

**NORTHWEST COLLEGE BOARD OF TRUSTEES  
MINUTES OF REGULAR MEETING  
November 11, 2013**

**MEMBERS PRESENT:** President MR. MARK WESTERHOLD; Vice President/Secretary MR. JOHN HOUSEL; Treasurer MR. RICK LAPLANTE; Trustees DR. PAUL FEES, MS. NADA LARSEN, and MR. JIM VOGT.

**MEMBERS ABSENT:** Trustee Ms. CAROLYN DANKO.

**OTHERS PRESENT:** DR. STEFANI HICSWA, President; MR. SHELDON FLOM, Interim Vice President for Administrative Services; DR. SEAN FOX, Vice President for Student Affairs; DR. GERALD GIRAUD, Vice President for Academic Affairs; MR. MARK KITCHEN, Vice President for College Relations; MS. JILL ANDERSON; MS. SHELBY WETZEL; MR. QUINTIN BROWN; DR. MATTHEW EWERS; MR. MARTIN STENSING; MS. KARA WARREN; MR. ERIC ATKINSON; MR. LEE BLACKMORE; DR. ALAN CHILDS; MR. ROB RUMBOLZ; MS. LISA SMITH; MR. STEVE THULIN; Ms. ACADIA DEATLEY; MR. WAYNE HERR; MR. SHAWN WARNER; MS. TESSA SCHWEIGERT, the *Powell Tribune*; and MS. CYNTHIA CICCI, Executive Secretary to the President and Board of Trustees.

**CALL MEETING TO ORDER:** The regular meeting of the Northwest College Board of Trustees was held on Monday, November 11, 2013, at 3 p.m. in the DSC Trapper Room.

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

**STUDY SESSION:** At the last study session, Trustees were asked to select questions from the Northeast Community College Board Self-evaluation document that they would like included in the assessment instrument being developed for the NWC Board. In a review of the responses submitted, Trustees expressed a desire for more action-oriented and outcome-based goals. President Hicswa agreed that the goals should be very college-specific as to what the Board wants to accomplish and include other broad goals such as team building, trust building and professional development. Since the Board's evaluation will occur in April, Board President Westerhold suggested the self-assessment be shorter and include things the Board would like to accomplish in the next 1½ years and then re-evaluate them in April to see if they're still valid. Trustees developed a list of things they would like to accomplish this year to be included in the Board self-assessment.

**A APPROVE MINUTES:** Trustee Fees requested "training" be changed to "orientation" on page four of the minutes. **A motion was made by Trustee LaPlante and seconded by Trustee Vogt to approve the minutes of the regular meeting of October 21, 2013 as amended. Motion carried.**

**A motion was made by Trustee Vogt and seconded by Trustee Larsen to approve the minutes of the executive session of October 21, 2013 as presented. Motion carried.**

**INTRODUCTION OF NWC TRAIL STAFF:** Journalism Instructor/*NWC Trail* Advisor Rob Breeding and the *NWC Trail* staff introduced themselves including their position and home town. Mr. Breeding explained that the Associated Collegiate Press (ACP) Pacemaker Award honors excellence in collegiate publications and that the *NWC Trail* was named a finalist for the 2012-13 year in the

two-year college category. In addition, *NWC Trail* staff attended the ACP convention in New Orleans at which they competed against much bigger schools and won second place for the Best of Show, Four-Year Weekly Tabloid. On behalf of the Trustees, Board President Westerhold congratulated the students on their accomplishments.

**CONSTITUENT GROUP  
REPORTS:**

Faculty Organization (FO) President-elect Martin Stensing reported that faculty members have the general feeling that numbers were down for fall advising day; they are hopeful the glitches in the new advising process will get worked out. Faculty members continue to converse about Complete College Wyoming (CCW) issues and the potential impacts of performance funding. They are grateful to be included in the discussion. With the number of faculty retirements, the FO is concerned that they are replaced with highly qualified candidates in order to maintain the institutional imperatives in the Strategic Plan.

Professional Staff Organization (PSO) Chair Matthew Ewers reported that at the October 23<sup>rd</sup> meeting, he shared updates from President Hicswa on performance funding and degree completion. PSO members have broken into work groups to tackle several issues. One workgroup is soliciting feedback and ideas on how to use the vacated space after the new Yellowstone Building is completed, and will submit a report to President Hicswa. Another workgroup is working on constituent group equality and will present a proposal to the PSO in the near future. An additional workgroup will be working on a proposal for a Testing Center. The PSO voted to approve the proposal of a statement concerning concurrent enrollment which will be forwarded to College Council. Brad Hammond was elected to represent the PSO on the Budget Committee. The PSO formed a Care Committee to work on professional development and morale matters.

Classified Staff Organization (CSO) President Kara Warren reported that the Halloween get-together hosted by the CSO for faculty and staff was well attended. Proposed by-laws revisions will be presented for a vote in the next couple of weeks. CSO members continue to provide feedback on space reallocation resulting from the new Yellowstone Building.

Student Senate (SS) President Quintin Brown reported on the financial support the SS has been providing to student organizations. The SS is also supportive of community service groups and is currently working with Campus V.O.I.C.E. (volunteers involved in community efforts). The SS is partnering with the NWC Foundation and voted to provide \$25,000 toward the Intercultural Center.

