

**Glennville State College
Board of Governors Meeting
March 3, 2015
Waco Center, Hall of Fame Room
Glennville, West Virginia**

Members Present: Mr. Richard Heffelfinger, Chairperson
Mr. Greg Smith, Vice Chairperson
Mr. Tim Butcher
Dr. William Deel
Mr. Mike Forbes
Mr. Mike Fulks, via teleconference
Mr. Stephen Gandee, via teleconference
Mr. Ralph Holder
Ms. Sue Morris, via teleconference
Mr. Paul Peck, Faculty Representative
Mr. Jason Phares, Staff Representative

Members Absent: Ms. Allison Taylor, Student Representative

Staff Present: Dr. Peter B. Barr, President
Ms. Janet Bailey, Director of Athletics
Mr. Duane Chapman, Dean of Student Affairs
Mr. Greg King, Associate Vice President of Enrollment
Dr. David Millard, Special Assistant to the President
Dr. John Peek, Provost and Senior Vice President
Ms. Teresa Sterns, Executive Assistant to the President

Call to Order

Chairperson Rich Heffelfinger called the meeting to order at 11:21 a.m.

A quorum was established.

Approval of February 11, 2014 Minutes

GREG SMITH MOVED TO APPROVE THE MINUTES OF THE FEBRUARY 11, 2015 MEETING AS PRESENTED.
MIKE FOREBES SECONDED THE MOTION.

MOTION CARRIED UNANIMOUSLY.

Public Comment – N/A

A PowerPoint highlighting each subcommittee's action recommendations for the response due to the WV HEPC and Chancellor on March 6, 2015 was presented to the Board for their review and approval.

Report from Governance and Leadership Subcommittee– Professor Paul Peck, Convener, reported:

To assure

- Board governance transparency,
 - Board member knowledge of governance policies and practices, and
 - Board member engagement in setting College goals and strategies,
- the Governance and Leadership Committee recommends that the Board:
1. Convene an extended full-day August meeting to review the College's goals and discuss strategic plans/issues with the President and Vice Presidents.
 2. Schedule a new member orientation, as needed, for new members of the Board of Governors prior to the August Board meeting. New members will meet with the President, Board staff, and chief officers/administrators and be trained in Board policies and procedures.
 3. Establish an Enrollment standing committee of the Board to focus on enrollment and retention practices, issues, and metrics.
 4. Each standing committee chairperson will report out from their respective committee meetings to the full Board. This includes the Executive Committee of the Board.
 5. Provide a Board Handbook to all Board members that includes links to websites of useful resources. The Handbook will be a dynamic document posted on the College website and revised annually. The handbook will include Board policies, organizational chart of Board responsibilities, ethical practices, open meetings act, etc.
 6. Establish a revised "Update" template to vice presidents for Board review with page constraints and a balance of activity logs and forward thinking.

To assure

- Board involvement in setting College goals and strategies, the Governance and Leadership Committee recommends that the Board:
 1. Direct the College administration to offer a dashboard table of metrics showing leading College indicators. The metrics will include headcount, FTE, FT/PT enrollment, number of residential students, retention rates, graduation rates, licensure pass rates, average GPA's, student loan debt default rate, projected workforce needs, list of business partnerships, academic program enrollments, and any other indicators that the Board of the College Administration may identify from time to time.

2. Hold two Board meetings per year that bring Academic, Finance, and Enrollment subcommittee discussions to the full Board.
3. Invite Vice Presidents to present oral Board briefings of any updates that occurred after submission of the Board update report included in the Board book.
4. Provide an annual report of Board strategic deliberations and actions to alumni via e-mail and/or magazine/newsletter, e-mail to faculty and staff, and post report on the Board website.
5. Request a semi-annual report from the Alumni Association.

Include the vision of the Board in reference to the College's role in 2, 5, and 10 years in the contingency plan.

Report from Enrollment Subcommittee– Mr. Steve Gandee, Convener, reported:

1. The current Glenville State College Office of Admissions is committed to a personalized, individual recruitment effort. It has replaced a stagnant processing mentality with a proactive process of locate, engage and follow-up.
2. The Office of Admissions has started looking for additional pools of prospective students by purchasing names with demographic and contact information from ACT, NRCCUA, and other student sources which was not a part of the recruitment plan in past years. The Board believes with the use of these tools, the Office of Admissions is locating and communicating more effectively with students that are a mission fit to Glenville State College and likely to enroll and continue through graduation.
3. The College has recognized the decrease in its traditional student pool due to population trends in WV and nearby counties; therefore, out of state and international recruitment will take on a more significant priority of the recruitment effort. International partnerships are estimated at this time to yield an additional 15-20 enrolled students for fall 2015
4. In January 2015, the Office of Admissions began full use of Customer Relationship Management software that allows for increased automation, timely follow-up, real time reporting, and complete territory management of prospective students. This is the first time in the history of GSC that such a tool has been used in the Office of Admissions.
5. With full campus and alumni collaboration, the Office of Admissions has identified more than 20 niches of students that were not previously being recruited. The office is formulating new strategies which will target these students and families with a message that will resonate in each niche.
6. The College continues to evaluate methods to modify existing programs to meet the needs of the workforce in the immediate area as well as new programs and delivery models, including fully online, as opportunities to increase enrollment
7. The College believes with its new Waco Center there are significant opportunities to develop additional extracurricular and athletic opportunities to increase enrollment and tuition revenue. The newest investment is in Acrobatics and Tumbling, a low-overhead female sport with 25-30 on a typical roster. Existing track and golf teams are a potential source of additional enrollment as would be additional members to existing sport teams.
8. The Board of Governors, Cabinet, and the Office of Admissions is looking for creative methods which will seek and engage GSC Alumni who are located in traditional and non-traditional recruiting areas to help in recruitment of students.
9. The Office of External Relations continues to evaluate the demand for offsite classes and online degrees, in an effort to serve additional segments of the potential student population and increase tuition revenues.
10. The GSC Office of Veterans Affairs and the Office of Admissions are partnering on veteran recruitment, including attending on-base job and exit fairs.

11. Increased collaboration is planned between the Office of Admissions and Marketing/Public Relations, so the most recruitment effective messaging can be produced and disseminated.

Mr. Gandee referenced Appendixes A and B included in the handout regarding additional detail about the recruitment plan for full-time, on-campus students in fall of 2015 and recent changes inside the Office of Admissions, and enrollment efforts of the Office of External Affairs.

Report from Finance Subcommittee– Mr. Tim Butcher, Convener, reported the following:

Critical Issues:

- Achievement of stronger financial position, rebuilding of resources, and stabilization of financial resources.
 1. Revised agreement between Glenville State and BB&T to provide the College with a continuous two year push of a call option and requiring that sufficient cash resources (\$250,000 in 2016) be set aside each year in addition to the current \$2.9 million until the total amount equals \$5,000,000 on or before 2023. This will be held in addition to the current \$1,500,000 in the Goodwin Hall cash reserve fund.
 2. Five year budget to ensure that goals are achievable.
 3. Consider asking the GSC Foundation to provide some assistance by subsidizing some amount of the institutionally funded scholarships. From 2006-2014, GSC Foundation assets have increased from \$5,706,511 to \$14,922,255.
 4. The Board pledges continued support to the GSC Foundation to aggressively raise funds to support the mission of the College.
- Ongoing Efforts for cost cutting and/or right sizing:
 1. All positions are frozen with any replacements carefully examined to determine critical nature.
 2. With each retirement, we are attempting to use a combination of post-retirement options and job enlargement techniques to achieve significant savings. As a result, annual savings of ~\$400,000 will be realized in the next fiscal year.
- In the event that enrollment projections are not met, the following contingency plan(s) will be enacted in accordance with financial need:
 1. Increase class sizes and the minimum number of students required for each class.
 2. Raise the cap of 30 for students enrolled in online courses.
 3. Revise the incentive distribution for online courses.
 4. Limit the number of overloads and adjuncts.
 5. Decrease operational expenses.
 6. Continue to utilize post-retirement options with upcoming scheduled retirements.
 7. Consider the elimination of non-critical positions. ***(It is important to note that we do not want nor expect to undertake these actions unless absolutely necessary.)***

Given full implementation of this contingency plan, the overall annual savings will total approximately \$1,400,000 annually.

President Barr announced that BB&T agreed to allow the College to hold the cash reserve funds in the Foundation account as opposed to the College account to allow the College to earn a greater rate on its return. He announced that there is a bill pending in the legislature that would allow some college funds to be invested in the Foundation under a more direct manner. President Barr indicated that if non-critical positions are considered, the administration will consult with the Board prior to finalizing any decisions.

Mr. Smith asked that the following information be included in the report to the Chancellor:

1. The College is in the process of hiring a new Public Relations/Marketing director.
2. Any grants received by the College needs to be included in the income report.

Questions/Comments included:

Q. In reference to the \$1.4 million in savings, is there a specific number assigned to each plan?

A. Mr. Butcher answered, "Yes," and noted that a lot of the information is being presented in general format.

Q. Can the College really raise the on-line cap to above 30?

A. Dr. Peek replied, "Yes," and stated that the faculty can manage courses better on-line rather than in the classroom.

Report from Resources and Contingencies Subcommittee– Dr. Bill Deel, Convener, reported the following:

The subcommittee recommends:

1. Adoption of a revised handbook as a good basic resource. It should include the section of State Code that outlines board members' duties.
2. The handbook, compact and strategic plan should be updated annually with changes and/or revisions provided to board members in sufficient time for them to familiarize themselves with it prior to the first meeting of the new academic year.
3. Orientation for new board members would include meeting individually with the President and principal staff prior to the board member's first board meeting.
4. At least two meetings per year should be in "retreat format" to allow in-depth discussion of strategic topics (e.g. budget review, facilities plan update, priorities for coming academic year).
5. One of two "retreat format" sessions should be committed to updates on the campus compact and strategic plan. Members should identify other specific goals to look at also.
6. "Retreat format" would have presentations and discussions from 9:00 - 12:00, followed by lunch and the regular board meeting.
7. A simple ethics and confidentiality agreement should be sent to board members for review and signature prior to the first meeting of the new academic year and should be signed annually.
8. The need for confidentiality should be highlighted by the Chairperson at the first meeting of the new academic year.
9. At least two meetings should include board development activities. Board members would be polled on possible topics from which the Chairperson would decide in consultation with the President.
10. Board development could include having guest speakers during the luncheon portion of the board meetings.

