

**College of Eastern Idaho
Board of Trustees**

July 26, 2022

Black Canyon Middle School, 4949 E First St, Idaho Falls, ID 83401 and remotely via Zoom

A Work Session (Retreat) Board of Trustees of the College of Eastern Idaho was held on July 26, 2022 at Black Canyon Middle School in Idaho Falls, Idaho and via Zoom. Chairman Park Price presided.

Present:

Park Price, Chair
Cal Ozaki, Vice Chair & Treasurer
Amy Gardels
Craig Miller
Carrie Scheid

Guests:

Rick Aman, CEI President
Lori Barber, CEI Vice President of Academic & Student Affairs
Chuck Bohleke, CEI Dean of Career Technical Education (CTE)
Amy Brumfield, CEI Interim Director of Institutional Effectiveness
Sean Coletti, CEI Counsel
Dave Facer, CEI Foundation Executive Director
Ryan Faulkner, CEI Dean of Online Learning
Amanda Logan, CEI Director of External Affairs & Board Executive Secretary
Mary Taylor, CEI Vice President of Human Resources
Linda Montgomery, Interim Executive Director of CEI Workforce Training & Continuing Education (WTCE)
Hope Morrow, Idaho National Laboratory (INL)
Byron Miles, CEI Vice President of Finance & Administration
Penny Lyon, CEI Interim Director of Eastern Idaho Workforce Center (EIWC)
Angela Sackett, CEI Interim Dean of Health & Human Services
Todd Wightman, CEI Director of Marketing & Communications

CALL TO ORDER

The meeting was called to order at 9:36 AM by Chairman Price.

ACTION ITEMS

APPROVAL OF AGENDA

M/S Ozaki/ Scheid to approve the agenda for the July 26, 2022 Board of Trustees Work Session (Retreat). Motion passes unanimously.

DISCUSSION ITEMS

WELCOME

President Aman welcomed everyone to the Work Session / Retreat and provided an overview of the updates the College would discuss with the Trustees during the session. Chairman Price also welcomed the group and highlighted the goals and history of CEI Trustee Retreats, noting how important data is as we look back and to the future.

COLLEGE UPDATES

Futuring Themes at CEI

Aman reminded the group of the Futuring process the College uses rather than a pure strategic planning approach. This allows CEI to identify a Probable Future as well as a Preferred Future and work towards shaping the latter. Aman discussed both the Probable and the Preferred Futures that CEI leadership have identified after scanning the regional and higher education environments. This was evident throughout the day's discussion.

Price noted that better defining a community college and changing misconceptions about what we do and who we serve is important. He explained that we – community colleges – are the main source of the ability for Idaho's economy to expand and that we serve both the students in and coming out of high school as well as workers who need or want to reskill. There was a discussion about the go-on rate in Idaho, which has not improved over the past decade despite quite a bit of deliberative spending by the State. The Trustees expressed concern about this fact and questioned what the College could do to help improve the go-on rate.

Economic Outlook

Idaho National Laboratory's Hope Morrow provided the Trustees with a briefing on regional economics and recession risk. This included projections on employment opportunities by occupations as well as projections regarding local and national economic indicators. There was a discussion about the workforce of today, including the gig economy, expectations of work life balance and flexible scheduling, and the role of automation. There was continued conversation related to the local demographics as well as cultural expectations that impact the go-on and completion rates in our area.

Higher Education Landscape

Vice President Lori Barber walked the Trustees through a presentation on the current and future landscape of higher education, including changes that came about during COVID-19 and have exacerbated since. This included a discussion around the function and purpose of higher education along with an emphasis on technical skills combined with durable skills. Barber noted that the community college is the emergent of what higher education will look like in the future as skills and online learning continue to be pushed to the forefront.

Enrollment & Revenue

Vice President Byron Miles provided the Trustees with an update on the current relationship between CEI enrollment and revenue. This included a discussion of variables such as the mix of full-time and adjunct instructors, tuition and fees, headcount, and credits. Miles highlighted the costs of running various programs as well as institutional costs. He also noted that while the College is seeking additional enrollment we are keeping an eye on the costs of running more courses. There was a discussion around the unique challenges in being a young college, such as adding programs, which often requires full-time instructors as well as funding from the State. There was also a conversation around increasing students' average credit load while keeping in mind their ability to take courses due to working, family, etc.

Employee Recruiting & Retention Challenges

Vice President Mary Taylor provided a year-end human resources overview to the Trustees. This included a review of turnover and hiring as well as recruiting and retention over the past year. There was a discussion around the increasing cost of living in the area and its impact on the aforementioned items. There was also a brief discussion about a CEI initiative to respond to employee concerns and ideas, chiefly a new Pilot for a Hybrid Work Schedule, where certain employees are working from home one to two days per week. There will be a review of data and other information collected during this several months-long pilot before a final recommendation is made regarding hybrid work.

Credits, Programming, & Student Affairs

Interim Dean Angela Sackett provided an update on CEI's Health & Human Services programs, noting that the College is looking at adding programs where students can come in and start without prerequisites, stop to go work, and be able to come back to CEI. Health & Human Services is also looking at how to better work with WTCE, such as using WTCE as a testing ground to determine whether a course is what the community really wants and needs. Sackett noted that after consulting with industry, CEI is looking at offering a Medical Lab Tech / Medical Assist program to fill the gap between phlebotomists and medical lab scientists. This would allow CEI to build a pathway from these programs to ISU's Medical Lab Science program. She also highlighted other programs we are exploring after consulting with local employers, such as a Physical Therapy Tech program, Medical Coding, and an AAS, two-year Dental Hygienist program, which would be a Pathway for our dental assisting students.

