Call to Order
Chair Jay Nardini called the meeting to order on August 27, 2019 at 6:00 p.m. and led those present in the Pledge of Allegiance. Present: Mr. John Allan, Mr. Bruce Clark, Ms. Barbara McGregor, Mr. Casey McLaughlin, Ms. Teresa Meyer (arrived at 6:13 p.m.), Mr. Jay Nardini, Ms. Shari Sell-Bakker, and Ms. Joan Webster-Vore (by phone). Absent: Mr. Todd Rohlfsen.

Others present: Dr. Todd Holcomb, President; Dr. Jane Bradley, Provost and Vice President of Academic Affairs; Mr. Daniel Gillen, Vice President, Administration and Finance; Ms. Kathy Flynn, Vice President, Enrollment Services; Mr. John Clopton, Executive Director of Human Resource Services, Ms. Holly Johnson, Executive Director of Institutional Advancement; and Mr. Aaron Sauerbrei, Executive Director of Business and Community Education.

Adoption of Agenda
Moved by Mr. McLaughlin seconded by Mr. Allan to approve the agenda as reviewed:
   I. Call to Order and Pledge of Allegiance
   II. Adoption of Agenda
   III. Comments by the Public on Items on This Agenda
   IV. Declaration of Conflict of Interest
   V. Consent Agenda
   VI. Special Recognition
   VII. Assess the monitoring report for policy EL-2 Treatment of Employees to determine if it demonstrates compliance with a reasonable interpretation of the policy.
   VIII. Assess the monitoring report for policy EL-4 Planning to determine if it demonstrates compliance with a reasonable interpretation of the policy.
   IX. Assess the monitoring report for policy EL-5 Financial Condition and Activities Items #1-5 to determine if it demonstrates compliance with a reasonable interpretation of the policy.
   X. Approve the July 19-August 15, 2019 audited and verified payments made for reasonable and necessary expenses of Hawkeye Community College and make them a part of the official minutes.
   XI. Adjournment
Motion carried unanimously.

Comments by the Public on Items on This Agenda
There were no comments by the public on items on this agenda.
Declaration of Conflict of Interest
There were no conflicts of interest reported by board members on items on this agenda.

Consent Agenda
Moved by Mr. Allan seconded by Mr. McLaughlin to approve the following consent agenda item: July 30, 2019 regular board meeting minutes. Motion carried unanimously.

Special Recognition
*Presentation to Ms. Denise Dunn, former Secretary to the Board of Trustees*
The Board of Trustees recognized Ms. Dunn for her dedication and service to the Board of Trustees from 2000-2017. Mr. Nardini said Ms. Dunn did an outstanding job as board secretary during her years of service and wished her well in her retirement. Ms. Dunn thanked the board and said she has served as secretary to many boards, but has especially enjoyed working with the Hawkeye Board of Trustees.

President’s Report
*Review of Executive Summary of Personal Assessment of the College Environment (PACE) Survey Findings – Presentation by Dr. Todd Holcomb*
Dr. Holcomb reviewed the Executive Summary of Personal Assessment of the College Environment (PACE) Survey Findings. Dr. Holcomb said the PACE survey provides data to help the college move forward in its mission, vision and values. The survey has been administered twice at the college, in 2016 and 2018. The Executive Summary provides longitudinal data for 2016 and 2018 as well as how Hawkeye compares nationally.

Demographic items regarding respondents included: Personnel Classification, Status at the Institution, Gender Identity, and How Many Years Worked at the Institution. Climate factors the survey considered included: Institutional Structure, Supervisory Relationships, Teamwork, and Student Focus.

Many of the top 10 items are student-focused which is good.

The category with overwhelming room for improvement was Institutional Structure. *Institutional Structure items included:*
- The extent to which information is shared within the institution.
- The extent to which institutional teams use problem-solving techniques.
- The extent to which the employee is able to influence the direction of the institution.
- The extent to which open and ethical communication is practiced at this institution.
- The extent to which a spirit of cooperation exists at this institution.

The top 10 mean responses were in the following categories: *Supervisory Relationship*
- The extent to which my supervisor is open to the ideas, opinions, and beliefs of everyone.
Student Focus

- The extent to which students receive an excellent education at this institution.

Dr. Holcomb noted that overall, administrators gave the highest marks in all categories. The Student Focus category received the highest ranking overall, and we can build off the faculty/student relationship. The Institutional Structure received the lowest ranking.

Board Education
Managing Low Enrollment Programs – Presentation by Dr. Jane Bradley

Dr. Bradley said with the recent announcement regarding program suspensions, it is prudent to walk through the process of what steps are taken when it is determined to place a program on suspension.

