

**PIERPONT COMMUNITY & TECHNICAL COLLEGE  
BOARD OF GOVERNORS**

**Board of Governors Meeting**

**Tuesday, September 17, 2024  
2:00 PM**

**Pierpont's Advanced Technology Center (ATC)  
500 Galliher Drive  
Fairmont, WV 26554  
Room 216A**

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**MINUTES**

**Notice of Meeting**

A meeting of the Pierpont Community & Technical College (Pierpont) Board of Governors was held on September 17, 2024, beginning at 2:00 PM. The 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**

David Hinke, Chair, called the meeting to order in open session at 2:04 PM.

**II. Conflict of Interest**

David Hinkle requested Board members to examine the agenda and disclose any potential conflicts of interest.

**III. Roll Call**

Skye Feather conducted a roll call:

<b>Name</b>	<b>Present/Not Present</b>
Jessica Barker	Present
Brian Bozarth	Not Present
Dr. Susan Woods Coffindaffer	Present
Thomas Cole	Present
David Hinkle	Present
Anthony Hinton	Present
Lisa Lang	Present

Christine Miller	Present
Juanita Nickerson	Present
Jeffrey Powell	Present
Joanne Seasholtz	Present

Skye Feather announced there was a quorum present.

*Others Present:*

Members of President's Cabinet, faculty, staff, and others

**IV. Constituent Comments**

**A. Faculty Senate**

Vickie Findley offered comments from Faculty Senate.

**B. Classified Staff**

Mary Jo Rutherford offered comments from Classified Staff.

**C. Non-Classified Staff**

John Davis offered comments from Non-Classified Staff.

**D. Student Government Association (SGA)**

Jessica Barker offered comments from SGA

**V. Consent Agenda**

Chairman Hinkle called for a motion to accept the proposed meeting minutes of May 14, June 18, June 25, and August 15 Board meeting with the correction of the quorum statement on June 25. Jeffrey Powell made the motion. Thomas Cole seconded the motion. All agreed. Motion carried.

**VI. Dr. Hayward's Reflections**

Dr. Hayward offered reflections on his experiences around the community and institution since the Board met last.

**VII. Human Resources, Bylaws, Policies Committee**

- A. Resolution for Approval of Comments and Final Draft for Policies PP 8035 Gift Acceptance, PP-2041 Institutional Employment and Family Relationships, and PP-2051 Employment Innovation and Flexible Work Schedules



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Tagline: Education that works!

Christine Miller moved to accept the resolutions of policies PP-8035, PP-2041, and PP-2051. Jeffrey Powell seconded the motion. All agreed. Motion carried.

- B. Resolution for Approval of a 30-day Public Comment Period for Policy PP-2059 Furlough and Reduction of Workforce

Jeffrey Powell moved to approve a 30-day Public Comment Period for Policy PP-2059. Juanita Nickerson seconded the motion. All agreed. Motion carried.

- C. Board of Governors Evaluation Results

George Perich reviewed the evaluation results with Board members.

## **VIII. Committee of the Whole**

- A. August 31, 2024 Combined Finance Report

Dale Bradley presented the **August 31, 2024 Combined Finance Report** (Report provided in Agenda packet).

- B. ATC 3<sup>rd</sup> Floor

Dale Bradley presented the final design of the ATC 3<sup>rd</sup> floor buildout (Attachment A). Board members' clarifying questions were answered.

- C. Enrollment and Retention

Nancy Parks presented the Enrollment and Retention Report (Attachment B). Board members' clarifying questions were answered.

- D. Laboratory Preschool

David Beighley presented the FY2025 Operational Plan for Pierpont CTC Laboratory Preschool (Attachment C). Board members' clarifying questions were answered.

- E. Braxton Center: Health Care

Amy Cunningham provided an updated on the Braxton County Health Care Campus (Attachment D). Board members' clarifying questions were answered.

