

**NORTHWEST COLLEGE BOARD OF TRUSTEES
MINUTES OF REGULAR MEETING**

March 9, 2020

MEMBERS PRESENT: President MR. DUSTY SPOMER; Vice President/Secretary DR. MARK WURZEL; Treasurer MR. LUKE ANDERSON; and Trustees MS. CAROLYN DANKO, MR. JOHN HOUSEL, MS. NADA LARSEN, and MR. BOB NEWSOME.

MEMBERS ABSENT:

OTHERS PRESENT: DR. STEFANI HICSWA, President; MR. DEE HAVIG, Interim Vice President for Student Services; MS. LISA WATSON, Vice President for Administrative Services and Finance; MS. ADRIANA ARISMENDI, MR. KARL BEAR, MS. STACY BEAR, MS. LESLIE BIGHAM, MR. BRAD BOWEN, MR. DEAN BRUCE, DR. MARNEÉ CRAWFORD, DR. JENNIFER DARE, MS. CARRI DOBBINS, MR. SCOTT FEYHL, MS. VIRGINIA FISH, MS. CHRISTI GREAHAM, MS. RACHEL HANAN, MS. LISA HARSH, MR. JASON HORTON, MR. KENNY JONES, MR. SHAWN JONES, MS. JENNIFER LITTERER-TREVINO, MS. CAREY MILLER, MR. DENNIS QUILLEN, MS. LAURA RILEY, MS. LISA SMITH, MS. KAREN SOLOMON, MS. BEVERLY TEETER, MR. GREG THOMAS, MR. MORGAN TYREE, MS. MICKEY WADDELL, 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, March 9, 2020 at 3:06 p.m. in the NWC Cody Center, Room 2201.

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

WORK SESSION: Dean Greg Thomas presented a review of the Bachelor of Applied Science degree information in preparation for the Higher Learning Commission (HLC) visit which has been scheduled for April 20-21, 2020.

- The program name is Bachelor of Applied Science in Professional Studies.
- Students in the program can expect to receive preparation for running a business and the ability to be more effective in and to progress in the businesses in which they work.
- This program is geared toward students who have earned AAS degrees.
- A regular bachelor degree transitions from a broad foundation to narrow and degree-specific courses. The BAS degree moves from degree-specific to more foundational courses.
- CWC, LCCC, WWCC and NWC have submitted BAS proposals to WCCC.
- NWC's BAS degree program is not in competition with UW's BAS degree programs because of the distance. Attending UW may not be feasible for many students. NWC's BAS degree program offers resources and availability to our community. In our community there is a large target population not currently pursuing other options.
- The BAS courses focus in the following primary areas: Communication, Organizational Leadership, and Management and Marketing. These identified areas meet the rigors of the requirements for this degree.
- The creation of this program was faculty-driven and campus as a whole was involved in the development process.
- The HLC visit will be similar to the accreditation visit two years ago and will focus on the same major areas to assess NWC's readiness for offering a BAS degree.
- Because NWC may not have approval from HLC until August, the Fall 2021 semester has been projected as the initiation point for NWC's BAS program.

This time frame allows enrollees to take leveling courses, if needed, prior to beginning the BAS program in fall 2021.

Following the presentation on the BAS degree. The Trustees took a tour of the Cody Center facilities.

A CONSENT AGENDA:

A motion was made by Trustee Wurzel and seconded by Trustee Danko to approve the consent agenda as presented.

President Hicswa responded to questions on the check register and other reports.

Board President Spomer commended the Communications and Marketing Department on winning gold for the Be/Don't/Choose advertising campaign in the 35th Annual Educational Advertising Awards in the category of Total Advertising Campaign.

At President Hicswa's invitation, Vice President Watson responded to questions regarding safety improvements which have been made to the College's racquetball courts. She explained that modifications have been made to make the spaces more secure and to improve storage options. She also confirmed that access to the racquetball courts is granted through the Johnson Fitness Center.

Trustee Housel congratulated the NWC Forensics Team on taking first among two-year institutions and winning second overall at the Western States tournament in Denver.

Motion carried and the consent agenda, including the minutes of the February 3, 2020 regular meeting were approved.

MISSION MOMENT:

Dean Dean Bruce introduced the Cody Center Staff to the Board of Trustees.

