

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, JUNE 8, 2016, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Board Chairman Ed Mosher, Treasurer Don Erickson, Secretary Christine Lummis, Trustees Bradley S. Barker, III, Brenda Lyttle, and Carol Merrell, ACC Ex Officio Trustee Butch Keadle

Board Excused: Vice Chairman Bill Dubois and Student Ex Officio Trustee Garrett Wilkerson

Staff Present: President Joe Schaffer; Vice Presidents Judy Hay and Rick Johnson; Associate Vice Presidents James Malm and Lisa Murphy and Executive Director Tammy Maas; Faculty and Staff Members Jeri Griego, Ann Murray, and Jayne Myrick and Legal Counsel Tara Nethercott

Visitors: Ryan Lindsey (Community Member)

**1. CALL TO ORDER** of the June 8, 2016, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Ed Mosher

Board Chairman Ed Mosher called to order the June 8, 2016, Board Meeting of the Laramie County Community College District Board of Trustees at 7:01 p.m.

**2. MINUTES** – Approval of the [May 25, 2016](#), Board Meeting Minutes – Board Chairman Ed Mosher

Trustee Merrell moved and Trustee Lyttle seconded,

**MOTION:** That the Board of Trustees approves the May 25, 2016, Board Meeting Minutes as written.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

**3. WORK ITEMS**

A. [Data Byte – KPI H, College Affordability, Measures H.2.a and H.2.b Donations to the Foundation](#) – Institutional Research Director Ann Murray

These two measures are important to the College’s students and community. Institutional Research Director Ann Murray pointed out that the Foundation runs on a calendar year and that because of when the report card is produced in July and August the information being presented tonight is now out-of-date. When the last report card was issued, 2014 was the last complete year for the reporting of this data. The 2015 data will be included in the report card to be released this August. Some preliminary data for 2015 and 2016 will be presented this evening.

The Standard Scoring method where bigger is better was used for these two measures. The grading criteria looks at the trend line for the maximum value in the last five years; the minimum in the last five years; the average of the last five years; benchmark (an external benchmark is not yet available for these measures); an improvement goal (a calculation that indicates whether or not improvement high school occurred); and an aspirational goal (a “dream big” goal – not yet determined for these measures).

Measure H.2.a – Number of private donors to the LCCC Foundation – Grade C

The decreased number of donors in 2013 was primarily due to the Foundation's spearheading the bond campaign for the Pathfinder Building and the Flex-Tech Building. During this time, the attention the Foundation would have devoted to the development of donor interests was re-directed to the development of a successful bond campaign. The number of donors increases from 2013 to 2014, and the next report card and the report card after that will show continuing increases in the number of donors again. President Schaffer added another contributing factor was the onset of the 2009 recession and a resulting financial market decline. The market's decline likely effected a decrease in the number of donors and donor gifts because the monies from the donors' earnings that were being invested in the College had decreased as well.

Measure H.2.b – Total donations to the LCCC Foundation – Grade A

The total donations experienced the greatest drop in 2013 when the focus was on the building campaign. The big jump in 2014 donations was partially due to a \$500,000 estate gift to the College.

Comments and Clarifications

- Board Chairman Mosher asked if the College should be satisfied with a small percent increase in improvement to which Director Murray responded the improvement goal is for the short-term. The concept is to at the least keep up the momentum and not reduce effort; i.e., a small accomplishment is not accepted as the best that can be done.
- Board Chairman Mosher asked when the State's matching funds began. Director Murray responded the matching funds were in place for most of the timeframe used for this measure.
- Trustee Erickson observed that without the \$500,000 donation the total donations would still be \$1.1 million and that is a substantial increase. President Schaffer also observed that since the Foundation's primary focus was the bond election in 2013, some might rationalize that the \$25 million approved with the passing of the bond issue could be added to the 2013 total monies raised. He also shared that the College had exhausted all of its matching funds, and since many donors had been conditioned to their donations being matched, they may have been holding off to see if the match was going to be reinstated. When the match became available again, some of the donors who wanted their gifts matched re-instituted their gifts. Associate Vice President Murphy concurred that the giving match was an incentive and added that the 2015 donations not included in this report card were \$1.2 million. She noted further that with only six months of the annual giving calendar complete, the Foundation's gifts are already at the \$1 million mark for 2016. Important to note, too, is that the donation numbers do not include the match dollars.

