



## **BOARD OF DIRECTORS MEETING**

**June 25, 2019**  
**Manhattan Area Technical College**  
**Room 104a at 5:30 p.m.**

2019  
Randall Anderes – Chair (Riley)

### **Board of Directors**

Therese Adams (Riley)  
Wendy King-Luttman (Clay)  
Tim Flanary (Pottawatomie)  
Irma O'Dell (Geary)  
LJ Baker (Geary)  
David Fritchen (Riley)  
John Pagen (Riley)

### **Administration/Staff**

Jim Genandt (President/CEO)  
Tracy Geisler (Exec. Assistant/Board Clerk)  
Sarah Phillips (VPSS/CAO/CSAO)  
Carmela Jacobs (VP Operations/CFO/HR)  
Josh Gfeller (Chief Info Security Officer)  
Neil Ross (Dean of Student Services)  
Kelly Cook (Title III Project Director)  
Faculty Senate



**Board of Directors Meeting Agenda  
Manhattan Area Technical College  
Tuesday, June 25, 2019  
Board meeting at 5:30 p.m.**

**Board of Directors:**

\_\_\_ Anderes, Randall Chair (Riley)    \_\_\_ Fritchman, David (Riley)    \_\_\_ O'Dell, Irma (Geary)  
\_\_\_ Adams, Therese Vice Chair (Riley)    \_\_\_ Pagen, John (Riley)    \_\_\_ Baker L J (Geary)  
\_\_\_ Flanary, Timothy (Pottawatomie)    \_\_\_ King-Luttman, Wendy (Clay)

**Administration/Staff:**

\_\_\_ Genandt, Jim (President/CEO)    \_\_\_ Geisler, Tracy (Board Clerk)    \_\_\_ Phillips, Sarah  
\_\_\_ Jacobs, Carmela    \_\_\_ Gfeller, Josh    \_\_\_ Cook, Kelly  
\_\_\_ Ross, Neil    \_\_\_ Faculty Senate

**\_\_\_ Call to Order**

- Tour of Welding Ventilation System – Blaise and Thomas

**\_\_\_ Introductions**

- New Employee's

**\_\_\_ Incidental Information**

- BOD Member Community Report

**\_\_\_ Program/Department Highlights**

- Commencement/Pinning Update - Neil
- Dental Hygiene Accreditation – Kylie

**\_\_\_ Consent Agenda** (Routine items requiring BOD action) \*

- Approval of April 2019 Meeting Minutes (Attachment 1)\*
- Approval of April Check Register w/Threshold Expenditures (Attachment 2a)\*
- Approval of May Check Register w/Threshold Expenditures (Attachment 2b)\*
- Organizational Update (Attachment 3)\*
- President's Report (Attachment 4)\*

**\_\_\_ General Agenda** (Items possibly requiring BOD Action)

- Facilities Update - Carmela
- Title III Update (Starfish) – Kelly Cook

**\_\_\_ Discussion of Ends** (Demonstration, Testimonial, or Report of Results related to Board Mission)

- Strategic Plan Update (Attachment 5) – Jim
- Board Member Positions – Tracy

**\_\_\_ Evaluation of Board Process**

- Board Retreat

**\_\_\_ Ownership Linkage** (Related to Owner Expectations, “Gaps”, Meeting Expectations, Identifying New Needs of Employers, etc.)

- Foundation/Resource Development Update (Jim and Tracy)

**EXECUTIVE SESSION:**

- Confidential Matters – Financial Matters
- Negotiation Matters
- Personnel Matters
- Personnel Matters – President Evaluation

**Meetings and Upcoming Events:**

- Next board meeting is July 30, at 5:30 p.m. in room 104a

\* Requires BOD Action

Manhattan Area Technical College  
Board of Directors Meeting  
April 30, 2019 Room 104a at 5:30 p.m.

1. The Board of Directors of the Manhattan Area Technical College met April 25 at 5:30p.m. in room 104a.

Members present: Randall Anderes, Timothy Flanary, John Pagen, LJ Baker, Irma O'Dell, Wendy King-Luttman and David Fritchen

Members absent: Therese Adams

Also present Jim Genandt, President/CEO; Tracy Geisler, Executive Assistant/Board Clerk/ Resource Development Coordinator; Sarah Phillips, VP Student Success/CAO/CSAO; Carmela Jacobs, VP Operations/CFO/Human Resources; Neil Ross, Dean of Student Services; Josh Gfeller, Chief Information Security Officer; Neil Ross

- a. Faculty/Staff/SGO/Visitors: Linn Schroll, Marcey Fickbohm, Jeff Pishny, Frank Avila, Chris Boxberger

2. CALL TO ORDER

Randall Anderes called the meeting to order at 5:30 p.m.

