

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

May 8, 2023

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

MEMBERS ABSENT:

OTHERS PRESENT: MS. LISA WATSON, President; DR. GERRY GIRAUD, Vice President for Academic Affairs; MR. DEE HAVIG, Interim Vice President for Student Services; MS. JILL ANDERSON; MR. TIM CARPENTER; MS. CAROLYN DANKO; MR. DUSTIN DICKS; MR. DAVE ERICKSON; MS. TRACY GASAWAY; MS. JO ANN HEIMER; MS. CAREY MILLER; MR. DENNIS QUILLEN; MS. LISA SMITH; MS. LINDA SPOMER; MR. OSCAR TREVIÑO; MS. SHELBY WETZEL; MR. ZAC TAYLOR, *Powell Tribune*; and MS. KELI BORDERS, Executive Secretary to the President and Board of Trustees.

CALL TO ORDER: President Dr. Mark Wurzel called the regular meeting of the Northwest College Board of Trustees to order on Monday, May 8, 2023, at 4:05 p.m. in the Yellowstone Building Conference Center.

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

President Wurzel stated that as an addition to the Consent Agenda, Trustees would be viewing a marketing video related to the Welcome to Wyoming Scholarship.

Motion carried.

MISSION MOMENT

Upon invitation from President Wurzel and having served on the Board of Trustees the longest with former Trustee Carolyn Danko, Trustee Housel recalled the first time he met Carolyn, which was in the Council chambers in the Cody City Hall at a candidate forum. Even though it was a forum for the Cody candidates, Carolyn attended because of its importance to her. Carolyn has always gone above and beyond what was required or asked of her for Northwest College. Trustee Housel stated it had been his pleasure to serve on the Board of Trustees with her for over nineteen years.

In the early years of their shared time on the Board, there wasn't much policy to guide Trustees. However, trustee Housel feels the functionality of the Board has significantly improved since that time, much to the contributions made by Carolyn.

During this time, it was determined that Trustees needed a stronger voice in the Wyoming Legislature. Carolyn and John traveled to Cheyenne many times to meet with other Trustees from around the state. From these visits and much credit to Carolyn's strong voice and persistence, the Wyoming Association of Community College Trustees (WACCT) was created. Carolyn served as an officer and traveled to every meeting,

Trustee Housel stated that he and Carolyn would also travel to and attend the National Association of Community College Trustees meetings around the country. He recalled one such meeting held in Washington, D.C., where they could meet and lobby Legislators. Carolyn was a strong voice in those efforts as well.

Trustee Housel stated he and Carolyn had shared many adventures while serving on the Board, and he is pleased to be able to speak to her years of service and to honor and recognize her dedication to Northwest College and its

Mission.

President Watson stated that Carolyn has always been a strong supporter of the College. She has always been inquisitive, creative, and willing to share her time. President Watson is grateful for Carolyn's natural ability to teach, advise and counsel her over the years and expressed her appreciation for Carolyn's service to the College.

President Wurzel stated that he always paid close attention to Carolyn when she spoke on subjects because, in addition to serving on the Board, she was also a student at the College. He expressed his appreciation for her dedication and her perspective as a student that the Board may not have been privy to otherwise.

A CONSENT AGENDA:

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

President Watson stated that the Communications and Marketing team has developed video advertising for the Welcome to Wyoming scholarship. The various videos were created with different audiences in mind and are strategically placed in the social media world. Trustees viewed a short video that is geared toward potential domestic students.

Carey Miller stated that the visuals are the same in the domestic and international versions, but the wording differs. Most of the images are taken on campus, and very few stock images were used. Thirty-second and full-minute versions of the ads are being run on various social media platforms.

Carey stated that her team worked very hard on this project, and she would like to introduce them to the Board during a Mission Moment in the future.

President Watson stated that as part of the Strategic Initiative work, Ronnie Wolfe had been hired as the Interim Multimedia Production Specialist. Ronnie brought expertise to the videography needs of the College and was instrumental in creating the videos.

In response to a question from Trustee Spomer, Carey stated that much of the footage in the video had been taken by Ronnie as he attended different events over the years. In addition, the stock photos were also utilized at no charge. Therefore, the cost of the video production is limited to staff time.

Trustee Housel stated that the video is an excellent production, and he imagines it will pique the interest of those for whom it is intended.

In response to a question from Trustee Housel related to the President's Report, President Watson stated that the term "creative economy" refers to careers centered around the visual and performing arts. Northwest College was awarded WIP Phase 2 funds to support, train, and educate individuals to grow the creative economy in the region.

