



**BOARD OF TRUSTEES RETREAT
Saturday, July 23, 2016**

Shewmaker Center for Global Business Development – Peterson Auditorium

Board Attendance: Dan Shewmaker, Mauricio Herrera, Keven Anderson (by phone), Ron Branscum, Scott Grigsby, Todd Schwartz, Mike Shupe, Joe Spivey, & Mark Scott

Also in Attendance: Dr. Evelyn E. Jorgenson and several College Administrators

Mr. Shewmaker welcomed the group.

Review of 2015-2016 Goals & Objectives (Please see “2015-2016 Response to Action Plans” document)

- Dr. Jorgenson reviewed the year-end accomplishments in the 2015-2016 Goals & Objectives Handout.
- Dr. Jorgenson noted that the number of goals and objectives has been narrowed down to make them more easily and efficiently measured.
 - She pointed out that narratives for each objective have been added.

Review of Ends, Goals & Objectives for 2016-2017 (Please see “2016-2017 Ends, Goals, and Objectives” document)

- Dr. Lisa Anderson reviewed the 2016-2017 Goals and Objectives document with the group.
 - She noted that the annual objectives were determined by College Cabinet members in consultation with their direct reports and others and are informed by numerous sources.
- Dr. Anderson told the Board that there will be a “discussion day” on September 16 to update the College Mission Statement.
 - Mr. Shewmaker invited the Board to review the Mission Statement and provide their input.
- Dr. Anderson reviewed the Key Performance Indicators with the Board.
 - Mr. Shupe asked how the three-year student success rate is measured and Dr. Anderson responded that it is measured by looking at first-time, full-time freshman and then looking at the same group three years later to see how many of them graduated or transferred.
 - She pointed out that student satisfaction surveys are done every odd year and employee satisfaction surveys are done every even year.
 - Mr. Grigsby asked for clarification on the definition of “underserved” and Dr. Anderson said that it refers to “minority, non-white”. Mr. Grigsby said it is

important that the meaning of “underserved” be explained and understood College-wide.

- Mr. Spivey asked if the College has matched up our demographics with any other colleges to serve as a benchmark.
- Mr. Branscum inquired about the Instructional Expenses (KPI #17).
- Mr. Schwartz asked if all of the goals meet the Governor’s “Closing the Gap 2020” Plan.
- Mr. Shewmaker pointed out that there is only one KPI under goal 4 and feels that it could be measured more efficiently. He stated that the baseline needs more clarification. He suggested incorporating the starting date and also adding another column for the current figures. Dr. Jorgenson responded that this column will be included next year. Mr. Shewmaker also suggested adding a footnote to the document when targets change.
- Mr. Grigsby suggested adding the KPI’s alignment with the Governor’s plan.
- Dr. Anderson pointed out that the individuals responsible for the strategic objectives have been added this year.
- Dr. Anderson covered the enrollment snapshot of live data.
 - Mr. Shewmaker encouraged the Board to view the enrollment snapshot regularly.

State Master Plan: “Closing the Gap 2020” (Please see “Board Retreat 7-23-16” PowerPoint document for reference)

- Dr. Ricky Tompkins told the Board that one of the main goals of the Master Plan is to focus on underemployed or unemployed, non-traditional students and help them receive degrees to get into the workforce.
 - He noted that the unemployment rate is much lower now (3.8% statewide, 2.8% Northwest Arkansas) than what it was at the time the plan was designed, but there would still be an emphasis placed on this population group.
- Dr. Tompkins pointed out that the focus areas of the Master Plan are adult learners, college readiness, remediation, student success innovation, affordability, communication strategies, and institutional funding.
- Dr. Tompkins reviewed the goals of the Master Plan with the Board.
 - Raise completion and graduation rates of colleges and universities by 10%.
 - By fall 2018, increase the enrollment of adult students, age 25-54, by 75%.
 - Dr. Jorgenson noted that the percentage has been changed to 50%.
 - Dr. Jorgenson and Dr. Tompkins both stated that it is important to remain an open-access institution.
 - Mr. Spivey asked if the College, as an open-access institution, is holding the students accountable to academic standards and Dr. Tompkins responded that the College is offering developmental education programs and supplemental instruction.
 - Raise the attainment rates of underserved student groups in the state by 10%.
 - Improve college affordability through effective resource allocation.
- Dr. Tompkins stated that common themes from all work groups were individualized student interventions, need for high touch services, and increased financial support for students.
 - He stated that students need more preparation before coming to college.
 - Mr. Grigsby emphasized the importance of concurrent classes for high school students. He suggested starting a program for high school students who need remediation to better prepare them for college.

