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Cowley College
Board of Trustees Official Minutes

July 27, 2023
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I. Call to Order

The work session of the Board of Trustees of Cowley College was called to order on July 27, 2023, at 2:00pm in the Cowley College Workforce and Community Education Center (formerly the Cowley College Education Building), 215 W. Chestnut Ave., Arkansas City.

Trustees	**Present**	**Brett Bazil, Chair**
		Dr. Steve Abrams, Vice Chair
		Dr. Alan Marcotte, Trustee
		Bob McGregor, Trustee
		David Stanley, Trustee
		Gary Wilson, Trustee
		Glennis Zimmerman, Trustee
Staff		**Dr. Michelle Schoon, President**
		Tiffany Vollmer, Board Clerk
		Debbie Phelps, Executive Director of Institutional Effectiveness
		Janice Stover, Interim VP of Academic Affairs
		Paul Erdmann, VP of Information Technology
		Rama Peroo, Director of Institutional Communications and Public Relations
		Stefani Jones, Director of Student Enrollment and Success
		Abby Morris, Director of Marketing
		Kristi Shaw, Executive Director of Student Services
		Jon Tyler, Campus Safety Officer
Guests		**Jacinda Shaw-Kinzie, Citizen**
		Joe Shriver, Citizen
		Kyle Carlson, Citizen
		John Sybrant, Citizen
		Terry Nunemaker, Citizen
		Jackie Glasgow, Citizen
		Phil White, Citizen

The Invocation was presented by Dr. Steve Abrams, the College Mission Statement was read by Chair Bazil and the Trustee candidates we introduced.

II. Sumner County Sales Tax

A. Jessica Lucas, Cowley Government Affairs Liaison provided an update on the Sumner County Sales Tax.
- The current 10 year, ½ cent sales tax expires on March 31, 2027.
- Should the Board choose to go out for a vote to renew the tax, the latest date to do so would be the November 2026 election.
- Trustee Zimmerman shared a communication regarding current Sumner campus programs.
- Jessica recommended the College begin assessing what programs are of interest by surveying students and speaking with local industry.

- **Jessica will work with Stacy Davis regarding the economic development outlook in the Sumner County region.**
- **Additionally, the Board would like to hold a public forum either before or after the October Board meeting at the Sumner Campus to increase communication.**
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III. Update on Current Institutional Goals

A. Strategic Plan Update -

Dr. Schoon provided the Board with an overview of current College Institutional Priorities and the associated goals under each priority.

- **PRIORITY 1 FOCUS: Cowley College identifies and meets student needs through teaching and learning processes aligned with unique support systems to support its core mission, student success.**
  - **Increase overall GPA in developmental, English and math course(s)**
  - **Increase completion (with a C or better) in gateway courses (Composition 1, College Algebra)**
  - **Expand and increase student engagement with academic support services**

- **PRIORITY 2 IMPACT: Cowley College leverages resources to increase scope, minimize student constraints and improve operations.**
  - **Address disparities in student attrition rates.**
  - **Standardize academic advising processes to increase student retention.**
  - **Increase enrollment and retention rates for Hispanic Latino students.**

- **PRIORITY 3 EQUITY: Cowley College creates a strong community that demonstrates inclusive and equitable treatment of its stakeholders.**
  - **Create a culture of inclusion and belonging for all stakeholders through an emphasis on empathy.**
  - **Increase mental health awareness and develop support resources for students and employees.**
  - **Establish a source of financial support for Hispanic Latino students.**

- **PRIORITY 4 RELEVANCE: Cowley College adapts to meet changes in higher education and stakeholder needs**
  - **Maintain relevance and superiority through current and emerging technology for all stakeholders.**
  - **To ensure relevance by meeting student needs through program development, innovative scheduling and course offerings.**

- **PRIORITY 5 COMMUNITY: Cowley College commits to the public good by creating engagement and value for its service area.**
  - **Increase partnerships throughout the College's service area.**
  - **Increase engagement in the College's service area with a broader set of stakeholder groups.**

- **PRIORITY 6 EQUIP: Cowley College invests in its employees to create a culture that promotes personal and professional growth.**
  - **Enhance employee professional knowledge and skills through training and development.**
  - **Promote a healthy work-life balance by recognizing each employee as a whole person.**
  - **Enhance communication to foster a greater sense of community and collaboration.**

B. Performance Agreements –

Dr. Schoon shared the AY 2022 Performance Report.

