



MINUTES
College of Western Idaho Board of Trustees
July 15, 2008
Boise State University-West Campus Building, Room 119
Nampa, Idaho

A meeting of the Trustees for the College of Western Idaho was held July 15, 2008, at the Boise State University Campus Building in Nampa, Idaho. Chairman Jerry Hess presided.

Present:

Jerry Hess, Chairman
Mark Dunham, Vice Chairman
Mary Carol (M.C.) Niland, Secretary
Guy Hurlbutt

Absent:

Hatch Barrett (Excused)

Trustee Work.

The meeting was called to order at 9:00 a.m. Chairman Hess requested that Agenda Item 12 Timelines be moved up to Item 7.

M (Hurlbutt): to adopt the agenda as outlined. Motion carried unanimously.

Minutes.

The following changes to the June 17 Regular Meeting minutes were requested:

- Page three, second sentence under Timelines for CWI, change to "Trustee Dunham suggested the following entities to request...."
- Page four, third sentence under Property and Facilities, change to "Attorney Stover and BSU sent a joint letter to the Seattle EDA..."

M (Dunham): to approve the June 17 Regular minutes, with amendments as noted, June 17 Executive Session minutes, and the July 9 Special Meeting Minutes. Motion carried unanimously.

Financial Report.

Cheryl Wright reported that the financial statements will be adjusted with year end entries. At this point in time the cash on hand is \$2,157,493.

M (Dunham): to approve a continuing budget resolution for July and August, 2008. Motion carried unanimously.

Cheryl Wright presented the draft of the Fiscal Year 2009 and the Fiscal Year 2010 budgets. The budgets will be discussed at the August 19th and the August 25th meetings.

The Fiscal Year 2009 budget will be set at the August 25th meeting. Wright requested that the Trustees email questions or comments ahead of time in order to expedite the process.

Vice Chairman Dunham requested that the August 25th meeting be scheduled at 6:00 p.m. to facilitate public input. The Trustees agreed by consensus.

Finance Committee Report.

MC Niland will be providing Cheryl Wright a list of companies who will receive an RFP for auditing.

President's Report.

a. Public Strategic Planning Sessions

There public sessions are being planned for August. Chairman Hess stated the Trustees should plan to attend one of the sessions so there is a Trustee available at each session. M.C. Niland requested the senior citizen community be well represented.

b. Meeting with J.A. & Kathryn Albertson's Foundation

Dennis Griffin, Mark Dunham and Guy Hurlbutt met with the Albertson's Foundation. Albertson's Foundation stressed their desire to be directly involved with start-up costs as well as choosing and working with the consultants. CWI assured Albertsons' that CWI leadership would do a thorough analysis of the Professional Technical Education programs and will ensure the programs align with the local businesses needs.

CWI needs to compile a document that clearly states our purpose, scope and desired results from the consultants. Chairman Hess asked for timelines so we can forward our requests to Albertson's Foundation. A letter needs to be drafted that outlines the costs CWI has incurred to date, and the consultants CWI needs to put in place as soon as possible.

c. Meeting with Selland Employees

President Griffin, Trustee Hurlbutt and the executive staff met with the Selland employees last week. The key issues discussed were the transfer of sick leave and vacation leave, benefits and salaries. Chairman Hess stated he was disappointed he could not attend.

d. Meeting with BSU, SDPTE, CSI and SBOE

Sick leave and vacation leave transfer was discussed. The BSU land transfer, as well as the space that will be left after Selland vacates their areas was also discussed. Sona Andrews, BSU Provost, talked about the BSU need for more space and President Griffin stated CWI intends to abide by the MOU by vacating 31,000 square feet.

e. Facilities Planner

Chairman Hess recommended Dave Teater be engaged to write an RFP for a campus master plan consultant. M.C. Niland interjected she agreed as long as local businesses have an opportunity to bid for any of the future construction. Chairman Hess stated the need to ensure CWI has an environment that supports 21st century technology.

