

Manhattan Area Technical College

Board of Directors Retreat

August 25, 2020

Manhattan Area Technical College – 4:00 p.m.

Agenda

- I. Introductions**

- II. Board Members** - Review of roles and responsibility of board members – John Dietrick & Allison Zerbe

- III. POLICY GOVERNANCE** – Review of recommended revisions/considerations - Jim & Tracy

- IV. STRATEGIC PLAN** – Updated Strategic Plan - Jim



BOARD OF DIRECTORS POLICY GOVERNANCE MANUAL

The Board of Directors for Manhattan Area Technical College acknowledges the use of materials created by John Carver, Garden City Community College, the Kansas Association of Community College Trustees, and the Adams 12 Five Star Schools (Colorado) in formulating its written policies within the model of Policy Governance. In addition, Dynamic Governance Associates assisted the board with its policy development and implementation.

Adopted February 15, 2005

Revised and Approved February 23, 2016

Updated: 01/28/06-08/17/06-09/12/06-03/13/07-09/11/07-02/12/08-02/10/09-01/10/11-03/14/11-04/11/11- 02/23/16
Last Published 02/25/16

***STATEMENT OF OWNERSHIP
FOR
MANHATTAN AREA TECHNICAL
COLLEGE***

The Board of Directors for Manhattan Area Technical College has identified its moral ownership, to which it has a fiduciary or trusteeship responsibility, as the general public of the college's service areas.

Adopted February 15, 2005

Revised and Approved February 23, 2016

Updated: 01/28/06-08/17/06-09/12/06-03/13/07-09/11/07-02/12/08-02/10/09-01/10/11-03/14/11-04/11/11- 02/23/16
Last Published 02/25/16

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DEFINITIONS

Staff: Staff includes administrators, faculty and support personnel.

Administrators: Administrators include all of the President's direct reports.

Owners of the College: The “owners” of Manhattan Area Technical College are represented through the members of our Board of Directors, the MATC Foundation Trustees, ~~the participants of the General Advisory Council~~, and the persons who serve ~~on on our our academic program~~ BILT (Business Industry Leadership Team) advisory committees. These individuals monitor the institution’s accountability and performance in meeting our mission, vision, and values ~~for our students -and for~~ the residents, businesses, and organizations in the College’s service area.

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POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL EXECUTIVE CONSTRAINT

The President shall not cause or allow any practice, activity, decision or organizational circumstance which is illegal, imprudent, or unethical.

1. Dealings with students, staff, volunteers, and the community shall not be inhumane, unfair, or undignified.
2. An open climate in the decision-making process shall not be discouraged.
3. Budgeting shall not deviate significantly from Board ENDS priorities or risk fiscal jeopardy.
4. The overall financial condition of the college shall not be maintained in a manner that either incurs fiscal jeopardy or compromises Board ENDS priorities.
5. Information and advice to the Board will have no significant gaps in timeliness, completeness, or accuracy.
6. Assets shall not be unprotected, inadequately maintained, or unnecessarily risked.
7. Compensation and benefits for staff shall not deviate significantly from the market.
8. No fewer than two administrators will be informed of President and Board issues and processes.
9. There will be no conflict of interest when making purchases and/or awarding contracts.
10. Purchases shall not be made and contracts shall not be awarded without first ~~giving consideration to~~ considering businesses in the college's primary service area.
11. Shall not fail to provide programs and technology which are appropriate for students to achieve the ENDS as prescribed by the Board.

12. Shall not initiate new programs or retain existing programs without consideration of cost-effectiveness and clear evidence of need and value to identified stakeholders within the mission of the institution. Regional workforce data, which is the foundation of funding sources such as WIOA/Perkins will be a prominent component in determining program viability.
13. Shall not fail to outline a process that transitions leadership of the college in the event of a planned or unplanned departure.
14. Shall not fail to ensure a safe and healthy environment on campus.
15. Shall not fail to maintain current Higher Learning Commission accreditation, or strive to achieve national program accreditations, and industry certifications.

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POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF PEOPLE

With respect to treatment of students, staff, volunteers, and the community, dealings shall not be inhumane, unfair, or undignified.

Accordingly, the President shall not:

1. Operate without written procedures that clarify student and staff rules, provide for effective handling of grievances, protect against wrongful or unsafe conditions, and/or allow preferential treatment for personal reasons;
- ~~1-2.~~ 2. Fail to acquaint students and staff with their rights and responsibilities.
- ~~2-3.~~ 3. Discriminate against anyone for expressing dissent;
- ~~3-4.~~ 4. Withhold a due process procedure from students and staff;
5. Prevent students and staff from grieving to the Board when internal grievance procedures have been exhausted;

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4.

~~5. Fail to acquaint students and staff with their rights and responsibilities.~~

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POLICY TYPE: EXECUTIVE LIMITATIONS

**POLICY TITLE: BUDGETING/FINANCIAL
PLANNING/FORECASTING**

Budgeting shall not deviate significantly from Board ENDS priorities, or risk fiscal jeopardy.

Accordingly, the President shall not cause or allow budgeting which:

1. Contains insufficient information to enable accurate financial and planning projections.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period;
3. Does not provide a prioritized menu of Capital Outlay funds;
4. Does not provide the annual operating funds for Board prerogatives, such as costs of fiscal audit, Board development, Board and committee meetings, and Board professional fees.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION

With respect to the actual, ongoing condition of the college's financial health, the President shall not cause or allow the development of fiscal jeopardy or a significant deviation of actual expenditures from Board priorities established in the ENDS policies.

