

**OFFICIAL MINUTES
BOARD OF GOVERNORS MEETING
WEST VIRGINIA NORTHERN COMMUNITY COLLEGE
Thursday, February 27, 2020 -- 5:00 p.m. – Wheeling Campus**

A meeting of the West Virginia Northern Community College Board of Governors was held on Thursday, February 27, 2020 in the B & O Board Room on the Wheeling Campus.

1. Call to Order

Ms. Thomas convened the meeting at 5:00 p.m.

2. Roll Call

Members in attendance were: Brann Altmeyer; Richard Barnabei (by phone); Amy Dobkin; Larry Lemon; Christine Mitchell; Shelly Thomas; Chris Kefauver; Shelly Reager; and Matt Van Fossen. Excused: David Artman and Bob Contraguerro, Jr.

Guests included: Dr. Dan Mosser, President; Dr. Jill Loveless, Provost; Jeff Sayre, CFO/Vice President of Administrative Services; Dr. Pam Sharma, Vice President of Institutional Effectiveness; Larry Tackett, Vice President of Economic Workforce & Development; David Barnhardt, Director of Marketing and Public Relations; Peggy Carmichael, Chief Human Resources Officer; and John Lantz, Faculty Assembly President.

3. Faculty Presentation

Mr. Lantz, President of the Faculty Assembly, presented the annual presentation on behalf of the faculty. The faculty are making a concerted effort to work on HLC preparations. These preparations have included working on assessment with committees. They have implemented Weave software to show and track progress. The assessment processes have been expedited with the additional software. There is a campus wide template for Blackboard courses in use by all courses. This makes it easier for QM reviews. Faculty are also working on five year program reviews. Faculty are a little concerned with turnover in a few departments including nursing. There are currently several program director vacancies. It is hard for an academic program to maintain continuity with turnover. As faculty retire in the spring, they are looking at which ones will be filled full time or can be filled by adjuncts depending on the course load. They are continually looking at ways to improve the meta-advising system. Some concerns by faculty include raises and salary. Faculty are very concerned about low enrolled programs. Faculty are willing to recruit where they can. Many faculty have volunteered to be on the environmental scan teams as part of the strategic planning process. They are currently working on FERC (faculty evaluation process) and promotion packets. Articulation agreements are being updated. For example, Mr. Lantz is working with Waynesburg University about a 2 + 2 with Criminal Justice. Human Services is also working on updating their agreements. Overall, Mr. Lantz stated that the faculty are a happy group. It is a good mix of old and new faculty. Meta-advisors are rotated among the three campuses. Dr. Loveless added that the meta-advising system will improve the advising process.

4. Approval of Minutes (January 16, 2020)

Mr. Kefauver made a motion that the Board approve the Minutes of the meeting on January 16, 2020 as presented. Mr. Lemon seconded the motion. Motion carried.

5. Board Chair Report

Ms. Thomas, in Mr. Artman's absence, stated that she attended the State of the City on Tuesday and sat with Dr. Mosser. Dr. Mosser spoke to the Moundsville Rotary recently so he is getting out in the community. She is participating on an environmental scan team as part of Northern's strategic planning process and is looking forward to the experience.

6. President's Report

College Updates

Dr. Mosser welcomed two new Board members, Christine Mitchell and Amy Dobkin. He made reference to the list of President's activities at their places. He also announced that his inauguration will be on Friday, April 3rd at 11:00 AM in the B & O Auditorium.

Dr. Mosser discussed the updated organizational chart that was at their places. With two senior staff members announcing retirements, it provided an opportunity to reevaluate a few things. Human Resources has been moved back under the President. The Foundation has been moved down into the organization to be a more integral part of it. These changes will tentatively take effect April 1st. Mr. Altmeyer stated that the faculty were not pleased about HR reporting to the President previously which is why it was moved previously. Mr. Kefauver will meet with Faculty Assembly before the next Board meeting and will place Dr. Mosser and this proposed revision to the leadership structure on their agenda. The Faculty Assembly does meet before the updated structure would go into effect. Ms. Thomas stated that during the presidential search and the Provost discussion, Mr. Koon was hesitant to move too much around. She also stated that Mr. Sayre has a lot on his plate so this will allow him to focus more on finances and facilities. Dr. Mosser stated that the senior team has been the only changes thus far but he foresees the need for changes deeper in the organization to align human resources with strategic goals. He will share those proposed changes with the Board at a later date.

