

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, MARCH 15, 2017, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Board Chairman Carol Merrell, Vice Chairman Bradley Barker, Treasurer Don Erickson, Secretary Brenda Lyttle (by phone), Trustees Jess E. Ketcham, Bob Salazar, and Wendy J. Soto

Board Excused: ACC Ex Officio Trustee Butch Keadle and Student Ex Officio Trustee Garrett Wilkerson

Staff Present: President Joe Schaffer; Vice Presidents Judy Hay and Rick Johnson and Interim Vice President Terry Harper; Faculty and Staff Members Jeri Griego, Rob McNabb, and Rhonda Priest; and Legal Counsel Tara Nethercott

Visitors: Kristine Galloway (*Wyoming Tribune-Eagle*), Jacob Hamel and Creighton Grove (*Wingspan*)

1. 7:00 p.m. – CALL TO ORDER of the March 15, 2017, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Carol Merrell

Board Chairman Carol Merrell called to order the March 15, 2017, Board Meeting at 6:55 p.m.

2. MINUTES – Approval of the [February 15, 2017, Board Meeting Minutes](#) – Board Chairman Carol Merrell

Trustee Erickson moved and Trustee Ketcham seconded,

MOTION: That the Board of Trustees approves the February 15, 2017, Board Meeting Minutes as written.

DISCUSSION: Trustee Erickson asked that the following be added to the February 15, 2017, minutes.

“POSTSCRIPT TO MINUTES: The cost of the signage to be added to each of the pillars in front of the Administration Building should have been quoted as \$3,000.” (POSTSCRIPT TO THESE MINUTES: The language was added to the February 15, 2017, minutes as requested.)

MOTION CARRIED unanimously.

3. REPORTS TO THE BOARD

A. LCCC Reports

- 1) Staff Senate – Rhonda Priest, President; Amy Ehlman, Vice President-Classified Staff; Lexi Hartley, Vice President-Professional Staff; Melissa Gallant, Secretary; Sarah Smith, Treasurer

Staff Senate President Rhonda Priest reported:

- The “Feed Our Students” campaign has received at last count some 3,760 items for the LCCC Student Food Pantry. Generous donations have also been received from Terry Cook and the WAFB outreach site and Cheyenne Hills Church.
- Today’s Brown Bag lunch with President Schaffer was sparsely attended likely due to spring break and fewer people on campus.
- The annual ice cream social will be held tomorrow, Thursday, March 16th, from 2 to 3:30 in the student lounge. The trustees were invited to attend. Donations will also be collected for the staff scholarship fund.
- Adam Keizer agreed to fill the professional staff vacancy on College Council. Three professional staff members serve on College Council. Two are elected at large; the third is appointed. The same membership structure applies to classified staff, faculty, and mid-level manager members.

- The annual professional and classified staff retreat will be held in June rather than August this year. Survey responses from 45 staff members indicated a June date is more preferable. The retreat will take place on Wednesday, June 21st, in the Clay Pathfinder Building in hopes more staff members will be able to attend the retreat at an on-campus location. The morning session will be replicated in the afternoon, giving staff participants two options for attendance. The survey respondents were also in favor of more deans and directors joining staff members for lunch during the retreat. At Board Chairman Merrell's request, President Priest will send a Save-the-Date to the Board for their calendar. The dates will be added to the Board's calendars.

2) Faculty Senate – Rob McNabb, President; Paula Badgett, Vice President; Nate Huseman, Secretary/Treasurer

Faculty Senate President Rob McNabb reported:

- Proposed changes to faculty release time criteria and responses to the proposed changes received via an online forum in EaglesEye have been a main priority. Additional clarification of the release time criteria was provided by Interim Vice President Harper during a faculty meeting.
- A survey gathering responses from the faculty and the administration on how to help the Faculty Senate brainstorm on student improvement was very helpful in motivating faculty. A couple of ideas included addressing student veterans' advising needs and facilitating open educational resources between the schools. A motion was made to release the survey results to all faculty and administrators next week.
- Faculty Senate will be soliciting nominations for faculty member of the year.

4. PRESIDENT'S REPORT – President Joe Schaffer

A. Legislative Recap

President Schaffer thanked the Board for helping navigate the defeat of the Campus Carry HB 136. The FY 2018 budget moved forward as anticipated with an additional \$260,000 reduction to the community colleges' block grant, which equates to about \$50,000 to \$60,000 for LCCC. Although significant for LCCC, the reduction is not as great when compared to the State's and K12's budget reductions. How the budget reductions may affect the relationship between the College and its K12 partners will be monitored.

