

# Rural Community College Alliance

## Tuesday September 25 – Thursday September 27, 2018

### Tuesday September 25, 2018

1:00 – 6:00 p.m.	<b>Registration Desk Open</b>
2:00 – 6:00 p.m.	<b>Exhibitor Set Up</b>
4:00 – 5:30 p.m.	<b>RCCA Board Meeting</b>
6:00 – 8:00 p.m.	<b>Evening Reception</b>

### Wednesday September 26, 2018

7:00 – 7:45 a.m.	<b>Breakfast Buffet</b>
7:00 – 8:30 a.m.	<b>Exhibitor Set Up</b>
7:45 – 8:45 a.m.	<b>Opening Session</b>
8:45 – 9:15 a.m.	<b>Coffee with Exhibitors</b>
9:15 – 10:15 a.m.	<b>Concurrent Workshops (4) 60 minutes</b>

#### **1. Bridging the Gap: Best Practices in Intellectual Public/Private Partnerships**

Higher education is increasingly challenged to provide high-quality, affordable, and accessible education to students during a time when reductions in appropriations create unprecedented budget challenges. PPPs are increasingly used to ease the burdens of infrastructures, including IT, facilities, and student support. A slightly different perspective would allow institutions to leverage private expertise, innovation, and efficiencies from an intellectual standpoint as well. Redlands Community College, located in a rural west-central Oklahoma, partnered with a minority-held company, Symbiotic Aquaponics to enhance STEM learning in high-risk student populations, namely through infusing hands-on, andragogically sound, and Native American ways of knowing. Redlands provided facilities, faculty, and expertise in navigating higher education. Symbiotic Aquaponics provided technical and design expertise to build a world-class aquaponic system on the campus. Aquaponics relies on the “teamwork” of plants and fish, each with a distinct role, and this intellectual partnership mirrored that relationship. We now have two new degree programs, ongoing community outreach, and increased sustainability.

*Julie Flegal-Smallwood, PhD, Redlands Community College*

#### **2. The Role of Community Colleges in Educating Incarcerated Students**

This presentation will detail the role and responsibilities of rural community colleges in educating incarcerated persons within their college service areas. Specifically, the presentation offers a systematic appraisal of the barriers currently preventing students from accessing higher education during their periods of incarceration. Skorton and Altschuler (2013) highlight one of the most difficult barriers to overcome for prisoners who desire to participate in higher education: funding. In 1994, Congress eliminated Pell grant eligibility for prisoners (Erisman and Contardo, 2005). Given the inequitable representation of people of color and lower income persons in correctional facilities, this funding barrier is crucial to overcome in the systematic embedding of higher education within Oklahoma correctional facilities. Other barriers, as identified by Erisman and Contardo (2005), include public resistance to “giving” prisoners an undue advantage in obtaining higher education, resistance by public policymakers, and the already discussed problems with remediation requirements and organizational barriers. These barriers can be overcome with the leadership of administrators at community colleges.

*Yasminda Choate, Seminole State College*

Continued Wednesday September 26, 2018 ~ 9:15 – 10:15 a.m.

### **3. West Hills Community College District**

Due to their geographic locations, rural community colleges face many unique challenges to student success that their urban counterparts take for granted. Chief among these are service areas marked by extreme economic disadvantage and the limited (or complete lack of) access to broadband internet access. West Hills Community College District serves around 10,000 students in a 3,464 square mile rural district on the West Side of Fresno County in California. The communities served by WHCCD are characterized by a number of interconnected challenges, such as rural isolation, extreme poverty, high unemployment, low levels of educational attainment, limited English-language proficiency, and limited access to technology (including broadband), among other factors that educational research has found to negatively impact student achievement. Only 43% of our rural population has access to Broadband internet, severely limiting distance education classes and creating an extreme, endemic barrier to student success. The lack of broadband access is a challenge for workforce training, telemedicine and economic opportunities in our 3,464 square miles service area. Broadband access is not a luxury, but a necessity to implement long-term, larger-scale strategies to increase economic opportunities. Come hear how West Hills utilized its premier public policy series (Essential Elements) to assemble leading experts in education, technology, industry, and government to create a multi-faceted strategy to bring wireless broadband to the rural residents of the San Joaquin Valley in order to tackle this collective and chronic obstacle to education and economic opportunity.