Associate Vice President Murphy addressed other types of gifts, stating the number of memorial gifts varies, which will cause the number of donors to vary as well. The employees who give to the College make up another group of donors. This year's employee giving campaign saw an increase in the number of employee donors from 18% to 36%. Also notable is the growth of the endowments from \$16 million to over \$25 million. The increase is particularly important because scholarships are funded from the endowments. Associate Vice President Murphy credited 1<sup>st</sup> Interstate Bank and the Foundation's Wealth Management Team with this substantial increase, which is a result of their investment strategies. She also acknowledged Jeri Griego's promotion of the employee giving campaign. Associate Vice President Murphy will be working with Institutional Research Director Murray to develop improvement strategies that will include more variables related to the number of donors and their donations. She also shared that Randy and Yvonne Ludden, who are generous friends and fans of the College, will be attending the Flex-Tech Building ribbon cutting to be scheduled in early fall. (POSTSCRIPT TO MINUTES: The Flex-Tech Building ribbon cutting will take place on August 30<sup>th</sup> from 1 to 3 p.m. in the Flex-Tech Building's Showroom.)

Board Chairman Mosher concluded that even with the donor numbers decreasing, the donation amounts are gradually increasing and commended the Foundation for their continuing efforts to produce these results.

Institutional Research Director Murray explained the recommended improvement strategies for the Foundation as a result of the report card scores (noted below). She also shared the improvement strategies that are being developed to improve the KPI system that will address the volatility of these types of measures (also noted below).

#### The Foundation

- Diversify donor base including corporate, booster, and individual/employee donors.
- Continue to partner with the College President and the Foundation Board to accomplish established development goals and expand the donor base.
- Improve grading system so these measures are not so volatile. (Note: The very large donation in 2014 will make it difficult to continuously improve at the same rate.)

#### The KPI System

- Research other ways to do the grading system to even out the trend lines for the measures where volatility exists. The objective is to not penalize an area when comparing unusually good results one year with more normal or expected results the following year. The KPI system as whole will be evaluated to determine its effectiveness over the next academic year. Continuous improvement also applies to the KPI system, so every five years the system needs to be evaluated to determine its effectiveness.
  - o One way to accomplish this would be to use a longer trend line or a rolling average instead of a straight average. The rolling average looks at pairs of years at a time and takes out the spikes. As a starting point, the rolling average would probably be computed from two years of data. The data from a rolling average would be used for the August 2017 reporting.
- Specifically for the Foundation, the following measures may be added.
  - o Track the number of gifts rather than the number of donors, because a donor may contribute more than one gift.
  - o Measure the return on investment; i.e., determine what is being spent to attract donors compared to the donations contributed. This measure would provide a more complete picture of how effective the Foundation is in making college more affordable for students.

B. [FY 2017 Budget Update](#) (no presentation – opportunity for questions) – Vice President Rick Johnson, Budget Director Jayne Myrick

President Schaffer stated as the agenda denotes no presentation will be given. This budget update is to provide the trustees an opportunity to ask questions and to also share any significant changes to the budget since the second reading on May 25<sup>th</sup>. The budget information remains consistent with what was presented in May. Trustee Erickson had no questions but noted the procedure for developing the FY 2018 budget is progressing.

