OGDEN-WEBER APPLIED TECHNOLOGY COLLEGE
BOARD OF DIRECTORS MEETING
June 25, 2015
Harold W Ritchey Board Room
4:00 p.m.

MINUTES

MEMBERS PRESENT
Thomas Hardy
Steve Moore, Chair
Frank Ruiz
Kevin Sullivan
Richard Taylor
Joyce Wilson, Vice Chair
Business/Industry
Business/Industry
Business/Industry
WSU Institutional Council
Business/Industry
Ogden School Board

MEMBERS EXCUSED
Troy Bullard
Dean Oborn
Jerry Ropelato
Matt Wardle
Business/Industry
Weber School Board
Business/Industry
Business/Industry

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

GUESTS
Jim Taggart
Tyler Call
Rhonda Lauritzen
Monica Schwenk
Ogden-Weber Applied Technology College
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Ogden-Weber Applied Technology College

Tina Smith
Recording Secretary
The Board of Directors of the Ogden-Weber Applied Technology College met on Thursday, June 25, 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 noted that Dean Oborn, Troy Bullard, Jerry Ropelato, and Matt Wardle had asked to be excused from the meeting.

Mr. Moore introduced the guests in the audience: Monica Schwenk, development director.

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

1. **APPROVAL OF THE MINUTES OF THE MEETING HELD MAY 28, 2015**

Referencing page 9 of the board booklet, minutes of the meeting held May 28, 2015, Mr. Taggart had stated that his Business program staff would check on best practices for online interaction. He reported that faculty and staff are participating in InstructureCon, an event hosted by the company that runs Canvas (the college’s management learning system) wherein they attended session on online safety. Employees also participated in training provided by the Utah Education Network (UEN). The Council on Occupational Education (COE) and the Department of Labor—organizations the college works closely with—also have strong guidelines for online safety.

A motion to approve the minutes of the meeting held May 28, 2015, was made by Kevin Sullivan, seconded by Frank Ruiz, and carried unanimously.

2. **BOARD LEADERSHIP ELECTIONS**

Board Leadership is comprised of the chair and vice chair, and Mr. Moore and Ms. Wilson, respectively, serve in these positions. The chair and vice chair serve two year terms, and Mr. Moore’s and Ms. Wilson’s terms expire in June 2015.

Mr. Moore opened the floor for nominations for the positions of chair and vice chair.

A motion to nominate Mr. Moore for the chair position and Ms. Wilson for the vice chair position was made by Richard Taylor. No other nominations were received. Mr. Moore and Ms. Wilson accepted the nominations. The motion was seconded by Kevin Sullivan and carried unanimously.

3. **APPOINTMENT OF BOARD MEMBERS**

The terms of several board members end in June 2015:

- **Weber School District Board representative**: Dean Oborn completed Scott Hansen’s term which ends this month. Mr. Oborn is out of town, so President
Mercier was unable to obtain a definitive answer on having him serve a four-year term; will provide an update when one is available.

- **Weber State University representative**: Kevin Sullivan has been serving in this capacity (four-year term). President Chuck Wight indicated that Mr. Sullivan’s term with WSU ends in two years and appointed him to serve on the tech college board for two years.

- **Business representatives**: Matt Wardle, Jerry Ropelato, and Thomas Hardy have been representing business (four-year term), and their terms end this month. Mr. Wardle and Mr. Ropelato have agreed to serve another term. Mr. Hardy spoke with President Mercier, stating that he should step down due to his schedule and allow another rep from the service sector to participate. He will stay on the board until a replacement is found. Mr. Moore stated that he has enjoyed working with Mr. Hardy and thanked him for his service and staying on the board until his vacancy is filled.

  The college hopes to make a recommendation at the August board meeting.

A motion to approve the reappointments of Dean Oborn, Kevin Sullivan, Jerry Ropelato, and Matt Wardle was made by Joyce Wilson, seconded by Frank Ruiz, and carried unanimously.

4. **APPROVAL OF FY16 OPERATING BUDGET**

Mr. Call reviewed the highlights of the proposed FY16 operating budget:

- Decreasing tuition and fees by $30,000 to bring budget projections more in line with actual amounts based on history.

- Increasing Sales and Services of Educational Departments revenue by $43,000 due to increased revenue projections in the Culinary and Barbering programs.

- Salary and benefits budgets have increased in connection with a 2 percent increase funded by the legislature, a 6.1 percent increase in health benefits premium, and the addition of full-time hourly employees to the college’s health plan in compliance with the Affordable Health Care Act. The college moved resources from capital and general to salary and benefits in support of objectives in the Business Plan.