Accordingly, the President shall not:

1. Exceed the budget for the fiscal year (July 1 - June 30). While being cognizant that several factors often result in an interim budget to start the fiscal year. A final approved College budget and budget authority will be presented for board consideration and action at the appropriate time when the factors are resolved.
2. Fail to maintain an appropriate cash reserve that does not constrain with the operation of the institution.
3. Fail to develop additional private revenue sources for capital improvement projects.
4. Fail to coordinate with MATC Foundation.

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POLICY TYPE: EXECUTIVE LIMITATIONS

**POLICY TITLE: INFORMATION AND ADVICE
(COMMUNICATION AND COUNSEL)**

With respect to providing information and counsel to the Board, the President shall not permit the Board to be uninformed.

Accordingly, the President shall not:

1. Neglect to submit monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of the Board policies being monitored;
2. Operate the college without an annually updated strategic plan;
3. Permit the Board to be unaware of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, significant external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established;
4. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on BOARD GOVERNANCE PROCESS and BOARD-PRESIDENT RELATIONSHIP, particularly in the case of Board behavior that is detrimental to the working relationship between the Board and the President;
5. Present information to the Board in an unnecessarily complex or lengthy form;
6. Fail to deal with the Board as a whole, except when fulfilling requests for information or responding to individuals or committees duly charged by the Board.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

Assets shall not be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the President shall not:

1. Fail to insure against property and casualty losses or against liability losses to Board members, staff, or the college itself in an amount prudent and advisable under Kansas law;
2. Allow un-bonded personnel access to significant amounts of funds;
3. Allow improper wear and tear or inadequate maintenance of the plant and equipment;
4. Unnecessarily expose the college, its Board or staff to claims of liability;
5. Make any single asset purchase over \$2,500 without having obtained comparative prices and without due consideration of cost, quality, and service;
6. Make any purchase or initiate construction, remodeling, or alternations of real property over \$25,000 without Board approval. Such purchases shall require a sealed competitive bidding process;
7. Receive, process, or disburse funds under controls that are insufficient to meet the financial auditor's standards;
8. Dispose of real property (exclusive of the Building Trades project house) without Board Approval;
9. Enter into any lease agreement for real property in excess of \$20,000 annually without Board approval;
10. Fail to protect intellectual property, information and files from loss, damage or improper access.
11. Sole source of propriety materials is exempt from sealed competitive bidding requirements provided that documentation is maintained to justify why the technical characteristics inherent in the item make it essential to purchase the good or service.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION/BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the President shall not cause or allow fiscal integrity or public image to be jeopardized.

Accordingly, the President shall not:

1. Change his/her own compensation and benefits;
2. Promise or imply permanent or guaranteed employment;
3. Establish compensation and benefits which:
 - A. Deviate significantly from the geographic area or market for the skills employed;
 - B. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year, and in all events subject to losses of revenue.

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY TITLE: GOVERNANCE COMMITMENT

On behalf of the owners of Manhattan Area Technical College, the Board of Directors will govern the college through the expressions of its written policies.

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY TITLE: GOVERNING STYLE

The Board process will emphasize outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity.

Accordingly, the Board will:

1. Execute powers designated by federal law and Kansas statutes.
2. Enforce upon itself whatever discipline is needed to govern with excellence, allowing no officer, committee, or individual to impede fulfillment of this responsibility. Discipline will apply to matters such as attendance, policy-making principles, respect of roles, and speaking officially with **one voice** following majority vote.
3. Direct, control, and inspire the college through careful establishment of the broadest values and perspectives in the form of written policies.
4. Focus chiefly on intended long-term impact on students and community (ENDS), not on the administrative or programmatic means of attaining those results.
5. Be an initiator of policy, not merely a reactor to staff initiatives. The Board, not the staff, will be responsible for Board performance.
6. Use the expertise of individual members to enhance the ability of the Board as a body, rather than substitute their individual values for the group's values.
7. Monitor and regularly discuss the Board's own process and performance. Ensure the continuity of its governance capability by continual training and development, especially as it relates to ongoing training of current Board members and education of prospective Board members with regard to the principles of Policy Governance.
8. A quorum of five members is required to conduct binding business at any meeting of the Board and a majority vote of the entire Board membership is required for official action. Meetings may be held through distance delivery or hybrid delivery, and votes can be conducted in such delivery and/or by email communication with the Board Clerk.

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POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY TITLE: BOARD JOB DESCRIPTION

The job of the Board is to be the fiduciary agent and guardian of institutional integrity. The Board may represent the college's owners in determining and demanding appropriate organizational performance. To distinguish the Board's own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job "products" or outputs.

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1. Linkage with the college's owners regarding ENDS as determined by the Board.
Examples of linkage activities may include: - Linkage activities may include:

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- A. Meeting with individuals and organized or informal community groups.
- B. Observing and meeting with other public boards.
- C. Hosting opportunities which afford owners the opportunity to learn about the college.
- D. Accepting public comments during open session of board meetings.

2. Written governing policies which, at the broadest levels, address:

- A. ENDS: Organizational products, impacts, benefits, outcomes, recipients and their relative worth (what good for what people at what cost).
- B. EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the boundaries within which all executive activity and decisions must take place.
- C. BOARD GOVERNANCE PROCESS: Specification of how the Board conceives, carries out, and monitors its own task.
- D. BOARD-PRESIDENT RELATIONSHIP: The manner in which authority is delegated from the Board to the President and assessment of the use of that authority.

3. Assure the President's performance.

4. Impact on legislative affairs through advocacy.

- ~~5. Monitor activities and performance of the College Foundation to ensure it is legal and supportive of the college.~~ Collaborate with the MATC Foundation Trustees to reinforce compliance, performance, and activities to match desired END's.

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- ~~6. Select and discipline Board officers~~

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POLICY TYPE: BOARD GOVERNANCE PROCESS (continued)

POLICY TITLE: BOARD JOB DESCRIPTION

The job of the Board is to represent the college's owners in determining and demanding appropriate organizational performance. To distinguish the Board's own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job "products" or outputs.

