

**College of Eastern Idaho  
Board of Trustees**

**July 25, 2023**

College of Eastern Idaho – Eastern Idaho Workforce Training Center (EIWTC),  
101 Technology Drive, Idaho Falls, ID 83404 and remotely via Zoom

A Work Session (Retreat) Meeting of the Board of Trustees of the College of Eastern Idaho was held on July 25, 2023, at the Eastern Idaho Workforce Training Center in Idaho Falls, Idaho, and via Zoom. Chairman Park Price presided.

**Present:**

Park Price, Chair  
Cal Ozaki, Vice Chair & Treasurer  
Amy Gardels  
Carrie Scheid  
Ethan Huffman

**Guests:**

Rick Aman, CEI President  
Lori Barber, CEI Vice President of Instruction & Student Affairs  
Byron Miles, CEI Vice President of Finance & Administration  
Amy Brumfield, CEI Executive Director of Institutional Effectiveness  
Sean Coletti, CEI Counsel  
Jed Bigelow, CEI Counsel  
Angela Hays, Executive Director of CEI Workforce Training & Continuing Education  
Emma Getliff, CEI Senior Executive Administrative Assistant & Board Liaison  
Todd Wightman, CEI Director of Marketing  
Chuck Bohleke, CEI Dean of Career Technical Education  
Hailey Mack, CEI Director of Student Affairs  
Angela Sackett, CEI Dean of Health & Human Services  
Rand Kato, CEI Chief Information Officer  
Dave Facer, CEI Foundation Executive Director  
Jake Haeberle, CEI Dean General Education  
Penny Lyon, CEI Interim Director of the Eastern Idaho Workforce Training Center (EIWTC)  
Michell Shropshire, CEI Director of Grants  
Tracy Donnelly, CEI Operations Director of WTCE  
Rand Kato, CEI Chief Information Officer  
Mary Stephenson, CEI Director of Early College  
Ryan Faulkner, CEI Dean of Online Learning

**CALL TO ORDER**

The meeting was called to order at 9:02 AM by Chairman Price.

## **ACTION ITEMS**

### APPROVAL OF AGENDA

**M/S Gardels/Huffman to approve the agenda for the July 25, 2023 Work Session (Retreat) Meeting.**  
*Motion passes unanimously.*

## **DISCUSSION ITEMS**

### WELCOME

President Aman opened the Work Session/Retreat by extending a welcome and summarizing the updates the College would cover with the Trustees. He explained that the day would revolve around the six strategic priorities and emphasized the session's goal of aligning the college with emerging opportunities while prioritizing preparedness.

### LEGAL COUNSEL UPDATE

Sean Colletti, CEI Counsel, provided trustees with an overview of their fiduciary roles, outlining duties of care, loyalty, statutory obligations, and policy-defined responsibilities. The governance policy was proposed for revision, specifically to delegate the role of accepting grants. Jed Bigelow, CEI Counsel, explained open meeting laws, including various meeting types and conduct guidelines. He also discussed public records laws, addressing public comments and records requests. Notably, college materials and educational information that are subject to disclosure under public records request. Discussion revolved around the College's retention policy, specifically addressing the balance between what should be retained and what could be reasonably deleted in regular business operations.

### COLLEGE UPDATES

#### *Institutional Effectiveness*

Amy Brumfield, Executive Director of Institutional Effectiveness, gave an overview of the College's data and stakeholder input. This included a rise in student numbers, discussions on promoting growth in different areas, flexibility through a 4-week semester and microcredentials, and focusing on student success. The impact of COVID on retention was addressed, as well as efforts to improve it. Employee recruitment and retention were discussed, including succession planning and support staff balance. Stakeholder input was gathered through various avenues like the Futuring Summit and course evaluations.

Brumfield noted that we did receive our reaffirmation of accreditation on the previous Friday and that it included the same commendations and recommendations as previously stated but include the following commendations for creating an engaged campus culture, implementing initiatives for student success, and transitioning to a comprehensive college. Recommendations include setting clear and measurable goals, continuing to develop an effective system to assess institutional-level learning outcomes across all programs, and working on publishing disaggregated indicators of student achievement.

