



Retreat Meeting of the Board of Trustees
Wednesday, October 4, 2017
5:00 p.m. – 8:00 p.m.
SCC Health Professions Building – Room 125

1.0 Routine Items

1.1 Call to Order and Roll Call

Board Chair Heland called the meeting to order at 5:00 p.m. Roll call indicated Trustees Janet Fife-LaFrenz, Lanny Hillyard, Jeff Heland, Moudy Nabulsi, and Chris Prellwitz were present. Also present were President Dr. Michael Ash, Treasurer Kevin Carr, and Secretary Sherry Zeller. Staff members Dr. Carole Richardson, Joan Williams, Chuck Chrisman, Dr. Don Weiss, and Kristi Schroeder were also present.

1.2 Adoption of the Formal Agenda

Trustee Fife-LaFrenz moved that the tentative agenda be adopted. Trustee Hillyard seconded. Motion carried with all trustees recorded as voting aye.

2.0 Retreat Discussion Topics

2.1 Board of Trustees' Succession Planning

Chair Heland reported that he attended a session at the recent ACCT Leadership Congress on the importance of succession planning. Trustee Nabulsi recommended that each Trustee prepare a list of three to four individuals who could be considered as a replacement for their district in case an unexpected vacancy occurs on the Board of Trustees. He gave Board Secretary Zeller a list of individuals from his district who could be considered as his replacement should he become unable to serve.

A draft of a Board Policy on Succession Planning was reviewed by the Trustees. There was consensus that the Board Policy should be further reviewed as a first reading at a future Board meeting.

2.2 Enrollment and Budget

President Ash gave a PowerPoint presentation focused on enrollment and budget update. He indicated that the college has lost \$1 million in State General Aid over the past 16 years and believes this trend of reductions in State Aid will not change in the near future. The college's fall 2017 credit hours decreased 7.25% compared to fall 2016. President Ash noted that all of the Iowa Community Colleges are experiencing some level of decrease in credit hours. He explained that a detailed review of enrollment and recruiting will be conducted and strategies aimed at improvement will be developed. A list of FY 2018 tuition and fees for the Iowa Community Colleges was reviewed. Discussion was held about colleges that advertise lower tuition than SCC but do not include fees in their total tuition figure.

President Ash reported that a number of initiatives are being considered to increase enrollment:

- Hired an Athletic Director, Tyler Gaston, who will coordinate the addition of two new sports, soccer and cross country, which should also increase the number of students in the residence halls
- Learning Resources Coordinator Susan Reid has been hired to aid with student retention in the Academic Achievement Center
- Music and Theater programs have increased with individual music lessons being offered at the West Burlington and Keokuk Campuses
- Teacher Preparation program has been added to align with four-year institutions for transfer
- Steps to Success program with Burlington High School

President Ash reviewed two PowerPoint slides showing information on Budget Estimate Impact for FY 2018 and FY 2019. Assuming flat enrollment for FY 2019, using \$140,000 of the FY 2018 Fund Balance, and the potential impact of decreased enrollment in FY2018 and other expenses, a \$390,415 cumulative shortfall is anticipated for FY 2019 unless further budget reductions are enacted.

President Ash reported on the following budget reduction ideas:

- Consider replacing fluorescent lights with LED lights by using plant fund proceeds
- Consider solar power and solar garages over parking lots
- Early retirements will be offered one month earlier than normal to allow more time for reorganization
- Review current programs to determine which ones should receive more funding aimed at program improvement

President Ash reported that the college's enrollment follows the trends of unemployment meaning that when unemployment is high, enrollment is increased because students are seeking retraining. The recent southeast Iowa job market has been very good with many individuals making starting wages of \$17 per hour. He also noted that the regent universities are more aggressively recruiting students.

President Ash reported that many area high schools have limited SCC's recruiters' access to students on their campuses. The Enrollment Strategies Committee is developing new ideas on how to better connect with students in light of these changes.

President Ash reported that an international program specialist will be hired to develop an international student program and to increase the college's international recruitment efforts. Funds from the Strategic Initiatives account will be used to fund this position.

Discussion was held regarding additional fundraising opportunities to encourage students to enroll in entrepreneurial programs which are supported by area businesses.

2.3 FY 2017 Program Review

President Ash reported that after the program review summary of the Animation, Electronic Technology and Biomedical, and Construction Technology programs at a recent Board of Trustees meeting, the Trustees requested the information for the other five programs which were reviewed during the FY 2017 cycle. Vice President of Academic Affairs Dr. Carole Richardson gave a PowerPoint presentation which focused on program review details for the following programs:

- Nursing (PN and AND)
- Computer Aided Design Technology
- Industrial Maintenance Technology
- Welding
- ESL

The following program review process improvements are planned:

- Revisit the dashboard targets which were established in 2007.
- Review and analyze the general metrics included in Program Reviews, and ensure specific additional measures are introduced where program uniqueness indicates the need.
- Identify discrete Arts & Sciences programs to include in the spring 2018 Program Review.

2.4 Board Self-Assessment Survey Results for FY 2017

Chair Heland led discussion on items marked as “needs improvement” from the FY 2017 Board Self-Assessment Survey results. Consensus on the following suggestions was noted:

- More lengthy discussion should be held on the Survey results at a future Board Retreat.
- According to information from the recent ACCT Leadership Congress, most Boards keep their meetings to two hours or less. There was consensus that this should be a consideration for the future.
- Action items considering a high level of thought should be placed at the beginning of the Board meeting agenda.
- The Survey responses should be focused on the Board, not the President. The Survey instrument should be reviewed and revised to reflect this. It was suggested that Section V. Board/CEO Relations should be deleted from the Survey.
- Detailed program reviews should be held during special Board sessions.

2.5 Board Goals for FY 2018

Chair Heland led discussion on the Board Goals for FY 2018. He reviewed a list of possible goals that were given as responses from the Trustees during completion of the Board Self-Assessment Survey. Similar goal areas were noted on the list. Trustees Prellwitz and Fife-LaFrenz volunteered to work as a committee to develop proposed Board Goals for discussion and approval at a future Board meeting.

2.6 Board Self-Assessment Survey Instrument

Chair Heland and Trustee Fife-LaFrenz shared copies of a PowerPoint presentation they had attended during the recent ACCT conference focused on Board evaluation instruments. There was consensus among the Trustees that the Survey Instrument should be reviewed at a future Board Retreat.

2.7 Strategic Plan

President Ash reviewed the Strategic Plan activities timeline. He referred to the most recent draft of the plan and requested the Trustees to review it and give their input. The Mission, Vision, and Values and the four major Goals have been retained verbatim from the previous Strategic Plan. The strategies and initiatives have been revised. All college personnel will have additional opportunities to give input on the Strategic Plan via email and meetings with President Ash.

3.0 Adjournment

Trustee Fife-LaFrenz moved to adjourn the meeting. Trustee Hillyard seconded. Motion carried.

The meeting adjourned at 8:02 p.m.

These minutes have been approved by the Board of Trustees and this is certified to be a true copy.



Sherry Zeller
Board Secretary