- Seated Board Members are eligible to run for Chair and Vice-Chair positions every two years.
- Nomination ballots will be distributed to Board members by the Board Clerk during the April meeting of the election year. All Board members will be eligible for nomination and therefore listed on the nomination ballot.
- Once the Board members have completed filling out their ballots, they will be tallied by the Board Clerk, the nominees will be contacted via telephone and/or e-mail to determine their desire to be considered for the elected position(s).
- Upon confirmation, election ballots will be created indicating nominees for both the Chair and the Vice-Chair positions and distributed prior to the May meeting via e-mail.
- Election ballots will be distributed, filled in, and returned to the Clerk during the May Board meeting.
- The Clerk will announce the name of the person obtaining the most votes for each position.
- In the event of a tie, a run-off vote will be held during the May meeting following the same procedures listed in item 5.
- New Officers are seated effective July 1st.
- One member will be selected by the other board members to serve as board liaison to the MATC Foundation Trustees each year.
- Terms of board members will be staggered so that no more than three (3) members have terms ending in the same year. Current members whose terms are expiring may notify the board Chair of their intent to continue to serve, but no member will serve more than eight (8) years concurrently, and members may apply to return to the board after not serving as an active member for one full academic year.
- The board clerk will place proper notices in regional media/social media each spring as part of the process to seek out persons interested in serving on the board. Board members, in consultation with the Chair and the President, may refer names of persons to be considered for a request to apply to serve on the Board. A committee of at least three (9) members, usually including the officers, will serve

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as an interview and review committee for prospective members. That committee will bring recommendation(s) to the full board for consideration of action.

- Current directors whose terms are renewed remain active. New members are active in their role as of July 1, and take their oath of office at the first official board meeting (July 1 or after).

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POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY TITLE: ROLE OF THE BOARD CHAIR

The job "product" of the chair (the board's Chief Governance Officer or CGO) is, primarily, the integrity of the Board's process and, secondarily, occasional representation of the Board to outside parties. The chair is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions), unless the authority is delegated to another member.

1. The job output of the chair is to ensure that the Board's behavior is consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will be only those issues that, according to Board policy, clearly belong to the Board, not the President, to decide.
 - B. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and pointed.
2. The authority of the chair consists of making decisions that fall within the topics covered by Board policies on BOARD GOVERNANCE PROCESS and BOARD-PRESIDENT RELATIONSHIP, except where the Board specifically delegates portions of this authority to others. The chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - A. The chair is empowered to plan and preside over Board meetings with all the commonly accepted authority of that position (e.g., ruling, recognizing, and committee appointments).
 - B. The chair has no authority to make decisions about policies created by the Board within ENDS and EXECUTIVE LIMITATIONS policy areas. Therefore, the chair has no authority to supervise or direct the President.
 - C. The chair may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to him or her.
3. The Board chair is to ensure the vice chair is informed of current and pending Board issues and processes.

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the Board's job and so as never to interfere with delegation from the Board to the President. Committees will be used sparingly, and only when other methods have been deemed inadequate.

1. Board committees are to help the Board do its job; not to help the staff do its jobs. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Board committees are not to be created by the Board to advise staff.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the President.
3. Board committees cannot exercise authority over staff. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. This policy applies only to committees that are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the President.

POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY TITLE: ANNUAL BOARD PLANNING CYCLE

To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow an annual agenda that will:

1. Evaluate progress toward the achievement of the ENDS - **according to Monitoring Schedule.**
2. Evaluate the BOARD PROCESS related to Policy Governance - **monthly.**
3. Complete evaluation of President’s performance and salary review — ~~No later than June, May~~.
4. Redefine and prioritize the ENDS to provide guidance for the development of the budget at semi-annual board planning retreats (or when instructed).
5. Report on an annual basis to the college’s owners. This will include a review of the institutional effectiveness and guidance as the next year’s budget is planned. — **November.**

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POLICY TYPE: BOARD GOVERNANCE PROCESS

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

The Board expects of itself and its members ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in group, as well as individual, behavior when serving as Board members.

1. Board members must represent un-conflicted loyalty to the interests of the college's ownership. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. This accountability supersedes the personal interest of any Board member acting as an individual consumer of the college's services. Board members should notify the board clerk and President of any interaction with any external stakeholder in which a concern is raised, so that proper investigation and reporting can be made.
2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
 - A. There must be no self-dealing or any conduct of private business or personal services between any Board member and the college, except as procedurally controlled, to assure openness, competitive opportunity and equal access to "inside" information.
 - B. Board members must not use their positions to obtain employment at the college for themselves, family members, or close associates.
 - C. Should a Board member be considered for employment at the college, he/she must temporarily withdraw from board deliberation, voting, and access to applicable Board information.
 - D. Should a member gain employment at the college, he/she must resign from the Board.
3. Board members may not attempt to exercise individual authority over the President or staff of the college.
4. An individual Board member must recognize that his/her communication with the public, press, or other entities represents his/her personal views and not that of the Board as a whole.
5. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
6. Board members will make no judgments of the President or staff performance except as that performance is assessed against explicit Board policies by the official process.

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7. Board members must express their individual opinions to the Board for discussion before decisions are made because a majority vote of the Board expresses its collective values as **one voice.**

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POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

POLICY TITLE: PRESIDENT'S ROLE & JOB DESCRIPTION

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The college's President is accountable to the board, acting as a body. The Board will instruct the President through written policies delegating implementation to the President.

As the board's single official link to the operating organization, the President's performance will be considered to be synonymous with performance of the college, as a whole.