M (Hurlbutt): to authorize President Griffin to hire J.D. Teator to undertake the RFP for the campus master plan as presented. Motion carried unanimously.

f. Registering Students

CWI will be registering students on CSI's ERP system, Jenzabar, until CWI attains candidacy for accreditation. CWI staff will have to learn the Jenzabar system. CSI has been very cooperative. Kevin Jensen, CWI Financial Aid Director, was asked to give three presentations to his colleagues nationally just last month.

g. Job Descriptions, Hiring Timelines, Organizational Charts

Chairman Hess stated he wants to be involved in the hiring process of choosing staff for the following positions: E-Learning Instructional Technology Support, Instructional Technologist Lead, and the Instructional Technologist.

Dunham indicated he would like to assist Shirl Boyce with the search and selection of a Foundation Director.

Trustee Hurlbutt asked if there are some positions that can be delayed for a year or so given the budget shortfall. Trustee Hurlbutt stated that he expected to see a media person on board. President Griffin stated at some point we will have our own Communications Director, but right now Shirl Boyce is filling that position along with Red Sky Communications, our consultant. Trustee Niland stated the staff needs to make recommendations for budget cuts and requested the hiring timeline document show the budgeted salaries.

Regarding the Dean of Liberal Arts & Business job description, Vice Chairman Dunham noted the fact that "Collaboration with business and industry" is mentioned, but is not expanded on further down in the description. A liaison with business and industry is important to the Albertson's Foundation and Dunham does not feel that this fits well in the Dean position. Vice Chairman Dunham feels the liaison with business and industry role should fall under Shirl Boyce's job description.

Chairman Hess stated that the organization chart keeps you in a box. He stated several times that there is a whole host of ideas he has that will allow CWI to be more flexible. A specialist needs to come in and look at this to guide us in becoming a new state-of-the-art institution.

Regarding the faculty job description, Trustee Niland stated that we need to strengthen what CWI requires and be sure not to use "encourages." She also noted there is an inconsistency between the AP Specialist and AR Specialist descriptions, one needs to lift 25 lbs, and not the other.

Employee Insurance Options.

Erstad and Company gave a presentation on health, dental, life, short term and long term disability insurance options. Their information included a comparison using the State of Idaho insurance package as a benchmark and also included other options available in the marketplace. B. Hyatt Erstad stated that it will be very difficult to match the state insurance plan for equal or less cost. Per Mr. Erstad, the State Division of Human Resources committed to not charging the usual 10% for the Selland employees when they transfer July 1, 2009. He also stated that even if you factor in the 10% surcharge for the first year, the cost is still less than other plans.

Timelines.

Chairman Hess thanked Dr. Gee for completing his task in a short period of time. Dr. Gee indicated the tasks being presented are items that need to be done in the next year and a half. This plan is a summary of meetings with the entire CWI staff along with Dr. Gee's thoughts that need to be completed.

Dr Gee's discussion points are added at the end of the minutes per a request by Vice Chairman Dunham.

Student Tuition and Fee Schedule

Mark Dunham requested that options be presented Monday, July 21st.

Advisory Council Update.

Mr. Hiller encouraged the Trustees to look at the student demand when considering budgets. There will be a continuing growing demand, not a flat demand. Mr. Hiller stated that it will be important to figure out how to serve more students through technology.

Mr. Hiller continued, stating that the leading growth industries are the following: Healthcare, Software development, Education, Professional Services, and Banking. Dwight Johnson prepared and presented a report that shows the occupations with the highest number job openings through 2014. Mr. Hiller has asked the Dean of Selland to provide the certificate and degree programs that are currently available through the Professional Technical Programs at Selland College. The Advisory Council will take that information and Mr. Johnson's report to determine where needs are being met and where there needs to be new or expanded programs/career areas. At that point, the Advisory Council will make a recommendation to the Trustees.

Chairman Hess thanked Mr. Hiller for the presentation and for all of the effort being put forth by the Advisory Council members.

CWI Strategic Communication Plan.

Shirl Boyce, along with Red Sky Public Relations, presented progress made on CWI Brand Recognition and the Strategic Communications Plan.