Student Pipeline to Program Registration:
- Application for admission is started.
- Application is complete/Not registered for Mandatory Orientation and Registration Experience (MORE).
- Registered for a MORE Session.
- Attended a MORE session, registered for classes and entered into the Enrollment Report.

Communications to Students:
- At each stage, students receive communications from admissions staff or student services staff via emails and phone calls as needed.
- Program faculty and deans may also monitor and contact students in the pipeline.
- Pre-registration communications are managed using Recruit, the College’s Customer Relationship Management solution.

Go/No-Go Meeting:
- Occurs two weeks prior to the start of the semester.
- War room environment with deans, administrative assistants, Associate Director of Advising and Orientation, Director of Institutional Research, Coordinator of Accelerated and Evening Programs, Registrar and Provost/VPAA.
- Report with all class sections with under ten students registered is displayed.
- Students and MORE session registrations are reviewed to determine if section will run.
- Identify programs with low first-year registrations.

Program Suspension:
- Provost/VPAA meets with program dean, Dean of Students, and Associate Director of Advising and Orientation about program with low numbers of new students.
- Program pipeline is reviewed.
- Options for impacted students are identified if program is suspended.
- Recommendation to suspend program taken to cabinet by Provost/VPAA.
• Cabinet makes the determination.

Actions Taken with Suspension:
• Board of Trustees is notified immediately.
• Impacted faculty notified.
• Registered students receive an initial phone call from the program dean with possible options and follow-up contacts are planned.
• Any students in pipeline are contacted by admissions and student services staff with possible options.
• Program advisory committee members are notified.
• Faculty association is notified.
• Provost/VPAA informs faculty at August Faculty In-Service

Next Steps:
• Returning students will not experience program disruption. College will “teach out” these students.
• Suspension allows time for in-depth program review by faculty, advisory committee members and administration:
  o Curriculum revision
  o Business and Continuing Education (non-credit) options
  o Labor market research for employment outlook
• Creative thinking.

Ownership Linkage
Planning for September 24, 2019 Ownership Linkage meeting with Advisory Committees
The Board discussed plans for the September 24, 2019 Ownership Linkage meeting scheduled with representatives of various program Advisory Committees. The meeting is scheduled to begin at 4:00 p.m. in Tama Hall Room 102.

Ends Items for Decision
None.

Governance Process – Items for Decision
Governance Process – Governing Style
The board reviewed its Governing Style (GP-1) July 30, 2019 board self-evaluation summary and found it to be satisfactory.

Board Planning Cycle and Agenda Control GP-3
Item #1.5 Self-Evaluation of the Board’s own compliance with its Governance Process and Board-President Delegation policies:

• The Board evaluated itself on its annual fulfillment of Policy GP-7.0: Board Committee Structure and found it to be satisfactory.
• The Board evaluated itself on its annual fulfillment of Policy GP-7.1 Finance Committee and found it to be satisfactory
Executive Limitations Items for Decision
Policy Review – Executive Limitations EL-8 Communication and Support to the Board
The Board reviewed its EL-8 Communication and Support to the Board Policy and found the policy to be appropriate.

Board-President Delegation Items for Decision
None.

Monitoring President Performance – Ends & Executive Limitations
Moved by Ms. McGregor seconded by Ms. Sell-Bakker that the board has assessed the Executive Limitations EL-2 Treatment of Employees monitoring report and determined it demonstrates compliance with a reasonable interpretation of the policy. Motion carried unanimously.

Moved by Mr. Nardini seconded by Mr. McLaughlin that the board has assessed the Executive Limitations EL-4 Planning monitoring report and determined it demonstrates compliance with a reasonable interpretation of the policy. Motion carried unanimously.

Moved by Mr. Allan seconded by Ms. Meyer that the board has assessed the Executive Limitations EL-5 Financial Condition and Activities Items #1-5 monitoring report and determined it demonstrates compliance with a reasonable interpretation of the policy. Motion carried unanimously.

Required Approvals
Moved by Mr. McLaughlin seconded by Mr. Nardini to approve the July 19-August 15, 2019 audited and verified payments made for reasonable and necessary expenses of Hawkeye Community College and to make them a part of the official minutes. Motion carried unanimously.

Board Retreat
The Board discussed plans for the upcoming retreat. The retreat will take place the evening of November 1st and morning of November 2nd. Further details will be forthcoming.

Adjournment
The meeting adjourned at 7:13 p.m.

Respectfully submitted,

Donna S. McNulty
Assistant to the President
Secretary to the Board of Trustees