In response to a question from Trustee Housel, President Watson stated that the College requested WIP Phase 2 funds for a mobile maker space that would include small tools as a mobile construction lab and complement existing CTD and PVCE classes. However, the College has yet to learn if the funds will be granted.

In response to a question from Trustee Housel, President Watson stated that Ruffalo Noel Levitz (RNL) would be on campus May 16-17 to meet with different departments and groups related to strategic enrollment planning. The College has also sent them requested information before the visit as part of

their assessment. At the end of their visit, they will provide an exit briefing, and then finally, they will provide a written assessment of the College's strengths and opportunities at a later date.

In response to a question from Trustee Housel, Carey Miller stated that the three leading social media platforms are Facebook, Instagram, and Twitter. The College maintains a presence on YouTube as well. There is a specific strategy and audience for each. For instance, the strategy for Facebook is to reach the community and parents of potential students, but the analytics report indicates that the 18-25-year-old demographic is still there. Carey stated that surveys had been conducted to understand what the consumers of the marketing information are using, and then the department could pivot when necessary.

Trustee Kuipers noted the large events held on campus recently, such as the Career Fair and the Student Academic Showcase. She expressed her appreciation that those events continue despite the Student Center construction project and the many associated obstacles.

President Watson stated that the turnout for the Career Fair is high every year, with excellent participation rates from the area high schools.

President Watson stated that the Student Academic Showcase was an exceptional event. She noted that the student presentations and their professionalism and engagement were very impressive. She expressed her appreciation to Dr. Amy McKinney, the committee responsible for organizing the event, and the staff members who worked to help manage the operations. She also appreciates the University of Wyoming for bringing graduate students to the event who engaged with Northwest College students.

In response to a question from Trustee Kuipers related to recapture redistribution variations, President Watson stated that state appropriations are predetermined each year, and there are estimates associated with the local valuations for each county and tuition and fees. The funding formula is applied based on the projections, and funds are allocated. However, when the final numbers are known, the College may have to return some of the money because the actuals varied from the projections. This next fiscal year will have added complexities because of a passed statute that changed the timing of when oil and gas companies are required to pay their mineral taxes, which affects the local levy. The community colleges are hopeful there are not wide fluctuations in the recapture redistribution due to the timing of when those companies pay their taxes.

Motion carried, and the consent agenda, including the minutes of the April 12, 2023, regular meeting, was approved.

**DISCUSSION/
INFORMATIONAL ITEMS:**

State Fall Enrollment Report

Lisa Smith stated that the Commission approved the State Fall Enrollment Report at their meeting in April and will be on their website through a link on the April agenda. Lisa provided a summary of the report in the Board packet.

Lisa stated that in Fall 2022, Northwest College's unduplicated headcount was 1,445, up three from the previous fall. The Full-Time Equivalent (FTE) was 1,160.9, calculated by taking the total number of credits enrolled and dividing by twelve (the number of credits representing a full-time load).

Northwest College has the largest percentage of full-time enrollment of all the colleges, consistent since at least 2000. However, the part-time rate has been growing in recent years.

Lisa explained that the largest percentage of Northwest College students take three-to-five credits, followed by students who take twelve-to-fourteen credits. This year, the largest grouping by age of students was under eighteen, which are typically dual and concurrent students, followed by students aged eighteen to nineteen. The College's service area provides the greatest percentage of students (70%). Northwest College differs from the other colleges in that it has the highest enrollment rate from border states (11%) and international countries (5%).

Thirty-nine percent of Northwest College students were transfer preparation only, meaning they were seeking an Associate of Arts or Science degree. Another 39% were non-degree seeking, which includes dual and concurrent students. Fifteen percent seek career and technical education, which are the Associate Degree in Applied Science, Associate Degree in Nursing, or any certificate. The BAS program accounted for 2% of the student population.

Lisa stated that Northwest College has among the largest percentage of students enrolled in distance education (56%), among the largest percentages of dual enrollment (21%), and among the smallest percentage of concurrent enrollment (15%). Students may belong to multiple categories in these percentages. For example, a student could be considered both dual and distance education. Twenty-eight percent of credits taken were online (distance education). Even though more than half of the College's students took an online class, they were also taking a combination of face-to-face classes, which is why just over one-fourth of the credits were online compared to over half of the students taking online classes. Fifteen percent of students took a concurrent class, and 21% took a dual class. Six percent of students took a remedial class, and 5% took a co-requisite class, such as developmental classes in Math and English.

