

MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT BOARD RETREAT, STATE OF WYOMING, HELD AUGUST 15, 2018, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Board Chairman Bradley S. Barker, III, Vice Chairman Carol Merrell, Treasurer Don Erickson, Secretary Wendy J. Soto, Trustees Jess E. Ketcham, Brenda Lyttle, and Bob Salazar, and ACC Ex Officio Trustee Butch Keadle

Staff Present: President Joe Schaffer, Vice Presidents Clark Harris and Rick Johnson, Associate Vice Presidents Brady Hammond and Lisa Trimble; Staff Members Kari Brown-Herbst, Stacy Maestas, James Miller, Brandon Poulliot, and Legal Counsel Tara Nethercott

Visitors: Kristine Galloway (*Wyoming Tribune-Eagle*)

1. CONVENE RETREAT – Board Chairman Bradley Barker

Anticipating a late arrival by Board Chairman Bradley Barker, Board Vice Chairman Carol Merrell convened the August 15, 2018, Board Retreat at 5:04 p.m. and stated the Board will suspend rules and decorum during the retreat.

2. LIBRARY VIDEO – Vice President Rick Johnson

The “Future Ludden Library” video showed depictions of the Library’s renovated interior of approximately 9,000 sq. ft. The video may also be found at <http://lccc.wy.edu/library/renovation.aspx>.

3. DISCUSSION ITEMS – Board Chairman Bradley Barker

President Schaffer introduced Kari Brown-Herbst and Brandon Poulliot, who have stepped up to bring the College online with the new Learning Management System in significant collaboration with the other participating Wyoming schools.

A. State Wide Learning Management System (Canvas) – Center for Excellence in Teaching Director Kari Brown-Herbst and Center for Excellence in Teaching Technician Support Specialist Brandon Poulliot

- An update on the work in which the College has been involved to establish a common Learning Management System (LMS) platform for delivering online courses and what it means for LCCC and the state.

Center for Excellence in Teaching Director Kari Brown-Herbst updated the Board on the College’s Learning Management System (LMS) platform. The purpose of the learning management system is to deliver a common student experience to Wyoming students by participating institutions beginning with their primary education through their secondary education and onto the University. The platform, called Canvas, is now being used statewide for delivering online courses and maintaining records for those courses, such as syllabi, grades, and faculty/student communications. Canvas either has been or will be implemented by the University, LCCC, and four other community colleges, giving continuity to students’ higher education paths and experiences across the state. The Wyoming Department of Education voiced support for any school district that is interested in being included in the project. As of Friday, August 10th, 26 out of the 48 school districts have joined the project.

In October 2016, the community college presidents and representatives from the Commission and the state’s chief technology officers met to begin discussions on how to pool resources and collaborate to strengthen the education environment in Wyoming. From these discussions the idea of a common learning management

system was fostered. At that time four learning management systems in various configurations were in place on the community college campuses.

After launching the search for a new learning management system in January 2017, representatives from the community college system determined in March 2017 that Canvas was the best fit for the College and signed a contract on June 30, 2017. For LCCC, the contract signing with Canvas was timely, because the College's contract with Desire-2-Learn (D2L) was expiring. The contract with Canvas would provide a substantial cost savings, as well. In February 2018, LCCC faculty had their first hands-on experience in Canvas. In April 2018, Dental Hygiene spring courses were delivered in Canvas by four faculty to 18 Dental Hygiene students. The implementation continued in May 2018 with summer courses and Fall 2018 with all courses and all students and faculty utilizing the Canvas environment.

Technical Support Specialist Brandon Poulliot enthusiastically spoke to the successful collaboration of statewide Canvas partners and the fostering of a campuswide relationship between the Center for Excellence in Teaching (CET) and the Integrated Technology Support (ITS) Division. An outcomes dashboard, which was President Schaffer's vision, is being developed with assistance from Institutional Research staff, so that data from online and hybrid courses is readily available to any interested persons. Some data is already available. President Schaffer stated retrieving data from the College's previous learning management system was an incredibly complex process. He added, the Canvas LMS provides a centralized place to aggregate student learning on specific proficiencies; this is just the tip of the iceberg.

