MOUNTWEST COMMUNITY & TECHNICAL COLLEGE

INSTITUTIONAL BOARD OF GOVERNORS

AGENDA

Thursday, November 19, 2026, 8:00am

Mountwest Community & Technical College – G07

1. **Call to Order, Determination of Quorum: Mr. Mark Morgan, Chairman**

2. **Consent Agenda: Mr. Mark Morgan, Chairman**
   - Approval of Minutes – August 20th, 2026*

3. **Finance Committee Report: Mr. Jeff Blatt, Finance Chair & Ms. Terri Frye, CFO**
   - Audit Report Overview
   - Monthly Financial Report

4. **President's Report: Dr. Josh Baker, President**

5. **Adjournment**

Upcoming Events:

- College Closed – November 25th-November 27th
- Mountwest Employee Recognition Event – December 9th, 6pm, Guyan Country Club
- College Closed – December 23rd- January 1st
- Next Board Meeting – January 21st, 2027

**Action Items – Approval Required*

Mountwest Focus Goals:

- Start Strong!
- AI Power Users

MOUNTWEST COMMUNITY & TECHNICAL COLLEGE
INSTITUTIONAL BOARD OF GOVERNORS
Minutes
Thursday, August 20th, 2026, 8:00am
Mountwest Community & Technical College – G07

Present: Maribeth Anderson, David Earl, Mark Morgan, Melanie Hall, Jeff Blatt, Dinah Ledbetter, J.L. Brydie, Jennifer Plymale, Erin Rich, Eric Keck

Absent: Justin Jarrell

1. **Call to Order, Determination of Quorum: Mr. Mark Morgan, Chairman**
   Mr. Earl called the meeting to order at 8:05am. A quorum was established.

2. **Approval of Minutes – June 18th, 2026**
   On a vote by Mr. Blatt, seconded by Ms. Ledbetter, the minutes were approved as written.

3. **Introduction of Staff Representative Eric Keck**
   Eric introduced himself to the board and was welcomed by the members. Eric is the Director of Admissions and Recruiting at Mountwest.

4. **Finance Committee Report: Mr. Jeff Blatt, Finance Chair & Ms. Terri Frye, CFO**
   Ms. Frye presented the finance report, which is attached to the minutes. No action items were necessary for the report.

5. **President's Report: Dr. Josh Baker, President**
   Dr. Baker presented his report which included updates on enrollment, events, conferences, and board memberships. The report is attached.

6. **Board Retreat Agenda Items**
   The board and Dr. Baker mentioned accreditation updates, new strategic plan framework, facilities updates, EAB presentation, student success metrics review as possible topics for the board retreat in September. There were no additional requests for the retreat.

7. **Adjournment**
   There being no other agenda items, the meeting was adjourned at 8:54pm upon a motion by Mr. Morgan and seconded by Ms. Hall.