Trustee Erickson expressed his concern that the endowment for economic diversification regional advisory committee specified has no community college representation. The members of the committee plus one member at large are specified by statute. President Schaffer stated Wyoming Community College Commission Executive Director Jim Rose is aware of the community colleges' interest in being partners in the committee's discussions as is Jerimiah Rieman in the Governor's Office, who also understands the role community colleges should play in any higher education economic diversification effort. The community colleges are especially interested in when, where, and how they would access funds to respond to emerging workforce needs. President Schaffer added the community colleges will have a partnership with entities in the public sector and suggested a wait-and-see position be assumed until the process unfolds.

B. Academic Master Planning Update

The Academic Master Planning Committee met for the first time last week. Trustee Salazar is the Board's representative on the Academic Master Planning Committee and will be providing updates to the Board on the Committee's planning process. The academic master planning process will look at how the College's academic programming aligns with opportunities for students and how that programming creates a unique experience for students at LCCC. The anticipated year-and-a-half process may drive changes to general education programs and the design of other programs, as well as the design of the College's offerings.

Trustee Salazar stated the committee membership is made up of a good group of individuals who are open

to sharing their ideas and have already held some interesting dialogue. He is very pleased to be part of this effort.

C. Student Forum (2nd Annual)

The forum was organized by the PTK and SGA leadership and was held Thursday, March 2nd. Communications Instructor Josh Petersen moderated the forum. Trustees, President's Cabinet members, deans, and directors were invited to attend and observe. Board Chairman Carol Merrell was able to attend. Board Chairman Merrell stated she was impressed with those who spoke. President's Cabinet members have already accomplished or are in the process of accomplishing the following:

- Establishment of Veterans' Center in the Crossroads Building
 - o Vice President Hay is working with Physical Plant staff (clearing out and cleaning up the area), Purchasing Buyer Cindy Lindsay (locating surplus furniture), and IT (locating computers) to ready the old Financial Aid space for occupancy by the Veterans' Center.
- Improvement of Wi-Fi Access in the Residence Hall
- Elimination of Multiple Email addresses
- Improvement of Food Services
 - o Food vending machines will be installed in the Health Science Building and the Clay Pathfinder Building. Pepsi's management staff is working with the College to provide this service.
 - o Three microwaves will be added in the Emporium.
- Creation of Student Study Space in the Crossroads Building's Botanic Atrium
- Addition of an Ice Machine in the Residence Hall – A floor drain will need to be installed along with the ice machine at a cost of approximately \$20,000.

D. Commencement Speaker

President Schaffer announced Jeri Griego was requested by the students to serve as commencement speaker. He thanked Ms. Griego for accepting the invitation, adding the honor expressed by the students is a great way to culminate her impressive career at LCCC. Ms. Griego stated she was humbled and honored and is looking forward to giving the commencement address.

E. Chemistry Lab Clean-up

The chemistry clean-up was successful in spite of inclement weather and a tight timeline. Vice President Johnson is addressing needed follow-up.

F. Policy 1.3.2 CEO Evaluation and Accountability

At the Board's request, President Schaffer will draft procedural steps to be added to Policy 1.3.2 that will codify the steps for the President's performance evaluation, including defining the committee, the scope of work, the Board's expectations, and the timeline for the process. The draft will be brought to the Board during their April 19th meeting.

5. WORK ITEMS

A. Fine Arts Building Classroom Remodel and Expansion Level II Planning – President Joe Schaffer

President Schaffer stated in 2012 the College rolled out its Building Forward Plan, which was essentially a priority plan for facilities that was derived from the Campus Master Plan approved by the Board in 2011. The Building Forward Plan outlined the College's five priority capital construction projects; the Flex-Tech

Building, the University/Student Center (the Clay Pathfinder Building), a Fine and Performing Arts Building, a residence hall, and the ACC expansion. The projects are to be completed by the year 2020.

President Schaffer shared a brief overview of the capital construction (CAPCON) three-step process that originated out of planning for water projects in the state.