- An Executive Session on Confidential Matters/Real Property will be added to the agenda concerning the roof, authorizing resolution.

3. INTRODUCTIONS

- New employees Austin Gray, Database Report Writer and Jaquayle Moore, Security Officer were introduced to the board.

4. PROGRAM/DEPARTMENT HIGHLIGHTS

- Congratulations to the MATC Automotive Technology, Automotive Collision Repair and Air Conditioning and Refrigeration Skills USA Students Adam Ptacek, Phillip Champion, Sheldon Wilson, Thomas James, Jack Mitchell and Garrett Dressman for medaling at the State leadership skills competition in Hutchinson Kansas this month. Instructors Frank Avila and Linn Schroll introduced the students as they described their experience.
- Laurie Stegeman, Director of Nursing discussed her recent accreditation visit.
- Marcey Fickbohm, MLT Program Coordinator discussed her recent accreditation visit.
- Neil Ross shared results from the CTE signing Day and Open House events that took place at the College.

5. CONSENT AGENDA (Routine items requiring BOD action) \*

- John Pagen moved to approve the Consent Agenda (attachments 1-4), David Fritchen seconded. Motion carried 7 yeas, 0 nays.

6. GENERAL AGENDA (items possibly requiring BOD action)
- L.J. Baker moved to approve the Internal Monitoring Report: Asset Protection (attachment 5). After discussion, Timothy Flanary seconded. Motion carried 7 yeas, 0 nays.
  - Carmela Jacobs informed the board of the selection of the carrier change for employee benefits to Keating and Associates.
7. DISCUSSION OF ENDS (Demonstration, Testimonial, or Report of Results related to Board Mission).
- Jim Genandt shared the strategic plan revision process with the board.
  - Board member terms were discussed.
    - Irma O'Dell shared her appreciation for her terms of service with the board.
    - Wendy King-Luttman requested her term to be extended for an additional year. Randall Anderes moved to approve the additional year. L.J. Baker seconded. Motion carried 7 yeas, 0 nays.
    - Therese Adams term has ended as well, she is not present at this meeting.
8. OWNERSHIP LINKAGE (related to Owner Expectations, "Gaps", Meeting Expectations, Identifying New Needs of Employers, etc.).
- Tracy Geisler shared the Classroom to Career event sponsored by the Foundation. The Foundation adopted the 4<sup>th</sup> grade class of Jana Winter from Amanda Arnold Elementary. Throughout the year Jim Genandt and Tracy Geisler visited the classroom sharing information about MATC and providing the 28 students with a career workbook. Last week we had all 28 students come to the College for 4 hours to visit, they took a tour of a few of our programs where they were able to see a demonstration then spent the rest of their day in the building trades program building bird houses. Many thanks to Richard Berndt, his students, Jeff Pishny, Michelle Mackeprang and a few others that helped make this a great experience for the students.
  - Tracy Geisler was excited to share the results from the Grow Green Match Day with the Greater Manhattan Community Foundation. The amount raised was \$10,000.00 with the match from Phil Howe of \$3,995.00. We had 100% participation of donation from our board of directors and 6 employees that donated to the Grow Green Match Day this year.

#### EXECUTIVE SESSION: CONFIDENTIAL MATTERS – FINANCIAL MATTERS: FOUNDATION

John Pagen moved to go into executive session to discuss confidential matters-financial matters related to the foundation to protect the interest of the business to be discussed at 6:33 p.m. and return to open session at 6:48 p.m. Wendy King-Luttman seconded. Motion carried 7 yeas, 0 nays. At 6:48 p.m. John Pagen moved to return to open session. L.J. Baker seconded. Motion carried 7 yeas, 0 nays. No action was taken.

#### EXECUTIVE SESSION: CONFIDENTIAL MATTERS – FINANCIAL MATTERS

John Pagen moved to go into executive session to discuss financial matters to protect the interest of the business to be discussed at 6:48 p.m. and return to open session at 6:58 p.m. L.J. Baker seconded. Motion carried 7 yeas, 0 nays. At 6:58 p.m. John Pagen moved to return to open session. Wendy King-Luttman seconded. Motion carried 7 yeas, 0 nays. No action was taken.