Answers to Trustee Questions

- Students and employees may log into the system. Students may check grades and contact a faculty member. A student can view their educational history and may also collaborate within Canvas, using Google Docs and forms and Microsoft Office 365.
- Canvas has robust mobile apps. It also has a "Communication" tool in lieu of an email address, the use of which is confined within campus and is secure from harmful or phishing emails.
- Signing up for a class takes place in myLCCC "Self-Service."
- The login for Canvas and myLCCC is the same. Different credentials are no longer required.
- Canvas is cloud-based and is secured by a top-of-the-line service called Software as a Service (SAS).
- Canvas data from the 2018 summer session was used to create the charts provided to the Board.
- The common course assessment listed on the MCOR (Master Course Outline of Record) for each course is developed and approved by faculty as a measure of assessment for a particular competency that was attached to that course. The assessment tool is the same for all faculty teaching the same course.
- "Ensure Students Are Learning" is one of the Pathways "Must Haves." One of the components under this fourth pillar is "Course and Program Competencies" The Academic Standards Committee (Academic Standards) by policy and procedure vets the curriculum the faculty put forth. Every faculty member has a guiding document for every course they teach called a Master Course Outline of Record (MCOR). That guiding document has been vetted by Academic Standards and identifies a single and summative assessment that pertains to one of the institutional general education competencies. In every section of a given course that particular assessment is administered, usually at the end of the semester, and is reported by the Learning Management System in terms of student performance per the competency as identified on the institutional rubric. The institutional rubrics are essentially the College's quality standards.
- Within Canvas, the College now has a system to collect the data from the institutional-level outcomes, course-level outcomes, and the program-level outcomes across campus and tie the outcomes to students and to students across their courses.
- The Canvas Learning Management System is flexible and adaptable to change. New criteria can be entered and can preserve historical data or edit the criteria, although that may not be fair to the students, who were previously assessed on the current criteria. The Canvas partners across the state agreed to follow a unique identifier for each individual at an institution and to share information. However, the changes LCCC chooses to implement are LCCC's decision and have been informed by a group of faculty

vanguards through survey responses, by the vendor, and by an implementation consultant; i.e., the College has full autonomy over what it wants to do. Weekly conversations are held via Zoom with all of the Canvas partners that is helping to keep the partners on the same page and moving at the same pace. Beginning with the fall semester, all partners will be live with all students and all courses.

- The two community colleges and the school districts who opted to not participate at this time may choose to do so later. Whether or not the Department of Education will provide financial assistance to the school districts is unknown.
- The Canvas strengths of the online learning environment versus the former Learning Management System include faculty confidence in the product stemming from ease of use expressed by both faculty and students; it just makes sense to the users. In addition, the Canvas site may be accessed in a variety of ways, including the phone app.
- LCCC's student data is owned by the College, hosted on Canvas servers, and is protected. Canvas partners have not chosen to share data but could do so in the future. The sharing of student data would be a powerful learning tool and would require levels of data security, governance, and trust. The foundation exists to be able to do so, and the comfortability level for doing so is increasing.

B. ENDOW Updates

- 1) [ENDOW ENGAGE](#) – Jasmine Varos (Jasmine is an LCCC student and employee and is currently on the ENGAGE leadership team.)

President Schaffer introduced High School Transitions Success Coordinator Jasmine Varos as an exceptional employee and student and shared how Governor Mead's impression of her, LCCC student Jenna Piper, and other student participants during the April 26th ENDOW meeting led to the ENGAGE summit on June 9th. Ms. Varo's participation has also led to her membership on the ENDOW leadership team as the Chief of Marketing and Branding.

- Update on how ENGAGE (Empowering the Next Generations to Advance and Grow the Economy) has emerged, and its role within ENDOW (Economically Needed Diversity Options for Wyoming)

Ms. Varos noted the overall trends, recommendations, and next steps included in the ENGAGE report. She stated details of these are available in the ENDOW report on the ENDOW website at <https://www.endowyo.biz/>.

