



MINUTES OF THE BOARD OF TRUSTEES
INDIAN HILLS COMMUNITY COLLEGE

November 13, 2023

The regular Board of Trustees meeting and the Annual Board Retreat for Indian Hills Community College was held on November 13, 2023, at Honey Creek Resort, Moravia, Iowa. Board President Mr. Richard J. Gaumer called the meeting to order at 8:48 a.m.

Roll Call

Members present: Ms. Nellie M. Coltrain, Ms. Beth Danowsky, Mr. Richard J. Gaumer, Mr. Jerry Kirkpatrick, Ms. Katie Nichols, Mr. Riley Sheetz, Mr. Alan Wilson, and Ms. Lori Yates.

Zoom/Phone: Ms. Amy Webber.

Members absent:

Approval of Agenda

It was moved by Ms. Danowsky and seconded by Mr. Sheetz to approve the board agenda as presented. The motion carried unanimously.

Approval of Minutes

The minutes of the October 9, 2023, Regular Board meeting and minutes from the Special Board meeting on October 23, 2023 were reviewed. The October 23, 2023 minutes had a name correction and Mr. Gaumer asked for approval as amended.

Motion

It was moved by Mr. Kirkpatrick and seconded by Ms. Nichols to approve the minutes from October 9, 2023, Regular Board meeting and minutes from the October 23, 2023 Special Board meeting as amended. The motion carried unanimously.

Not to Exceed \$8,000,000 General Obligation School Bonds, Series 2023

Ms. Ferguson, Chief Financial Officer, presented a resolution appointing a Paying Agent, Bond Registrar, and Transfer Agent, Approving the Paying Agent, Bond Registrar, and Transfer Agent Agreement, and Authorizing the Execution of Same, Approval of form of Tax Exemption Certificate, Approval of Continuing Disclosure Certificate, Resolution Amending the Resolution Authorizing the Issuance of Bonds and Levying a Tax for the Payment Thereof Adopted February 13, 2023, Not to Exceed \$8,000,000 General Obligation School Bonds, Series 2023.

Mr. Gaumer asked for a motion and a second to approve the Resolution Appointing Paying Agent, Bond Registrar, and Transfer Agent, Approving the Paying Agent, Bond Registrar, and Transfer Agent Agreement, and Authorizing the Execution of Same.

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Motion

It was moved by Mr. Wilson and seconded by Ms. Coltrain to approve the Resolution Appointing Paying Agent, Bond Registrar, and Transfer Agent, Approving the Paying Agent, Bond Registrar, and Transfer Agent Agreement, and Authorizing the Execution of Same. The motion passed unanimously.

A roll call vote was taken:

Richard J. Gaumer	Yes
Beth Danowsky	Yes
Lori Yates	Yes
Alan Wilson	Yes
Jerry Kirkpatrick	Yes
Katie Nichols	Yes
Amy Webber	Yes
Riley Sheetz	Yes
Nellie Coltrain	Yes

Members absent:

The motion carried unanimously.

Mr. Gaumer asked for a motion and a second to approve the form of Tax Exemption Certificate.

Motion

It was moved by Ms. Coltrain and seconded by Ms. Danowsky to approve the form of Tax Exemption Certificate. The motion passed unanimously.

A roll call vote was taken:

Richard J. Gaumer	Yes
Beth Danowsky	Yes
Lori Yates	Yes
Alan Wilson	Yes
Jerry Kirkpatrick	Yes
Katie Nichols	Yes
Amy Webber	Yes
Riley Sheetz	Yes
Nellie Coltrain	Yes

Members absent:

The motion carried unanimously.

Mr. Gaumer asked for a motion and a second to approve the Continuing Disclosure Certificate.

Motion

It was moved by Mr. Wilson and seconded by Mr. Sheetz to approve the Continuing Disclosure Certificate.

A roll call vote was taken:

Richard J. Gaumer	Yes
Beth Danowsky	Yes
Lori Yates	Yes
Alan Wilson	Yes
Jerry Kirkpatrick	Yes

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Katie Nichols	Yes
Amy Webber	Yes
Riley Sheetz	Yes
Nellie Coltrain	Yes

Members absent:

The motion carried unanimously.

Mr. Gaumer asked for a motion and a second to approve the Resolution Amending the Resolution Authorizing the Issuance of Bonds and Levying a Tax for the Payment Thereof Adopted February 13, 2023.

Motion

It was moved by Mr. Kirkpatrick and seconded by Ms. Coltrain to approve the Resolution Amending the Resolution Authorizing the Issuance of Bonds and Levying a Tax for the Payment Thereof Adopted February 13, 2023. The motion passed unanimously.