*Linda Thomas, West Hills Community College District*

### **4. The College Completion Savior: Community Colleges and the Equity Promise**

Community colleges have a troubled and paradoxical history of both expanding opportunity and limiting opportunity for students of color and low-income students. The college completion agenda has propelled community colleges to the national spotlight and in doing so, raised expectations to increase institutional outcomes and performance; to many policymakers, philanthropic organizations, and advocacy groups, community colleges are the college completion savior. As a result, community colleges have adopted or considering adopting many programmatic innovations and reforms to increase college attainment. But how equitable are these reforms and who really benefits from them? This session will review evidence on recent community college innovations and reforms to assess how they have or are likely to reduce existing income and racial inequities for community college students, and how they can help colleges meet equitable college completion goals.

*Jason Taylor, PhD, Assistant Professor, Higher Education, University of Utah*

10:30 – 11:30 a.m.

### **Concurrent Workshops (4) 60 Minutes**

#### **1. Leveraging Partnerships to Enhance Secondary Career & Technical Education**

Iowa's Career & Technical Education (CTE) Regional Planning Partnerships are tasked with planning for the effective, efficient, and economical delivery of high quality secondary CTE programming in a region. The locally governed public school districts are the nucleus of each Partnership, with the membership consisting primarily of secondary representatives supported by various postsecondary, community, and employer stakeholders. Now in their second year, the Partnerships are moving forward with the responsibilities set forth by Iowa's CTE Redesign legislation in 2016. This session will share the responsibilities the Partnerships are tasked with, and how they are moving ahead of their mandates with innovative approaches to ensure equitable access to high quality secondary CTE.

*Pradeep Kotamraju, Chief; and Zoë M. Thornton, Education Consultant*

*Bureau of Career & Technical Education, Division of Community Colleges & Workforce Preparation, Iowa Department of Education*

Continued Wednesday September 26, 2018 ~10:30 – 11:30 a.m.

**2. College Promise in Rural Communities: Addressing the Skills Gap, Economic Development, and the Rising Cost of College Attendance**

A high school education is no longer sufficient for success in the 21st Century. Yet, the cost of attendance for rural students is rising and is a major barrier to attendance at rural community colleges. The rising cost of attendance and tuition and fees is directly impacting the growing skills gap in rural America. A lack of a trained workforce is severely impacting rural economic development. To meet these needs, rural community colleges are partnering with government, business, education, and foundation leaders to launch and sustain College Promise programs in their regions. To date, more than 200 local communities and 16 states have enacted a variety of College Promise initiatives for their residents. This session will address college affordability, the College Promise movement, lessons learned, and the challenges and opportunities ahead for rural community colleges to increase access and college completion for their students.

**3. The National Junior College Athletic Association (NJCAA) and an Entrepreneurial Mindset**

A session on the National Junior College Athletic Association and how an entrepreneurial mindset plays a key factor in its development and successful implementation. A special focus on effectuation and how that plays a key part in the overall success as well. The National Junior College Athletic Association is the country's second largest intercollegiate athletic association and serves over 500 member college and 60,000 student-athletes, while promoting enrollment, engagement, retention, graduation, and transferability.

*Dr. Christopher Parker – CEO of the National Junior College Athletic Association*

**4. 10,000 Baby Boomers are Retiring Daily-Our Community Colleges Will be The Main Engine Building a Skilled Workforce**

Our country's infrastructure is due for an upgrade. We will need large numbers of trained operators to make this upgrade a reality. We are also currently experiencing employment shifts between industries, where workers who lost their jobs in one industry, need to be re-trained or re-skilled in another industry. In addition, approximately 10,000 baby boomers are retiring daily. Our Community Colleges will be the main engine building a skilled workforce. Training simulators offer a wide range of benefits for training institutions. It is safe, cost-effective, convenient and facilitates 24/7/365 training. A simulator is the only safe method to train for emergency situations. It also has a high "coolness" factor and is ideal to capture the attention of our modern learners. It is a highly effective training tool.

*David Sherwood, Business Development Manager, 5DT*

**Luncheon**

**Dessert with Exhibitors**

**Concurrent Workshops (4) 60 Minutes**

**1. College Transitions: Ensuring High School Graduates are College Ready through Partnerships with the Community College**

Developmental education is necessary for many postsecondary students to ensure they are appropriately prepared to succeed in college-level coursework. But often, for numerous reasons, developmental education is a barrier to student completion of a postsecondary credential. In response, education practitioners are pioneering new developmental education strategies which deliver the necessary remedial content through models which reduce the time and cost of completion and increase the likelihood of student success. The focus of this presentation is one such strategy, the college transitions model for high school students. This model employs innovative partnerships between secondary and postsecondary institutions to develop interventions which identify and address skill deficiencies at the high school level. Addressing learning gaps in the standards while in high school allows for opportunities to close the achievement gap, increases access to the vast array of joint enrollment opportunities Iowa's high schools have to offer, and ensures all students graduate prepared for success after high

11:45 -12:30 p.m.

