

**Southern West Virginia Community and Technical College
Board of Governors
Meeting of December 12, 2017
6:00 p.m.
2900 Dempsey Branch Road, Building C, Room 428
Mount Gay, West Virginia and by Teleconference**

MINUTES

Board Members Present: Howard Seufer, Jr., Chair; Glenn Yost, Vice Chair; Raamie Barker, Secretary; Kevin Hill, Randal Johnson (Student Representative); Will Alderman, Faculty Representative; Melissa Deskins, Classified Staff Representative; Kevin Zachary, Wilma Zigmond, Jada Hunter (by phone), Mason White (by phone)

Board Members Absent: Latisha Marcum

College Staff Present: Robert Gunter, President; Samuel Litteral, Allyn Sue Barker, Damien Williams, Melinda Saunders, Carol Howerton, Chris Gray, Patricia Clay, Tom Cook, Susan Baldwin, Chris Ward, Bill Alderman, Lillie Teeters, Russell Saunders, Emma Baisden (Recorder)

Guest: Tanya Gunter, Nick Gunter, Tim Coley, Ellucian Consultant; Casey Sacks, Vice Chancellor, WV Community and Technical College System; Kelly Shafer, Suttle & Stalnaker, PLLC

1. Call to Order

Board of Governors Chair, Howard Seufer, declared a quorum present and convened the meeting at 6:00 p.m.

2. Call for Public Comments to the Board of Governors

Chair Seufer asked for public sign up for comments to the Board. No signatures for public comment were recorded.

3. Co-requisite Developmental English and Math Model Presentation

President Gunter requested an external review of the co-requisite efforts already underway at Southern. He requested that his Chair for Math and English, Mindy Saunders, prepare a list of experts who might undertake such a review. From that list of names, President Gunter requested for Vice Chancellor Casey Sacks to visit the college to review the work and to make recommendations to the college about how developmental education might be further improved. Dr. Sacks is considered an expert in the field of developmental education learning. She has been involved nationally with the college completion agenda through the Charles A. Dana Center at the University of Texas at Austin and with Complete College America. She is an advocate for creating structures that help students to complete college and move into jobs that allow them to sustain their families and support their communities. Prior to her work in West Virginia, Dr. Sacks spent eight years at the Colorado Community College System in Academic Affairs. There, she provided key leadership for systemwide developmental education policy reform.

An initial desk review including publically available documents, the college catalog, and college website was initiated. Vice Chancellor Sacks spoke with Vice Chancellor for Academic Affairs, Corley Dennison, and Chancellor Sarah Tucker to gain additional

historical insight about developmental education in West Virginia, and to more completely understand reforms that had taken place at Southern. Dr. Sacks interviewed math faculty, English faculty, student services professionals, and administrators in an on-site visit in October 2017. Following that visit a number of faculty sent follow-up documents for review including syllabi and additional information about the co-requisite courses. Her recommendations are: 1) Use data and analytics, 2) College wide, all program math requirement review, 3) Change co-requisite registration and course format, 4) Developmental courses should not be contextualized, 5) Prerequisites should be transparent and updated, and 6) Promote a culture of innovation and experimentation. Please see Appendix 1 to review her recommendations for co-requisite developmental instruction in English and math at Southern.

Southern's Vice President for Finance and Administration, Samuel Litteral, informed Board members that during the period of Fall 2014 through Fall 2017, Southern lost \$188,378.00 in tuition revenue due to this co-requisite model (see Appendix 2).

Ms. Carol Howerton, Associate Vice President for Academic Affairs, provided an overview of the co-requisite model enrollment and completion statistics. See Appendix 3 for details.

4. Financial Audit Presentation

The accounting firm of Suttle and Stalnaker, PLLC, conducted the financial audit for Southern West Virginia Community and Technical College for the fiscal year ended June 30, 2017. Suttle and Stalnaker audit and consulting senior manager, Kelly Shafer, discussed details of the accounting firm's findings with respect to financial reporting. The accounting firm provided copies of the audited financial statements to the Board for review. The report is intended solely for the information and use of the College's Governing Board, managements of the College and the West Virginia Council for Community and Technical College Education, and is not intended to be and should not be used by anyone other than these specified parties. Ms. Shafer stated that no internal issues or compliance issues were found during the audit, and the firm found no difficulties in dealing with management in performing and completing their audit. They recommended the conversion to a computerized asset system and the implementation of Banner capital assets which would eliminate a significant amount of manual record-keeping duties. During the physical inventory of assets, two pieces of equipment could not be located. Ms. Shafer expressed her appreciation to Vice President Litteral and his staff for the excellent assistance they provided during the audit. Southern's financial statements were submitted to the State on October 4, 2017, therefore meeting the required deadline by the State.