Overarching trends shared by participants ages 16-35 attending the summit included:

- Connection: Lack of vital connections (networking) that would help them stay in Wyoming.
- Inclusion: Participants wanted a state that advocates for all of its population. Wyoming has a very specific and enriched culture that may not be all-inclusive. Although preserving Wyoming's heritage is very important, the Equality State should accommodate more of its population that do not fit within the traditional, stereotypical mold of Wyoming.
- Investment: Participants acknowledged the investments already being made in Wyoming and also encouraged expanding the state's investments in services, infrastructure, education, and employment.

Recommendations were made for the following economic impact areas:

- Advanced Manufacturing
- Agriculture
- Energy and Natural Resources
- Tourism and Outdoor Recreation
- Community Health and Quality of Life
- Technology and Financial Services
- Healthcare

- Workforce and Education
- Entrepreneurial Ecosystem
- Arts and Culture

“Next Steps” are represented in the following schedule:

- August 24 – ENDOW Executive Council submits a 20-year economic diversification strategy
- November 1 – ENDOW:ENGAGE submits a 4-year strategic plan to the ENDOW Executive Council
- November 15 – ENDOW:ENGAGE submits a gubernatorial transition plan to the ENDOW Executive Council and the incoming governor’s administration

Answers to Trustee Questions

- A “makerspace” is a collaborative work space inside a school, library, or separate public/private facility for making, learning, exploring, and sharing that uses high tech or no-tech tools that might not be otherwise available to persons. Community colleges are ideal locations for makerspaces. Makerspace capacity was built into the Flex-Tech Building. The IST lab also has opportunity for this. The College’s new library space will have a makerspace for students.
- Seed and start-up funding referenced under Technology and Financial Services would be available for entrepreneurial and small business use.
- The November report will include dollar figures. The ENDOW objectives for the coming year will be prioritized by the ENDOW full membership, including the Executive Council members.

2) ENDOW Draft 20-Year Plan: Implications for Wyoming Higher Ed – President Joe Schaffer

- Brief overview on the ENDOW 20-year plan and the implications for LCCC

The 20-Year Economic Diversification Strategy called “Transforming Wyoming” may be found at https://docs.wixstatic.com/ugd/e4e133_2c1746a901754418be4d6fbd50b19f32.pdf.

President Schaffer stated the ENDOW final report on the 20-year strategy that will be going to the Governor will be released to the public on Friday, August 24th, and that he has not yet seen a draft of that report. Based on his involvement with ENDOW to date and the draft documents that have been released, he apprised the Board of what they should be aware concerning the implications for Wyoming’s community colleges, and more specifically, LCCC. President Schaffer’s presentation “ENDOW – Implications for Wyoming’s Community Colleges” is attached to these minutes.

Additional Comments and Answers to Trustee Questions

- Wyoming is one of the top states for new business starts, but because of the lack of available investment capital, new businesses with viability find greater support if they move that new business to another state, such as Colorado and Utah. Colorado and Utah have invested heavily in new business and entrepreneurial starts in both public/government (e.g., tech sectors) and private sectors. This is the genesis of the Kick-Start Wyoming legislation that was passed during the last session.
- Wyoming’s decrease in population was the largest since 1989.
- Five next generation engines (listed below), that are sometimes referred to as priority sectors or priority industry sectors, have been identified. These are the industries in which the state can invest and bring new wealth to the state from a diversified economy and employment growth.
 - Advanced Manufacturing
 - Agriculture
 - Knowledge and Creative
 - Natural Resources
 - Tourism and Recreation

- The Building Blocks (listed below) need to be addressed, analyzed, and improved in order to be successful at addressing the next generation engines.
 - o Workforce and Education – Greatest Strength and Greatest Challenge
 - o Health and Quality of Life
 - o Infrastructure
 - o Entrepreneurial Ecosystem
 - o State Capabilities
- Aspirations
 - o The higher education attainment goal originated from a meeting of the University of Wyoming and the community colleges. The goal from this collaboration was 60% of the working population between the ages of 25 and 64 to hold a higher education credential by 2025; 80% by 2040.

Under the Governor's direction by executive order, the goal became 67% of Wyoming's working population between the ages of 25-64 holding a higher education credential (includes all recognized post-secondary credentials) by 2025; 82% by 2040. Currently, the attainment goal is on par with that of the U.S. at 48.5%.