12:30 – 1:00 p.m.

1:00 – 2:00 p.m.

**Continued Wednesday September 26, 2018 ~ 1:00 – 2:00 p.m.**

school. Each of these in turn contributes to increasing the number of students who will complete a postsecondary credential, and advances our state in reaching the Future Ready Iowa goal for a skilled and sustainable workforce.

*Zoë M. Thornton, Education Consultant, Division of Community Colleges & Workforce Preparation, Iowa Department of Education*

## **2. Early College Start: Low-Hanging Fruit or Enrollment Management Strategy**

During the 2010-11 academic year, more than 1.4 million high school students were enrolled in dual credit courses (National Center for Education Statistics, 2013). Research has indicated benefits for students that complete dual credit, including increased participation in postsecondary education, higher rates of persistence, and greater levels of degree completion. Few studies have examined potential benefit for community colleges offering dual credit programs. This presentation examines four years of dual credit offerings by one rural-serving community college. The community college developed contracts with 16 high schools in its service area. Data were collected over a four-year period to determine whether participants of the Early College Start program enrolled at the community college immediately following high school completion in greater numbers than did their peers who did not participate in the program. In other words, can the Early College Start program serve as an enrollment management strategy or are the participant's low-hanging fruit that increase enrollment numbers only for the short term? Analyses include consideration of the college participation and graduation rates in each of the respective counties and whether the delivery format influenced continued enrollment.

*Brent D Cejda, University of Nebraska-Lincoln*

## **3. Rethinking the Community College Specialist**

Too often we have specialists working in the rural community college, so much so that they are the only one who knows how to do their specific job. If the specialist is on vacation, is ill, or leaves their position, there is no one else to fulfill that persons duties until they return or are replaced. Also, a specialist is bound by a job description and duties cannot be changed or modified without rewriting that specific job description, usually that can only occur when the specialist resigns or retires. This workshop shows how to write a more flexible job description that allows reassigning of job duties without overwhelming specialist employees and also how to provide cross training so that in the absence of a specialist, someone else may be able to temporarily provide those specific job functions until the specialist returns or is replaced. This presentation covers everything from student workers to more specialized job requirements and is focused on essential functions so that service to students, staff, faculty and administration is not disrupted or delayed. The model in which this is presented is based on a concept created in the Jim Collins work, *Good to Great*, where it discusses not only having the right people working for you, but making sure they are doing the right jobs in which they are most qualified and have the greatest ability or talent. Or as Jim Collins stated it, not only having the right people on the right bus, but also in the right seats.

*Alton (Tony) Hardman*

## **4. Pathways 2 Tomorrow Consortium: Serving Rural High Schools Career and Technical Education Experiences and Dual Credit Coursework**

Career and Technical Education(CTE) in Rural America has been a focus over the last couple of years due to the severe shortage of qualified workers in the skilled trades. This presentation will detail how a consortium of Educational Service Units, 10 area High Schools and two colleges have partnered to address the lack of workers and create CTE awareness for youth in the region.

*Dr. Michael Chipps, President & Lyle Kathol, Vice President of Educational Services, Northeast Community College*

## **Tour**

**Jordanelle Dam and Reservoir**, located on the Provo River about 6 miles north of Heber City provides water storage at an upstream site by exchange for Bonneville Unit water in Utah Lake

and Strawberry Reservoir and for most of the water presently regulated in 15 small reservoirs on the headwaters of the Provo River. The reservoir functions as a long term holdover reservoir to provide storage through a six year drought period. Jordanelle has a capacity of 320,300 acre-feet with a surface area of 3,068 acres.

## Thursday September 27, 2018

7:00 – 12:00 p.m. **Registration Desk Opens**

7:00 – 7:45 a.m. **Breakfast Buffet**

8:00 – 9:00 a.m. **Keynote Speaker**

9:00 – 9:30 a.m. **Coffee with Exhibitors**

9:30 – 10:30 a.m. **Concurrent Workshops (3) 60 Minutes**

### **1. If We Can Do It, So Can You**

With nearly 150 years of combined postsecondary education experience and over 80 years of combined CEO level leadership, three former Kentucky community college presidents will share their experience of adding fundraising to their role. The importance of environmental scanning and strategic planning to the fundraising process will be outlined. The session will also address key steps in developing a major investments campaign. This will include the readiness assessment; planning a campaign; determining the campaign's feasibility; implementing and conducting a major investments campaign; and planned giving. The role of the President / CEO, the institution's governing board and foundation board in the fundraising process will be discussed. The session will also address the importance and reliance of volunteers to a successful major investments campaign.

