OGDEN-WEBER APPLIED TECHNOLOGY COLLEGE
BOARD OF DIRECTORS MEETING
May 28, 2015
Harold W Ritchey Board Room
4:00 p.m.

MINUTES

MEMBERS PRESENT
Troy Bullard Business/Industry
Thomas Hardy Business/Industry
Steve Moore, Chair Business/Industry
Dean Oborn Weber School Board
Jerry Ropelato Business/Industry
Frank Ruiz Business/Industry
Kevin Sullivan WSU Institutional Council
Richard Taylor Business/Industry
Matt Wardle Business/Industry
Joyce Wilson, Vice Chair Ogden School Board

EX-OFFICIO MEMBERS PRESENT
Collette Mercier Ogden-Weber Applied Technology College

GUESTS
Chad Burchell Ogden-Weber Applied Technology College
Colby Kendell Ogden-Weber Applied Technology College
Jennifer Streker Ogden-Weber Applied Technology College
Derek Ponce Ogden-Weber Applied Technology College
Jim Taggart Ogden-Weber Applied Technology College
Tyler Call Ogden-Weber Applied Technology College

Tina Smith Recording Secretary
The Board of Directors of the Ogden-Weber Applied Technology College met on Thursday, May 28, 2015, at 4:00 p.m. in the C. Brent Wallis Student Services Building, Harold W Ritchey Board Room. The meeting was conducted by Steve Moore, chair. The agenda proceeded as follows:

Mr. Moore introduced the guests in the audience: Jennifer Streker, program director; Chad Burchell, business tech instructor; Colby Kendell, business tech instructor; Derek Ponce, director for teaching and learning.

Ms. Wilson reviewed the food items prepared by the students in the Culinary Arts program.

1. APPROVAL OF THE MINUTES OF THE MEETING HELD APRIL 23, 2015

A motion to approve the minutes of the meeting held April 23, 2015, was made by Kevin Sullivan, seconded by Frank Ruiz, and carried unanimously.

2. APPROVAL OF PROPOSED FEES

The college is requesting two changes to the fee schedule:

- **Monthly Student Class Fee:** The fee has been $37 per month since 2013, and the college is requesting an increase to $40. Moving to the rounded-up number will make it easier for the college to calculate costs for the course-based programs and offset potential losses.

  Ms. Wilson asked if this is a 12-month fee or a single fee that's charged upon enrollment. Mr. Call explained that the fee is charged on a monthly basis during the time the student is enrolled. The fee does not apply to secondary students.

  Mr. Ruiz asked if there is a possibility that students could get behind on paying the fee and amass a large balance. President Mercier explained that the monthly fee doesn’t accumulate—students pay it on a month-by-month basis. Students in course-based programs will be required to pay the full amount up front before starting the class. In addition, the college tries to identify students who are having financial difficulties as soon as possible so the counselors and the Office of Financial Aid can assist them.

  Mr. Dean asked for a description of a course-based class. Mr. Taggart explained that college’s classes have historically be open entry/exit—students can start on any given week and pay tuition based on the number of hours they are enrolled. Course-based classes are more traditional—students pay the full cost of the class up front and are given a deadline to complete. This model works well with longer programs, and the college plans to implement it for Cosmetology (1600 hours). Students will buy a block of time with a deadline to complete the training—this helps incentivize them to complete and stay on track. It also allows the college to capture those hours up front.
Mr. Oborn asked about the monthly fee for course-based programs; Mr. Taggart said the fee will be $40. If the course is short, the monthly fee will be pro-rated.

- **Nursing Assistant Clinical No-Show Fee:** This is a new fee. Faculty members are required to be present when students have a clinical rotation. If students don’t show up, the college must still pay the faculty member for being there. If the student commits to the rotation and doesn’t show up or call, the college will assess the no-show fee.

Mr. Wardle asked if all students will be notified of the fee; they will. Mr. Taggart said the new fee will go into effect July 1, 2015. Expectations will be reviewed with students. Students must have a legitimate reason for not being in attendance. If they call ahead of time, they will be excused. If they don’t call, they will be charged. If they call in a second time, they will be charged. There are only two clinical days, so it is important for them to be there.

