

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

February 12, 2018

**MEMBERS PRESENT:**

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

**OTHERS PRESENT:**

DR. STEFANI HICSWA, President; DR. GERALD GIRAUD, Vice President for Academic Affairs; MR. DEE HAVIG, Interim Vice President for Student Services; MR. MARK KITCHEN, Vice President for College Relations; MS. LISA WATSON, Vice President for Administrative Services and Finance; MS. SHELBY WETZEL; MR. BRAD BOWEN; DR. VERN DOOLEY; DR. GREG THOMAS; MR. DEAN BRUCE; MS. JILL ANDERSON; MR. DON COGGER, *Powell Tribune*; and MS. CYNTHIA CICCII, 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, February 12, 2018, at 3 p.m. at the Yellowstone Building Conference Center.

**A APPROVE THE AGENDA:**

**A motion was made by Trustee Anderson and seconded by Trustee Wurzel to approve the agenda as presented. Motion carried.**

**STUDY SESSION:**

Generational Marketing and Communication

Vice President Kitchen introduced NWC Marketing, Communications & Web Manager Carey Miller who has been studying the new Generation Z market.

Ms. Miller explained that the College has been preoccupied with retaining Generation Y/Millennials (born 1980 to 2000), but times are changing and we need to adapt. Generation Z (born 2000 to today) is quite possibly the most unique generation colleges will serve. This is not a generation looking for a job; they are looking for a purpose. Unlike Millennials, this group is ambitious, engaged, and feel like they can change the world.

When marketing to Gen Z, there are five things that colleges need to know: (1) They are digital ninjas with a short attention span; (2) Gen Z are different from Millennials and more difficult to market to; (3) They are exceptionally driven and fiscally minded; (4) They are professional self-learners who know they can figure out anything by watching a video; (5) They are connected and look to their peers for advice.

In order to speak to all our audiences, all our generations, NWC needs to use a variety of marketing pieces including the Web, social media, direct mailings, print/publications, multi-media/videography, and paid advertising. The College needs to begin strategizing how to accomplish it.

Ms. Miller concluded that while she is not an expert on Gen Z, she enjoys learning about them. A brief question and answer session followed.

**A CONSENT AGENDA:**

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

Board President Larsen recognized Field Station Coordinator Becky Christensen's retirement effective February 15, 2018.

Board President Larsen also recognized President Hicswa for being awarded Phi Theta Kappa's *Shirley B. Gordon Award of Distinction*, the organization's most prestigious award for college presidents. She will travel to Kansas City, MO, to accept the award at PTK's Centennial Celebration on April 20<sup>th</sup>.

Board Chair Larsen reported that the Request for Proposal (RFP) for the Long-term Residence Life Master Plan has been issued. She requested the Facilities Committee meet with President Hicswa and Vice President Watson before the March Board meeting to develop four to five broad categories/imperatives they would like from the study. The Board will discuss and vote on them at next month's meeting.

Trustee Danko reported that she and Trustee Larsen will attend the Wyoming Association of Community College Trustees (WACCT) and Commission meetings in Cheyenne on February 21-22, 2018.

Trustee Spomer commented that the draft minutes of the January 8, 2018, Board of Trustees meeting do not reflect his intended motion with regard to the work on Cody Hall. He requested the minutes be amended to say that the total cost approved includes all soft costs.

President Hicswa stated she expects the final report from the Higher Learning Commission regarding the College's accreditation visit later this month. She called attention to the Administrative Services & Finance report that indicates the Vice President for Student Services search failed. President Hicswa is considering a recommendation from the search committee to postpone the search for a year following a review of the staffing pattern for Student Services.

In response to an inquiry by Trustee Housel regarding Field Station Coordinator Becky Christianson's retirement, President Hicswa explained that nobody is currently staying at the Field Station; however, former Field Station Coordinator Ed Stratman is removing snow and monitoring security. The position will be filled for the beginning of the spring season.

**Trustees Wurzel and Danko agreed to amend the motion to approve the change to the minutes of the last meeting. Motion passed and the consent agenda was approved which includes the minutes of the January 8, 2018 regular meeting as amended.**

**DISCUSSION/INFORMATIONAL  
ITEMS:**

Key Performance Indicators update

NWC's Vision 2020 Key Performance Indicators (KPIs) were developed collaboratively with the leadership of the Institutional Effectiveness Committee (IEC) and President's Staff, and reviewed by College Council during 2016. The KPIs are not intended to measure all aspects of college operations, but rather show progress toward areas identified as priorities through our strategic vision: Experience, Connections and Environment. This is the second year of tracking progress toward our KPIs.

Institutional Researcher Lisa Smith presented updated values for the 2017 report and compared them to last year. NWC's ambitious, but attainable, goals are to maintain or exceed the current institutional performance, as well as meet or exceed state and national benchmarks.

Faculty early retirement applications

President Hicswa reported that no faculty early retirement applications were submitted this year.

