

NORTHWEST COLLEGE BOARD OF TRUSTEES
MINUTES OF REGULAR MEETING
September 18, 2017

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

MEMBERS ABSENT: Trustee MR. BOB NEWSOME.

OTHERS PRESENT: DR. STEFANI HICSWA, President; DR. GERALD GIRAUD, Vice President for Academic Affairs; MR. MARK KITCHEN, Vice President for College Relations; MS. LISA WATSON, Vice President of Administrative Services and Finance; MS. SHELBY WETZEL; MS. JILL ANDERSON; MR. BRAD BOWEN; MR. LEE BLACKMORE; MR. DUSTIN DICKS; DR. VERN DOOLEY; MR. DEE HAVIG; MR. DAVE PLUTE; MR. DENNIS EGGE; MR. ROB CROFT; MR. TAYLOR LEE; MS. ILEEN OLSEN, the Powell *Tribune*; and MS. CYNTHIA CICCI, Executive Assistant to the President and Board of Trustees.

CALL TO ORDER: Board President Larsen called to order the regular meeting of the Northwest College Board of Trustees on Monday, September 18, 2017, at 3 p.m. in the Yellowstone Building Conference Center.

A APPROVE THE AGENDA: Board Chair Larsen requested to move agenda items VI.A and VIII.A to follow agenda item IX in order to consolidate the Ashley/Cody Hall discussion. **A motion was made by Trustee Anderson and seconded by Trustee Wurzel to adopt the agenda as amended. Motion carried.**

STUDY SESSION:

Student housing and dining operations analysis

Vice President Watson distributed a NWC Student Housing and Student Meal Plan Analysis which provided an overview of the current student housing building inventory including the construction, age, number of rooms and housing capacity for each.

Even though full-time enrollment and head count are down, the number of students in the residence halls as a percentage remain stable. With Cody Hall closed for the 2017-18 academic year, students have little choice in residence hall and room selection.

A financial analysis of student housing indicates the College is currently able to support operating costs for the residence halls but not deferred maintenance based on current rates, occupancy levels, and expenditure levels.

NWC provides dining services through Chartwells, a third party vendor. To maintain food service, the College must sell a minimum of 468 meal plans each semester to break even before deferred maintenance costs. Vice President Watson noted that our vendor model is based on a 500 meal plan and anything lower affects vendor interest and operational margins.

Trapper Village Main operations are able to cover operating costs and deferred maintenance costs if the facility is fully occupied.

However, occupancy for the 2017-2018 academic year is below average as seven apartments are in need of significant repairs.

Trapper Village West (TVW) could be profitable even with deferred maintenance if units were occupied on average for more than ten months a year. However, the space must be evaluated to determine increased costs for maintenance and Resident Assistants.

With approximately 50% of the full-time student population living on campus and purchasing meal plans, the College operates as a residential college rather than a commuter college. Students expect to have housing and dining services available and easily attainable. If the College does not have adequate student housing, the impact to the community must also be considered.

Recent research indicates that students spend a large amount of time in their residence halls which plays a significant role in deciding what college or university they attend. Parents also expect comfort, safety and convenience for their students along with the best value. Consequently, many colleges are spending an average of \$171 per square foot on residence hall improvements.

Trustee Spomer remarked that this analysis is a good start but that a deeper economic analysis is needed to determine if residence hall rates are priced right, etc. Trustee Housel added that the Board and the administration have not done enough to anticipate deferred maintenance in the past as the focus has been on emergency projects.

President Hicswa explained to Trustees that this information is something to consider in their deliberations regarding Cody Hall.

INTRODUCTION OF NEW EMPLOYEES:

New employees Michael Gundlach, Kara Ryf, and Michaela Jones introduced themselves and were welcomed by the Board.

A CONSENT AGENDA:

A motion was made by Trustee Danko and seconded by Trustee Spomer to approve the consent agenda as presented. In further discussion, Trustee Housel made a correction to the check register. President Hicswa and the Vice Presidents responded to questions on their written reports in the Board materials.

Trustee Larsen thanked President Hicswa for her efforts in welcoming new students and she thanked the NWC staff for their work in preparing for the Higher Learning Commission visit.

Motion passed and the consent agenda was approved which included the minutes of the August 14, 2017 Board meeting.

DISCUSSION/INFORMATIONAL ITEMS:

2016-2017 Big Horn Basin High School Report

Each year, Institutional Researcher Lisa Smith compiles a summary of students from NWC's service area (Big Horn Basin) high schools who enrolled at NWC the year following their high school graduation. The Dean of Extended Campus and Workforce shares high school-specific information with the schools.

On average, 531 students graduated from NWC's service area high schools each year from 2014 to 2016. Of these, 30% enrolled at

NWC during the year following high school graduation. The largest percentage of new entering freshmen came from Powell and Lovell.

Ms. Smith reported on average grade point averages for incoming NWC first-time students compared to Big Horn Basin high school graduates and Big Horn Basin concurrent/dual enrollment graduates.

In Fall 2016, 32% of NWC first-time students placed into developmental writing and 61% placed into developmental math. First time students may be more likely to place into developmental coursework because they include non-traditional students who have not taken similar coursework for several years. The percentages of Big Horn Basin high school graduates placing into developmental coursework is smaller.

Sixty-two percent of all NWC full-time, first-time students in Fall 2015 were retained to Fall 2016 compared to 57% retention at other Wyoming community colleges.

NWC's most recent official graduation/completion rate is for the cohort of students who entered NWC in Fall 2013 and completed by the end of Spring 2016; 37% of this cohort completed in three years.

