

**Business Meeting of the Presidents' Roundtable,
Saturday, October, 26, 2019**

Kansas City Marriott Country Club Plaza, Kansas City, Missouri

Convener, Dr. Charlene Dukes

**Purpose: Review and Assessment of the Presidents' Roundtable
Operational Plan for**

2016 - 2018

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(Dallas County Community College District), and
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EXECUTIVE SUMMARY:

INTRODUCTION:

The October 2019 business meeting of the Presidents' Roundtable (PRT), held at the Kansas City Marriott Country Club Plaza in Kansas City, Missouri, was organized by Convener, Dr. Charlene Dukes. The purpose of the meeting was to review the 2016-2018 Operational Plan in order to determine the relevance of the design, and to make future recommendations. Additionally, members present developed a "Call to Action" strategy that resulted in a short-term action plan. Questions that could be used to refresh the conceptual framework for the organization were discussed. The meeting was facilitated by Dr. Jennifer Wimbish, President Emeritus of Cedar Valley College (Dallas County Community College District), and President of B/W Success Strategies.

Members Present: Kimberly, Beatty, Sharon Blackman, Charlene Dukes, Karin Edwards, Sean Madison, Rickie Shabazz, Marshall Washington and Jennifer Wimbish as Facilitator.

REPORT ON OUTCOMES OF MEETING:

- ✓ The group determined that the Operational Plan for 2016-2018 was relevant.
- ✓ Questions guiding conceptual framework were: "Who are we? What do we do? What benefits do we provide members? What are the drivers for PRT? What is the need for the organization? and What do we want to be in the future?"

Response to these questions led to the following statements that will be reviewed by the Executive Board for consideration for a future conceptual framework for the organization:

 1. We develop culturally relevant leadership programs that contributes to a high placement rate that is important to the establishment of diverse executive leaders for America's Community Colleges. We also provide culturally relevant programs for "Men of Color" students that supports their success.
 2. We have "expertise" that would support equity and diversity programs in other organizations.
 3. We develop collaborative initiatives and partnerships that lead to solutions to critical issues in Community Colleges.
- ✓ Future Recommendations for the upcoming Operational Plan
 - Study the need for online professional development programs and services and respond based on need.
 - Study the need for the development of "expertise packages" that could be utilized as a part of a regional and national professional development strategy for PRT.
 - Consider the development of a regional PRT strategy connected to the National Council on Black American Affairs (NCBAA) existing regional strategy.
 - Continue to strengthen the relationship with NCBAA.
 - Maintain existing partnerships while developing new relationships with organizations important to the future of PRT.
 - Develop and sponsor programs on the importance of the PRT at various national conventions connecting to the AACC leadership competencies where appropriate.
- ✓ **Summary of Key Short-term Actions To Advance Operational Plan:** (For detailed information See the Short-Term Actions Plan)
 - Connect students of graduate programs to operational plan to enhance their learning while supporting the work of the PRT.
 - Pilot the use of "Constant Contact" software to develop February newsletters.
 - Continue development of an Advanced Thomas Lakin program. Gather information, by video technology, at AACC and 2020 Thomas Lakin institute to further enhance the class.
 - Facilitate needs assessment with Presidents in their positions 1-3 years, to gain information on needs and professional development opportunities that could be a part of the PRT agenda.

- Develop appropriate online products and programs to market and rebrand the organization.
- Submit proposals that promote PRT at upcoming national conventions.
- Advance a refreshed conceptual framework by the Executive Team for presentation to the membership.
- Define a new structure for the Men of Color Student Leadership Institute due to the completion of the term of office of the present Dean.

HIGHLIGHTS OF ACCOMPLISHMENT FOR THE 2016-2018 OPERATIONAL PLAN:

Strengthening Operations: A pilot operational strategy with an Association Management Company was administered and completed. Learning from the pilot will be used to define the next operational strategy. Also, the Bylaws and Constitution were amended to include the development of a Vice Chair position on the executive board that provides leadership for membership.

Membership Benefits and Engagement: The membership database was used to slightly increase paid memberships. While work remains, the fee structure was modified to make it clearer for members, and a reduced membership was instituted for retirees in order to increase participation of this subgroup.