**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.

**A UNFINISHED BUSINESS:**

2018-2019 Board and President  
Priorities (second reading)

The Policy and Student Success Committee met earlier today. Trustee Spomer reviewed the recommended changes the Committee made to the Board Priorities for fiscal year 2019. **A motion was made by Trustee Wurzel and seconded by Trustee Danko to approve the 2018-2019 Board Priorities as presented. Motion passed.**

**A motion was made by Trustee Anderson and seconded by Trustee Spomer to approve the President's Priorities for fiscal year 2019 as presented.** In further discussion, it was recommended changing the word "implement" in the second bullet to "enhance." The motion was amended to reflect the change. **With no further discussion, the motion to accept the President's Priorities for fiscal year 2019 as amended passed.**

The next step is to operationalize these priorities. Board Chair Larsen asked the Policy and Student Success Committee to work on operationalizing the 2019 Board Priorities. President Hicswa and her staff will work on operationalizing the 2019 President's Priorities.

**A NEW BUSINESS:**

2018-2019 room and board rate  
proposal (first reading)

The Board materials included a comprehensive analysis of student housing and meal plan pricing for fiscal year 2019 developed by Vice President Watson, Finance Director Bowen and Interim Vice President Havig.

Vice President Watson explained that several factors were involved in preparing the 2018-2019 room and board rate proposal including current inflation rates, debt service needs, operating and

maintenance costs, vendor requests and a review of reserve balances. In addition, for fiscal year 2019, the College must also consider the needed repairs to Cody and Ashley Halls.

NWC is proposing a \$158 to \$253 per semester increase to residence hall pricing depending on room type. The rate increase is designed to offset inflation, and fund future debt obligations associated with the modernization of Cody Hall.

It is proposed that Trapper Village Main living will be modified to attract a pool of qualified students for apartment style living with the benefits of remaining on campus. An increase of \$20/month for a one bedroom apartment and \$95/month for a two-bedroom apartment is proposed. Rates will include a new Trapper 20 meal plan.

For Trapper Village West, an inflationary increase of 1% is proposed for all units except the two bedroom units. A decrease of \$110 per month is being recommended for the two-bedroom apartments in order to realign them with local market options. The reduced revenue is expected to be offset by increased occupancy.

Chartwells has proposed a 2.5% increase to meal plan rates, which is slightly below the CPI-W inflation index. To make this rate possible, Chartwells recommended switching from a fixed number of meals per week to a block of meals model per semester. Chartwells has also agreed to create additional menu items at Einstein's and the 7<sup>th</sup> Street Grill that will be considered equivalent meals. These changes will provide the student with more flexibility related to timing and use of their plan, as well as which dining establishment they choose to use. Beyond the 2.5% increase requested by Chartwells, the College would need to request an additional 13% to cover the cost per meal, per day charged by Chartwells due to the decreased number of meal plans sold.

In discussion that followed, Trustees were pleased with the level of analysis and creativity involved in developing the proposal, but concerned about what effect the rate increases may have on residence hall occupancy and enrollment.

Vice President Watson responded that even with the rate increase, NWC is still a good value compared to other colleges in Wyoming. The Student Senate agreed to the increased rates so long as no services are reduced. President Hicswa added that financial aid and scholarships would help offset costs for students if approved.

Board President Larsen stated that she is very pleased with the analysis and the well-justified proposal. She encouraged Trustees to contact President Hicswa with additional questions before next month's meeting.

2018-2019 mandatory student fees  
(first reading)

Vice President Watson reported that the same level of analysis went into the 2018-2019 mandatory student fees proposal.

NWC currently has six student fees with various costs per credit, per student, credit caps, and funding locations for campus. Fees have not kept up with inflation. These fees are designed to fund a

variety of specific needs as identified by students and the campus. All student fees were reviewed and evaluated for their support of current operations, future needs and external fees. Four areas were identified as focal points to consider when applying inflationary or direct fee increases.

The College recommends re-evaluating the Student Wellness Fee, which is currently \$15/semester per student regardless the number of credits enrolled. The charge is confusing when individuals not associated with the College evaluate our student fee structure. It is recommended the Board considers adjusting the fee to a per credit hour rate of \$1.50.

For the 2017-2018 academic year, the student fee cap was raised from 12 credit hours to 15 credit hours. The Commission's decision to remove the tuition cap starting fall 2018 has colleges reviewing their caps on student fees. Vice President Watson presented the pros and cons of NWC removing the cap on student fees.

Board President Larsen encouraged Trustees to contact President Hicswa with additional questions before next month's meeting.

Designation of depositories

Five banks (Bank of Powell, Big Horn Federal-Powell, First Bank of Wyoming-Powell, Pinnacle Bank-Powell/Cody, and Wells Fargo-Powell) have taken the necessary action and submitted the proper documentation required by state statute to be designated as a depository for public funds. Their documentation has been reviewed and found to be in order. **A motion was made by Trustee Anderson and seconded by Trustee Wurzel to approve applications for the five banks as depositories. Motion carried.**

**ANNOUNCEMENTS:**

Next month's Board meeting will be held at the Cody Center.

**A ADJOURNMENT:**

**On a motion by Trustee Danko and a second by Trustee Wurzel, the meeting adjourned at 6:11 p.m.**