

**OFFICIAL MINUTES
BOARD OF GOVERNORS MEETING
WEST VIRGINIA NORTHERN COMMUNITY COLLEGE**

**Thursday, June 24, 2004 -- 5:00 P.M.
B&O Board Room**

A meeting of the West Virginia Northern Community College Board of Governors was held on Thursday, June 24, 2004 in the B&O Board Room.

1. Call to Order

Mr. Jones convened the meeting at 5:05 p.m.

2. Roll Call

Roll call was taken by Linda Dudash. Members in attendance were: Conner Boyd, Frank E. Gilmore, Keith Jones, Orphy Klempa, David Robertson, Tom Danford, Mary Dudley and Zac Wycherley. Excused: Brenda Botizan, Dr. Darrell Cummings, Anne Dieckmann Harman, and Danny Kaser. Guest: Jeanne Richter.

Dr. Hunter announced that this is the last meeting Mary Dudley will be attending as Student Senate Representative to the Board of Governors. Jeanne Richter will replace Ms. Dudley in that capacity. The Board applauded the service of Mary Dudley.

Other guests included: Larry Bandi, Dean, Business/Financial Affairs and Bob DeFrancis, Dean, Community Relations and Institutional Advancement.

3. Board Web Page

Mr. Danford gave a presentation on the newly published Board of Governors web site utilizing the Smart Board.

4. Minutes of May 27, 2004

Mr. Danford asked that a correction be made to the minutes of May 27, 2004. On page four, line three, the word infinitely needs to be changed to indefinitely. Mr. Klempa made a motion to approve the minutes of the May 27, 2004 Board of Governors meeting as amended. Mr. Danford seconded the motion. Motion carried.

5. Board Chair Report

A. Board Chair Report

There was no Board Chair report.

B. Hearings and Petitions

There were no hearings or petitions.

6. President's Report

A. Offer of Building in New Martinsville

Dr. Hunter reported that the College has been offered a building in New Martinsville which is owned by Doolin Savings Bank and located next to Quinet's Court Restaurant. Don Stout from Doolin contacted Dr. Hunter to see if the College would accept the building. Dr. Hunter informed Mr. Stout he is unable to make that determination, but suggested Mr. Stout present the offer to the Board. Several considerations, however, need to be analyzed further, one of which is whether or not there is a need for another facility in New Martinsville. If the College does accept the building, approval is required by the Board of Governors and HEPC. Mr. Stout indicated he would discuss the offer with his Board and get back to Dr. Hunter.

B. Warehouse Property

Closing on the warehouse property with J.D. Miller is scheduled for June 29. Since Dr. Hunter will be on leave, Mr. Koon, as Acting President, will handle the signing. No further action was needed by the Board.

C. Strategic Agenda for 2004-2005

Dr. Hunter reported on the proposed Strategic Agenda for 2004-2005 (copy of notes attached). A copy of the recommended Strategic Agenda for 2004-2005 was distributed.

Dr. Hunter stated that the Strategic Agenda will be forwarded to Faculty Senate when faculty return on August 11 and to the Classified Staff Council. President Hunter recommended the Strategic Agenda be adopted at the August Board of Governors meeting and then be distributed with a Board resolution. Mr. Danford will work with Linda Dudash on editing the Strategic Agenda. Thoughts on the Strategic Agenda may be submitted to Dr. Hunter, Mr. Koon or Mr. Bandi prior to the August Board meeting.

D. Administrative Reorganization

Dr. Hunter informed the Board of the administrative reorganization and stated the changes will create a stronger administration, linking administrative staff to the rest of the staff, faculty and student leaders and demonstrating a clear commitment of development and flow through of objectives.

A presentation showing organizational charts for the following areas: Dean of Academic Affairs; Dean of Business, Finance, and Facilities; and Dean of Enrollments Management was given by Dr. Hunter.

Changes occurring due to the administrative reorganization are as follows:

Janet Fike will serve as Dean of Enrollments Management. Administrative assistance to Enrollments Management will come from the following areas: Coordinator of Veterans Affairs, Associate Director of Financial Aid, Administrative Assistants, Counselors, Student Loan Officer and front office staff.

The position of Dean of Instruction has been abolished and is being replaced with Dean of Academic Affairs. A national search will be conducted for this position and a PhD will be required. Nancy Glenn and Debbie Sommerville will be assigned to this area. Two Associate Deans will work with the Dean of Academic Affairs.

Student and Curriculum Development work will be led by a Dean of Student/Curriculum Development. That position will report to the Dean of Academic Affairs. Steve Woodburn has been promoted to Associate Dean of Curriculum/Student Development.

Campus Executive Director positions on all three campuses will be abolished. Rita Yeager will serve as Dean of Faculty.

Mr. Bandi's title will be Dean of *Business*, Finance and Facilities. Two Associate Deans for Campus Operations will be under the Dean of Business, Finance and Facilities. Jim Bull will serve as Associate Dean for Campus Operations on the Weirton Campus; a search is being conducted for the second person.