CEI is attempting to increase our enrollment in our LPN and Bridge programs to address the state-wide nursing shortage. We are piloting augmenting clinical rotations with simulations this fall, as the cap on the growth of our nursing program is the availability of clinical rotation spots. CEI also has an initiative with Mountain View Hospital and Community Hospital to start filling the pipeline for CNAs and LPNs. This has led to the creation of the nonprofit Idaho Healthcare Institute (IHI), where hospitals can contribute money to provide scholarships to students in our CNA programs an LPN programs and the find instructors for the nursing program. This will be open to any health care entity in our area and will include anything that falls under healthcare in the future. The goal of the IHI project is to increase the number of students CEI can support in our nursing programs and permit our students to find valuable employment in our region.

Dean Chuck Bohleke provided the Trustees with an overview of the College's current CTE program along with the three-year plan for CTE, including potentially offering a Bachelors in Applied Technology, or BAT. Bohleke explained that business is the largest program at most community colleges, however nursing is at CEI. CTE recently added an entrepreneurship and bookkeeping certificates this year to meet the demands of our community. Bohleke also noted that CEI has not done a tremendous amount of Early College out of CTE but we are focusing on it this year. He explained that CTE is also adding evening business courses online this fall, looking to offer more evening, weekend, and online CTE classes, as well as looking at expanding credit for prior learning in CTE.

Complete College America

Vice President Barber reviewed several concepts from the Compete College America (CCA) summit that she recently attended and which CEI is attuned with. CCA has Four Pillars of Success: Purpose, Structure, Momentum, and Support. These Pillars focus on retention and removing barriers for student success. Barber stressed that CCA is shifting their focus to how we can best support the whole student, not just academic concerns, through college.

CEI Foundation Update

Executive Director Dave Facer provided a brief update on the CEI Foundation's recent activities including the resoundingly successful Swing for the Green with Bank of Idaho and 13th Great Race for Education. We do not have final numbers as to how much was raised at each event, but it is clear that both were highly successful and it looks like this year's Great Race was record-breaking.

WTCE & EIWC Updates

Interim Executive Director Linda Montgomery provided an update on happenings in WTCE, including a discussion of how the organization is dealing with notable recent turnover. She also reviewed WTCE successes over the past few months, including hosting a record number of students in both youth summer camps and Cyber Corps camps, holding Construction Combines in Idaho Falls and Driggs, and new agreements with local healthcare employers. Montgomery also briefly updated the Trustees on the new Eastern Idaho Workforce Training Center, touching on potential partners, offerings, and timelines. Aman also noted that the College held a meeting at the Center with College of Southern Idaho's President and regional Legislators to both discuss the community colleges' work and give the Legislators a sneak peak of the Center before it opens to the public.

Accreditation & Connected Campus, Disaggregated Data, Metrics & Dashboards, Survey Results

Interim Director Amy Brumfield provided an update on accreditation as the College heads into its year-seven review and report. She discussed CEI's data strategy, highlighting several breakdowns of enrollment data, completion / graduation rates, and data related to current CEI student. Chairman Price explained that data can be thought of as a hammer, to punish an area, but that is not the role of data at CEI. Chairman Price also noted that the Trustees would like to make sure that we understand:

- Are we measuring the right things about our current students and are they successful?
- What are stretch goals and what three or four things we should focus on?
- What do we know about the students who don't walk in our doors? Why aren't they coming here?

Additionally, the Trustees noted that they liked the “unique value proposition” that the College presented in its materials for the Lumina Foundation Million Dollar Community College Challenge. That proposition was that CEI is engineered so that working adults with real-life responsibilities achieve their chosen degrees and/or high-quality credentials.

Brumfield also provided an overview of a survey that CEI is currently conducting with RBDC to better understand how the College is perceived in the community and to what extent people are aware of our offerings. Aman and Director Todd Wightman reminded the group that marketing is “the doing” and branding is “how you are perceived.” The Trustees’ expressed that they believe the College’s branding should be that CEI is welcoming and presents possibilities/opportunities, change your life, get a degree, re-enter the workforce/school.

TRUSTEE DISCUSSION

Strategic Directions for the College

There was a discussion about proactive advising and potentially adding questions in course evaluation and monitoring use of Canvas to get at how well CEI is doing in delivering to students as well as making sure we understand what our students want. There was also a discussion regarding costs per student, especially as it is presented in data that the State Board of Education utilizes and how the College can calculate costs for students in particular programs. There was also discussion around headcount growth goals for the College as well as opportunities in private sector fundraising.

The Trustees expressed that they would like to see the college explore increasing scheduling flexibility, including evening and weekend offerings as well as additional credit for prior learning. The Trustees are also interested in whether CEI can provide training for instructors on how to teach online and for students on how to get the most out of online courses.

The Trustees noted that that there is a lot of work still to do, as the College is only five-years-old, but CEI employees are doing an amazing job.

Aman thanked the Trustees for devoting their time to the College. Vice Chair Ozaki remarked that it was a very valuable day.

ADJOURNMENT

Seeing no further business, Vice Chairman Ozaki adjourned the meeting at 4:02 PM, as Chairman Price had to step out for another engagement prior to the meeting’s adjournment.



Park Price, Chairman

8/23/22

Date