associate Vice Chancellor Meredith Sparks Ament.

## **1. Student GPS**

Senior AVC Ansell discussed the Student GPS to help students focus their time at City Colleges and more effectively use their limited financial aid dollars. As of November, all students are on a pathway as depicted in the course catalog, providing them with a map toward on-time completion.

Trustee Lawson asked when advisors review the selections students have made. EVC Lynnerup stated that advisors can audit student plans to make sure that they are positioned to complete in a timely fashion. EVC Lynnerup indicated that based on the pathway selected by the student, they are only offered options that advance them toward completion. The “shopping cart” of class options seen by students reflects the specific instances of classes offered during a semester and at a specific time and location from which the student may choose, based on their personal schedule and which advance them toward completion. Chancellor Hyman noted that CCC conducted an 18 month study of what programs of study are relevant regionally and nationally. Based on that review we decided the relevancy of existing programs and worked to validate that information with College to Careers partners and faculty. From there, the District leadership worked to create our current pathways, working with faculty to identify the specific classes needed to be in any specific program. The first thing students need to do is declare their intended program of study, which should occur after speaking to an advisor. The Student GPS system will show them only courses that are relevant toward their declared program of study.

Secretary Duque asked what happens if a student doesn't declare a pathway or if they wish to change their plan. EVC Lynnerup stated that every student will have a plan, even if they don't know what they ultimately wish to study, there are high-level undecided plans that will help them take classes that will be valuable generally. If students wish to change their plan, they need to speak to an advisor before doing so, but once they have done so the engine around the system of course selection will be modified to reflect their new pathway and the required courses for it.

Chair Middleton ask if there was any way for a student, if they follow their pathway, could fail to earn a credential. Senior AVC Ansell indicated all pathways are tied to the basic degree requirements so, if students follow their pathway, they will at least be able to earn a basic degree.

EVC Lynnerup indicated that the CCC system is an integrated system of pathways that will not only facilitate transfer of courses completed by students to four-year institutions, but will specifically be transferrable to the major of the student at the four-year institution. Chancellor Hyman noted that City Colleges is a recognized national leader in this effort.

Vice Chair Gardner asked about the availability of advisor for those older students to help them access the GPS system. Senior AVC Ansell indicated that since Reinvention, the District has doubled the number of advisors so that we now meet the national best practice of 300-1 student to advisor ratio. The GradesFirst early alert system helps us surface students in danger of failing and appointment scheduling with advisors, so that we can automatically setup meetings with advisors and help provide services to help students work through any problems. The GradesFirst system also helps free up advisors from some of the more mechanical aspects of the work of helping students develop a program of study.

Vice Chair Gardner asked if students coming to CCC who are in need of remediation are treated separately in terms of Student GPS. EVC Lynnerup indicated that from a technical standpoint the same system is used for all students regardless of if they need remediation or not, however the required courses are different.

Trustee Goldman asked if there are basic requirements for all types of degrees. EVC Lynnerup indicated that there are a small set of general education hours, approximately fifteen hours for any occupational degree. Chancellor Hyman noted that the Student GPS system is designed to encourage students to get those general requirements out of the way early in their program of study.

Trustee Goldman inquired about how the team accounts for student challenges in balancing work, school and in some cases children. EVC Lynnerup indicated that we are building toward predictive scheduling, which asking students for additional details on what they want to study and when it is best for them to attend classes so that we can build enough information to build our schedule to more closely fit with student needs and offer the courses that they need in order to complete at the times that they need. Chancellor Hyman indicated that there are three national initiatives encouraged by Complete College America: Pathways, Whole Program Enrollment and Predictive Scheduling. In Pathways, students declare their educational interest up front and gives you a semester-by-semester plan to complete while stopping you from taking courses you don't need. Whole program enrollment allows students to

enroll in their entire program of study on day one at the institution. Predictive scheduling addresses how we provide students with predictability. This latter effort requires us asking students for information up front. With CCC's Student GPS system and pathways, we can use the information obtained from students to begin to see patterns and align our offerings with student needs.

Vice Chair Gardner asked if students' understand the intent of the District to incentivize completion through the District's tuition structure changes. EVC Lynnerup indicated that in the past students have complained about getting bad advice on their enrollment in specific classes which has required them to extend their time at CCC. Student GPS is helping to mitigate this.

Vice Chair Gardner asked if students who are taking classes part-time saw a tuition increase, was it neutral or did full-time students see a tuition decrease with the latest tuition changes. EVC Lynnerup indicated that this depends on the individual course taking pattern of the student, however, it is a tuition increase. The incentives work the same for part-time or full-time students. The goal has been to create the same incentives within the band of types of students. We have worked to make sure students are aware of the timing for completion that their class taking pattern provides.

## **2. Learning & Assessment**

Senior AVC Keiser described work to understand how the District compiles student learning outcomes and how the District engages faculty to design learning that reinforces instead of duplicates other study.