Dr. Mosser announced that WVNCC is working on a partnership with Wheeling Country Day School. They will be using some space to host classes on our campus. During the summer, there will be a kids cooking competition. The winning recipe will be featured at Oglebay on their menu. Partnership on teacher training is also being explored. WCD uses a unique method in working with students with dyslexia. After more details are finalized, the next step will be negotiating a lease. This will be brought back to the Board. Ms. Reager asked about potential exposure to sex offenders and Dr. Loveless stated that she shared that concern. There are ways to make their space secure including separating doors from restrooms and aids going to the restrooms with students. Mr. Altmeyer stated that he felt that most WCD students will not go to Northern. However, leadership at WCD believes that many of their students could end up here. Mr. Altmeyer suggested their parents might be willing to donate to the Foundation. Dr. Loveless added that several academic programs could benefit from this partnership.

Dr. Mosser stated that the College had recently placed bios and photographs of President's Cabinet on the Northern website. He would like to do the same with the Board of Governors. Please send your information to Ms. Kappel.

The next Board of Governors meeting is in New Martinsville on March 26th.

Strategic Planning Update

Dr. Mosser stated that internal SWOT analysis was done throughout the fall semester. Dr. Sharma is in the process of prioritizing the input. She will have a report at the March Board meeting. There was a campus wide Strategic Planning kickoff workshop on January 31st. The environmental scanning process has started and there are nine taxonomy teams. There is a meeting tomorrow for all of the team chairs. There should be a draft Strategic Plan ready for BOG review by August/September.

Funding Formula Update

Dr. Mosser stated that there is a strong probability this will pass the legislature this spring. Base funding will be based on credit and non-credit courses and enrollment. There is incentive there to grow workforce. Workforce data will need to be better tracked and recorded to make it "auditable." There has been discussion of a hold harmless clause for one to three years. Once formula funding goes into effect, it will be based on enrollment and outcomes of the last three years averaged together. There will be a gap/lag year. Implementation would most likely be FY2023. Given our location in the Northern Panhandle, reciprocity will be an issue as it is not currently factored in. Our current state funding is based on enrollment data from approximately ten years ago. Currently our enrollment is in the middle of the pack compared to other WV colleges, so our funding will most likely be in the middle of the pack as well.

Commencement 2020

Commencement is on May 15th. If you plan on attending, please let Ms. Kappel know by May 8th. If you know of anyone that would be a good Commencement speaker or Distinguished Alumni, please let Dr. Mosser or Ms. Kappel know.

7. Academic Program Update

Social Work 2 + 2 WLU

Dr. Loveless stated that she is asking the Board to approve the Social Work, A.A. Transfer Program with West Liberty University. There have been a few curriculum changes that have caused the changes. Mr. Altmeyer asked if there had been any recent updates to articulation agreements. Dr. Loveless replied that she is working on several agreements and will be bringing a Jesuit transfer option next month to retire it.

Mr. Kefauver made a motion that the Board approve the Social Work, AA Transfer Option with West Liberty University as presented. Mr. Van Fossen seconded the motion. Motion carried.

8. Equal Employment Opportunity Rule 1st & 2nd Reading

Ms. Carmichael stated that the EEOC rule has been updated to include two protected classes: gender identity and sexual orientation.

Mr. Altmeyer made a motion that the Board approve the 1st and 2nd reading of the Equal Employment Opportunity Rule. Mr. Van Fossen seconded the motion. Motion carried.

9. Administrative Reports

Chief Human Resources Officer

Rule Processing Procedure

Ms. Carmichael referenced the rule processing procedure flow chart provided in the Board packets. Ms. Thomas thanked her for the illustration. She asked about the purchasing rule and it will be coming to the Board at the March meeting for 1st and 2nd reading.

Chief Financial Officer/Vice President of Administrative Services

Financial Update

Mr. Sayre provided an update on the fund tracking document provided in the Board packet. He stated that Costanzo and Associates just finished the quarterly financials and those should be available for the March Board meeting.

Administrative Services Update

Mr. Sayre stated that several projects are underway. Wallace Pancher has been selected as the architect for the parking lots projects. They are working with the city on the streetscape project. Ms. Thomas asked if the Weirton water damage in the library and computer room has been fixed and Mr. Sayre reported that it has been completely cleaned-up. Mr. Van Fossen stated that they had a SGA meeting there and it looks good.

Draft Tuition, Fees & Budget

Mr. Sayre stated that at the March Board meeting there will be an action item on the budget, tuition and fees. Discussion will include capital projects, personnel increases and the percentage split for operational vs. capital budget. He presented a four-year trend analysis. He is looking at how to properly rightsize the institution in light of the funding formula. He stated that a 2% increase in tuition equals approximately \$77k in the budget. This would be approximately a \$3 per credit hour increase which would be an average of \$36 per term for a full-time in-county student. Out-of-state tuition would increase \$9 per credit hour. We are positioning ourselves to be competitive.

