



# ACCREDITATION EVIDENCE

**Title:** Western Leadership Minutes

**Evidence Type:** Corroborating

**Date:** 11 January 2022

**WAN:** 22-0608

**Classification:** Minutes

**PII:** Yes

**Redacted:** No



**Western Wyoming Community College**  
Meeting Minutes

**Team Name:** Western Leadership Council

**Date and Time:** January 11, 2022 8:30 AM via ZOOM

**List of Members** (check off those in attendance):

NAME	POSITION	IN ATTENDANCE
Kim Dale*	President	X
Joy Adams*	Associate VP of Human Resources	
Debbie Baker*	Associate VP of Finance	X
Dustin Conover*	Dean of Students	X
Kasey Damori*	Director of Instructional Support	X
Molly McClure*	Director of Mustang Success	X
Kimberly Rembacz*	Director of Student Marketing & Communications	X
Kristy Kauppi	Paraprofessional Alliance Representative	X
Stu Moore*	Registrar/Senate Chair	X
Chris Propst	Senate Representative	
Mark Rembacz*	Associate Vice President of Institutional Effectiveness	X
Burt Reynolds*	Vice President for Administrative Services	X
Derek Robinson*	Director of Information Technology	X
David Tate*	Director of Community Development	
Cliff Wittstruck*	Vice President for Student Learning	X
Beth Gard	School of Business & Computer Technology Chair	X
Amy Murphy*	Dean of Outreach & Workforce Development	X
Eric Fry*	Dean of Enrollment Management	X
Chris Dever*	Director of Facilities	X
Ashley Barnes*	Recorder (non-voting)	X

\* = permanent member

<b>Visitors or Guests</b>

<b>Topic:</b> Introduction
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Notes: Chris Dever, Western's new Director of Facilities, is joining WLC. Welcome to Western, Chris!

Action: None

Vote: None

<b>Topic:</b> Budget Calendar Discussion
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Notes:

No major changes have been made to the budget calendar from last year. Worksheets will be sent out to the Vice President's in order to start having discussions with their respective areas to get input. As a reminder, Western shifted to a zero-based budget last year. This means that a historical reference will

be provided, but no base budget. Individual departments will be responsible to look at expenses that they have coming up and propose a budget.

A campus-wide presentation will be held in early April to talk about the budget and where we are as far as getting revenues in. Burt has had preliminary conversations with Larry and our local tax assessor. It looks as though our revenues are going to be on target with what was predicted last year, and local revenues will rebound a little.

Dr Dale requested that the legislative budget session, Feb 14-March 11, be noted on the Budget Preparation Calendar.

Mark asked for clarification on the zero-based budget in regards to fee based items, should the funds not be fully spent. Burt said that the fee-based items have their own individual carry overs, but unspent money in the general funds would be returned to the general college "pot".

Action: None

Vote: None

<b>Topic:</b> Enrollment update
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Notes:

As of January 7, FTE's were off about 236 (approximately 15%) from where we were a year ago, and headcount was down about 526 (approximately 23%). Eric said that there were a large number of email inquiries that were held up, and all came through at once. His team is reaching out to those students to make sure the ones who wanted to register are able to do so, though it is not likely to have a huge impact on enrollment. We are already over halfway through the recruitment cycle for fall term, so the focus for recruitment will be the future.

Kasey added that it may be valuable to note that looking at these numbers, it doesn't appear that the dual/concurrent students have registered. Those students could change the enrollment picture. Amy said that in the Western enrollment report, there was a breakdown of different counties and where students were attending. There were approximately 550 students who live in our district that were going to other community colleges. She asked if it would be possible to know what programs these students are going to, as 550 is a substantial number of students from our service area. Mark said he will look into the data that he is able to get and gather some information to bring back to this team.

Action: None

Vote: None

<b>Topic:</b> HLC
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Notes:

Western is just under a year away from our reaffirmation of accreditation. An institution must be accredited to distribute financial aid, so this is a must for us to be reaccredited. At this point there is a full draft of the assurance arguments document that Dr Dale, Mark, and some others in Mark's office have reviewed and given comments back to team leads. The document should be available for employees to read around the first of February. It is imperative for all employees to read this document in preparation for the mock peer review, scheduled for February 14-15, so that everyone knows and understands what is said in the document and are able to answer any questions.

There will be overview sessions being held during in-service, as well as lunch and learn sessions with each of the teams through the spring semester. It is valuable for the rest of the institution to see this leadership team attending those sessions to show how important the information is that is being shared.

Dr. Dale shared that the arguments will be closed for editing around October 1. While thinking about this, she requested that people be thinking about anything that would be good evidence so that we have the best and most up to date evidence possible.

Action: None

Vote: None

<b>Topic: ERP Vendor Reviews</b>
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Notes:

Mark reminded WLC about the ERP Vendor Review sessions, as the State is doing a request for proposal on the replacement of colleague. Derek has emailed all colleague users and sent invites to all of the sessions with the emphasis that changing systems is an extreme possibility and it is important for people to show up to these sessions and offer input.

Cliff stated that an obstacle of switching systems would be the large number of hours of work that it would take to do the switch. Derek agreed that the work hours are definitely an issue, and that part of the proposals would have to include professional help from whichever software package is selected to do the heavy lifting while our people focus on the daily operations and trainings of the new system.