Mountwest Community & Technical College
Office of the Vice President of Finance

To: Mountwest Finance Committee

From: Terri Frye, Vice President for Finance

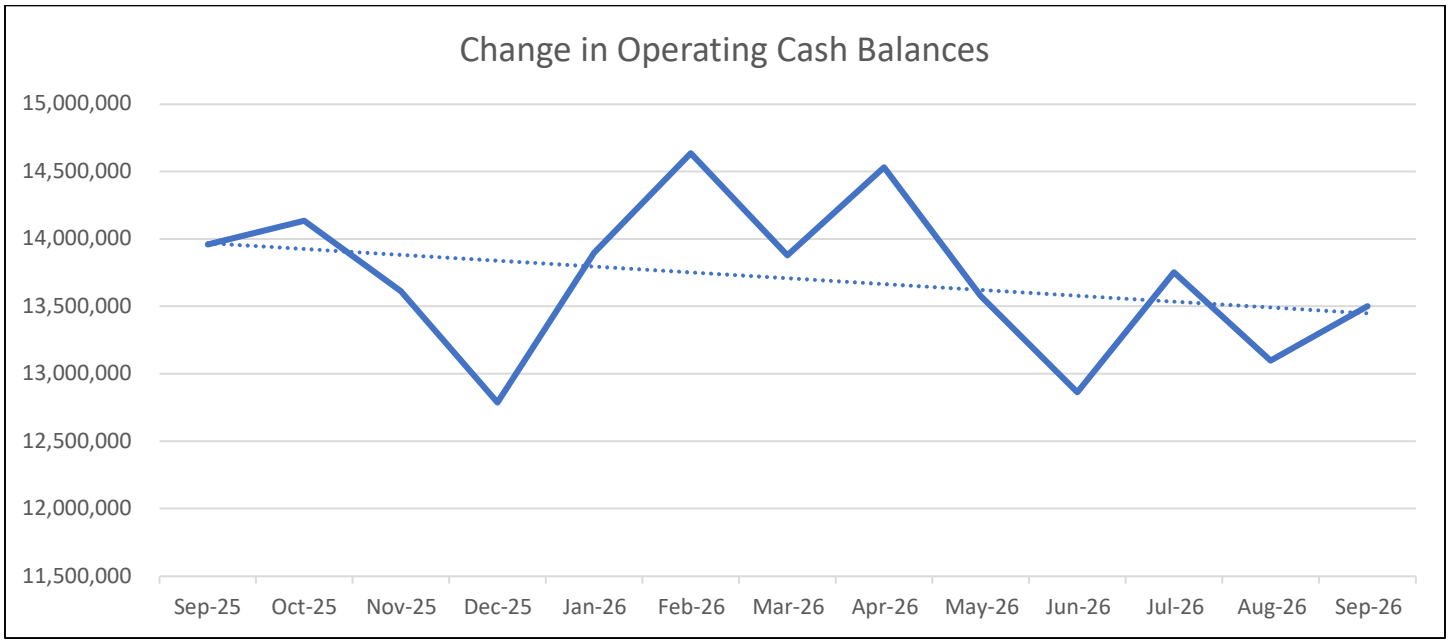
CC: Dr. Josh Baker, President

Date: October 8, 2026

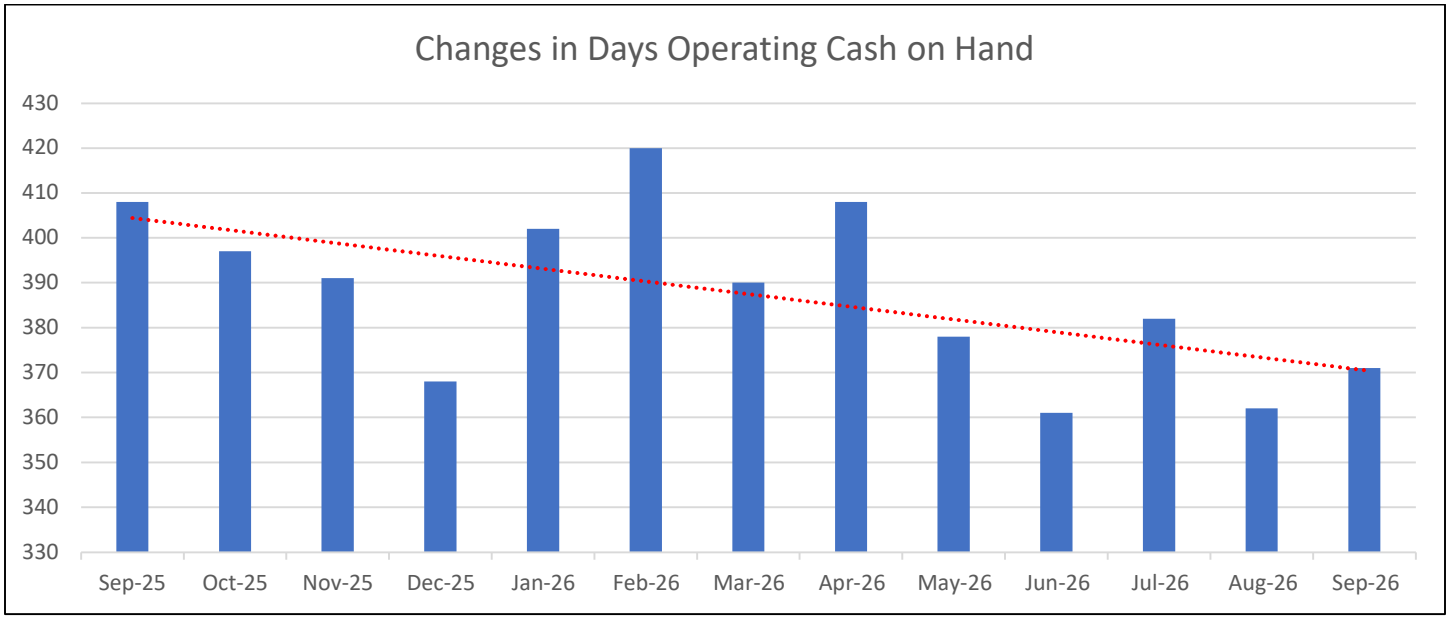
Re: September 2026 Finance Committee Report

Cash Report:

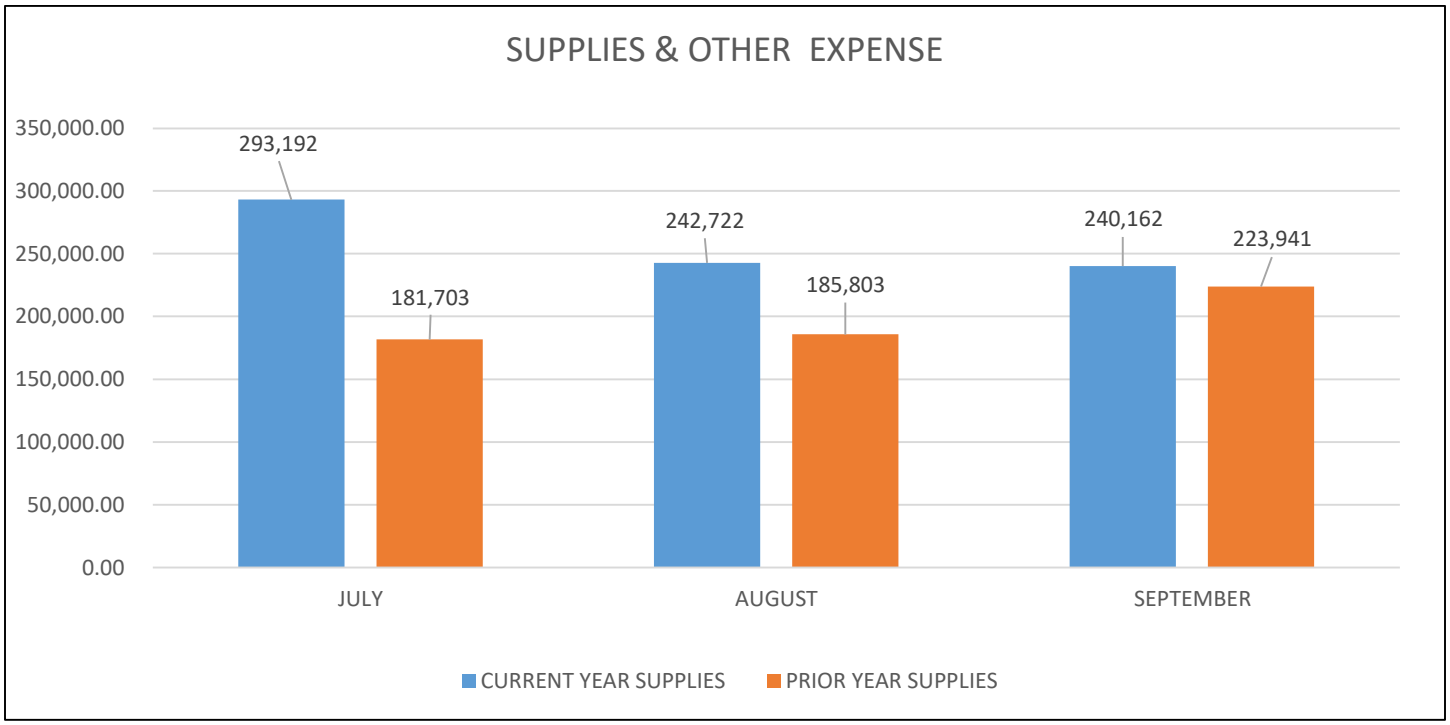
The attached Cash Operating Budget Report is for September 2026, the third month of the 2027 Fiscal Year. The target for the month is 25% for revenue and expense if activity was spread equally over 12 months. For September, revenue is at 28%, which is slightly above target, and expenses are at 17%, which is below target.



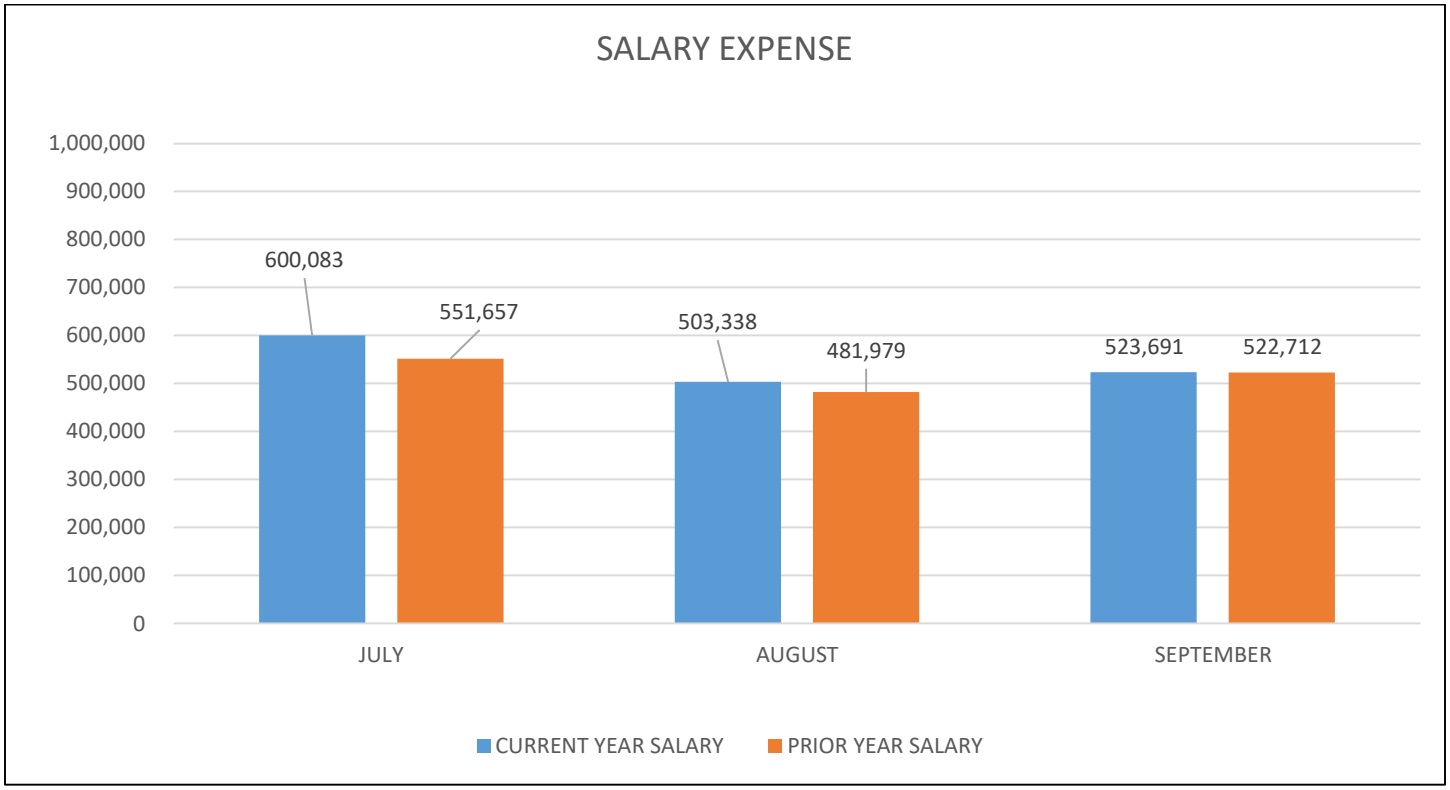
Cash at the end of September 2026 was approximately 3.3% lower than September 2025, for a -$457,756 difference. The number of days cash on hand in September 2026 is 371, and as of September 2025, it was 408 days, a decrease of 37 days.