5. Strategic Planning Update

Dr. Tim Coley, Principal Strategic Consultant at Ellucian, works with two- and four-year institutions across the United States. Dr. Coley is working with Southern's Planning Team to develop a Strategic Master Plan for the institution. He has met with a cross sampling of personnel which included faculty, staff, and students, and outside constituents. The group identified six categories which they believe are priorities: 1) Students and staff, 2) Professional Development, 3) Distance Education, 4) Workforce Training, 5) Facilities and Technology Planning, and 6) Budget Planning Process. Dr. Coley plans to have a preliminary report completed before the holidays. Next steps are to build out on the six initiatives. Once the planning project is complete, Dr. Coley plans to continue working with

the Strategic Planning Team.

6. President's Report

6.1 President Gunter informed Board members that Brandon Kirk, Assistant Professor of History, was recently named Coordinator for the Board of Governors degree program.

6.2 On November 16, 2017, President Gunter participated in a dinner meeting of the Alliance for the Economic Development for Southern West Virginia (Alliance), a joint venture among West Virginia's southern colleges and universities. The Alliance consists of presidents and representatives from the state's ten (10) public higher education institutions. The group will work to better connect the educational resources and workforce training offered in Southern West Virginia to promote the region, eliminate redundancies and share best practices, improve the quality of life for area residents, create jobs and revitalize southern communities.

The partner institutions include: Bluefield State College, BridgeValley Community and Technical College, Concord University, Marshall University, Mountwest Community and Technical College, New River Community and Technical College, Southern West Virginia Community and Technical College, West Virginia School of Osteopathic Medicine, West Virginia State University, and West Virginia University Institute of Technology.

6.3 The Appalachian Regional Commission (ARC) West Virginia Convening meeting was held at Chief Logan Conference Center and Lodge on November 30, 2017 of which President Gunter participated.

6.4 Interviews have been conducted for the position of Vice President for Academic Affairs. Of the 15 applicants who applied, five (5) were selected for an interview, and the top two candidates were brought for on-campus interviews. An offer has been made, but President Gunter has not yet received an endorsed contract.

6.5 President Gunter called on Ms. Carol Howerton, Associate Vice President for Academic Affairs, to provide an update on grants and significant activities.

6.6 Renovation Update: The Logan Campus Student Services project in Building A is 99 percent complete; work continues on a list of repairs in the Williamson Armory facility; the HVAC project for Building B is on bid; and both the Logan and Williamson Campus libraries need upgrades.

7. HLC Assurance Argument Update

President Gunter informed Board members that he received communication from the HLC Review Team Chair, Dr. Jonah Rice, that they found concerns with Southern's Assurance Argument and are planning a Focused Visit to the college. The Team has identified several areas of concern primarily with regards to co-curricular assessment, persistence and completion, faculty credentials, shared governance and planning. They called for an on-site visit to gather additional information not available electronically and to further review specific issues which arose from the Assurance Argument Review. The Team Chair is currently

developing the time line and agenda for the Focused Visit. President Gunter will forward information as it becomes available.

8. Financial Report

Vice President for Finance and Administration, Samuel Litteral, provided the financial report dated November 30, 2017 to Board members. He reviewed restricted, unrestricted, and auxiliary revenues and expenditures for the period. Employees have received the 3% raise approved by the Board of Governors. Mr. Seufer read a "Thank You" which he received on behalf of the Classified Staff from the Staff Council Chair, Tim Ooten. Both President Gunter and Vice President Litteral also received similar *Thank You* sentiments from Mr. Ooten on behalf of the Classified Staff.

9. Board of Governors Retreat Discussion

The Board determined to reschedule its February 20, 2018 meeting to March 5th and hold its Retreat on March 6th. The meetings will be held in Charleston. Information will be disseminated to Board members when available.

10. Action Items:

10.1 Appointment of Ad Hoc Committee on Tuition and Fees

Chair Seufer appointed a committee to prepare a proposal for tuition and fee increases for FY 2018-2019. The committee will bring a recommendation forward for the Board's review and consideration at its March 5, 2018 meeting. Members appointed include Jada Hunter, Latisha Marcum, Randal, Robert Gunter, and Samuel Litteral. Ms. Hunter will serve as committee chair. Upon a motion by Wilma Zigmond and seconded by Kevin Hill, the Board unanimously approved the Ad Hoc Committee appointments.