In response to a question from Trustee Laursen, Lisa stated that distance education is primarily online classes, as well as hybrid classes that are taught at least 75% online.

PVCE Contract for Services

President Watson stated that this is an opportunity for the Board to determine if they would like to see changes made to the contract for services with BOCES for Powell Valley Community Education. However, she feels the existing contract has worked well for both the College and BOCES.

President Wurzel stated that the BOCES Board did not determine anything that needed to be changed in the contract from their perspective.

President Wurzel stated that there were a couple of things that the BOCES representatives would like to report on from their last meeting. Years ago, BOCES had a surplus of money, and a decision was made that they would like to keep one year's worth of expenses in reserves and spend down the rest. Most of the funds were utilized to make Driver's Education classes more affordable for students. The extra funds have been mostly depleted, and decisions need to be made about how to continue to fund those classes.

Trustee Laursen reported that at the secondary level, the Perkins Grant requires schools to offer students the ability to earn industry-recognized certifications. The school district is being reimbursed for one certification per student, but

students can earn several, costing the school district more than it had anticipated in testing fees. The grant managers are gathering more information and will request BOCES to assist with the additional costs.

In response to a question from President Wurzel, Trustee Laursen explained that the Perkins Grant is designed for both secondary and post-secondary to ensure that the skills students are learning are up to date in their technical area of study. For instance, the high school has added allied health classes by working with the College. Some high school students are currently in the process of getting their Certified Nursing Assistant certifications.

Trustee Laursen stated that a Comprehensive Local Needs Assessment report must be completed every year. This year's report indicated the importance of skilled healthcare workers in the area. The data is essential to inform the school district of the needs, and the College agreed, and an excellent program was created.

The grant is cumbersome to manage, and the school district was considering not applying for future funds. However, because Trustee Laursen's passion is Career and Technical Education, she offered to take on the management of the grant. Even though she is retiring from teaching, Trustee Laursen feels strongly that the Perkins Grant is needed to serve all students and therefore has chosen to continue ensuring the grant's management.

Preliminary FY2024 Budget

President Watson stated that the Preliminary Budget review is meant to be a high level review of where the College anticipates the budget to be for the following fiscal year. Therefore, the preliminary budget was prepared conservatively from a local appropriations point of view, knowing there has not been a downturn in the market. The same is true from a tuition standpoint, as there have been slight shifts in categories but no significant changes in enrollment. The biggest change is in state appropriations due to recalibration and recapture redistribution funding formula calculations.

President Watson stated she doesn't typically break out compensation; however, the chart in the memo indicates \$517,057 for FY23 and \$1,274,191 for FY24, which the Legislature specifically allocated for compensation for the biennium. She clarified that at the end of the biennium, that money would go into the pool for redistribution as part of the funding formula; therefore, the College is not guaranteed that specific amount. At the end of the next fiscal cycle, some of that money could be redistributed to the other colleges, or Northwest College could receive more as a result. President Watson clarified that she intends to retain compensation levels regardless of whether the College gets less of that money in the next biennium.

In response to a question from Trustee Spomer, she stated she does not intend to give percent increases to wages across the board as was done last year. This is because there are positions at the College whose salaries are well below market value that need more significant increases than others. From another question, she stated that there is also no way to calculate at this time what the possible increase or decrease for the next biennium could be, as it will likely be affected by local levies.

President Watson stated that the April CREG report indicates that the General Fund continues to exceed the pace by 2.6%, the Budget Reserve Account is further ahead at 21%, and the School Foundation Program is up 11%. With natural gas prices falling at the end of the winter season, those gains may level out. Sales and Use Tax are expected to remain solid at 2.6%, and the Common

School Account is up 29.2%. She stated that the College needs to pay attention to those because, for instance, if the School Foundation Program is not properly funded, then College requests could get passed over to fund K-12.

President Watson reported that a new Finance Director had been hired and will begin his role at the end of the month. In the coming weeks, she will be working with him as well as the Human Resources Director, Business Manager, and the Payroll Specialist as they work through the details of building the FY2024 budget. The Preliminary Budget has been built relatively flat for the time being.

President and Board Budgets

In reviewing the Board's Budget to Actual report from 2019-2023, President Watson reminded Trustees there was money left over in the Board's travel budget from the previous two years due to COVID travel restrictions and conferences taking place via Zoom. Trustees elected to carry those funds over for use in FY2023. The funds were utilized for the national ACCT Leadership Conference in October 2022. So, while some memberships and dues will still come out of the current year, the Board's budget is in good shape.