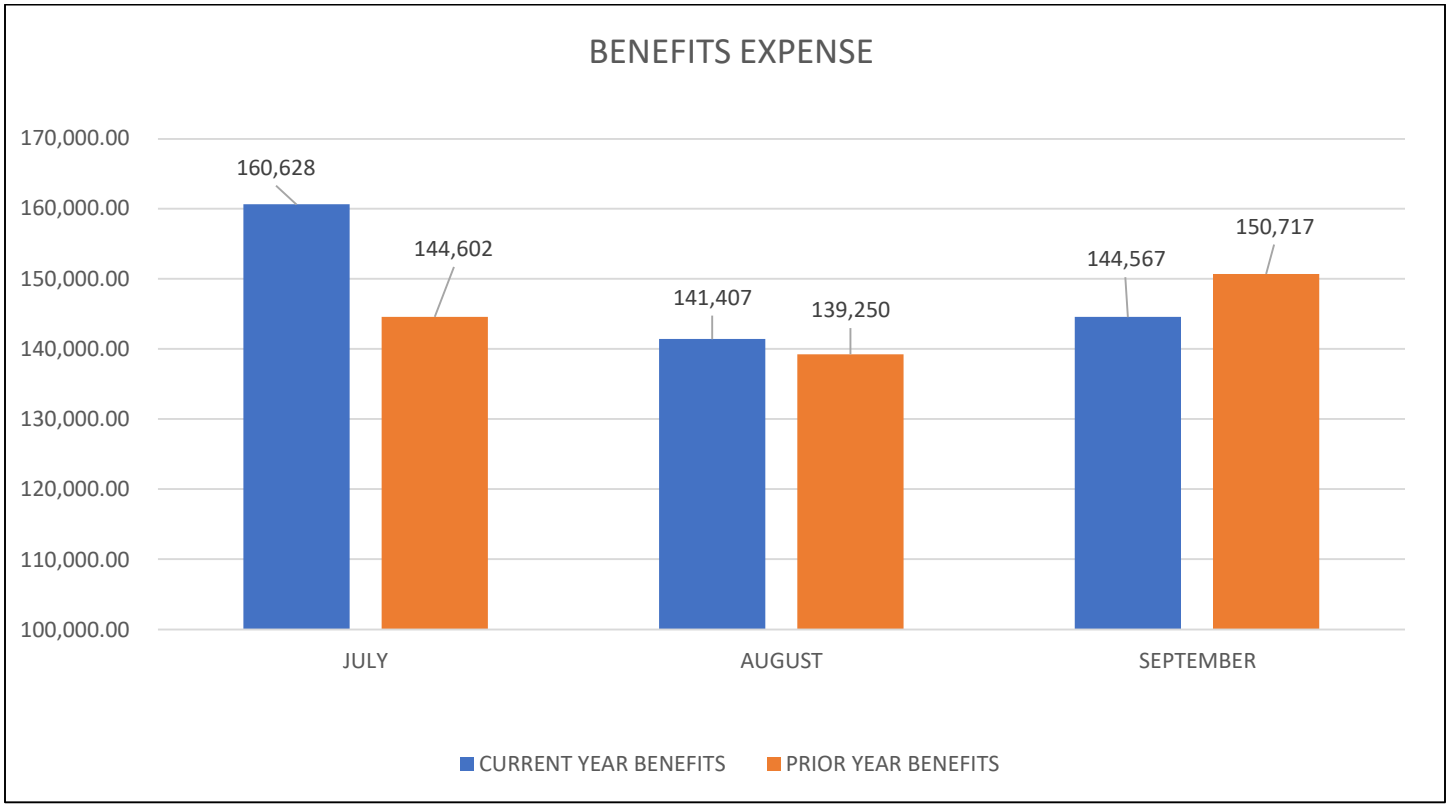


Supplies and Other expenses for September 2026 were $240,162 compared to $223,941 in September 2025, which is an increase of $16,221.



Salaries and Benefits for the month of September 2026 were $523,691 and $144,567 respectively, compared to $522,712 and $150,717 in September of last year, for an increase of $979 in salaries and a decrease of $6,150 in benefits.