### *Vice President of Academic and Student Affairs*

Lori Barber, Vice President of Instruction & Student Affairs, provided an overview about the Idaho Launch program. It was highlighted that approximately 5509 high school senior students in the vicinity of Bonneville County are potential candidates for the Idaho Launch program, which is geared towards in-demand job opportunities. Barber provided insights into the Launch program's operations, including processing and deferment, drawing from her involvement with the Workforce Development Council. Deliberations centered on the program's implementation at CEI, accompanied by considerations for capacity challenges with the college having around 140 additional seats across various programs. Concerns arose regarding the potential for overwhelming the system. Attention also turned to potential legislative changes in the upcoming session, with a focus on the duration of the program, which is currently set for five years without guaranteed protection. The broader topics of "Futuring & Retention" included creating a supportive environment for students and fostering a "Sticky" web of engagement. Various strategies were explored, such as 4-week semesters, better-serving specific demographics, applied bachelor's programs, addressing declining male enrollment, early college conversion, micro-credentials, empowering women in STEM fields, strengthening ties with industries like INL, program development, online learning expansion, diverse teaching methodologies, and increasing enrollment in both General Education and Career and Technical Education.

### *Finance and Administration*

Byron Miles, Vice President of Finance & Administration, began with an overview of risk and risk management, highlighting ongoing efforts to systematically organize and address various risks. He moved onto discuss the campus facilities, particularly the responsibility of maintaining and optimizing campus buildings and spaces, including exploring modular building options for efficient use. The presentation also covered a 5-year budget projection, acknowledging the challenges of forecasting amidst uncertainties. While the impact of Launch on FY2025 was considered, additional expenses haven't yet been factored in, reflecting an ongoing process. The budget approach aimed at balance, aligning revenue and expenses, yet projections indicated a deficit from FY2025 onward, potentially requiring dipping into the reserves. Discussions revolved around the potential financial impact of Launch, involving Trustees in conversations to align with Launch's purpose. Balancing growth with quality output was emphasized, prioritizing excellence over quantity.

### *Overview of Mountain States Association of Community Colleges Conference*

President Aman shared insights from the Mountain States Association of Community Colleges Conference, particularly concepts derived from the book "The Great Upheaval: Higher Education's Past, Present, and Uncertain Future" by Arthur Levine and Scott Van Pelt. He emphasized key takeaways including the need to move away from business as usual, recognize education's core role, embrace change, connect with the real world, and find unique aspects to distinguish from competitors. During the Mountain States Presidents Retreat Highlights, President Aman further explored strategic priorities, futuring, and retention. Discussions ensued around the paradigm shift towards marketable skills, encouraging potential students who may not yet know their needs, broadening the message to encompass passion and purpose, addressing limited capacity and workforce training, and transitioning to skill-based hiring. The importance of motivating students to engage was highlighted, along with suggestions to rename the approach as "skill-based" rather than degree-based.

### *Career and Technical Education Updates*

Chuck Bohleke, Dean of Career Technical Education, provided an overview of the Career and Technical Education (CTE). The overview highlighted various developments in curriculum and programs. Approved programs included Business AA, Energy Systems year two with expanded content leading to an AAS in Idaho Falls, Automotive and Diesel updates, and the creation of Micro Pathways with Teton Auto Group. Early College Business programs were extended to Salmon and Sugar City, while Early College Information Technology Services and Information Assurance and Cybersecurity programs expanded. New equipment was added to Automotive, Energy Systems, and Welding. Proposed programs spanned Agribusiness Technologies, Operations Management Bachelors of Applied Studies, Digital Forensics and Analytics Bachelors of Applied Studies, revisions to Automotive and Diesel for apprenticeships and evening courses, and more. Notably, a Business AA degree emerged as a first transfer degree, fostering collaboration with universities like ISU, BSU, U of I, and BYU-I. Agribusiness Technologies aimed to involve a Technical Advisory Committee for high-tech agriculture applications and economics. Engineering Technology (Mechatronics) merged electrical, mechanical, robotics, and computer disciplines, preparing students for diverse roles. Industrial Maintenance Mechanic offered Basic Technical Certificate, serving machinery maintenance. The Nuclear Technician program met local demand due to INL growth, and Battery Technician addressed emerging battery technology roles. Personnel changes, facility adjustments, and equipment upgrades were enacted. Moreover, CTE programs actively participated in multiple grants.

#### *General Ed*

Jake Haeberle, Dean General Education, delivered an update on the General Education (Gen Ed) department, highlighting efforts in implementing Open Educational Resources (OER) books and creating pathways to degree attainment without textbook expenses. The course assessment outcome tool is currently in the rollout phase. Upgrades for several classrooms across campus are in progress. Collaboration with the Education Design Lab is ongoing to enhance educational offerings.