Consequently, the President's job description can be stated as performance in only two areas:

1. Organizational accomplishment of the provisions of Board policies on **ENDS**.
2. Organizational operation within the boundaries of prudence and ethics established in Board policies on **EXECUTIVE LIMITATIONS**.

POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

POLICY TITLE: DELEGATION TO THE PRESIDENT

All Board authority delegated to staff is delegated through the President, so that all authority and accountability of staff—as far as the Board is concerned—is considered to be the authority and accountability of the President.

1. The Board will direct the President to achieve certain results, for certain recipients, at a certain cost through the establishment of ENDS policies. The board will limit the latitude the President may exercise in practices, methods, conduct, and other "means" to the ENDS through establishment of EXECUTIVE LIMITATIONS policies.
2. As long as the President uses **any reasonable interpretation** of the Board's ENDS and EXECUTIVE LIMITATIONS policies, the President is authorized to establish administrative policies, make all decisions, take all actions, establish all practices, and develop all activities *with the Board being responsible for final approval of financial and employment matters.*
3. The Board may change its ENDS and EXECUTIVE LIMITATIONS policies, thereby shifting the boundary between Board and President domains. By doing so, the Board changes the latitude given to the President. So long as any particular delegation is in place, the Board members will respect and support the President's choices.
4. Only decisions of the Board, acting as a body, are binding upon the President.
 - A. Decisions or instructions of individual Board members, officers, or committees are not binding on the President, except in rare instances when the Board has specifically authorized such exercise of authority.
 - B. In the case of Board members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require—in the President's judgment—a significant amount of staff time or funds, or are disruptive.

POLICY TYPE: BOARD-PRESIDENT RELATIONSHIP

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Monitoring performance of the President is synonymous with monitoring organizational performance of the college against Board policies on ENDS and on EXECUTIVE LIMITATIONS. Any evaluation of Presidential performance, formal or informal, may be derived only from these monitoring data.

1. The purpose of monitoring is to determine the degree to which the Board's written policies are being fulfilled. Information that does not do this will not be considered monitoring for monitoring purposes. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future, rather than to review the past.
2. A given Board policy may be monitored in one or more of three ways:
 - A. **Internal report** – Written disclosure of compliance information to the Board from the President;
 - B. **External report** - Discovery of compliance information by a disinterested third party, external auditor, inspector, or judge who is selected by, and reports directly to, the Board. Such reports must assess performance of the President only against policies of the Board, not those of the external party, unless the Board has previously stipulated that party's opinion to be the standard;
 - C. **Direct board inspection** - Discovery of compliance information by a Board member, a Board committee, or the Board as a whole. This is a Board inspection of documents, activities, or circumstances directed by the Board that allows a "prudent person" test of policy compliance.
3. Any policy can be monitored by any method at any time, as the Board chooses. For regular monitoring, however, data on each ENDS and EXECUTIVE LIMITATIONS policy will be gathered as follows:(**see the following page**)

	Schedule of President's Monitoring Reports
Monthly through BOD Meetings Written Report in December	1. GENERAL EXECUTIVE CONSTRAINT a. The president shall not cause or allow any practice, activity, decision or organizational circumstance which is illegal, imprudent, or unethical.
June	2. TREATMENT OF PEOPLE a. With respect to treatment of students, staff, volunteers and the community, dealings shall not be inhumane, unfair, or undignified.
October	3. BUDGETING/FINANCIAL PLANNING/FORECASTING a. Budgeting shall not deviate significantly from board priorities, or risk fiscal jeopardy.
Quarterly (Reports to include both MATC operating financials as well as MATC Foundation impact.)	4. FINANCIAL CONDITION a. With respect to the actual, ongoing condition of the organization's financial health, the president shall not cause or allow the development of fiscal jeopardy or a significant deviation of actual expenditures from board priorities established in the policies. b. July 1 – September 30 November Meeting October 1 – December 31 February Meeting January 1 – March 31 May Meeting April 1 – June 30 September Meeting
Ongoing	5. INFORMATION AND ADVICE a. With respect to providing information and counsel to the board, the president shall not permit the board to be uninformed.
April October	6. ASSET PROTECTION a. Assets shall not be unprotected, inadequately maintained, or unnecessarily risked.
August October	7. COMPENSATION/BENEFITS a. With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the president shall not cause or allow fiscal integrity or public image to be jeopardized. Annual Budget presented for approval
July & August January & August	8. STRATEGIC PLAN (General Executive Constraint & Board Governance Process) a. Annual presentation of Strategic Plan...the president shall not operate the college without a strategic plan. b. Monitoring progress of Strategic Plan

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	Schedule of President's Monitoring Reports (continued)
July February & October	9. ACHIEVEMENT OF ENDS a) Vision & Mission b) Essential Skills c) Work Preparedness d) Workforce Development e) Leadership

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POLICY TYPE: ENDS

POLICY TITLE: VISION AND MISSION

The Vision and Mission of the Manhattan Area Technical College Board of Directors is to ensure that MATC strives to be a leader in postsecondary technical education in Kansas to prepare people for productive and enriched lives.

POLICY TYPE: ENDS

POLICY TITLE: ESSENTIAL SKILLS

1. Students will possess essential technical skills.
2. Students will demonstrate reading, math, and interpersonal skills, including speaking, listening, and writing, appropriate for their chosen fields of endeavor.

POLICY TYPE: ENDS

POLICY TITLE: WORK PREPAREDNESS

Students will be prepared for success in the workplace, with coordination and collaboration with the Kansas Board of Regents and its Technical Education Authority, and MATC engagements with K-12 education, and other organizations relevant to technical education to guide students to appropriate career pathway options.

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1. Students will demonstrate the skills and knowledge required for successful entry into the workplace.
2. Students will demonstrate the work ethics, discipline, and collaborative skills necessary to be successful in the workplace.
3. Students will demonstrate the skills and knowledge necessary to maintain, advance, or change their employment or occupation.