A Campus Coordinator will be needed on all three campuses. On the Wheeling Campus, Becky Yesenczki has been appointed to this position. It has not yet been decided if someone will be brought in from the outside or if an internal person will be appointed to the Campus Coordinator position on the New Martinsville campus.

Six classified staff have been upgraded due to the reorganization.

Garnet Persinger and Donna Smittle will be on the New Martinsville campus as consultants during the transition.

7. Administrative Staff Reports

A. Financial Report

Mr. Bandi informed the Board of changes to the budget due to the reorganization. (Copies of the budget were distributed.)

The Board was asked to approve the FY2005 Budget (on 2nd reading) so that budgets can be distributed to departments to be effective July 1, 2004.

The budget projected an excess revenue of \$110,000 so there is additional money if needed for the reorganization.

Mr. Robertson made a motion to adopt the FY2005 Budget on second reading. Mr. Wycherley seconded the motion. Motion carried.

Mr. Bandi reported that because of focus this past year on equity and equal treatment of audits, this year Deloitte and Touche are going to sub-contract with a local audit firm to audit which will result in \$16,000 savings in this year's audit. This will result in less time spent by staff on preparation.

The Board received a copy of a certificate presented to WV Northern from the State of West Virginia (Financial Accounting and Reporting - 1st Final Audit Submitted) for the College's outstanding performance and lasting contribution on GAAP closing for FY2003. Dr. Hunter suggested a copy be sent to Jim Skidmore.

Mr. Bandi reported on a meeting with the Ohio County Commission on joint efforts with the Ohio County Library to acquire the Social Security Building. A discount of up to 100% could be given to the College. Dr. Hunter stated the College made an appeal to the County Commissioners to join in partnership. The College asked the Commissioners to adopt a resolution to show the Commissioners, College and Ohio County Library are together in effort to revitalize downtown Wheeling.

Dr. Hunter notified the Board of an additional \$260,000 the College has for the B&O window project.

8. Old Business

A. Policies on 2nd Reading

The following policies were presented to the Board of Governors for a second reading: Administrators with Faculty Rank Teaching Responsibility, Cancellation of College Classes, Emeritus Status for Retired Faculty, Equal Employment Opportunity and Affirmative Action, Faculty Professional Development, Full-Time Faculty Appointment and Status, Full-Time Faculty Termination, Higher Education Adult Part-Time Student Grant Program (HEAPS), Holidays, Sick Leave, Tracking Written Student Complaints, and Use of College Property.

Changes were suggested in the following two policies:

- 1. HEAPS Policy:** Mr. Danford stated the wording in the HEAPS policy was awkward. Suggested changes to the policy were: In Section 2A delete the words *immediately prior to Summer I* at the end of the last sentence. In Section 2C delete the word new.

- 2. Equal Employment Opportunity and Affirmative Action:** Mr. Wycherley suggested deleting the last sentence (Any infractions of this policy will be subject to disciplinary actions as deemed appropriate.) from the policy.

Mr. Danford made a motion to approve the policies presented to the Board with amendments to the HEAPS and EEO/AA policies as stated above. Ms. Boyd seconded the motion. Motion carried.

B. Facilities Fee

Information on WV Northern's Facility Fee was included in the Board Agenda Booklet.

9. New Business

Mr. Jones asked the Board if they would like to continue meeting on the fourth Thursday of every month. Those in attendance agreed to continue with this meeting schedule. However, on August 26-27 a Community and Technical College Retreat at Stonewall Resort is scheduled. Dr. Hunter will attend the retreat and asked the Board to contact him if anyone wishes to attend. Linda Dudash will solicit the Board for an alternate meeting date in August.

10. Adjournment

Mr. Klempa made a motion to adjourn the meeting at 7:10 p.m. Mr. Gilmore seconded the motion. Motion carried.

Minutes Respectfully Submitted by,

Approved by,

Linda K. Dudash
Executive Secretary to the President

David Robertson
Secretary

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President Hunter



My ambition in presenting the Strategic Agenda for 2004-2005 is to give it a context or framework so that you can judge it according to where we have been, where we are, as well as where we're going.

Within the college administration, we distinguish between strategic planning and operational or "action" planning. Let's talk about strategic planning first.

The mix of institutional success and failure is always complex, and it's difficult to cite one thing over another as being most important, but I will say this: growth and development are not possible if there are no clear goals and objectives -- no direction of development -- no vision -- and a way to evaluate the outcomes. We have a state-approved Master Plan/Compact. We have written strategic plans. More importantly, we have a planning process. Each year we prepare our Strategic Agenda based on a composite of planning documents, evaluation reports, environmental scanning and data analysis as well as informal feedback -- conversations that leave an impression, anecdotal evidence. Based on this Strategic Agenda we set our action agendas-- objectives set at the operational levels. It isn't perfect. That's obvious because we are always harping and planning on how to improve the management information system and communications at all levels. But we are committed to a rational planning process and I think, I hope, honest assessment based on rational professional principles. We are, I hope, like the "happy warrior" ... "whose law is reason, who depends upon that law as on the best of friends, and through the heat of conflict, keeps that law in constance made, and sees what he foresaw."