- Mr. Scott asked about the College's concurrent program.
- Ms. Debi Buckley told the Board about the Institutional Funding Workgroup Process.
 - She stated that the goal of the workgroup was to look at outcomes-based funding.
 - She noted the five steps to the process including explore, principles, measures, model, and implementation.
- Ms. Buckley reviewed the principles of the workgroup: student centered model, outcomes (including under-served and at-risk students), collaboration, supporting institutional mission, formula structure, flexibility, and stability and transition.
- Ms. Buckley told the Board that the measures were divided into three categories.
 - Effectiveness
 - Credentials
 - Progression
 - Transfer Students
 - Gateway Course Success
 - Post Completion Success
 - Affordability
 - Time to Degree
 - Credits at Completion
 - Efficiency
 - Core Expense Ratio
 - Faculty to Administrative Salaries Ratio
- Ms. Buckley stated that the total funding recommendations would be made using the prior year funding plus the productivity index and the inflation index.
 - Mr. Branscum asked if there will be a "test run" period for this new plan and Ms. Buckley responded that it would be five years.
 - Mr. Shewmaker stated that it is important for the Board to be well educated on the topic so they can effectively advocate for the College.
- Ms. Buckley concluded by sharing the next steps of the workgroup with the Board, which will continue through January 2018.
 - Mr. Scott thanked Ms. Buckley, Dr. Tompkins, and Dr. Kitchen for their work on this plan.

Student Recruitment and Retention (Please see "Board Retreat 7-23-16" PowerPoint document for reference)

- Dr. Kitchen reviewed the enrollment recruiting and retention analysis with the group.
 - He covered:
 - Enrollment Inputs
 - Enrollment Highlights
 - Enrollment Challenges
 - Key Metrics
 - Office of Student Success
 - Student Success & Retention Committee
 - He told the Board that an Enrollment Support Center (ESC) will be created which will provide a seamless and holistic support structure for students beginning the registration process. The ESC will provide an enhanced enrollment process, increased opportunities for converting applicants, improved answer and response rates, and creation of a cross-trained team to holistically serve students.
- Dr. Kitchen also talked about the Office of Student Success and its role to implement, monitor and evaluate initiatives related to increasing first-to-second-year retention and three-year graduation rates.

- Dr. Christine Davis told the Board about the Business and Computer Information Systems program development and recruiting.
 - She stated that there are four K-12 program initiatives in high schools throughout Benton and Washington counties, along with various K-12 events.
- Dr. Davis said that new programs are being developed to provide opportunities to serve new groups of students and she highlighted some of those programs.
 - She told the Board that programs will be redesigned to adequately address the needs of students.
- Dr. Megan Bolinder informed the Board about the importance of knowing, supporting and teaching students in order to recruit, retain, and connect with them.
- Dr. Bolinder stated that the developmental courses have been streamlined allowing for early intervention for students needing remediation.
 - She explained that these courses are not part of a degree plan.
- Dr. Bolinder said there has been a 75% success rate over two years with these new courses.
- Dr. Bolinder told the Board that there are two phases to the accelerated remediation plan.
 - Phase 1: Early intervention through case management, instructor support, and faculty advising.
 - Phase 2: Accelerate remediation through academic literacy placement co-requisite model.
- Dr. Bolinder invited the Board to attend these classes and meet the students.
- Dr. Marvin Galloway reviewed a new learning strategy that combines basic math, communication skills and project-based learning to support the development of workforce readiness.
 - Dr. Galloway told the Board that the Math and Communications (MTCM) with college prep math is a course designed to meet the needs of students in certificate programs for technical careers and other workforce needs as well as students seeking an AAS degree.
 - He stated that this course focuses on project-based learning and application as well as instruction in and the practice of oral and written communication skills for use in the workforce.
 - He said that completion of MTCM 1003 and subsequent completion of MATH 1001 will allow for a substitute credit for MATH 1003 Math for AAS General Education.
- Dr. Galloway told the Board that after two additional courses, students earn the Workforce Certificate.
- Dr. Galloway explained the demographics of the students to the Board.
 - He said that approximately 40 students have received credit for MTCM 1003 to date.

Brightwater

- Dr. Glenn Mack updated the Board on Brightwater.
 - He emphasized the importance of community engagement.
- Dr. Mack encouraged the Board to visit and hold meetings at the new venue.
- Dr. Mack told the Board that he is working to recruit students in several ways.
 - Working with area high schools.