POLICY TYPE: ENDS

POLICY TITLE: WORKFORCE DEVELOPMENT

Workforce development will be responsive to community economic development and local employer needs (customized skills training).

POLICY TYPE: ENDS

POLICY TITLE: LEADERSHIP

Provide opportunities for the development of leadership skills.

Manhattan Area Technical College Strategic Plan Proposal: 2020-2025

[With proposed revisions in yellow highlight reflecting changes with COVID-19 & a new strategic plan for KBOR and the respective impact on MATC, June 1, 2020]

Mission: *Manhattan Area Technical College provides high quality technical, general, and adult education to prepare individuals to pursue technologically advanced careers and lead productive lives in a dynamic and diverse global environment.*

Vision: *As a leader in technical education, Manhattan Area Technical College will enhance student-centered learning and service to business, industry, and community members.* (HLC Criterion 1)

Values: *Integrity: Ethical and Responsible Conduct/Being Accountable for our Actions* (HLC Criterion 2), *Teaching & Learning: Quality, Resources, & Support/Addressing the Needs of our Students* (HLC Criterion 3), *Teaching & Learning: Evaluation & Improvement/Applying Industry Recommendations* (HLC Criterion 4), *Resources, Planning & Institutional Effectiveness/Striving for Excellence* (HLC Criterion 5)

Our focus is always on improving our capacity for compliance (accountability), effectiveness (performance), and innovation (value-added elements). Together, these elements comprise our institution impact and return on investment (ROI). The proposed strategic goals, as well as our evidence meeting the accreditation criteria, will drive our mission, vision, and values. As an accredited college, our performance will always include data on student persistence, retention, and completion; on job placement, student earnings, student and employer satisfaction with skills preparation; and on the achievement by the students of industry recognized credentials. Those items provide validation of our effectiveness and of our meeting current and emerging needs of employers.

There are many concerns and opportunities for the next several months and years:

- ✓ The MATC strategic plan reflects alignment with the Kansas Board of Regents (KBOR) new strategic plan, Building A Future. The KBOR plan for higher education in the state (and a reminder that KBOR controls the state universities, but coordinates all other higher education in the state) has been developed around three pillars: families, business, and the economy.
 - For the pillar of family, KBOR will be working with the institutions to evaluate performance per these metric categories: 1) affordability emphasizing on-time graduation, and student loan default rates; 2) access emphasizing enrollment equity gaps, and the college-going rate; and 3) success emphasizing graduates going into jobs with sustainable wages, and degrees/certificates earned.
 - For the pillar of business, the performance metrics include: 1) talent pipeline emphasizing graduates in high wage/high demand fields with sustainable wages, and special initiatives supporting each institution's mission and service area for business; and 2) innovation emphasizing industry-sponsored research (which takes a different twist for a technical college).
 - For the final pillar, economic prosperity, the metrics are: 1) intentional economic activity through family sustainable jobs created, and capital investment generated (more targeting the universities), and 2) community and state benefits emphasizing non-monetary benefits of higher education for individuals and society.
 - The Regents have also formed a futures task force about higher education in the state. One aspect of that group will be to develop economic development hubs around the state through the universities. For MATC, this will further form connections for us with Kansas State University around their targeted economic development approach for NBAF and biosecurity of the food cycle for the nation and the world.
- ✓ The MATC plan also reflects the effects of the COVID-19 situation and adjustments of the institution with instruction and student services, operations, resources, and regional economic impact. Some of the

impact from the coronavirus will be permanent, in preparation for continuation and/or re-emergence of this virus or a future similar event.

- ✓ Public sector funding for the institution continues to lag with no indication of significant positive change within the near future.
- ✓ At the same time, it is unreasonable to make up that gap by passing the entire cost on to our students.
- ✓ Therefore, resource allocations to deferred maintenance, compensation and benefits, any facility/college expansion of services and/or programs, are significantly restricted by the lack of appropriate and adequate sources of support. We cannot expect public sector funding to be the answer to these concerns.
- ✓ Our focus must be on our value and return on investment to our local, regional, state, and national economies due to our mission of quality workforce education, and reaching out for individuals and groups who will invest and advocate for us.

Both federal and state data indicate that 40% of all current jobs require more than a high school diploma, but less than a baccalaureate degree, and both levels of government project that within ten years that percentage will increase to 65%. Those statistics simply reinforce the need, purpose, and value of Manhattan Area Technical College. An official of the Aspen Institute commented: “Students come to us [higher education] for a better life.” The questions we can ask for this institution are direct: what future are we creating, what might be, what are our possibilities, and who do we aspire to become as part of the College?

There is no quick easy solution. The proposed goals focus on optimal student recruitment, enrollment, retention, and completion/placement; resource development, allocation or investment, and assessment of results (resources include monetary, personnel, and facility elements); institutional and program effectiveness (emphasizing accreditation status/industry linkage); and improved marketing of the College and its value. *These goals offer a challenging, but achievable way forward to meeting our mission, gaining additional resources, and enhancing our value to our region and the state of Kansas.* Population projections for the primary service area of the College have steady increases, and the regional economy has a definite stake in the success of our institution. We should be proud of what we have accomplished, of our current efforts, and support the ideas provided by everyone to shape our future.

Victor Hwang, Director of Entrepreneurship for the Kauffman Foundation in Kansas City, offers this guidance: “There’s no savior from the outside; no large corporation that’ll wave a magic wand. There’s no one in Washington, D.C. who can pass a law to revive our communities. The only possible answer is that you are the leaders you’ve been waiting for.” We can shape our future. We can succeed.

