Retreat Meeting of the Board of Trustees
Saturday, September 17, 2016
9:00 a.m. – 12:00 p.m.
SCC's Center for Business (CBIZ)

1.0 Routine Items

1.1 Call to Order
Board Chair Nabulsi called the meeting to order at 8:00 a.m. The following individuals were present: Trustees Janet Fife-LaFrenz, Lanny Hillyard, Jeff Heland, Moudy Nabulsi, and Chris Prellwitz; President Dr. Michael Ash, Treasurer Kevin Carr, Secretary Sherry Zeller, Executive Director of Information Technologies Chuck Chrisman, Executive Director for the Center for Business Dr. Don Weiss, Vice President for Academic Affairs Dr. Carole Richardson, an Vice President of Student Services Joan Williams.

1.2 Adoption of the Formal Agenda
Trustee Heland moved that the tentative agenda be adopted. Trustee Fife-LaFrenz seconded. Motion carried with all trustees recorded as voting aye.

2.0 Retreat Items
2.1 Emerging Issues
Chair Nabulsi led discussion on Emerging Issues. He expressed appreciation to the Trustees and the college's staff for their work during the past year on all the initiatives that have been completed or are underway.

Trustee Heland recommended that the Trustees should schedule a meeting to discuss the Board Self-Assessment Survey instrument and the Trustee's recent responses to the Survey. There was a general consensus of the Trustees that the meeting should be scheduled for a Saturday morning and that consideration be given to hiring a facilitator. The Board Chair and Vice Chair will coordinate the details of the meeting. Board Secretary Zeller was directed to prepare a spreadsheet with graphs containing the past five years' responses to the Board Self-Assessment Survey.

President Ash noted that in regard to the Board meeting agenda format, the "World Changing" agenda item's original purpose was for the Trustees to bring topics for discussion but that the focus has become organized by the Administration for information sharing with the Trustees. He indicated that the Trustees should have direct input on the content of the agenda. Chair Nabulsi recommended that the Board Chair and Vice Chair should decide how the "World Changing" agenda item will be handled in the future.

Trustee Fife-LaFrenz recommended that the Trustees review and make better use of the PACE report results.

Chair Nabulsi recommended that the Board's Goals should be reviewed during the year.

Trustee Heland recommended that the Trustees have a session on consequential boardsmanship.

Trustee Prellwitz indicated that from her perspective communication between the President and the Trustees has greatly improved but that the Trustees can also communicate better with the President. She appreciates the one-on-one meetings with the President. President Ash noted that when he shares information with the Trustees about a specific issue, it should be assumed by the Trustees that the issue will be handled appropriately by the college's administration. He encouraged the Trustees to contact him if additional information is desired on a specific issue.

Trustee Fife-LaFrenz recommended that the Education Changes Everything initiative include the Fort Madison and Louisa County areas.

Trustee Hillyard stated that enrollment/recruitment is the responsibility of everyone including the Trustees and that it takes multiple avenues to be successful.

Trustee Heland recommended that a five-year plan for student housing should be developed to address the housing shortage for students and residents in Burlington.

Trustee Heland suggested that more time should be spent reviewing finances and the budget at the beginning of each Board meeting. Trustee Hillyard noted that finance is the direct responsibility of the Board of Trustees. He stated that the monthly financial presentation and the opportunity to ask questions thereon is very important. Trustee Hillyard noted that the presentation by Vice President Carr on capital expenditures/loans connected with the proposed Hall of Sciences was very informative.

Chair Nabulsi expressed appreciation to the Trustees and Dr. Ash for their input.

2.2 Strategic Plan
2.2.1 Process
President Ash referred to a document illustrating a condensed version of the Strategic Plan from 2011-2016 including the Mission, Vision, Values, Strategic Goals, and Strategies. He suggested that the Mission, Vision, and Values are still appropriate as written. He asked the Trustees to consider if the following Strategic Goals are still appropriate:
- Strategic Goal 1 – Promote Student Success
- Strategic Goal 2 – Human, Financial, and Facility Resources
- Strategic Goal 3 – Collaborative Partnerships
- Strategic Goal 4 – Continuous Improvement

President Ash referred to a draft of a timeline for the Strategic Planning process. He explained that focus group meetings would be held to gain input to develop strategies and initiatives. A draft of the Plan would be sent to the Trustees in late December wherein their input could be

given. The finalized Strategic Plan would be presented to the Trustees at a subsequent Board meeting for approval.

Chair Nabulsi requested that a draft of the Plan be sent to the Trustees well in advance of when they would be asked for approval. It was suggested that a special Board meeting or Retreat be held to review the draft of plan.

2.2.2 Focus Groups
Dr. Ash reviewed the make-up of the various proposed focus groups. He noted that Interim Dean of Academic Planning & Institutional Effectiveness Jan Wolbers will facilitate the focus group meetings. Discussion was held regarding Trustees' participation in the focus group meetings. President Ash indicated that conversation might be stifled if the President and/or Trustees are present at the meetings.

During discussion about the participants in the focus groups, it was noted that the following groups should be considered:

- City/County government officials
- Economic Development officials
- CTE Advisory Boards for local school districts
- Construction contractors
- Community focus groups with each respective Trustee present within their Director District (Trustees would invite/encourage people to attend the focus groups.)

2.2.3 Strategic Direction for SCC
Chair Nabulsi led discussion on the strategic direction for the college for the next five to ten years. The following items were noted:
- How the proposed concept of K-14 education would affect the community colleges
- How the legislature views concurrent enrollment and its financial impact
- How would regional Career Technical Regional Centers be funded by the legislature
- Focus on unique programs
- Free education and its effect on community colleges
- Should SCC strengthen relationships with the 4-year universities

2.3 Board Communication
The Trustees determined that this agenda item had been discussed earlier in this meeting.

2.4 Key Performance Indicators
2.4.1 Select 5 to 6 data indicators
President Ash referred to a list of all 18 of the current Key Performance Indicators (KPIs) which included data for the past six years. He recommended narrowing the number of KPIs to 5 or 6 for a dashboard since 18 KPIs seems too cumbersome. President Ash gave a brief review of the current KPIs which were accessed from SCC's HawkNet (intranet). He indicated that SCC's Director of Institutional Research Mary Ellen Ellyson is responsible for the KPIs and many other

data reports on the Institutional Research webpage of HawkNet. The Trustees reviewed the 18 KPIs. They recommended the following KPIs for inclusion on the dashboard:

- KPI #1, Percent of students who have reached educational goal
- KPI #3, Graduation rates, 3-year average (Student Success)
- KPI #4 Overall, Student Satisfaction
- KPI #6, Program Learning Outcomes & Mastery of Discipline
- KPI #8f, Regional Market Penetration Rates (Fiscal Year Credit Enrollment)
- KPI #10, Placement Rates (CTHE grads getting jobs in related field or continuing education at 4-year)

President Ash reported that the KPIs are compiled from the data received from the Student Satisfaction Survey (SSI) which is conducted every other year. Information is also received from the Community College Survey of Student Engagement survey (CCSSE) which is conducted in the off-years of the SSI. The two student surveys focus on different levels/areas of information. The KPI's target goals are based on the national averages. It was requested that definitions be provided for each of the KPIs chosen for the dashboard.

3.0 Adjournment
Trustee Hillyard moved to adjourn the meeting at 12:03 p.m. Trustee Prellwitz seconded. Motion carried with all trustees voting aye.

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

Sherry Zeller
Board Secretary