EXECUTIVE SESSION: CONFIDENTIAL MATTERS – FINANCIAL MATTERS/REAL PROPERTY

John Pagen moved to go into executive session to discuss financial matters/real property to discuss the roof and authorizing resolution to protect the interest of the business to be discussed at 6:58 p.m and return to open session at 7:18 p.m. L.J. Baker seconded. Motion carried 7 yeas, 0 nays. At 7:18 p.m., John Pagen moved to return to open session. L.J. Baker seconded. Motion carried 7 yeas, 0 nays.

IN OPEN SESSION:

- Randall Anderes moved to approve the administration recommendation to enter into a lease agreement with Government Capital Corporation to allow the College to install a new metal roof on the main campus building, as well as the proper refitting of the rooftop HVAC units. The estimated project funding is \$966,110 at 4.395% with 10 annual payments of \$108,893.60 beginning one year after the final signed approval with Government Capital Corporation. Due to the procurement status of the company providing the new roof, we (the board) agrees to waive the sealed bid policy for this project. Wendy King-Luttman seconded. Motion carried 7 yeas, 0 nays.

EXECUTIVE SESSION: NEGOTIATION MATTERS

John Pagen moved to go into executive session to discuss negotiation matters to protect the interest of the business to be discussed at 7:22 p.m. and return to open session at 7:32 p.m. Timothy Flanary seconded. Motion carried 7 yeas, 0 nays. At 7:32 p.m., John Pagen moved to return to open session. Wendy King-Luttman seconded. Motion carried 7 yeas, 0 nays. No action was taken.

EXECUTIVE SESSION: PERSONNEL MATTERS – PRESIDENT EVALUATION

John Pagen moved to go into executive session to discuss non-elected personnel/President's evaluation to protect the interest of the business to be discussed at 7:32 p.m. and return to open session at 8:09 p.m. L.J. Baker seconded. Motion carried 7 yeas, 0 nays. At 8:09 p.m., John Pagen moved to return to open session. L.J. Baker seconded. Motion carried 7 yeas, 0 nays. No action was taken.

ADJOURNMENT: Randall Anderes, Board Chair adjourned the meeting at 8:10 p.m.



June 25, 2019

Attachment 2a

**To: The Board of Directors**  
**From: Carmela Jacobs, Vice President of Operations/CFO**  
**Re: April 2019 Expenditures**

Category	Costs	%
Payroll, Withholdings and Benefits	\$ 399,728.66	77.44%
Facilities	\$ 21,277.34	4.12%
Student Payments	\$ 12,925.99	2.50%
Program Expenditures	\$ 41,507.79	8.04%
ALC Operating Costs (excluding salary/benefits)	\$ 243.80	0.05%
Other Operating costs	\$ 40,493.60	7.84%
<b>Total April Expenditures</b>	<b>\$ 516,177.18</b>	<b>100%</b>

Threshold Expenditures > \$5,000				
Vendor Name	Item(s) Purchased	Cost	Department	Funding
All Star Custodial Services	Custodial Services	\$ 6,100.00	All School	general fund
Westar	Utilities	\$ 8,388.00	Nursing	Course Fees
Dane Hansen Foundation	Return of Outside Scholarship Funds	\$ 6,000.00	Students	Scholarships
Jenzabar Inc	Fixed Asset System/Consulting	\$ 5,105.75	Business Office	general fund
Wolters Kluwer	Nursing Subscription	\$ 6,077.21	Nursing	Grant
ISG Technology LLC	CISCO Catalyst	\$ 6,376.00	INT	Course Fees
KPERS	KPERS Payment (4.30.19)	\$ 9,896.01	All School	payroll deductions
KPERS	KPERS Payment (4.15.19)	\$ 9,277.78	All School	payroll deductions
Kansas Dept of Revenue	State tax payments - PR 4.15.19	\$ 5,573.02	All School	payroll deductions
Kansas Dept of Revenue	State tax payments - PR 4.30.19	\$ 6,468.72	All School	payroll deductions
IRS	Federal Tax Payment/Remit PR 4.15.19 Deductions	\$ 37,830.48	All School	pr ded/general fund
IRS	Federal Tax Payment/Remit PR 4.30.19 Deductions	\$ 43,797.04	All School	pr ded/general fund
Blue Cross Blue Shield	Health Insurance Coverage	\$ 37,349.85	All School	pr ded/general fund
<b>Total April Expenditures Exceeding Threshold</b>		<b>\$ 188,239.86</b>		