Executive Session pursuant to Idaho Code 67-2345(1)(a) To consider hiring a public officer, employee, staff member, or individual agent. This paragraph does not apply to filling a vacancy in an elective office;

M (Hess): To move into Executive Session pursuant to Section 67-2345(1)(a), Idaho Code, on July 15, 2008 at 2:00 p.m. A roll call vote was taken and the motion carried unanimously.

M (Hess): To move out of Executive Session at 2:30 p.m. and move back into Open Session. Motion carried unanimously.

M (Dunham): To authorize President Griffin to hire Dr Rick Aman as Associate Vice President for Instruction and Terry Blom as Dean of Student Services. Motion carried unanimously.

Policies.

First Reading of College Policies

Second Reading of Policies

M (Dunham): to have staff update policies with Trustee Hurlbutt's recommendations as emailed to President Griffin and the Trustees and bring back to Trustees. Motion carried unanimously

M (Chairman Hess) to change the policy 1.4.7.3 to use 3 out of 5 votes to remove the Chairman. Motion carried unanimously

Discuss Possible Name Change

Secretary Niland discussed input she has received from the community on the name "College of Western Idaho." Some of the issues are College of Idaho's recent name change and the word "community" in the name denotes that the college is an integral part of the community.

Chairman Hess referred to the value created in the brand definition established by Red Sky Public Relations and asked Shirl Boyce for his opinion. Mr. Boyce suggested it would be better to wait a couple of years rather than change the name during the start-up phase

Old Business:

- Dr. Rand Spiwak reported that he called the Ada and Canyon County Commissioners office. The 2008 county property taxes bills will be sent to property owners in December. CWI will submit a request for a specific dollar amount before Sept 4th. The counties estimate that 60 - 65% of the property owners pay 100% of their tax bill in December. CWI will receive what is collected each month. The CWI Business Office will book a receivable June 30 for the balance due. CWI should receive roughly 60% in January.

Dave Navarro told Dr. Spiwak that once you establish a base, it can only be increased a maximum of 3% each year. The gross is based on the dollar amount not the millage. New construction is calculated at the base rate. Dr Spiwak stated that setting the base will have a huge impact on the college for many years to come.

- Chairman Hess reviewed the Board Policy on the proper communication flow to the President and staff. Feedback should be directed to the President and will flow back from the President to the Chairman of the Board.
- Other issues that were discussed that will need official action at a future meeting:
 - Vacation Leave
 - Sick Leave Accrual
 - Benefits – Health Insurance
 - Seland Salaries
 - Non-Seland Salaries
 - Recind original accreditation MOU with BSU
 - Property transfer dates

New Business

There was no new business to discuss.

Adjourn

Chairman Jerry Hess adjourned the meeting at 3:00 pm.

A Summary of Jerry Gee's comments to the CWI Board of Trustees July 15, 2008

This summary was requested by the CWI Board of Trustees and is based upon my presentation notes.

Thank you for the opportunity to meet with you, but more importantly thank you for the chance to assist CWI in becoming one of the three comprehensive community colleges in the State of Idaho.

With my background as the Chief Academic Officer at NIC and having recently completed the Interim role as Executive Vice President at CSI, I believe I am the only person who has had the opportunity to work for all three of the Idaho Community colleges

As a consultant, I see myself in the role of helping organizations solve problems. This project was extremely enjoyable to me I hope it will have a positive impact in the development of the College of Western Idaho.

Project Summary:

The operational plan was developed in a very short period of time. The process I used was to spend two days meeting with key CWI personnel discussing with them the items they felt were important to be accomplished within the next 18 months and the time frames for each item to be accomplished. This plan is a summary of those conversations along with a few objectives that I felt were important to be accomplished sprinkled into the plan.

It is important to note that the CWI staff did an excellent job in identifying the items that need to be accomplished within the designated time period. I believe this is a reflection of the quality and dedication of the CWI staff.