Ms. Wilson asked if the instructor makes the decision as to whether the no-show is legitimate. Mr. Taggart stated that as long as students call in advance, they won’t be charged, nor will documentation be required. No-shows are not a major issue at this point in time; however, the college would like to implement the fee as a deterrent before it becomes a problem.

Mr. Oborn asked if the college will hold a student’s Certificate of Completion until the fee is paid; yes.

Mr. Ruiz expressed concern about the number of fees that are assessed wherever people go. However, he understood that the fee is being used as an incentive to ensure students make it to the clinical site.

Mr. Taylor supported the fee as long as subjectivity is removed from the process.

Mr. Ropelato asked if $25 is the appropriate charge, noting that many students are already struggling financially. The $25 fee is almost equal to one month’s tuition. President Mercier reiterated that the college wants the fee to be a deterrent. It may be onerous for some students, but they need to be responsible for their actions.

Mr. Taggart noted that several employers have indicated that students need to understand workplace ethics and were the ones who recommended implementing some type of deterrent. The clinical sites are not compensated for having the students on site, and when students are no-shows or late, it’s a hardship for them.

Mr. Moore commented that the fee is more of a penalty for a no-show. Mr. Taylor stated that students are learning about responsibility and how their actions impact patient care. He supported the secondary lesson behind the fee.
Ms. Wilson asked if the fee schedule should include wording that states that students need to contact the instructor in the event that they cannot make it to the clinical site. Mr. Taggart explained that the fee schedule in the board booklet was developed for board review. Once the schedule is approved, students will be provided with information on the fees and expectations. Students also generally sign off that they have received the information during program orientation and on their course syllabi.

Mr. Ruiz suggested replacing “fee” with “penalty” or “charge” because the word “fee” has negative connotations. Mr. Sullivan suggested calling it a “Clinical No-Show Charge (or Penalty).” Mr. Bullard felt comfortable with the title since it clearly states what it’s to be used for. Mr. Wardle agreed, noting that the primary purpose of the fee is to teach students accountability.

A motion to approve the fee schedule (includes increasing the monthly student fee from $37 to $40 and the new clinical no-show fee) was made by Joyce Wilson, seconded by Richard Taylor, and carried unanimously.

3. APPROVAL OF THE FY16 BUSINESS PLAN

The board approved the Strategic Plan last month, and the college developed the FY16 Business Plan based on initiatives in the document. This year, the institution will focus on two areas: 1) increasing enrollment growth; and 2) strengthening partnerships. The college’s three division vice presidents reported on their objectives and plans.

**Instructional Services**

- **Objective:** Continue strengthening enhanced pathways with local school districts to impact completion of post-secondary certificates. Because the college anticipates that adult enrollments will remain flat, secondary students are the best source for filling the employment pipeline.

- **Plans:**
  - Increase outreach to high school students in current pathway courses. The college is targeting these students to help and encourage them to transition to day, evening, or summer classes.
  
  - Increase access to tech college courses in high schools. Will add welding classes at Ogden High; robotics at Ben Lomond High; and automated power technologies and developmental math at the Weber Innovation Center.
  
  - Implement integrated tutoring services—tutors will go to the classes where students need help.

- **Outcome:** Ten percent increase in secondary students who complete a tech college certificate while in high school or within six months of graduation.
**Student Services**

- **Objective:** Increase enrollment and retention by: 1) increasing person-to-person, caring advising with prospective students to guide them through the enrollment process; and 2) providing counselor intervention during the first 100 hours of a student’s experience when the transition to a competency-based model can be difficult for students.

- **Plans:**
  - Add a part-time hourly advisor to expand pre-enrollment advisement and tours in the evenings when many individuals are available.
  - Utilize existing counseling staff to meet all new daytime students and establish a relationship in the first two weeks of a student’s program.
  - Add an evening advisor to expand outreach to evening students in their first 100 hours; contact students who have dropped.

Mr. Ruiz asked about the number of counselors the college currently has on staff; there are three. The college will collect data to help determine what works/doesn’t work as well as identify the “right” number of counselors to meet student needs.

