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**APPROVED—BOARD OF TRUSTEES  
COMMUNITY COLLEGE DISTRICT NO. 508  
JULY 6, 2017**

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

**MINUTES**

**ACADEMIC AFFAIRS AND STUDENT SERVICES COMMITTEE MEETING  
THURSDAY, SEPTEMBER 22, 2016  
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, an Academic Affairs and Services Committee meeting of the Board of Trustees of Community College District No. 508 was held on Thursday, September 22, 2016 at 11:00 A.M., District Office, 226 W. Jackson Boulevard, Room 301, Chicago, Illinois 60606.

**ATTENDEES**

**TRUSTEES**

Marisela Lawson, Committee Chair  
Isaac S. Goldman  
Gary Gardner, Vice Chair

**OFFICERS OF THE DISTRICT**

Craig Lynch—*Chief of Staff and Enterprise Services*  
Rasmus Lynnerup—*Executive Vice Chancellor and  
Chief Strategy Officer*

**ASSISTANT BOARD SECRETARY**

Bethany Myles

**CHANCELLOR**

Cheryl L. Hyman

**GENERAL COUNSEL**

Eugene Munin

**OTHER ATTENDEES**

Claudia Mercado	CCC - District Office
Scott Martyn	CCC - District Office
Meredith Sparks Ament	CCC - District Office
Jonathan Keiser	CCC - District Office

**I. CALL TO ORDER**

Committee Chair Lawson called the September 22, 2016 Academic Affairs and Student Services Committee meeting to order at 11:05 A.M.

**II. ROLL CALL**

The Assistant Board Secretary called roll:

Gary Gardner	Present
Isaac S. Goldman	Present
Marisela Lawson	Present

**III. COMMITTEE CHAIR REMARKS**

Committee Chair Lawson thanked the trustees for their attendance and participation and thanked Executive Vice Chancellor Lynnerup and staff for their efforts in preparing the meeting materials. Trustee Lawson noted that Chancellor Hyman would join the meeting in progress.

**IV. CHANCELLOR REMARKS**

There were no remarks.

**V. REVIEW OF AGENDA ITEMS**

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

Speakers: Executive Vice Chancellor and Chief Strategy Officer, Rasmus Lynnerup; Senior Associate Vice Chancellor, Meredith Sparks Ament; Senior Associate Vice Chancellor Scott Martyn; and Senior Associate Vice Chancellor, Jonathan Keiser.

**1. Follow-up from last sub-committee meeting**

Executive Vice Chancellor Lynnerup began by reviewing the latest steps in the ongoing process to update the District's policies and separating the procedures from the policies.

Chair Lawson asked EVC Lynnerup to describe the process by which staff are informed and trained on academic policies and procedures which are being revised. EVC Lynnerup noted that his staff is working on developing "playbooks" and other tools for new or transitioning employees to pick up the details on what they need to do their jobs.

Trustee Goldman asked EVC Lynnerup to put the significant issues facing the Academic affairs team in context.

EVC Lynnerup noted that until recently, there were a number of board approved sources of policies impacting the District. Those documents also detailed specific steps that staff had to take to execute their jobs. Unfortunately, when and if the District wanted or was required to change those processes, it required action by the Board and led to challenges in keeping consistency in practice and policy. EVC Lynnerup noted that the four priorities for the past 12 months have been: academic quality, general policy, improving assessment for incoming students and improving structure around how we help students manage and navigate the academic system.

Trustee Goldman asked EVC Lynnerup to identify anything in latest updates to the board approved policies is seen either by himself or others as particularly controversial. EVC Lynnerup noted that the changes are mostly technical in nature and none are seen as being especially problematic.

Vice Chair Gardner noted the support the board has for the work of the staff and the appreciation the board has for these specific efforts.

Senior Associate Vice Chancellor Keiser addressed student, program-level outcomes and efforts around cataloging of syllabi.

