<p align="center">**PIERPONT COMMUNITY & TECHNICAL COLLEGE**
BOARD OF GOVERNORS MEETING
Thursday, September 15, 2022
2:00 PM</p>

<p align="center">**MINUTES**</p>

Notice of Meeting

A meeting of the Pierpont Community & Technical College (Pierpont) Board of Governors was held on September 15, 2022, beginning at 2:00 PM. This meeting was conducted in person at the Advanced Technology Center in Fairmont, WV. Advanced announcement of this meeting was posted on the WV Secretary of State's Meeting Notices Webpage.

I.   Call to Order in Open Session

Lisa Lang, Vice Chair, called the meeting to order in open session at 2:02 PM.

II.   Roll Call

Amanda Hawkinberry conducted a roll call:

Name	Present/Not Present
Brian Bozarth	Present
Shauna Burns	Present
Dr. Susan Woods Coffindaffer	Present
Thomas Cole	Present
Lisa Lang	Present
David Hinkle	Not Present
Anthony Hinton	Not Present
Lisa Lang	Present
Juanita Nickerson	Present
Jeffery Powell	Present
Larry .J Puccio, Jr.	Not Present

Amanda Hawkinberry announced there was a quorum present.

Others Present:
Members of President's Cabinet, faculty, staff, and others

III.   Public Comment – Via Email Only

Amanda Hawkinberry announced no public comments were received via email.

IV.   Consent Agenda

Thomas Cole moved to approve the minutes from the June, July, and August meetings. Jeffery Powell seconded the motion. All agreed. Motion carried.

V.   Presidential Update and Board Training

Board Training
Dr. Nelson conducted training related to board roles in the accreditation process. (Attachment A)

Dr. Nelson's Recommendations
Dr. Nelson discussed her recommendations for board meetings and committee structures. The structure will provide adequate engagement of all Board members on issues critical to the college and its accreditor. (Attachment B)

VI.   Campus Updates

Academics and Student Services
Dr. Michael Waide reviewed the enrollment report (Attachment C) and answered various enrollment questions from Board members.

Finance and Administration
Dale Bradley reviewed the WV Legislative Audit Report, WV Auditor's Office Budget Analysis Report, and the August 31, 2022 Combined Finance Report.

Resolution for Approval – Performance Based Funding Formula Mission Weights
Shauna Burns moved to accept the funding formula weighted measures as presented. Thomas Cole seconded the motion. All agreed. Motion carried.

VII.   Presidential Search

Dr. Nelson's recommendation regarding the Presidential Search Committee members and search timeline

Thomas Cole moved to accept the revised search committee members as presented (Attachment D) as well as the revised timeline (Attachment E). Susan Woods Coffindaffer seconded the motion. All agreed. Motion carried.

VIII. Committee of the Whole

Resolution for Approval – Revision of FY 23 Board Meeting Dates

Jeffery Powell moved to accept the proposed meeting dates for FY 23. Brian Bozarth seconded the motion. All agreed. Motion carried.
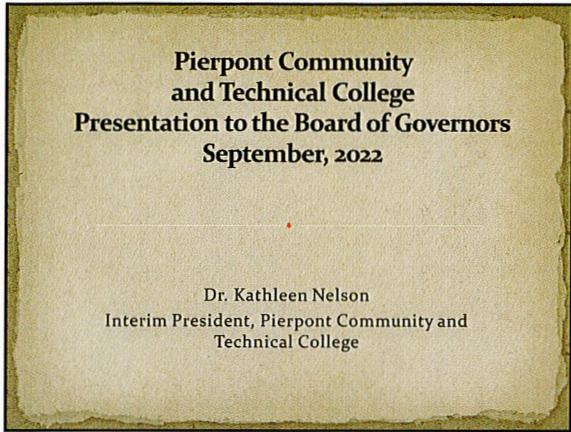
IX. Adjournment