Cowley Community College Performance Report AY 2022

AY 2022 FTE: 1,856
Date: 6/15/2023

Contact Person: Michelle Schoon
Phone: 620-441-5204
email: michelle.schoon@cowley.edu

	Foresight Goal	3 yr. History	Reporting AY 2020 (SU19, FA19, SP20)		Reporting AY 2021 (SU20, FA20, SP21)		Reporting AY 2022 (SU21, FA21, SP22)	
			Institution Result	Baseline Comparison	Institution Result	Baseline Comparison	Institution Result	Baseline Comparison
1 Increase first to second year retention rates of college-ready cohort	1 *KBOR data*	Fall 2012 Cohort: 278/449 = 61.9% Fall 2013 Cohort: 204/348 = 58.6% Fall 2014 Cohort: 175/275 = 63.6% **Baseline: 657/1,072 = 61.3%**	233/349 = 66.8%	↑	244/374 = 65.2%	↑	176/302 = 58.3%	↓
2 Increase the completers success rate in the gateway courses of English Composition I and College Algebra	1	Fall 2015 Cohort: 846/1,182 = 71.6% Fall 2016 Cohort: 823/1,042 = 79.0% Fall 2017 Cohort: 941/1,126 = 83.6% **Baseline: 2,610/3,350 = 77.9%**	908/1,079 = 84.2%*	↑	831/979 = 84.9%	↑	820/981 83.6%	↑
3 Increase the percentage of students who completed, became employed or transferred	2 *KBOR data*	AY 2012 Cohort: 555/915 = 60.7% AY 2013 Cohort: 505/881 = 57.3% AY 2014 Cohort: 534/871 = 61.3% **Baseline: 1,594/2,667 = 59.8%**	377/684 = 55.1%	↓	408/690 = 59.1%	↓	422/714 = 59.1%	↓
4 Increase the percentage of college-ready students that complete a certificate OR degree OR transfer within three years of first full-time enrollment at Cowley College	1	Fall 2010 Cohort: 506/829 = 61.0% Fall 2011 Cohort: 508/778 = 65.3% Fall 2012 Cohort: 450/786 = 57.3% **Baseline: 1,464/2,393 = 61.2%**	249/376 = 66.2%	↑	230/336 = 68.5%	↑	276/377 = 73.2%	↑
5 Increase the persistence rates (fall to fall) for students in developmental courses	1	Fall 2012 Cohort: 249/462 = 53.9% Fall 2013 Cohort: 190/364 = 52.2% Fall 2014 Cohort: 137/259 = 52.9% **Baseline: 576/1,085 = 53.1%**	88/156 = 56.4%	↑	92/167 = 55.1%	↑	113/168 67.3%	↑
6 Increase overall first-year academic achievement (GPA) for students in developmental courses	1	AY 2012: 2.162 AY 2013: 2.201 AY 2014: 2.327 ****Baseline: 2.214**	2.201	↓	2.434	↑	2.487	↑

*Reflects corrections made by the institution on 6/24/2022.
**Baseline was corrected 5/27/21.

New Performance Agreement Structure

Proposed Structure

Proposed Project-Based Performance Funding Structure

Proposed Project-Based Performance Funding					
Project	Math Pathways in Accordance with Amended Chapter III.A.14.	Corequisite Math Support Developmental Education in Accordance with Amended Chapter III.A.14.	Corequisite English Support Developmental Education in Accordance with Amended Chapter III.A.14.	Systemwide Course Placement Measures in Accordance with Amended Chapter III.A.14.	Academic Degree Maps in Accordance with the Basic Standards
Percentage of Funding Each Year	20% Funding	20% Funding	20% Funding	20% Funding	20% Funding

Project-Based Timing

- AY 23 and 24 require preliminary work but no performance funding is attached.
- Performance Funding impacts AY 25-27 as detailed below.