- **Outcomes:**
  - Increase the number of brand new enrollments in FY16 compared to FY15.
  - Improve retention of students in the first 100 hours of their program.

**College Services**

- **Objective:** Implement software to help streamline processes and manage documents. A team is currently reviewing all processes to see how they can be changed to be more effective.

Mr. Wardle asked if the college will manage documents internally or hire an outside vendor. Mr. Call explained that the college is looking for an outside vendor. They will tailor their product to meet the college’s needs, implement it, and train employees. Mr. Wardle noted that these vendors can sometimes help streamline processes not related to documents.

- **Plan:**
  - Decrease the time it takes to accomplish the objectives mentioned above.
  - Improve the level of customer services to students and employees using these processes.
• **Outcomes:**

  - Report to the college community about the time savings and overall improvement in the level of customer satisfaction.

When asked how the division will evaluate its success, Mr. Call indicated that he is in the process of establishing a baseline. The team will evaluate how much time its customers are saving in their processes once the software is installed.

President Mercier related that the college will focus very closely on tracking performance in FY16 to verify whether the changes are making a difference and provide monthly updates to the board.

Mr. Moore asked if the Business Plan objectives will tie in with UCAT performance model; they will.

Referencing the College Services Division section in the Business Plan (page 14), Mr. Sullivan noted that the “Plans” actually read more like “Outcomes”; may need to change the formatting in this section.

Mr. Call reviewed the “Funding Priorities and Budget” (page 15 of the board booklet). The college will use FY16 state appropriations ($237,600), tuition revenue ($45,000) from a 5 cent rate increase, and a reallocation of existing budget ($194,000) from lease savings to fund the following priorities:

- Provide 2 percent compensation ($192,000)
- Cover a 6.1 percent increase in health insurance premiums ($45,600)
- Fund 3 key instructional areas ($135,000) – will be used to implement integrated tutoring services, add a robotics course at Ben Lomond High School, and initiate daytime developmental math at the Weber Innovation Center
- Add two part-time hourly staff members to increase pre-enrollment and retention

A motion to approve the FY16 Business Plan was made by Tom Hardy, seconded by Dean Oborn, and carried unanimously.

4. **APPROVAL OF FUND BALANCE PROJECTS**

The detailed FY16 budget will be presented to the board at the June meeting, and the college is requesting approval of fund balance projects so they can be included in the budget.

Several years ago, the board approved setting aside 15 percent of the college’s state appropriation for fund balance projects. To date, fund balance is at $3.7 million. This
year, 15 percent of the FY15 state appropriation amounts to $1,922,445, and the
college is requesting the use of $325,000 for the following projects.

- Signage, lighting, and painting of the BDO facility ($40,000)
- Signage, flooring, lighting, and painting updates to the Manufacturing Tech
  Building ($110,000)
- IT network and email SPAM refresh per 5-year plan ($60,000)
- Document Management software purchase ($65,000)
- Custom Fit employer/company training opportunities ($50,000) – it was noted
  that the Custom Fit Department has its own fund balance account (was at
  $200,000); have had to use fund balance monies since they have run out of
  funds to serve employers

It was noted that the college has requested use of fund balance in the past but has
been able to find monies in the existing budget to cover the costs of campus projects.

Mr. Ropelato asked about the software purchase, noting that many companies are
moving away from buying software and moving toward services on the Cloud. In many
cases, they are realizing costs savings by doing so. Mr. Call indicated that the college
has moved to the Cloud for some applications, e.g., facilities work order system. Mr.
Taggart indicated that as the college bids this project out, some vendors may offer a
Cloud-based system that may be more cost effective. The college needs to tighten up
its processes first before looking at software or the Cloud.

Mr. Call asked if the college would have to pay for maintenance for Cloud-based
software. Mr. Ropelato explained that he pays a monthly fee, and employees can
access the software at work or at home.

Mr. Wardle noted that the college has requested use of fund balance in the past but
ended up using existing budget instead and asked how this was accomplished. Mr. Call
explained that employees are asked to spend conservatively, so some divisions may
have excess funding that can be used for projects. The college does not spend down
funds at year-end just because they are available; Mr. Wardle complimented the college
on this practice.