Another item for discussion was that currently 87.5% of tuition goes towards operating funds and the remainder for long term investments. Mr. Sayre is proposing for a three-year period, 100% of tuition revenue goes into operating fund. He also suggested that the budget will include 2% for raises to avoid having to do any larger amount in the future. Mr. Altmeyer asked about the faculty salary committee and if we were abandoning it? Mr. Sayre is working with them on this. Mr. Kefauver added that the faculty went from the second lowest in the state to the second highest. Mr. Altmeyer stated that he was reluctant to agree to the 100% because what happens to the capital fund? He thinks this is too aggressive. However, he could be in favor of some other smaller adjustment. Ms. Reager asked what did Mr. Sayre mean by rightsize and he said this is the cost per FTE. She then asked about the increases from the state that were received in 2018 and 2019 for raises. Mr. Altmeyer requested a proforma sheet with a two to three-year target. Mr. Barnabei asked if there is a detailed rightsizing plan. He also asked why can't the 87.5%/12.5% split be kept and transfer money out of fund balance to cover any gaps. Mr. Sayre stated that there is a valid way to do that. Mr. Barnabei then added that there has to be a rightsizing plan especially if we are going to modify the way we are using it. If there is not a plan in sight, he would really be hesitant to do anything drastic.

Mr. Sayre asked if we wanted to show this direction or do we want to run a deficit budget. Dr. Loveless stated that a deficit budget can have a negative impact on specific academic programs such as allied health programs. Mr. Tackett stated that HLC receives the budget every year. Dr. Loveless added that most program accreditors want to make sure that we are in the black. Mr. Sayre stated that our CFI comes out the same no matter how we proceed. Mr. Altmeyer stated that we do not know enough about the budget and that it has to be projected out. Mr. Sayre reiterated that it would change back over three years. Mr. Sayre will draft a couple of different scenarios. One will include temporarily reducing the

12.5% for three years. Ms. Thomas thinks the zero towards capital is a big deal. Mr. Barnabei suggested that as Mr. Sayre looks at different scenarios to include an 8% in year one; 9% in year two and 10% in year three. Another item for discussion on the budget is the possible 2% increase for raises. Ms. Reager stated that at the Ad Hoc Class and Compensation Committee they were told that it would be a pot of about \$100k and does not include the President's salary or Vice President's salaries. She also stated that staff does not want raises at the expense of student tuition increases. She stated that all were invited to that meeting and they took a poll of the room. She stated that a \$700 per person increase will not make or break them. There was discussion on how to best divide up the pot but there appears to be some discrepancy in the number of staff represented. Ms. Reager stated that she is asking that faculty decide how salary raise could go and staff can decide their own. There are several moving pieces to all of this. Dr. Loveless added that the other piece is that 10% off the top for faculty goes to merit. This is open to any faculty member. The formula they used is becoming more convoluted. Ms. Thomas cautioned against showing a deficit. Mr. Sayre will run models with both variables. He will show pay increases and variable amount on capital fund allocation. Mr. Sayre stated that there are also several employees who are not paid by the state – they are grant funded. He will have these models done in two weeks to share with the Board. Ms. Thomas thanked Mr. Sayre for his efforts.

Vice President of Institutional Effectiveness

Enrollment Report

Dr. Sharma reported on the latest FTE and headcount. We are currently at about 91.96% of headcount goal and 90.41% of FTE goal. There will be two new batches of students in March and April added to this.

10. Old Business

Ms. Thomas followed-up with Mr. Sayre on the number of checks over \$50k and he will get that information for her.

11. New Business

There was no new business.

12. Executive Session

Mr. Kefauver made a motion that the Board enter into executive session at 7:48 pm to discuss personnel and real estate. Ms. Reager seconded the motion. Motion carried.

Mr. Kefauver made a motion that the Board come out of Executive Session at 8:26 pm. Ms. Dobkin seconded the motion. Motion carried.

Ms. Thomas stated that while in Executive Session, the Board of Governors discussed real estate and personnel.

Mr. Barnabei made a motion that the Board approve the College purchasing the ECS lot from the WVNCC Foundation. Mr. Kefauver seconded the motion. Motion carried.

13. Adjournment

The meeting adjourned at 8:29 p.m.

Minutes respectfully submitted by,

Stephanie Kappel
Assistant to the President

Minutes approved by,

Larry Lemon
Board of Governors Secretary