Mountwest Community & Technical College
ALL FUNDS
Fiscal Year 2027

as of: September 30, 2026

	FY 2027 BUDGET	FY 2027 ACTUAL YTD	Comparison %	FY 2026 BUDGET	FY 2026 ACTUAL YTD	Comparison %
TOTAL REVENUES:						
Tuition and Fees	$5,521,640	$2,117,774	38%	$5,050,000	$1,967,515	39%
Sales and Services of Educational Activities	$200,000	$22,151	11%	$180,000	$69,711	39%
Federal Grants	$2,087,933	$22,657	1%	$846,183	$8,246	1%
State Grants & Contracts	$3,261,090	$1,235,525	38%	$2,263,935	$826,907	37%
Auxiliary Enterprises	$331,778	$89,302	27%	$193,000	$38,762	20%
Other Operating Revenues	$19,000	$4,500	0%	$0	$0	0%
State Appropriations	$7,266,540	$1,816,635	25%	$7,070,248	$1,767,562	25%
Investment income	$550,000	$141,738	26%	$450,000	$162,534	36%
Other Nonoperating revenues*	$0	$0	0%	$0	$0	0%
TOTAL REVENUES	**$19,237,981**	**$5,450,282**	**28%**	**$16,053,366**	**$4,841,237**	**30%**
TOTAL EXPENSES:						
Salaries and Wages	$8,671,763	$1,867,825	22%	$8,523,237	$1,775,181	21%
Benefits	$2,161,388	$516,455	24%	$2,214,482	$489,540	22%
Utilities	$550,000	$102,275	19%	$400,000	$91,081	23%
Supplies and Other Services	$9,775,478	$1,352,210	14%	$8,445,598	$1,081,403	13%
Scholarships and Fellowships	$1,401,500	$0	0%	$25,000	$7,500	30%
Payment of System Debt-State of WV-Higher Education	$80,000	$39,288	49%	$82,000	$12,200	15%
Assessments by the Council for operations (HERA)	$82,000	$21,540	26%	$81,021	$20,255	25%
TOTAL OPERATING EXPENSES	**$22,722,129**	**$3,899,593**	**17%**	**$19,771,338**	**$3,477,160**	**18%**
Net Change in Cash	**(3,484,148)**	**1,550,689**		**(3,717,972)**	**1,364,077**	
Cash Beginning Balance	**19,476,719**	**19,476,719**				
Ending Cash Balance	**15,992,571**	**21,027,408**				

SUMMARY	
Beginning Cash Balance	**$ 19,476,719**
Revenues	**5,450,282**
Expenses	**(3,899,593)**
Ending Cash Balance	**$ 21,027,408**

Mountwest Community & Technical College
Cash Operating Budget Analysis
Fiscal Year 2027

as of: September 30, 2026

0	FY 2027 BUDGET	FY 2027 ACTUAL YTD	Comparison %	FY 2026 BUDGET	FY 2026 ACTUAL YTD	Comparison %
TOTAL REVENUES:						
Tuition and Fees	$4,972,174	$1,582,428	32%	$4,170,000	$1,972,706	47%
Sales and Services of Educational Activities	$200,000	$0	0%	$180,000	$52,825	29%
Auxiliary Enterprises	$331,778	$89,302	27%	$193,000	$38,762	20%
Other Operating Revenues	$19,000	$4,500	0%	$0	$0	0%
State Appropriations	$7,266,540	$1,816,635	25%	$7,070,248	$1,767,562	25%
Investment income	$550,000	$141,738	26%	$450,000	$162,534	36%
Other Nonoperating revenues*	$0	$0	0%	$0	$0	0%
TOTAL REVENUES	**$13,339,492**	**$3,634,603**	**27%**	**$12,063,248**	**$3,994,389**	**33%**
TOTAL EXPENSES:						
Salaries and Wages	$7,895,000	$1,627,112	21%	$7,678,044	$1,556,348	20%
Benefits	$1,970,000	$446,602	23%	$1,989,977	$434,569	22%
Utilities	$550,000	$101,871	19%	$400,000	$90,258	23%
Supplies and Other Services	$3,378,462	$776,077	23%	$3,042,504	$591,446	19%
Scholarships and Fellowships - E&G Funded	$0	$0	0%	$25,000	$0	0%
Assessments by the Council for operations (HERA)	$82,000	$21,540	26%	$82,000	$20,255	25%
TOTAL OPERATING EXPENSES	**$13,875,462**	**$2,973,202**	**21%**	**$13,217,525**	**$2,692,876**	**20%**
Net Change in Cash	**(535,970)**	**661,401**			**$1,301,513**	
Cash Beginning Balance	**12,289,746**	**12,840,220**				
Ending Cash Balance	**11,753,776**	**13,501,621**				

SUMMARY	
Beginning Cash Balance	**$ 12,840,220**
Revenues	**3,634,603**
Expenses	**(2,973,202)**
Ending Cash Balance	**$ 13,501,621**

Mountwest Community & Technical College
FY27 Capital Budget
as of: September 30, 2026

Description	FY 2027 Budget	FY 2027 Actual YTD	Comparison %	FY 2026 Budget	FY 2026 Actual YTD	Comparison %
Funding Sources:						
E&G Capital Fees, Student Tuition	$ 549,466	$ 156,611	29%	$ 430,000	$ 1,426	0%
Total Funding Sources	**$ 549,466**	**$ 156,611**	29%	**$ 430,000**	**$ 1,426**	0%
Uses:						
MCTC Capital Projects	$ 1,205,000	$ 131,518	11%	$ 752,000	$ 20,067	3%
Payment of System Debt-State of WV-Higher Education	$ 80,000	$ 39,288	49%	$ 82,000	$ 12,200	15%
Total Uses of Funds	**$ 1,285,000**	**$ 170,806**	13%	**$ 834,000**	**$ 32,267**	4%

Balances		
Net Change in Cash	**(735,534)**	**(14,195)**
Beginning Cash Capital Balance	**1,252,651**	**1,318,312**
Ending Cash Capital Balance	**517,117**	**1,304,117**

$ (30,841)

SUMMARY	
Beginning Cash Balance	**$ 1,318,312**
Revenues - cash	**$ 156,611**
Expenses - cash	**$ (170,806)**
Ending Cash Balance	**$ 1,304,117**

November 2026 President's Report

Enrollment & Student Services

- Early Enrollment for Spring is strong and trending up 21% compared to this time last year. This will change.
- FAFSA completion numbers are slightly up, highest since 2020.