- F. Approval of the 2024-2026 Strategic Alignment

The Board requested more information on the metrics used to measure the Strategic Plan's outcomes and additional time to review them before making a decision. Dr.



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Hayward will re-send the measurables for review, and the Strategic Plan will be revisited at a Special Meeting on October 15, 2024.

## **IX. Board Members' Reflections**

Christine Miller offered general reflections and proposed the Board complete a review of President Hayward's first year of performance.

David Hinkle appointed Christine Miller as Chair of this proposed review committee and assigned Jeffrey Powell and Thomas Cole as committee members.

Joanne Seasholtz offered general reflections.

Juanita Nickerson offered general reflections.

Thomas Cole offered general reflections.

Jeffrey Powell offered general reflections.

Susan Woods-Coffindaffer requested regular updates regarding the planning for the new Aviation building at all future Board meetings.

Lisa Lang requested that regular updates regarding the HLC Accreditation be included on all agendas throughout the ongoing evaluation process, even if the update is "no change."

David Hinkle proposed a Special Meeting on October 15, 2024 to discuss President Hayward's Strategic Plan Proposal.

The potential for advising and assisting with Pierpont's external communication strategy and activities was also discussed.

Jessica Barker declined to offer reflections.

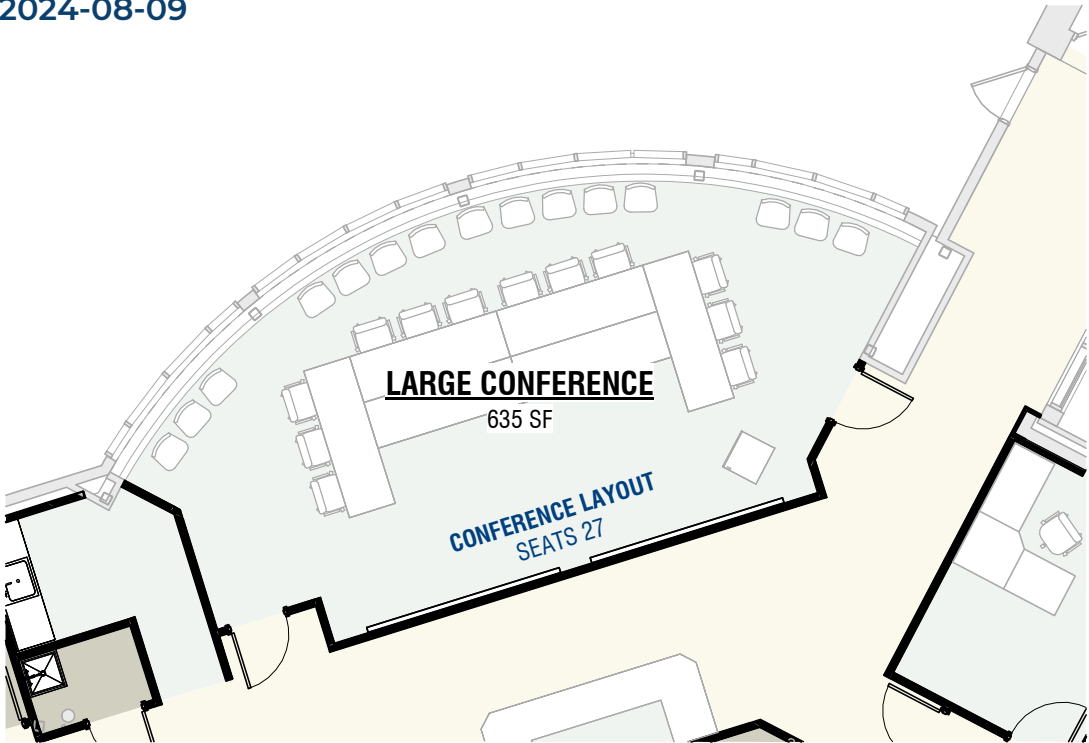
## **X. Adjournment**

There being no further business, Thomas Cole moved to adjourn the meeting at 4:51 p.m. Christine Miller seconded the motion. All agreed. Motion carried.