June 25, 2019

Attachment 2b

**To: The Board of Directors**  
**From: Carmela Jacobs, Vice President of Operations/CFO**  
**Re: May 2019 Expenditures**

Category	Costs	%
Payroll, Withholdings and Benefits	\$ 333,312.71	70.97%
Facilities	\$ 21,418.08	4.56%
Student Payments	\$ -	0.00%
Program Expenditures	\$ 39,965.31	8.51%
ALC Operating Costs (excluding salary/benefits)	\$ 50.18	0.01%
Other Operating costs	\$ 74,902.72	15.95%
<b>Total May Expenditures</b>	<b>\$ 469,649.00</b>	<b>100%</b>

Threshold Expenditures > \$5,000				
Vendor Name	Item(s) Purchased	Cost	Department	Funding
All Star Custodial Services	Custodial Services	\$ 6,100.00	All School	general fund
Westar	Utilities	\$ 7,432.96	Nursing	Course Fees
CDW Government	IT Equipment	\$ 5,911.99	All School	general/course fees
Patterson Dental Supply	DH Instrument Kit items	\$ 5,845.22	Dental Hygiene	Course Fees
CDW Government	Phones/Computers for Rotation	\$ 20,170.10	All School	Capital Outlay
Instructure	Canvas Subscription	\$ 20,728.60	All School	Title III
KPERS	KPERS Payment (5.15.19)	\$ 9,280.49	All School	payroll deductions
Kansas Dept of Revenue	State tax payments - PR 5.15.19	\$ 5,521.51	All School	payroll deductions
Kansas Dept of Revenue	State tax payments - PR 5.31.19	\$ 5,929.87	All School	payroll deductions
IRS	Federal Tax Payment/Remit PR 5.15.19 Deductions	\$ 37,069.32	All School	pr ded/general fund
IRS	Federal Tax Payment/Remit PR 5.31.19 Deductions	\$ 40,615.34	All School	pr ded/general fund
Blue Cross Blue Shield	Health Insurance Coverage	\$ 38,393.74	All School	pr ded/general fund
<b>Total May Expenditures Exceeding Threshold</b>		<b>\$ 202,999.14</b>		



**MEMORADUM TO:** The Board of Directors  
**FROM:** Jim Genandt, President  
 Human Resources  
**DATE:** June 25, 2019  
**SUBJECT:** Consent Agenda: Organizational Update

New Hire/Rehires/New Positions					
Employee Name	Position Title	DOH	Department	Funding Source	Status
Katherine Ventura	PT Adult Ed. Instructor	6/10/2019	ALC	Title III	New Hire
Julia Strength	Student Account Specialist	6/7/2019	Business Office	Operating	New Hire
Promotions/Title Changes					
Employee Name	Position Title	DOC	Department	Funding Source	Status
n/a					
Separations/Retirements					
Employee Name	Position Title	DOS	Department	Funding Source	Status
LaToya Craft	Student Account Specialist	5/15/2019	Business Office	Operating	FT
Richard Brusk	ALC Instructional Facilitator	5/10/2019	ALC	Title III	FT
Riley Prideaux	Helpdesk Technician	6/21/2019	IT	Operating	FT
Advertised Positions					
Position Title			Department	Funding Source	Status
Adjunct Instructor Consideration Opportunity			Various	Operating	Open
Custodian			Facilities	Operating	Offer Pending
Student Services Specialist			Title III	Title III	Open
Psychology Adjunct Instructor			Academia		Open
Business Adjunct Instructor			Academia	Operating	Open
Part-Time Adjunct Education Instructor			ALC		Open