Once I had prepared a draft of the operational plan. I submitted it to CWI and an all-employee meeting was scheduled. I presented the plan to the entire CWI staff and they had the opportunity to submit suggested revisions or additions to the plan.

The plan contains columns that identify the specific objectives and associated tasks, comments that explain the status of the objective or task, the person responsible for completion of the objective, critical path explanation, action required, if any, from an outside organization, suggested consultants for outsourcing, if appropriate, and the start and end dates for the task.

The objectives that have an identified critical path (in other words, they have an impact on other objectives) are identified in red letters.

The operational plan is designed to be a document that is used and modified as needed. It is not intended to be a complete listing of every item and task that will be completed in the next 18 months.

The operational plan was then expanded to produce 13 separate Gantt charts that provide a visual image of the tasks to be done and the timeline for each task.

Key Issues:

As I assembled the planning document, it became very apparent that many of these objectives are dependent on decisions and other objectives within the plan.

I would like to review the items as I see as critical to the start up of CWI and the long-term stability of the institution.

First, I would like to share three beliefs that I have developed after 30 years of community college employment.

1. People are very willing to help. In 30 plus years of community college work I have never been denied a document, plan or copy of any item I have requested from another community college. As a new institution be willing to beg, borrow or steal from colleges who have already developed a form or process. You can modify it and make it your own over time. At NIC, I used Johnson County Community Colleges program review process and modified it for NIC. It is still being used 16 years later.
2. I believe that most of the time people make a right decision versus a wrong decision. Organizations are guilty of spending significant time and effort in debating if the decision is good, better or best not right or wrong. Don't get bogged down in this debate. Be willing to make good decisions and realize that each decision over time can become better with the goal always to be to make them the best.
3. Empower the staff to make decisions. According to Madeline Hunter, school administrators will make 50 to 100 decisions a day. I am not talking about deciding to get a cup of coffee, but decisions that will impact the institution. Allow staff to make the decisions needed and then hold them accountable. If you do not empower the staff to make decisions, this organization will grind to a halt.

Key issues in the Finance Area:

1. Employee's compensation to include salaries and fringe benefits. The payroll is scheduled to be on line by September 1, 2008. The levels of compensation and fringe benefits must be resolved prior to that time. Once the decisions are made, employees must have time to register for items such as health insurance and the information must be entered into the payroll system prior to Sept. 1. In addition, Seland College employees will be deciding if they would like to be transferred to CWI by September 30. They need to have the complete compensation information prior to making that decision. The fringes also include a decision to assume or not assume the accumulated vacation days for Seland employees. Salaries and fringe benefits will be between 60 and 80% of your total budget so these decisions will have a long-term impact on the college.
2. Finalize student fees. In order to register students and complete the budget process, the student fees must be approved and finalized by the Board of Trustees. Ensure that whatever fees are charged they are spent for that specific purpose.
3. Establish the local property tax level. This is an extremely big issue and one that I will come back and discuss later in this presentation.
4. Conduct an inventory for the purchasing of FF & E and the transfer of the regional technical college to the College of Western Idaho. This inventory should be conducted to ensure that items are accounted for during the transfer of facilities and relocation of the professional-technical programs.

Key issues for Human Resources:

1. Complete the production of job descriptions. I am pleased to see that during your meeting today you have received a significant number of job descriptions and that this task is well underway.

2. Finalize policies and procedures that pertain to personnel. As you employ additional staff, these policies and procedures will provide the guidance needed as it pertains to personal matters.
3. Identify faculty workload. In order to employ faculty and advertise for those positions the faculty workload must be well defined.
4. Set the academic calendar. Faculty contracts are based upon the number of days they work per year. In order to establish faculty salaries on a daily rate the school calendar must be established.
5. Determined criteria to be used to set the initial salary for each faculty member. Faculty salaries are normally established based upon educational level, and years of experience. There is a significant risk due to the transferring of professional-technical faculty a year from now at their current pay rates that you may establish a two-tiered faculty salary system. Consideration must be given to the criteria and dollar amounts paid to faculty who are being hired this year for the academic coursework to ensure they will be paid equitably compared to their peers who are currently employed at Boise State University and will transfer to the College of Western Idaho.
6. Establish a process for the evaluation of employees. Employee evaluations should be conducted to ensure employee performance and must be part of the employment record if disciplinary or termination actions are warranted.

