

**OGDEN-WEBER TECHNICAL COLLEGE
BOARD OF DIRECTORS MEETING**

April 25, 2019

C. Brent Wallis Student Services Building
Harold W Ritchey Board Room
4:00 p.m.

MINUTES

MEMBERS PRESENT

Cameron Cook	Business/Industry
Kearston Cutrubus	WSU Board of Trustees
Kori Ann Edwards	Business/Industry
Mark Jenkins	Business/Industry
William Shafer	Business/Industry
Richard Taylor	Business/Industry
Matt Wardle, Chair	Business/Industry
Paul Widdison	Weber School Board

MEMBERS EXCUSED

Slade Opheikens	Business/Industry
Toni Ure	Business/Industry
Joyce Wilson, Vice Chair	Ogden School Board

EX-OFFICIO MEMBERS

James R. Taggart	Ogden-Weber Technical College
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GUESTS

Ashlyn Albert	Ogden-Weber Technical College
Bryce Bowman	Ogden-Weber Technical College
Sherry Bradford	Ogden-Weber Technical College
Marilyn Brown	Ogden-Weber Technical College
Chad Burchell	Ogden-Weber Technical College
Tyler Call	Ogden-Weber Technical College
Sherry Christensen	Ogden-Weber Technical College
Krystal Day	Ogden-Weber Technical College
Fred Martinez	Ogden-Weber Technical College
Madison Meaney	Ogden-Weber Technical College
Steve Moore	UTech Board of Trustees
Aaron Pluim	Ogden-Weber Technical College
Brooklyn Post	Ogden-Weber Technical College
Luis Prado	Ogden-Weber Technical College
Monica Schwenk	Ogden-Weber Technical College
Elijah Seljaas	Ogden-Weber Technical College
Carrie Smith	Ogden-Weber Technical College
Roger Snow	Ogden-Weber Technical College
Taylor Tew	Ogden-Weber Technical College
Jason Werner	Ogden-Weber Technical College

Tina Smith	Recording Secretary
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The Board of Directors of the Ogden-Weber Technical College met on Thursday, April 25, 2019, at 4:00 p.m. in the C. Brent Wallis Student Services Building, Harold W Ritchey Board Room. The meeting was conducted by Matt Wardle, chair, and the agenda proceeded as follows:

Mr. Wardle introduced guests in the audience: Monica Schwenk, development director; and Steve Moore, vice chair, UTech Board of Trustees.

1. APPROVAL OF THE MINUTES OF THE MEETING HELD FEBRUARY 28, 2019

Ms. Smith noted that she had not listed Kori Ann Edwards as being present at the February 28 meeting; she will correct the minutes.

A motion to approve the minutes of the meeting held February 28, 2019, as corrected was made by Kearston Cutrubus, seconded by Will Shafer, and carried unanimously.

2. INTRODUCTION OF STATE SKILLSUSA MEDALISTS

The Utah SkillsUSA Competition was held March 28 - 29, 2018, at Salt Lake Community College. The college sent 28 secondary and post-secondary students to the event. Of the 28 students, 14 received medals—8 gold, 4 silver, and 2 bronze.

The students and advisors who were able to attend the board meeting were introduced:

- Bryce Bowman, advisor, Machinist program. Luis Prado, secondary, CNC Milling Specialist, Gold; Madison Meaney, secondary, CNC Technician, Gold; and Aaron Plum, secondary, Gold.
- Carrie Smith, advisor, Cosmetology program. Taylor Tew, secondary, Gold; Brooklyn Post, post-secondary, Bronze.
- Marilyn Brown, advisor, Job Skill Demonstration A and O. Ashlyn Albert, post-secondary, Gold (Job Demonstration A); Krystal Day, post-secondary, Gold (Job Demonstration O).
- Fred Martinez, advisor, Barbering program. Elijah Seljaas, post-secondary, Silver; Latu Pauni, post-secondary, Gold.
- Sherry Bradford, advisor, Nail Care.

The college's budget includes funding for travel to the national competition. Students do not have to raise funds for this purpose.

3. APPROVAL OF BUDGET MODIFICATIONS

Mr. Wardle noted that the board has reduced the number of times it meets during the year. However, Board Leadership meets with President Taggart and Mr. Call each month to review financials and other issues.