There being no further business, Susan Woods Coffindaffer moved to adjourn the meeting. Thomas Cole seconded the motion. All agreed. Motion carried.
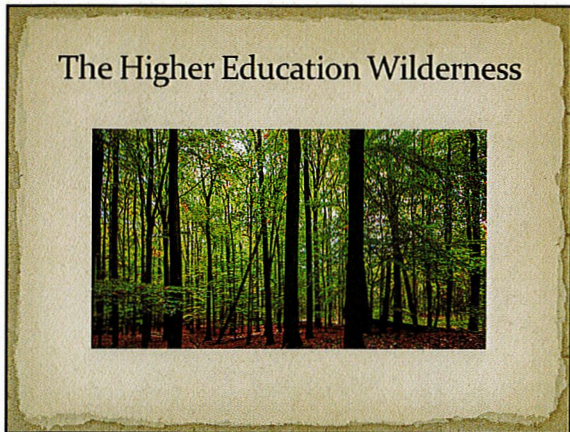
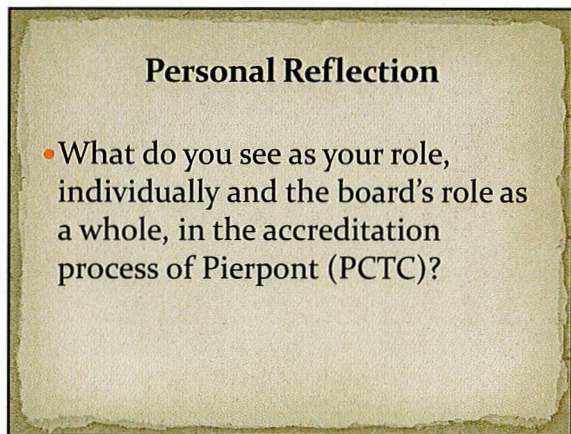*Respectfully submitted by Amanda N. Hawkinberry*

Mission Statement: To provide accessible, responsive, comprehensive education that works
Vision: Empowering individuals to transform their lives through education
Tagline: Education that works!

**Pierpont Community
and Technical College
Presentation to the Board of Governors
September, 2022**

Dr. Kathleen Nelson
Interim President, Pierpont Community and
Technical College

1

The Higher Education Wilderness

2

Personal Reflection

- What do you see as your role, individually and the board's role as a whole, in the accreditation process of Pierpont (PCTC)?

3

Workshop Outline

- A Metaphor for Meaning
- Board Roles in the Accreditation Process
- Themes for Board Focus
- Mistakes as Opportunities
- Questions for Ongoing Board Reflection

4

The Board as Guides to the Higher Education Journey and Its Accreditation Processes
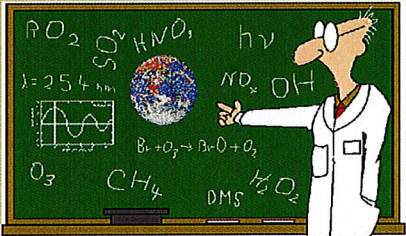
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GUIDES:

- Envision the journey, support the journey, and lead with the end in mind. **Know where you are going.**
- Know and understand the nature of the journey, its purpose, and the rules of way-finding. **Know how to get "there".**
- Use data to determine how the travelers will make decisions along the journey. **Make sure your GPS (or compass) works.**
- Determine and secure resources for the journey. **Use the right equipment.**

6

- Create self-check sign posts and problem-solve in the midst of the journey. **Make sure the birds don't eat the breadcrumbs.**
- Communicate clearly, seeking feedback regarding changes needed. **Don't leave the travelers in the dark.**
- Learn from the experience. **Practice makes perfect......or at least better.**
- Enjoy the journey.

7

Board Roles in the Accreditation Process

8

Watch Out for the Twists and Turns!

9

Board Responsibilities:

- Read, review and understand the three major Commission documents.
- Demonstrate commitment to Board work and to the college. Be present.
- Embrace the need for evidence-based data and decision-making.
- Listen to the facts, not just the stories.
- Be self-critical and policy-focused.
- Ensure a systematic review of institutional programs, services and activities in light of the mission.
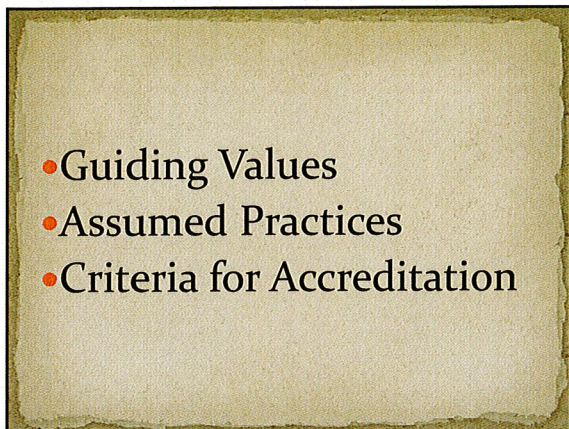
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- Clearly understand, monitor, and call for revisions of policies and/or procedures relating to Federal Compliance.
- Embrace the concept of shared governance.
- Know the institution.....its strengths, its challenges, and its history while always supporting its mission and vision.
- Read all materials created by the institution to serve as part of the Commission's Assurance Argument or reports to the HLC.
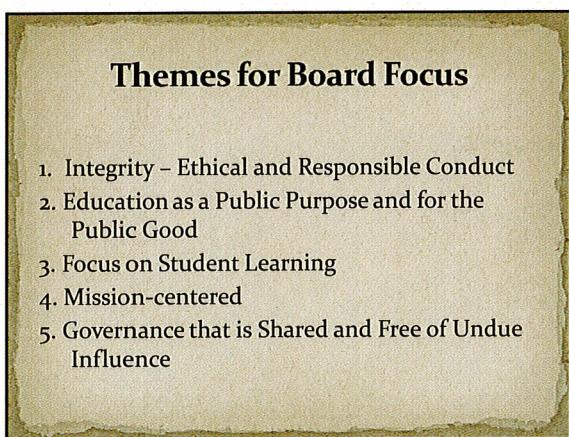- ENJOY the journey!

11

Higher Learning Commission Documents

12

4

- Guiding Values
- Assumed Practices
- Criteria for Accreditation

13

Themes for Board Focus

1. Integrity – Ethical and Responsible Conduct
2. Education as a Public Purpose and for the Public Good
3. Focus on Student Learning
4. Mission-centered
5. Governance that is Shared and Free of Undue Influence

14

6. Evidence-based learning and decision-making
7. Systematic and Integrated Planning
8. Diversity within a multicultural, technologically-connected, global world
9. A Culture of Continuous Quality Improvement
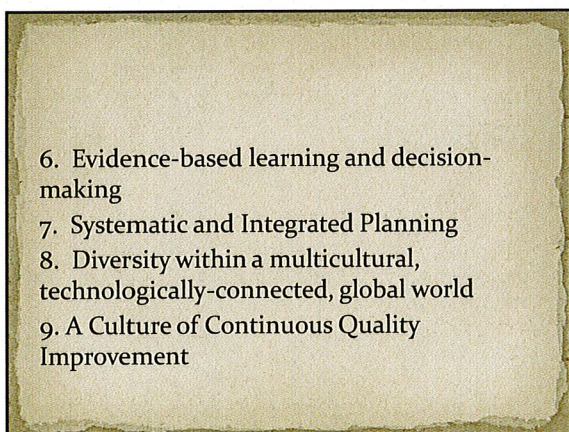
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Critical Questions:

How have you structured your committee meetings, board meetings, and related board activities to ensure that you are systematically and thoroughly engaged in reviewing evidence appropriate for board focus? Are meetings structured so that all board members can easily attend all board committee meetings?

Are you working within the structure of the board rather than outside of it as a means of discussing critical issues and preparing for board decision-making? Are you policy-focused rather than operationally-focused?

How do you ensure that board members and the board as a whole remain knowledgeable about and engaged in the work of regional accreditation?

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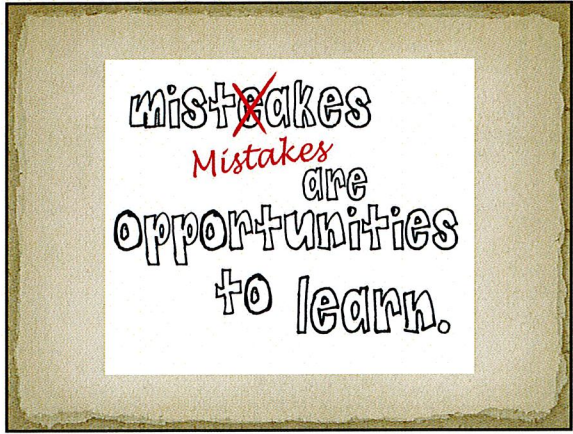
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While not, perhaps, blatantly obvious, Board actions, failures to act and Board structures impact an institution's accreditation status.

