

NORTHWEST COLLEGE BOARD OF TRUSTEES
MINUTES OF REGULAR MEETING
December 9, 2019

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; 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. DEEPTHI AMARASURIYA, MS. JILL ANDERSON, MR. MILO ASAY, MR. BOB BECKER, MS. CHRISTINE BEKES, MR. LEE BLACKMORE, MR. BRAD BOWEN, MS. KAREN BOWEN MR. DEAN BRUCE, DR. MARNEÉ CRAWFORD, MR. MICHAEL CUDDY, MS. RENEÉ DECHERT, MR. TONY ENERVA, MR. BRIAN ERICKSON, MR. DAVE ERICKSON, MR. JOHN FABELA, MS. SANDY FEYHL, MS. CHRISTINE GARCEAU, MR. TIM GLATZER, MR. MICHAEL GUNDLACH, MS. RACHEL HANAN, MR. JASON HORTON, MR. WALT JATKOWSKI, MS. JENNIFER LITTERER-TREVINO, DR. AMY MCKINNEY, MS. CAREY MILLER, MS. NANCY MILLER, MS. AURA NEWLIN, MS. ASTRID NORTHRUP, REP. DAVE NORTHRUP, MR. DAVE PATTERSON, MR. ANTHONY POLVERE, MR. GREG SMITH, MS. LISA SMITH, MS. KERRIE SPINNEY, MR. MARTIN STENSING, MR. GREG THOMAS, MR. ROBERT TOWNSEND, MR. UKO UDODONG, MS. KATE VINCENT, MR. NEIL WAITE, 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, December 9, 2019, at 3:05 p.m. in the Yellowstone Building, Room 105.

A APPROVE THE AGENDA: Board President Spomer requested that agenda item XII. be modified to read “Future agenda items and follow-up to Citizens’ Open Forum topics.”

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

WORK SESSION: Institutional Researcher Lisa Smith presented a report of the data compiled by the Institutional Effectiveness Committee (IEC) in preparation for the Strategic Visioning listening sessions. The report focused on the following categories:

- Vision 2020 Key Performance Indicators
- Student Transfer and Attainment
- Foundation Information
- Facilities Master Plan
- Relevant Census Data
- Workforce Projections
- Brand Recognition

Institutional Researcher Smith pointed out that throughout the Strategic Visioning process, the goal is to keep in mind the College mission and Vision 2020. She then reviewed the Key Performance Indicators (KPIs) from Vision 2020:

KPI: Experience – *Engagement*

1. Active and Collaborative Learning: NWC scored higher than both the National average and other Wyoming community colleges
2. Student-Faculty Interaction: NWC scored higher than the National average

KPI: Experience – *Educational Experience*

1. Achievement of Student Learning Outcomes: 89% of students Strongly

Agree/Agree

2. Overall Student Experience: 86% of students Strongly Agree/Agree

KPI: Experience – *Preparation for Transfer or Workforce*

1. Career/Technical Education Employment Rate in Field of Study: 28% of students reported they are working in their field of study
2. Transfer Student First-Semester University of Wyoming GPA: in line with other Wyoming community colleges

KPI: Experience – *Retention and Completion*

1. Retention Rate: Fall 2018 to Fall 2019 was the highest retention rate in recent NWC history
2. Completion Rate: the last two years were the highest graduation rates in the history of NWC
3. Degrees/Certificates Awarded: AS degrees were awarded most, followed by AA degrees; General Studies has the most overall completions

KPI: Connections – *Commitment to Competitive Compensation*

1. Regionally Competitive Salaries – Percent of Market: of all constituent groups, faculty are closest for regionally competitive salaries at 103%, followed by Professional Staff at 95%; however, with increases to insurance premium rates, these percentages will decrease
2. Employee Satisfaction with Benefits Package: 72% of employees are Satisfied/Very Satisfied

KPI: Connections – *Professional Growth/Learning Opportunities*

1. Employee Satisfaction with Opportunities to Learn and Grow: 71% of employees are Satisfied/Very Satisfied
2. Employee Satisfaction with Professional Development and Training Opportunities: 66% are Satisfied/Very Satisfied

KPI: Connections – *Connections Within Northwest College*

1. Employee Satisfaction with Cooperation Across Departments – 56% are Satisfied/Very satisfied
2. Employee Satisfaction with Extent to Which information is Shared Within Institution: has increased from 42% to 50% since the previous survey.

