

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

May 10, 2021

MEMBERS PRESENT: President DR. MARK WURZEL; Vice President/Secretary DR. LARRY TODD; Treasurer MS. CAROLYN DANKO; and Trustees MR. JOHN HOUSEL, MS. TARA KUIPERS, MR. BOB NEWSOME, and MR. DUSTY SPOMER.

MEMBERS ABSENT:

OTHERS PRESENT: MS. LISA WATSON, Interim President; DR. GERRY GIRAUD, Vice President for Academic Affairs; MR. DEE HAVIG, Interim Vice President for Student Services; MS. JILL ANDERSON; MS. DIEDRE ASAY; MS. LESLIE BIGHAM; MR. BRAD BOWEN; MR. DEAN BRUCE; DR. LOGAN BURNS; DR. MICHAEL CUDDY; MR. MARK DAVIS; DR. RENEE DECHERT; MR. ALEC DEVOSS; MR. DUSTIN DICKS; MS. AMANDA ENRIQUEZ; MR. DAVE ERICKSON; MS. TRACY GASAWAY; MS. JOANN HEIMER; MS. CINDY JACOBS; MS. NANCY MILLER; MS. ASTRID NORTHRUP; MR. CORY OSTERMILLER; MR. DENNIS QUILLEN; MS. LISA SMITH; MS. LINDA SPOMER; MR. GREG THOMAS; MR. OSCAR TREVIÑO; MS. SHELBY WETZEL; MS. MARSHA WILSON; MR. KEVIN KILLOUGH, *Powell Tribune*; and MS. KELI BORDERS, Interim Executive Secretary to the President and Board of Trustees; CampusWorks guests MS. CHRISSY COLEY, MR. JUSTIN NORRIS.

CALL TO ORDER: The regular meeting of the Northwest College Board of Trustees was called to order on Monday, April 12, 2021 at 3:01 p.m.in the Yellowstone Building Conference Center.

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

WORK SESSION: Interim President Watson welcomed CampusWorks representatives Justin Norris and Chrissy Coley and invited them to update the Board on their progress as they wrap up Phase II data collection and prepare for Phase III work. She stated the objectives CampusWorks will be presenting are still in draft form and are meant to provide a general idea to Trustees of directions that could be taken in transformational work.

Justin Norris stated he hopes to gather Trustees' feedback and validate the transformation priorities as well as to gather feedback about the first draft objectives and then align that with work from the Advisory Committee and Administration. He reminded Trustees of the three phases of the transformation process:

- Phase I – Engagement, buy-in, and opportunity identification
- Phase II – External scanning and formation of transformation priorities
- Phase III – Implementation and action planning

Justin explained the final objectives will be the action items for outcomes that Northwest College hopes to realize within the next five to seven years that will move the Institution forward.

Justin provided the transformation priorities (in order of importance) that have come about from work within the Advisory Committee:

- Becoming a living and learning destination (1)
- Developing applied liberal arts model (2)
- Serving as a driver of economic development (2)
- Creating nationally recognized academic programs (3)
- Pursuing the Aspen Institute prize (0)

Justin noted the Advisory Committee did not choose the Aspen Institute prize as a priority. The Advisory Committee felt the benchmarks for the prize could be aspired to without using the prize itself as an overall transformational priority.

Chrissy Coley stated the priorities will establish the destination while the objectives will set the course. In order for an institution to reach its goals, the objectives must be specific, measurable, achievable, relevant and time-bound. The draft objectives resulting from work in the Advisory Committee focus on the first three priorities:

Living and Learning Destination

- Create short-term courses and learning experiences by increasing summer programming and building short-term residency programs that leverage tuition, room and board revenue.
- Position Cody, WY as a destination for outdoor recreation offering non-credit programming that focuses on local and non-local travelers.
- Engage in strategic partnerships that tap into existing tourism markets and develops a tourism-like marketing campaign that promotes NWC's offerings for travel, living and learning.
- Create a first-year seminar experience that leverages NWC's unique geographical location and positions the College with attractive offerings for out-of-state and international students.