Data Insights

- Retention holding strong at 45% this fall.

Foundation

- Foundation Board approved budget of $75,000 for Spring 2027 scholarships.
- Recently received $10,000 grant for emergency fund from the Huntington Foundation.
- Pink Out for All raised over $18,000 for scholarships.

Grants

- NASA ACEIR - $47,000 in partnership with Virginia Tech to develop advanced aircraft and AI in Aviation course, fieldtrip to NASA, and 1 student NASA internship.
- ARC Grant - $522,600 with Mountain Gateway Community College for HVAC and Heavy Equipment Operators programming.
- ARC Grant in final round of $1.5 million for Diesel Mechanic, Heavy Equipment Operators and CDL enhancement.
- Currently developing several grants for maritime simulator, drone training, fiber splicing, plumbing, and cosmetology.
- Just Transition Grant - $150,000 for supplies and equipment for Concrete Forming and Masonry programming.

General Updates

- Cyber Team came in first place at 2026 Mountain State Cyber Summit.
- Hosted the WV CUPA-HR conference November 4-5. HR Reps from WV colleges attended, as well as central office.
- Student Services attended the WVASPA conference.
    - Dr. Baker and several Student Services employees presented.
    - Nicky Perkins – Won Midlevel Professional of the Year.
    - Lisa Johnson, Stella Cooksey Distinguished Service Award.
    - Outstanding & Innovative Program Award for Student Care Center.
- Family Fun Night resulted in around 2,000 attendees.
- Purple Star Recognition of the college.
- Increased Programming with MAMC.
- Mason County Programming and Facility Needs.