KPI: Connections – *Connections Within Service Area*

1. Service Area Credit Headcount: is trending downward
2. Service Area Non-Credit Headcount: increased from 2017-18 to 2018-19 for both PVCE and Workforce

KPI: Environment – *Up-to-Date Technology*

1. Employee Satisfaction with Functionality of College Technology: 81% were Satisfied/Very Satisfied
2. Student Satisfaction with Functionality of College Technology: 83% were Satisfied/Very Satisfied

KPI: Environment – *Up-to-Date Facilities*

1. Employee Satisfaction with College Facilities: 83% were Satisfied/Very Satisfied
2. Student Satisfaction with College Facilities: 93% were Satisfied/Very Satisfied

KPI: Environment – *Sound Financial Practices*

1. 0 material findings on last four annual audits
2. Cost per FTE is slightly higher from 2018 to 2019

Other Data Points:

- Enrollment Over Time – slow/steady decrease from 2014 to 2019

- Revenue Over Time – proportions remain the same though we have seen a decrease from 2016 to 2019
- NWC Foundation – \$1.3M in annual awards, by type of award: \$805,045 Trapper; \$146,250 Athletic; \$217,494 Activity-Talent; \$90,169 Academic Departments

IR Smith then reviewed Facilities Master Plan accomplishments over the past 5-6 years:

1. Student Center – finalized Level II study
2. Academic Center for Visual & Performing Arts – Level II study will begin in January
3. Orendorff Building – renovated offices; completed phase one mechanical improvements
4. Moyer Building – remodeled and updated wayfinding, safety and mechanical systems; moved firearm simulator; created large conference room, classroom and vodcast studio
5. Frisby Building, Fagerberg Building, and Annex – housed departments and services in these spaces; mechanical improvements in FAB complex
6. Center for Training and Development – renovated building to expand career and technical trade programs
7. Art Dept – code issues negated by Level I study for VPA
8. Student Housing: made strategic upgrades and renovations
9. Campus-wide concrete and asphalt repairs
10. Constructed Sport Court facility
11. Equine Facilities – made improvements, including safety improvements in tack room
12. Cody Center – made minor enhancements and expanded into new space for healthcare programs
13. Johnson Fitness Center – remodeled to improve safety and experience
14. Infrastructure Study – located and mapped all underground infrastructure on campus
15. Completed 3rd leg of data redundancy project
16. Installed final phase of emergency notification system

IR Smith then reviewed statistics related to age, educational attainment, and poverty and occupation growth projects for 2016-2026. She also shared data on brand recognition which shows that 33 colleges/universities (in 21 states) have Northwest in their name.

Following IR Smith's presentation, President Hicswa outlined the Strategic Visioning process. She explained that the data from all listening sessions is being compiled. IEC will then analyze and categorize the listening session data. Final categories will be determined by campus, and those categories will constitute the new vision to be brought to the Board for approval. IEC will then go back through the data and information to determine KPIs to be monitored and tracked for the new vision. Goals and objectives will then be set within campus operational plans based on the vision categories and associated KPIs.

MISSION MOMENT:

President Hicswa introduced the Physical Sciences Division to Board of Trustees and asked them to share how they are working to fulfill the NWC mission. Division Chair Astrid Northrup shared that the Physical Sciences Division offers degree and certificate programs in the areas of Chemistry, Computer Science, Drafting Technology, Engineering, Math, Physics, and Welding Technology. This division also provides math and science support for all students across campus. Division members then shared highlights of how they are fulfilling the NWC

mission, such as: the Welding program being nominated or the Aspen STEM award; hosting a CTD recruitment day in Red Lodge, MT; hosting the 4th Grade Math fair; hosting a Middle School science fair; researching Open Education Resources–free textbooks; creating partnerships with MSU-Billings; offering engineering presentations to K-12 students; implementing co-requisite Math courses; utilizing best-practices in developmental math offerings; developing an online Calculus I course; developing online content for engineering courses; serving as Perkins grant manager; serving as PTK advisor; posting Math tutorials on YouTube; and facilitating the INBRE program.

A CONSENT AGENDA:

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

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

Motion carried and the consent agenda, including the minutes of the November 11, 2019 regular meeting, was approved.