- Becoming self-absorbed, being unaware of potential conflicts of interest, or succumbing to undue influence
- Crossing the fine line between policy management and operational management
- Secretly "meeting" in non-meeting settings
- Not operating within the context of shared governance
- Abdicating critical responsibilities
- Breaking Board confidences or disparaging the institution, employees, and/or colleagues on the Board
- Building structures which are dysfunctional, too complex or do not provide access to all aspects under discussion by all board members

18

Questions for Ongoing Board Reflection

- Association of Governing Boards of Universities and Colleges – model questions with revisions and additions

- Does the board's agenda provide opportunities for the systematic review of programs, policies, and activities under its purview? Are such reviews timely and transparent? Are annual agendas consistent in the timing of various review elements? Do board minutes reflect adequate discussion and timely decision-making regarding issues impacting the institution's accreditation?

19

- Is the board structured in a manner to ensure opportunities for all board members to attend committee meetings and for adequate and timely opportunities for full board discussion and decision-making? Are committees structured to reflect the critical nature of the various topics of concern/interest to the board? Has the board reviewed how it attends to its expectations as reflected in accreditation documents?

20

- How does the board guide the institution and its constituencies on a well-defined path towards a clearly-defined destination through the higher education and accreditation journey?

21

22

Personal Reflection

- What do you see as your role, individually and the board as a whole, in the accreditation process of Pierpont Community and Technical College?

23

Enjoy the journey!

24

8

Pierpont CTC Board of Governors
Committee Structure
Dr. Nelson's Recommendation

Human Resources, Policies, Bylaws

- **Administrative Liaison:**   **Mr. George Perich**
- **Board Members**
  - **1**
  - **2**

Finance and Administration

- **Administrative Liaison:**   **Mr. Dale Bradley**
- **Board Members**
  - **1**
  - **2**

Academics and Student Services

- **Administrative Liaison:**   **Dr. Michael Waide**
- **Board Members**
  - **1**
  - **2**

Technology and Data Reporting

- **Administrative Liaison:**   **Mr. Tim Henline**
- **Board Members**
  - **1**
  - **2**

Pierpont College Board of Governors
Preliminary Agenda Topics Calendar – FY23

September 15:

- Dr. Nelson's reflections
- Board training regarding HLC's expectations of higher education boards
- Update on all program relocations and construction
- Enrollment review
- HLC multi-location visit report and upcoming HLC campus visit
- New institutional communication structures
- Financial update:
  - Legislative Audit
  - Five-year Fiscal Outlook Review
  - Budget Update
- Interim President Nelson's recommendations regarding Board meeting structures to provide adequate engagement of all Board members on issues critical to the college and its accreditor
- Interim President Nelson's recommendations on revision to the Board's committee structure and meeting times

November 15:

Human Resources, Policies and Bylaws Committee

- Review board's code of conduct and ethics policies and procedures
- Review Training and Inservice Activities Planned for FY23

Finance and Administration Committee

- Review current budget impacts, including an update on program relocations and construction
- Review report on student default rate and other student financial issues

Academics and Student Services Committee

- Review Clery data
- Review Student Engagement Report
- Review final fall Enrollment Report
- Review Student Retention and Persistence Report for FY21-22
- Review Student Academic Assessment Results Report for FY22
- Review Student Complaints Report from FY22

Dr. Nelson

- Review summary of Operational Plan for FY23
- Review Institutional Advancement Plan
- Review Workforce, and Community Development Plan
- Approve the organizational restructuring plan

December 1:

Human Resources, Policies and Bylaws Committee

- Review Board Policies - Recommended Changes

Finance and Administration Committee

- Review Current Budget Impacts, including program relocations and construction
- Review Financial Audit and Recommendations for followup

Academics and Student Services Committee

- Approve Recommendations on New Academic Awards, Changes to Program Lengths or credits, Elimination of Academic Awards

Dr. Nelson

- Review Marketing Plans

February 21 :

Human Resources, Policies and Bylaws Committee

- Approve Recommended Changes to Policies Presented in December

Finance and Administration Committee

- Review Current Budget Impacts, including program relocations and construction
- Review Contractual Relationships Report