Mr. Heffelfinger mentioned that there seems to be an overlap in respect to proposed Board retreats from the Governance and Leadership Subcommittee and the Resources and Contingencies subcommittee.

President Barr recommended that both will be combined into one within the report. He noted that the budget is based on 94 additional FTEs next year. The College should know in July the approximate FTE increase or decrease. He further announced that a “draft forward” had been sent to the members yesterday, and requested feedback.

Feedback included:

- In reference to the first paragraph, the College is important not only to central West Virginia but the whole state.
- In reference to the second paragraph, change the word, “forthright” to “forthrightly” in the last sentence.
- In reference to the last paragraph, use something demonstratively stronger than “find” in the last sentence.

Other questions/comments included:

Q. When will comparison reports/charts be publicized in order to compare Glenville State to other colleges?
A. President Barr reported that WV HEPC should have the report released by July. He offered for the College to do an “apples to apples” comparison of room/board, etc. with other state colleges/universities and bring the report to the Board.

Mr. Butcher expressed that the College needs to put more resources into the hiring of a new person in the Foundation to raise money and may consider putting more resources into enrollment later on. He further added that the College must be competitive in regards to prices. Tuition fees needs to be looked at very carefully as the fees have been raised for the third year in a row.

President Barr reported that a plan is being considered for tuition fees to remain the same for students during the four years he/she attends GSC and as long as the student completes thirty hours toward their major each year. The cost of the tuition that the student pays will be based on the amount the fee is the year the student enrolls.

Dr. Deel announced that Alumni Association is trying a new program to assist the College in recruitment.

Greg King informed the Board that Liberty High School in Raleigh County is currently Glenville State’s number one feeding school. He further described that the College has an excellent model there and hopes to use it elsewhere.

Committee of the Whole

Chairperson Heffelfinger referred to page 7 of the Board booklet and noted the Board scholarship has become an annual proposal.

Questions/comments included:

Q. Why does the scholarship only include West Virginia? Can it be expanded?

A. President Barr responded that the out-of-state costs may be calculated and brought back to the Board.

-The scholarship is specific to the Promise Scholarship and funded personally by the Board members.

GREG SMITH MOVED THAT THE BOARD OF GOVERNORS AGREES TO FUND JOINTLY THE BOARD OF GOVERNORS AWARD, A FULL TUITION AND FEE SCHOLARSHIP FOR THE 2015-16 ACADEMIC YEAR. THE NEED-BASED SCHOLARSHIP WILL BE AWARDED TO A WEST VIRGINIA RESIDENT WHO MEETS THE REQUIREMENTS OF THE WEST VIRGINIA PROMISE SCHOLARSHIP CRITERIA. MIKE FORBES SECONDED THE MOTION.

MOTION CARRIED, WITH ONE MEMBER ABSTAINING (MR. RALPH HOLDER).

Chairperson Heffelfinger referenced the action item on page 8 and commended all who contributed their time and worked on the subcommittee reports.

President Barr reported that more narratives will be included in the final report and a draft will be sent to the members for review prior to submission to the Chancellor.

GREG SMITH MOVED THAT THE BOARD OF GOVERNORS APPROVES THE PROPOSED RECOMMENDATION PREPARED BY THE BOARD TO SUBMIT TO THE CHANCELLOR IN RESPONSE TO ASSOCIATION OF GOVERNING BOARDS REPORT. BILL DEEL SECONDED THE MOTION.

MOTION CARRIED UNANIMOUSLY.

New Business

Greg Smith requested a report displaying all the new programs that have been applied for by the College, such as nursing and driver's education along with a list of course offerings.

It was suggested that the reports could be discussed at an extended "retreat" meeting.

Dr. Peek responded that he will include the requested reports with his updates for the next meeting.

Announcements

Mr. Heffelfinger made the following announcements:

1. The next Executive Committee meeting is scheduled for March 25, 2015 and the next full Board meeting is scheduled for April 8, 2015.
2. Staff Council and Faculty Senate will meet with the Board directly following April's meeting in accordance with WV Codes §18-B-6-3(g) and §18B-6-6(g).

With no further business and hearing no objection, Chairperson Heffelfinger adjourned the meeting at 12:36 p.m.

Richard Heffelfinger
Chairperson

Teresa Sterns
Executive Assistant to the President