Year of Activity	Info Due to KBOR	Project Phase	Performance Funding Award
AY 25	July 1, 2024	Professional Development and Preparation	July 2025
AY 26	July 1, 2025	Soft Launch	July 2026
AY 27	July 1, 2026	Full-Scale	July 2027

IV. Enrollment Management Update

Dr. Schoon shared the 2022 Enrollment Management Plan focusing on the following priorities:
- **Access to general education and workforce training for residents of the College's service area;**
- **Equitable, education access for all student sub-groups;**
- **Focus on institutional sustainability through the recruitment of new students;**
- **Increase institutional effectiveness through coordinating interdepartmental action; and**
- **Development of strategies to drive long-term growth, supporting institutional adaptability to meet future challenges.**

V. KBOR Data Share Analysis/AIM

Debbie Phelps provided an overview of the KBOR data shared at the last KACC President's and Trustees meeting along with the Accountability and Institutional Measures (AIM)

Sources of Data –
- **Student Information System**
- **Kansas Higher Education Statistics (KHEStats)**
  https://submission.kansasregents.org/ibi_apps/portal/BIP_Public2/KHEStats
  - **Annual Year (AY) Collection**
  - **Fall Preliminary and Census Collections**
- **National Center for Education Statistics (NCES)**
  - **IPEDS Data Collection**
- **National Community College Benchmarking Project (NCCBP)**
- **Noel Levitz Student Satisfaction Inventory; College Employee Satisfaction Survey**

Accountability and Institutional Measures (AIM)
- **Educational Access**
- **Retention**
- **Success**
- **Metrics Include:**

- Academic Performance of Student Athletes: Team GPA
- Noel Levitz Student Satisfaction Performance Gaps
- Academic Support Services Student Usage
- Three Year Student Loan Cohort Default Rate
- Average Student Loan Debt Compared to Net Cost of Attendance
- Prospect to Enrolled Student Conversion
- Cash Carryover Percentage
- Audit Report Exceptions

VI. Trustee Goal Setting

Dr. Michelle Schoon led the Board in a 2023-2024 goal setting session through a SWOT analysis.

Strengths:
- Board stability/great board
- Friendly
- Affordable education
- Transferrable
- Committed staff and administrators
- Stable community
- Good programs and course offerings (CJ, etc.)
- Good facilities
- Student life and athletics

Weaknesses:
- Declining enrollment
- Employee turnover
- Ireland Hall challenges with building
- Carnegie Library not owned by College
- Unfilled programs
- Communication
- Not enough tech courses
- Availability and quality of instructors for technical programs

Opportunities:
- Expand student market to outlying counties
- Market to attract students
- Change in labor market due to AI and Robotics
- Additional tech ed programs (electrical, robotics, sustainable energy, AI, etc.)
- Wellington campus
- Business and Industry training
- Plan to increase FTE
- Campus locations close to major transportation routes

Threats:
- KBOR support and merger/affiliation push
- Incoming student preparedness/COVID fallout
- Faculty/employee retention
- Fewer students in service area/decline in population/lower enrollment
- State funding/KBOR involvement/alternate funding sources
- Lack of support by Cowley and Sumner residents

- **Societal norms not as favorable to higher education/Tech Ed pushing vs gen ed transfer**
- **Increased cost of education**
- **Lack of planning for AI.**

The Board of Trustees established the following priorities for 2023-2024:

1. **Increase input from business and industry (surveys, listening sessions, focus groups)**

2. **Support the implementation of the Enrollment Management Plan (EMP) through monthly updates**

3. **Seek alternate funding sources for operations and program growth**

4. **Actively communicate the return on investment that the College provides for students and the community**

Dr. Schoon will further develop supporting information for each priority.

XII. Adjournment

With no other business to be considered, Chair Bazil declared the meeting adjourned at 5:47 p.m.

Tiffany Vollmer
Board Clerk