Trustee Danko stated she feels we should be advertising in the magazine that is distributed during the Cody Nightly Rodeo.

Trustee Spomer noted that in addition to tourism and outdoor recreation, NWC offers safety and security that is top-of-mind for many parents these days.

Trustee Housel stated he feels the residential component has always been an important aspect of NWC and should continue; however, he feels there are now additional problems and concerns with attracting international students because of the pandemic.

Trustee Todd feels these objectives provide opportunities for interconnections and outreach that could be very dynamic for students.

Applied Liberal Arts

- Establish formal and informal partnerships that emphasize internships and hands-on experiential learning opportunities.
- Increase involvement of NWC alumni in applied learning activities, mentoring and serving as social media ambassadors.
- Establish the relevance and applicability of the liberal arts to the workforce through curricular design and co-curricular experiences.
- Leverage a culture at NWC that allows for experimentation and creativity in creating applied liberal arts programs.
- Creating interdisciplinary degrees and certificates that provide hybrid skills for an increasingly multidisciplinary job market.

Driver of Economic Development

- Expand partnerships with economic development groups (state and local) to ensure students have adequate training and engage in continuous environmental scanning to uncover new opportunities to prepare the workforce.

- Create pathways that transition non-credit courses into for-credit programs that allow adult learners to gain skills quickly, upgrade their earning ability, and afford degree programs that offer careers with life-sustaining wages (e.g., technical studies AAS to give credit for CTD programs).
- Identify and build new pathways that offer greater access to individuals living in remote areas who currently experience barriers to workforce training (transportation, etc.).
- Anticipate emerging and growing skills in industry areas such as biotechnology and provide pathways that allow students to enter these job markets.

Board President Wurzel stated he feels NWC could coordinate by not only providing training, but establishing where skilled workers are needed and connecting students to those opportunities.

Nationally Recognized Academic Programs

- Convert existing niche academic programs (e.g., Conservation Law Enforcement) into online and low-residency markets that attract students to the Big Horn Basin.
- Create low-residency credit and non-credit programs that attract targeted demographics of people interested in travel and learning programs.
- Develop an interdisciplinary program and experience that capitalizes on Wyoming's geographic and economic strengths and engages traditional, residential students in further study.

Chrissy stated now that Trustees have seen the objective statements from the Advisory Committee, they can begin to consider how it shapes what they see as priorities, does it solidify what they see as priorities around the transformation initiative or does it change the way the priorities are perceived. Hearing no comments to the contrary, Chrissy will inform the Advisory Committee the Board is supportive of continuing the work related to these objectives.

Justin closed the presentation by stating the Advisory Committee will consider the feedback from Trustees and work to finalize the priorities and objectives. Trustees will have another opportunity to provide feedback at its retreat later in May. Phase III work will then consist of developing the implementation roadmap and resource implications.

A CONSENT AGENDA:

A motion was made by Trustee Todd and seconded by Trustee Newsome to approve the consent agenda.

Trustee Housel expressed his appreciation for the requested Hathaway Scholarship information being included in the Student Services report. He stated he would like to see the Hathaway Scholarship program highlighted in NWC marketing material to potential high school students. He also requested the criteria be included in a future report.

Trustee Spomer noted that Park County School District #1 is doing a good job of communicating the information to students and provides opportunities for parents to learn the program; however, he feels NWC messaging could be directed at parents as well.

Interim President Watson stated in her conversation with the Superintendents, it was determined there is a need to educate Guidance Counselors as well as parents about the scholarship opportunities and programs offered at Northwest

College.

Trustee Housel inquired about the third infusion of federal funds under the American Rescue Plan Act (ARP) and how the College intends to use these funds.