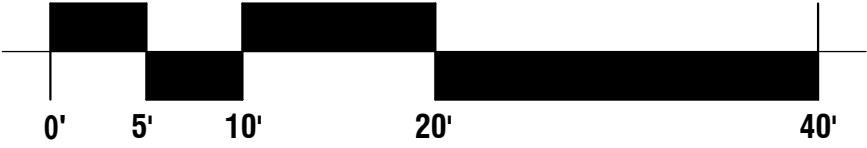
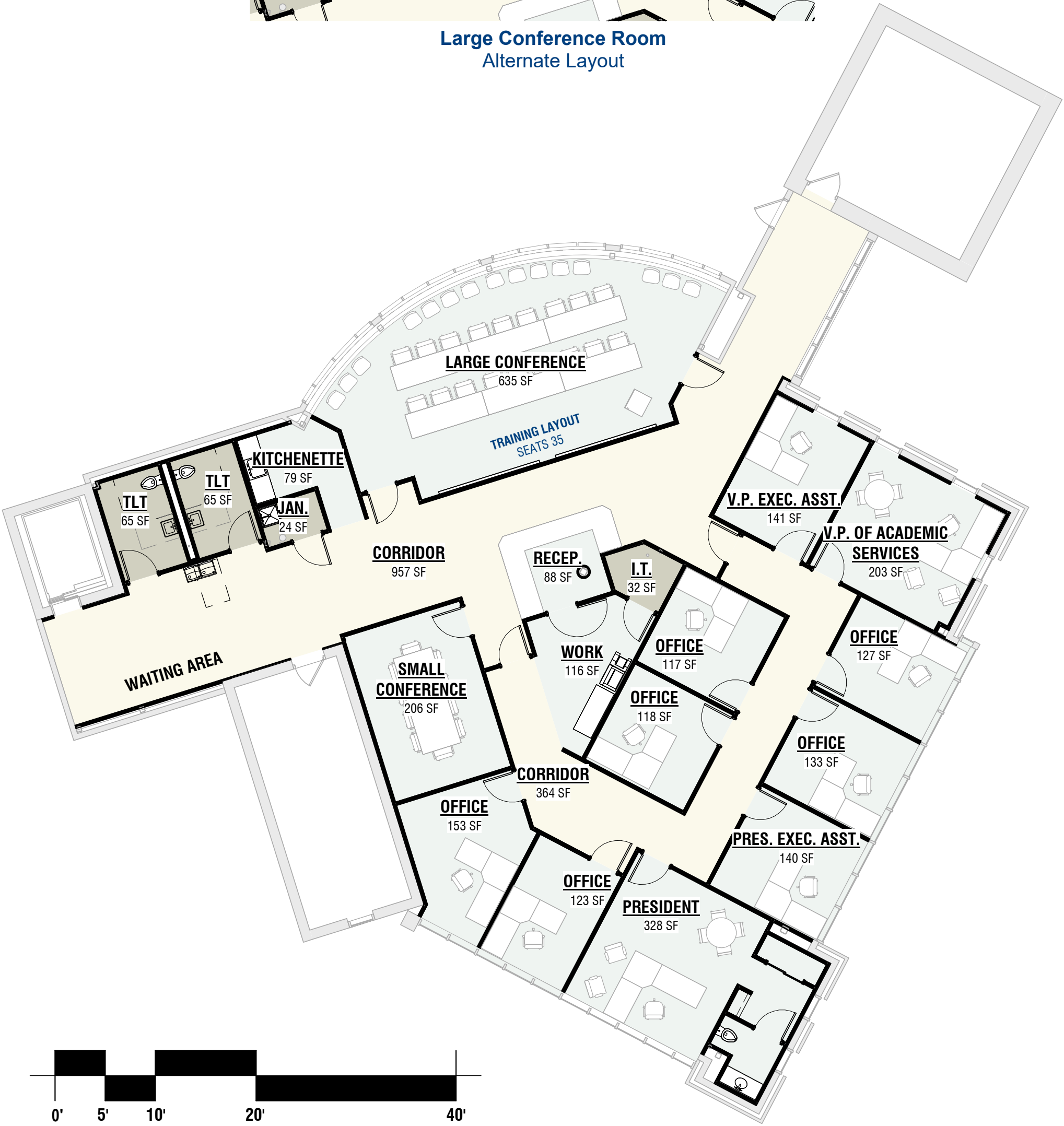
*Respectfully submitted by Skye Feather*