Increasing education attainment starts with early childhood education. By 2038, the aspiration is for all of Wyoming's youth to have access to quality early childhood education. The College's Children's Discovery Center is the only accredited early childhood education facility in Laramie County and is accredited by National Association for the Education of Young Children (NAEYC), which is considered the gold standard.

By 2028 the goal is to decrease the number of youth (ages 18-24) from leaving Wyoming (outmigration, possibly college, military) from 60% to 42% and then 30% by 2038. Data suggests youth between the ages of 18 and 24 are going to Texas, Denver, and the west coast.

- The adult need-based financial aid program recommendation continues to receive support. The final report will likely reference *Rediscover* LCCC along with early indicator data from that program. The inclusion of *Rediscover* LCCC in the ENDOW report is a good indication that support exists for encouraging the establishment of a statewide financial aid program for returning adults. If 25% of adults (about 130,000) with a high school education or some kind of degree-based education would come back to college, about 130,000 of the state's attainment would jump over 60%. The cost of education is a huge barrier for these adults who would like to return to college.
- Referring to the following bullet: "Evaluate the effectiveness of Wyoming's current governance and policy setting framework for higher education to ensure it is capable and flexible enough to support Wyoming in accomplishing its economic diversification goals," President Schaffer stated the higher education policy system is not real clear. The question, then, is Wyoming's policy-making system designed in such a way to accomplish the economic diversification goals. Policy-making happens at three levels—the Legislature, the Commission, and the University and community colleges' boards of trustees.
- SF108 Economic Diversification and Development passed during the 2018 budget session requires the University, community colleges, and ENDOW to jointly conduct a gap analysis of CTE (Career Technical Education) programs. A recommendation formed by the University and the community colleges has been submitted to ENDOW. That recommendation suggests the analysis be conducted on gaps that exist on three levels. The first of the three levels would determine if enough graduates are being produced to fill the jobs the state wants to keep. The second analysis would determine if enough job-specific, educational programs exist to produce graduates to fill jobs created from the successful investing in the five next generation engines (listed above). The third analysis would be conducted to determine if Wyoming has enough infrastructure to support the "five next generation engines" premise. President Schaffer stated the last indication he received was that the gap analysis would be

included in the ENDOW report. Although the legislation states the University, community colleges, and ENDOW are to collaboratively perform the analysis, ENDOW was specifically tasked to do so.

- The ENDOW report will likely require the University to greatly deliver in the areas of baccalaureate degree production on UW and community college campuses, patent generation, research focus and dollars, engagement outside the state, entrepreneurships, makerspaces, and more.

President Schaffer stated the ENDOW report will be a road map for generating a strategic planning timeline. A recommendation has been made for creating a State office, an appointee, or position on the Economic Diversification Council that would likely also include representation from the community colleges. The report may also be used by community colleges to drive their own strategies where money is available.

C. **Residence Hall Loan Application** – President Joe Schaffer and Vice President Rick Johnson

President Schaffer provided an overview of the process to date. A non-conforming loan application was submitted along with a request to change the rules governing the loan process under the State Land and Investment Board (SLIB) in such a way that the College's loan application would be a conforming one under the revised rules. Under the emergency and proposed SLIB rules, the first payment would be due within the first 12 months following the closing of the loan. However, the first payment would be due on a facility that had not yet been built and was not generating any revenue. In addition, the changes to the rules proposed by the College would allow some flexibility concerning a deferred payment. Funding for the new residence hall would involve dual debt years for the first five years, where the College would be paying off the bond debt on the existing residence halls and at the same time paying on the debt of the new residence hall. The College proposed a deferred payment schedule, where higher payments would be made later during the term of the loan. If the College's application conforms to the SLIB rules, about \$2.8 million would have to be paid from its reserves to begin paying on the debt before the hall is built and revenue is generated from the new facility. That said, even though the suggested changes to the rules are logical from the College's viewpoint, delaying the issuance of the loan while those changes are being approved could also mean delaying construction as much as a year. In addition, delayed construction would mean increased construction costs of about \$2 million. Knowing this, President Schaffer stated the best approach would probably be to modify the College's application to one that conforms to the SLIB rules and use existing resources from the One Mill Fund and other accumulated fund balances to make the early debt payments.