**DISCUSSION/
INFORMATIONAL ITEMS:**

Esports

Athletic Director Brian Erickson presented an overview on Esports. He explained that the Strategic Enrollment Management team recommended Esports as a potential avenue for increasing enrollment. The NWC Esports pilot program will begin as a club during the 2020 Spring semester, with the intent of having a competitive co-ed team by the 2020 Fall semester. Funding for start-up costs, including equipment, has been acquired through a grant from the NWC Foundation. No additional monies will be required. NWC is currently working with their internet provider to obtain dedicated internet service for Esports use. Staff on campus have volunteered to assist with the club. Initially there will be no travel associated with the “team” and no membership fees will be charged.

Director Erickson reported that statistics show a large percentage of the youth population, across genders, describe gaming as one of their primary interests. Data from NWC Computing Services indicates a large number of gamers on campus. The hope is that this venture will be a way to encourage social interaction through gaming with other students in a shared location. Director Erickson also shared that a recent article outlined benefits of Esports participation, such as increased engagement in classes and increased communication skills. He also reported that right now few of the colleges in our region offer Esports, so NWC has the opportunity to be trailblazers in this area.

In response to a question about scholarships, Director Erickson reported that as of now no scholarships will be offered to Esports participants, but that there may be future scholarship potential through the NWC Foundation. He also indicated that he is currently working on sponsorship opportunities associated with Esports.

Legislative Update

President Hicswa gave an update on recent legislative work and strategy for the upcoming Legislative Session. She reported that she will be meeting with legislators prior to the 2020 Legislative Session and will, as much as possible, involve Trustees and student representatives in those visits. She encouraged Trustees to talk with legislators about the impacts of eroding community college budgets.

President Hicswa reiterated that though the Governor’s budget did not include the \$30M requested in their proposal, the community colleges will lobby the legislature for the \$30M block grant. This funding proposal will be presented to the Joint Appropriations Committee at their meeting next week.

President Hicswa also reported that the Joint Education Committee (JEC) Co-Chairs Representative Northrup and Senator Coe recently recommended to the Legislative Management Council that JEC have oversight of the community colleges, which would provide an avenue for the community colleges to request funding and for JEC to bring forward bills and budget recommendations.

Also at the JAC meeting, President Hicswa will request funding for the Student Center project. She clarified that though the Governor's budget supports the Student Center project, the state funding would only be \$10M (with a \$2M contingency) of the \$20M cost. The remainder of the funding for the Student Center will need to come from other sources such as fundraising and a voter initiative tax. She encouraged Trustees to communicate their support and advocate for the cap tax initiative, if it is one of projects approved by the county commissioners.

President Hicswa reported that the Management Council of the legislature recently authorized the continuation of the Wyoming's Tomorrow Task Force whose main focus has been the development of an adult promise scholarship program. The Task Force has also been working on legislation that would expand Temporary Assistance for Needy Families (TANF) benefits to eligible participants who are seeking a post-secondary credential or degree.

In response to a question about how much of the \$30M would apply to NWC, President Hicswa explained that it will depend on how the funds are allocated. It could be that the \$30M is divided equally between the seven colleges or that it is distributed through the funding formula with NWC receiving approximately 11%.

WACCT Awards and Legislative
Event

Trustee Larsen presented an update on the changes being made to the Wyoming Association of Community College Trustees (WACCT) Awards and Legislative Event. In preparation for the upcoming WACCT Board meeting, she requested feedback on the student awards and potential recipient groups. The Trustees concurred that there should be an avenue for recognition of both PTK students and students who are not associated with PTK. The Trustees strongly supported the idea of the student awards showcasing students who have had their lives changed by attending community college.

CITIZENS' OPEN FORUM:

The Citizens' Open Forum convened at 5:04 p.m. A number of requests to address the Board were submitted:

Astrid Northrup addressed the Board regarding concerns raised at a previous Citizens' Open Forum about Math Department offerings. She reported that Math offerings are student-centered and based on research and best practices. The ALEKS placement exam, which costs \$25, allows students five opportunities to take the test and provides numerous practice tests. The co-requisite Math courses, which combine developmental-level math and college-level math reduce the number of semesters a student needs to take at NWC. In addition, the Math Department offers Math courses customized to suit students' majors.

Michael Gundlach addressed the Board regarding the qualifications and teaching experience of the faculty selected to teach Development Math and Adult Basic Education Math courses, stating that they are well qualified and have ample experience.

Bob Becker addressed the Board regarding his objection to the approval of policy revisions to policy 3530 Policies and Procedures Relating to Severance/Termination. He expressed his concerns regarding due process and a reference to "professional duties" in the policy. He also expressed his concern about eliminating the early retirement option for faculty.