- Holding open houses.
- Conducting a massive mailing campaign.
- Dr. Mack said that the culinary school will be first in the venue.
 - He stated that the culinary school will be completed in the fall of 2016 and classes will begin in January 2017.
 - The entire facility will be completed in March 2017.
 - Mr. Shewmaker expressed that he would like the Board to tour the new facility.
 - The January 2017 Board meeting will be held at Brightwater.

Washington County Center Fundraising Campaign

- Dr. Meredith Brunen told the Board that the College and the College Foundation have launched a \$15 million capital campaign to better serve the students and partners in the southern part of the College's service district.
- Dr. Brunen said the College has purchased 20 acres adjacent to Arvest Ballpark in Springdale.
 - The College and College Foundation have contracted with SCM Architects to form a Master Plan.
- Dr. Brunen emphasized the importance of this facility, explaining that 37% of the College's students come from Washington County.
- Dr. Brunen stated that the facility will provide new, expanded programming focused on workforce training and general education.
- Dr. Brunen reported that \$1.5 million has been raised so far, and there have been several meetings with area businesses.
 - She said that by the first quarter of 2017, she estimates that half of the funds will be raised.
 - Mr. Scott asked if these were private funds and Dr. Brunen confirmed that they are.
 - Dr. Jorgenson clarified that the College does not get any money from the state for the construction of new buildings.

Advocacy Issues

- Mr. Jim Hall covered various advocacy issues with the Board, including:
 - Realignment
 - New Funding Formula
 - Public Private Partnerships (P3)
 - NCPTC
 - Other: differentiating between 2s and 4s; concurrent enrollment
- Mr. Hall told the Board that the Realignment Task Force is looking at independent institutions and determining if those institutions could save money if they were part of one of the two systems in the state (U of A and ASU).
 - He said the College is going to be invited to discuss with the committee how remaining independent benefits our students.
 - Mr. Shewmaker stated that the College has not been formally approached by anyone at any level, but it is important for Board members to be ready for those conversations and know what makes NWACC unique.
- Mr. Hall explained the new funding formula and the Public Private Partnerships to the Board.
- Mr. Hall stated that the NCPTC could receive some funding, but state support is needed.
 - Mr. Shupe asked when the decision would be made, and Mr. Hall said it will be in November after the elections.

Highway, Railroad and 8th Street Update

- Ms. Buckley told the Board that the payment to NWACC for the reallocation of personal property out of the right of way and easement areas is in progress.
 - Road construction along I-49 will begin soon.
- Ms. Buckley reminded the Board that the State purchased the railroad that runs through the College property, and reported that the College may have an opportunity to purchase the railroad section that traverses College property.
- Mr. Mike Churchwell, Bentonville City Transportation Engineer updated the Board on the 8th Street project.
 - He said water lines will be moved soon and the interchange will be bid in September which will include Hwy 102 and 8th Street.
- Mr. Churchwell stated that the project will take approximately 2 to 2½ years.
 - He told the Board that the city plans will be completed by the end of August and then the process of the right of way and requisition will begin.
 - Mr. Schwartz and Mr. Shupe commented on the project.
 - Mr. Jim Lay said that the College has some utilities on Water Tower Road, but the majority of them are on the other side of the road.

Lock Replacement

- Ms. Buckley reported to the Board that the lock system in Burns Hall need replaced because the keys are easily duplicated.
 - She stated that a card system is needed for the building.
- Ms. Buckley told the Board that the cost of the new locks for 16 doors in Burns Hall is \$55,000, including a lockdown mechanism.
- Ms. Buckley explained that a proximity access control card upgrade for 2-4 doors per building had been researched and the proposed cost is \$9,000 per building.
- Ms. Buckley stated that the rekeying of Burns Hall and replacement of all cores and key blanks is estimated at a cost of \$18,000.
- The total request for electronic access of all main campus buildings and Burns Hall lock replacement is \$118,000.
 - She said that this lock replacement includes a campus-wide lockdown feature in the event of an emergency.

Policy Governance

- Mr. Shewmaker encouraged the Board to look over the Board Manual and review their roles and responsibilities.
- Mr. Shewmaker reviewed GP-303 Board Job Description.
 - He highlighted the following:
 - Contributions of time and energy towards fundraising and college development in cooperation with the President.
 - Contributions of time and energy towards legislative impact in cooperation with the President.
 - He emphasized the importance of being prepared for legislative conversation and stated that the Board can have a big impact on the College and its future.