- Step 1 – Level I Plan – Reconnaissance Study
 - o Identifies the need for renovated space and changes to arts education programming and is generally funded by the College. A prospectus is developed for the project.
 - o An architect assists with the study and an estimated cost and square footage is determined.
 - o Capital construction projects are submitted to Wyoming Community College Commission in early June. Each project is examined by a CAPCON model that applies a variety of different metrics associated with the College, the community, and the project. From this a priority ranking of capital construction projects for community colleges is created.
 - o The priority ranking is passed on to the Wyoming State Construction Department, who decides in July what projects in what order of priority are to be moved forward to the State Building Commission in October. Historically, the State Building Commission has rarely not recommend a project to the Governor who chairs that commission. The projects are then further considered by the Governor for inclusion in the budget. If the project is so recommended by the Governor, it moves on to a recommendation for Level II planning.
- Step 2 – Level II Plan – Feasibility
 - o The State has generally paid for Level II planning and bids the project for a Level II Plan with an architect. At this point the State begins working with the College to develop a Level II Plan.
- Step 3 – Level III Plan – Design (advanced design and construction documents)
 - o The Level II Plan is followed by a Level III Plan that is funded by the State along with 50% of the construction dollars. The expectation is that the other 50% will be funded from other resources; e.g., fundraising, bonds.
 - o In some instances the Legislature has funded both Level II and Level III in a biennium.

The most recent Level I Plan was for a new Fine and Performing Arts Building at an approximate cost of \$25 million. This Level I Plan clearly is not getting any traction—too big a project and a tough economy. Because of this, funding was requested during this legislative session for a modified Level II Plan that is essentially a classroom remodel of the west end of the Fine Arts Building and is in desperate need of renovation. The remodel would add a large assembly space for arts-based productions and learning. LCCC is the only college in the state that does not have this type of dedicated space. The update to the Campus Master Plan cites a deficit in this type of space as well. The area suggested for the project is between the south side of the Fine Arts Building and the north side of the Campus Safety modular. The State Building Commission submitted the project to the Governor with a recommendation to fund the Level II Plan. However, the Governor did not include the requested \$200,000 for the Level II Plan in the FY 18 budget. As a compromise, the Joint Appropriations Committee agreed to recommend authorization of the Level II Plan with the caveat that the plan would have to be otherwise funded. President Schaffer stated having the project shovel-ready could strategically position it for Level III Plan and construction funding (approximately \$7 million from the State and \$7 million other sources) during the next biennium. No other community college capital construction projects will be ready during the next legislative session with the exception of the Rawlins prison and perhaps some health facilities and the Casper College' visual arts project. The other option would be to again advance a request for Level II funding, which would place the request in competition with other community college projects. Given this rationale, President Schaffer suggested that within the current economy's budget constraints the College should consider moving forward with the Level II Plan. Funding the estimated \$200,000 could be built into the FY 2018 General Fund or One Mill Fund budgets or could come from the College's General Fund (approximately \$4 million) or One Mill Fund (approximately \$1 million) reserves. One other source would be fundraising

dollars. However, the Foundation would need to raise the monies by June or use existing funds. Unless a known donor exists, raising the monies in that short timeframe could be difficult. President Schaffer stated he is not looking for a Board decision but is needing to know the general barometer of the Board's thinking.

Trustee Barker stated he would not want to miss out on a unique opportunity with the Legislature and would like to see the project move forward. Trustee Lyttle said she is passionate about this project, believes it will influence positive growth, bring quality students to LCCC, and it has her support. She noted further the College's facilities for both theater and music are woefully bad. Trustee Soto likewise agreed the project has merit, and Trustee Ketcham noted construction costs continue to dramatically rise each year. President Schaffer stated for Board Chairman Merrell the assembly space would have a capacity of 450 to 500 seats. The Civic Center can be used for activities requiring a larger venue. He reiterated Trustee Ketcham's point that regardless what is done with the fine arts project, the west end of the Fine Arts Building will have to be renovated, and as previously stated, is so noted as being in poor facilities condition in the Campus Master Plan. He also explained for Trustee Salazar that a Request for Proposal for an architect at a cost of approximately \$200,000 will be necessary, and the College will most likely have to work with the State who would steer the project and also keep the project in the State's pipeline. Trustee Erickson shared how he has supported the arts in previous years and stated he is 100% behind the need for better fine arts' instructional and assembly space. He stated, however, that as the Board's treasurer he would have to speak against the timing of the project and believed there are "things that have a higher priority." He noted though that he would respect the Board's consensus. Board Chairman Merrell offered her support for the project if the initial funding can be realized.