Interim President Watson stated the guidelines for the student portion of these funds were just received. The Finance Director and Financial Aid Director have been in conversation regarding the allocation of the student funds. She stated the Institutional portion of these funds will be utilized as guidelines allow. Federal funds allocated to the State will be predetermined by the Governor with less flexibility afforded to the Institution in determining how those funds will be utilized.

Motion carried and the consent agenda, including the minutes of the April 12, 2021 regular meeting, as well as the minutes of the April 19, 2021 special meeting, was approved.

**DISCUSSION/
INFORMATIONAL ITEMS:**

Major maintenance projects
update

Interim President Watson stated this item comes before the Board every year to inform Trustees of planned maintenance projects for the following year. She noted the projects identified in the list are more numerous this year and are being driven by the Governor's request to submit shovel-ready and existing infrastructure projects for consideration of the ARP funds. Interim President Watson stressed that project costs are growing exponentially. She is requesting the Board's approval of the list for submittal to the State Construction department as soon as possible.

In response to a question from Trustee Housel, Interim President Watson stated the Trapper Arena has presented challenges due to the state it was in when purchased. Many health and safety improvements have been handled in-house, but many items remain to be addressed. The insulation in the building needs to be replaced as birds are continually tearing it down.

In response to a question from Trustee Housel regarding the possibility of leasing the space to help offset costs associated with improvements, Interim President Watson stated the State has prohibited the College from offering the building for public utilization as it does not contain a sprinkling system.

In response to a question from Trustee Spomer, Interim President Watson stated several solutions to the insulation project have been discussed and the College has yet to determine the best option.

Trustee Spomer stated that if approved, he would like for there to be a caveat that there be a comprehensive permanent fix. Interim President Watson stated if the Board chose to do so, they could request Phase I architectural development before work on the project took place.

Interim President Watson explained the Major Maintenance money further by stating the state allocates a certain amount of money each year for major maintenance projects. The College then submits a list of items for approval that it plans to utilize the money for. Once approved by State Construction, if a project costs less than anticipated, that money is "saved" for use on another project or towards the following year's projects. In the same light, if a project is higher than original budgeted costs, it could be held over until a future date, when there is more money added to the Major Maintenance funds received from the state.

In response to a question from Trustee Kuipers regarding the Orendorff Building project, Interim President Watson stated the College has been replacing health and safety items in-house, such as new carpeting in areas where tripping hazards existed. There are larger issues with the Orendorff Building that are not addressed by the CAP Con model set by the state. CAP Con only addresses new construction and not renovating existing infrastructure. Recently, Western Wyoming Community College (WWCC) had major infrastructure issues and requested the State Department and Joint Appropriations Committee to revisit the need for repairs. There has been a new pathway established that is called Capital Renewal that does not necessarily require a 50/50 match; however, this money was awarded to WWCC. Currently, the Orendorff project has been divided into smaller projects to be included in Major Maintenance requests until more is known about the capital renewal process.

In response to a question from Board President Wurzel, Interim President Watson stated the intent of the list is to inform the Board and the State on what the College intends to utilize Major Maintenance funding for and to keep the lines of communication open if anything changes with priorities, project challenges, etc.

A motion was made by Trustee Spomer and seconded by Trustee Danko to approve the project list as presented with the caveat that the Trapper Arena insulation project be designed by a professional with experience in the issues at hand. Motion carried.

Wyoming Community College
Commission Fall 2020 Enrollment
Report

Lisa Smith shared the enrollment report published by the Wyoming Community College Commission (WCCC). The summary report prepared by Lisa looks at Northwest College enrollment in comparison to the other Wyoming community colleges. The summary indicates that fall 2020 enrollment was down 1% for headcount, while other colleges were down 7% on average. NWC's FTE's were down 5%, while the other colleges were down 6% compared to the year before. In comparison to all other colleges, Northwest College had the lowest headcount and the sixth lowest FTE of the seven colleges. Lisa pointed out that NWC is not far behind Eastern in Headcount, of which 50% of their enrollment is concurrent students.