A roll call vote was taken:

Richard J. Gaumer	Yes
Beth Danowsky	Yes
Lori Yates	Yes
Alan Wilson	Yes
Jerry Kirkpatrick	Yes
Katie Nichols	Yes
Amy Webber	Yes
Riley Sheetz	Yes
Nellie Coltrain	Yes

Members absent:

The motion carried unanimously.

Approval of Monthly Claims

Board member Mr. Gaumer had overlapping meetings and will do bills in the next two weeks and approval will take place at the December 11, 2023, board meeting.

Financial Report

Ms. Taren Ferguson, Chief Financial Officer, presented the Financial Report. **Revenues** Overall, revenues are higher by \$861,039. **Tuition & Fees** were \$203,292 higher than the previous year due to an increase in course fees (\$50,000) and an increase in non-resident tuition. **State Support** was higher by \$164,539 due to SGA, as anticipated. **Other income** was up \$507,935 due to earning higher interest compared to last year at this time, a catch-up in revenues owed to us for Centerville Construction Technology houses (\$24,000) and receiving higher Administrative fees on grants. In addition, first quarter OEPI reimbursement was higher than 1st quarter last year (expiring COVID funding and IHCC is now paying preventative costs.)

Expenses: Overall, expenses are higher by \$94,057. **Salaries & fringe** were up as expected, due to low vacancies and an approved increase. **Services** were up \$69,620 due to timing/billing when services were needed (Centerville Construction Technology house, Nursing testing (\$17,000), and larger service expenses with the CDL fleet (\$27,000). **Material and supplies** were down \$55,187 due to less costs in software/licensure purchases. IHCC purchased multiple year agreements with CARE's funding and some extend until FY25.

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Fund 2 – All levees are performing well. IHCC has completed Capital equipment procurements and is seeing less supply chain issues and equipment being received faster.

Motion

It was moved by Ms. Yates and seconded by Mr. Kirkpatrick to approve the Financial Report. The motion carried unanimously.

BE IT RESOLVED, the Board of Directors of Indian Hills Community College hereby accepts gifts from the Indian Hills Community College Foundation

Ms. Taren Ferguson, Chief Financial Officer, reported that when community colleges receive gifts from the Foundation, the gift needs to be approved by the Board of Trustees and filed with the Iowa Ethics and Campaign Disclosure Board. This agenda item will come to the board twice a year for approval. Gifts received by the Foundation but were never transferred to Indian Hills Community Colleges are.

- \$186,250 for expenses related to construction of and updates to the Wrestling Facility and Multi-purpose Building on the Centerville Campus.
- \$5,000 to be used for the Baseball Program.
- \$10,000 to be used for Aviation Maintenance.

Mr. Gaumer asked for a motion and a second to approve \$186,250 for expenses related to construction of and updates to the Wrestling Facility and Multi-purpose Building on the Centerville Campus, \$5,000 to be used for the Baseball Program, and \$10,000 to be used for Aviation Maintenance.

Motion

It was moved by Ms. Nichols and seconded by Mr. Kirkpatrick to approve \$186,250 for expenses related to construction of and updates to the Wrestling Facility and Multi-purpose Building on the Centerville Campus, \$5,000 to be used for the Baseball Program, and \$10,000 to be used for Aviation Maintenance. The motion passed unanimously.

A roll call vote was taken:

Richard J. Gaumer	Yes
Beth Danowsky	Yes
Lori Yates	Yes
Alan Wilson	Yes
Jerry Kirkpatrick	Yes
Katie Nichols	Yes
Amy Webber	Yes
Riley Sheetz	Yes
Nellie Coltrain	Yes

Members absent:

The motion carried unanimously.

Community Colleges for Iowa Report

Mr. Richard J. Gaumer reported that the board had a planning retreat. A session was held on engagement, enrollment, retaining employees, and succession planning. The group also discussed how to grow your own executives.

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Personnel Report

Mr. Zeke Flick, Director, Human Resources presented the Personnel Report.

Motion

It was moved by Mr. Sheetz and seconded by Ms. Coltrain to approve the Personnel Report. The motion carried unanimously.

President of the College

A. Facilities Report

Dr. Brett Monaghan, Vice President, Student Development & Operations reported that the house on the hill has been knocked down. Parking lots are being patched and the maintenance team is preparing for winter weather. The Child Development Center will have rooms painted and minor repairs to get it ready for Seida to move in. Keokuk/Mahaska Residence Hall is getting new furniture this week.

The addition for the Performing and Visual Arts is being underway, construction crews are working on the roof, preparing it for installation.

Wellness Facility – IHCC is working with architects and McGough Construction to determine a timeline. A student panel will meet on Thursday to receive feedback and thoughts from students about what they would like to see in the Wellness Facility. Bids will go out in late April for the project.

