

**EAST CENTRAL COLLEGE  
BOARD OF TRUSTEES MEETING  
Monday, January 22, 2018**

**CALL TO ORDER:** The regular meeting of the Board of Trustees was called to order at 5:30 p.m. by Board President Ann Hartley. Other Board members present for the meeting were Joseph Stroetker, Prudence Fink Johnson, Don Kappelmann, Cookie Hays and Eric Park. Also present were President of the College Jon Bauer; Administrators – Vice President of Academic Affairs Tia Robinson, Vice President of Finance and Administration Phil Pena, Vice President of Student Development Shelli Allen, and Vice President of External Relations Joel Doepker; Other Staff – Dean of Career & Technical Education Richard Hudanick, Director of Financial Services Annette Moore, Director of Institutional Research Bethany Lohden, Director of Public Relations Jay Scherder, Director of Developmental Education Programs Michelle Branton, Campus Police Officer Tommie Lowe, Faculty Association President Tom Fitts, NEA President Sue Henderson, Professional Staff Association President Karen Klos, Classified Staff Association President Stacy Bellville, and Executive Assistant to the President Bonnie Gardner; Faculty Members - Leigh Kolb, Linda Barro, Lisa Hanneken and John Hardecke.

**UPDATE REGARDING HIGHER LEARNING COMMISSION (HLC) COMPREHENSIVE QUALITY REVIEW:** Cookie Hays noted that she and Ann Hartley are participating in some of the committee work and emphasized that the Board's job is to take the HLC report seriously with a goal of improving the institution. She noted that systemic changes are needed in the way the College functions and makes decisions.

Dr. Bauer reviewed the five criteria for accreditation which drive the entire process and noted the accreditation team can find that the institution has met each criterion, has met with concerns or has not met. Criterion One - Mission was met, Criterion Two – Integrity: Ethical and Responsible Conduct was met; Criterion Three – Teaching and Learning: Quality, Resources and Support was met with concerns due to sporadic faculty evaluations and staff evaluations that were not conducted on an annual basis for all employees; Criterion Four – Teaching and Learning: Evaluation and Improvement was met with concerns; and Criterion Five – Resources, Planning and Institutional Effectiveness was not met.

He noted that concerns under Criterion Four were not related to the quality of instruction but rather to the college's ability to assess programs and drive improvement based on data. Assessment is currently departmentally driven and needs to be across the campus, including co-curricular assessment. Also, there are no identified goals for retention, persistence and completion.

Under Criterion Five the governance and administrative structure component was met with concerns related to the inability of employees to articulate a shared governance structure, ineffective two-way communication and a disconnect between the president and employees. Past AQIP recommendations were not always acted upon and the feedback loop was not always present. The planning component was met with concerns; the team noted that the current strategic plan is more of an operational list and it was unclear how the college links assessment of student learning with the evaluation of operations and planning/budgeting. The component related to systematically working to improve performance was not met. The team indicated there

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was no clear evidence that the college is committed to performance improvement through data gathering and analysis and the documentation of processes remains a challenge.

The recommendation from the site visit team is that the institution be placed on probation with ongoing monitoring of the federal compliance component of the review. The recommended accreditation pathway is the standard pathway going forward.

The HLC Task Force has been working since December to develop recommendations and strategies to address concerns raised in the report. The next step is for the institution to provide a written response to the report and attend a hearing with the Institutional Actions Council on April 24. Sub-committees of the HLC Task Force continue to develop recommendations that will be taken under advisement and responded to by administration; the institution's response will be submitted to HLC no later than mid-March. Following the April hearing, the IAC will make a recommendation to the full HLC board and a final decision will be rendered by the board sometime in late fall.

Dr. Bauer stressed that the team has made a recommendation for probation; the college is not on probation at this point and remains fully accredited. If HLC does recommend probation, the college still retains its accreditation and would have a two-year period to do the necessary work that responds to the recommendations of the team. The quality of instruction remains unaffected and financial aid will still be in place. This is an opportunity to become a better institution and something that is taken very seriously.

Dr. Robinson explained the composition of the HLC Task Force and noted that subcommittees were formed to address specific concerns. Recommendations have been presented and the writing of the response can now begin as committees continue to work.

Annette Moore presented information from the subcommittee addressing processes. She noted that the HLC has indicated an institution with well-documented processes will use that documentation to guide the institution toward its goals. The subcommittee began by defining policy, process and procedure and has developed a template to be used to document processes. A repository has been established to house the processes and divisions have been asked to submit a list of processes requiring documentation. Meanwhile, the committee learned that the HLC is interested in high level processes for developing the strategic plan, processes for assessment, and processes for shared governance rather than the day-to-day operational processes. The HLC liaison suggested the college add goals and revise the current strategic plan now while beginning development of a new strategic plan.