Academics and Student Services Committee

- Review Student Post-Graduation Report

Dr. Nelson and BOG Chair

- Approve Procedures and Time Lines for Presidential Evaluation (when permanent president is employed)

March 21:

Human Resources, Policies and Bylaws Committee

- Review Board Bylaws - Recommended Changes

Finance and Administration Committee

- Review Current Budget Adjustments
- Review Current Employee Demographics Report and Strategies to Address Any Challenges
- Approve FY24 Tuition and Fees

Academics and Student Services Committee

- Review and Approve Academic Program Reviews
- Review Academic Consortial Relationships and Special Instructional Agreements Report
- Review academic articulation agreements
- Review Anticipated Changes to Student Services for FY24

May 16:

Human Resources, Policies and Bylaws Committee

- Approve Board Bylaws Changes Presented in April
- Discuss Board Education Plans for FY24
- Conduct Board Self-Evaluation

Finance and Administration Committee

- Review Current Budget Adjustments
- Approve FY24 Budget

Academics and Student Services Committee

Dr. Nelson

- Review Institutional Advancement Report
- Review Operational Plan for FY24
- Review Update on the Strategic Plan

BOG Chair

- Approve Board Committee Assignments for FY24
- Finalize Presidential Evaluation

NOTES:

1. Beginning in FY24, 1/3 of the institution's policies should be reviewed each year.
2. Beginning in FY24, the following items should be reviewed and/or approved every three years: Board Bylaws, Board Policies, General Education Requirements and Philosophy (Alternate Years)
3. Beginning with the start of the new Strategic Plan, an annual operational plan should be created by the President and reviewed by the Board. The operational plan should address activities to meet the goals of the Strategic Plan, address goals not clearly associated with the Strategic Plan, and include a visioning/future's oriented section.

Dr. Michael Paul Waide, Provost
Pierpont Community & Technical College
North Central WV Advanced Technology Center
500 Galliher Drive, Fairmont, WV 26554

AcademicAffairs@pierpont.edu
Phone 304-367-4602

ENROLLMENT UPDATE

Pierpont's enrollment data is presented against the backdrop of trending national enrollment data for community colleges.

Background

During the pandemic in fall 2020, overall enrollment in higher education decreased by 9% compared to fall 2019.[1] The sharpest plummet in higher education enrollment was among community colleges with a 12% decline in enrollment.

In fall 2021, enrollment in higher education decreased by an additional 14%.[2] The decline in enrollment in fall 2021 was attributed to 16% of adults, who intended to enroll in post-secondary educational institutions, canceling their plans.[3] Between the fall 2021 and spring 2022 terms, total enrollment fell 4.1% nationwide with the hardest hit to community colleges.[4]

A Gallup-Lumina study in spring 2022 reported two out of three (67%) students in associate degree programs considered taking a break or stopping out of college.[5]

Pierpont's Enrollment Data

Pierpont's enrollment data aligned with those national trends during the previous three years:

Term	Pierpont	National Trend
FY 21	-15.64%	-12%
FY 22	-1.05%	-14%
FY 23	-8.71%	NA

The following data represent Pierpont's enrollment, reported to the Integrated Postsecondary Education Data System (IPEDS):

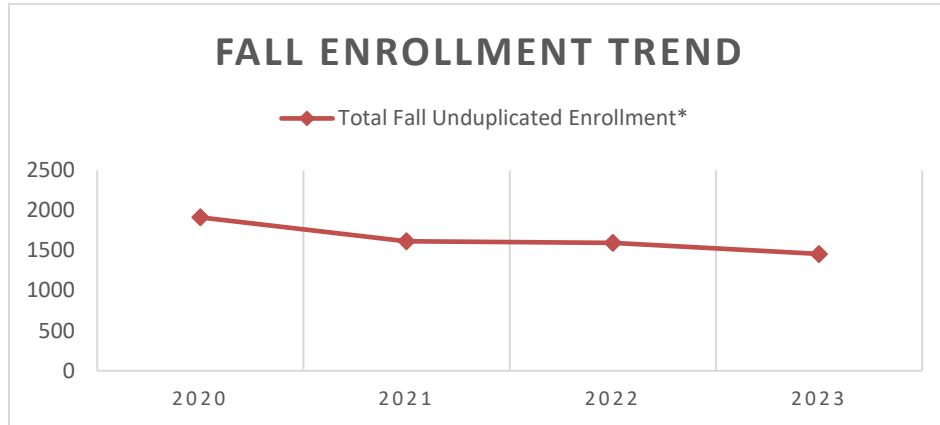| Fiscal Year	Academic Year	Total Fall Unduplicated Enrollment*	FTE
2020	2019-2020	1912	1342
2021	2020-2021	1613	1169
2022	2021-2022	1596	1064
2023	2022-2023	1457	1010