#### *Student Affairs*

Hailey Mack, Director of Student Affairs, provided an update on Student Affairs, emphasizing efforts in admission and recruitment, including expanded community events to establish the college as a community-focused institution. The goal of becoming a Hispanic-Serving Institution (HSI) was highlighted. A family-centric approach is being adopted, acknowledging the importance of serving not only the student but the entire family. Collaboration with Early College (EC) has led to higher retention rates, with about 20% of EC students continuing their degree-seeking journey with CEI. Enhancing online services available to students 24/7 is a priority. The focus is on creating a culture that acknowledges smaller victories, facilitating motivation and perseverance in the face of long days. Data collection on student attrition reasons is underway to enhance support systems, fostering a culture of care across all departments on campus.

#### *Early College*

Mary Stephenson, Director of Early College presented an overview of the Early College department, highlighting their reputation for offering both student and counselor support in high schools. Their emphasis is on student success, developing pathways and classes accordingly. Automation enhancements are in progress, with a focus on NACEP Accreditation and a transition team dedicated to increasing CEI matriculation.

#### *Online Learning*

Ryan Faulkner, Dean of Online Learning, provided an update on Online Learning, emphasizing the focus on providing options for students. He noted that many students opt for online courses out of necessity rather than preference. Student feedback is actively considered at the end of each semester. The implementation of Open Educational Resources (OER) textbooks aims to provide free resources for students.

*IT Update*

Rand Kato, Chief Information Officer, discussed different approaches to cybersecurity coverage, starting with a basic "Shotgun" approach that is initially inadequate for comprehensive protection. It contrasts this with the more advanced NIST Cybersecurity Framework and Governance, which covers various aspects including Access Control, Security Awareness Training, Vulnerability Management, Detection and Response, and Accountability. The transition to a more robust NIST approach was highlighted, focusing on aspects like Zero Trust Architecture, annual insurance audits, and responsiveness to data breaches and ransomware. Accountability through policies and procedures, as well as various security measures including IT, network, and asset management, are emphasized. Access controls, security training, steering committees, managed security operations, third-party audits and advisors, forensics, intrusion detection, and breach response teams were detailed. The presentation concludes by citing real-world examples of data breaches in organizations like Idaho Falls Community Hospital and Mountain View, underscoring the importance of robust cybersecurity measures.

*Foundation*

Dave Facer, Foundation Executive Director, expressed gratitude for the collective hard work and commitment that contributed to the success of the Great Race for Education: Espionage edition. While final calculations are ongoing, it is anticipated that the funds raised will reach the upper 90Ks, highlighting the positive outcome of the event.

*Marketing*

Todd Wightman, Director of Marketing, presented two videos featuring testimonials from students who have recently completed different degree paths at CEI, showcasing their experiences and journeys. Additionally, a radio advertisement for the Business degree program was played during the presentation.

The board expressed their appreciation for everyone's hard work on their presentations today and what they do every day. They appreciate seeing the alignment between the board, administration, and those who are going out and doing the work.

Rick reiterated that we have done a good job in hiring and you can see that in all the hard work that comes out of the college.

TRUSTEE DISCUSSION

During the meeting, there were discussions regarding various topics. The discussion of formally establishing additional liaisons for the Board was introduced, with Trustee Huffman becoming the liaison for technology, Trustee Gardels for health professions and K-12, and Trustee Ozaki for Workforce. The Governance Policies (Resolution 21-01) were also discussed, focusing on delegating certain duties and ensuring consistency with other policies such as procurement. Proposed edits included updates to the audit section and the investment policy review. A debate took place about the scope of public comment during meetings, whether to limit it to agenda items or not. Committee memberships, human resources matters, and legal counsel issues were addressed. An update on the Future Tech project revealed hopes for bid documents by September, aiming to secure more sub-contractor bids and explore additional funding options. The meeting also touched upon the timeline of the bid process, land acknowledgment considerations, and discussions about matching tuition waivers for Shoshone-Bannock students and potential scholarships or sponsorships.

The board conveyed their gratitude for the efforts put into the presentations and daily work. They highlighted the alignment between the board, administration, and the staff actively engaged in the college's operations. Rick emphasized the successful hiring decisions made, reflecting in the dedication and hard work evident throughout the college.

**ADJOURNMENT**

Seeing no further business, Chairman Price adjourned the meeting at 3:30 PM.

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Park Price, Chairman

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Date