President Schaffer stated Trustee Erickson's comments are noted and appreciated. He concluded from the trustees' responses at large that the Board is in favor of continuing to pursue a fine arts' assembly space. He stated that regardless of whether a second request for Level II planning or Level III construction dollars moves forward, a request will need to go to the Commission in June. To facilitate the process in the tight timeline previously noted, he will work on developing a recommendation for the Board's consideration during a future meeting that will likely include the use of the College's reserves for this one-time expenditure. He stated the use of the College's reserves will need to be explained in detail to the campus community so the messaging is clear as to why the reserve funds may be used for a one-time expenditure but not for ongoing operational costs.

6. APPROVAL ITEMS – None

A. [Recommendation to Proceed with Level II Planning for Residence Hall](#) – President Joe Schaffer

President Schaffer stated the Level II Plan for the residence hall would not be funded by the State, so the College has some flexibility with the planning approach. Trustee Erickson requested during the Board's January 17th retreat that additional supporting data be provided. Since that time Vice President Johnson has been gathering information and expertise on occupancy, cost, and other factors related to sustainable student housing from Vice President Hay, architects, residence hall persons, and other community college staff. He has used the information and data to model the feasibility of an additional residence hall on campus. The modeling shows that regardless of size (200, 250 or 300 beds) the building of a residence hall that would be completely funded by student housing payments will be incredibly tight. The biggest limitation is that the architectural planning does not provide for the facility's design and construction cost. President Schaffer stated his recommendation is to take the next step in Level II and hybrid Level III planning to get to a schematic design and nail down the cost. The Auxiliary Fund's savings account will be used to pay for the planning's \$100,000 in estimated cost. His recommendation is to move to this next step, so a qualified decision can be made whether or not to move forward with building a new residence hall.

Trustee Erickson moved and Trustee Ketcham seconded,

MOTION: That the Board authorizes the President to move forward with securing an architect to complete Level II Planning (schematic design) for a new residence hall on the Cheyenne campus of LCCC. Funding for the plan would come from the Auxiliary Fund balance.

DISCUSSION: The comments and clarifications were addressed in follow-up discussion.

- A Request for Proposal for an architect with specific residence hall experience would be issued.
- The College is carrying debt on the newer residence hall and dining hall renovation, the Flex-Tech Building, Clay Pathfinder Building, and the Albany County Campus. The debt on the aforementioned will run contiguously through 2024.
- The new residence hall would be funded by a revenue bond.
- In order for the College to remain competitive in the housing market, the cost for a student to stay in the residence hall would not generate enough revenue to cover the cost of construction. The cost of a 300-bed facility is estimated at \$28 million by Tobin and Associates. The cost of a 200-bed facility when compared to a 300-bed facility was within the economies of scale, such that planning for the 300-bed facility made sense. The \$28 million estimate does not take into consideration the innovative construction methods now being used around the country. Current and comparative data indicates construction costs could be much less expensive. A Level II Plan for a schematic design would enable the College to hire an architect who is a specialist in innovative construction for residence halls. If the construction costs could be brought down to \$20 million, the financing numbers would work.
- The College could wait until 2024 when other debts are reconciled. The concern is if planning starts now, the new residence hall will not be available for two-and-a-half years—fall 2019. If planning is delayed until 2024, the new residence hall will not be available for almost a decade. The College has essentially designed a residential campus with most of its program offerings and dining services and currently has 260 residential students. Valid arguments have been made for bringing in residential students who will hopefully complete their degree and stay in the community. Without promoting residence hall living or implementing any of the standard living-on-campus requirements, the occupancy has consistently been 90% in the fall and 80% in the spring. The College's application asks students if they would be interested in on-campus housing. Responses for fall entry show 400 students would be interested.
- President Schaffer stated for Trustee Salazar that there is value in making this investment now. He does not see the College eliminating its residential campus. In fact, he believes the new residence hall would be at full capacity soon after its doors opens.
- Recruitment would shift from commuter to residential and become more focused on areas outside of the College's service area, such as Western Nebraska and Northern Colorado. The offering of merit-based scholarships for these students is one option that would likely increase the number of recruited students who would be interested in on-campus living.

MOTION CARRIED unanimously.