### President's Report: May-June 2019

#### Owner Expectations:

- ✓ Linda Cook, Chief of Staff to President Myers at KSU, came to our campus and visited with me on May 3. We discussed the proposed MHL pathway and how we can work together to resolve any KSU concerns and pilot the project no later than beginning in the spring of 2020 for fall 2020 students.
- ✓ We had the final capstone project report from our 3DT program on May 7. For the past several semesters the students in that program have worked on ideas for our campus expansion and facility improvements. The instructor and students have provided us with interesting ideas and information to consider as we are continually examining how to provide the best space possible for technical education, student success, and appropriate services for our communities.
- ✓ I have met twice with USD 383 Superintendent Marvin Wade (May 8 and June 13) as we are discussing ways we can develop joint plans to expand technical education opportunities to students of the school district, as well as our needs for space. We are also discussing the performance of the Adult Learning Center program and the desire for continued support from the school district for that program.
- ✓ On May 9 I met with Jason Hilgers and Dennis Marstall (City of Manhattan) and discussed our forgivable loan project and our upcoming roofing replacement and related issues.
- ✓ On May 17 I visited with Trent Armbrust with updates about MATC for his awareness with his economic development work with the Chamber of Commerce.
- ✓ May 18... ***WE HAD AN INCREDIBLE COMMENCEMENT CEREMONY AND GREAT NURSING AND DENTAL HYGIENE PINNING CEREMONIES...AND THANKS TO ALL WHO HELPED, WHO PARTICIPATED, AND WHO ATTENDED!!!*** And thank you all members of the Board of Directors for attending Commencement!!!
- ✓ I attended and reported at the Board of Directors meeting of the Manhattan Chamber of Commerce on May 21.
- ✓ On May 22 Sarah, Kim, Rachel, Morgen, and I met with representatives of the KBOR staff to discuss data and reporting concerns as well as to make the KBOR folks aware of our critical environment technology program and its scope. The meeting was very successful and beneficial.
- ✓ I attended the TEA meeting at KBOR on May 30. Ray Frederick, the chairperson, again commented about MATC and our critical environment technology program and engagement of Brian Lovell and the Association of Controls Professionals with this project.
- ✓ After being on vacation from June 1-9, I returned and attended a meeting of the Talent Attraction and Retention task force of the Region Reimagined project at KSU.
- ✓ Dave Fritchen worked with us to review the final roof contract and blueprints. His comments are being shared from us with the company.
- ✓ I attended the Kansas Technical College Presidents meeting in Topeka on June 19.
- ✓ I met with Mickey Dean of the Junction City Chamber/Economic Development on June 20.

#### Employer Needs & Response:

- ✓ I participated in the NC3 onboarding events at Washburn University Tech and Wichita State University Tech on May 1-2. I was able to visit with representatives of the companies involved with NC3, particularly Kubota, Greenlee (electrician training), Trane, Snap-On, 3M, Lincoln Electric, Festo (manufacturing), Starrett (precision tools), and Dremel. Representatives of KBOR, and several community and technical colleges also participated in the events.
- ✓ On May 9 we celebrated National Nurses Week, and on that day we had a special event to recognize Kate McNeal, a retiring faculty member in our nursing program.

- ✓ On May 10 I participated in the FABA student scholarship golf scramble in Wamego.
- ✓ May 13-15 I participated in A Step In STEM with the Association of Controls Professionals at Georgia Piedmont Technical College in Atlanta, GA. Brian Lovell, who is designing and installing our BAS-CET lab, is also pushing this effort with the Siemens Foundation, to provide an avenue to reach out to high school students nationwide about technical education.
- ✓ I came back from Atlanta on May 15 so I could attend the exit interview concerning our dental hygiene tech program accreditation review. Kudos to Kylie and her faculty and staff for providing excellent information to satisfy the visitors!!!
- ✓ On May 17 I presented during a panel discussion at the Workforce Crisis Summit held at KSU.
- ✓ May 18 we had a construction trades tool presentation to three of our students. Representatives of BHS, Hi-Tech, KBS and other companies were there to participate!
- ✓ On May 21 I had a phone conference with a member of the Department of Defense concerning their project: Hacking for Defense. This is an INT related project, and I have discussions with them about MATC being the first two-year college to participate in the project. We will have more conversations soon to see if that is possible.
- ✓ On June 13 Sarah, Blaise and Thomas (from our welding program), and I met with the plant manager and his staff at CAT in Wamego. We discussed how we can work together on more welding education and training, making our students more aware of CAT as an employer to consider, and related topics.
- ✓ On June 24 Steve Kearney and I met with President Sheree Utash of WSU-Tech to discuss joint strategic planning for the technical colleges.