Mr. Ruiz asked about past fund balance projects. Mr. Call related that the Culinary Arts
kitchen remodel and the Automotive program (equipment, remodeled space) were both
fund balance projects. President Mercier stated that most fund balance projects focus
on upgrading the college’s facilities.

A motion to approve using $325,000 of unrestricted fund balance for facility
improvement and software/training projects was made by Matt Wardle, seconded by
Jerry Ropelato, and carried unanimously.
5. **COLLEGE RECEIVES WEBER STATE UNIVERSITY “CRYSTAL CREST AWARD”**

The college, along with Davis tech college, was presented with the “2015 Crystal Crest Presidential Award” on April 25, 2015. President Chuck Wight selects the recipients of this particular award. President Mercier showed the board the award and certificate presented to the college. The board congratulated the president on receiving this recognition.

The college’s relationship with Weber State has slowly improved over the years, especially under President Millner. As new deans are hired, the college is seeing more opportunities opening up with the university and less of a feeling of competition. Coming from Salt Lake City, President Wight saw the value of the relationship between the University of Utah and Salt Lake Community College, and as a result, he sees the value of a relationship with Ogden-Weber. Both students and employers will benefit from this strengthened partnership.

6. **DEMONSTRATION OF BUSINESS CERTIFICATE ONLINE CURRICULUM**

The board approved the Business Certificate last month, enabling the college to fully offer the training online. A question had been raised as to where students can find employment. Mr. Taggart indicated that all industries are impacted by the certificate, and students have been hired by a variety of companies including the Internal Revenue Service, TelePerformance, Department of Workforce Services, Weber School District, Campus Book Rentals, Weber Human Services, Barnes, Petersen Incorporated, Ken Garff, Williams International, Universal Trailer, and Home Depot to name a few.

The content provided to students is the same whether they are physically on campus or online. The classes are offered through the college’s CANVAS system, and ebooks are used (less expensive than textbooks). The two main instructors were introduced: Colby Kendell (sales and marketing courses) and Chad Burchell (business leadership and workplace ethics courses).

Mr. Kendell and Mr. Burchell provided the board with a demonstration of the online curriculum which includes links to articles, video, and discussion groups. The instructors have developed videos in-house but also use videos from other sources.

Mr. Ropelato asked how students show proficiency. Mr. Burchell indicated that students have several ways to present their materials, e.g., schedule a time via Cranium Café to present materials; use of shared desktops; video chat.

Mr. Ropelato asked how the program compares with Pluralsight (online provider of training based in Orem). Mr. Taggart explained that Pluralsight mainly provides IT software development training, and the college’s software development team is working with them; training is similar. Because of accreditation, the college has to meet certain standards, e.g., answer student questions within 24 hours.
Mr. Ropelato asked if the college has received any feedback on why its program is better compared to other sources. Mr. Burchell stated that the college has some advantages—students will have an actual instructor to interact with. The college is required to respond to questions within 24 hours, leading to better customer service. Most importantly, instructors are focused on ensuring that students complete and are successful.

Mr. Kendell stated that demonstrating competency is very important and students can do so online using webcams. If they don't have one, they can check one out from the college. Most phones, tablets, etc., come with cameras.

Mr. Oborn asked if online students will ever be asked to meet in person once or twice during the scheduled course. Mr. Burchell indicated that students progress at their own pace. If several happen to be in nearly the same place, he will have them present at the same time; however, for the most part, students will be at different levels in the program. He noted that their presentations will be captured on video, and he will critique them. Students can also critique other presentations--gives students the opportunity to pick up ideas from other individuals who respond.

Mr. Ropelato noted there will be a lot of one-on-one communication between the instructors and students and asked if the college has policies in place regarding appropriate online behavior. Ms. Streker, program director, indicated the college will ensure proper policies are in place. Mr. Burchell noted that he feels more comfortable with online interaction since there is documentation of every communication, conversations can be recorded, etc.

Mr. Ruiz asked if courses like this will be available for free online; Mr. Taggart said they are not being offered for free at this time. The college has invested a large amount of resources in the development of the program and is waiting to see what the ROI is.