A NEW BUSINESS:

Course/lab fee proposals for spring semester

A motion was made by Trustee Spomer and seconded by Trustee Wurzel to approve the course fees for Spring 2018 semester as presented in the Board materials. Motion carried.

DISCUSSION/INFORMATIONAL ITEMS continued:

Board retreat

Board Chair Larsen suggested December 6th as a potential date for the Board winter retreat. Trustees were asked to contact President Hicswa regarding their availability.

Cody and Ashley Hall water damage scope report

In response to the Board's request, Plan One/Architects developed a scope report on the water damage in Cody and Ashley Halls which was included in the Board materials. President Hicswa distributed copies of a revised report. She also emailed Trustees a summary of expenditures thus far for the scoping project.

President Hicswa introduced Mr. Dan Odasz and Mr. Taylor Lee of Plan One/Architects, as well as Mr. Rob Croft of Engineering Associates and Mr. Dennis Egge of the Wyoming State Construction Management Division. She reported that Cody Hall will likely be closed again next year due to time constraints and the Legislature's schedule. Consequently, the Board is under no pressure today to make decisions regarding the residence hall. She asked what other information the Board would like in order to make a good decision for the campus as a whole.

In Plan One/Architect's PowerPoint presentation to the Board, Mr. Odasz discussed the issues with Cody Hall. The following firms have been engaged in and are performing investigative demolition, testing of the facilities, site surveys, making observations, and documenting the progress of the work at Ashley and Cody Halls

over the past 60 days: Northern Industrial Hygiene, Safetech, Inc., Plan One/Architects, Engineering Associates, ACE Engineering, Intertek Architectural Testing, Inc. and Inberg Miller Engineers.

The scope report provided a synopsis of the work to date and the outcome of a consultation meeting on August 28, 2017. Investigative work is still underway, the results of which will be included in a final report at the October Board meeting.

Based on the information gathered to this point, the report described five potential options with cost and timeline estimates along with conceptual ideas for the remodeling of Cody Hall.

The Board meeting was temporarily suspended in order to accommodate an Alumni Association Board presentation and the Citizens' Open Forum.

Alumni Association Board presentation:

On behalf of the Alumni Association Board, President Tom Singer recognized past President Shawn Warner for his service to the Alumni Association and presented him with a desk clock. Trustee Larsen thanked Mr. Warner for attending NWC Board meetings.

CITIZENS' OPEN FORUM:

Citizens' Open Forum convened at 5 p.m. There were no citizens who wished to address the Board and the Citizens' Open Forum was adjourned.

Cody and Ashley Hall water damage scope report (continued)

The firm of Engineering Associates was tasked with determining the feasibility of lowering the grade around the building. Mr. Croft showed a slide of a preliminary grading plan that would lower the grade eight inches below the finished floor. The soil is clay (which has a 25% water retention) with gravel six to eight feet below. He recommended zeroscaping around the building which correlates well with the College's landscape facility plan.

In response to an inquiry by Trustee Housel, Mr. Croft's opinion is that the issue is not a high water table problem and is more likely the result of the sprinkling system; however, he has not yet received the report from Ingberg-Miller.

Plan One/Architects President Odasz recommends one of two basic options: repair the water issue only or repair the water issue and renovate. He described each option with cost estimates.

The repair-only option cost estimate is \$1.5M-\$2M. The approximate cost of the repair and renovate option is \$3.5M-\$4M and includes:

- All option 1 items
- New flooring throughout
- New LED lighting throughout
- Remove wallpaper, finish & paint dorm rooms
- Common area upgrades
- Minor ADA upgrades
- Front entrance canopy & front plaza upgrade.

Trustee Spomer recommended the College apply for a grant to help pay for the installation of LED lighting.

In response to an inquiry by Trustee Anderson, President Hicswa said that a Legislative tour may be necessary at which time the Board could also tour the residence hall.

Vice President Watson suggested that rather than focusing on just Cody Hall, the Board should tour all the residence halls as a system for long range planning.

Plan One/Architect's final report will be issued by September 29, 2017 and included in the October Board meeting packets. Vice President Watson reminded the Board there are still outstanding reports that can affect the repairs.

In the discussion that continued, Trustee Spomer asked why the repair/renovation report is for a 20-year time span. Mr. Odatz responded that he picked 20 years because the state requires 50 years from its buildings. The building is 33 years old so this renovation would provide an additional 20 years.

Based on his experience with cap con requests, Project Manager Dennis Egge of the Wyoming State Construction Management Division noted that NWC could renovate and improve the residence hall to make it the "new" Cody Hall but would need to notify the Wyoming Community College Commission (WCCC) and give them a placeholder of \$5-\$7 million. He added that the State has never approved funding for auxiliary services such as a residence hall.

In response to Mr. Egge's estimate of \$14 million for a 50-year structure vs. \$4.5-\$5 million for a 20-year building, Trustee Spomer asked if renovating is the right answer. Mr. Egge said that an analysis is needed, but he added that the College would never receive 100% funding and that a match of 50% would be required.

President Hicswa asked Trustees for direction as to what they would like to see on next month's meeting agenda. Board President Larsen requested a final report from Plan One/Architects. She also suggested forming a subcommittee to work with President Hicswa, and Vice President Watson to study the project in greater detail and present a recommendation to the Board. Trustees Anderson, Danko and Spomer volunteered to serve on the subcommittee.

A ADJOURNMENT:

On a motion by Trustee Housel and seconded by Trustee Anderson, the meeting adjourned at 6:03 p.m.