Student Success Rate and Events Presentation

Fall 2026



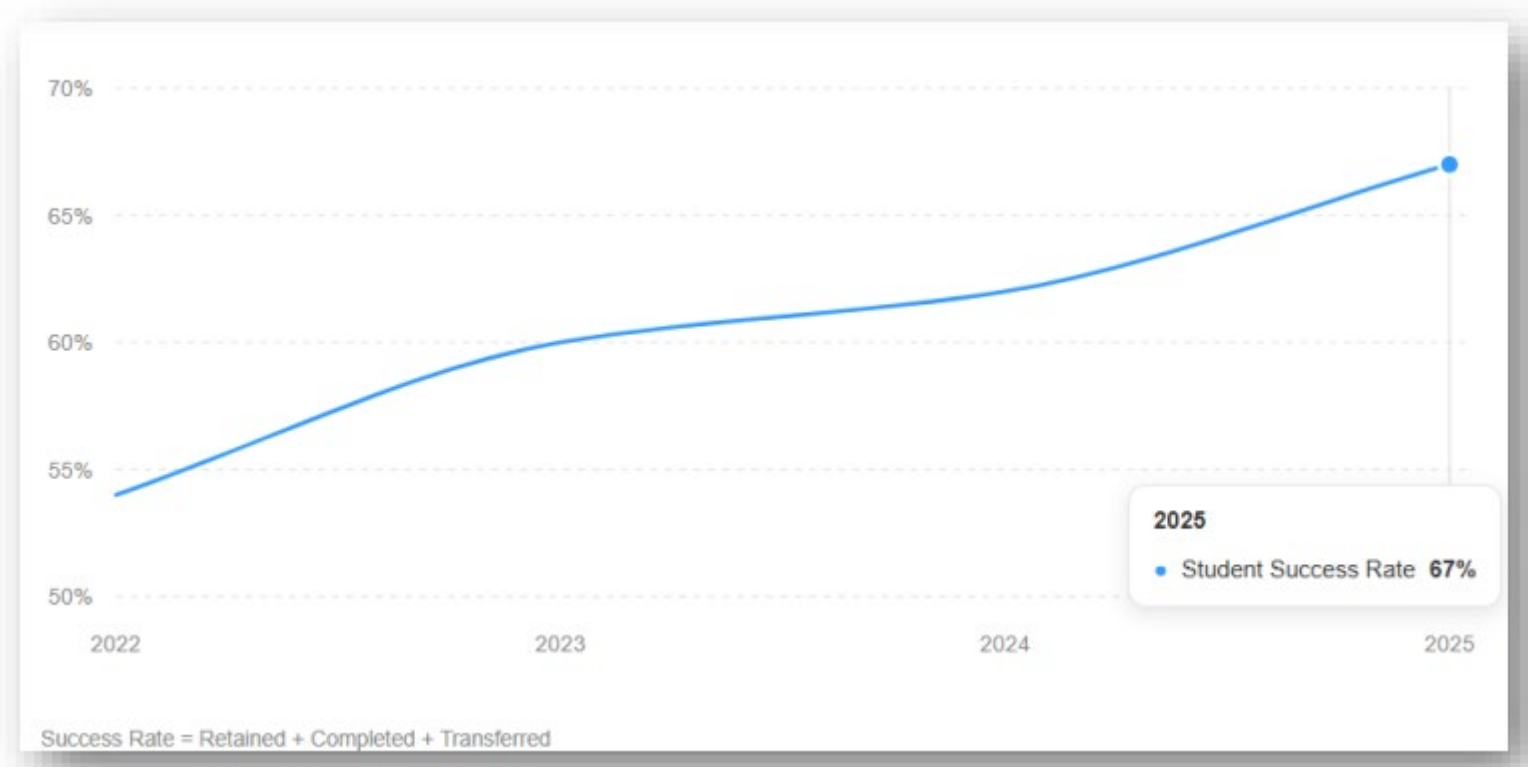
Student Success Rate

Retained, Graduated, or Transferred Within One Year

Student Success Rate Summary

Fall Cohort	Success Rate
2022	54%
2023	61%
2024	63%
2025	67%

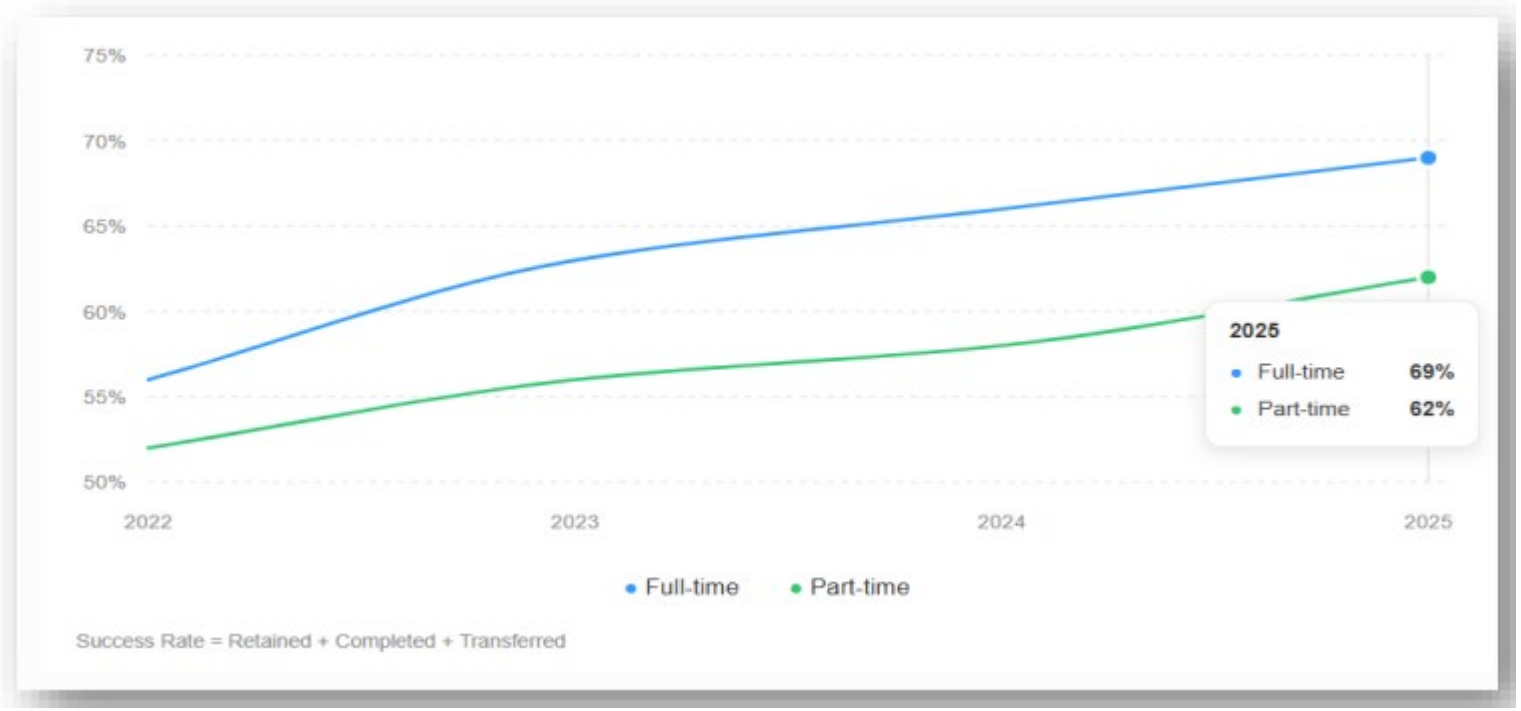
Student Success Rate



FT vs. PT

Fall Cohort	FT Success	PT Success	Gap
2022	56%	52%	4pts
2023	63%	56%	7pts
2024	66%	57%	9pts
2025	69%	62%	7pts

Summary


75%
70%
65%
60%
55%
50%
2022
2023
2024
2025
2025
Full-time 69%
Part-time 62%
Full-time
Part-time
Success Rate = Retained + Completed + Transferred