It was noted that half of the college’s Business program is articulated with the school districts. This is a full certificate, but every course can be taken a la carte. Half of the secondary students will probably take half the certificate. The other half of the students will choose pieces of the curriculum. This is also the first program outside of the health programs that requires an internship.

Mr. Ropelato again strongly encouraged the college to implement policies to protect employees and students as it relates to inappropriate behavior/use of the Internet. Mr. Taggart stated that the college currently has policies in place, e.g., Student Responsibilities and Conduct, Employee Conduct, but will look at putting safeguards in place. Mr. Bullard suggested seeing what other institutions that offer online training do as it relates to Internet safeguards; Mr. Taggart said that his staff will check on best practices for online interaction.

7. INFORMATION/DISCUSSION

- **Financials:** Budget is on tracking on schedule. Student tuition and fees are behind but are offset by expenses which are tracking behind.
• **Campus Development Update**: The campus lighting project is almost complete. The RFP for an investor in the solar array project was sent out.

• **Discontinuance of Programmatic Accreditation – Dental Assisting**: The Dental Assisting program has been accredited by the Commission on Dental Accreditation (CODA) for 20 years. Employers have indicated that they don’t require the accreditation, and the standards are too restrictive for students, e.g., high school students are unable to enroll in the program. Under CODA, students have to participate in a 320-hour unpaid externship—employers feel this is onerous and are ready to hire students before the 320 hours have been completed.

The primary benefit to being accredited by CODA was access to the Certified Dental Assistant (CDA) credential upon completion of the program. However, the number of students taking the exam has declined since employers don’t require it, nor do they pay for it. As a result, the Dental Assisting Employer Advisory Team recommended discontinuing CODA accreditation. The program will have accreditation through the Council on Occupational Education (COE). In addition, the college has identified a third-party agency that will provide Registered Dental Assisting (RDA) certification for a much lower cost.

• **Garrett Chatelain, Ogden-Weber SOTY**: Mr. Chatelain was recently hired by Primary Children’s Hospital.

• **American Welding Society (AWS) Testing Facility**: The Welding program was recently audited by AWS and will receive formal approval as a testing site in the next few months. The auditor stated that he had only seen one other facility (located in Seattle) that had the breadth of training and testing as that offered at the college.

• **Ogden-Weber Chamber Leadership Northern Utah (LNU) Project**: LNU is comprised of representatives from companies in the community, and the membership changes each year. As part of the LNU program, the team is responsible for a community service project, and the college’s YouthBuild program has provided assistance for the past two years. In 2014, the LNU group remodeled an apartment for the Homeless Veterans Federation. This year, they remodeled bathrooms at Enable Industries. The college was presented with a plaque in appreciation for its support; President Mercier showed it to the board.

8. **UCAT BOARD REPORT**

Mr. Moore reported on the following items:

• Chad Campbell was selected as the new president of Bridgerland tech college. He had been serving as the vice president of finance.
President Brems accepted a church calling in Barcelona, Spain, effective January 2017, and tendered his resignation. However, Tom Bingham, board chair, asked the Governor (since this is a Governor-appointed position) if President Brems could take a one-year leave of absence. An interim president would be appointed until President Brems returns. The board discussed individuals who could serve in this capacity, but no decision was made.

When House Bill 360 was passed, it removed all non-voting members from the Utah State Board of Education (USBE). Mr. Moore was serving as a non-voting member representing UCAT; he has been removed. UCAT appointed him to represent UCAT on the State Board of Regents.

9. PRESIDENT’S REPORT

Referencing the upcoming events listed on the second page of the board booklet agenda, President Mercier pointed out the summer camps the college is sponsoring. Culinary Arts is hosting a new camp focused on junior high students, and they will have an opportunity to show off their skills at a reception at the end of their program.

10. NEXT MEETING

The Board of Directors is scheduled to meet on Thursday, June 25, 2015, at 4:00 p.m. in the C. Brent Wallis Student Services Building, Harold W Ritchey Board Room.

Meeting adjourned at 6:08 p.m.