IHCC Human Resource Discussion

Mr. Zeke Flick, Director, Human Resources presented a PowerPoint. He stated that a year ago he introduced the idea of making big changes to IHCC's Human Resource processes. Changes presented were moving from earned compensatory time to accrued vacation and utilizing current software. No software or system can make compensation time electronic; employees cannot view the balance of remaining days, supervisors cannot see employees balance of days to approve time off, and everything is a manual process.

IHCC's current practice for exempt and non-exempt employees is the same, salary is based on working Monday – Thursday, 7:15 a.m. – 4:45 p.m., with a 30 minute unpaid lunch, and a 36 hour workweek. Investigating time clocks and non-exempt employees will put in time worked and this will minimize liability and compliance issues for underpaying non-exempt employees.

Employees get paid on the 10th and 25th of each month, but employees should be moved to in arrears pay. This is more consistent and clearer during pay periods. Current pay is all manual calculations. This change will allow IHCC to utilize the payroll system and to automate most processes and minimize human error.

Human Resources and Payroll facilitated discussions about the college moving forward and met with the Leadership Team for discussions and decision-making during Leadership meetings.

Now, Human Resources is writing policies, a subcommittee will be assembled for feedback, software training has been scheduled, and the goal is to make changes summer term, before the 2024-2025 Academic year begins.

The breakdown for new changes is that everyone will get paid every other Thursday, non-exempt employees will have a time clock, faculty will receive an increase in pay, and employees will work 12 additional days and receive 12 vacation days a year. Exempt staff will see an increase in salary due to working 12 additional days. Non-exempt staff will see an increase because they will be getting paid for all time worked. Exempt employees will be able to use flex time. IHCC will be giving all employees a onetime incentive, so there is not a two week gap in pay when IHCC

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moves to pay in arrears. It will cost about \$800,000 to do what is proposed and that is approximately what would be given in raises, this incentive will take the place of employee raises.

Dr. Thompson stated that he would like the board to give approval to move forward with this plan and/or ideas if there are other options.

Questions were asked by board members and when all questions were answered, the board said to move forward with the changes and provide additional financial data at the January Board meeting.

Strategic Plan Update

Dr. Thompson presented a draft of the Strategic Plan. The planning cycle will end December 2024. At the board retreat next year Dr. Thompson will introduce the new Strategic Plan and new goals. Most Priorities may stay the same because they are all encompassing and some goals will be changed or updated and the board will have opportunities for input.

Dr. Thompson went through current goals and shared with the board what has been accomplished and/or created to help fulfill each goal.

Succession Planning

Dr. Thompson stated that he put together a list of Leadership Team members, how many years each has served the college, and the position of each Leadership member.

Dr. Matt Thompon, President (10-years) - Dr. Brett Monaghan or Ms. Taren Ferguson. Ms. Ferguson and Dr. Monaghan know the inner workings of the college and what is happening at all times. Dr. Thompson works with them on different projects and they each have a lot of responsibility. Dr. Monaghan has the knowledge and is prepared to be a college president. Dr. Thompson has been incredibly impressed with Ms. Ferguson, who oversaw Job Corps and is familiar with our finances and she is about developing people; she works hard and she has a great demeanor. Both of these people are prepared for the job.

Ms. Shelle Harvey, Executive Assistant/Board Secretary (22-3/4 years) – Ms. Jennifer Appler started attending board meetings 3 years ago to get to know board processes and board members. Ms. Appler has the academic components and her and Ms. Harvey collaborate on different academic work throughout the year. Upon Ms. Harvey's retirement, Ms. Appler would be the person to step into Ms. Harvey's role.

Dr. Brett Monaghan, Vice President, Student Development & Operations (11 years) – If Dr. Monaghan would leave IHCC, the position would change because it is unique for Dr. Monaghan. Dr. Monaghan's replacement would oversee student development and conduct. Athletics would be a separate position and the person would not be a Vice President. Dr. Thompson has different names to possibly fill the role and Ms. Lindsay Dial and/or Mr. Marco Clark are two people that Dr. Thompson would call.

Ms. Taren Ferguson, Chief Financial Officer (1 year 6 months) Ms. Kelly Heckart could take the role and if she was not interested in the position, she could be the interim until someone was hired. This would be an external vacancy and a position that is hard to fill.

Dr. Jill Budde, Vice President, Learning & Engagement (17 years) – Mr. Craig Leager was IHCC's Teaching and Learning Director and took a National job with Stem. Mr. Daniel Terrian retired, that division was restructured, and Mr. Leager was interested in coming back to IHCC. Mr. Leager is an Executive Dean, Instruction and oversees the Teaching and Learning Center, faculty, and Department Chairs. With additional experience he would be ready to step into Dr. Budde's role as Vice President.