10.2 Request for Approval of October 30, 2017 Board Meeting Minutes

MOTION: Kevin Hill moved to accept the meeting minutes as presented.

ACTION: Wilma Zigmond seconded the motion. The motion carried unanimously. Chair Seufer declared the motion adopted and the minutes approved.

10.3 Request for Final Approval of Proposed Institutional Policies and Submission to Chancellor

10.3.1 SCP-1435, *Inclement Weather and Emergency Situations*

MOTION: Melissa Deskins moved the adoption of the following resolution:

RESOLVED, That the Southern West Virginia Community and Technical College Board of Governors grant approval of SCP-1435, *Inclement Weather and Emergency Situations*, for submission to the Chancellor for Community and Technical College Education for final approval following the required 30-day comment period.

ACTION: Kevin Zachary seconded the motion. The motion carried

unanimously. Chair Seufer declared the motion adopted and the policy approved.

10.3.2 SCP-2360, *Holidays*

MOTION: Jada Hunter moved the adoption of the following resolution:

RESOLVED, That the Southern West Virginia Community and Technical College Board of Governors grant approval of SCP-2360, *Holidays*, for submission to the Chancellor for Community and Technical College Education following the required 30-day comment period.

ACTION: Melissa Deskins seconded the motion. The motion carried unanimously. Chair Seufer declared the motion adopted and the policy approved.

10.3.3 SCP-3100, *Full-time Faculty Responsibilities for Academic Advising of Students*

MOTION: Kevin moved the adoption of the following resolution:

RESOLVED, That the Southern West Virginia Community and Technical College Board of Governors grant approval of SCP-3100, *Full-time Faculty Responsibilities for Academic Advising of Students*, for submission to the Chancellor for Community and Technical College Education following the required 30-day comment period.

ACTION: Wilma Zigmond seconded the motion. The motion carried unanimously. Chair Seufer declared the motion adopted and the policy approved.

10.3.4 SCP-3201, *Challenging a Course/Credit by Examination*

MOTION: Jada Hunter moved the adoption of the following resolution:

RESOLVED, That the Southern West Virginia Community and Technical College Board of Governors grant approval of SCP-3201, *Challenging a Course/Credit by Examination*, for submission to the Chancellor for Community and Technical College Education following the required 30-day comment period.

ACTION: Melissa Deskins seconded the motion. The motion carried unanimously. Chair Seufer declared the motion adopted and the policy approved.

10.3.5 SCP-4192, *Administrative Withdrawal and Administrative Drop of Students*

MOTION: Melissa Deskins moved the adoption of the following resolution:

RESOLVED, That the Southern West Virginia Community and Technical College Board of Governors grant approval of SCP-4192, *Administrative*

Withdrawal and Administrative Drop of Students, for submission to the Chancellor for Community and Technical College Education following the required 30-day comment period.

ACTION: Jada Hunter seconded the motion. The motion carried unanimously and Chair Seufer declared the motion adopted.

10.4 Request for Approval to Release for 30-day Public Comment Period

10.4.1 SCP-4182, *Naming of Facilities or Organizational Units*

MOTION: Wilma Zigmond moved the adoption of the following resolution:

RESOLVED, That the Southern West Virginia Community and Technical College Board of Governors grant approval for the distribution of SCP- 4182, *Naming of Facilities or Organizational Units*, to Southern's constituents and the Chancellor for Community and Technical College Education for the required 30-day comment period

ACTION: Jada Hunter seconded the motion. The motion carried unanimously and Chair Seufer declared the motion adopted.

10.4.2 SCP-5260, *Meeting Financial Exigencies*

MOTION: Jada Hunter moved the adoption of the following resolution:

RESOLVED, That the Southern West Virginia Community and Technical College Board of Governors grant approval for the distribution of SCP- 5260, *Meeting Financial Exigencies*, to Southern's constituencies and the Chancellor for Community and Technical College Education for the required 30-day comment period.

ACTION: Wilma Zigmond seconded the motion. The motion carried unanimously and Chair Seufer declared the motion adopted.

11. 2017-2018 President's Goals (May entail an Executive Session under Authority of West Virginia Code §6-9A-4(b)2A to discuss Personnel Issues)

Executive Session under Authority of West Virginia Code §6-9A-4(b)2A to discuss Personnel Issues

Wilma Zigmond moved that the Board of Governors enter an Executive Session pursuant to West Virginia Code §6-9A-4(b)2A to discuss personnel issues. Melissa Deskins seconded the motion that carried unanimously. Chair Seufer declared the motion adopted and Board then met in an Executive Session at 8:22 p.m. At the conclusion of discussions, upon a motion by Will Alderman and second by Kevin Zachary, Chair Seufer declared the Board of Governors rise from Executive Session and convene in Open Session at 8:47 p.m.