Jason Horton addressed the Board regarding the Faculty Senate's opposition to approval of the proposed policy revisions. He expressed his concern about faculty morale being affected if the Board approves the policy revisions as presented. He also expressed his concerns regarding faculty compensation.

Dave Erickson addressed the Board regarding his opposition to the approval of policy revisions to policy 3110 Faculty Appointment. He reported that the Faculty Senate created sub-committee to work on alternative language to current proposed language revisions.

Rachel Hanan addressed the Board regarding her opposition to the approval of policy revisions to policy 3500 Salary. She expressed concern about the faculty box and the lack of steps being granted. She also expressed concern about comparing NWC faculty salaries to regional market rates rather than national market rates.

Morgan Tyree addressed the Board regarding rebranding NWC to Yellowstone College. He expressed his concern about being confused for other colleges, given there are so many with Northwest in their name. He suggested that a name change would have a positive impact on the energy and morale at NWC.

Abigaile Grubb addressed the Board regarding her frustration over ensuring student concerns are being heard and the impacts of the budget cuts on students.

Representative Dave Northrup addressed the board in support of the Bachelor of Applied Science degree program. He commended NWC for their quick action in developing a BAS program.

Board President Spomer read an email from Cindy DeLancey of the Wyoming Business Alliance, offering her support of the BAS degree program. She indicated that this program would have a direct impact in the workforce, create a pathway for lifelong learning, and benefit students who want to pursue education in their home community.

Christine Bekes, Powell Economic Partnership Executive Director, addressed the Board in support of the BAS program. She expressed that the program is on target for this area.

The Citizen's Open Forum was adjourned at 5:58 p.m.

A UNFINISHED BUSINESS:

President Hicswa presented the final FY19 audit report from McGee, Hearne & Paiz, LLP to the Board of Trustees and recommended approval.

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

A NEW BUSINESS:

BAS Program Approval

President Hicswa presented the program proposal for the Bachelor of Applied Science (BAS) in Professional Studies to the Board of Trustees and recommended approval. She explained that upon approval from the Board of Trustees, approval will be sought from the Wyoming Community College Commission. Approval will also need to be obtained from the Higher Learning Commission. At the request of President Hicswa, Vice President Giraud briefly reviewed the program outline. Trustees expressed concerns regarding the course description for the Personal Finance course and an avenue for students to make up failed courses.

Following discussion, a motion was made by Trustee Larsen and seconded by Trustee Danko to approve the new program proposal for a Bachelor of

Applied Science in Professional Studies as presented. Motion carried.

Recommended Policy Revisions:
(first reading)

1. 3100 Definition of Faculty
2. 3110 Unranked Faculty
3. 3120 Ranked Faculty
4. 3500 Salary
5. 3530 Policies and
Procedures Relating to
Severance/Termination
6. 5220 Retirement

Trustee Wurzel reported that the Board Policy and Student Success Committee has reviewed and discussed these policies revisions in depth. They have also thoroughly reviewed the commentary from both sides.

He then outlined the concerns from faculty for each policy, as follows:

- 3110 Unranked Faculty – The main concern was that the division chair could be excluded from search committees. The Board Policy and Student Success Committee recommend adding back in language to include the division chair in the search process.
- 3500 Salary – The faculty concern was that salary amounts attached to rank were not included in the policy. The Board Policy and Student Success Committee felt that though they understand the concerns with compensation and budget cuts, the salary amounts should not be included in policy.
- 3530 Policies and Procedures Relating to Severance/Termination – One concern is that the wording “Dismissal proceedings shall be initiated...” seem to imply that the faculty member shall be dismissed, but it indicates only that proceedings shall be initiated. Another concern was the removal of the President’s requirement to notify the person being dismissed as to the reasons why. The committee recommended wording be added to the policy which stipulates that the President will meet with the person being dismissed. There was also concern expressed about the lack of due process. Trustee Wurzel explained that due process is still included in this policy.

Trustee Wurzel then stated that the recommendation from the Board Policy and Student Success committee is that the revisions to all six policies be considered as one group and that they be passed with the understanding that the changes proposed by the committee will go back through the policy process and then come back to the Board of Trustees for a vote.