Additional items of interest Lisa chose to highlight were that the largest percentage of NWC's students fall into the 18-19 years-old age range, which is a much larger percentage than the other colleges. Also, Northwest has a higher percentage of enrollment from border states of all other colleges, the highest percentage from all other states, and also the highest percentage of international students. Of all the colleges, NWC has the smallest percentage of students taking 5 or fewer credits and among the largest percentages taking 12-20 credits. Northwest has the largest percentage of full-time students. Lisa noted that Northwest College has the largest percentage of students majoring in transfer programs, while the number in career and technical education programs are among the smallest percentages.

Lisa explained the different levels of instruction assigned by the state to each section taught to determine funding. Level 4 (distance education) receives the lowest amount of funding per FTE, while Level 1 (lecture), Level 2 (laboratory), and Level 3 (high technology) receive the highest amount of funding. Northwest College has among the highest percentage of sections with Levels 1 or 2, and among the lowest percentage of sections with Levels 3 or 4 of all the colleges. Interim President Watson clarified that in light of the pandemic and many classes being taught online, the WCCC treated classes as

they were originally scheduled and did not move them all to Level 4 with decreased funding.

Lastly, Lisa explained that NWC has among the smallest percentage of credits enrolled for concurrent coursework of the colleges at 14%, Dual enrolled students made up 18%, 10% took developmental coursework and 54% took some type of distance education.

In response to a question from Trustee Danko, Interim President Watson stated that Eastern Wyoming College's concurrent and dual enrollment numbers are not likely to change as they have a large number of counties in their service area.

PVCE contract for services renewal

Interim President Watson stated the contract with PVCE has been renewed from the prior year with little to no change. In her conversations with Leslie Bigham, the relationship between PVCE, the community, and the College is going very well. PVCE is experiencing levels of utilization that match pre-pandemic levels, which is a positive sign.

Preliminary FY22 budget review

Interim President Watson stated the report included in the Board packet has been updated by Finance Director Bowen from what Trustees were presented with in December during budget reduction conversations. While there was hope of a more positive outcome related to local appropriations, it doesn't appear as if that will come to fruition. The actual projection will bring the budget down \$320,000. At the same time, the state issued a one-year reprieve on third level cuts of one-time only funds, which results in a wash. The state revenue projection will not likely improve over the next few years; however, the state will get infused with federal stimulus funds. There will be federal guidelines associated with those funds and the Governor has very specific expectations for the usage of those funds as well. The next few years will be interesting as the College considers all the varying funding levels such as regular state funds, local revenue sources, tuition, reserves, one-time money and federal funds; all in relation to operational and project work related to transformational work as well as directives from the Governor.

Interim President Watson reiterated she does not want to bring another Reduction in Force recommendation to the Board this year. It's possible the one-time money or reserves will need to be utilized to prevent that. At this time, she feels it's important to begin moving forward in a positive direction.

Board of Trustees and President's Office budget review

Interim President Watson stated the Board of Trustees' budget was not reduced as discretionary funds were eliminated in prior cuts. The remaining funds are utilized in areas that are required by the state, HLC, etc., and include such items as memberships, elections, and legal advertising.

In response to a question from Board President Wurzel, Interim President Watson stated the advertising expenditure was higher during the last fiscal year due to announcements related to the CampusWorks Future Summit, the Town Hall Meeting as well as the Trustee vacancy.

In response to a question from Trustee Spomer, Interim President Watson noted that \$20,000 in the Strategic Initiatives line item was removed from the President's Office budget for FY22 as part of the budget cuts.

In response to a question from Trustee Housel, Interim President Watson stated funds for payment of the contract for CampusWorks came out of savings from not traveling due to the pandemic as well as FY21 Strategic Initiative funds.

CITIZENS' OPEN FORUM

The Citizens' Open Forum convened at 5:01 p.m.