Committee Chair Lawson asked how long it will take to get all colleges in the district to completely define Pathway-level learning outcomes. Senior AVC Keiser indicated that their target is this will be mostly complete by the end of the year, but that this is an ongoing process in collaboration with faculty.

Chair Middleton noted that accreditation bodies are looking to make sure this is happening—having assessment processes in place, doing the assessing and changing what you're doing based on student feedback—and schools that do not do so risk receiving a poor evaluation and possible probation. EVC Lynnerup indicated that the District is thinking about this as pathways and whole sense of learning that we want to understand and assess.

Vice Chair Gardner asked if faculty have access to the master syllabi submitted to ICCB as they develop their own course-level syllabi. Senior AVC Keiser indicated that those are available, however typically new adjunct faculty are provided with the syllabus previously used to teach a certain course. EVC Lynnerup stated that as courses go through approval steps up to and including ICCB, changes may be made in the stated learning objectives of a course. The effort underway to collect and review all syllabi across the District is focused on making sure that the teaching that goes on in the classroom is consistent with the stated goals as submitted to ICCB. Senior AVC Keiser indicated the goal of this effort is to help identify best practices that every syllabus should have, how they should look and what should all of our students know.

Trustee Goldman indicated that the dress code statement in the proposed revisions to the Academic student policies was vague and did not think this was the proper phrasing. Trustee Goldman also asked about who would make the decision to engage in mediation. Finally in the discussion about tuition waivers, Trustee Goldman asked if this opens the district up to allegations of favoritism. EVC Lynnerup took note of the Trustee's comments.

Chair Middleton asked how things that we are required to have versus what we might want to have in policy as a District. Chair Middleton asked for additional clarity on this before the board takes action on this.

Trustee Goldman asked about the timing of faculty reflection on comments on proposed policy changes. EVC Lynnerup indicated that we provided the documents over two months ago and there have been multiple in-person review sessions. This is also the beginning of a more regular cycle of review going forward in cooperation with faculty.

### **3. Kennedy-King Reaccreditation Preparation**

Senior AVC Keiser described efforts underway to prepare for the Reaccreditation visit to Kennedy-King College by the Higher Learning Commission in the spring of 2016.

### **4. Program Consolidation**

Chancellor Hyman described the history and efforts underway regarding program consolidation.

Vice Chair Gardner encouraged District leadership to discuss this work as increasing excellence and coincidentally saving some money instead of as program consolidation. Chancellor Hyman noted that while there are “hubs” for various programs, there will be availability for learning in most subjects across the campuses and you can start learning at any college even if that college is not the hub of your program of study. Secretary Duque asked if all programs and specifically the child development program, were evaluated to identify the best place for the center of excellence for the district. EVC Lynnerup indicated that there are programs outside of the ten major areas. Staff looked at all of the 400 programs at the district prior to Reinvention. The District looked at capital investments already in place or needed and those investments in human capital. District leadership also discussed identifying synergies among full-time faculty. Also, having the students and an eco-system in one place versus having them spread out is valuable. There are approximately 100 students in child development program in a fiscal year basis at Truman.

EVC Pernot indicated that the District led with the quality argument in deciding where to place programs and the partner relationships are benefited greatly by having programs centralized so that these relationships between CCC and our C2C partners can be efficiently managed. EVC Lynnerup indicated that Child Development 101 and 102 are going to be available at Kennedy-King and Malcolm X Colleges as well as at Truman. These are the most commonly accessed classes. There is also access to online courses.

Vice Chair Gardner asked if we have thought about the incremental cost of increasing access to certain resources at more than one campus and could that cost be borne by one or more C2C partners. Chancellor Hyman indicated that the partners are not interested in paying for these types of resources.

Committee Chair Lawson asked for additional information about how much of the child development program for students can be completed at colleges as other than Truman College. Chair Middleton asked for the analytics in this area as a curricular issue so that the Board has a better understanding of how the numbers of students changes as you progress through the child development program toward a degree or various types of certificates.

## **5. Program Consolidation**

EVC Lynnerup described upcoming work to be presented to the committee and the Board.

Committee Chair Lawson asked when leadership would like feedback from the Board on the proposed policy changes. EVC Lynnerup indicated Trustees can provide feedback at any time and Trustees are welcome to provide feedback as part of the standard board review process as we move toward March action by the Board.

This concluded the review of agenda items.

**V. MOTION TO ADJOURN**

Committee Chair Lawson asked for a motion to adjourn the meeting.

<Motion>Secretary Duque

<Second>Chair Middleton

Motion Carried

Meeting adjourned at 10:56 a.m.

**Clarisol Duque  
Secretary,  
Board of Trustees**

**Submitted by – Tracey B. Fleming, Chief Advisor to the Board**