

**West Shore Community College**  
**Scottville, MI 49454**  
**Board of Trustees Retreat**  
**Board Room**  
**4:00 p.m. to 8:00 p.m.**  
**Friday, May 13, 2016**

The May 13, 2016, Board of Trustees Retreat was called to order by Chairman James Jensen at 4:00 p.m. **Call to Order and Roll Call**

**Board Members Present:** Mr. James Barker, Mr. Mike Ennis, Dr. Anthony (Tony) Fabaz, Mr. Bruce Smith, Mr. Steve Urka, Richard Wilson and Mr. James Jensen, Chair

**Board Members Absent:** Mr. Steve Urka

**Others Present:** Mr. Thom Hawley, Mr. Steve Sparling, Ms. Lisa Stankowski, Dr. Kenneth Urban, and Mr. Scott Ward

**Refresher on Open Meetings Act:** Dr. Urban provided a PowerPoint presentation on the “Open Meetings Act”. There were questions regarding when it is appropriate to go into “Closed Session”. The reasons for going into closed session were noted.

**Communication between the Board and Campus** Discussion ensued regarding how to make communication better. The Board members appreciate Ken’s email in which he provides an update of things happening at the College and also events in which he has attended. The Board would like a copy of Thom’s press releases before they go to the paper. Ken stated that he has no problem when Board members come to the campus unannounced. He also doesn’t have a problem when staff members talk to Board members, but if it is about him, he would like the staff member to be upfront and approach him first with the issue.

Ken stated that the Board Executive Committee will be meeting the Monday before each Board Meeting as a way to keep the Board informed.

It is important that all trustees receive the same information.

**Review of the Financial Model** Scott provided a review of the financial model. Trustees asked, “What has brought the budget to deficit?” Scott stated that the decrease in tuition and fees and also the funding of Student Success (which is a goal of the Board of Trustees) and other positions. There are also one-time expenses such as the upcoming 50<sup>th</sup> Anniversary celebration and the possibility of getting involved in Continuous Quality Improvement

Network Conference. The budget already has a structural deficit built in. Scott stated we have had favorable variables as there have been vacancies that have not been filled.

There are plenty of ways we can look at trying to save money. After each retirement, we evaluate each position and look at ways we can fill the void. There are areas that could be outsourced, but is that worth the risks involved?

As far as the budget we need to ask ourselves the following questions:

- Are we underpricing ourselves?
- Should we be increasing our tuition to offset the budget?
- What about the need for student housing?

Also, Student Senate approached the President requesting an increase in student fees. Will student life activities lead to retaining students and increasing enrollment? Current enrollment is back to where it was in 2005. Are we doing enough outreach in our area high schools? Discussion ensued on various ways to address the current deficit.

## **Definitions**

- a. Areas of Focus
- b. Goals
- c. Strategies
  - i. SMARTER:  
Specific, measurable,  
attainable, relevant,  
time-constrained,  
evaluate, respond

## **Additional Information:**

President Urban stated that we received our Comprehensive Quality Review Report from the Higher Learning Commission. He stated that there are a few monitoring reports, two on assessment and program review and the third regarding student passwords, which is something we can address right away. He stated that the HLC is recommending reaffirmation and granting us a choice of accreditation pathway, which is a good sign. He also stated that the HR Department is working on addressing faculty qualifications.

## **Review of 2008-2013**

### **Strategic Plan: Goals and Strategies**

- a. Overview
- b. Goals

Ken provided the Board with a synopsis of the strategic plan. He stated that in the Strategic Plan of 2008 – 2013, there were six goals and 28 strategies. The goals were as follows:

- i. Optimize Access, Learning, and Success
- ii. Lead our Community in Developing Collaborative Relationships

- iii. Serve as a Catalyst for Economic Development and Entrepreneurship
- iv. Provide an Exceptional Campus Experience for Students, the Community, and Ourselves
- v. Model Stewardship of our Resources
- vi. Build an Evidence-based Culture

At this time we are nearing 2017, in which we narrowed the focus to four goals and 27 strategies.

The current goals are as follows:

- i. Foster Student Success
- ii. Serve our Communities
- iii. Strengthen our Organization
- iv. Innovate and Collaborate

**President's vision for West Shore Community College:**

The President outlined his vision for the future. The three areas of focus are as follows:

- Teaching and Learning
  - a. Programs
    - 1. Existing health – reenergize
    - 2. New in demand, unique
    - 3. For new programs, when and how?
  - b. Pedagogy
    - 1. Assessment
    - 2. Leveraging student success, including student senate
    - 3. What do students want?
    - 4. Online/flipped/hybrid/accelerated/traditional
    - 5. Partnerships with businesses and industry
    - 6. Global learning
    - 7. Modularization
  - c. Pathways – DELIBERATE
    - 1. Eating an elephant – 8.4 CH/term=7 or 8 terms
    - 2. Seamless
    - 3. CTE/PK-12 – WSCC – Baccalaureate – Beyond
- Serving West Central Michigan – West Michigan Higher Education Summit
  - a. Business
    - 1. Advisory Committees
    - 2. Program design/support
    - 3. JIT and contract training: Seamless non-credit to credit pathway
    - 4. Adjunct faculty pipeline
    - 5. Student pipeline
    - 6. Internships

- b. PK-12
  - 1. Deeper connections
  - 2. CTE → Articulation/transfer/co-designed programs with WSCC. Seamless Pathway
  - 3. Adjunct faculty pipeline
- c. Four-year Institutions
  - 1. Occupational 1+2+1 programs
  - 2. Seamless → 60 credits = junior status  
Communities
  - 3. Institution of Choice Program
- d. Communities
  - 1. Service Learning
  - 2. Serve as a hub for arts, recreation, and enrichment
  - 3. Staff give-back
- Building Organizational Excellence
  - a. Professional Development
  - b. Fiscal Strength
  - c. Facilities and infrastructure (housing)
  - d. Technology
  - e. Continuous improvement in processes
  - f. Accreditation

**Process for 2017-2020**

- a. Review
  - i. Mission
  - ii. Vision
  - iii. Values
- b. Identify short- and medium-term goals
- c. Identify what WSCC will look like in 2020

President Urban discussed short-term and long-term goals for the future. He stated that we need to conduct a complete program review of our current offerings.

**Adjournment:**

The Board Retreat adjourned at 8:00 p.m.

Recorded by: Lisa M. Stankowski

Approved: \_\_\_\_\_