

NORTHWEST COLLEGE BOARD OF TRUSTEES

MINUTES OF REGULAR MEETING

October 7, 2019

MEMBERS PRESENT: President MR. DUSTY SPOMER; Treasurer MR. LUKE ANDERSON; and Trustees MS. CAROLYN DANKO, MS. NADA LARSEN, and MR. BOB NEWSOME.

MEMBERS ABSENT: Vice President/Secretary DR. MARK WURZEL, Trustee MR. JOHN HOUSEL

OTHERS PRESENT: DR. STEFANI HICSWA, President; DR. GERALD GIRAUD, Vice President for Academic Affairs; MR. DEE HAVIG, Interim Vice President for Student Services; MS. LISA WATSON, Vice President for Administrative Services and Finance; MS. JILL ANDERSON, MR. LEE BLACKMORE, MR. BRAD BOWEN, MR. DEAN BRUCE, MS. ANNA CRAGOE, DR. MARNEÉ CRAWFORD, MR. TONY ENERVA, MS. AMANDA ENRIQUEZ, MR. JASON HORTON, MR. WALT JATKOWSKI, MS. CAREY MILLER, MR. GREG THOMAS, MS. SHELBY WETZEL, MR. KEVIN KILLOUGH, *Powell Tribune*; and MS. DIANA GWYNN, Executive Secretary to the President and Board of Trustees.

CALL TO ORDER: The regular meeting of the Northwest College Board of Trustees was called to order on Monday, October 7, 2019, at 3:05 p.m. in the Yellowstone Building, Room 105.

A APPROVE THE AGENDA: **A motion was made by Trustee Anderson and seconded by Trustee Larsen to approve the agenda. Motion carried.**

WORK SESSION: Vice President Giraud and Dean Greg Thomas presented an update on the Governance Institute on Student Success initiatives, *25 Steps to Student Success*.

Vice President Giraud explained that though these steps were not new to NWC, the College continues to pursue these initiatives with a focus on student success. Vice President Giraud introduced the list of 25 steps and then asked Dean Thomas to give a more in-depth overview of how each of these steps has been addressed:

1. Culture of Evidence – Permeates Everything We Do
2. Commitment to Equity – Permeates Everything We Do; part of the NWC culture is assure equity for all students
3. High Tech-High Touch Approach – Permeates Everything We Do; traditionally, face-to-face classes and services were the norm; now students actually avoid face-to-face interaction; students prefer to communicate online or through their devices; NWC works to ensure that we can communicate with students in the way they prefer
4. Refresher before Assessment – Placement Changes; utilizing ALEKS
5. Assessment (diagnostics/transcripts) – Permeates Everything We Do
6. Orientation (affinity groups) – Changes to Summer Registration and First-Year Seminar
7. Advising – Mixed Model with Cross-Training; shift to Strategic Enrollment Management model
8. Educational Plan (Pathway) – Guided Pathways for All Programs; presents students with a clear path of all the classes required for each program
9. No Late Registration (Late Start Classes) – Occurs in Rare Exceptions (and only with a plan for catching-up missed material)
10. Mandate Placement (Alternative Interventions) – Looking for Ways to Improve Placement; searching for alternative ways to determine placement for students who do not do well with traditional placement tests
11. Immediate Enrollment in Basic Skills (and continuous) – Mapping of Gateway Courses

12. Student Success Course in First Term – First-Year Seminar
13. Learning Communities (Student Success and Developmental Math) – First-Year Seminar and Corequisite Courses
14. Counselors/Advisors in Learning Communities – First-Year Seminar instructors serve as advisors for students’ first semester; after that, First-Year Seminar advisors remain as students’ secondary advisors
15. Study Groups – Peer Tutoring; shift to drop-in schedule
16. Active/Collaborative/Cooperative Learning – Permeates Everything We Do; Teaching and Learning Center on campus is run by faculty
17. Early Alert – Help Alert System;
18. Student Success Coaches (case management) – Help Alert; Mixed Advising Model
19. Supplemental Instruction – Developmental and Corequisite Courses
20. Learning Labs Required (Below “B”) – Corequisite Model and Sandbox Classrooms
21. Math and English Modules – Developmental and Corequisite Courses
22. Statway and Quantway Alternatives – Multiple choices for Math courses; not just College Algebra
23. Learning in Context – Area-Specific First-Year Seminars
24. Integrate Developmental Reading and Writing – Corequisite Model
25. Specific Intervention After Failure in Developmental Course – Help Alert

President Hicswa pointed out that, with these initiatives, NWC is specifically guiding students toward what they need which has resulted in record graduation/completion and retention rates.

MISSION MOMENT:

President Hicswa presented the new employees to Board of Trustees and asked them introduce themselves to the Board.

Chair Dave Erickson introduced the Social Science Division and gave a brief overview of programs and degree offerings. He shared some of the ways that the Social Science Division is mission-focused and student-centered, such as: faculty knowing each student’s name, routinely offering classes over a variety of times, faculty serving as advisors for students, implementing the new Conservation Law enforcement degree, faculty presenting in their area of expertise at both local and national events. Chair Erickson then invited the faculty and staff to introduce themselves to the Trustees.

A CONSENT AGENDA:

A motion was made by Trustee Larsen and seconded by Trustee Anderson to approve the consent agenda as presented. Motion carried and the consent agenda, including the minutes of the September 9, 2019 regular meeting, was approved.