Chair Lawson asked why it is easier to identify and articulate these outcomes in some of the skill-based (applied) programs than it is for programs such as the associate of science, AS and AA.

EVC Lynnerup explained that for some of the career-based programs, it is very clear what you need to be able to do when you leave and there are specific courses you need to take in order to meet the requirements. In the non-applied courses, there are multiple distinct classes which can satisfy each specific requirement or requirements. CCC must maintain a consistence of understanding about the different paths that can lead along the pathway that gets the student to their ultimate educational goal, which may include continued work at a four-year institution. CCC must also be able to articulate that pathway in an accurate and consistent way to the student throughout their attendance at City Colleges.

Trustee Goldman asked what the district has done to help students understand what they need to do to achieve their educational goals before and during their program at City Colleges.

EVC Lynnerup noted that the District has built IT solutions (Student GPS) to help inform students at registration and on an ongoing basis, about the coursework that will keep them on the path to their ultimate educational goal. He further noted that CCC has become, in its recent history, much more intentional about outreach and practices to assist students in determining their educational path and ensuring they stay on it with advising and other tools.

Chancellor Hyman added that by establishing and building on our Dual Credit/Dual Enrollment

initiative with the Chicago Public Schools, we have an increasing number of students who are engaged at an earlier point in college-level work, but who are also being encouraged by CCC to think about what their educational and career objectives are and undertaking work to achieve those goals. Chancellor Hyman also noted similar efforts with our STAR students, who have dedicated advisors who work only with that cadre of students.

Trustee Goldman asked about the influences for the Dual Credit/Dual Enrollment students. Chancellor Hyman stated that Dual Credit/Dual Enrollment students do not necessarily take classes at CCC facilities, so those students are receiving a significant amount of advising and input from CPS staff. EVC Lynnerup noted that our strongest partnership in the Dual Credit/Dual Enrollment arena would be with five area STEM schools where CPS students take dual credit and dual enrollment classes on an IT pathway here at CCC.

Chair Lawson asked if the Dual Credit/Dual Enrollment students have a pathway in the Student GPS system of CCC.

Chancellor Hyman indicated this to be true. The Chancellor indicated that a key issue for future consideration and additional work is to ensure that these Dual Credit/Dual Enrollment students become CCC students after graduation as many transfer to high quality four-year institutions directly.

Chair Lawson asked about retention of STAR students. Chancellor Hyman noted that there is a good retention rate for STAR students.

Trustee Goldman asked about the impact a potential CPS Teachers' strike would have on City Colleges. Chancellor Hyman indicated that would depend on the length of such a strike.

Chair Lawson asked for information from the original five-year plan on the number of courses to compare to the number of active courses now following up on the work of the District to confirm and rationalize the syllabus system.

The Chancellor noted that this is an important step along the way of getting to academic quality and being in a position to clearly identify what our learning outcomes are. While this effort is very important, another key component to academic quality is asking ourselves whether what we're teaching is what our corporate and career partners desire in the market and is it what the four-year colleges our students transfer expect CCC students to have learned while here.

Trustee Lawson inquired about the progress from the original five-year strategic plan goals and the current state of affairs relating to academic quality. Chancellor Hyman noted that the District has focused significant efforts on building a framework to be able to determine and quantify learning outcomes for all courses.

Trustee Goldman asked about the process by which changes in program requirements are changed and how ongoing students are impacted as processes are changed or evolve. Executive Vice Chancellor Lynnerup noted that students complete under the catalog that was in place when

you began your studies at City Colleges so that even if there are changes implemented they would not impact a continuing student in a negative manner.

Trustee Lawson asked about the number of instances and processes by which where students request exceptions to policies that have been developed or implemented while students matriculate through CCC. Executive Vice Chancellor Lynnerup noted that all higher education institutions are continually making revisions and tweaks to course requirements, not just City Colleges and students are not held to changes to core requirements that occur after they have started their studies.

