



Retreat Meeting of the Board of Trustees
Saturday, April 22, 2017
9:00 a.m. – 12:00 p.m.
SCC's Center for Business (CBIZ)

1.0 Routine Items

1.1 Call to Order and Roll Call

Board Chair Heland called the meeting to order at 9:00 a.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. Joan Williams, Chuck Chrisman, Dr. Don Weiss, Bob Ryan, Kollin Alfred, Jared Reed, Kristina Martinez, Dana Chrisman, and Kari Bevans were also present.

1.2 Adoption of the Formal Agenda

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

2.0 Retreat Discussion Items

2.1 Administration

2.1.1 Education Changes Everything

President Ash reported that the Education Changes Everything (ECE) initiative, which began approximately two years ago, focuses on integration and collaboration of services of numerous entities. The following personnel from the ECE entities were present:

- Kollin Alfred, WIOA Assistant Administrator
- Dr. Don Weiss, Executive Director of CBIZ
- Jared Reed, PACE Program Lead Navigator
- Kristina Martinez, Director of Adult Education & Literacy
- Bob Ryan, WIOA/PJ Director

WIOA Assistant Administrator Alfred gave a PowerPoint presentation which focused on the following information:

- ECE Mission
- 6363 people with various needs have been served in the past two fiscal years by one or more of the ECE entities
 - Low-skilled employed or unemployed workers
 - Disabled
 - Veterans
 - Immigrants
 - Traditional non-traditional, high school graduates
 - Former offenders

- ECE entities include:
 - Title I Workforce Innovation Opportunities Act (WIOA)
 - Title II – Adult Education and Literacy (AEL)
 - Title III – Iowa Workforce Development (IWD)/Promise Jobs Program (PJ)
 - Title IV – Vocational Rehabilitation (IVRS)/Iowa Department for the Blind (IDB)
 - Pathways for Academic Career Employment (PACE)
 - Iowa Tuition Assistance Program (Gap)
 - SCC’s Center for Business (CBIZ)
 - Community schools and employers
- A number of programs are included within ECE’s collaborative initiative
 - Maple Leaf Center, affiliated with Harmony Bible Church offers youth outreach and adult literacy – “Next Step” program
 - Community Action of Southeast Iowa – serves 2,000 area families per month
 - Stone Gardens apartment complex – family literacy night events
 - Grow Lee County Initiative
 - Stronger Economies Together in Keokuk
 - Keokuk Chamber
 - National Emergency Grants for dislocated workers
 - Sector and Job Driven Grants
 - Local school contributions
 - WIOA offers programs to schools and disconnected youth (dropouts)
 - Kid Tek U
 - Bridges Out of Poverty
- The mission statements of SCC and ECE are very similar

During discussion it was noted that measuring the effectiveness of the services is important. Since the ECE initiative began just two years ago, meaningful data on effectiveness is not yet available.

Trustee Nabulsi stated that the ECE presentation should be given at a future IACCT Board meeting.

WIOA Director Bob Ryan reported that WIOA is a federal program with funds being allocated to the individual states’ workforce agencies. Our state’s government then allocates those funds to the 15 WIOA offices in Iowa. Each WIOA office then divides the funds among several programs, including adult dislocated worker. Director Ryan reviewed the uses of Title I and II program funding. With regard to communication of services available, each ECE entity identifies their needs and then the ECE staff goes to that specific location whether it’s a high school or an industry. An individual education/training plan is then developed for individuals.

Director Ryan reported that WIOA also aligns its work with the Future Ready Iowa initiative.

President Ash noted that the ECE program is a great collaborative effort with no gaps, duplication, or competition among the entities. No single entity is in charge. The focus is on

collaboration and sharing and taking the services to the people who need it because it is thought that many of the people will not come to the service entities or the college.

2.2 Board of Trustees

2.2.1 ACCT Trustee Quarterly publication – “Trustees and Enrollment Management: Know the Trends and Ask the Right Questions”

Chair Heland led discussion on the ACCT article entitled “Trustees and Enrollment Management: Know the Trends and Ask the Right Questions.” Trustee Fife-LaFrenz noted that the Board should focus on the three questions listed in the article:

- How is the college optimizing class scheduling based on student demand and workforce needs?
- What are the contingency plans for flexibility during registration periods?
- What is the budget for marketing and outreach to promote enrollment?

The following questions/comments were noted by the Trustees:

- How do we lead people to make SCC their first choice?
- Students go to other community colleges because SCC does not have the program in which they are interested
- How do we analyze the programming?

President Ash reported that SCC’s A.A.S. programs are reviewed every three years through the college’s program review process. If a program is struggling with low enrollment, administration works immediately with the instructor on how to improve the program to increase enrollment. Some examples of improved programs with improved enrollments are Agriculture and Animation. Although SCC’s Arts and Sciences courses do not have a program review process, the Department of Education has given approval to call them transfer majors in math, science, etc. which allows the college to analyze these transfer major areas.

President Ash explained that enrollment management begins with the recruiting process. He reported that the recruiting area in which SCC’s struggles the most is with the non-traditional, adult students. Some examples of initiatives to address this issue is with the Keokuk Campus Night Hawks pilot program which focuses on adult learners and evening classes.