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Large Conference Room  
Alternate Layout





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**Enrollment Update:** Using the first day of the fourth week of classes as a comparison, Fall 2024 enrollments reflect the following:

- A 26% increase in first-time freshmen; a 7% increase in returning students; and a 3% increase in re-admitted students.
- An overall increase in enrollments of 10.4%: 12% of non-DE students; 5.5% of Dual Enrollment students.

The Student Services areas took the following steps to enhance recruitments and registrations:

**Completion of Phase 1 of the Customer Relations Management (CRM) project**

Pierpont's CRM, Salesforce, has been designed to generate more tailored messaging to recruits and admitted students with more speed and consistency.

**Creation of Student Resource Exhibits**

Pierpont produced posters and Student Success guides to highlight the many separate student services offered at Pierpont. Those posters line the hallway of the main floor of the ATC and thoughtfully distributed through the Caperton Center and Air Centers, as well. A fourth set is prepared for "on the road" events, as appropriate.

**Revised Summer Orientation/Registration Sessions**

The summer registration calendar was revised to include days dedicated to academic schools, and a presentation of services was shared with all students and parents prior to course registration in the form of printed Student Success Guides and a live presentation. In addition, an IT presentation was built into the day to ensure that new students had their accounts set up prior to course registration and received instructions on how to keep account active and updated.

**Earlier Contacts with Counseling/Disabilities/Learning Strategies/WV Works**

By delineating each service area of the Office of Learning Support, families were aware of all services offered to several student audiences; as a result, more students registered for either Disability Services or counseling much earlier in the term than in previous years. In addition, eight students in Fall 2024 are now registered with the WV Works staff, a significant increase over the prior year's participation, and student-parents are forming a new student organization based on their needs and interests.

**Revised Job Descriptions for Admissions/Advising Specialists**

The job duties of "recruitment specialist," "coordinator, student engagement," and "advisor" were combined to yield a new position of "Admissions/Advising" specialist to encourage a more holistic approach to recruitment and academic advising functions, maximizing current human

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resources. An additional hire under this new title yielded a new Pierpont employee, well versed in working with at-risk populations of both traditional and non-traditional aged students.

### **Increased Phone and Email Outreach**

Admissions/Advising specialists engaged in targeted, intensive phone and email outreach to both admitted students who had yet registered for courses, as well as to those students who were eligible to return but had not yet registered for coursework to increase the number of enrolled students for Fall 2024. Program coordinators also participated in more targeted outreach to their returning students. Likewise, those same staff are currently engaged in phone outreach for student “check-ins.”

### **Intensive Financial Aid Monitoring & Outreach**

Due to ongoing issues with FAFSA deployment and Pierpont receiving all required “individual student records,” Financial Aid staff engaged in individualized contact with at least 25% of all incoming students who required further instructions to complete their FAFSA and ensure its timely delivery to Pierpont.

### **Identify verification**

To ensure the veracity of enrollments, the Persona software alerted administrators to any issues regarding student identity verification. That identity check is now a required component of the initial Pierpont application.

