



Work Session Meeting of the Board of Trustees
Tuesday, September 18, 2018
1:00 – 4:00 p.m.
SCC Board Room

1.0 Routine Items

1.1 Call to Order and Roll Call

Board Chair Prellwitz called the meeting to order at 1:02 p.m. Roll call indicated Trustees Moudy Nabulsi, Janet Fife-Lafrenz, Lanny Hillyard, Chris Prellwitz and Jeff Heland were present. Also present were President Dr. Michael Ash, Treasurer Kevin Carr, and Secretary Darcy Adams. Staff/faculty members Dr. Carole Richardson, Joan Williams, and Don Weiss, and Chuck Chrisman.

1.2 Adoption of Formal Agenda

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

2.0 Retreat Discussion Items

2.1 Year-End Enrollment Reports

Vice President of Student Services Joan Williams presented a report for Fiscal Year Credit Enrollment Trends. The presentation included many data points used to track enrollment trends:

- Summer 2018 enrollment increased and we are hopeful that trend continues.
- Fiscal year credit enrollment trends since 2000 reflect a spike in 2010. On average since FY 2010, the student head count has decreased at the rate of 3.4% annually while FTE has declined 5.1% annually as more students take fewer credits. Much of the decline can be attributed to economy. Unemployment rate is at its lowest point in years.
- Head count by Attendance Status – Since 2006-2007 the majority of students are taking part time credits versus full-time enrollment. This is a reflection of what continues to evolve with student demographics and population in SE Iowa.
- Head count by Student Type – This looks at traditional students compared to high school students. This includes students that take classes online. Since 2010, the number of high school students enrolled at SCC has increased 43% at an average annual rate of 4.0%.
- Online head count continues to be strong and steady. There are 2,093 unique students taking online courses. Those courses are more popular currently. We have over 10,000 sections. We are starting to offer more of our own SCC Restricted online courses. Trustee Fife-Lafrenz inquired about the amount of revenue created from online courses versus attending in the classroom. Executive Director for Technology Services responded for the SCC Restricted Course offerings that are being taught by our instructors, we get the full amount minus a \$13 per credit hour fee to the IOCCC. If the online course is being

taught by another college, we pay a per instructor fee of \$80/credit hour. We are trying to keep the ones most popular as restricted. Academic Affairs is doing a good job of evaluating where we benefit.

- Head count by gender continues steady with about 60% female and 40% male.
- Average age of our student continues to trend down getting closer to the 20ish range. That is because we are getting more high school students.
- We are increasing in our diversity up to 17.1% in the last year. Over last five years, this has significantly changed.
- Credit awards over the last 5 years reflect decrease in degrees and increase in certificates. This is due to the fact that many students are enrolled part-time and it takes longer to achieve a degree.
 - The college parallel course completion trend is also decreasing. These would be completions that are more likely to transfer to a 4 year college.
 - More certificates were awarded than in the last 9 years. There are current retention initiatives to increase certificate offering as well as adapt some current certificate programs to make them more attainable in a shorter time period. One example of that would be changes in the EMT program. Trustee Fife-Lafrenz inquired whether the certificates qualify them to get a job. She also suggested that talking to businesses about benefit of certificates to enhance recruitment. President Ash reported that following a visit to the Keokuk Campus, there are additional meetings happening with Iowa Fertilizer Company to design certificate programs that will meet their employment needs. These can benefit current and future employees. Trustee Heland inquired whether courses are taught in the businesses or whether students come to the college. Executive Director for CBIZ/Dean for Career & Technical Education Don Weiss responded that majority of courses are taught at the college campuses. Trustee Fife-Lafrenz inquired about the time frame for providing a program if a business requests it. Director Weiss responded that it can take a week or a couple of months depending on the need and instructor availability. Non-Certificate programs can happen quickly through CBIZ. Certified programs take longer. Trustee Nabulsi noted that there are many non-credit offerings.

2.2 Course, Program, Trend Review

President Ash provided introduction to Academic Program Update to be given by Vice President for Academic Affairs Dr. Carole Richardson. This presentation is an overview of the data and criteria used to review all programs.

Vice President Richardson began by providing some background information on the Academic Program Review and Program Update. In Iowa, “program” is any non-Arts & Sciences area of study that culminates in a certificate, diploma or degree. “Transfer major” are intended to transfer to 4 year degree programs.

Academic Program Review is being done this fall. More detailed results report will be done at a later date.

Academic Affairs uses data informed decision making when making scheduling decisions to include:

- Enrollment numbers by course and section for fall, spring and summer
- CTHE and AA/AS program requirements, as well as electives
- Ensuring courses are offered as outlined in the catalog
- Costs/Revenue
- Program capacity
- Persistence, Retention & Completion rates
- Employment outlook

Other factors considered are contribution to local community; whether it is attracting students to other programs; importance to SCC mission; and investment in future interest area.