**DISCUSSION/
INFORMATIONAL ITEMS:**

Workforce Development
Activities Report

Dean Dean Bruce presented a report on Cody Center and Workforce Development activities:

CODY CENTER: 42 community programs/trainings with an average of ten clients per program/training; 25 college courses with a headcount 150; Advising Wednesdays; Counseling Services Mondays; University of Wyoming available twice weekly (UW subleasing space); leased additional space for the Allied Health Program

CODY TESTING CENTER: offering in-state/out-of-state, computerized and paper testing; TEAS, HESI, PAN, and WorkKeys testing available

DEGREES OFFERED IN CODY: AAS Aeronautics; AAS Technical Studies by Western Hands; AAS Emergency Medical Skills; and others; paramedic program to be offered Fall 2020

WORKFORCE DEVELOPMENT: Allied Health (CMA I, CMA II, CNA, LPN EMT Basic/Advanced, Surgical Tech I & II, Certified Medication Aid) Electrical Apprenticeship; Ed2Go Programs; Plumbing/HVAC Apprenticeship; Heavy Equipment Operator; Outdoor Certificates

COMMUNITY ENRICHMENT OFFERINGS: Driver's Education (on-line), Excursions, Professional Development, Health/Safety; Computer/Technology; Photography, Outdoor Recreation

NEW PROGRAMS OFFERED: Commercial Driver's License (CDL), Construction Trades; National Center for Construction Education and Research

(NCCER) Core Curriculum; Wilderness First Responder; World Instructor Training School (W.I.T.S.) Personal Trainer; Workforce Readiness

GRANTS (awarded to offset expenses): TANF (\$12,600); Workforce Development-ELAP (\$16,716); Workforce Development-Plumbing (\$32,275); Serve Wyoming (\$29,741), Wyoming Works (\$327,000)

State Performance Indicators Report

Institutional Researcher Lisa Smith presented an overview of the Wyoming Community Colleges Performance Indicators Report. She highlighted portions of the report specific to Northwest College:

RETENTION:

- Of first-time, degree-seeking students starting at NWC in Fall 2018, 298 enrolled full-time and 19 enrolled part-time:
 - 65% of full-time students returned in Fall 2019 (highest full-time retention rate in state)
 - 71% of full-time students returned or transferred to another institution for Fall 2019 (highest full-time persistence rate in state)
 - 53% of part-time students returned in Fall 2019 (highest part-time retention rate in state)
- NWC has had higher full-time retention rates than the state average for eight of the past ten years.
- NWC's retention rates are comparable to national rates, which ranged from 58-62% during the past decade.

COMPLETION:

- NWC's most recent completion rate for the Fall 2016 starting cohort of 410 students is 44%, the new highest on record.
- NWC's completion rates have been higher than or equal to the state average. NWC's rates are above the national average
- 59% of students completed or transferred within three years of starting at NWC.
- NWC had the highest degree productivity for associate degrees awarded per 100 FTE and for associate degree graduates per 100 FTE.

DEVELOPMENT AND COREQUISITE COURSEWORK:

Developmental Students Completing Related College-Level Course within One Year

- English
 - Fall 2016 Students Completing by Fall 2017: 53% of 124 developmental English students
 - Fall 2017 Students Completing by Fall 2018: 45% of 66 developmental English students
 - Fall 2018 Students Completing by Fall 2019: 33% of 12 developmental English students
- Math
 - Fall 2016 Students Completing by Fall 2017: 28% of 245 developmental math students
 - Fall 2017 Students Completing by Fall 2018: 28% of 135 developmental math students
 - Fall 2018 Students Completing by Fall 2019: 31% of 145 developmental math students

Corequisite Students Completing Related College-Level Course within One Year

- English
 - Fall 2016 Students Completing by Fall 2017: No students enrolled in

- corequisite English
- Fall 2017 Students Completing by Fall 2018: 74% of 53 corequisite English students
- Fall 2018 Students Completing by Fall 2019: 80% of 54 corequisite English students
- Math
 - Fall 2016 Students Completing by Fall 2017: 68% of 19 corequisite math students
 - Fall 2017 Students Completing by Fall 2018: 90% of 21 corequisite math students
 - Fall 2018 Students Completing by Fall 2019: 60% of 25 corequisite math students

Board President Spomer pointed out that these statistics are really impressive and they show that NWC is truly fulfilling its mission.

CITIZENS' OPEN FORUM:

The Citizens' Open Forum convened at 5:00 p.m.

Jennifer Dare addressed the Board regarding the Faculty Employment Review Committee (FEPRC). She expressed her concern that the proposed revisions to policies 2140 Board Policy Development and 3800 Faculty Employment Policies would, in effect, remove FEPRC. She advocated for maintaining FEPRC as outlined in the current policy.

Karl Bear addressed the Board regarding his recent editorial in which outlined his concerns about enrollment and the proposed Residence Life Master Plan.

Laura Riley addressed the Board regarding her concerns with the recommendation in the proposed Residence Life Master Plan to divest Trapper Village West. She asked the Board of Trustees to consider tabling their vote on the Residence Life Master Plan until they have sought input from community members.