**DISCUSSION/
INFORMATIONAL ITEMS:**

Enrollment Marketing Campaign

Marketing and Communications Director Carey Miller presented an update on the Enrollment Marketing Campaign. She reviewed the two target audiences, four key messages, target programs, primary generations targeted, and the types and timing of the media used. She reported that:

- Since November 2018, the social media ads have a click-through rate of 0.68% (national average is 0.73%)

- Since February 2019, the paid search ads have a click-through rate of 2.89% (national average is 3.78%)
- As of October 13, 2019, out of 398 who filled out the inquiry form, 331 indicated they were looking to enroll within one year.
- Video ads have had the most engagement (more than double that of static ads).

Longitudinal Enrollment Report

Institutional Researcher Lisa Smith presented a summary of the 2019 Longitudinal Enrollment Report. She noted that a few new items were added in this year's report.

- The first new report shows the preliminary Fall 2019 enrollment numbers of 1440 Headcount and 1256 FTE.
- Another of the new reports shows a comparison of fall and spring enrollment, indicating a gradual decline of both over the course of several years.
- The report showing Enrollment by Online and Face-to-Face (another new report), shows that online enrolment has been fairly stable, with a slight increase; while face-to-face enrollment has declined.
- The Enrollment at Cody Center report indicates that the headcount has remained about the same, but FTE has increased.
- The graphs showing Retention Rate and Graduation Rates indicate that fall-to-fall retention for part-time students shows a significant increase. The graph also shows the highest retention rate in recent NWC history of 65%, which will most-likely be among the top for all Wyoming community colleges. Full-time retention shows some increase, and the fall-to-spring retention rates show increases for both full-time and part-time. The Graduation Rates show increases over the last three years. The graph shows that 59% of students either transfer or graduate within 3 years of starting NWC.

President Hicswa reminded the Board that retention and completion rates are part of the state funding formula, so in addition to student success, the increase in these numbers is beneficial for NWC's funding process.

Strategic Vision update

President Hicswa presented an update on the Strategic Vision planning. She announced that visioning sessions will be held for various stakeholder groups – employees, students, community members, and Powell business leaders. President Hicswa reported that the Institutional Effectiveness Committee is evaluating data in preparation for the sessions, and that she has engaged a facilitator to extract stakeholder feedback. The facilitator will also solicit feedback on expanding trades programs at NWC and the idea of rebranding.

President Hicswa then explained the difference between Strategic Visioning and Strategic Planning. Strategic Planning utilizes specific goals and objectives, but because things change so quickly, such as technology, Strategic Visioning is a better process and allows more flexibility to adjust with changes.

The Board discussed their attendance at and their role in the visioning sessions – as Board members and as community members. It was determined that the Trustees should attend the meetings within their respective communities. Trustees should observe, listen, participate, help with any misconceptions, provide facts, but take care not to influence opinions or take over the meetings.

CITIZENS' OPEN FORUM:

The Citizens' Open Forum convened at 4:58 p.m. Abigaile Grubb, a member of the student body voiced her concerns about the recent discontinuation of the on-campus Health Services. The Citizen's Open Forum was adjourned at 5:02 p.m.

Board Self-assessment

Board President Spomer announced that it is time to conduct the Board Self-Assessment. It was determined to conduct the assessment via Survey Monkey. Diana Gwynn will send a link to Trustees with a completion deadline.

The Board determined to do the President's evaluation themselves, rather than using a 360 assessment this year.

The Board discussed its winter Board Retreat. It was determined to hold the retreat in December and to not to engage a facilitator.

Review Board Committee Assignments:

Board President Spomer asked Trustees to review the Board Committee assignments and to come to the November meeting with ideas of how the Board can better engage the Board Committees in the work of the Board.

A UNFINISHED BUSINESS:

Board Policy Manual language updates: Employee/Staff (amend previously adopted)

Trustee Nada Larsen, member of the Board Policy & Student Success Committee, explained that the motion which was passed at the September 9, 2019 meeting regarding employee to staff language updates inadvertently neglected to specify whether the updates for the recommended changes was meant to include **all** instances of the word "employee(s)." She recounted that the Board Policy Committee had reviewed all of the applicable policies and intended for all instances of the word "employee(s)" to be changed to "staff" or "staff member(s)."

A motion was made by Trustee Larsen and seconded by Trustee Anderson to amend the motion on employee/staff language updates to the Board Policy Manual that was passed at the last meeting to change all instances of the word "employee(s)" to "staff" or "staff member(s)." Motion carried.

A NEW BUSINESS:

Recommended New Policy:
1. 5330 Staff (first reading)

Trustee Larsen explained that 5330 Staff is a new policy that was developed in response to the request made by the Board at the September 9 Board Meeting.

A motion was made by Trustee Anderson and seconded by Trustee Danko to approve the recommended new policy 5330 Staff as presented. Motion carried.

FUTURE AGENDA ITEMS:

No future agenda items.

ANNOUNCEMENTS:

Board Spomer expressed his appreciation for Trustees' attendance at recent NWC events.

WACCT Meeting, October 23, 2019, Gillette College

WCCC Meeting, October 24, 2019, Gillette College

Board self-assessment due October 28, 2019

Next meeting, November 11, 2019, 3 p.m., Yellowstone Building

A ADJOURNMENT:

The meeting was adjourned at 5:15 p.m.