Further Development of Program Structure: A curriculum team developed learning outcomes for the Thomas Lakin Institute program components with modifications occurring as needed. In order to strengthen the “Men of Color” student program, a Dean with oversight for the Institute was added to the Executive Board, improving program effectiveness. Satisfaction surveys for the student program have been used for improvement, and a research project led by California State University-Fullerton, has resulted in information that has been published in a League of Innovation publication.

Sharpen Brand and Increase Marketing and Visibility: An interim website was developed and studied. The Executive Board is providing leadership for negotiations critical to a future website that will meet the needs of the organization.

REPORT OF MEETING:

INTRODUCTION:

The October 2019 planning meeting of the President's Roundtable, convened by the Convener, Dr. Charlene Dukes, President of Prince George's Community College in Largo, Maryland, was held in Kansas City Missouri at the Courtyard in the Plaza on Saturday, October 26, 2019. Members present engaged in the review of the 2016-2018 Operational Plan in order to determine the relevance of the plan for the present and future operation of the organization. Additionally, consistent with a philosophy of continuous improvement for planning and decision-making, the group also agreed to make recommendations on future actions to strengthen the plan. Moreover, a short-term action plan was developed as members identified future steps to advance the plan. The session was facilitated by Dr. Jennifer Wimbish, President Emeritus of Cedar Valley College (Dallas County Community College District) and President of B/W Success Strategies.

Members Present were: Kimberly Beatty, Sharon Blackman, Charlene Dukes, Karin Edwards, Sean Madison, Ricky Shabazz, Marshall Washington, and Jennifer Wimbish as facilitator.

PRESIDENTS' ROUNDTABLE (PRT) MISSION STATEMENT:

The PRT, an affiliate of the National Council on Black American Affairs, was organized in 1983 with the primary objective of bringing together African American CEO's to network and provide services to executive leaders. The Council is designed to provide Black Community College Presidents an operational network including: 1. Identifying and responding to issues affecting Blacks in community colleges; 2. Providing mentoring opportunities for Blacks; 3. Sharing professional resources; 4. Providing other national and international professional opportunities for Black CEO's; and, 5. Supporting the goals and objectives of the National Council on Black American Affairs.

BACKGROUND:

At an October 2015 business meeting of the Presidents' Roundtable, four goals were developed to guide improvement of the operations of the PRT. The goals developed at that time were to:

- Strengthen Operations, Expand Infrastructure and Focus on Sustainability
- Renew Focus on Member Benefits and Engagement
- Further Develop Program Structures
- Sharpen Brand and Increase Marketing and Visibility

At a planning retreat, held later in the year, June 2015, a 2016-2018 Operational Plan was developed that included the goals, objectives and action plans. The retreat was facilitated and led by Naomi Booker and Associates of Baltimore, Maryland.

APPROACH FOR THE 2019 MEETING:

The meeting began with establishment of rules for engagement, and background information critical to the work for the meeting. Led by the facilitator, the group engaged in conversations that resulted in the framing of objectives for the meeting that were to: 1. Review the operational plan to determine if it continues to remain relevant for the organization, 2. Initiate for further study components for a "refreshed" conceptual framework for the organization, 3. Make recommendations for consideration for the future operational plan; and, 4. Define a short-term action plan that identifies immediate next steps actions necessary to continue to advance the operational plan. Next, the group engaged in study, review and discussion of each of the operational goals, objectives, and actions plans, identifying actions that have been completed, actions for ongoing implementation, and recommendations for new actions critical to the future success of such a plan for PRT. Background information relative to the origin and purpose of the Operational Plan was provided along with critical information about the history of the PRT. Moreover, information about the

existing programs, Thomas Lakin and Men of Color Institutes, were presented. It was further noted that the mission of the Presidents' Roundtable should continue to be the guiding force for future actions of the organization. (see above)

OUTCOMES OF THE MEETING:

Meeting Purpose 1: Determination of Relevance:

After study, review, and discussion of the components of the Operational Plan, all agreed that **the existing plan is relevant** and important to the ongoing advancement of an effective, sustainable, PRT. The group noted however that a strategic plan, succession plan, and a documented "play book" to support leadership transitions are important to the ongoing success of the organization.

Meeting Purpose 2: Development of Components for Conceptual Framework:

As a part of the study and review of the operational plan, the group framed questions to guide the conceptual framework discussion. The questions guiding the discussion were: "Who are we? What do we do? What benefits do we provide members? What are the drivers for PRT? What is the need for the organization? and What do we want to be in the future?" Further discussion led to the emergence of the concepts listed below that were forwarded to the Executive Board for further discussion.

- We develop leaders through culturally relevant programs. Also, we have a high placement rate of Thomas Lakin fellows in executive level positions in America's Community Colleges.
- We develop collaborative initiatives and partnerships that lead to research and to solutions to critical issues in Community Colleges. e.g. research for "Men of Color" Community College Students
- We have expertise that is critical as America's Community Colleges respond to the needs for a diverse workforce.

Meeting Purpose 3: Recommendations

- Study the need for the development of "Expertise Package(s)" that may be available to other organizations that would increase the visibility of PRT and contribute significantly to the enhancement of equity programs nationally. This strategy could also be connected to a regional approach to delivery of professional development programs and services.
- Study the need for various online programs, products, and services. e.g., online webinars, TED Talks and YouTube presentations.
- Continue to strengthen the relationship with the National Council on Blacks in Higher Education (NCBAA). It was noted that ongoing meetings of the PRT Officers with the Officers of NCBAA are central to the continuing development of a strong partnership.
- Study and make recommendations on the need for a regional strategy connected to the NCBAA regional strategy.
- Maintain existing critical partnership with those organizations that are important to the organization (Diverse Magazine and Corporation Sponsors), while developing new partnerships that are important to the ongoing health of the organization.
- Connect future actions of the organization, where appropriate, to the AACC competencies. Develop short-term, and ongoing programs for delivery at AACC, NCORE and other national and regional organizations.

Meeting Purpose 4: Short-Term Action Plan:

Study, review, and discussions on the specific actions connected to the goals and objectives of the Operational Plan led to a short-term Action Plan that defined immediate steps to be taken. Members present were assigned to provide leadership for various actions.

SUMMARY OF SHORT-TERM ACTION ITEMS AND ASSIGNMENTS CONNECTED TO GOALS AND OBJECTIVES:

Operational Goals	Action Items and Assignments
1. Institutional Effectiveness, Strengthen Operations, Expand Infrastructure and Focus on Sustainability	<ul style="list-style-type: none"> Executive Board to recommend and define an interim operational plan for PRT for the upcoming year. (Charlene Dukes: January 1, 2020). This action is necessary because after review of the pilot operational structure managed by an American Society of Association Executive management firm, based on the recommendation of the Convener, by unanimous vote of members present, a decision was made to not renew the contract with the firm. Develop partnership(s) with graduate programs and Lakin fellows to enhance the operational effectiveness of the organization: (Rickey Shabazz and Karin Edwards) are to provide leadership for discussing this possibility with San Diego State, Morgan State, Cal State-Fullerton, and others. Jennifer Wimbish will explore this possibility with Ferris State University. This group will also develop a scope of work for this operational strategy. (Report at March 2020 Business Meeting of PRT at AACC)
2. Renew Focus on Member Benefits and Engagement	<ul style="list-style-type: none"> Pilot the use of "Constant Contact software" for the development of a newsletter that will be distributed to the membership at the latest by February, 2020. (Ricky Shabazz). All members present will be available to develop an article for the newsletter. The newsletter will not be limited to identified areas but will contain an article written by (Sharon Blackman) on the "Men of Color" Institute, and one written by (Marshall Washington) on the Lakin Institute, along with an article developed by Marshall Washington and Charlene Dukes on the mentor/mentee relationship of the Thomas Lakin Institute. Define in writing the role of the mentor and mentee in the Thomas Lakin's mentor/mentee aspect of the program, and document standards of operation in order to improve the understanding of this Lakin program component. Facilitate a needs assessment through survey, and other appropriate methods to gain information from African American Presidents, in their position one to three years, on professional development and other needs, critical to their success that could be addressed by PRT.

	(February – April, 2020, with report to be available at AACC 2020 Convention.)
3. Further Develop Program Structures	<ul style="list-style-type: none"> • Submit proposal for a program at both NCORE and 2020 AACC Convention that shares information about PRT, including the importance of the Thomas Lakin Institute to the national community college agenda. AACC program must be submitted by deadline of November 15, 2019. (Charlene Dukes and Ricky Shabazz). Additionally, define programs that may be submitted by other colleges that could be co-sponsored with Lakin (Karin Edwards) and Ricky Shabazz, November 15, 2019, AACC deadline). (Cross Referenced to goal 4: Branding and Marketing) • Begin the development of promotional and key marketing materials for Thomas Lakin Institute connected to an Advanced Lakin Institute class by initiating the beginning of a video at AACC, 2020 Convention, and at the 2020 Lakin Institute that will be in Kansas City, Missouri (Kimberly Beatty and Sean Madison). For the upcoming year this strategy may be connected to TED talks from Convener Charlene Dukes that could be presented through multiple venues to promote the organization while serving as another communication for PRT members. • Develop a new leadership structure for 2020 Men of Color Student Leadership Institute required with the completion of the term of office of Dr. Sharon Blackman as Dean for the program. It was suggested that the structure continue to include a Dean on the Executive Board, team members that include two gentlemen instrumental to the success of the program for the 2018-2019 year, and a team of men who will also support the institute. Dr. Ricky Shabazz agreed to serve in the Dean role, and to develop the appropriate leadership team. (Sharon Blackman, Ricky Shabazz, March 2020 AACC Convention meeting).
4. Sharpen the Brand and Increase Marketing and Visibility	<ul style="list-style-type: none"> • Executive Team to continue to engage in discussions and develop first draft of conceptual framework that will connect to the brand and future marketing aspects of the organization. (To be presented in 2020 at the appropriate PRT meeting) • Develop programs to be considered for sponsorship and co-sponsored by PRT for the upcoming 2020 conventions of AACC and NCORE. (Charlene Dukes, Ricky Shabazz, and Karin Edwards November 15, 2019 for AACC) (See additional details in Goal 1) • Executive Board to continue the negotiations critical to the development of a website for PRT.

ACCOMPLISHMENT HIGHLIGHTS SUMMARY:

The group decided that it was important to capture the accomplishments of the organization relative to the 2016-2018 plan. Highlights for these years include the following successes:

Strengthening Operations, Expand Infrastructure and Focus on Sustainability (Goal 1)

- A pilot study, for a probationary period, was conducted using an Association Management Company to serve as a project manager for the organization. The learning from this experience will be used to chart the future direction for operations for the organization. (Operational Plan Action 1.1)
- The Bylaws and Constitution were updated and amended to include the development of a new Vice Chair position that provides leadership for the membership function of the organization. **It was noted that it is important to have a routine assessment of the Bylaws and Constitution.** (Operational Plan 1.3)

Member Benefits and Engagement (Goal 2)

- While work has been done to restructure the fee structure to make it easier for members to understand their benefits based on their membership level, there remains work to be done in this area. A new fee structure for retirees was developed that will assist in retaining members from this group. (Operational Plan 2.1.3)
- Utilization of membership data has resulted in a slight increase in paid memberships. (Operational Plan 2.2)

Further Develop Program Structure (Goal 3)

- A curriculum team was convened and learning outcomes have been developed for the components of the Thomas Lakin Institute. Outcomes have been modified as needed. (Operational Plan 3.2.2)
- In order to strengthen the operating structure of the Men of Color Student Leadership Institute, the structure was modified to include a team, chaired by the program Dean, who is a member of the Executive Board. Additionally, a strong partnership with the National Council on Blacks in Higher Education has been developed resulting in financial gains for both organizations. Additionally, the partnership has strengthened the Thomas Lakin and Dr. Carolyn Grubbs Williams Leadership Development Institute due to the “sharing” of presenters. (Operational Plan 3.3.1)
- Lakin Mentoring Program: While the work continues, Charlene Dukes and Marshall Washington are defining and documenting the role of the mentee/mentor relationship.
- Research, led by Dr. Dawn Person of (California State University, Fullerton) that included graduate student interns, has continued for more than 5 years, providing valuable research concerning the problems and issues of “Men of Color”. The research was published in an article by the League of Innovation. Additionally, a satisfaction survey has been administered each year that has gathered information on the effectiveness of the institute and provided feedback for continuous program improvement. (Operational Plan 3.3.5)

Sharpen Brand and Increase Marketing and Visibility (Goal 4)

- Interim Website was developed and evaluated. The learning from this activity is being used in negotiations, presently occurring, that are important to the development of a new website that responds to the needs of the organization.

Submitted by Dr. Jennifer Wimbish, November 19, 2019

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