7. BOARD REPORTS

A. Board Member Updates – Board Chairman Carol Merrell (*Standing Agenda Item*)

No updates were shared.

B. Finance and Facilities Committee (March 8th Meeting) – Trustees Don Erickson and Jess Ketcham

Trustee Erickson reported on the hazardous chemical removal, administration building signage, and internal wayfinding. Phase II (cataloging of chemicals on campus) and Phase III (determining if any other chemicals need to be removed) will complete the chemical removal process. An interest still exists in more clearly defining the “front door” of the campus. Adding “Administration” on the columns next to the sidewalks leading to the Administration Building to discern it from the other buildings may be done in-house. Board Chairman Merrell stated she has received positive comments about the College’s wayfinding from members of the community and thanked all of those who were responsible for the projects’ planning and completion. The internal wayfinding project is scheduled to begin this week. Trustee Erickson also pointed out the addition of a badge access and tracking system to the Procurement and Contracting Report, the amount for which may exceed \$30,000. The Board had no questions about the tracking system. The current and auxiliary fund reports were in order.

Trustee Erickson moved and Trustee Ketcham seconded,

MOTION: That the Board of Trustees accepts and approves the following items:

- 1) [Current and Auxiliary Fund Balance Sheet Reports as of February 28, 2017](#)
- 2) [Current and Auxiliary Fund Budget Reports as of February 28, 2017](#)
- 3) [February 2017 Procurement and Contracting Report](#)

DISCUSSION: None

MOTION CARRIED unanimously.

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

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

President Schaffer reported on behalf of Ex Officio Keadle Interim Executive Director Mottinger, who could not attend the meeting. Bids for the ACC classroom expansion exceeded \$1 million for construction only. The addition of design fees would bring the project cost to \$1.2 million. The Legislature has to approve capital construction over \$1 million, probably because of the impact on major maintenance. Additional conversation will be held about the project scope and construction options, such as a CMAR (Construction Manager At Risk), to reduce the expansion cost. Trustee Erickson and Vice President Johnson both believed the \$1 million threshold should probably be re-visited by the Legislature (construction projects under \$1 million need Wyoming Community College Commission approval). President Schaffer will pursue that thought during a meeting he will be having with State Construction Department Director Delbert McOmie on Monday, April 3rd.

Strategic planning continues under the leadership of Interim Executive Director Talisha Mottinger, who is doing a wonderful job of facilitating that planning effort. President Schaffer has been included in the process as has Laramie Mayor Andi Summerville, Albany County commissioners, and other community and business members. The strategic plan will set the future direction of the Albany County Campus. The strategic plan discussion is also including input on the future direction of the City of Laramie.

A draft outline of a BOCES (Board of Cooperative Educational Services) agreement has been prepared for presentation to the boards of the College’s three high school partners—Albany County School District No. 1, Laramie County School District No. 1, and Laramie County School District No. 2. The draft outline may be presented to the Laramie County School District No. 1 board during their April board meeting.

B. LCCC Student Ex Officio Trustee – Mr. Garrett Wilkerson (Mr. Wilkerson is on spring break.)

9. NEW BUSINESS – Board Chairman Carol Merrell

No new business was brought forward.

10. ADDITIONAL ITEMS – Information Only

A. Board Correspondence

1) Wyoming School-University Partnership

- a. [Zac Roehrs](#)
- b. [Ian Caldon](#)
- c. [Juan-Antonio Bernabéu](#)
- d. [Patty Kessler](#)

2) [Governor's Signing SF 44 Speech Pathology and Audiology](#)

B. [Historical List of Board Motions](#)

11. NEXT MEETINGS/EVENTS

- **April 19** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
- **May 10** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
 - Presentation of Draft FY 2018 Budget
- **June 28** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
 - Approval of FY 2018 Budget

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

No opportunity for public comment was requested.

13. ADJOURNMENT of the March 15, 2017, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Carol Merrell

Trustee Barker moved and Trustee Soto seconded,

MOTION: That the March 15, 2017, Board Meeting of the Laramie County Community College District Board of Trustees be adjourned.

DISCUSSION: None

MOTION CARRIED unanimously.

Board Chairman Carol Merrell adjourned the March 15, 2017, Board Meeting of the Laramie County Community College Board of Trustees at 8:21 p.m. as so moved.

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

Respectfully submitted,

Vicki Boreing
Board Recording Secretary