Vice President Rick Johnson shared a viability model that aligns with the SLIB's current draft rules and demonstrates how the College will be able to make the payments during the dual debt years FY 2020 through FY 2025 by setting aside monies from the accumulated fund balances. Vice President Johnson referred to this new fund as savings accumulated over time. The One Mill Fund amount has increased over the years and is currently generating about \$200,000/year in unanticipated revenue. President Schaffer stated the One Mill Fund's increases are a result of the ongoing increase in Laramie County assessed valuations (80% over the last 8 years) and the College's conservative budgeting. He noted further the additional revenue has not been profiled in the approved budget, and most of the "carryover" is a result of the unanticipated increase in assessed valuation. Vice President Johnson continued that the College's residence halls are a direct investment in the College's plans for growing enrollment. To date, the demand for residence hall occupancy significantly outpaces residence hall capacity and mirrors the planned eventual capacity. What follows then, would be an anticipated sizable increase in tuition revenue. Using the Commission's numbers, the new residence hall may bring in \$1 million in incremental revenue growth from 352 students who otherwise would not have enrolled at LCCC. Vice President Johnson later assured the proposal to use the accumulated fund balances will in no way impact the Classification and Compensation plan, which is also being supported by revenues from the One Mill Fund.

Vice President Johnson stated, as another option, the investment of the College's fund balances during the five-year window (FY 2020 through FY 2025) could bring the net losses to zero; i.e., the net annual profit/loss would flatten out. Then, in FY 2026, the investment would be generating \$1.2 million of net profit in fund balance from the residence hall. The end result is that in a year-and-a-half or two, the monies are paid back. He added this option is a powerful picture of why investing that money makes great sense. In answer to Trustee Salazar's question, who asked if the tuition revenue would be "free and clear," President Schaffer stated if the 352 new students require additional faculty or scholarships, then the revenue would be adjusted by those variable expenses and would probably be nominal. Trustee Erickson asked if the majority of students, who have expressed an interest in living in a residence hall, but could not due to the residence halls' occupancy being at capacity, go somewhere else. President Schaffer stated in the last couple of years the College has had twice as many individuals interested in living on campus than could be accommodated. As a result, he believes the College is missing a population of students that would have been enrolling at LCCC. Vice President Johnson stated for Trustee Ketcham that the residence hall rates had not been raised for many years, primarily because the rates were not competitive with that of the other community colleges. The rates are now nominal in comparison. Trustee Ketcham also inquired when the College would realize any increase in State funding from enrollment growth. President Schaffer stated the recalibration will take place in conjunction with the 2021-2022 budget development. He noted that based on the new residence hall's completion date, the College would have only one year of heightened enrollment. He also pointed out, that even though State funding adjustments based on enrollment increases would be realized later than sooner, the increased revenue from that heightened enrollment would be immediate.

Vice President Johnson said the loan monies should be available in a couple of weeks following the loan's approval. Method Studio will need about four months to produce the design development and construction documents at an estimated cost of \$500,000 (Method Studios estimated \$350,000). President Schaffer noted language in the rules suggests some expenditures may be funded in advance of the loan disbursement. Vice President Johnson will find out if payment for design fees is one of those expenditure exceptions. This cost will likely be paid out of the health science contingency fund. The project will go to bid in January 2019 with construction to begin in following March/April.

Additional comments were offered by Trustee Erickson and Counsel Nethercott, who both expressed their disappointment in the SLIB's decision to stay with their rules as drafted. Trustee Erickson hoped the SLIB would reconsider amending the rules in the future, saying he did not believe the Legislature intended the loan recipients to have to draw from their own resources. In LCCC's case, drawing from internal resources means a \$2.8 million loss in funding that could otherwise be used to support students. He expressed his appreciation for Vice President Johnson's alternative proposal and said he supports it. Counsel Nethercott suggested the SLIB's fiduciary responsibility to the fund from which the loan monies will be disbursed would have been more appropriately upheld had the SLIB agreed to amend the rules, because doing so would have earned the maximum interest possible.