The additional revisions suggested by the Board Policy and Student Success Committee are as follows:

1. In policy 3110: Part B – add heading “Fixed-Term Appointment”
2. In policy 3110: Part D – add the words “typically the division chair” after “The Vice President for Academic Affairs shall appoint the Search Committee Chair...”
3. In policy 3530, Part B – add the sentence “Typically, the President or designee shall discuss the matter with the faculty member in person.” as the second sentence in the paragraph

A motion was made by Trustee Larsen that this block of six policies, 3100, 3110, 3120, 3500, 3530, and 5320, do pass with a directive to the President to take the proposed additional revisions back through the college process for amendment of these six policies. The motion was seconded by Trustee Danko.

Discussion ensued with Trustee Housel expressing his opposition to passing these on a first reading. He also expressed that the Board needs to consider the concerns of the faculty with regard to salaries.

President Hicswa clarified that the options before the Board are to either pass or fail the motion. Making revisions prior to voting is not an option, based on current policy.

Trustee Larsen pointed out that including salary amounts in policy is not

something the Board should do.

Trustee Spomer clarified that what is before the Board is not the issue of salary. President Hicswa pointed out that some language was taken out of policy 3530 because of redundancy, but that due process is still included in the policy manual. Trustee Danko and Trustee Newsome recommended taking more time to consider the matter.

Trustee Anderson expressed his appreciation for the time taken and consideration given by the policy committee and supported their recommendation.

Trustee Housel pointed out that offering early retirement in the future is not precluded by revocation of the early retirement policy.

Trustee Larsen predicted that the vote will be the same whether it is taken on the first or the second reading, so recommended voting on the first reading.

Following discussion, Trustee Danko requested that her second of the original motion be withdrawn. After a brief research on procedure, Board President Spomer denied recognition of her request.

A motion was made by Trustee Housel and seconded by Trustee Newsome to table the policies. Motion failed with Trustees Danko, Housel, and Newsome voting in favor and Trustees Anderson, Larsen, Spomer and Wurzel voting against.

The original motion made by Trustee Larsen and seconded by Trustee Danko carried with Trustee Spomer abstaining and Trustees Housel and Newsome voting against.

Board President Spomer stated that the concerns regarding compensation have been heard and the Board understands the gravity of the situation. The Board recognizes that advocacy needs to go beyond the walls of this institution.

ELECTION OF OFFICERS AND COMMITTEE APPOINTMENTS

Board Vice President/Secretary Wurzel presented the nominations for officers proposed by the Nomination Committee as follows:

- Trustee Dustin Spomer as President
- Trustee Mark Wurzel as Vice President/Secretary
- Trustee Luke Anderson as Treasurer.

A motion was made by Trustee Larsen and seconded by Trustee Danko to elect Trustee Spomer as President, Trustee Mark Wurzel as Vice President/Secretary and Trustee Anderson as Treasurer. Motion carried.

Board President Spomer announced the committee and delegate appointments:

- Policy & Student Success Committee: Trustees Wurzel (Chair), Housel, Larsen
- Finance Committee: Trustees Anderson (Chair), Danko, Newsome
- Facilities Committee: Trustees Spomer (Chair), Anderson, Danko

Trustees Larsen and Wurzel will continue to serve as delegates to the Wyoming Association of Community College Trustees (WACCT) and the Wyoming Community College Commission (WCCC).

Boards of Cooperative Educational Services (BOCES) will be as follows:

- Park County School District #1 (Powell): Trustees Danko and Wurzel
- Big Horn County School District #2 (Lovell): Trustees Anderson and Housel
- Big Horn County School District #3 (Greybull): Trustees Larsen and Newsome

Annual signing of Ethics Policy
Disclosure of Interest Forms

Board President Spomer requested that Trustees sign the Ethics Policy and fill out the Disclosure of Interest forms and return them to Diana by the January Board of Trustees meeting.

**FUTURE AGENDA ITEMS &
FEEDBACK TO CITIZENS'
OPEN FORUM TOPICS:**

Future discussion/informational item: transportation options to community health services for students

ANNOUNCEMENTS:

LPN Pinning Ceremony, December 10, 2019, 3 p.m., Yellowstone Building
State of the College, January 13, 2020, 8:30 a.m., Yellowstone Building
Next meeting, January 13, 2020, 3 p.m., Yellowstone Building
ACCT National Legislative Summit, February 9-12, 2020, Washington, D.C.
WACCT Leadership Awards & Legislative Reception, February 12, 2020, LCCC
WCCC Meeting, February 13, 2019, LCCC

A ADJOURNMENT:

The meeting was adjourned at 7:36 p.m.

MARK WURZEL, Vice President/Secretary

Date