Further Action:

Based upon discussions in the Executive Session, the Board reconvened in an open

session at 8:48 and the following action was taken:

11.1 2017-2018 Presidential Goals

MOTION: Will Alderman moved to accept the proposed Goals for the President of Southern West Virginia Community and Technical College for 2017-2018.

ACTION: Wilma Zigmond seconded the motion. The motion carried unanimously and Chair Seufer declared the motion adopted. The goals are attached and made a part of the minutes (Addendum 4).

12. Adjournment

There being no further business, Chair Seufer declared the meeting adjourned at 8:57 p.m. The next Board meeting is scheduled for 6:00 p.m. on March 5, 2018 and will be held in at a location to be determined in Charleston, West Virginia.

Howard E. Seufer, Jr., Chair

Emma L. Baisden
Executive Assistant to the President
and Board of Governors

APPROVED
03/05/2018

Melinda Saunders
Chair for the School of Arts and Sciences
Southern West Virginia Community and Technical College
9-14-2017

Mr. Howard E. Seufer, Jr., Chair
Board of Governors Presidential Review Committee
P.O. Box 2900
Mt. Gay, WV 25637

Dear Mr. Howard E. Seufer, Jr., Chair
Board of Governors Presidential Review Committee:

In response to the solicitation for written comments concerning the initial evaluation of President Robert Gunter's leadership as evaluated on the President's goals as approved by the Board of Governors, I submit the following:

1.1 Assess and adhere to Southern's commitment toward student success by actively engaging the institutional mission to provided accessible., affordable, quality education and training.

Fall 2018 semester courses in my area of responsibility opened in chaos due to last-minute, previously unannounced changed in long-standing policies. On the second day of the first week of the semester, I was informed through a series of emails from President Gunter, Sam Litteral, and Carol Howerton that part-time personnel who were employed as part-time tutors and part-time instructors would not be permitted to hold both roles. I was instructed by President Gunter and Sam Litteral to choose which role each employee would be allowed to have and communicate my plan by the end of the day. This was a departure from procedure from the previous semester and created significant problems for administration. In the past, two employees have held both roles. The lack of timely notification resulted in an inability to effectively to serve our students. The absence of any coherent explanation for the change in policy also may have had an effect on the employees. Multiple sections of math courses were covered by different instructors at each meeting during the first two weeks of the semester. This is only one example of a failure to communicate a change in previously acceptable procedures for staffing that has directly impacted the institution's mission to provide quality education to the students.

That same week, President Gunter also informed me that, because her job isn't to teach but to tutor, the program coordinator of the learning lab would not be allowed to follow the alternate work schedule which has historically allowed her to teach a class prior to the start of her work day. This arrangement to benefit both the program coordinator and our students had been approved previously and its elimination directly impacts the ability of the learning lab to meet the needs of students. No notice or explanation was given prior to the start of the semester that would have allowed for time to discuss the issue and consider alternate staffing solutions. While it is certainly within the President's province to make these kinds of staffing adjustments, I address this issue to point out it is the lack of timely communication and the total absence of any explanation for a change in procedure that negatively impacted the ability to provide accessible and quality education to students.

Over the past two years, turnover of faculty in the School of Arts and Sciences has been hovering around 20% for each academic year. It seems securing quality, credentialed personnel has become increasingly challenging under President Gunter's administration. As one example, the English faculty position at Wyoming Campus remained unstaffed until the start of week three of classes. Three successive candidates declined the offer of the position during the week prior to the start of class. Candidates for the position who declined cited the refusal of any negotiation on the base salary offering of \$31,533 for this position. I have asked human resources to test this salary range against the market of CTC's against which we compete; unfortunately, human resource personnel have not responded to my requests for this information. With no information on how this salary relates to other positions at Southern or the other CTCs with which we compete for talent, we have no leverage to negotiate to fill these positions. The ability to secure highly credentialed faculty in a timely manner in for the School of Arts and Sciences seems to have declined dramatically over the past two years.