Board Chairman Bradley Barker asked if the trustees had any objection to the re-submission of the loan as a conforming one under the SLIB rules. No trustee voiced an objection, and Board Chairman Bradley Barker asked President Schaffer and Vice President Johnson to re-submit a conforming loan application.

D. Forward Greater Cheyenne Plan: Implications for LCCC – President Joe Schaffer

➤ Appraisal of plan for community's strategy and impact on LCCC

President Schaffer recapped the process that has directly involved the Greater Cheyenne Chamber of Commerce, Laramie County Community College, and Market Street Services. In addition to President Schaffer's time and leadership contributions, the College contributed \$5,000 toward the development of the *Forward Greater Cheyenne* Plan. The Plan's release is scheduled for this fall, probably in September,

and will include many of the industry opportunities asserted in the ENDOW's "Transforming Wyoming" (link above); e.g., manufacturing is one of the first economic areas in which Wyoming has a competitive environment in which to capitalize. (POSTSCRIPT TO MINUTES: Phases Two and Three documents of the *Forward Greater Cheyenne* plan have been released to the public and may be found here <https://www.forwardgreatercheyenne.com>.)

The intent of *Forward Greater Cheyenne* was for the community to establish an agreed upon strategic plan for the greater Cheyenne area that would chart our future and make Cheyenne a better place to live economically and socially for current and future generations. President Schaffer shared the implications for LCCC of each of the five phases of the *Forward Greater Cheyenne* plan listed below.

Phase One – Stakeholder Engagement – *Forward Greater Cheyenne* worked with small groups and conducted a community survey to engage stakeholders in the process.

Phase Two – Community Assessment – The assessment was developed from the survey results.

Strengths and Opportunities

- Expansion of the Front Range – Cheyenne will hopefully meet the challenges and continue to benefit as the Front Range continues to grow north.
- In-migrants to Laramie County tend to be younger than most and are better educated than the community's existing population.
- The current workforce (ages 25 to 44) is sufficient enough in numbers to replace those who will be retiring. However, that workforce is eroding each year.
- LCCC is providing a pipeline to middle skills jobs, such as those associated with middle class occupations, that have led to a strong middle class. Middle class earnings in Cheyenne are higher than those of the national average. (LCCC received lots of kudos and recognition in the assessment.)

Challenges

- Data continue to show Cheyenne's "talent" are out-migrating to Colorado.
- The population is aging faster than that of our peers.
- Educational attainment of a bachelor's degree or higher is comparatively low and has declined in recent years, whereas the national trend is on the increase.
- Cheyenne's businesses are largely made up of "local serving sectors," which means the intake of a dollar is just serving that particular sector, which is in contrast to primary sectors or wealth generators.
- Housing availability and affordability are recruitment and retention factors.

Phase Three – Economic and Workforce Profile – Examined the community's workforce and economic elements.

- Wyoming has continually tried to compete on cost—low or no taxes, lower labor wages; i.e., lure or retain labor markets to Wyoming based on a lower cost proposition. Cost is no longer the primary driver. Rather, quality of workforce and place is the primary driver. This is a fundamental shift being seen in Cheyenne's economic development. The push now is to shift away from tax environment, shelter ready industrial sites, and infrastructure incentives (cost) to cultural amenities, infrastructure investment, and educational attainment (quality).
- Forerunners in industry opportunities are manufacturing, data and information services, energy transportation logistics, and professional and financial corporate services.

Phase Four – Community and Economic Development Strategy – A community and economic strategy was developed that revealed investments should be made in the following in order to be competitive.

- an entrepreneurial eco system (small business)
- quality of place
- bachelor and advanced degree production
- talent recruitment (former residents, graduates)
- align educational and workforce development programming

Phase Five – Implementation Plan – An implementation plan is being drafted.