The Citizen's Open Forum adjourned at 5:25 p.m.

Cody Facilities

Trustee Anderson, Board Finance Committee Chair, reported that both the Board Finance Committee and the Board Facility Committee have reviewed and discussed the Cody Center facilities costs, utilization, and program needs.

The Board then discussed the Cody Center facilities. Trustee Larsen pointed out that the lease includes operations and maintenance costs – expenses which would be incurred by the College if another location was chosen. Trustee Anderson stated that the classroom spaces seem to meet the needs of the programs and classes. Trustee Newsome pointed out that options for the same type and size of space is limited in Cody, but should program growth continue, NWC should be open to ensuring that it has space to meet the needs. Trustee Housel agreed that the space utilization does meet the needs of current programs, but advocated for a more visible and accessible space. Trustee Wurzel concurred that the space is being utilized well, but that the College needs to be cognizant of potential future changes made to the space by the county. Trustee Spomer requested clarification on current utilization of the Cody Center space. Dean Bruce reported that the space is neither under-utilized nor over-utilized, but did acknowledge that there is potential for program growth. Board President Spomer concurred that this type or size of space does not currently exist in Cody. President Hicswa emphasized the advantages of the current size and flexibility of the Cody Center space.

Reserve Overview

President Hicswa explained that the Reserve Overview report was in response to a request from the Board. She explained that the Board Finance Committee recommended a broader overview than originally requested.

Vice President Lisa Watson presented an overview of all of the reserves which consist of unrestricted operating fund reserves, one mill fund reserves, auxiliary fund reserves, and plant fund reserves. She briefly reviewed some of the historic usage and then presented a summary of each reserve type and significant events which have changed the reserve levels over the past six years:

- Operating Fund Reserves - \$44,794 Increase
- One Mill Fund Reserves - \$650,730 Increase
- Auxiliary Fund Reserves - \$2,424,039 Decrease
- Plant Fund Reserves - \$617,791 Increase

Vice President Watson then responded to questions from the Board regarding revenue sources and utilization of reserves. She also gave a brief overview of the best practices as determined by the National Association of College and University Business Officer (NACUBO) and Government Finance Officers Association (GFOA).

Board President Spomer recommended having the Board Finance Committee do a focused study so that they really understand the current level of reserves and potential targets for the levels at which they should be, so the Board can make more informed decisions going forward.

Rebranding

The Board discussed, in broad terms, the idea of rebranding Northwest College. Trustee Wurzel recommended finding examples of other institutions that have rebranded, both examples of it going well and examples of it not going well. Trustee Larsen encouraged the Board to assess the cost of rebranding and to analyze the benefits vs. the costs. Trustee Danko expressed that rebranding is desirable because Wyoming and Northwest College are not well known. She asked whether it is the right time to rebrand the College. Trustee Anderson encouraged evaluation of the associated costs and analysis of the return on investment. Trustee Newsome cautioned the Board to consider the 75 years of imprinting of “Northwest College” on the general public and to be aware of the possibility of throwing away non-monetary value of a known name. Trustee Housel felt that the Board should not disregard community sentiment related to the idea of rebranding. He also recommended seeking input from the Northwest College Foundation Board. Board President Spomer acknowledged that rebranding is a big question. He suggested that the Board determine the scope and scale of the question (i.e., community, market, etc.); the motivation behind rebranding; and the impact on current and potential students. He surmised that though the cost will be great, the benefit *could* also be great. Board President Spomer then recommended bringing in an expert to assist the Board in understanding the market, the impact of the decision, and potential outcome. He also suggested ascertaining from state officials whether or not the Board has the power to rename the college.

The Board consensus was to seek input from the NWC Foundation Board, to ascertain whether the Board has legal ability to rename the College, and to determine the parameters to be addressed in a feasibility study in preparation for revisiting the topic at their May meeting.

A UNFINISHED BUSINESS:

Residence Life Master Plan

Board President Spomer, Chair of the Board Facilities Committee, reported that the Board Facilities Committee completed an in-depth review and discussion of the proposed Residence Life Master Plan. He noted that their recommendation to approve the plan is included in the meeting materials.

A motion was made by Trustee Larsen and seconded by Trustee Anderson to approve the Residence Life Master Plan as presented.

President Hicswa reported that at the last College Council meeting she received feedback from one Council member that community members were concerned with the recommendation to divest Trapper Village West. Another Council member reported that students are excited and in favor of the plan.

Trustee Larsen clarified that the approval of this plan means that the Board accepts the summary as presented. Approval does not necessarily mean that every recommendation will be carried out as written in the plan.

Trustee Anderson explained that he sees it as a plan. The Board will assess each situation, the alternatives, and then make decisions. The plan can be amended, but approval at this point does not mandate execution.