The college develops its budget at the beginning of the fiscal year and adjusts it mid-year as needed. Proposed modifications include:

Operating Revenues

- Increasing Tuition and Fees by \$40,000 due to a rise in fees. Fees rose due to increases in enrollment and membership hours.
- Increasing Federal Grants and Contracts by \$237,000 due to increases in funding for YouthBuild and AmeriCorps.
- Decreasing Sales and Services of Educational Departments by \$62,000 due to lower revenue projections in the Culinary Arts program.
- Decreasing Other operating revenues by \$55,000 due to the loss of a tenant who was leasing Children's School South. In addition, the college no longer leases the Multipurpose Facility to the public after determining that revenue was not covering the cost of resources used for event set up, tear down, etc.

Operating Expenses

- Decreasing Salary, Benefits, and Cost of Goods Sold to accommodate shifts to Capital, General Expense, and Travel budgets.

Non-operating Revenues

- Increasing State Appropriations due to the receipt of performance funding of \$112,772.
- Reducing Federal Pell Grant projections by \$100,000.
- Increasing Investment Income by \$56,000 due to increased interest earned on investments in the Public Treasurer's Investment Fund.

A motion to approve the budget modifications as presented was made by Richard Taylor, seconded by Kori Ann Edwards, and carried unanimously.

4. APPROVAL OF FUND BALANCE PROJECTS

The board adopted the practice of setting aside 15 percent of the college's annual state appropriation for a contingency fund. The monies can be used for capital improvements, special projects, etc. The set aside for FY20 is \$2.6 million.

In FY19, monies were used for infrastructure and to fund the construction of the pavilion.

The college generally requests approval for fund balance projects in June/August, but staff would like to begin work as soon as possible, especially with the increasing costs of materials. Projects for FY20 include:

- **Remodel/repurpose Children's School South to expand Cosmetology and Barbering programs - \$750,000.** There is a need for more space for basics and classroom instruction (not enough room in the main Cosmetology Building). As a result, the college will remodel Children's School South and move basics classes to the facility. The main building will focus strictly on client services, making it a more professional space that provides students with additional hands-on experience.
- **Health Tech Building Projects - \$50,000.**
 - Weber State University (WSU) Nursing indicated that the college can expand the Nursing program; however, it will need more space. The college will hire an architectural firm to expand the area. Reps from Weber State University analyzed the area, and the college can make shifts and use the same space. Will add updated equipment and beds. Because this is a shared space, WSU has committed to help seek out funding for equipment.
 - The Health Tech Building originally included areas with live plants and rocks. The college removed the plants since they did not do well in the space. The college will remove the rocks, add carpeting, and develop seating areas.
- **Complete DFCM project to upgrade coils and refrigerant on several buildings - \$155,000.** The project is over budget due to increases in the costs of materials. The \$155,000 will help cover the overage.
- **Total for all projects:** \$955,000.

In the past, the college has requested approval of fund balance but not used it. The college was able to cover costs in the existing budget.

Mr. Call explained fund balance has grown from zero to \$4.4 million over 12 years as a result of the set-aside funds and other revenue sources, e.g., fees. Administration has tried to get an answer on what is a "healthy" savings amount should be.

Mr. Wardle noted the FY20 request is larger than past years' requests.

Mr. Widdison asked if the 15 percent is a good formula, and Mr. Call said it has worked for the college. Mr. Widdison asked how much the economy impacts fund balance. Mr. Call explained that he has been able to set aside monies for fund balance, even during lean years.

A motion to approve the FY20 fund balance projects as presented was made by Paul Widdison, seconded by Mark Jenkins, and carried unanimously.

5. APPROVAL OF FY20 BUSINESS PLAN

The board approved the Strategic Plan in February. The Business Plan includes the objectives it will implement to meet Strategic Plan goals. Long-term objectives include:

- Increase enrollment growth and certificate completions to meet market demand.
- Improve the perception of the value of technical education.
- Increase enrollment and retention of our multicultural population in Weber County.

The FY20 Business Plan objectives focus on programs that received new funding from the legislature. The college will provide the board with quarterly reports on the progress made in meeting the objectives. Will also share this data with the legislature.

While the Business Plan focuses on a select number of programs, all college programs are expected to show growth, retain more students, increase the number of enrolled students, and increase the number of completers.

Of special note is the college's compensation objective. Compensation is always a priority, yet the legislature generally funds it at two to two-and-half percent. As a result, the college finds it difficult to move employees through their ranges. Has been this way since 2008, and the college determined that action needs to be taken or employees will leave.