Data Breakdown

Cohort Snapshot					
Fall Cohort	Enrollment	Retained	Completed	Transferred	Success Rate
2022	1,021	33%	15%	6%	54%
2023	1,100	32%	20%	9%	61%
2024	1,165	36%	18%	8%	63%
2025	1,196	38%	23%	6%	67%

DataBreakdown

Cohort Snapshot: Full-Time vs. Part-Time					
Fall Cohort	Enrollment Status	Retained	Completed	Transferred	Success Rate
2022	Full-Time	34%	16%	6%	56%
	Part-Time	32%	14%	6%	52%
2023	Full-Time	33%	23%	8%	63%
	Part-Time	30%	15%	10%	56%
2024	Full Time	40%	18%	8%	66%
	Part Time	29%	20%	9%	57%
2025	Full-Time	39%	26%	4%	69%
	Part-Time	35%	18%	9%	62%

Key Takeaways

- Student success reached a four-year high of 67%.
- More than two-thirds of students achieved a successful outcome.
- Credential completions increased 30% over the previous year.
- The full-time/part-time success gap narrowed for the first time in four years.

The Fun Stuff

Cyber Cup Champions





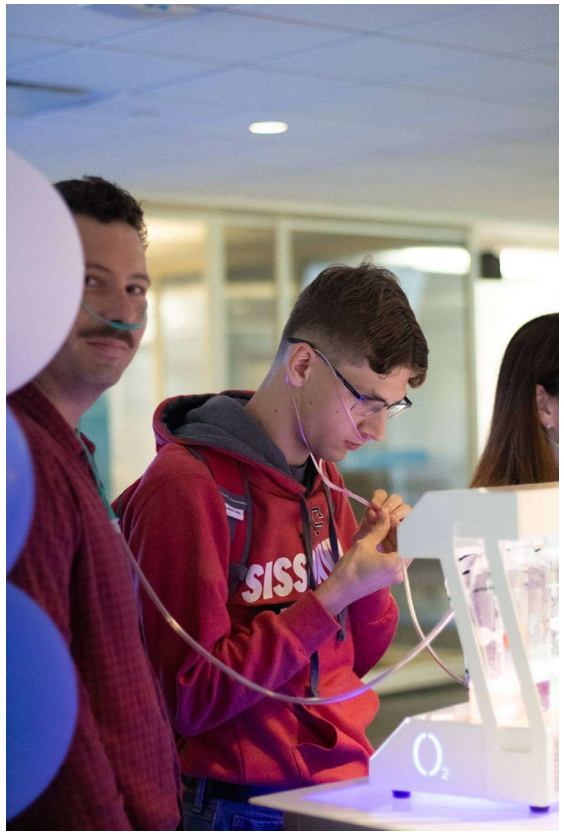
First Day of Fall Semester





Fall Welcome Week







Fall Welcome Week Continued







Club Crawl




Kimberly & James Dean
Pete the Ca
and His Magic Sunglasses
FIRST GEN
ENGAGING FAMILIES WV
JUMP START

National Voter Registration Day

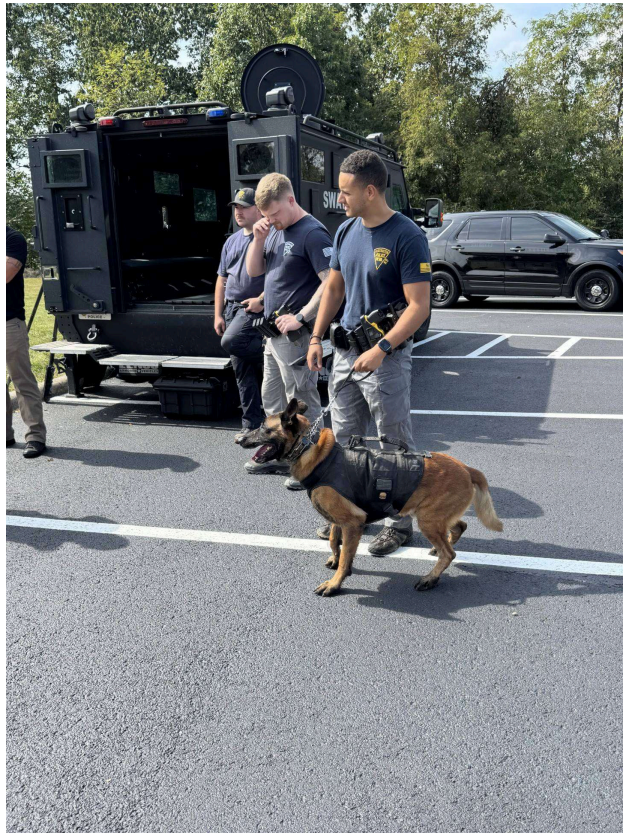






K9 Demo





Community Cares Day





Get the Scoop with Student Services





Visit from Linda McMahon





Monty's Day of Service (Little Victories)





Mountain Readers Become Leaders





Tie Dye and Tacos





Pink Out


PINK
PINK
OUT
for all


PINK OUT for all
Monday - Wednesday until 3 PM
Thursday, October 22nd
Be sure to check out our photo booth and tag us in your photos by using #mwpinkoutforall
The Karen Johnson Story
Pink Out for All Schedule
MOUNTWEST

Mountwest Family Night





Boo Bash





First Gen Week



Community Bed Build Day







Marshall Marathon – Massage Therapy







Veterans Day Celebration







WVASPA Conference