When I came to West Virginia Northern I knew there were going to be difficult problems with roots in the past. There are always problems; I just didn't know what they were. I found out quickly, almost the first day.

I asked some of our administrative officers and faculty leaders what was wrong and found consensus that the college was afflicted with what one called "malaise."

There was distrust internally between constituent groups. The facilities were a mess. The College was plunging into debt, but there were no allocations for things that had to be given high priority, such as marketing and advertising. There was a lot of data reporting to HEPC but practically no institutional research. We had no real clout with our legislators or state agencies. These and other problems of kind had to be approached decisively.

The task then, and remains now, nothing less than complete revitalization at all levels of the institution. As I look back at the past four years, I see that we are winning that struggle, but there are still pockets of alienation and disengagement.

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Revitalization means going against the status quo, the inured systems -- both local and state -- the old ways of doing things, people's thinking.

As we begin a new year, this is important to recognize: we are not now at the beginning of this administration. We're four years into revitalization and new direction for this community college. Several important initiatives have been taken, and we have good momentum, but we are not yet completed. This is the year to round out the strategic platform so that by this time next June the College will be standing on solid ground for making the next leap forward.

You may remember basic planning documents pertaining to the period of 2000 to 2002 and those documents presented pertaining to the period 2003-2006. In the year 2006-2007, the College shall need to produce a new Master Plan and maybe even new approaches to planning because by that time the college will be different. (That is also the year of a North Central focused revisit.) But right now we are not working on anything that we have not seen, that we have not discussed, that has not been described in various ways.

When we fall short or fail to achieve in a particular area where we have set forth objectives it is not because we have not foreseen what must be done. Nor do we find excuses in lack of resources; that problem must also be managed and we have done so. Our short falls happen simply because we have not been decisive in the implementation. We have lacked the will to follow through, putting off for tomorrow what should be done today. This is not a lack of commitment. I assure you that our staff works hard. I believe that the people at Northern, with a few exceptions, are committed to the college and put forth good effort. Even in bad years the College has always made a difference in people's lives. Nevertheless, it is a problem in our college environment that we do not yet have the temperament of decisiveness and follow through we need.

When I came to the college four years ago, in my first convocation I declared that my quest as President would be to take WVNCC to the level of community college excellence. Excellence is a hard task master; it's easy to drift into mediocrity if we're not alert.

Following are goal statements, all taken from previously existing documents. I ask you to think about them in grading fashion. What grade does each deserve: A, B, C, D or F? (You may note that they are repetitious.)

- * Strengthen organization development with more broadly recognized leadership responsibilities in every area of the college.
- * Increase our emphasis on student centered services ("A student is never an interruption of our work; he or she is the purpose of it.")
- * Simplify our policies and procedures, both in their development and in written statements produced.
- * Clearly define our roles and responsibilities

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- * Plan to pay down the College's fund balance deficit; develop a growth postulated multi year financial strategy that will provide mechanisms to maintain stability in the event of continuing budget crisis.
- * Improve administrative effectiveness and cost efficiency -- focusing on communications, collaboration, completion and control at both academic and campus levels.
- * Stimulate a greater participation in college governance and co-curricular activities
- * Place emphasis on flexible learning methodology and educational partnerships.
- * Strive to create an environment of hospitality, teamwork and cooperation
- * Continue to focus on an institutional effectiveness plan, assessment activities and accountability using both qualitative and quantitative assessment techniques.
- * Continue development of enrollments management and retention activities with emphasis on student oriented processes and services.
- * Enhance technologies including web page development, Banner implementation, automated systems, imaging, communications systems and integration of technology into teaching and learning.
- * Pursue external funding.
- * Aggressively address issues at the state level which threaten our financial stability, such as unfunded mandates and funding inequities.
- * Promote facilities development on all three campuses.
- * Update and refine the Stand Up for Northern campaign to be used in education of legislators and the college communities.
- * Provide to the college's external communities and advisory groups timely information on our vision for the future with major emphasis on the Wheeling College Square Concept and its significance for the entire institution.
- * Expand professional development opportunities for all faculty and staff.
- * Plan for personnel pay increases
- * Obtain both the image and reality of a challenged but resilient community college committed to serving people of the Northern Panhandle.

I believe we have a good strategic agenda to present to you for 2004-2005. It is very important to be clear about it because, again, this will prove to be a critical year for gaining and holding ground for the future.

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Of course this agenda doesn't consist of all of the strategic topics I have just mentioned. We have to prioritize according to our resources and time management. The administrative staff did that in a day and a half retreat on June 9 and 11.

The agenda has had extensive, in-depth examination, following a nominal group processing technique, but it is not presented as fait accompli. There are two ways your review could proceed: one is in reference to the strategic goal statements; the second is to suggest specific objectives relating to one or more of these goal statements. I assure you that unit managers would treat them seriously. The Strategic Agenda will also be forwarded to the Faculty Senate when faculty return on August 16.

I recommend that the Strategic Agenda should be formally adopted at the August Board meeting and then published college wide.