Dr. Dale reiterated that this was a statewide decision, and the money is going to the commission. The community college presidents were unanimous about pushing back on this, however with the bid process it is required to go through the review process every 5 years.

Action: None

Vote: None

<b>Topic: Quality Initiative</b>
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Notes:

Kasey gave a heads up that the Quality Initiative, which is the Center for Teaching and Learning, is due at the end of the Spring Semester. We have to report to the higher learning commission what our progress has been, as well as what the impression and the effectiveness was related to instruction, and how our leadership teams including cabinet and faculty have felt regarding this service. CTL will be focusing on data collection this spring, and participation with this collection is imperative to the success of the initiative.

Dr. Dale asked if Kasey would be able to provide a draft document and some instruction surrounding the timing and feedback. Kasey said she will absolutely provide something, and is aiming to have that available before the HLC Conference.

As a refresher, Dr. Dale said that there are two pathways an institution can take for accreditation and

reaffirmation – Open pathway or Standard Pathway. Western chose to become an open pathway college, which means a college is in very good standing and can choose a project of their own to work on which is evaluated separately from the HLC reaccreditation.

Action: None

Vote: None

<b>Topic: KPIs Continued</b>
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Notes:

At this point, KPIs have been agreed upon for most of the areas. The plan is to create a little bit more of a visual component for each area to be shared with the Board to help give as much information as possible as they review and approve the KPIs.

There were a few areas that Mark wanted to review and ensure that everyone was on board with the stated KPI, first being course fill rate. Beth stated that we are looking at school fill rates of 70% and not individual course fill rates so we will have some courses with less than 70%. The KPI was updated to indicate a school wide average fill rate.

Next was financial indicators. Mark asked if we wanted to remove the other KPIs and only keep the Composite Financial Indicator, which we already report. Burt said he thinks we should just keep the things that we are already reporting to the Commission. Debbie also stated that we should also keep the Bond Rating as that is something that we are given and is easily reportable.

Dr Dale asked about reporting on a general fund reserve. Burt said that he and Debbie had discussed it and are not convinced that the general fund reserve really indicates the health of the college, because there could be a reason to decrease the reserve that is not necessarily negative such as a one-time expense that was not budgeted. Debbie asked if we couldn't use the reserve that we report to the commission (Commission Reserve Percentage), that has to do with the 15% state limit. Dr. Dale said that it might be nice to be able to present this information to the Board, employees, etc, and be transparent about where our reserves are. Burt will get numbers for this to Mark, but said the goal needs to be less than 15%. Dr. Dale said that we should make this a parameter because less than 15% could be 0. A placeholder of 7-15% was put in for the time being.

Composite financial index is considered acceptable between 1.1 and 10, 1.4-1.0 is "in the zone" meaning you are put on notice and have two years to make internal adjustments, and anything below a 1.0 is unacceptable. The goal for this would be a 1.5 or higher. The bond rating goal is to maintain an A+ rating.

Another KPI to visit was the employee retention rate. Joy will be providing some information and clarity for this. Western will be doing the Great Colleges to Work For survey, and it is believed that some of the survey questions will be used as part of this data.

Mark and Eric previously talked outside of WLC about Total applications & Conversion rates. Mark asked that Eric review the goal that was set compared to our current numbers and make sure he is comfortable with that goal. The current number was driven by our goal to get total enrollment up by 1%.

Moving to Partnerships, we are still in need of the current dual/concurrent matriculation rate. Mark stated that his office was working on getting this number and Cammie met with Alex regarding this metric.

Alumni Involvement is still needing some information and Dr. Dale will be meeting with David Tate and John Hay regarding this information. Dr. Dale asked if there were other ideas that we could report on besides financial. Mark said that he did look at other metrics that are reported on EAB, but was not sure of what indicators other than financial we could use. Cliff requested clarification on the Foundation Net Assets and Annual Contributions. Mark stated that the annual contributions was the amount added to the foundation through additional contributions in the past year, not what was spent from the Foundation. Dr. Dale stated that part of the conversation may be that there is a certain percentage that the Foundation would like to give away each year, and perhaps how much being distributed from the Foundation may be a better KPI than the Foundation Net Assets. Mark said that there could be many things we look at with this, the total number of students who receive foundation awards, the average awards that were given, total amount given, etc. helping to meet the unmet need. Dr. Dale will work on determining the appropriate alumni involvement KPIs with the Foundation

Action: None

Vote: None

<b>Topic:</b> Miscellaneous
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Notes:

There were no volunteers for area updates in today's meeting. Chris Dever volunteered to jump right in and give an update at the January 25<sup>th</sup> meeting.

Kasey asked for an update on RFP for the bookstore. Burt said that we have received all responses back on the request for qualifications. Burt, Tammy, and Natalie met and discussed those. They are hoping to present to cabinet in the next few weeks and then present a recommendation to the Board in February.

Mark asked for an update on where we are with the lineman and fiber optic programs. Cliff said that the Powerline program has been approved and will start in the fall term. We won't have a building by that time, so to start out they will be using the workforce building and surrounding area for the first year or so. Fiber optics will initially start in workforce not as a for credit, and the faculty has already been trained. Dr. Dale said that there is an expectation that fiber optics will eventually move into credit programming, but like with most new programs it is a safety net to start in non-credit. Dr. Dale will talk more about this during her presentation at inservice.

Action: None

Vote: None