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[1] National Center for Education Statistics (NCES)
[2] Hanover Research
[3] National Center for Education Statistics (NCES)
[4] National Student Clearinghouse
[5] Lumina Foundation

Education that Works!

Pierpont Community & Technical College is an Equal Opportunity, Affirmative Action Institution

Visually represented, the enrollment trend demonstrates:

FALL ENROLLMENT TREND

Total Fall Unduplicated Enrollment*

Pierpont Student Types

As of the date of this memorandum, Pierpont's current enrollment is 1,457 students, represented in the following student types: *first-time freshmen* (17.8%), *returning student* (29.6%), *readmitted student* (4.5%), *transfer student* (10.4%), *high school student taking college courses* (37.1%), and *other* student (0.6%).

Student Types

- 1 - First-time Freshman
- 2 - Returning Student
- 3 - Readmitted Student
- 6 - Transfer Student
- 8 - HS Student Taking College Crs
- 9 - Other
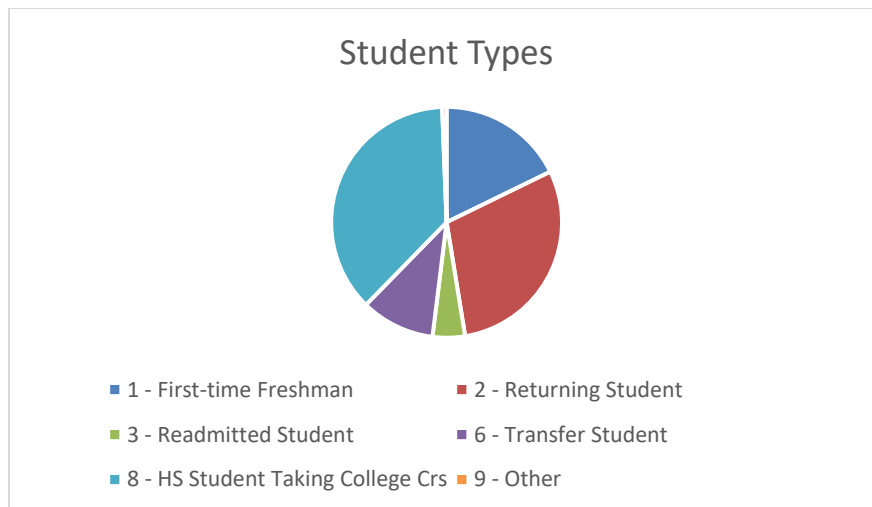
The highest difference in student types between fall 2022 and fall 2021 was in the returning student category. The percent difference in returning students, compared to last fall term, was -14.8%. Overall, the enrollment changes for Pierpont between fall 2021 and fall 2022 (FY23) were -8.7%. When high school students are excluded, the decrease in enrollment is -10%.

Conclusion

Data indicate a need for Pierpont to develop strategies and programs to reduce stop-outs among students. Strategies to engage students and reduce attrition rates among returning students will be developed to retain students. Such strategies include **student integration** and **engagement, development of multiple pathways to completion, student re-engagement, counseling** and **mentoring, community engagement, course completion** and **credit recovery, identification of at-risk students**, and **connection to learning resources.**

ADMISSIONS & RECRUITING ACTIVITIES

Pierpont's *Admissions and Recruiting* team, under the direction of Jenni Farlow, has developed the following plan to target and recruit students for Fall 2023. The plan contains six categories: (1) the College Tour in WV High Schools, (2) Pierpont Open Houses, (3) Community Presence, (4) Career and Technical Education Outreach, (5) Social Gatherings, and (6) College Transfer Fairs