### **Start-of-Term letter to all Incoming Students**

Prior to the start of classes, all new Pierpont students received a “Welcome” letter with details regarding the academic calendar, importance of checking email, reminders about how to order books, etc.

### **Expanded Welcome Week activities**

Instead of offering a “Welcome” event the Saturday prior to the start of term, events were spread out over the first week of courses at all campus locations. This allowed more students to participate than previously attended on a Saturday. On each campus M-R, students enjoyed either a food truck, ice cream vendor, coffee/drinks stations and party-sized pizzas.. Faculty and staff engaged with students by staffing “Ask Me” tables to respond to general inquiries from students.

**Simplified EARLY ALERT notification process:** The Early Alert referral forms have been simplified for students and faculty, and the form was revised to be an “app” on the student portal for easier access. As a result, faculty use of the internal referral process increased during the first two weeks of courses.

**Student Success Workshop Series:** In response to student concerns shared in surveys administered on Orientation/Registration days, a series of workshops are offered twice weekly and via TEAMS on topics referenced by students as “concerns,” including time management, navigating online courses, and financial literacy. While attendance has been low, student feedback to the Blackboard sessions were overwhelmingly positive.

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**Expanded Student Services staffing at Caperton Center:** There is now a Student Services staff at the Caperton Center every Monday-Wednesday: Exec. Director of Admission; Rotating Admissions/Advising Specialist; and Student Success Director, respectively.

**Administrator monitoring of Student Services incoming email:** Weekly “wrap-ups” and or “previews” are sent to all students. Formerly, this email was monitored by a Student Services Specialist (front-desk staff) but is now being monitored by the interim AVP of Student Services, who can respond to student inquiries directly and more efficiently, providing “warm forwards” only as needed. This In-box is monitored throughout the day, including evenings and weekends.

### **10 RETENTION STRATEGIES for FALL 2024**

- Continue Phone & Text “Check-ins” with All Students and Student Success workshop series
- Continue weekly meetings of all Student Services directors to discuss efforts and concerns affecting cross-office efforts.
- Employ “case management” approach at four-week, midterm, and alternate term starts, examining success rates across courses; cross-referencing students with Early Alert and referrals to counseling, disabilities, and learning support; noting any disparities; and inviting program coordinators and or deans in for follow-up discussions as indicated.
- Collaborate with Tutorial Services to meet the academic support needs of students enrolled in traditionally high-risk courses
- Encourage enrollment and completion of required six credits of general education to ensure students work toward CAS degree status, working closely with Institutional Effectiveness to track enrollment, completion, and persistence of students in those minimum general education requirements.
- Work with academic program coordinators and faculty to plan co-curricular activities of interest to their respective enrollments.
- Employ “case management” approach at four-week, midterm, and alternate term starts, examining success rates across courses; cross-referencing students with Early Alert and referrals to counseling, disabilities, and learning support; noting any disparities; and inviting program coordinators and or deans in for follow-up discussions as indicated.
- Execute mental health/mindfulness activities sponsored by Mental Health Grant
- Celebrate FIRST GENERATION college student activities sponsored by First Generation Student Success Grant
- Work more closely and intentionally with program faculty advisors to increase percentage of students who schedule Spring 2025 courses prior to Thanksgiving break

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**To:** Pierpont Community and Technical College Board of Governors

**From:** David M. Beighley, *DMB* Dean for the School of General Education and Professional Studies

**Subject:** FY2025 Operational Plan for Pierpont CTC Laboratory Preschool

**Date:** 17 September 2024

The purpose of this report is to apprise Pierpont Community and Technical College's Board of Governors of the FY2025 operational plan for Pierpont's Laboratory Preschool following the Harrison County Board of Education's December 18, 2023 decision to deny the facility status as a public collaborative partner for the 2024-2025 school year.