President Schaffer explained the procedure for the two public meetings, one for the one mill and one for the budget, that will occur during the June 29<sup>th</sup> meeting. A recommendation to re-authorize the one mill for the next two years and one to approve the FY17 budget will be brought to the Board. Budget Director Jayne Myrick advised the Board the final budget will include carryover amounts and that is the only anticipated change. President Schaffer stated in response to Board Chairman Mosher's question concerning the one mill fund expenditures that key points on past and proposed expenditures will be shared during the One Mill Public Hearing. Commentary on the importance of the One Mill and also the

Board's philosophy on the utilization will also be shared. In addition, the One Mill detail will be included in the FY17 budget book. The trustees were comfortable with this approach.

#### 4. POLICIES

- A. [Minimum Faculty Qualifications Policy 2.7 Revised – 2<sup>nd</sup> Reading](#) – Interim Academic Affairs Vice President Terry Harper

Trustee Erickson moved and Trustee Merrell seconded,

**MOTION:** That the Board of Trustees approves Minimum Faculty Qualifications Policy 2.7 as revised.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

- B. [Sponsor Billing Policy 4.12 Revised – 2<sup>nd</sup> Reading](#) – Administration and Finance Vice President Rick Johnson

Trustee Erickson moved and Trustee Barker seconded,

**MOTION:** That the Board of Trustees approves Sponsor Billing Policy 4.12 Revised as revised.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

Referring to Minimum Faculty Qualifications Policy 2.7 and Procedure 2.7P, Board Chairman Mosher commended the work of the faculty and staff on their review of the complex issues and subsequent revisions to the policy and procedure in response to those issues and asked that a report be given in six months on how well the procedure is working. President Schaffer responded he will be happy to provide a report on the procedure after its six months of implementation.

#### 5. APPROVAL ITEMS

- A. [FY 2016 Budget Amendments](#) – Vice President Rick Johnson, Budget Director Jayne Myrick

Vice President Johnson stated the amendments modify the FY16 budget with necessary changes to close out the current fiscal year. In August 2015 as part of the recapture and redistribution process, the College received a decrease of \$931,858 in State appropriation and an increase of \$735,419 in local appropriations for a net decrease of \$196,439 in the Unrestricted Operating Fund. This amount was offset by vacancy savings. The increased tuition revenue of \$75,000 will be used to cover the increased adjunct costs and contract services in Public Services. In addition, the budget authority for the Bookstore needs to be increased by \$58,000 to cover the estimated scholarship expense for summer students. Trustee Erickson stated the Finance and Facilities Committee met this morning and reviewed the budget amendment.

Trustee Erickson moved and Trustee Merrell seconded,

**MOTION:** That the Board of Trustees approves the amendments to the FY 2016 annual Budget as presented.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

**6. PRESIDENT'S REPORT** – President Schaffer

A. Board Meeting Schedule

The Board discussed whether to hold meetings in July and August and decided to hold only the July 20<sup>th</sup> meeting. No meeting will need to be held in August. The July 20<sup>th</sup> meeting will be devoted to discussing guiding principles for the FY18 budget and will be held in a nontraditional format. Trustee Lyttle stated she will be in Estes Park the week of July 16<sup>th</sup> through July 20<sup>th</sup> and may wish to call into the meeting. President Schaffer will develop a schedule for the Board's meetings in September, October, November, and December.

B. June 1, 2016, WCCC Meeting

President Schaffer reported the Level I Study for the Fine and Performing Arts Building and the revised Level I Study for the Recreation and Athletic Center will be advanced to the Construction Management Division and eventually to the State Building Commission. The Level I Study for the Fine and Performing Arts Building was re-submitted in the same format as previously presented. He cautioned, however, the current State revenue projections will likely not allow for any funding of capital construction projects in the supplemental budget. Whether or not the College pursues the options of transforming vacated space into additional classroom space and seeking State support for a stand-alone building for performance and assembly space will be driven by the Board's conversation on the Campus Master Plan. As a reminder, these options were discussed during the May 25<sup>th</sup> Board meeting.