Board President Spomer concurred that this is a plan with no execution measure. Any steps to execute the plan would still need to be voted on by the Board.

Trustee Anderson reported that he has heard community feedback requesting more time for community comment. He surmised that within the plan, community feedback could be sought along the way, if the Board determined it was necessary.

Vice President Watson clarified the history of the development of this plan which has included multiple revisions.

Board President Spomer clarified that the plan is a guideline; it does not determine timing of the proposals. The document is meant to address the broad view of a plan for campus housing.

Trustee Housel recommended postponing approval of the plan until community input could be received. He expressed concern about this plan being concrete. He recommended amending the motion to change it to being a set of guidelines, rather than a plan.

Board President Spomer explained that he sees the plan as offering direction, but if the Board desires to deviate, they can amend the plan.

Trustee Anderson concurred by stating that this plan is a roadmap, or a course, but the Board has the ability to adjust the course.

A motion was made by Trustee Housel and seconded by Trustee Wurzel to table this issue until the May meeting with a caveat that the College hold a well-advertised public forum to solicit input on the Residence Life Plan from community members. Motion carried.

President Hicswa explained that the Board's postponement of action on this item, impacts the timeline for the proposed plan to refresh Ashley Hall. She asked for direction from the Board in beginning the planning process by identifying the project scope and projected funding for the Ashley Hall project. There was consensus from the Board to allow the College to move forward in the project planning process for Ashley Hall.

A NEW BUSINESS:

New Program Proposal:
Computer Science K12
Endorsement

President Hicswa explained the new program proposal for a Computer Science K12 Endorsement will meet the needs of K12 educators seeking continuing education.

A motion was made by Trustee Wurzel and seconded by Trustee Larsen to approve the new program proposal as presented. Motion carried.

Recommended Policy Revisions:
1. 2310 Board Committees
2. 3110 Faculty Appointment
3. 3530 Severance/Termination

Trustee Larsen explained that based on discussion in their committee meeting, the Board Policy and Student Success Committee recommends that policy 2310 Board Committees be sent back to the Board Policy and Student Success Committee for further revisions.

A motion was made by Trustee Wurzel and seconded by Trustee Larsen to table the action to approve revisions to policy 2310 until the policy can be further revised by Board Policy and Student Success Committee. Motion carried.

Trustee Wurzel explained that the Board Policy and Student Success Committee has reviewed the revisions to policies 3110 Faculty Appointment and 3530 Severance/Termination, which were originally suggested by the Board at the December meeting, and that the committee recommends approval of the proposed revisions as presented.

A motion was made by Trustee Wurzel and seconded by Trustee Larsen to approve the revisions to policies 3110 Faculty Appointment and 3530 Severance/Termination as presented.

In response to a request for clarification, President Hicswa confirmed that these policies did move through the shared governance process. Upon confirmation, Board President Spomer noted that this is an example of the College's shared governance in action and that the Board is committed to abide by the shared governance process.

Motion carried.

FUTURE AGENDA ITEMS & FOLLOW-UP TO CITIZENS' OPEN FORUM TOPICS:

- Review of Board Goals – planned decisive communication (newspaper, radio, etc.)
- Policies 2140 Board Policy Development and 3800 Faculty Employment Policies (planned for April Board agenda)
- Expenditure for newspaper space to address misinformation

ANNOUNCEMENTS:

Juried Student Photo Show, March 17, 2020, 7:00 p.m., Northwest Gallery
Paint the Campus Red, March 27, 2020, 4-7 p.m., Yellowstone Building
Athletic Banquet, March 31, 2020, 5:30 p.m., Yellowstone Building
Next meeting, April 6, 2020, 3:00 p.m., Yellowstone Building
WACCT Board meeting, April 15, 2020, Eastern Wyoming College
WCCC Meeting, April 16, 2020, Eastern Wyoming College
Employee Recognition Luncheon, April 21, 2020, 11:30 a.m., Yellowstone Bldg
Juried Student Art/Design Exhibit, April 21, 2020, 7:00 p.m., Northwest Gallery
Outstanding Student Awards, April 23, 2020, 3:00 p.m., Yellowstone Building
PTK Induction Ceremony, April 23, 2020, 5:00 p.m., Yellowstone Building
Nurses Pinning, May 8, 2020, 3:00 p.m., Yellowstone Building
Distinguished Alumnus Reception, May 8, 2020, 5:30 p.m., Location TBD
Commencement Exercises, May 9, 2020, 10:30 a.m., Cabre Gym

A ADJOURNMENT:

The meeting was adjourned at 7:29 p.m.

MARK WURZEL, Vice President/Secretary

Date