College Tour in WV High Schools
- Tuesday, September 13, 2022 (9am): Barbour, Lewis, Randolph, & Upshur Co. Schools
- Wednesday, September 14, 2022 (9am): Braxton, Gilmer, & Calhoun Co. Schools
- Wednesday, November 9, 2022 (1pm): Doddridge Co. High School
- Thursday, November 10, 2022 (8:30am): Marion, Preston, Monongalia, & Taylor Co. Schools
- Thursday, November 10, 2022 (6pm): Harrison Co. Schools

Pierpont Open Houses
- November 5, 2022: General Open House
- November 5, 2022: Specialized Open House for EUT/Energy Programs
- December 3, 2022: Specialized Open House for Health Sciences
- February 25, 2023: General Open House with Student Scheduling
- April 15, 2023: General Open House with Student Scheduling
- April, 2023: Specialized Open House for Aviation at NAEC
- June 17, 2023: General Open House with Student Scheduling
- Open Houses Aligned with New Facilities: Middletown Commons (March); Caperton (May)

Community Outreach and Presence
- High school and middle school events (e.g., science fairs)
- Young adult learning and training advocacy groups on Pierpont's campus (e.g., YouthBuild)
- EDGE program completion celebrations
- Career and Technical Education Centers and Adult Basic Education Centers
- High school graduations
- Financial Aid Application (FAFSA) workshops within communities in our service region
- Summer programs in partnership with programs (i.e., BOOST academy for academic skills enhancement, STEM camps, aviation camps, health sciences camps).
- Science fair competition in partnership with faculty in spring

Career and Technical Education (CTE) Outreach
- Collaboration with academic deans to coordinate faculty presence and participation in CTEs

Social Outreach
- Inviting, nonthreatening social activities (i.e., mini golf, trivia night) where prospective students can interact with current students, faculty, and staff

College Transfer Fairs

Pierpont Community & Technical College
President Search Committee Members

A. Chair of the Search Committee
- Jeffery Powell Jeff.powell@nstar-tech.com

B. BOG Secretary of the Board
- Brian S. Bozarth Brian.Bozarth@pwc.ca

C. Pierpont Foundation Representative
- Rusty Elliott, Chair of Pierpont Foundation Board Derykyad@gmail.com

D. President's Cabinet Representative
- Dr. Michael Waide, Provost & VP of Academic Affairs Mwaide@pierpont.edu

E. Pierpont Faculty Representative
- Vickie Findley, Faculty Senate President Vfindley@pierpont.edu

F. Pierpont Classified Staff Representative
- Memori Dobbs Mdobbs1@pierpont.edu

G. Non-Classified Staff Representative
- Kimberly Cale, Benefits Coordinator Kbiddle@pierpont.edu

H. Pierpont Student Representative
- Ty Haley Thaley@student.pierpont.edu

I. Community Representative
- Donna Metz, Retired Principal Marion Co. Adult Education Center Dmetz@k12.wv.us

J. K – 12/CTE Educational Representative
- Pam Wilt, Preston County Schools/CTE Administrator Pwilt@k12.wv.us

K. Business Industry Representative
- Rick Simon, CEO Community Care of West Virginia Rick.simon@ccwv.org

Staff Resources:
Dr. Kathleen Nelson, Interim President Knelson2@pierpont.edu

George Perich, Director of HR and Organizational Development Gperich@pierpont.edu

Amanda Hawkinberry, Executive Assistant to the President and Board of Governors
Acollins11@pierpont.edu

Pierpont Presidential Search Committee Timeline
Preliminary – September, 2022

September 20:	Review search timeline and committee structure with the Board of Governors
September 26:	Send letter to all WV Higher Education CEOs (Dr. Nelson)
September 26:	Message sent to all Search Committee members regarding time line and meeting dates (Committee Chair Powell)
October:	Search Committee meeting – introductory meeting, process review, confidentiality
November:	Search Committee meeting – questions, progress reports regarding applicant reviews
December:	Search Committee meeting to select semi-finalists
February:	Search Committee meeting to interview semi-finalists and to select finalists
February:	Finalist announcement
Week of March 13:	Final reference work undertaken and report generated for BOG review
	Finalists interviewed on campus
March 21:	BOG select new President