#### Resource Development:

- ✓ Jeff Sackrider of WTC came for a visit with me May 21. We discussed possible projects we hope to do in Wamego. We will have more meetings soon on how we help that community with technical education.
- ✓ On May 23 we had the second meeting/dinner for the critical environment technology project. More than 20 persons attended representing USD 383, area businesses, Ray Frederick-chairperson of the KBOR Technical Education Authority, and State Representatives Carlin and Phillips.
- ✓ I met with Steve Kearney, lobbyist for the Kansas Technical Colleges, in Topeka on May 30, updating him on our development efforts as well as developing options for more collaborative development approaches by the combined technical colleges.
- ✓ On June 11 I met with Harry, Tracy, Brent Bowman and Nancy Burton (BBN). BBN was the architect of the main campus building when it was constructed 50+ years ago. We discussed how we could work on an appropriate campus master plan.
- ✓ On June 14 I met with Tracy, Harry, and City Commission Wynn Butler to review our recent renovations, our use of the forgivable loan funds, and our roof project.
- ✓ On June 14 I met with Tracy and Harry to outline initial steps to develop our engagement strategy with the top ten potential donors for our resource development campaign.
- ✓ Tracy attended a two day meeting in El Dorado for the Kansas Community and Technical College Foundations.

## Draft: Manhattan Area Technical College Strategic Plan Proposal: 2020-2025

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). The proposed strategic goals will drive our mission, vision, and values as well as our evidence meeting the accreditation criteria. As an accredited college, our performance will always include data on student persistence, retention, and completion, on job placement, student and employer satisfaction, earnings, 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. Public sector funding for the institution continues to lag with no indication of significant positive change within the near future. At the same time, the cost to students cannot increase to meet the gap caused from the public sector. Resource allocations to areas such as deferred maintenance, compensation and benefits, as well as any facility/college expansion of service and/or programs limited by the scarcity of traditional sources of support, especially public funding.

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.* However, population projections for the primary service area of the College have steady increases and the regional economy is strong and 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 and shape our future. We can succeed.

### **Proposed Goals**

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.
  - *The MATC Foundation Trustees, working with appropriate College staff, will be implementing the relationship/cultivation period with 20-30 prospective major donors beginning during summer 2019.*
  - *The MATC Foundation Trustees, working with appropriate College staff, will conduct visits with prospective major donors with the goal of getting commitments totaling at least \$800,000 by September 2020.*
  - *The MATC Foundation Trustees, working with appropriate College staff, will conduct visits with other prospective donors with the goal of getting commitments totaling at least \$400,000 by January 2021.*
  - *The MATC Foundation Trustees, working with appropriate College staff, will continue cultivation of major donor prospects with the goal of getting commitments for an additional \$1,000,000 by January 2022.*

- *The MATC Foundation Trustees, working with appropriate College staff, will continue cultivation of current and new donors with the goal of getting commitments for an additional \$800,000 by December 2023.*
  - *MATC and the MATC Foundation will use the Greater Manhattan Community Foundation as appropriate for submitted donations and investment/reporting management and access to eligible funds to advance the institution.*
  - *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.*
2. The College will develop and implement a comprehensive marketing plan, primarily based on social media. The plan, implemented in phases, will use data analytics to evaluate external contact and engagement with the marketing components. Objectives will include, but not be limited to:
- 1-attracting students,
  - 2-sharing information targeting parents, teachers, and counselors,
  - 3-engaging employers,
  - 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.
- *The College will develop a funding mechanism to employ a part-time marketing person with a target of January 2020.*
  - *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.*
  - *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.*
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 will be disseminated related to external agency reviews, findings, recommendations, and program/institutional responses.

- *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.*
  - *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.*
  - *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.*
  - *College administrators, working with appropriate staff and faculty, will enhance institutional performance on compliance*
4. 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-a comparison to students not using available services and,
  - 3- an analysis of information as to student issues that often lead to failure to succeed academically and/or not complete their program of study.
- *Data will be compiled during the 2019-2020 academic year based on current capacity to gauge reasons for students not to be persistent, retained, and completers 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.*

- *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) so some assessment can be made of the effectiveness of those approaches.*
- *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.*

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.

- *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 in-service.*
- *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.*
- *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.*

6. The College will create and implement by January 2020 comprehensive action plans focusing on potential student markets including, but not limited to Kansas State University, Ft. Riley soldiers and families and 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.

- *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.*
- *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.*
- *The Student Success division, working with other appropriate College staff and industry representatives, will determine by January 2021 any appropriate apprenticeship programs for MATC the implementation plan for those programs.*
- *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.*

- *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.*

The plan will also 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, and competency-based pricing.

- *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.*
- *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.*
- *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.*