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Dr. Jennifer Wilson, Vice President, Business Solutions - Mr. Cory Lamb or Ms. Taren Ferguson as the interim and this position could change. It is political in nature and things are happening with Iowa Workforce Development and the Iowa Economic Development Authority. This position would be reconfigured, because Dr. Wilson has the skill set and it would be hard to find a person who has the political side and the interest in doing it. Mr. Lamb is very effective and comes from private industry and he understands the programming that we do in that area. Ms. Ferguson would be the stabilizer, the person that keeps it going until there is a plan.

Mr. Zeke Flick, Director, Human Resources (7 1/2 years) - this position would be an external hire. Past Human Resource Directors have come from private industry and brought a perspective that has helped us advance after years of internal hires.

Mr. Cory Lamb, Chief Technology Officer, (5 years) Mr. Andrew Ware was part of our network administration Cybersecurity Program. Mr. Lamb said IHCC has Network and Programming. Mr. Jacob Miedema and Mr. Ware are Mr. Lamb's two leading people and could do his job effectively.

Dr. Bianca Myers, Executive Dean, Advancement (18 years) Dr. Thompson would think about an external replacement and look for a person with Foundation Management and fundraising experience. IHCC may have an internal candidate or candidates that have the potential to be longer term solutions.

Ms. Joni Kelley, Executive Dean, Enrollment Services & Registrar (10 years) Ms. Ranae Molkenthin is Joni's recommendation. With some continued growth and oversight Ms. Molkenthin would be a great leader.

Ms. Noel Gorden, Executive Dean, Centerville Campus & Academic Services, (16 years) Ms. Ashley Richmond, who board members may be familiar with, is a possibility and another potential person is Mr. Zeke Flick. Mr. Flick has expressed interest in his career pursuit and doing something different in the future. Ms. Gorden's replacement needs to live in Centerville and attend Rotary Club meetings. Ms. Gorden has done a great job attending all Centerville events and her replacement needs to also be engaged in the community.

Ms. Kelly Heckart, Controller & Grants Accountant (27 years) Ms. Heckart has a tremendous background and she is a clear thinker. Ms. Callie Proctor, who took Ms. Heckart's position when she became Controller, is very competent and is being prepared to become controller.

Mr. Craig Leager, Executive Dean, Instruction (3 months) Ms. Kim Dreaden is the Program Director at the North Campus. She is on top of issues and took a welding class so she would understand more about the Welding Program and have meaningful discussions with faculty.

Board Discussion

Mr. Richard J. Gaumer stated there are three things board members need to be more involved in and they are the Strategic Plan, support communities, because enrollment is going to be a challenge, and promoting IHCC.

Board members need to set goals and be more engaged in decisions and finances at IHCC.

What data information would board members like to have provided to them? Turnover rate and IHCC's retention. Board members see monthly reports, but not turnover rates and how turnover changes? Are there areas at the college that have more turnover than others? Why?

Enrollment - can board members get more of a breakdown between concurrent education students versus number of full time students versus part time students.

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Centerville will have a big building and it's a prime opportunity for IHCC to gain students. What is the plan to recruit more students? What's the prediction for additional students and maybe additional programs? Mr. Gaumer stated that the board needs to talk to Dr. Thompson to put a different slant on recruiting, because the college has been using the same recruiting tools for 5-10 years and they are no longer working.

Has the college offered concurrent students \$1000 scholarship? Enrollment statistics for Centerville, how many students are full time and how many are part time. Increase penetration. More public celebrations of achievements and events. All events are recognized but not publicly.

What can each board member be doing in individual communities?

Emphasis - IHCC used to have a School Board recognition dinner, resurrect this event. Each member needs to talk to his/her area superintendent. More marketing with this event.

Success measures of graduates and number of graduates that move to 4-year institutions.

Once a year see Development Corps. financials.

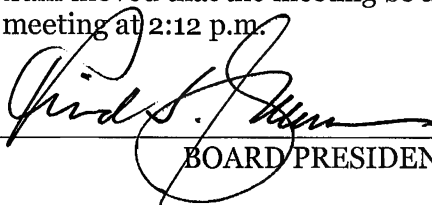
Mr. Gaumer stated that Dr. Thompson reported that Mr. Lamb is working on a dashboard that will give board members enrollment numbers.

Centerville number projections? Need to discuss long term, time, and money invested in Centerville and do we need another dorm or after a couple of years will numbers drop?

Enrollment for Centerville - how much more do we do building wise, especially if there are fewer students and if we make the investment, we ought to be able to house students on the campus.

Adjournment

Board member Ms. Coltrain moved that the meeting be adjourned. Hearing no objections, Mr. Gaumer adjourned the meeting at 2:12 p.m.



BOARD PRESIDENT



BOARD SECRETARY