Renee Dechert began by extending her appreciation to Dustin Dicks and Oscar Treviño for their exceptional service of keeping the College “in business” the previous year.

Speaking as the BAS degree coordinator, Renee stated she wished to update the Board on the progress made with the Bachelor of Applied Science degree. First, she wished to recognize the level of coordination necessary and those individuals who were involved: Representative Dave Northrup who advocated for the community colleges; Governor Gordon who signed the legislation into law, the Ad Hoc committee that created the curriculum which included Bob Becker, Astrid Northrup, Jen Litterer-Treviño, Dean Bruce, Marneé Crawford, Greg Thomas, and herself; it was then moved through the Academic Affairs Committee, Divisions and the Curriculum Committee, all while faculty were extremely busy with the start of the semester; the administration was unfailingly supportive; the Board of Trustees for approving and supporting the degree; and the WCCC and Commissioner Kay Dooley.

Renee went on to state that once approved by HLC, the College began building the administrative architecture: West Hernandez created new forms and processes, answered many questions and advised students into the program; Shaman Quinn and the Foundation are working to assist students with navigating financial aid to make this degree affordable; and Michaela Jones promoted the degree online and in local media. Renee expressed her gratitude to be working with such great colleagues.

There are 25 students enrolled in the fall cohort, with a few others still working through the process, numbers she feels are impressive. Renee stated that 2020-21 has been a difficult year with heart-breaking decisions, but she would like to celebrate this amazing accomplishment. The nature of Northwest College has been changed in order to better serve students. Renee closed by saying, “It’s a big deal, and everyone involved, know that you’ve done work that matters.”

The Citizen’s Open Forum adjourned at 5:08 p.m.

A UNFINISHED BUSINESS:

There were no unfinished business items on the agenda.

A NEW BUSINESS:

Policy 3530 -
Severance/Termination

A motion was made by the Board Policy and Student Success Committee and seconded by Trustee Housel to approve the proposed Policy 3530 – Severance/Termination with the following modification:

- **In section III. Dismissal, A. Definitions, the last sentence reads, “Board Policy 5530: Discipline Staff shall be utilized as a part of the dismissal action for faculty.”**
- **Amended to read, “Board Policy 5530: Discipline Staff shall be utilized as a part of the discipline and dismissal process for faculty.”**

In response to a question from Board President Wurzel, Trustee Todd explained the suggested modification was a result of conversations the President has had with faculty and legal. The intent is to capture the fact that dismissal is a process and not a single action.

Motion carried.

Course fee proposal

Interim President Watson stated that as work continues on the budget and associated costs of instruction, Vice President Giraud has brought forth a

request for the approval of course fees.

A motion was made by Trustee Danko and seconded by Trustee Kuipers to approve the course fee proposal.

Motion carried.

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

June Upcoming:

- CampusWorks study session
- Quarterly budget adjustments
- Accounts receivable write-offs
- Preliminary budget
- BOCES budgets – Greybull, Lovell, Powell
- Other TBD

ANNOUNCEMENTS:

Board Retreat – tentative date: May 27, 2021
WACCT Meeting, June 9, 2021, EWC Torrington
WCCC Meeting, June 10, 2021, EWC Torrington
NWC Trapper Bonanza June 12th, 2021
Next Meeting, June 14, 2021, 3:00 p.m., Yellowstone Building
College National Finals Rodeo June 13-19th 2021, Casper

August Board of Trustees meeting
date change

Interim President Watson stated that due to scheduling conflicts, the August Board of Trustees meeting held in Meeteetse will need to be held on a different date.

A motion was made by Trustee Spomer and seconded by Trustee Todd to change the Board of Trustees meeting originally scheduled to take place on August 8, 2021 to August 16, 2021.

Motion carried.

A ADJOURNMENT:

The meeting was adjourned at 5:49 p.m.

LARRY TODD, Vice President/Secretary

Date