President Watson stated that the President's budget is also clean regarding expenditures. She noted that the College printing line is budgeted at \$900, but the expenses total \$5,062. That expense is a result of the President's postcard program, which she hopes to continue. There is a surplus in other printing lines that can cover the additional expenditure.

President Watson stated that other than possibly adjusting the Board's travel budget to its original amount and adding funds to the President's printing line for postcards, the two budgets will remain the same for the next fiscal year.

Renewal of President's Contract

President Wurzel noted that the renewal of the President's contract is not an action item because it's meant to be a discussion about how the Board wants to move forward. The Board discussed the contract at a recent retreat, and he wishes to go on record saying he believes President Watson is doing a terrific job. When the time comes, he hopes it's a unanimous decision to renew her contract.

Trustee Kuipers stated that a notable part of the leadership President Watson brings to the College is the relationships she has built across campus and with students and the relationships with State of Wyoming representatives and the other community colleges. This is evidenced by the attendance and support of the many local and state representatives at the groundbreaking ceremony earlier in the day. Trustee Kuipers extended her appreciation for President Watson's cultivation of excellence on campus and Northwest College's excellence across the state.

Trustee Housel stated that President Watson occupies a unique position at Northwest College because, in the time that she assumed her role as President, she has also been serving as Vice President of Administrative Services and Finance. She has been attempting to fill the Vice President position, which has been very difficult because of the credentials required of the individual that will assume the role. The College is not able to offer the market rate for that position. He appreciates that President Watson has been very gracious to continue in the dual roles and is grateful that she has the knowledge and expertise to do both. He feels it is important to consider when renewing her contract in the future.

President Watson stated that there are compensation challenges at all levels and

all positions at the College, but especially lately in the leadership roles, including at the Director and Vice President levels. The College has attempted to address this over the years but has yet to gain ground overall.

Trustee Spomer stated that he feels that one of the Board's charges has been to improve the presence in the campus, community, county, state, and even beyond. He feels President Watson has done an exceptional job of taking up that charge. As a result, he feels the College has a better position with the constituents and within the community, and people are reporting that it is being driven by President Watson.

CITIZENS' OPEN FORUM

The Citizens' Open Forum convened at 5:06 p.m. No citizens requested to address the Board; therefore, the Citizen's Open Forum adjourned.

A UNFINISHED BUSINESS:

There were no unfinished business items on the agenda.

A NEW BUSINESS:

Policy 2200 Board Membership

President Wurzel stated that the changes before the Board have gone through the appropriate committees for review, including the Board Policy and Student Success Committee.

A motion was made by Trustee Spomer and seconded by Trustee Laursen to approve the proposed revisions to Policy 2200 Board Membership.

Trustee Spomer stated that he was contacted by the Park County Clerk, who requested a modification to the definition of each subdistrict in the Board Policy. The County Clerk is attempting to ensure that voters are not disenfranchised and have fair representation.

President Watson explained that the current policy states that Board members will be elected from each of the subdistricts in Park County School Districts #1, #6, and #16. However, approximately 135 Park County residents near Frannie are levied taxes but are served by Big Horn County School Districts #1, #2, and #4. Therefore, the proposed policy amendment includes those residents so they can vote for and have equitable representation on the Northwest College Board of Trustees.

Motion carried.

FUTURE AGENDA ITEMS FEEDBACK TO CITIZENS' OPEN FORUM TOPICS:

June 12, 2023, upcoming:

- Quarterly Budget Adjustments
- Accounts Receivable write-offs
- Preliminary Budget
- BOCES Budgets for Greybull, Lovell, and Powell
- 2024 Board Goals and President Goals
- Other TBD

ANNOUNCEMENTS:

Nurses Pinning May 12, 2023, 3:00 p.m., NPA Building
BAS Reception May 12, 2023, 5:00 p.m., Science & Math Building Lobby
Graduation/Commencement Exercises, May 13, 2023, 10:30 a.m., Cabre Gym
June Board meeting, June 12, 2023, 3:30 p.m., Yellowstone Building
Summer Classes begin May 31, 2023, NWC
Trapper & Panther Girls Basketball Camp, June 5-7, 2023, Cabre Gym
WCCC meeting, June 7-8, 2023, Yellowstone Building, NWC campus
Wyoming Girls HS Team & Elite Skills Camp, June 9-10, 2023, Cabre Gym

Homeland Security drill/exercise June 14, 2023, NWC campus
ACCT training tentatively scheduled June 21-22, 2023, Casper

A ADJOURNMENT:

The meeting adjourned at 5:40 p.m.

TARA KUIPERS, Vice President/Secretary

Date