The college also plans to continue and strengthen pathways and articulation with the districts and university. Don't want students to retake classes they have already completed.

FY20 objectives include:

- Expand Market-Driven Programs
 - Construction Trades: High school students are one of the best sources to increase the pipeline of skilled workers in construction trades. They also feed into the college's apprenticeship programs. The college will focus on increasing outreach to high schools that do not have construction programs to provide students with an initial experience in construction trades. Will hire an instructor who will split time between Ogden and George Washington High Schools. The skills taught are identical to those in the first year of the college's Construction Trades and apprenticeship programs, and the course credits are transferrable to the college.
 - Cybersecurity: Cybersecurity is a concentration track that will be developed as part of the Information Technology program; is not a new program. Hired a new instructor who is currently reaching out to employers, e.g., HAFB, MarketStar, IRS, school districts, to ensure students learn the skills to make them employable. The college, school

districts, and Weber State University are working together on a cybersecurity pathway.

- Medical Assisting: Updated curriculum; will hire another instructor to accommodate growth. Have expanded classes to evenings. The program advisor is meeting with Intermountain Healthcare to explore an apprenticeship option.

A question was raised as to whether the program works with Davis Hospital. Indicated that Davis Hospital is mainly a clinical site for Practical Nursing. The college partners with Tanner Clinic for Medical Assisting.

- Non-destructive Inspection: Hill Air Force Base (HAFB) has moved to Direct Hire which will help more students get hired. Have strengthened relationships with not only HAFB but other local aerospace contractors as well. Will hire another instructor. Seeing increased demand from employers for targeted upgrade training to help their employees progress through Level II and III certification.
- Expand Access & Outreach (A&O) Recruitment Efforts
 - Prospective student interest increased 35 percent over the previous year. The college will focus on following up with prospective students, implement specific strategies when prospective students indicate interest, and hire more recruitment staff.
 - Will move the Marketing Department to the Student Services Building to share space with A&O. Will provide more opportunities to collaborate to reach out to potential students.
 - Will ensure the department has software and technology to increase efficiency.
 - Outcomes: Increased head count, retention, and completers and to maintain on overall student satisfaction score of 9.1 or higher.
- Implement an Updated Salary Range Structure and Progression Table to Move Employees Through Their Respective Salary Ranges

The goal is to move employees through their salary ranges more quickly. Several employees are below midpoint. The college adjusts salary ranges as it receives compensation funding from the state. However, since all employees receive the same increase, there is no real movement within the range. The college has not had a process to move high-achieving employees through their ranges.

The college developed a progression tool that provides higher increases for employees at the bottom of their ranges if they are within a certain percentage of midpoint. This increase, coupled with a cost-of-living and/or merit increase, will move them up to midpoint more quickly.

Employees above the midpoint still receive an additional amount for progression, but it will be smaller.

The progression tool will cost more to implement than was allocated by the legislature; will have to cover the costs with internal monies. Administration will review all program budgets to determine the real costs of operation. Directors administer their budgets effectively, but there are still pockets of money that end up needing to be spent. This funding will be used to invest in staff, move them through their ranges, and fund salaries.

Mr. Taylor asked if the college addressed internal equity and compensation compression, e.g., new employees getting paid nearly the same as long-term employees. Mr. Call explained the college identified employees below the midpoint and looked at how long they've been in their positions. If they've been in the position for a number of years, they are given priority (if they have a good evaluation) for movement within the range.

Mr. Call noted the tech colleges are participating in a salary survey coordinated by the Utah System of Technical Colleges (UTech) to see if adjustments are needed.

Mr. Jenkins asked if the college has high turnover; it's historically low. President Taggart stated the college is experiencing recruiting issues. The school districts are strengthening their salary structures, and some individuals are going back to industry where they can earn more. Salaries have been frozen since the economic downturn in 2008, and the college wants to be proactive in addressing the compensation issue.

Mr. Taylor asked if the state provided the college with a compensation formula or structure. Mr. Call explained that the college modeled its tool after one used by another college. Progression increases are based on how close the employee is to midpoint, e.g., employee receives a certain percentage for being 85 or 95 percent of midpoint. The percentages are not guaranteed each year and are contingent upon available budget.

President Taggart said there are three components to overall compensation--state allocation, movement through the range, and merit. Depending upon the annual budget, the college may only be able to fund two of the three.