The Commission spent a considerable amount of time in the afternoon discussing tuition. The discussions focused on tuition setting policy and on the political aspects and ramifications of raising tuition. No consensus was reached and no action was taken. The Commission generally supported removing the flat spot of 12 credit hours and doing as the University has done charging for every credit. Considerable conversation was also held on whether to move the flat spot from 12 to 15 credits along with a significant discussion on in-district and out-of-district tuition. Board Chairman Mosher and President Schaffer both believed the Commission will move in the direction of charging for all credits, and the community colleges seemed to be in agreement. Trustee Erickson noted that President Schaffer stated during the meeting that the community colleges need to know what State funding they are going to receive along with any other tuition-setting information before making any decisions on tuition. President Schaffer stated the big issues concern the following:

- Tuition Flat Spot – Either move the flat spot to 15 credits or remove it altogether.
- When and for What Period of Time – Should the tuition rate be determined in October or after the Legislature sets the budget and should that tuition rate be set for one or two years?
- In-District and Out-of-District Tuition Rates – The Commission seemed to reach some level of understanding of why in-district and out-of-district tuition may be applicable and necessary in Wyoming; i.e., why students who come from outside a community college taxing district should be charged a different rate than those who come from inside a taxing district.
- Tuition Adjustment Calculation – How should a tuition adjustment be calculated? With an external cost adjuster such as the Consumer Price Index (CPI) based on inflationary measures? With a cost-based analysis using current cost of delivery? With a revenue-based analysis that fills the gap of unfunded revenues?

President Schaffer speculated the Commission will address the flat spot and timing and set tuition for FY18 in October.

Trustee Erickson stated the Commission also passed a resolution requesting community college presidents prepare a proposal that can be taken forward to the Wyoming Department of Education (WDE) regarding the matching of assessment tests. President Schaffer added the Wyoming Community College Commission's intent in passing the resolution was to send a message that the community colleges need to be pro-active partners with the University of Wyoming and the Wyoming Department of Education as the WDE moves forward with State standards and an assessment model for assessing student achievement; i.e., the community colleges need to be included in discussions about what assessment will be used statewide to determine achievement of high school standards, which will equate graduation, which will equate to college readiness.

C. Construction Update (*Standing Agenda Item*)

President Schaffer stated the Flex-Tech Building is taking final shape and encouraged viewing both the courtyard and the Flex-Tech Building from the mall, which he said is very impressive and anchors the mall. Board Chair Mosher commented the building is very impressive with its glassed-in showroom and is in direct view when driving by the campus.

Trustee Erickson reported out of the Finance and Facilities Committee the following:

- A temporary certificate of occupancy is anticipated by July 1<sup>st</sup> with a final certificate received by August 1<sup>st</sup>.
- Movement of people and equipment is scheduled for around August 8<sup>th</sup>.
- A grand opening is planned for early September. (POSTSCRIPT TO MINUTES: The Flex-Tech Building's ribbon cutting is planned for Tuesday, August 30, from 1 to 3 p.m. in the Flex-Tech Building's showroom.)
- The exterior wayfinding project is scheduled to be completed by July 22<sup>nd</sup>.

Board Chairman Mosher stated the parking lot should be available and the road should be completed prior to the week of July 25<sup>th</sup> when the Thunderbirds practice performance and air show take place.

**7. BOARD REPORTS**

A. Board Member Updates – Board Chairman Ed Mosher (*Standing Agenda Item*)

1) June 1 WACCT Meeting – Trustee Brad Barker

Trustee Erickson reported the WACCT Board composed of two trustees from each community college met on June 1<sup>st</sup> and he and Trustee Barker were in attendance. The following were either discussion or action items.

- The WACCT FY17 budget of \$122,000 was approved.
- WACCT Executive Director Erin Taylor's contract was renewed.
- The WACCT invoked a policy change that requests the Board members sign a form that commits them to attending meetings, reading the meeting minutes, and otherwise conducting themselves so that they are well-informed and can communicate WACCT business and the Board's position on issues to their respective college trustees and presidents. Executive Director Erin Taylor brought forward the idea of the commitment form. WACCT Board members were not required to sign the form.
- Wyoming Community College Commission Budget Director Matt Petry gave a presentation on the Commission's 7.92% budget reduction. The budget has ten priorities. The highest of those is to maintain administration capability; the next is to maintain the State Aid.
- The Wyoming Family Literacy Program has been eliminated as a result of the last Legislature's action.