President Ash explained that the development of new programs is time consuming due to the process required by the Department of Education. Programs currently in the development stage are Pharmacy Tech, Pre-Pharmacy, Pre-Engineering, and Education.

Vice President of Student Services Joan Williams reported that enrollment management is more than recruitment--it is a huge pipeline of success for students. She noted that she and Marketing & Communications Director Jeff Ebbing are very involved in enrollment efforts with an enrollment/recruitment team that meets weekly. She also reported that SCC’s Director of Institutional Research has worked with the team by providing data collection and analysis.

Vice President Williams and Director Ebbing gave a PowerPoint presentation entitled “Marketing & Communication – Research, Initiatives, Analytics”.

The following information was noted:

- The enrollment market changes frequently.
- Between FY 2011 and FY 2015 SCC's adult enrollments have decreased significantly.
 - We believe this decline is due to our strong economy and plentiful jobs available.
 - High school graduate enrollments have been declining in Iowa but SCC has remained stable in this area.
- The following 3-year averages were noted:
 - Applications 2161; admitted students 1548; enrolled 1,133
 - 52% 3-year average yield between students who applied and enrolled.
- According to recent survey results, the two most significant factors cited by students regarding their decision to enroll at SCC are the website and campus visits.
- SCC staff averages 280 high school visits per year
- Students visit SCC during a number of events: Career Day, Stem Fest, etc.
- Enrollment staff are conducting visits to the concurrent enrollment high school classrooms which amounts to 2200 student contacts.
- Over the past 3 years, 48% of high school students who attended SCC events later enrolled as an SCC student. These on-campus events are the most valuable way to spend marketing dollars because they help future students develop a comfort level with being an SCC student.

In the area of adult/non-traditional student recruiting, traditional advertising methods are most effective: television, radio, direct mail, email, and social media. Programs with area industries also enhance SCC's adult enrollments.

The national average for fall-to-fall persistence is 60%. SCC falls below this average. Initiatives to address this issue are: TRiO program, Academic Achievement Centers, Student Advocates, Peer Tutors, CARE Team, satisfactory academic planning for financial aid, and First-Year Experience program which will begin in fall semester 2017. It was noted that many of these program areas are not fully staffed and lack the ability to adequately serve students. Discussion was held regarding the lack of funding for these programs. Trustee Nabulsi recommended that the SCC Foundation should contribute \$100,000 to fund two student advocates for one year. President Ash stated that a proposal would be prepared for the Foundation Board of Directors' review. Discussion was held regarding the necessity of revising the SCC Foundation Board Policies to allow Foundation funds to be used to pay for salaries for college employees.

Janet expressed appreciation for letting the board give opinions about reorganization.

2.2.2 Discuss Succession Plan for Trustees

Chair Heland reported that the Trustees began thinking about development of a succession plan after Trustee Brian Roth passed away. He also noted that succession planning had been the topic of an IACCT Retreat session sometime in the past. The focus of the plan should be on having the right people in place in case an emergency appointment of a Trustee is warranted.

Trustee Nabulsi recommended that each Trustee send a list to Board Secretary Zeller of at least three people who might be suitable to fill the position for their Director District if an unexpected

event were to prevent them from fulfilling their term in office. He also recommended that Board Secretary Zeller keep the list confidential until a vacancy occurs.

Discussion was held regarding the process that was followed when Trustee Roth passed away. The Trustees agreed that it is advantageous to publicize the information about an unexpected Board vacancy in order to give individuals the opportunity to express their interest in the position.

Board Chair Heland recommended that each Trustee develop a succession list made up of individuals from their district. If a vacancy occurs, an advertisement in the pertinent district's newspaper and/or radio station should also be published. Discussion also occurred regarding an interview process if several individuals are interested in the position. Board Secretary Zeller will develop written procedures for succession planning based on the Trustees input.

2.2.3 Discuss Board Policies Review Process

President Ash reviewed Board Policy #204 entitled Board Policy Creation and Review. He stated that the last extensive review of Board Policies was in 2014.

President Ash reported that he will review the Board Policies that were deleted in 2009 during an extensive review process. If it appears that any of those Board Policies should be included in the current Board Policies, he will bring them to the Trustees' attention for discussion and possible action.

Chair Heland recommended that Section 100 of the Board Policies should be reviewed during the Board's annual organizational meeting.

2.2.4 Board Budget

President Ash referred to a spreadsheet listing in-state and out-of-state expenses for the Board of Trustees. He noted that Board of Trustee's expenses have not varied much throughout the past 10 years and that the budget figure is adjusted annually to coincide with the previous year's expenditure level.

Trustee Hillyard suggested that since the college's faculty and staff received a 1% salary increase and have travel restrictions due to budget reductions, the Board should lead by example and observe the following guidelines:

- Determine a percentage reduction of the Board of Trustee's travel budget; and
- After allocating expenses for the Board's IACCT representative, the remaining funds would be divided equally among the other four Trustees.

This matter will be reviewed again in the future.

3.0 Adjournment

The meeting was adjourned by Board consensus at 12:01 p.m.

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

A handwritten signature in cursive script that reads "Sherry Zeller". The signature is written in black ink on a light-colored background.

Sherry Zeller
Board Secretary