1.1.4 Establish a campus atmosphere that provides for the development of the individual in a supportive atmosphere.

At times and for no apparent reason, President Gunter's approach has seemed dictatorial and unreasonably unsupportive. When one of Southern's full-time faculty resigned to accept a position out of state, she agreed to continue serving Southern as a part-time faculty assigned to teach two online courses. She asked three separate individuals in her chain of command and with authority over the issue if she could continue to use her Southern-issued laptop for a couple of weeks while she continued her part-time work and until she assumed her duties at her new institution. She received specific approval from

each person since Southern had regularly allowed part-time faculty to use a loaner laptop. On the second day of the first week of class, I received an email from Dr. Gunter directing me to collect the laptop from the part-time faculty and return it to the institution by the end of the week (Thursday). Subsequent emails included, "Wasn't asking for conditions or past errors. I didn't leave my request as a maybe...the process was done incorrectly and I want the computer back at Southern as quickly as possible." Despite the consistency with past practice and the obvious benefit to Southern in this part-time employee retaining temporary use of the computer, President's Gunter's manner of communication was dictatorial and unsupported by reasons rather than supportive or collegial.

1.1.7 Promote curricular development and change, including academic degree programs, workforce development and non-credit community and continuing education, as well as essential learner support services, in response to the needs and interest of students, employers, and citizens within the College district.

1.1.4 Establish a campus atmosphere that provides for the development of the individual in a supportive environment.

President Gunter reassigned the personnel associated with the learning lab (tutoring center) from the School of Arts and Sciences to the Student Services unit without adequate consideration of the impact of that reorganization or sufficient preparation for a smooth transition. Notice of the change was communicated through carbon copy of the memorandum notifying learning lab personnel of the change. The notice was sent only through hard copy on the morning of **August 29, 2017**. The effective date of the change was **August 30, 2017**. My area of responsibility has included supervision of tutoring center/learning lab activities and personnel since its inception at the start of the TAACCCT3 grant three years ago through the grant's conclusion and subsequent support through institutional and Perkins funding; I am professionally and personally invested in the continued success of this particular project. With no advance notice, discussion or planning for the transition, I have observed and been told of problems that could have been easily avoided. This lack of communication and ability to provide input into changes in the governance structure demonstratives a lack of commitment to 1.1.4 and 1.1.7.

2.8 Assure organization changes are reflected in the Governance and Strategic Planning process.

1.1.4 Establish a campus atmosphere that provides for the development of the individual in a supportive atmosphere

President Gunter positions directed that we create two new positions to be designated as Academic Coordinators throughout the reorganization of the academic unit. The creation of those positions followed a standard protocol and approval was granted by signature on the request to advertise by the Chair, Vice President of Academics, Vice President of Finance, and President Gunter himself.

Candidates applied, were interviewed by committee, and a recommendation to hire was submitted to the President for each position. The appointment letters extended to the proposed candidates, however, reflected job titles (Lead Faculty) different from the position advertised (Academic Coordinators). After the candidates declined the position (presumably, because they were not the positions advertised), the jobs were reposted with the same job description but now under the job title of Lead Faculty. The only signatory on the request to re-advertise was that of President Gunter. The position of lead faculty for the Associate in Sciences remains vacant. The governance structure is currently in error as it includes the position "Lead Faculty of Arts Faculty" and includes "Humanities Faculty" only. The vacant position of "Lead Faculty of Science Faculty" includes science faculty only. This failure to honor the formality of the process by President Gunter has created confusion, disorganization and is inconsistent with a reasoned Governance and Strategic Planning process.

1.1.4 Establish a campus atmosphere that provides for the development of the individual in a supportive atmosphere.

A specific example concerning the President's performance in this area is demonstrated by the manner in which the hiring process for the Boone Campus secretarial position provides was conducted. A screening and interview committee was selected by the supervisor of the position and human resources personnel. At the conclusion of the process, a candidate was unanimously recommended for the position. Upon submission of the committee's recommendation, the chair of the committee was contacted by the administrative assistant to the Vice President of Finance and informed that the candidate recommended was an unacceptable choice. The reason given as communicated by the committee chair to the committee members was that it was unacceptable to have relatives working in the same office complex. The position was re-advertised, the screening and interview committee reconvened, recommended that three of the applicants be granted interviews. The candidate recommended for the position from the first search was among the applicants recommended for interview. The chair sent the committee's recommendations to human resources. He was subsequently informed that the hiring process for the position was being put on hold and that he would receive additional information in the future. My understanding of the ant-nepotism rules followed by the institution is that an employee may not be supervised by a

Mr. Howard E. Seufer, Jr., Chair
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relative but that relatives may, and often have, historically worked in the same unit within the college.

Thank you for the opportunity to provide comments relevant to the review process.

Respectfully,

Melinda Saunders
Professor of Mathematics
Chair for the School of Arts and Sciences
Mindy.Saunders@southernwv.edu
304-896-7364