Vice Chair Gardner asked about the process for signing up for public participation at regular meetings of the Board of Trustees. General Counsel Munin noted that individuals requesting to speak are required to notify City Colleges and provide a topic no less than 24 hours prior to the start of the board meeting at which they wish to speak.

Chancellor Hyman noted that the District reaches out to people who indicate a problem that might more appropriately be addressed by management prior to the board meetings once speaking requests have been confirmed and sometimes members of the public simply have something they wish to say, regardless of whether or not the issues is rightly in the purview of the board or if it has or hasn't been addressed already.

Vice Chair Gardner requested more information on speakers and topics prior to the board meetings. Chancellor Hyman asked staff to provide additional information to the trustees prior to board meetings on any speakers or topics known to be raised by public participants.

Next, the group discussed upcoming policy changes. Trustee Goldman inquired if there were any changes to the District's dress code in the proposed policy changes. Chancellor Hyman said no. Trustee Goldman asked about the feedback process relating to proposed changes to the sabbatical approval process. Senior Associate Vice Chancellor Ament noted that recent audit feedback indicated that the district should have a policy on sabbatical approvals which is what is being implemented currently. Executive Vice Chancellor Lynnerup noted that there is a process of negotiations and discussion with faculty when changes are proposed to any policies and District takes seriously its obligations to work collaboratively with faculty to discuss and revise policies based on their feedback.

Trustee Lawson inquired about the new online registration system and if it allows a student to register prior to taking any required placement exams or confirming how they will finance their education. Senior Associate Vice Chancellor Martyn noted that for the most part, with a few exceptions, students can review these issues and topics in any order they chose fit.

Trustee Lawson asked about how the students deal with problems or errors in the system. Chancellor Hyman noted that there are multiple resources for students to address issues either technically with the system or substantively with their actual academic program. Trustee Lawson asked when this system will fully go live. Executive Vice Chancellor noted that this system will be fully operational for public use for registration for Spring 2017 classes. Trustee Goldman asked about staffing levels for people who either cannot or do not wish to use the online system. Mr.

Martyn noted that there are students at some colleges who simply prefer to use an in-person/paper system and the District is equipped to address those needs. Mr. Martyn also noted as an example that many of our placement tests are online, but students can also go on campus to the testing center and take these tests if that is their preference and the test is identical to what they would access online.

Vice Chair Gardner asked if there are prep sessions for students prior to taking the actual placement tests. Mr. Martyn indicated that there are prep tests in English and math and these can be taken online before the actual placement exam.

Trustee Lawson asked about the process of how we track students from degree to placement in a career field related to their studies. Chancellor Hyman noted that the District now tracks degrees as they relate to a C2C area or a transfer area. Chancellor Hyman also noted that for transfer students the District has staff dedicated to working with our four-year partner institutions and tracking how many students transfer from City Colleges, how many ultimately complete at a given four-year college and their GPA.

Trustee Goldman asked if we know or can know how many of our C2C students ultimately join a union after graduation or program completion. Chancellor Hyman indicated that staff would research this and follow up.

Trustee Lawson asked about remediation statistics for the District. Executive Vice Chancellor Lynnerup confirmed that CCC is having good overall success within the first year of attendance in getting students up to college level based on early interventions. Trustee Lawson also inquired about SAP holds. Executive Vice Chancellor Lynnerup noted that at one point CCC held students to a higher standard of academic progress than federal guidelines which resulted—in some cases—in instances of CCC cutting off student financial aid earlier than was absolutely required. He noted that we have revised policy to make it consistent with Federal policy and provide students with assistance in thinking about where they are and what they need to do to make progress toward their academic goals.

**VI. ADJOURNMENT**

Committee Chair Lawson asked for a motion to adjourn.

<Motion> Trustee Goldman  
<Second> Vice Chair Gardner

Motion Carried.

Meeting Adjourned 12:48 p.m.

**Clarisol Duque  
Secretary  
Board of Trustees**

**Submitted by – Bethany Myles, Assistant Board Secretary**