Additional Comments and Clarifications

- Beautification and amenities will also be a focus for downtown. An emphasis will be placed on a more vibrant, re-engaged downtown, including the presence of an LCCC housing facility and an arts-based project. Major players in the community will likely be asked to contribute toward this effort. As one of the community's major players, LCCC may be asked to have its arts programming and perhaps other programming play a more significant role in the beautification of the Cheyenne community.
- LCCC's relationship needs to be fostered and expanded with UW. Other conversations have focused on leveraging UW's research capacity to help entrepreneurs in Cheyenne.
- LCCC may be approached about adding an applied baccalaureate degree to its offerings. President Schaffer emphasized that although he supports the offering of an applied baccalaureate degree as a way to raise educational attainment, he would not support LCCC moving away from its mission as a community college.
 - o An applied baccalaureate degree is designed to provide a pathway to a bachelor's degree for applied associates degree holders. A person with an applied baccalaureate degree will have successfully completed coursework that is aligned with that of an occupation in a similar field; e.g., a radiography technician who completes an applied baccalaureate degree in health care administration would be qualified for a position in health care management.
- The data compiled from the survey and other efforts strongly show the significant impact LCCC has had on the community.
- President Schaffer cautioned the trustees on speculating about the information he has shared before the final report is released.
- An implementation team will be assembled and will include an LCCC trustee on that team.

E. LCCC DEVELOPMENT PRIORITIES FOR THE FOUNDATION – President Joe Schaffer

The LCCC Board and Foundation Board will hold a joint dinner meeting on September 19th at 5:30 p.m. in the Clay Pathfinder Building, Room 108. President Schaffer and Associate Vice President Lisa Trimble will walk through the priorities and identify the success the Foundation has had over the past year bringing the priorities to completion. Trustee Erickson commented he was pleased to see Priority #2: Strengthen LCCC Athletics through Private Giving, which includes raising funds for a planned renovation of the LCCC Recreation and Athletics (RAC) Building.

F. Future Meeting at Eastern Laramie County (10 minutes) – President Joe Schaffer

President Schaffer stated Eastern Laramie County Coordinator Kellie Green-Kashin expressed interest in having a board meeting at the Pine Bluffs High School, so the Board could see the improvements the LCCC Foundation helped make possible. The Board agreed to hold the October meeting, which will be moved from October 17th to October 3rd, in Eastern Laramie County. (POSTSCRIPT TO MINUTES: Coordinator Green-Kashin requested the meeting be postponed to the spring because the classrooms will have credit classes at 6:00 p.m. during the fall semester. Therefore, the October 3rd meeting will be held in the Petersen Board Room on LCCC campus.)

4. APPROVAL ITEM – Board Chairman Bradley Barker

A. [President Schaffer's FY 2019 Goals](#)

President Schaffer stated he added a sixth goal since the Board last reviewed his FY 2019 goals. That goal is to explore opportunities to increase enrollment of underrepresented populations. He noted the growth in the

Latino population has not been paralleled in LCCC enrollments, and the Pathways Initiative efforts have expressed an interest in closing that gap.

Trustee Erickson moved and Trustee Merrell seconded,

MOTION: That the Board of Trustees approves President Schaffer's FY 2019 goals as presented.

DISCUSSION: None

MOTION CARRIED unanimously.

5. PUBLIC COMMENT – Board Chairman Bradley Barker

Board Chairman Bradley Barker called for public comment and heard no requests to speak before the Board.

6. ONE MILL LEVY AND CAMPAIGN UPDATE (added item) – President Joe Schaffer

President Schaffer stated the Foundation has again agreed to lead the One Mill Ballot Issue campaign and has engaged from an RFP process West Edge Collective to manage the campaign through messaging (social media, *Wyoming Tribune-Eagle*), marketing, understanding target audiences, and a grass roots mobilization for community support. Their recommendation was to stay out of the primary election fray and begin the campaign shortly thereafter.

7. ADJOURN RETREAT – Board Chairman Bradley Barker

Trustee Merrell moved and Trustee Soto seconded,

MOTION: That the Board of Trustees adjourns the August 15, 2018, Board Retreat.

MOTION CARRIED unanimously.

Board Chairman Bradley Barker adjourned the August 15, 2018, Board Retreat at 8:36 p.m.

Respectfully submitted,

Board Recording Secretary
Vicki Boreing