Goals

Resource Development

1. The College will develop an action plan, accomplished by December 31, 2023, to acquire investors and resources to support expansion of the institution’s capacity and regional access/”ownership,” including a projected return on investment of increased skilled and credentialed workforce for the service area and state of Kansas. The plan will target obtaining investment resources of no less than \$1.5 million and access expansion into Junction City and Wamego, and of a minimum \$1.5 million targeting student scholarships, technology and program-specific equipment, and capital projects.

1.1 The MATC Foundation Trustees, working with appropriate College faculty and staff, will be implementing the relationship/cultivation period with 20-30 prospective major donors beginning summer 2019.

- 1.2 The MATC Foundation Trustees, working with appropriate College faculty and staff, will conduct visits with prospective major donors and other prospective donors with the goal of getting commitments totaling at least \$800,000 by ~~September 2020~~ January 2021
- ~~1.3 The MATC Foundation Trustees, working with appropriate College faculty and staff, will conduct visits with additional prospective donors with the goal of getting commitments totaling at least \$400,000 by January May 2021.~~
- 1.2 The MATC Foundation Trustees, working with appropriate College faculty and staff, will continue cultivation of major donor prospects with the goal of getting commitments for an additional \$1,000,000 by January 2022.
- 1.3 The MATC Foundation Trustees, working with appropriate College faculty and staff, will continue cultivation of current and new donors with the goal of getting commitments for an additional \$800,000 by December 2023.
- 1.4 MATC and the MATC Foundation will use the Greater Manhattan Community Foundation as appropriate for submitted donations, investment/reporting management, and access to eligible funds to advance the institution.
- 1.5 MATC, and/or the MATC Foundation will also pursue appropriate grant opportunities for the College/programs, provide professional management of funded grant projects, and record those awards as part of the overall resource development component of the institution.

Marketing

2. The College will develop and implement a comprehensive marketing plan, primarily based on social media and digital marketing. Current organizations/services (i.e., LERN, CASE, League for Innovation, etc.) with effective marketing approaches will be examined to enhance the design of the MATC plan. The plan, implemented in phases, will use data analytics to evaluate external contact and engagement with the marketing components. Objectives will include, but are not limited to:
- 1-attracting students (making technical education the first choice?),
 - 2-sharing information targeting parents, teachers, and counselors,
 - 3-engaging employers, and connecting students and employers earlier to enhance motivation,
 - 4-increased identification and connection to former students,
 - 5-student success achievements,
 - 6-professional development engagement of faculty and staff,
 - 7-recognition of alumni, donors, and advocates of MATC, and
 - 8-value of the College mission and performance based on institutional effectiveness.
- 2.1 The College will develop a funding mechanism to employ a part-time marketing person with a target of January 2020.
- 2.2 The person hired for marketing will work with appropriate College staff and faculty to develop and implement a prioritized/budget-based marketing plan focusing on the items identified in 1-8, with an emphasis on optimal use of social media.
- 2.3 Data from the marketing process related to student success and achievement, employer and employee satisfaction, alumni and friends active engagement with the College (and its Foundation), and related measurements of success will be shared with regional news media as well as in an annual report about the effectiveness of the College, with a first publication date of ~~January 2022~~ December 2021.

Accreditation/Accountability

3. The College will prepare for accreditation/audit reviews and visits with the objective of meeting, and/or exceeding requirements; implementing necessary changes to remedy any identified concern by the external agency; and reviewing all recommendations by the external agency to determine those items needing further exploration and possible recommendation for action. The initial college-wide focus is on assessment of student learning, followed by preparation for the next comprehensive accreditation review by the Higher Learning Commission. Programs, and the institution as a whole, will be ready to provide evidence of meeting/exceeding accreditation standards. An annual report related to external agency reviews, findings, recommendations, and program/institutional responses will be disseminated.

3.1 College faculty and appropriate staff and administration will prepare for the HLC follow-up visit on assessment of student learning in the fall 2019 semester, and use the report of that HLC team to direct any further refinement and improvement of the assessment process.

3.2 College employees will begin preparation for the next comprehensive accreditation review by HLC in May 2021, based on the new accreditation criterion approved by the HLC in 2019.

3.3 There will be an annual review of the institution's Composite Financial Ratio and Non-Financial Composite Ratio to the Board of Directors. The MATC Foundation will prepare for annual audits so that appropriate information concerning the Foundation's operations can be included in the ratio formula development per the accepted process of the Higher Learning Commission.

3.4 College administrators, working with appropriate staff and faculty, will enhance institutional performance on compliance

Student Retention/Completion

4. With the new Kansas Board of Regents (KBOR) Strategic Plan, Building a Future, MATC will review a 1-3 year trendline concerning: 1) on-time graduation, 2) student loan default rate, 3) graduates in program related employment earning sustaining wages, and 4) number of certificates, degrees, and industry-recognized credentials earned by students. This baseline study will be completed by July 2021. Analysis of that data will then be used to develop and implement appropriate improvement goals in those 4 areas. This component relates directly to the KBOR plan on affordability, access, and success.

With respect to COVID-19 and the possibility of that or similar situation, MATC will also develop policies and procedures to adapt services to online and hybrid delivery, as well as to ensure protocols for health and safety. This will include appropriate revisions to college publications, program materials, and more.

The College will review and revise the institution's student retention plan. Data will indicate if student retention improved by at least 5% and student completion by no less than 5% by July 1, 2023. The revised plan will include, but not be limited to, the following components:

- 1-gathering data related to student use of academic, advising, financial, and other services, with ongoing analysis of student performance (academic, persistence, progress toward completion, completion, job placement, satisfaction follow-up with the student and employer (6-month, 1 year, 2 year),
- 2-comparison to students not using available services,
- 3-analysis of information as to student issues that often lead to failure to succeed academically, and/or not complete their program of study,
- 4-analysis of access and affordability options (i.e., flexible scheduling, online/hybrid, tuition costs tied to satisfactory academic performance, progress in a program of study, evening and/or weekend options, etc.), and

5-inclusion of factors related to social and emotional intelligence/engagement to reinforce a sense of community for students, and the ability to connect in a meaningful way with faculty and staff.

4.1 Data will be compiled during the 2019-2020 academic year, based on current capacity, to gauge reasons for students not to be persistent, retention, and completion as well as use of student support services and the results of academic achievement, persistence, retention and completion of those students using services versus those not using services. That data will form the benchmark for designing new approaches to improve student performance.

4.2 During the 2019-2020 academic year (Year 4 of the Title III grant), appropriate grant resources will be used to assist in developing new and/or revised strategies and policies/procedures to enhance the effectiveness of college resources and services for student achievement, persistence, retention, and completion. Those new and revised approaches will be implemented by the spring 2020 semester and throughout the 2020-2021 academic year (Year 5 of the Title III grant program), to allow for assessment of the effectiveness of those approaches.

4.3 The ongoing approaches and data gathered during this time will form the basis of documentation for the next HLC comprehensive visit, as well as the final Title III grant reporting, and provide guidance for continued efforts to improve student academic achievement, persistence, retention and completion.

Professional Development

5. The College will implement by January 2020, a comprehensive professional development process emphasizing how participants provide feedback of using their experiences to:
 - 1-pilot new ideas related to their area of responsibility,
 - 2-enhance their job performance related to their area of responsibility,
 - 3-identify components of existing program and/or institutional performance worthy of recognition (and perhaps consideration of professional presentations),
 - 4-provide a reflection on the benefit gained from the professional development engagement.

5.1 The members of the Professional Development Committee will present recommendations concerning a comprehensive professional development process that closes the loop on the "return on investment," and present those recommendations to College employees at the January ~~2020~~ 2021 in-service.

5.2 The Professional Development Committee, working with other units and employees as needed, will develop appropriate pilot processes during the spring 2020 semester for implementation in the 2020-2021 academic year.

5.3 Data from the pilot year implementation will be reviewed by the Committee members during May 2021, so an update can be provided at the August 2021 in-service, with any changes and/or revisions being developed during the fall 2021 semester for implementation by the spring 2022 semester.

The College will work with the Professional Development Committee to review the adaptations of faculty and staff related to the COVID-19 situation and how the institution responded to continued learning and operations. Through that committee, the administration will develop plans to enhance the institution's ability to adapt to similar situations that affect the normal delivery of instruction and services so that integrity of learning and accountability of actions will be maintained. A report from the Professional Development Committee will be provided to Administration by November 2020.

Program Development & Partnership Engagement

6. The KBOR Strategic Plan, Building A Future, emphasizes talent development for the state of Kansas. With an emphasis on economic development and workforce education, the plan targets graduates going into high demand/sustaining wage occupations. The College will create and implement by January 2020 2021 comprehensive action plans focusing on potential student markets emphasizing MATC's capacity for talent development, high demand and sustaining wage workforce education including, but not limited to Kansas State University, Ft. Riley soldiers and families, military veterans in the region, Flint Hills Job Corps, enhanced integration with the Adult Learning Center, regional USDs, NBAF/Animal Health Corridor, and regional employers. The plans will include, where applicable:
 - 1-concurrent/dual credit enrollment,
 - 2-stackable options of certificates-to-degrees/industry credentials,
 - 3-apprenticeship options,
 - 4-prior learning assessment,
 - 5-general education,
 - 6-customized learning opportunities for business/industry,
 - 7-retraining/up-skilling current workers,
 - 8-promotion of skills/awareness related to entrepreneurship and innovation.
- 6.1 The student services area will develop strategies targeting increasing concurrent/dual credit enrollment (both general education and technical education) with secondary schools in our service area, with the goal of implementing strategies that offer opportunities to grow secondary school student enrollment by 25% by the fall of 2023.*
- 6.2 The Student Success division of the College, working with the President, will develop strategies to improve stackable options for students, comprised of academic and/or industry-recognized credentialing, targeting a potential increase in stackable achievement of 25% by the end of the 2023 academic year. This will include a review of options to optimize appropriate engagement with NC3 (the National Coalition of Certification Centers), The Association of Controls Professionals, and additional possible options with current industry-recognized agencies.*
- 6.3 The Student Success division, working with other appropriate College staff and industry representatives, will determine, by January 2021, any appropriate apprenticeship programs for MATC, and the implementation plan for those programs.*
- 6.4 The three items just listed will also comprise strategies for the College to enhance appropriate use of prior learning assessment, customized learning opportunities for business and industry, and retraining and up-skilling current workers.*
- 6.5 Many reports and case studies reinforce the notion that true job growth is the result of the combinations of skills, innovation (of a product or service), and entrepreneurship. Traditionally, the latter two elements have usually been in the realm of senior colleges and universities. However, the past decade has seen more two-year colleges provide mentoring and facilitating of all three components. The appropriate persons (faculty and staff) of the College should begin discussion and examination of what role MATC can play with skills, innovation, and entrepreneurship, with the goal of providing a recommendation on this subject no later than January 2021.*

Resources, Effectiveness & Efficiencies

7. Senior administration will identify optional revenue models beyond the traditional academic/credit hour/tuition-fee approach. Options may include but not be limited to subscription pricing, discount

pricing based on student performance/progress toward completion, competency-based pricing, and also examination of how the College can revise operations to optimize effectiveness and efficiency of utilities, facilities, equipment, operations, etc. The College will also examine the potential benefits of becoming more engaged with professional associations such as CASE, LERN, the League for Innovation, the American Association of Community Colleges, and similar organizations.