Sue Henderson shared information from the subcommittee focused on institutional assessment. Sue explained that a systematic approach is needed for institution-wide assessment. The subcommittee is recommending an Office of Institutional Effectiveness to provide oversight and ensure the master plan is assessed. This would be a long-range goal. Short range they are recommending the establishment of an assessment coalition and have developed a mission statement. One of the primary goals is the creation of a five-year review process for service and administrative areas similar to what is done in instruction. They are developing a review schedule and identifying relevant data that would be considered along with an assessment instrument for each area. The areas would also complete annual assessments. Another goal is to

provide ongoing training and support for assessment work to emphasize its importance and how it is tied to strategic planning and decision making.

Leigh Kolb reported for the subcommittee on co-curricular assessment. They have developed a definition for co-curricular activities and are working on a timeline for implementation of an assessment plan as well as a tool kit that will provide templates and forms for reporting. Goals have been set and a survey is developed to gather information on the activities currently occurring.

Michelle Branton shared information from the subcommittee on retention and completion. This committee was formed prior to the HLC visit and has been operating since September. They have reviewed data and surveys completed by faculty and foundation seminar classes. Michelle provided a printed copy of the executive summary of the subcommittee report for the Board.

The co-chairs of the subcommittee on shared governance were unable to attend. Dr. Bauer provided an update and noted that a statement of shared governance has been developed along with principles of shared governance. The overarching goal is that broad input is provided from all constituent groups prior to decisions being made. The subcommittee has recommended restructuring the current Leadership Council into a Shared Governance Council with elected representation from each constituent group as well as a Board representative. Subcommittee members had varying opinions on student representation and will let the newly structured council determine how students are represented. Institutional issues will come to the council, council recommendations will inform the president, and when policy is involved recommendations would go forward to the Board. This group is also looking at communication and recommends the establishment of a webpage dedicated to shared governance along with an online repository (possibly using SharePoint) for agendas and minutes of various governance committees. Templates for agendas and minutes were developed to provide consistency.

Dr. Robison reported that work has begun to address the inconsistency of faculty evaluations. All full-time faculty will be evaluated by February 16 and a process has been developed whereby new faculty will be evaluated their first semester, annual contract faculty will be evaluated once per year and continuing contract faculty will be evaluated every three years. Those applying for promotion will be pulled out of their normal cycle to be evaluated and then enter a new cycle. Adjunct faculty evaluation will be added and a pool of adjuncts have been identified for evaluation this semester. Dual credit faculty evaluation will be added in the fall with a goal of all adjunct and dual credit instructors being evaluated by the end of the Fall 2018 semester. In addition, the Faculty Credentialing Committee has developed a tool and will begin reviewing the credentials of all current faculty in February to ensure HLC requirements are met.

Dr. Bauer noted that between now and the end of March the written response to the HLC will be developed and the Board may be asked to approve new policies and staffing recommendations. Realistic measures will be added to the current strategic plan and development of a new comprehensive strategic plan will begin. The institution must be intentional about using data, must be systematic and clearly identify its processes, and must document assessment of outcomes and adjustments made as a result of the analysis of data.

The Board expressed appreciation for the work being done to address concerns raised by HLC and confidence that faculty and staff will meet the challenges ahead. Dr. Park encouraged

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transparency and openness between employees and the Board. Ms. Hartley indicated she will be meeting with administration and committee chairs to ensure she is well prepared for the upcoming hearing. The HLC liaison has extended an invitation to speak with the Board and to provide questions that will need to be addressed at the hearing.

Sue Henderson expressed concern that the work being done and changes implemented now will dissipate after the anticipated probationary period and noted that faculty want this work to have a lasting effect. Dr. Robinson stated that preparation for the upcoming hearing is very important. The college will be expected to respond to questions regarding why prior HLC recommendations were not addressed. The hearing will look at the totality of what the institution has done or left undone. In response, Ms. Hartley indicated that the Board intends to have long-term change. Ms. Hays stated the Board needs to do more to follow up on decisions that are made and does not intend to be a “rubber stamp committee.”

**ADJOURNMENT:**

**Motion:** To adjourn the January 22, 2018 public Board of Trustees meeting at 6:48 p.m.

*Motion by Cookie Hays; Seconded by Joseph Stroetker; carried unanimously.*

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President, Board of Trustees

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Secretary, Board of Trustees