**A CHECK REGISTER:**

Following a brief discussion regarding the College's contract with Choice Aviation and several check register items, a **motion was made by Trustee Larsen and seconded by Trustee Vogt to approve the check register as presented. Motion carried.**

**A PURCHASE REQUEST-  
MICROSCOPE:**

President Hicswa presented the Board with a request to purchase a Nomarski Leica Microscope with built-in digital capacity and associated measurement software at a cost not to exceed \$20,000. Instructor Eric Atkinson provided additional information on the new research microscope which will help support NWC's IDeA Networks

for Biomedical Excellence (INBRE) Program. The microscope will be paid for with funds transferred to the NWC INBRE grant from the University of Wyoming's INBRE grant. **A motion was made by Trustee Housel and seconded by Trustee LaPlante to approve the purchase of a Nomarski Leica Microscope for a price not to exceed \$20,000. Motion carried.**

**A APPROVAL TO HIRE A CONSULTANT FIRM TO UPDATE THE FMP:**

President Hicswa explained that the state of Wyoming requires the seven community colleges and the University of Wyoming to update their Facility Master Plan (FMP) every five years, and she requested approval to hire a consulting firm to conduct a FMP update for a price not to exceed \$125,000. Interim Vice President Flom reported that a Request For Proposal (RFP) for professional services to update the College's FMP was issued in September with a due date of October 29<sup>th</sup>. The selection committee received five proposals with prices ranging from \$79,000-\$131,000 and will begin evaluating them on categories such as fees, services provided, experience, competence, team make-up, and the ability to meet the time requirements. The project will be paid for with funds from Physical Plant reserves.

Mr. Flom responded to questions, concerns and feedback from Board members. President Hicswa told Trustees that the new FMP will also address deferred maintenance projects, auxiliaries, and the type of programs NWC can support with its facilities. Constituent group discussions and their photos of facilities projects needing attention are "priming the pump" for FMP discussion/development.

**A motion was made by Trustee Housel and seconded by Trustee Fees to approve the hire of a consulting firm to conduct a facility master plan update at a price not to exceed \$125,000. Motion carried.**

**QUARTERLY BUDGET AND CASH FLOW REPORT:**

President Hicswa offered to respond to questions on the First Quarter Budget and Cash Flow Report which was included in the Board materials. In response to Trustee LaPlante's inquiry as to how the College will make up the 7.4% shortfall in tuition revenue, Dr. Hicswa explained that Mr. Flom found savings in a review of budget-to-actuals, made some budget saving cuts in the College's overhead accounts, and the remainder will come from the \$200,000 in reserves that were targeted for strategic initiatives. President Hicswa is pleased with the work done by the Vice Presidents to identify budget cuts in their areas that would not affect students and or require a Reduction in Force. Trustee LaPlante expressed concern and suggested some positions not be filled, some programs not be continued, and some current practices be stopped. Dr. Hicswa responded that those discussions will take place as next year's budget is developed.

**CITIZENS' OPEN FORUM:**

Alumni Association (AA) Vice President/President-elect Shawn Warner reported on the Alumni Association Board meeting and thanked Trustees Larsen and Vogt for attending. There was a brief discussion regarding ways that Board members can help in recruiting.

**PRELIMINARY AUDIT REPORT:**

Mr. Wayne Herr, CPA and partner in McGee, Hearne & Paiz, LLP presented the audit report for the 2012-13 fiscal year, and drafts were distributed to Trustees. Mr. Herr explained how the audit is conducted and discussed various aspects of the audit. He reported that the draft

document has been reviewed by management, and he is prepared to issue a clean opinion. Trustees were asked to review the document and to contact Interim Vice President/Finance Director Flom with questions in advance of the December Board meeting at which the Board will be asked to approve the audit.

**STRATEGIC PLANNING  
STATUS REPORT:**

President Hicswa directed the Board's attention to the *2012-13 to 2016-17 Strategic Plan Tracking Report* and the comprehensive *2013-2014 Operational Plan* in the Board materials. She explained that data from 2012-2013 are used as the baseline in the Tracking Report. Institutional Researcher Lisa Smith responded to questions on the document and targets which were developed by the Institutional Effectiveness Committee (IEC). The targets may need to be adjusted and other metrics added. Ms. Smith distributed additional information on completions, transfer and persistence measurements compared to other Wyoming community colleges.

The operational plans from each of the areas on campus have been compiled into one comprehensive plan for the College which President Hicswa monitors. A Retention Plan narrative is also included.

History Professor Steve Thulin spoke briefly about the work of the IEC and how the targets were determined, adding that they may need to be re-examined considering the new Complete College Wyoming (CCW) initiative. Professor Thulin is NWC's representative on the expanded committee of the CCW.

Trustee LaPlante requested that the Board review and discuss each strategic goal. Because of the time intensiveness required to do this, a Board retreat will be scheduled in January.

