

**Cedar Crest College Board of Trustees**  
**Charge to the Board Directed Campus-Wide Task Force**

The Cedar Crest College Board of Trustees deeply appreciates each of the Task Force member's willingness and commitment to undertake this critically important work to help chart a path forward for the College during these extraordinary times.

The following paragraphs outline the Board's charge and guidance to the overall Task Force, along with specific focus areas and desired outcomes for each of the five designated Task Force Working Groups:

**I. Task Force Structure:**

- a) The Task Force will be comprised of trustees, senior officers, faculty and staff, who will be further broken down into five smaller working groups, as described below.
- b) The Chair of the Board and the Immediate Past Board Chair will serve as Co-Chairs of the Task Force.
- c) Each Working Group will have Co-Chairs, with a trustee serving as one of the Co-Chairs.

**II. Overall Task Force Charge:**

- a) The College is currently facing, and will continue to face enormous financial, operational and programmatic challenges to both its short- and long-term viability as an institution.
- b) To assist the College in developing a comprehensive plan to deal with these challenges and the many uncertainties still in play, the Task Force is broadly charged with:
  - 1) reviewing and assessing the College's current operations, processes, programs and practices to develop recommendations for containing or reducing costs and reducing redundancies to achieve efficiencies;
  - 2) assessing and recommending areas where continued strategic investment needs to occur;
  - 3) identifying areas and/or opportunities for new or enhanced revenue generation and recommending associated strategies or approaches; and
  - 4) assessing and recommending AY 2020-2021 planning strategies and actions necessary for the College to operate under a number of likely COVID-19 imposed restrictions/scenarios.

**III. Overall Task Force Guidance:**

- a) In accomplishing this work, the Task Force should focus on what differentiates Cedar Crest as an institution and be guided by our current strategic priorities (which have not changed).
- b) Task Force Members will need to think outside the box, and operate outside their own comfort zones. The criticality of the challenges facing the College call for creative thinking and creative solutions.
- c) Nothing is sacrosanct; every aspect of the College is on the table for review and/or assessment.
- d) Time is of the essence. Initial Task Force recommendations will be needed by June 15 to enable Board review and action prior to the beginning of the 2020-2021 Academic Year on July 1.
- e) The initial focus of the Working Groups should be on short-term measures to sustain the College during the next academic year. However, the focus of the Task Force is on the long-term sustainability of the College, so the Working Groups must also be thinking about measures that merit further consideration or require longer-term planning. Recommendations on June 15 should also contain some directions for longer-term planning.
- f) As circumstances change throughout the summer, the Task Force may be asked to continue throughout the COVID-19 crisis.

#### **IV. Specific Task Force Working Group Focus Areas and Desired Outcomes:**

- a) **AY 2020/21 Working Group:** This working group will actively plan for several likely scenarios for fall operations immediately and for the entire academic year, including:
  - 1) Effects of social distancing on in-person classes (limited class sizes)
  - 2) Potential for fully online classes
  - 3) Potential for delayed start to resumption of classes
  - 4) Potential for intermittent shelter-in-place orders

##### **Working Group Outcomes:**

- Review probable COVID-19 scenarios and guidance from the Pennsylvania Department of Health, the Allentown Health Bureau, and other relevant public health authorities (e.g., CDC) for the safe delivery of instruction and other operations of the College. Recommend a management plan to the Board for the continuity of education in Academic Year 2020-2021 such that students will be able to maintain satisfactory academic progress and financial-aid eligibility.

- Recommend an agile plan for academic instruction able to adapt to emerging COVID-19 scenarios. Consider alternative scheduling, flexible modalities and hybrid delivery, synchronous and asynchronous design policies, and adaptive approaches for required in-person experiences (such as clinicals, community-based field work, or laboratory research).
- Recommend policies and practices that promote safe and effective student engagement through Student Affairs, Athletics, and other co-curricular programming.
- Recommend policies and practices that promote a safe and productive work environment for staff, faculty, and students in meeting the College's mission during the COVID-19 pandemic.
- Recommend policies and practices that promote safe and cooperative community engagement (as with community service and on-campus event services).

**b) Business Operations Working Group:** This working group will examine business operations to ensure efficiency and long-term viability, including:

- 1) Synergies of business operations with LVAIC and the potential to combine for greater efficiencies of scale
- 2) Ways to continue to maximize net tuition revenue strategies
- 3) Possible investments in software to provide larger scale efficiency across platforms and reduce redundancy
- 4) Possible consolidation of departments and offices that provide a wide variety of services to students into one location
- 5) A review of operational margins across the College

Working Group Outcomes:

- Review departmental staffing in comparison to CUPA-HR Benchmarking Study. Make recommendations to the Board for potential consolidations or reductions that address 10% of College's administrative workforce.
- Evaluate operating margins of revenue producing functions at the College. Positive margins are required. Make recommendations to the Board regarding those functions not producing positive operating margins.
- Evaluate synergies of business operations through the LVAIC consortia. Make recommendations to the Board that combine business operations of CCC and at least one other institution in at least 1-2 areas that reduce redundancy, save resources and enhances efficiency.
- Evaluate non-salary expenditures across campus. Identify reductions where possible and find efficiencies of scale that total 5-10% of non-salary expenditures.

**c) Revenue Working Group:** This working group will analyze tuition, endowment and auxiliary revenue sources for the College, including:

- 1) Areas where auxiliary revenues could increase
- 2) An enhanced fundraising plan to increase donors to the College and gifts to the endowment through non-traditional methods (e.g., Parent's Council, Student Giving Programs, Capital Campaign)
- 3) A plan to facilitate/host Institute for Learning in Retirement (ILR) programming virtually, in addition to onsite, which would not only maintain revenue but grow revenue due to elevated registrants resulting from an online option
- 4) An Enrollment Management Plan to respond to changes in the admissions market

Working Group Outcomes:

- Evaluate and modify admissions plan to strategically maximize growth, both short term and long term:
  - Traditional Admissions
  - Adult and Graduate
- Examine potential on-campus revenue opportunities, considering all venues/spaces and out-of-the box thinking. Prioritize top three-to-five revenue generating options for short-term implementation.
- Examine new fundraising options to restore and increase revenue, both short term and long term. Prioritize for implementation.
  - Virtual Events
  - Parent's Council
  - Student Giving Society
  - Capital Campaign
- Evaluate opportunity to launch the Institute for Learning in Retirement online with expansion of audience in an effort to restore and expand revenue.

**d) Academic Operations Working Group:** This working group will analyze how to improve efficiency in the design and delivery of academic programs, including:

- 1) An analysis of how to identify new programs for post-pandemic market needs and bring online quickly, building on the work of the faculty and trustees several years ago
- 2) Consideration of which programs, if any, need to be eliminated
- 3) Examination of the traditional academic calendar for efficiencies (e.g., a three-year guaranteed degree, block scheduling, different number or duration of terms, etc.)

- 4) Development of new policies and metrics for efficiency in the delivery of academic programs, so as to reduce costs while maintaining academic quality and degree progress for students
- 5) Examination of curricula for efficiencies (Liberal Arts Curriculum, as well as, undergraduate majors/minors and degree programs)

Working Group Outcomes:

- Evaluate the College's academic portfolio for its ability to meet emerging pandemic and post-pandemic educational market demands, serving the public good during a health and economic crisis. Recommend a plan to the Board to meet those needs, recruit new students, and identify and develop new academic programs to meet market demands.
- Review the performance of the College's academic portfolio and recommend an accelerated process to the Board to identify which programs, if any, need to be eliminated, consolidated, or to otherwise have costs curtailed to meet enrollment and budgetary resources. Provide for the continued quality of academic programming, the ability for the College to innovate to meet shifting enrollment needs, and to achieve the College's mission and values.
- Recommend to the Board academic portfolio management practices that provide for cost transparency and program accountability in the management of academic programs. Net positive portfolio margins must provide for investment in the College's evolving academic programs and the creation of new academic programs to meet shifting enrollment market demands.
- Evaluate academic operations, including the academic calendar and time-to-degree completion, and recommend to the Board innovations to academic policies, curricula, and the co-curriculum that promote the College's mission of access, affordability, and a distinctive education through High Impact Practices.

**e) Investment Opportunities Working Group:** This working group will review and prioritize investments that will move the College forward, including:

- 1) Investments in new distinctive graduate academic programs
- 2) Investments in infrastructure
- 3) Investments in endowment and capital campaign efforts

Working Group Outcome:

- A prioritized list of investment opportunities, with as full a financial analysis for each as possible

- V.** The Task Force will provide periodic updates to the members of the Cedar Crest College community about the progress of their efforts.
- VI.** The Microsoft Teams platform will be set up for use by the Task Force and its Working Groups to conduct and manage meetings and to post notes, documents, etc.
- VII.** Initial Task Force Recommendations to the President and the Board of Trustees should be developed and completed no later than June 15, 2020. Recommendations on June 15 should also contain some directions for longer-term planning as noted under Overall Task Force Guidance above. Any recommendations that require immediate review and action by the Board should identified to the Chair of the Board (who serves as Co-Chair of the Task Force).
- VIII.** Resources (specifically College documents, analyses, and/or other reference material) required by the Task Force and/or Task Force Subgroups will be provided upon request.
- IX.** Task Force and/or Working Group efforts will likely entail any number of discussions and/or deliberations dealing with some very sensitive topics or issues. Although committed to transparency, it is important that all Task Force members, by their signature below, attest that they will observe strict confidentiality regarding any such discussions.

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Task Force Member Signature

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Date