- General Expense budget increases are primarily the result of Division of Facilities Construction and Management (DFCM) capital improvement projects, e.g., reroof and structure improvements at Business Depot Ogden (BDO). However, some projects have been completed on the campus but haven’t been closed out on DFCM’s books, so they might be carried over into next year.
Mr. Taylor asked about the number of employees the college has—100+ full-time employees, and 200 to 250 hourly employees.

A motion to approve the FY16 operating budget was made by Richard Taylor, seconded by Kevin Sullivan, and carried unanimously.

5. APPROVAL OF FY16 CERTIFICATES

Utah College of Applied Technology (UCAT) statute and Council on Occupational Education (COE) policy state that local boards are responsible for approving all new certificates or existing certificates if 25 percent of the content or hours is changing. Ogden-Weber’s general practice is to bring all certificates to the board in May or June so members are aware of them. Hours may shift up or down to ensure that curriculum is up-to-date and meets employers’ needs.

It was noted that Ogden-Weber is in the cycle for reaccreditation to occur in fall 2017 and will begin its self-study in 2016. A more detailed report on the process will be provided to the board in August. Part of the process includes ensuring that program names are consistent in publications, website, etc.

All 58 college certificates have been approved by the board or evaluated and approved by the employer advisory teams.

The following four programs were previously approved but are now being discontinued. No students are enrolled in these programs.

1. **Real Estate Continuing Education**: Insufficient demand for the program as agents have other sources of professional development. No teach out necessary.

2. **HVAC/R Service Tech Residential Apprentice Related Instruction**: No benefit from a standalone residential program. No teach out necessary.

3. **Dental Office Administration**: The program was designed for high school students who want to enter Dental Assisting. With the change in program accreditation, high school students can now enroll directly into the program. No teach out necessary.

4. **Medical Assistant – High School Exploration**: The program was designed for high school students waiting to be eligible to enroll in the Medical Assisting program as adults. High schools students will now be enrolled directly into Medical Assisting. No teach out necessary.

New certificates include:

1. **Culinary Arts – Baking and Pastry**: 950 hours (previously approved by the board).
2. **HVAC Skills Upgrade**: 18 hours; provides working HVAC technicians the opportunity to quickly upgrade skills in specific areas by taking individual courses.

Certificates with substantive changes (previously approved by the board):

1. **Business**: Added online component; changed name from Business Technology; increased hours.

2. **Pharmacy Technician**: Increased hours from 420 to 600.

There were 21 certificates with changes in name and/or hours.

Mr. Taylor asked whether the Radiology Practical Technician Skills Upgrade certificate focuses on the thorax, extremities, spine, etc.—how extensive is the training? Mr. Taggart explained that training focuses mainly on the chest and extremities. The college can provide advanced training on demand, usually for working medical assistants.

Mr. Moore noted that Machinist I was changed to Machine **Level** I and asked if it was important for the word "level" to be included in the title. Mr. Taggart explained that the employers requested this change. The title aligns with independent industry certifications and jobs that are advertised on a national level.

Mr. Ruiz asked if Machinist Level I is entry level, and Mr. Taggart explained that it’s the first course at 900 hours. Machinist Level II is 1,200 hours, and Machinist Level II is 1,500 hours. They are stackable credentials, and one course builds upon the next.

A motion to approve the FY16 certificates was made by Frank Ruiz, seconded by Tom Hardy, and carried unanimously.

When asked if 58 program certificates is a consistent number, Mr. Taggart said that it is. The number has been as low as 42. More employers are requesting specific upgrade certificates which increases the total number of certificates available.

### 6. APPROVAL OF FY17 CAPITAL IMPROVEMENT PROJECTS

The college’s main capital improvement project for FY16 is upgrading BDO Bay 2 (reroofing and structural upgrades).

Mr. Call reviewed the top three projects on the proposed FY17 capital improvement projects list:

1. **BDO Campus Utility and Infrastructure Improvement**: The HVAC and electrical needs to be upgraded once the infrastructure project has been completed. After that, any other changes would be considered part of capital development which is funded from another source. The college is hoping that these improvements will incentivize the Building Board into moving the BDO building up on the development list.
2. **Phase 2 of the Campus Restroom Upgrade**: The restroom upgrades are 60 percent complete. Phase 2 will complete this project.

3. **Campus-Wide Door Access System**: Convert existing door access system from keyed entry to smart card system.

The college’s projects are usually funded at the $800,000 - $850,000 level.