One hundred and twenty two positions have been identified to be hired between now and July 1, 2009. Effective July 1, 2009, the potential of employing another 150 people who are currently employed by Seland College exists. These human resource issues must be resolved to ensure equity and uniform treatment of all personnel.

Key issues for Instruction:

1. Hiring of faculty. The items previously mentioned in Human Resources section must be accomplished and then the instructional administration can start the process of hiring faculty. Faculty must be hired soon if the college is to be up and running by January 1, 2009.
2. Ongoing discussions with the College of Southern Idaho concerning curricular issues. Curricular issues must be resolved prior to offering transfer courses in January and assuming professional-technical programs prior to July 1, 2009.
3. Notice of intent process. This process must be completed so that the budget can be prepared by December 1, 2009. I'm currently developing a work plan that will outline how the notice of intent process will be completed with specific timelines and responsible individuals identified.

If CWI is going to offer a comprehensive schedule of classes by January 1, 2009, these items must be completed soon to provide faculty an opportunity to prepare and to work directly with their colleagues at the College of Southern Idaho.

Key issues in Public Relations and Foundation:

1. Develop a CWI Foundation. Effective July 1, 2009, the Boise State University Foundation will be transferring assets associated with Seland College to the College of Western Idaho. In order to manage and, in some cases, distribute those assets as scholarships it is important that the College of Western Idaho establish a foundation. I am recommending as a consultant Mr. Steve Schenk, to assist in this goal. Steve currently serves as the Vice Chancellor in charge of the Maricopa District foundation. Prior to his position in the Maricopa District, Steve started and was the Executive Director of the North Idaho College Foundation. Steve is familiar with Idaho law as it

pertains to community college foundations. Another option is the Clemens Group. I am not familiar with their credentials as they pertain to the establishment of a foundations, but am aware that they do a significant amount of work in assisting community colleges in capital campaigns.

2. Market for a January start up of classes. In order to have a successful start up in January the College of Western Idaho must start an aggressive marketing campaign. This marketing campaign is contingent upon the completion of many tasks identified in the operational plan.

Key issues for Governance:

1. Finalize the college's mission, values, philosophy, and goals. These items determine the direction for the College and must be completed prior to the submission of the Substantive Change. The Substantive Change document is to be submitted by the end of August and must be approved prior to CWI offering classes in January.
2. Finalize the strategic plan. The Board of Trustees of the College of Western Idaho have mentioned numerous times that it wants CWI to be a community college of the 21st Century. The strategic plan is a key document in identifying the goals for the institution to accomplish that vision.
3. Board and Administrative staff training. Most members of the CWI Board of Trustees have never served on a community college board. Many of the key CWI administrators have never worked directly with a community college board. In order to enhance the efficiency of the operation and ensure a clear understanding of the roles and responsibilities associated with the board and the administration, training becomes an essential action. It is also important that the board empower the administrative staff and employees. When staffs are not empowered, it becomes easy for them to develop the perception that they are NOT TRUSTED to do the job. This perception has a negative impact on the organization and complicates significantly the decision-making processes.

Key Issues for Accreditation:

1. Finalize the Substantive Change document. Prior to the submission of the Substantive Change document, CWI must have approved the College's mission, values, goals, and philosophy. In addition, the College must prepare a three-year proposed budget. Next week I am scheduling a phone conference call with key players on the CSI and CWI campuses to ensure that we are meeting the specific timelines associated with submission of the Substantive Change by the end of August. If this document is not submitted and approved by the Northwest Commission it is my understanding that CWI will not be offering classes January of 2009.

