

**KIRTLAND COMMUNITY COLLEGE**  
**BOARD OF TRUSTEES**  
**MINUTES**  
Special Meeting: Board Retreat  
November 3, 2010  
College Boardroom, Administration Building

**CALL TO ORDER**

Chair Roy Spangler called the meeting to order informally at 9:06 a.m.

**ROLL CALL**

**Members Present:** David Dougherty, MaryAnn Ferrigan, Richard Silverman, Roy Spangler, Denis Weiss, Patricia Webb, Roberta Werle

**Members Absent:** None

**Others Present:** Jason Broge, Kathy Koch, Richard Webb

President Tom Quinn began with the following list of questions to discuss:

1. Should the board create a budget allocation framework?
2. Can the board support centers of excellence?
3. Does the board have a position on inclusion of K-12s?
4. What is the board's position for building on campus versus building online and establishing off-site locations?
5. What is the board's position on economic development?

A Title III grant goal is to increase online programs. Tom Quinn provided a map of Michigan showing where our students come from. It was clear that our students come from all over the state. He noted that students from Saginaw and the thumb area are here for our health careers programs. This provided an example of how programing draws students and why he is pushing new programs.

Centers of Excellence in programming is his concept of bundling programs such as health careers and criminal justice to expand on what is already working well. For example, surgical technology combined with surgical first assist advanced certification provides programming options that would draw students. Add in anesthesiology technician, and we have created occupational options with course overlaps for greater efficiency. These quality programs are what he calls Centers of Excellence. In electrical technology, add HVAC, medical equipment repair and megatronics for a Center of Excellence. Cardiac sonography lends itself to vascular sonography and general diagnostics sonography which would give us a corner on the market for this education.

Tom Quinn presented a list of "present situations" versus "ideal situations" for instructors.

**Present situation**

Higher education has a corner on knowledge

Lectures are common

Learner outcomes emphasize Blooms Taxonomy

Assessment by testing is common

Emphasis on teaching

Instruction in clinics and campus labs

Emphasis on faculty software

Internet communications

Classrooms with projectors

**Ideal situation**

Students have the whole world at their fingertips

Dynamic learning with discovery and problem solving

Outcomes written in terms of the problems a student will solve

More student involvement; portfolios

Emphasis on problem solving, critical thinking, application

Whole communities are laboratories

Faculty and student software

Communications in the cloud and social net

Technology to gather and organize information

Curriculum organized by subject

Interdepartmental with emphasis on synthesis and working in a new economy

Classrooms arranged in rows

More dynamic; foster teamwork, etc. using technology to find information

Quinn introduced a concept of budget allocation framework by looking at where we are spending our money now and deciding on where we should be spending it. He feels we should be spending more on instruction. Compared with other peer colleges in Michigan, we spend more than the average in instructional support. We spend more for physical plant, but with the age of our buildings and our remote location Jason Broge commented that our expenditures are probably where they should be. Tom Quinn explained that they are working on a model for where we should be focusing our money. The problem is we are spending too much in every category. He is searching for ways we can cut back. He emphasized that a new gold standard for excellence will not be enrollment growth, but quality programming.

Due to a capitol outlay opportunity, we are talking about putting 8 million dollars on campus improvement for the Student Center which is over 40 years old. With increasing online capacity, do we need buildings on campus? Certain programs cannot be done online, so depending on programming, we still need physical buildings.

Richard Silverman questioned whether there might be a future need for student housing. Quinn affirmed that Centers of Excellence lead to a need for student housing and activities. Private developers could be considered to run housing. Our average student is 30 years old, so we may not need traditional dormitories. The consensus was to keep moving in all three directions, on-campus, off-site and online programs.

A break was declared at 10:26 a.m. The meeting resumed at 10:38 a.m.

Tom Quinn introduced economic development for the next topic of discussion. He was contacted by the Michigan Economic Development Corporation with a need for jobs training for a company looking to locate in Oscoda with a need for specialized training to build forging machines. They will need to send ten people to Germany for six months of training, then bring a German engineer back here to continue implementation of the training. It is a big training grant requiring either bonds, use of reserves, or a pay-as-you-go plan. Quinn asked for board direction on whether the college should pursue this opportunity for creating about 45 new jobs. This is in our market territory, but not in our tax district. We have a history of offering classes in Oscoda (nursing). The consensus was to gather more information.

Regarding partnering with K-12s, Quinn asked whether the board had any reservations for looking into partnerships such as a middle college concept. He noted that there are 329 home schooled students in our tax district. At approximately \$7,500 per student, it is apparent that the local school systems are losing that revenue. Consensus seemed to be to work with K-12s for collaboration. It was suggested holding a meeting with the local school boards. A forum could be a model for such a meeting.

Roy Spangler commended the board saying this board, in the last six months, has positioned the college for growth, especially with early childhood education through the new children's learning center.

Tom Quinn reported that under resource development through the Title III grant, the foundation director has been charged with increasing the assets of the foundation by one million dollars per year. Richard Silverman added that a joint meeting with the foundation board is due. It was agreed to try and accomplish that with the foundation's December meeting.

Roberta Werle noted that back in May the board extended Dr. Quinn's contract and at that time she was charged with looking into options to be included in his contract. She stated that he has not had a salary increase in two years and his salary is embarrassingly low, especially compared to other community college presidents in Michigan. She proposes a five percent increase in salary. He indicated that he is satisfied with his car and housing allowance, so she proposes they remain the same. He asked for tuition scholarship for his immediate family members regardless of age and the board agreed to that. She proposes increasing his life insurance to \$150,000 and contribute \$13,000 under the college's 403b program, noting that this was done for his predecessor. The contributions should occur no

later than Dec. 30, 2010. After that, contributions should be prorated on a quarterly basis provided he is employed by us on the last day of the respective quarters. A five percent salary increase brings his salary to \$136,500.

Tom Quinn excused himself to attend an M-TEC meeting in Gaylord. The meeting continued without him.

Roy Spangler reminded the trustees that when a salary schedule was initially presented for the president, there is no evidence that it was ever approved by the board of trustees and it was woefully inadequate. Richard Silverman added that at the MCCA meeting he recently attended he learned that there is an office holder account most presidents have which allows them to participate in the political process in a manner that is completely legal. In fact, MCCA requests \$1,000 per college for political action use, not to mention his being solicited for contributions by almost every elected official he encounters. It was suggested that the board contact the college auditors to find out how to legally establish an office holder account. In summary, Roberta Werle stated that she will present her recommendations at the next board meeting for approval.

A reminder was made that the next board meeting has been changed to Tuesday, November 16, 7 p.m. at Kirtland House.

Dave Dougherty commented that sometimes he finds himself voting and he is not sure what he is voting on. Werle responded that it takes five years and to speak up with any questions or clarifications needed. He thought a commitment was made for a building in Grayling for offering classes. MaryAnn Ferrigan explained that no such commitment was made. Currently, the college will be using the Nature Center rent-free.

Roy Spangler noted that the West Branch site has been outgrown. They have expanded by holding classes in the high school. Werle commented that a building to think about in the future might be Saint Helen Elementary.

Spangler commented that Dr. Quinn is doing more on behalf of the college than the board ever anticipated and the board needs to trust him. He has never felt that way before with any board he has served on, but he does now.

The meeting adjourned at 12 noon.

Respectfully submitted,  
Kathy Koch  
Recording Secretary