Vice President Richardson provided an example of a class that was cancelled and how they arrived at that decision. This particular course had a declining enrollment over 5 years. Trustees Hillyard and Fife-Lafrenz inquired why the enrollment would have changed so significantly. Vice President Richardson responded that they look at several factors that could account for it such as whether the class is popular, whether it transfers, and whether there is also an online offering. With this specific class, there also is an online offering where enrollment appears to have transferred.

Trustee Fife-Lafrenz inquired about whether instructors for these low enrollment classes are full-time dedicated staff or adjuncts and whether enrollment could be connected to personality conflicts.

That does happen in enrollment with enrollment specialists and in TRIO and PACE and with success advocate and disabilities. We hope that it will happen when we get faculty advising happening. We don't have formal faculty advising. Faculty are happy to talk with students and help them make good choices.

Strategies being used to Increase Enrollments are:

- Restructure the Program
- Increase Marketing by social medial, TV ads, student testimonials
- Expand outreach to high schools & employers
- Develop partnerships with other colleges to expand program offerings

Vice President Richardson went on to provide four program review examples:

- Program #1 has had low enrollment and employment outlook is not strong.
- Program #2 has had increased enrollment and students are finding internship opportunities both during and after completion.
- Program #3 has had strong and steady enrollment over 5 years and employment outlook nationally is good, but not regionally.
- Program #4 has had significant enrollment decline.

Trustees inquired about whether it would be more beneficial to review this over a 3 year period rather than 5 years. Vice President Richardson responded that the data is there and they are able to look at how programs perform over the 3 year period. The

Academic review is done every 3 years.

Trustee Fife-Lafrenz inquired whether Department Heads review all of this information with Academic Affairs. It could be beneficial for them to be involved in the decision making and provide ideas. Board Chair Prellwitz inquired if faculty is given all of the data. This could be good information for them. Vice President Richardson responded that faculty have not been given the trends, but they are shown the current supporting data.

In summary, the Academic Administrators utilize a variety of tools to assist with decision making. These are continually refined, expanded, and/or revised to ensure we have the information needed to make good decisions. The criteria for making these decisions are shared with faculty and others. President Ash reported that a timeline of 6 months has been established for Program Review using the criteria that has been outlined. Currently, working on determining a formula to define and understand full-time equivalent costs by program.

President Ash reported that a couple of initiatives are taking place:

- 1) Economic development – developing the talent pipeline –starting with youngster to post high school. This looks at what programs to offer along the way that develop them and how can we get more students in pipeline.
- 2) Along with that they are looking at developing a state wide marketing campaign to help inform parents and students at the young age – using students talking to students. This would be the opportunity to share the latest and greatest marketing – putting material where our kids are.

2.3 Review Board Self-Assessment Survey – Goal Setting

Chair Prellwitz led discussion on the Board Goals for FY 2018. She 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 Hillyard and Fife-LaFrenz volunteered to work as a committee to develop proposed Board Goals for discussion and approval at a future Board meeting.

Trustees deliberated on a few points including:

- Content and length of retreats/work sessions
- Board Trustee succession planning and Chair/Vice Chair seats/terms/election
- Content of IAACCT Updates from Trustee Nabulsi
- ACCT Educational Services podcasts that could provide good information
- Development of a pocket fact/info card providing details that would be helpful in promoting the college as well as in potential discussions with legislators

2.4 Revenue Flexibility

Trustee Heland led a discussion regarding the challenge presented at the IACCT conference to prepare three or four specific talking points helpful in requesting revenue flexibility to the community colleges. The challenge was to come up with more than one request. Several possibilities for these talking points were discussed. President

Ash volunteered to create a list for further review. Trustee Heland also requested more information on current levies. President Ash will ask Vice President Kevin Carr to prepare that information to present to the Board.

2.5 “Free” Community College

During the IACCT annual conference, there was a session regarding “Free” Community College. President Ash provided a copy of the updated NIACC Promise Scholarship. Essentially NIACC had a donor that gave \$200,000 in scholarships for 5 years. This is a last dollar scholarship, meaning the Pell and FAFSA go in first and it applies to the balance. President Ash provided a couple more articles from his research on Free College. Trustees discussed ideas for funding “Free” College.

3.0 Adjournment

Trustee Fife-Lafrenz moved that the work session be adjourned. Trustee Heland seconded. The meeting adjourned at 3:50 p.m.

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



Darcy Adams
Board Secretary