#### **Public Preschool Operation as Harrison County BOE Collaborative Partner**

Were the Laboratory Preschool to have been approved by the Harrison County Board of Education as a collaborative partner, the Board would subsidize operational costs in the amount of \$3,250.00 per child annually. This subsidy is a hard cap, as the West Virginia Board of Education limits the number of preschool children in a classroom to 20, thus equating to a maximum annual award of \$65,000.00.

#### **Private Preschool Operation and Plans**

Since beginning operations at Pierpont's Gaston Caperton Center on January 23, 2023, following relocation from its Locust Avenue location, the Laboratory Preschool has operated as a private preschool. Current annual revenue generated by the Laboratory Preschool is significantly less than the potential \$65,000.00 Harrison County Board of Education subsidy due largely to lower-than-expected enrollment. However, operating as a private preschool, maximizing enrollment and tuition revenue, projects a significantly higher annual financial return than that of the BOE subsidy when considering the following variables in the operational analysis:

- enrollment has varied in the Preschool's first 17 months of operation at the Caperton Center, having five (5) students enrolled in Spring 2023, nine (9) students enrolled in Fall 2023, and seven (7) students enrolled in Spring 2024;
- the Laboratory Preschool's daily tuition rate for FY2024 was \$20.00, requiring minimum weekly attendance of three days, and operated on the College's 30-week fall/spring calendar;
- the Laboratory Preschool's status as either public or private has no impact on student capacity, personnel, or operational expenses;
- West Virginia Department of Health and Human Resources (WVDHHR) Legislative Rule 78 limits maximum programmatic capacity to 20 preschool students based upon the current facility's physical space;

- the Laboratory Preschool is staffed in accordance to WVDHHR Legislative Rule 78. No additional personnel would be required if maximum enrollment (20) is achieved nor would a reduction in personnel be permissible with enrollment decline; and
- operational costs would not differ between public or private status, scaling only by enrollment.

In effort to maximize revenue considering the limitations of and adherence to the above variables, the following actions have been implemented for FY2025:

1. Increase daily tuition rate from \$20.00 to \$30.00
2. Adjust the operational calendar from 30 weeks to 38 weeks

Using Spring 2024 enrollment, tuition rate, and the operational calendar as a baseline, the table below identifies the potential impact the adopted actions are projected to have on annual Laboratory Preschool revenue:

Action	Enrollment	Weekly Revenue per Child	Weeks	Annual Revenue	Difference (from \$21,000 Baseline)
Baseline Level (per FY2024 model)	7	\$100.00	30	\$21,000.00	n/a
Increase Daily Tuition from \$20 to \$30	7	<b>\$150.00</b>	30	\$31,500.00	+ \$10,500.00
(Above plus) Increase Operational Weeks from 30 to 38	7	\$150.00	<b>38</b>	\$39,900.00	+ \$18,900.00
<b>Maximum WVBOE Subsidy (20 students @ \$3,250/annually)</b>				<b>\$65,000.00</b>	
<i>Enrollment needed to match/exceed maximum WVBOE Subsidy</i>	12	\$150.00	38	\$68,400.00	+ \$47,400.00
(Above plus) Increase Enrollment to Maximum Capacity	<b>20</b>	\$150.00	38	\$114,000.00	+ \$93,000.00

The Laboratory Preschool currently has 11 children enrolled for AY2025 (Fall 2024), experiencing a 57.14% enrollment increase from Spring 2024. Projected FY2025 operational expenses, revenue, and profit margins associated with a Laboratory Preschool enrollment of 11 are identified below, with historical figures for context:

Fiscal Year	Enrollment	Operational Expense	Operational Cost per Student	Annual Revenue per Student	Margin (per Student)
FY2018-2019*	17	\$24,459.82	\$1,438.81	\$2,750.00	\$1,311.19
FY2019-2020*	12	\$11,234.33	\$936.19	\$2,750.00	\$1,813.81
FY2020-2021*	13**	\$9,314.46	\$716.50	\$2,750.00	\$2,033.50
FY2021-2022*	15***	\$9,846.05	\$656.40	\$2,750.00	\$2,093.60
FY2022-2023	5****	\$9,875.62	\$1,975.12	\$3,000.00	\$1,024.88
FY2023-2024	8	\$16,640.08	\$2,080.01	\$3,000.00	\$919.99
FY2024-2025 (Projected)	11	\$22,303.22	\$2,027.57	\$5,700.00	\$3,672.43