- Strengthen Articulation from High School to Ogden-Weber Technical College to Weber State University (WSU)

The college will continue to strengthen articulation with the school districts and Weber State University and assign specific staff to this objective.

- Budget

The college received 2.5 percent for merit. The college's initial health benefits premium increase was 12 percent. The college's benefit's carrier, Select Health, suggested the college participate in its Share Program. The program focuses on employee wellness and guarantees a lower premium (no higher than 2 – 2.5 percent for three years). The college's Benefits Team elected to join the program. Funds are available to cover the

premium, and the college will use leftover funds to incentivize employee participation in Share activities.

A motion to approve the FY20 Business Plan was made by Kori Ann Edwards, seconded by Paul Widdison, and carried unanimously.

6. APPROVAL OF POLICY: STUDENT COMPLAINTS

“Student Complaints” is an existing policy that required extensive revisions to simplify the complaint process. Revisions include changing the title to “Student Grievances and Sanction Appeals”; revising the Policy statement to make it more concise; and combining the informal/formal complaint processes into one.

Mr. Taylor asked if an ESL student has ever requested translation services. Mr. Burchell indicated they have not been required in the past. The college has an ADA compliance officer if assistance is needed.

President Taggart explained that the Council on Occupational Education and Title IX require the college to have a student complaint policy. The procedures in the existing policy are cumbersome, and the college is interested in addressing and resolving student issues as soon as possible.

Mr. Moore asked about the number of grievances the college has received. Mr. Burchell related that the college had 35 informal complaints and no formal ones.

A motion to approve the “Student Grievances and Sanction Appeals” policy was made by Kearston Cutrube, seconded by Richard Taylor, and carried unanimously.

7. INFORMATION/DISCUSSION

Members did not have any questions about the information contained in this section of the board booklet.

8. UTAH SYSTEM OF TECHNICAL COLLEGE’S BOARD REPORT

Mr. Moore reported on the following items:

- Board met at Uintah Basin on March 21, 2019.
- Bridgerland’s Health Building was not funded by the legislature this year.
- UTech Board Leadership terms expire June 30, 2019. Chair Evans appointed a nominating committee to interview trustees on their availability and willingness to serve.
- A committee comprised of Mr. Moore, board member Scott Theurer, board member Mike Angus, President Paul Hacking, Clay Christensen, Assistant Commissioner Tyler Brinkerhoff revised UTech Policy 111 - Presidential

Search/selection Process. UTech Board members were asked to review the policy and provide feedback.

- The board attended a ribbon cutting for UBTEch's new welding facility.
- Update on Higher Education Strategic Planning Commission: The consulting group met with all regions in Utah in April to address the future of higher education (impacts both the Utah System of Higher Education (USHE) and UTech).
 - Concerns include population growth; per capita compensation (below the national average); need to be more responsive to the work needs of the state; need to address mid-level jobs.
 - Specific implementation issues: Dual mission for community colleges; whether community colleges be separated from higher education; creating distance education capacity; reaching out to underserved areas; looking at alternative delivery options.
 - Governance: How many governing boards should there be? Should the existing three boards be combined? Should there be a coordinating entity?

Commissioner Dave Buhler is retiring, and UTech has a temporary commissioner; both positions need to be filled. Governor Herbert recently notified USHE and UTech that searches are to be put on hold until after the 2020 legislative session.

Mr. Moore stated that USHE and UTech have different missions. If the commission decides to move to a single governing board, there needs to be equal representation.

President Taggart thanked members for participating in the Strategic Planning Commission's regional meeting.

9. PRESIDENT'S REPORT

President Taggart reported on the following items.

- The college held a National Technical Honor Society induction ceremony last week—over 500 people attended. He thanked Mr. Widdison and Ms. Wilson for attending.
- J.D. Machine recently held an open house, and over 250 people toured the facility and learned about manufacturing. Petersen Incorporated hosts a similar event. The activities are a way to educate the community about high-paying jobs in the manufacturing field.
- The Governor's Economic Summit is scheduled for May 17, and a majority of the board is attending.

10. NEXT MEETING

The Board of Directors is scheduled to meet on Thursday, June 27, 2019, at 4:00 p.m. in the C. Brent Wallis Student Services Building, Harold W Ritchey Board Room.

Meeting adjourned at 5:54 p.m.