Key Issues for Student Services:

1. Continue to implement the processes for students to receive financial aid and enroll. I believe that these processes are well underway and that this is an issue that will be completed in a timely manner to meet the needs of the College of Western Idaho.
2. Develop a condensed catalog. The catalog is the contract with the students that ensures if they comply with the college catalog at the time of enrollment they can complete their educational program and the degree requirements as published.
3. Finalize policies and procedures. Policies and procedures associated with student refunds, grading, withdrawal from classes etc. must be approved and incorporated into the college catalog.

Key Issues for Facilities:

In my opinion, this is the biggest issue and challenge that the College of Western Idaho faces.

First, let me congratulate you on the action you have taken in this meeting in moving forward many of my concerns associated with facilities. By hiring David Teater to develop a utilization analysis and educational specifications along with writing a request for proposals for your facilities master plan you are moving in the right direction in addressing significant issues.

1. Determine how best to utilize the facilities on the west campus and the Canyon County center. In doing a utilization analysis of the spaces you can determine what will be the most appropriate use based on programmatic needs. You also will be able to determine areas that may be inadequate, such as office space. Once these facilities have been evaluated, the college will be in a position to determine renovations needs and costs associated with those renovations.
2. The relocation of the regional technical college. CWI is obligated by the nonbinding agreement to relocate all professional-technical facilities from Boise state University to the College Western Idaho facilities within three years. By developing educational specifications for each professional-technical program the college will be able to identify the types and configuration of spaces based upon program needs. Developing a plan for replacing PTE facilities either by renting and renovating existing facilities, or building new facilities must be accomplished in a short period of time. In my estimation, the College of Western Idaho will need a minimum of 200,000 to 300,000 square feet to accommodate the current programs offered at Seland College and provide those programs adequate space for potential growth.
3. Develop a facilities master plan. In this operational plan you will see that the facilities master plan should be completed by May 1, 2009. That date was established to provide an opportunity for adequate budgeting in the institutional budget for the upcoming fiscal year. The facilities master plan must be driven by the College's mission, vision, goals, philosophy, and strategic plan. These items must be completed prior to developing the facilities master plan. Utilizing people who specialize in facility master planning in Idaho and across the United States will be an important step in the planning process. Having individuals who have been actively engaged in facility master planning developing the request for proposals and assisting in identifying the appropriate planners is a very positive step.
4. The College Western Idaho with its vision to become a community college of the 21st century may have unique facility needs in order to accomplish that goal. A clear vision and strategic plan are essential to guide the facilities master planning process so that vision is accomplished.
5. Identifying immediate and long-term facility needs. As the college evaluates and determines both its immediate and long-term facility needs ensuring that proper planning takes place to prevent multiple relocations of programs and renovations of spaces will be imperative.
6. Estimating costs for securing facilities and the renovation of facilities is a key issue. Currently in the State of Idaho, community colleges have the following options for financing facilities: 1) A bond issue which requires a two-thirds majority vote, 2) A state allocation for facilities which based upon history will provide a building about every 20 years, 3) Private donations and capital campaign's, 4) Assessment of local property tax. As mentioned under the finance concerns, one of the key decisions you must face is establishing the mill levy for the College of Western Idaho. Once that levy has been established it is limited to a 3% increases plus the valuation of new growth on an annual basis. **In my opinion, your job of setting a sound financial**

foundation for the College of Western Idaho is the most important decision you will make. I contend that college boards can always reduce the mill levy, however increasing the mill levy to meet important educational needs such as facilities is almost impossible. North Idaho College and the College of Southern Idaho have both decreased their mill levy over the years. In this community, which has rapid growth it, may be much easier to achieve once many of the major facility costs have been achieved.

Key Issues with the Regional Technical College:

As mentioned earlier I'm in the process of developing a work plan to accomplish the notice of intent process for the regional technical college relocation. My goal is to have the work plan completed next week and the notice of intent process completed by the end of November.

The other segments of the operational plan include deadlines for the State Board of Education, the Division of Professional-Technical Education, and other outside agencies.

Once again thank you for this opportunity. I really did enjoy this process and I hope it will be beneficial to you and the college in your planning processes.

Are there any questions?



M.C. Nifand, Secretary

Date