Mr. Hardy asked about the urgency of the Office of Civil Rights (OCR) audit-related changes. Mr. Call explained that the audit occurred after the Phase I of the bathrooms was completed, and the auditor identified some changes that need to be made. However, the project is not being driven by the audit. Ms. Lauritzen noted that the OCR audit was conducted in-state by the State Office of Education to help ensure that the college is compliant with regulations. Mr. Taggart noted that when any remodeling is done on an older building, the changes must meet current codes. That’s where the college faced some challenges but is making some positive strides in completing this project.

Once the utilities and infrastructure are completed at BDO, the college will seek development funds to finish the building. President Mercier explained that when the college presented its request to DFCM and the Building Board last year, it included the roofing, infrastructure, and build-out for a cost of $7.2 million. At that time, the college noted that it also had an improvement request that, if funded, would reduce the cost of the development project. As a result, the cost of the development request has been decreased to $6.3 million. If DFCM receives its funding from the state, then the college’s number one project will probably be funded. In that case, the state may reduce the $6.3 million request by the $850,000.

President Mercier is working with Rep. Gage Froerer, co-chair of Capital Facilities Committee, to strategize ways to get the college’s project moved up on the state’s list. It is currently number four on UCAT’s list; however, it has been the first priority on the Building Board’s list (out of all UCAT projects), mainly because the project is relatively small. In addition, President Mercier has heard that there may be significant amounts of one-time monies available next year.

The Building Board schedules tours to view projects on the list, rotating among the southern and northern regions of the state. The board will be touring northern Utah, and the college has asked to be included on the schedule.

A motion to approve the FY17 capital improvement projects as presented was made by Kevin Sullivan, seconded by Joyce Wilson, and carried unanimously.

7. **APPROVAL OF POLICY REVISIONS**

The Employee and Student Non-Discrimination policies are existing policies that are being revised so that their policy statements are similar and briefer. Additional changes were made to bring the documents into compliance with federal laws under the Equal
Employment Opportunity Commission (EEOC). In the employee policy, some unnecessary language was moved from the policy statement to the procedure section. Minor grammatical changes were made to both policies.

Referencing page 25 of the board booklet, Employee Non-Discrimination policy, section 1, Mr. Sullivan asked whether the first sentence should be reworded since it references the policy (“This policy is not meant to be a prerequisite…”), though he felt comfortable leaving it as is. Mr. Call will review this section for content.

Mr. Ruiz asked if the college had any instances where the policies have been tested; it has not.

A motion to approve the Student and Employee Non-Discrimination policies with the caveat that the college will review the wording on page 26 and change it as necessary was made by Frank Ruiz, seconded by Kevin Sullivan, and carried unanimously.

8. APPROVAL TO MOVE TO DIGITAL FORMAT – MEETING MATERIALS

Board members are provided with the board booklet in both pdf and hard copy format. President Mercier would like to move to an all-digital format to make use of current technology. However, members can request a hard copy if needed. President Mercier discussed the change with Mr. Moore and Ms. Wilson, and they supported it; however, they wanted to bring the issue before the board.

Mr. Hardy asked if the college would provide members with iPads. Mr. Taggart indicated that the college could supply one if a member doesn't have access to one. Members would need to bring an iPad, laptop, netbook, etc., to the meeting so they can access the materials.

Members did not have any concerns with moving to the digital format.

Mr. Moore recommended checking with the other four board members to ensure they support the proposal.

A motion to move the board booklet to a digital format was made by Joyce Wilson, seconded by Richard Taylor, and carried unanimously.

9. INFORMATION/DISCUSSION

- **Financials:** The budget is tracking well and is consistent with where the college has been in the past. The year-end audit will be reviewed at the August meeting. Tuition and fee revenues are $200,000 behind budget. This would have been a problem had the college not had favorable budget conditions on the expense side (running behind on general expenses). In May/June, the college freezes purchases; need to ensure that items will arrive before year-end or are absolutely necessary. Employees do not spend funds just because they are available—there must be a justified need for purchases requested during this time.
- **Enrollment Report:** Membership hours are up slightly. Tracking close in race stats in the college’s population vs. Weber County/Ogden City.

- **Marketing:** Elsa Zweifel, marketing director, is retiring, and the college is in the processing of hiring a replacement. She will be working for UCAT part-time. UCAT has enough money for one more commercial, and her goal is to tie the tech colleges in at the end. Ms. Lauritzen will verify that all marketing activities were listed in the Marketing Update memo; she thought there had been more activities than were noted.

- **Campus Development Update:** The college hopes to have a vendor proposal for the solar array project ready for the August board meeting.