- On June 21<sup>st</sup> the Governor will be meeting with the “top 5” agencies (Department of Health, Department of Family Services, Department of Corrections, the University of Wyoming, and the community colleges) who have the largest expenditures in the state. The Joint Appropriations Committee is also meeting that day in Cheyenne.
- The WACCT Annual Policy Summit will be held in Laramie on October 20-21 (a day-and-a-half). The keynote speaker has been confirmed. President Schaffer was thanked for this contact. All of the panelists are yet to be confirmed. The theme is “We can do more together. Opportunities During an Economic Downturn.”

2) June 1 WCCC Meeting – Trustee Don Erickson

Trustee Erickson added his comments to President Schaffer’s report above on the June 1 WCCC meeting.

3) June 2 and 3 GISS (Governance Institute for Student Success – Trustee Don Erickson

Board Chairman Ed Mosher stated the GISS was an educational opportunity that Western Wyoming Community College President Karla Leach, Trustee Erickson, and WACCT Executive Director Taylor jointly made possible through the Association of Community College Trustees.

The College’s trustees whose schedules allowed them to attend were Board Chairman Ed Mosher, Trustee Brad Barker, Trustee Bill Dubois, Trustee Don Erickson, and Trustee Carol Merrell. President Joe Schaffer, Vice President Rick Johnson, and Vice President Judy Hay also attended. Trustee Erickson noted President Schaffer’s inclusion of Vice Presidents Johnson and Hay at the GISS demonstrates his trust in them.

Trustee Merrell said the GISS was productive, uplifting, and informative. Trustee Barker shared he learned a lot about Board evaluation, the expectations the trustees have of one another, and the expectations President Schaffer has of the Board. In addition, he appreciated the opportunity to be candid with one another in an informal setting. Trustee Erickson stated the GISS exceeded his expectations and noted the financial investment of \$3,400 (\$3,000 for LCCC trustees and president plus \$400 for Vice Presidents Johnson and Hay) plus \$8,000 paid by the WACCT was well-invested. He was particularly pleased with the professional development of Board members and their interaction with their presidents. Trustee Erickson shared the Board’s expectations of President Schaffer and President Schaffer’s expectations of the Board, which he found very useful (listed below). He also noted the LCCC Board received high marks across the board on their responses on how they are interacting with the President Schaffer and how they are dealing with student success.

Board’s Expectations of President Schaffer

- Leadership (in academics, management, and the community)
- Cutting Edge of Community College Issues (provides up-to-date information)
- Facilitator (helps the Board talk through issues)
- Honesty and Openness
- Recommendations for Professional Development

President Schaffer’s Expectations of the Board

- Feedback from the Community
- Policy Direction (without micro-managing)
- Strategic Planning Participation
- Honest Feedback on President’s Performance
- Public Support in the Community

- Unity of Board (after the Board makes a decision)
- Clarity of Expectations
- Constructive Critiquing of President's Performance

Trustee Erickson asked how those who attended the GISS might share the information gleaned with Trustee Lyttle and Trustee Lummis. Board Chair Mosher suggested a conversation take place during the July 20<sup>th</sup> meeting, because some of the concepts presented during the GISS will be utilized during that meeting. He continued that one of those concepts focused on student completion and success and skills gaps being tracked nationally. Data such as that from Wyoming's employment and educational profile is needed to make wise choices and develop policies. The Board's role in developing policy that is key to student success was also discussed. Board Chairman Mosher observed that President Schaffer's leadership role promoting the use of data in the form of KPIs (Key Performance Indicators) and Director Murray's analysis of that data has placed the College ahead of the other Wyoming community colleges in tracking data-supported student success. Discussion was also held on how to raise revenue and create stimulus to generate growth in industries other than those already in Wyoming. Trustee Lyttle suggested the Board devote some time in the future to talk about programs geared toward industries such as the medical and health industry that are recruiting employees. With the changing revenue outlook, the College's current focus on energy-related programs, such as wind energy and the minerals industry, may need to be re-directed. President Schaffer stated a related conversation on strategic and academic planning will likely take place during the July 20<sup>th</sup> Board meeting. He agreed higher education needs to take a leadership role in addressing some of these questions. Board Chairman Mosher believed the discussion could also take place during a future dinner meeting during which information from the College's Economic Data Center could be presented.