**UNCOLLECTED DEBT  
TASK FORCE UPDATE:**

After the June Board meeting, Interim President Kitchen commissioned an Uncollected Debt Task Force to develop an effective solution to address the recurring problem of having to write-off a large dollar amount in accounts receivable. The Task Force was to submit a written report of its findings and recommendations. President Hicswa stated that she received a very detailed report which she summarized. There are many mitigating factors in the uncollected debt; several relate to student success. Three key areas are: a review of policies and practices, student financial education, and maximize points of contacts with students. In doing this, the focus is changed from collection to prevention. Some of the considerations received by the Task Force are already being implemented, some are being discussed for implementation, and some are controversial and would have an impact on the College. President Hicswa will report back to the Board after next year's uncollected debt amount is known.

**EMERGENCY PLANNING  
AND SAFETY UPDATE:**

Vice President Fox, who was appointed by Dr. Hicswa to oversee campus emergency preparedness, gave an update on the College's emergency planning efforts. The 300+ page Emergency Operations Plan was spearheaded by former Vice President Mills. The Emergency Response Task Force developed "Timely Warning" and "Emergency Notification" documents which NWC needed in order to fulfill partial Campus Security requirements. Vice President Fox introduced Campus Security Coordinator Lee Blackmore who

discussed the difference between the two documents. Emergency Plan training has taken place, and a more focused training is scheduled for November 20. Mr. Blackmore described the various notification systems the College will use to inform the campus community of an emergency. Also, fire drills are being conducted in each of the buildings. He added that each new employee receives a copy of the *Emergency Response Guide* which he reviews with them.

Board President Westerhold thanked Dr. Fox and Mr. Blackmore for getting the plan operational for the protection of students, faculty and staff.

**COMMUNITY COLLEGE  
COMPLETION:**

The Complete College Wyoming (CCW) team has been working on goals and strategies for improving college completion in Wyoming, and at the 2013 Wyoming Community College Summit, they established a completion goal. The Wyoming Community College Commission (WCCC) supports the plan. Wyoming Association of Community College Trustees (WACCT) Executive Director Steve Bahmer was asked to draft a resolution for each of the college boards to endorse the CCW completion goal. The CCW team would like to achieve unanimity among the colleges as it seeks legislative funding.

President Hicswa told Trustees that she is not ready to make a recommendation until the Board has discussed it. Faculty and staff are also having conversations about the completion agenda but have not provided her with feedback yet. She will have a recommendation for the Board at its December meeting.

Dr. Hicswa explained that the Complete College America (CCA) philosophy is that unless this agenda is policy driven at the legislative, state and board level, colleges will not take any serious steps toward completion. One of the concerns expressed is that the completion goal does not take into consideration a decrease in enrollment.

Trustee LaPlante remarked that one of the reports he received shows NWC's grade point averages are below the average, NWC is not the leading transfer institution, and that the College might want to consider awarding more certificates. Other concerns were raised regarding the data and methodology used in determining the completion goals and that transfers are not counted as completers. Dr. Hicswa asked Board members if they would like more data before making a decision.

President Hicswa will forward the Board comments to Mr. Bahmer, and it will move forward as an action item at next month's meeting.

**REPORTS:**

**Board President:**

Board President Westerhold had no report.

**Board Committees:**

Trustee Vogt reported on the Alumni Association Board meeting which he and Trustee Larsen attended.

**Reports:**

President Hicswa offered to respond to questions on her or the Vice Presidents' written reports in the Board materials.

Trustee Fees commented that it would be helpful for Board members to have advance notice about issues being discussed and coming to the Board so they can be prepared and be forward looking instead of

what's happened in the past.

Trustee Housel commented on the remarkable student achievements and faculty work mentioned in the Academic Affairs report. Interim Vice President Flom responded to questions on the Bid and Contract Issuance Report related to pavement projects. In response to Trustee LaPlante's concern about the \$70,000 NWC has obligated toward the multi-sports court surface, President Hicswa said the multi-sports court will be addressed in the FMP. Mr. Flom will check with the vendor as to how long the College has to claim the plastic surface before the money is lost.

Board members expressed their appreciation for President Hicswa's report on her first 100 days.

In addition to the written report in the Board materials, Foundation Executive Director Wetzel reported that the Foundation Board approved the finance agreement and signed off on the collaboration group. She anticipates the first meeting will take place early in the new year. There will be a Foundation budget update in early February so the group has a sense of the financial situation in discussing projects.

**OTHER BUSINESS:**

Board President Westerhold reported that the 2014 Governance Leadership Institute (GLI) is scheduled for March 20-22 in Salt Lake City, UT. It's an opportunity for Trustees and the College President to work together on Board/CEO relationship, outcomes and student success, image building and crisis management, and the role of the chair and the leadership team of the Board. The cost is \$1,500/person. If attendees find value in the GLI, the Board can possibly budget for it in the future.

**NEXT MEETING:**

The next regular Board of Trustees meeting is scheduled for Monday, December 9, 2013, in the DeWitt Student Center Trapper Room.

**A ADJOURNMENT:**

**On a motion by Trustee Fees and seconded by Trustee LaPlante, the meeting adjourned at 7:36 p.m.**

---

JOHN HOUSEL, Vice President/Secretary

---

Date