  Ms. Wilson asked if the perimeter road project was ever completed. The project is being completed a few pieces at a time, including the use of a slurry seal and gravel. It was noted that the perimeter road is actually a designated state road.

- **No July Meeting:** The board will not meet in July.

- **Scholarships for Non-U.S. Citizens:** Rep. Brad Dee and Senator Scott Jenkins sponsored legislation that would allow non-U.S. citizens to use private donations/scholarships for their education. Applies primarily to high school students who have completed but are not citizens. The college is working on ways to communicate this information to the community. It was noted that 100 percent of the college’s scholarships are privately funded. Federal dollars are for Pell grants or earmarked for programs like YouthBuild.

- **EAT Meetings:** Employer advisory team meetings will resume in September.

10. **UCAT BOARD REPORT**

Mr. Moore was unable to attend the UCAT Board meeting; President Mercier attended in his place.

- **Ranking of Capital Facilities and Land Banking:** Mountainland tech college’s building is ranked number 1 on UCAT’s list; Ogden-Weber’s Bay 2 build-out is number 4. The legislature didn’t consider land banking requests last year but will in 2016. UCAT has five land banking requests.

- **Performance Funding Model:** Provided a sample of how the model would be used to allocate funding; includes points for completions (certificates and additional completions), placement, and membership hours.

  - **Completions.** Points are based on the length of the certificate that students complete because longer programs have more associated costs and students have more opportunities to leave the program.
Occupational skills certificates are approved by the local board; training is requested by local employers; must have significant demand. Fewer points are allocated to these certificates since they are shorter in length.

Upgrades were included since the colleges provide a significant amount of training in this area.

Secondary completions receive a lower weighting due to the length of training (students have to complete a minimum of 30 progress hours).

- **Placement:** Placements are worth one point. Additional points can be earned if the placement is from an underserved population (typically require more resources) and high-impact/high-cost programs.

- **Membership Hours:** Points allocated per 1,000 membership hours realized.

The performance pool could amount to $1 million, and the institutions are eligible to receive $125,000 if they meet their goals. UCAT will use FY14 data and incorporate FY15 data and FY16 goals.

The intent is not to foster an atmosphere where the institutions compete against each other. UCAT would like the institutions to compete against themselves. Some institutions received large allocations this year and should have more outcomes.

UCAT is still revising the model, adding other pieces and including building blocks (specific needs on campus, e.g., adding or expanding a program). President Mercier will provide the board with an update in August. President Brems would like to share the model with Senator Urquhart and Rep. Grover and then present the final draft to the UCAT Board in September.

Mr. Sullivan asked what will happen to the funds if they aren’t fully allocated; President Mercier indicated that this has not been determined. This is new funding.

President Brems has asked the colleges to develop “stretch” goals. Board members commented that it’s difficult at this point to determine whether goals are soft or more difficult to attain.

Mr. Sullivan said he was concerned that the model is a disadvantage for the larger institutions. They produce more, incurring more costs, yet the possible return isn’t very large. He didn’t understand the logic behind splitting the funds equally—makes it appear to be equity funding.

Mr. Taggart noted that the percentages are even harder to quantify in a meaningful way. For instance, a 5 percent gain in outcomes for one of the larger schools could be hundreds of students, while a 50 percent increase at the smaller schools could be 10 students. Mr. Sullivan reiterated his concern that this appears to be equity funding. Mr. Moore agreed, noting that he had sent an email to President Brems and UCAT Board Chair Tom Bingham stating his concerns about the monies serving as equity funding in a different form.
Mr. Taggart stated that one of the purposes of outcome funding is to focus on outcomes rather than activity. Ogden-Weber’s adult membership hours are down slightly, but it has a high number of completions and placements.

11. PRESIDENT’S REPORT

- President Mercier noted that the board had suggested a couple of minor changes to the Business Plan last month. Those changes were incorporated in the document, and she provided members with an updated copy.

- President Richard Maughan recently retired from Bridgerland tech college, and Chad Campbell was hired as the new president.

12. OPEN DISCUSSION

Ms. Lauritzen commented that Ogden-Weber is excited about the concept of the performance model, noting that President Mercier provided a lot of input into its framework. Ms. Lauritzen stated that she is looking forward to focusing on outcomes. Mr. Sullivan again expressed his concerns that the larger institutions are at a disadvantage. Mr. Moore indicated that board members can provide comments and feedback to President Brems at their discretion.

13. NEXT MEETING

The Board of Directors is scheduled to meet on Thursday, August 27, 2015, at 4:00 p.m. in the C. Brent Wallis Student Services Building, Harold W Ritchey Board Room.

Meeting adjourned at 5:32 p.m.