The administration, working with faculty and staff, will continue to develop contingency plans related to situations such as the COVID-19 crisis. The focus of the plans will be continuation of instruction and services, safety of employees, students, and the public, and accountability of changes protecting the integrity of the institution. Drafts of the plans will be completed by the end of the fall 2020 semester.

Finally, to align with the KBOR Strategic Plan, Building a Future, MATC will develop metrics to assess impact on economic development in our service area and the state, economic impact of the institution, as well as the non-monetary benefits provided by the College for individuals and society.

- 7.1 *Develop a facilities master plan optimizing use of the campus.*
- 7.2 *Appropriate senior administrators will develop 2-4 options of legitimate business models that meet the institutional mission and provide opportunities for alternate revenue streams, and present those to employees and the Board of Directors no later than the August 2020 in-service/monthly board meeting.*
- 7.3 *Vetted options will then have implementation activities and timeframes developed, with the initial goal of piloting 1-2 options no later than the 2022-2023 fiscal year, dependent upon any agency approvals to maintain the institution's accreditation and integrity.*
- 7.4 *It is anticipated that 1-2 options will emphasize the ability of students/participants to obtain education and training to qualify for additional industry-recognized credentials.*
- 7.5 *The College will form appropriate teams of employees and external parties to conduct efficiency audits of utility consumption, and provide recommendations on options to optimize efficiencies that target monetary and non-monetary savings, so that those resources can be reallocated to more effective use for the institution and its mission. The audits should be completed by the end of 2020, with recommendations presented to the President by the start of the fall semester 2021.*
- 7.6 *MATC will assess economic and social impact on a regular cycle with an emphasis on student job placement, wages, employer/employee satisfaction, community service activities performed by the college, and related documentation of benefits to the region and state through the institution.*

Data to consider:

2010-2018 census information


Riley/Pottawatomie/Geary counties					
	2010 population	127,094	2018 population	130,547	+2.7%
Riley		71,132		73,303	+3.6%
Pott.		21,608		24,277	+12.3%
Geary		34,354		32,594	-5.3%

<u>Topic</u>	<u>Riley Co.</u>	<u>Pottawatomie Co.</u>	<u>Geary Co.</u>
Persons <5	5.6%	7.7%	12.2%
Persons <18	16.6%	28.9%	31.2%
Persons 65/+	9.2%	13.9%	8.2%
Housing permits 2017	172	209	12
Non-English language	10.3%	4.5%	14.9%
HS grad but < Bach. 25/+	45.5%	33.5%	21.4%
In civilian workforce 16/+	58.9%	65.6%	49.3%
% in poverty	20.4%	9.8%	12.0%

The background features a dark blue gradient with a starry sky effect. On the left side, there are several circular technical diagrams, including a large circular scale with numerical markings from 140 to 260 and various concentric circles and arcs. At the bottom, a silhouette of a mountain range is visible against a lighter blue horizon.

PLANNING THE FUTURE FOR MANHATTAN AREA TECHNICAL COLLEGE

UPDATE FOR THE MATC BOARD OF DIRECTORS, AUGUST 2020



Long range planning does not deal
with future decisions, but with the
future of present decisions.

Peter F. Drucker

quote fancy

- **Basic Goals for MATC:**
 - **Meet the mission, advance the vision & values**
 - **Successful accreditation**
 - **Optimizing enrollment, student performance success, job placement in high demand/high wage/critical needs occupations & career pathways**
 - **Stabilizing and improving resource development, college fiscal, physical, and human resources**
 - **Instilling an organizational culture that is innovative and entrepreneurial, focused on performance, effectiveness, and change**

Change is not necessary.

Survival is not mandatory.

W. Edwards Deming

- **COVID-19 Impact: enrollment (especially concurrent/dual credit/Excel in CTE), safety requirements, state budget reductions, IT, staffing, etc.**
- **KBOR Strategic Plan elements/performance funding impact**
 - **Affordability, Access, On-time student success, HW/HD**
 - **Talent Pipeline, Innovation**
 - **Economic Development, Workforce Education**
 - **Plan emphasizes universities first, then two-year college sector**

- Impact of COVID-19
- Influence of the new KBOR Strategic Plan: Building a Future
- Resource development
- Enrollment management & student performance/outcomes
- Accreditation
- Professional development of employees
- Program development/partnerships
- Effectiveness & efficiency of resources/results

Planning is
bringing the future
into the present
so that you can do
something about
it now.

ALAN LAKEIN

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Strategic Plan Goal Summaries

- Resource Development Goal: identify and get commitments from donors, grants, transactions, partnerships, etc., for \$3M for Wamego & Junction City expansions, plus scholarships, equipment/technology, etc. by the end of 2023
- Marketing Goal: optimize use of social media, resources for at least a part-time marketing professional, annual college performance report by the end of 2021
- Accreditation/Accountability Goal: successful HLC review (2021), stable to improving composite financial ratio & non-financial indicators, federal compliance
- Student Retention/Completion Goal: tracking on-time graduation, student loan default rate, graduates in program-related employment earning sustainable wages, increase number of completers/credentials, employee/employer satisfaction feedback
- Professional Development Goal: Closed loop ROI process on professional development of all employees
- Program Development/Partnerships Goal: increase concurrent/dual credit/Excel in CTE enrollment, increase stackable certificates/degree options, investigate apprenticeship viability in our service area, monitor MATC impact on economic development
- Resources, Effectiveness & Efficiencies Goal: Campus Master Plan development, investigate optional business delivery models for the College, develop plans to optimize environmental/utility efficiencies of college facilities, track the College's social impact

Data to consider:

2010-2018 census information

Riley/Pottawatomie/Geary counties

	2010 population	127,094	2018 population	130,547	+2.7%
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