*Dr. Bruce Ayers, President Emeritus, Southeast Kentucky Community and Technical College*

*Dr. Ed Hughes, President Emeritus, Gateway Community and Technical College*

*Dr. Pat Lake, President Emeritus, Henderson Community College*

### **2. Strategic Planning and Board Governance in the Rural Community College**

The importance of a Strategic Plan that sets the strategic direction for rural community colleges is crucial to institutional success. The role of the Board and understanding Board Governance will help CEO's and Academic Administrators navigate the challenging post secondary environment. Together, Strategic Planning and Board Governance are critical elements that impact operations and student success. This workshop session is being presented by Ken Tourand, President/CEO of the Nicola Valley Institute of Technology and Warren Weir, Academic Administrator for Cowichan Campus at Vancouver Island University. With over 55 years of combined experience working in Leadership, Governance, and Aboriginal Post Secondary Education, Warren and Ken will provide insight into the importance of having an effective Strategic Plan accompanied by a fully functioning Board. Participants will learn how Boards operate, the role of the Strategic Plan and its key components (SWOT/Mission/Vision/Values/Strategic Goals), the seven skills of Board Governance, and the key ingredients for an effective Board. The session will be interactive and utilize SLI: DO as a way for participants to actively engage in the presentation.

*Ken Tourand, President/CEO, Nicola Valley Institute of Technology*

*Warren Weir, Academic Administrator, Cowichan Campus, Vancouver Island University*

### **3. Collegiate High Schools: A Partnership to Enhance Student Academic & Career Pathway Options**

Attendees will learn about the concept of Collegiate High Schools in the state of Florida, and specifically the evolution of differing models between St. Johns River State College and its local school district partners. St. Johns River is uniquely positioned to serve as the state college for a three-county region that encompasses zip codes fluctuating from the wealthiest in the state to

the most rural in the state. The Collegiate High School is designed to be a unique tool that provides a strategically structured, cost-saving acceleration pathway for students who, regardless of zip code, seek rigor and opportunity. For students from the most rural areas, access to rigor and opportunity of this type equates to greater academic expectations and persistence. The session proposed will explore the statutory authority mandating the concept; early model adaptations that preceded the current structures; initial and ongoing strategy engagements with district partners to develop and support the process; student eligibility and selection criteria; communication and marketing strategies with district partners and parents; instructional program configurations; and the academic and career pathway benefits of successful program completion.

*Edward P. Jordan, PhD, St. Johns River State College*

10:40-11:40 a.m.

### Concurrent Workshops (3) 60 Minutes

#### **1. Content Marketing Wins Students and More! A Case Study: Mid-Plains Community College**

Delivering compelling and relevant information for your demographic is the key to building enrollment and filling programs. The well-known challenges facing rural community colleges make it particularly important to develop engaging and straightforward informational content. Clearly demonstrating the career pathways and opportunities awaiting potential students at your community college will grow your programs, and strengthen ties with the local economy. Find out how this approach at Mid-Plains CC produced strong results.

*Dr. Larry Whitworth, President Emeritus Washtenaw Community College*

*Andy Long, Vice President Student Affairs, Mid-Plains Community College*

#### **2. Quality of Life in a Rural Community: Perceptions of the Role and Contributions of a Small, Rural Community College**

Community colleges are an important resource and tool for the communities that they serve. Rural communities rely particularly heavily on community colleges for leadership and assistance in the areas of economic and community development. What role does the community college have in contributing to quality of life for residents in a rural community? This session will present the results of a dissertation study conducted in which data were collected from six focus group interviews in three separate communities along with document review. The purpose of this study was to examine key informants' perceptions of the role of the small, rural community college in contributing to quality of life in a rural community. The insights gleaned from this study will be presented along with strategies for community colleges to better understand their perception in the community and improve their impact on the areas they serve.

*Jared Reed, M.A.*

*Janice Nahra Friedel, Ph.D.*

#### **3. A Spirit of Unity: How a Healthy Athletics Program Energizes a College Campus**

This session will explore the effective implementation of an intercollegiate athletics program and the overall benefit a healthy program can have on a campus community. Session topics will include ways athletics can assist in achieving your college's overall mission with special emphasis on integration in the areas of: Admissions, Retention, Academics, Student Development, Marketing, Alumni Relations and Finance. Benefits and challenges to implementation will also be discussed.

*Dan Hovestol – President/Northern Intercollegiate Athletic Conference, Vice Chairman/Association of Christian College Athletics, Director of Enrollment Management – Montana Bible College (Bozeman, MT), Executive Director – Mokahum Ministry Center (Cass Lake, MN)*

11:50-12:50 p.m.

### Luncheon Keynote Address