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- \*Laboratory Preschool located on former Locust Avenue campus
- \*\*Laboratory Preschool operations truncated due to March 2021 closure for COVID-19
- \*\*\*Laboratory Preschool operated under COVID-19 protocol/restrictions
- \*\*\*\*Laboratory Preschool in operation on from January-May 2023 due to Caperton Center relocation

## Strategies for Continued Enrollment Increase

A multifaceted approach to achieve the goal of enrollment increase that has and will continue to be deployed by the Laboratory Preschool Director, Dean of General Education and Professional Studies, and related staff is, as follows:

### Community Engagement

- **Harrison County Community Organizations:** Engage with local businesses, community centers, and organizations to create awareness. Partner with libraries, healthcare providers, and churches to distribute information and leverage their networks and resources for reaching families.
- **Community Events and Open Houses:** Organize and/or participate in community events (e.g., First Fridays, Italian Heritage Festival, Black Heritage Festival, Winterfest) and hold school open houses to interact directly with families and showcase the preschool's offerings.
- **Local Childcare Centers and Daycares:** Establish/Enhance relationships with local childcare centers and daycares.
- **Parent Ambassadors:** Encourage current parents to act as ambassadors for the Laboratory Preschool.

### Targeted Outreach and Enhanced Online Presence

- **Marketing Campaigns:** Develop targeted marketing campaigns using local media, such as newspapers, radio stations, and TV channels.
- **Website and SEO:** Establish a sub-page for the Laboratory Preschool on Pierpont CTC's website that is user-friendly, informative, and optimized for search engines which includes detailed information about programming, staff, and enrollment procedures.
- **Social Media:** Actively use social media platforms to engage with the community, sharing success stories, updates, and photos of activities.

### Quality and Accreditation

- **Highlight Quality:** Promote the unique nature of the laboratory design/setting and the Reggio Emilia curricular approach, differentiating Pierpont's Preschool from others. Showcase testimonials and success stories from parents and children.
- **Seek Accreditation:** Attain National Association for the Education of Young Children (NAEYC) accreditation for the Laboratory Preschool and Early Childhood Education A.A.S. degree program

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## A close-up photograph of medical equipment. A black stethoscope with silver-colored binaurals and a chest piece is draped over a white medical form. A black pen with a silver-colored tip lies horizontally across the form. To the left, a silver-colored metal clipboard is partially visible, holding the form. The form contains various fields and text, including "NEW PATIENT REGISTRATION", "PLEASE PRINT", "Work Phone", "Home Phone &amp; Address", "INSURANCE", "Patient's Name", "Date of Birth", "Sex", "Race", "Ethnicity", "Religion", "Marital Status", "Occupation", "Education", "Allergies", "Current Medications", "Past Medical History", "Family History", "Social History", "Review of Systems", "Physical Examination", "Vital Signs", "Laboratory Tests", "Imaging Studies", "Referrals", "Follow-up", "Signature", "Date", "Physician", "Nurse", "Medical Assistant", "Pharmacist", "Dietitian", "Social Worker", "Counselor", "Therapist", "Other". The background is a solid blue color.



## SCHEDULE

CCT Training	Course Dates
Phlebotomy	November 2, 2024 – January 18, 2025
Point of Care Technician	February 2, 2025 – March 1, 2025
Electrocardiograph Technician (EKG)	March 15, 2025 – April 12, 2025
Emergency Medical Technician – Basic	February 2025
Licensed Practical Nursing preparatory courses	Fall 2025