Trustee Merrell stated as a matter of information that she, Trustee Barker, and Trustee Erickson will be reviewing a board self-evaluation document she received from Northwest College with the intent of bringing forward a recommendation for the Board to conduct a self-evaluation in October.

**8. EX OFFICIO TRUSTEE UPDATES** (*Standing Agenda Item*)

A. ACC Advisory Board Ex Officio Trustee – Mr. Butch Keadle

Ex Officio Trustee Keadle updated the Board on the Memorandum of Understanding (MOU) for dual credit courses between Albany County School District No. 1 and Laramie County Community College and the land purchase offer. The MOU is to be presented for a vote during the Albany County School District No. 1's meeting this evening. LCCC faculty will be teaching automotive, EMT (Emergency Medical Technician) and CNA (Certified Nursing Assistant) courses at the new Laramie High School, which is scheduled to be open for the fall semester. The land purchase offer will be in the form of a first right of refusal agreement where the College will have the opportunity to match any offer plus \$1. In the interim, the College will continue to monitor the financial situation, do some planning, and when ready to build will bring forward a proposal to the City of Laramie to purchase the land.

B. LCCC Student Ex Officio Trustee – Mr. Garrett Wilkerson

Mr. Wilkerson could not be present for this evening's meeting.

**9. NEW BUSINESS** – Board Chairman Ed Mosher

No new business was brought forward.

**10. ADDITIONAL ITEMS** – Information Only

- A. [Historical List of Board Motions](#)
- B. Board Correspondence – President Schaffer

- 1) [Patty Kessler, ACC Instructor of History and Social Sciences](#)
- 2) [Secretary of State Ed Murray](#)

Board Chairman Mosher drew attention to the letter of recognition for Patty Kessler from the Wyoming School-University Partnership and the kind note from Secretary of State Ed Murray apologizing for being unable to attend the College's commencement in May.

Board Chairman Mosher reminded the trustees to complete President Schaffer's evaluation and return it to Human Resources Executive Director Tammy Maas by the end of business on Monday, June 14<sup>th</sup>.

#### 11. NEXT MEETINGS/EVENTS

- **June 20** – [Community Reception with UW President, Dr. Laurie Nichols](#) – Kiwanis Community House 4:30 to 6:30 p.m. – No RSVP necessary. (POSTSCRIPT TO MINUTES: Dr. Nichols extended her visit to Cheyenne, joining members of the LCCC and Foundation boards for lunch, members of President's Cabinet for a brief information exchange session following lunch, and the campus community for a brief question and answer session in the afternoon.)
- **June 29** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
  - One Mill and Annual Budget Public Hearing; One Mill and Budget Approval
  - Executive Session and Dinner for Board (5:30 p.m. – President Schaffer's Evaluation – Board Room)
- **July 20** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
  - Campus Master Plan Approval

#### 12. PUBLIC COMMENT (Public comment may be made on anything not on the agenda. Comments will be limited to five minutes.) – Board Chairman Ed Mosher

No one from the public requested an opportunity to speak.

#### 13. ADJOURNMENT of the June 8, 2016, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Ed Mosher

Board Chairman Ed Mosher adjourned the June 8, 2016, Board Meeting of the Laramie County Community College District Board of Trustees at 8:24 p.m.

#### 14. EXECUTIVE SESSION – *An executive session was not held.*

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary