

MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT BOARD RETREAT, STATE OF WYOMING, HELD FRIDAY, MARCH 19, 2016, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Board Chairman Ed Mosher, Vice Chairman Bill Dubois, Treasurer Don Erickson, Secretary Christine Lummis, and Trustees Bradley S. Barker, III, Brenda Lyttle, and Carol Merrell, and Student Ex Officio Trustee Noah Cheshier

Board Excused: ACC Ex Officio Trustee Butch Keadle

Staff Present: President Joe Schaffer and Legal Counsel Tara Nethercott

Visitors: None

1. CALL TO ORDER – Board Chairman Ed Mosher

Board Chairman Ed Mosher called to order the March 19, 2016, Board Retreat at 10:03 a.m.

2. WORK ITEMS

A. [Information Technology Governance Policy – 1st Reading](#)

President Schaffer provided some brief background, stating the College is bridging the gap between the use of information technology to meet the College's structural needs (networks, cables, desktop computers, laptops, etc.) and the strategic use of technology to provide solutions to major areas of concern (e.g., Recruiter, Starfish for early intervention, Student Planning, document imaging). To do this, a governance approach is being established as a conduit between Integrated Technology Services and the campus for information technology decision-making that will determine the priorities in the order of importance in the form of an Information Technology Strategic Plan. The procedure provides for the make-up of a governance committee to oversee the process.

President Schaffer stated in response to Trustee Erickson's question concerning the use of the term "governance" that "governance" is often used in higher education and is one that infers much input is given on direction. For Board Chairman Mosher he explained Chief Technology Officer Chad Marley reports to Institutional Effectiveness Associate Vice President Kim Bender. Currently, CTO Marley develops a prioritized list of technology projects based on his and his IT staff's knowledge of need and available resources. The Information Technology Governance Policy and Procedure are being brought forward to establish a formal process for prioritizing technology requests that will help the College strategically advance.

Trustee Erickson asked if the committee established by the policy and procedure would be making priority decisions regarding resource allocations with the President's Cabinet's vetting of those decisions. President Schaffer stated his hope would be that any one-time IT requests over the \$30,000 threshold would connect with an IT prioritization or strategic plan. The Budget Resource Allocation Committee should also be examining the IT one-time requests along with the others submitted in conjunction with the budget process. The policy and procedure will provide continuity in the prioritization of IT requests and help employees understand the dynamics of a major IT operation, which will be most helpful to Mr. Marley who currently has to react to those requests.

The policy will be brought to Board during their April 6th meeting for a second reading and approval.

B. [Diesel Technology Credit Diploma Modification](#)

President Schaffer stated Degrees and Certificates Procedure 2.1.1P was implemented in January of 2014 to provide continuity in programming by setting credit thresholds and expectations, and identifies the College's degrees and certificates. General Education Procedure 2.2P was also adopted to establish the general education requirements for programs. President Schaffer cautioned developing programs that do not include general education curriculum. An opportunity to bring forward exceptions requires a lot of vetting and is found in Procedure 2.1.1P, Section 6.0 Exceptions to this Policy, as follows:

“When a program of study for an AA, AS, AAS, or Credit Certificate does not meet the parameters set forth in this procedure, a request for an exception to the requirements may be made through the Vice President of Academic Affairs, citing a compelling reason for the variation. Upon receipt of such a request, the Vice President of Academic Affairs shall review and either approve, deny, or send the request back for further information. Upon approval by the Vice President of Academic Affairs, he/she shall refer it to the Academic Standards Committee for review and recommendation to the President. The President shall then make a recommendation on the request to the Board of Trustees for their consideration and action.”

President Schaffer cited as an example the Dental Hygiene Program that has 90 credits and was approved by the Board. A modification to increase the number of credits from 29 to 31 for the Diesel Technology Credit Diploma is being requested. Three levels of credentials exist—a credit diploma (29 credits), a credit certificate (30 to 45 credits), and an associate degree (45 to 60 and beyond). The requested modification would push the number of credits over 30. When this happens, the credit diploma program is required to become a certificate program, which then is required to have 15 credits of general education that are unique to the program, which causes the number of credits to increase to 45. A second option is to imbed the general education program requirements into the coursework and then illustrate that students have those skills, so that students graduate with general education outcomes (e.g., effective communication, scientific reasoning, and problem solving). This modification request would add two credits but keep the program as a credit diploma. Interim Vice President Terry Harper and the Academic Standards Committee approved the modification and then sent the request to President Schaffer who also approved the request but with a message that he doesn't want to see an exception request coming forward for a 35-credit, credit diploma program and then a 40-credit, credit diploma program, etc. A justifiable reason must exist for not imbedding the general education curriculum in a program. The concern with the Auto Diesel Program is that if 15 credits of general education requirements are added, students will not complete because they want to advance to the workforce as quickly as possible. In general, President Schaffer believed Auto-Diesel faculty are solid and are correct in this approach for this particular group of students and this particular program.

Board Chairman Mosher asked what additional general education credits would be required. President Schaffer cited the following, adding employers are satisfied with students who complete the Auto Diesel curriculum, which he said is a function of workforce demand. The same exists for Auto Technology. He clarified that once the applicant pool reaches saturation employers then look at additional requirements to reduce the number of qualified applicants. Employers may also require additional education and skills when considering the advancement of employees into supervisory or shift manager roles. These skills would be best served by the following courses.

- A verbal communication course such as Public Speaking
- A written communication course such as English composition or a technical writing course under development
- A quantitative reasoning course such as a technical math course
- COLS 1000 (first-year seminar) course

By statute, American Government is only required for an associate's degree.

Trustee Lyttle voiced her support for approving the Auto Diesel Program modifications, adding however, as President Schaffer stated she does not want program leaders and managers to assume a non-inclusion of general education courses will be an accepted practice. The general education curriculum is extremely important for a student's continued success. Board Chairman Mosher also emphasized the importance of the general education curriculum. President Schaffer stated the message to employers should be that LCCC's graduates are more than just a nurse or just a diesel technician. They work well together, communicate well, think critically, and reason well. The need for these skills is broadly accepted until it gets to the point of how do you teach it and how do you assess for it.

President Schaffer clarified for Board Chairman Mosher that the Commission is changing the definitions to a long-term and short-term certificate with the credit certificate becoming a long-term certificate and the credit diploma becoming a short-term certificate. He foresees the College's vernacular being adjusted, adding the degrees and certificates structure was developed so the College can recognize successful exits. President Schaffer suggested the structure of degrees and certificates and the general education curriculum requirements be a learning agenda item at a future Board meeting.

The request for modification to the Auto Diesel program will be brought to the Board for approval during their April 6th meeting. (POSTSCRIPT TO MINUTES: the approval was brought to the Board's May 11th meeting.)

Discussion moved to agenda Item 3.B. Budget Planning for Coming Biennial.

3. RETREAT DISCUSSION ITEM

A. [WCCC Tuition Policy Discussion](#)

President Schaffer has been historically opposed to a tuition increase because the College has not been in a revenue deficit and no coherent approach to tuition setting had been explored. The Commission's request for a tuition increase often occurred prior to a legislative session, and the only justification used was benchmarking comparisons provided by WICHE for WICHE states. LCCC's pushback has likely led to the Commission's consideration of setting a tuition policy. On Monday, March 21, the Commission will hold a teleconference to discuss a tuition increase for next year only. The WCCC will spend some time during their June 1st meeting in Casper before the GISS to set the stage for developing a draft tuition policy during the summer to be acted on during their October 19th meeting in Laramie.

WCCC Executive Director Jim Rose is recommending a \$5 per credit hour (6%) increase that would generate less than half of the reduction in the "Penny Plan." ("...the 'penny plan' applies a 1 percent cut in the first year of a biennium and a 2 percent cut in the second year.) http://www.wyomingnews.com/news/budget-cuts-could-cost-raises-for-wyoming-teachers/article_12383378-c3fa-11e5-af4c-3b1653c847b1.html) The increased tuition rate would raise the College's tuition from \$83 to \$88 per credit hour and would generate \$268,000. During a conference call yesterday, Friday, March 18, with the community college presidents and Dr. Rose, the proposed tuition increase was generally supported. They also agreed removal of the tuition caps should be a policy decision. President Schaffer asked if the \$5 per credit hour increase was enough. The Casper College trustees had already voted to support the recommendation.

Although President Schaffer questioned whether the \$5 per credit hour increase was enough during yesterday's March 18th conference call, he did not believe a greater increase should be considered because the College is not operating as efficiently as it could be, and he did not want additional costs passed onto the students. The Board's response was to keep the cost of higher education as low as possible; students

are the priority. Because of reduced State revenues, the timing of a tuition increase is sellable. Trustee Merrell pointed out that tuition had not been raised in two years.

Trustee Barker viewed a tuition increase as a way to leverage the Hathaway Scholarship and to increase excitement for the scholarship. Students have two years to use a Hathaway Scholarship. Exceptions known as “clock stoppers” apply to students who are in religious or military service and can be in effect for as long as 10 years. President Schaffer stated LCCC’s students are well-funded with scholarship opportunities such as the Pell grant and Hathaway scholarship and probably leave the College with a check. The College has also created need-based and summer aid programs where institutional dollars are being used to offset tuition costs. The College’s scholarship amounts in the budget total \$1.8 million. Some of those monies include tuition waivers for employees. In addition, \$200,000 is budgeted in concurrent enrollment.

In summary, the Board supports the recommendation of a \$5 per credit hour increase but no more. They also support the policy work and look forward to seeing how that policy develops and would ask the commissioners to encourage the Commission staff’s development of that policy. Board Chairman Mosher suggested the WACCT representatives also push for the policy’s completion. (POSTSCRIPT TO MINUTES: The Commission approved a tuition increase of \$6/credit hour during their Monday, March 21, 2016, meeting.)

President Schaffer has encouraged the Commission to develop an interdisciplinary committee to tackle the development of the policy. However, no interest in this suggestion has been expressed. Referring to the “Tuition Policy Options – College Preferences” included with the agenda, President Schaffer shared the following policy components that the College’s executive team (the president and the vice presidents) believe would be of greatest value.

- An examination of the revenues from all sources and the planned expenditures needed for delivering quality education – The difference between those two would drive recommendations for tuition increases. For example, the difference this year is a \$1.2 million deficit and so the recommendation would be to ask for a tuition increase to offset that deficit.
- A determination of the base expenditures; i.e., what was spent in previous years
- A consideration of inflationary increases such as those for utilities
- The use of Inflationary Indices – CPI (Consumer price Index)
- The use of other tuition rate “multipliers” – While LCCC favors tuition for all credit hours, it would also be in support of only charging tuition up to 9 credit hours per semester (instead of 12) as a way to incentivize both participation and progress toward completion. Question: Are changes in tuition being made to promote completion or generate revenue? If the change is to generate revenue, then remove the cap. If the change in tuition is to promote completion, then cap at 9 credit hours.
- The use of “Geographical” Resident Tuition Rates (Preferential Tuition Rates) – Higher Rate for Students from 16 Counties (Albany County is one of these) with No 4-Mil Tax – Seven counties pay taxes for community colleges and sit within the community college districts. Trustee Erickson stated this would not be politically supported. Board Chairman Mosher stated the College in recent years discussed having an elected trustee from Albany County, which President Schaffer added would mean Albany County would have to tax themselves to become part of the Laramie County Community College District voting district. President Schaffer agreed preferential tuition rates would not be well-received and probably will not be part of the policy. However, the Commission sets tuition and could establish preferential tuition rates. He also stated that if asked he would share his perspective but would not push this idea too hard.

From a policy perspective President Schaffer would recommend modeling revenue expectations as soon as possible before determining what students should pick up in a tuition increase (a timing issue). Because the College operates with a biennial budget, tuition should be set for the biennium after the legislative budget session adjourns when the revenue allocation is known and with the caveat that the Commission

could under certain circumstances adjust tuition mid-biennium if a compelling need occurs. The next step would be to compare the revenues with expenditures, apply the inflationary (CPI) component, set tuition, and then use the WICHE comparative component to determine if the increased tuition rate would keep the College's tuition regionally competitive. UW's approach is to raise tuition by 5% every year, which assumes there will be a 5% need every year and that's just not the case in Wyoming. The community college presidents want a tuition policy that will provide a method for generating revenue. Board Chairman Mosher supported removing the cap, which he said is consistent with UW's and other area schools' tuition policies. Trustee Barker stated the Hathaway Scholarship pays for up to 12 credit hours. Of the \$30 to \$40 million allocated to the Hathaway Scholarship every year from mineral trusts, only \$16 million is used, so room to raise the number of credit hours to fund exists.

President Schaffer summarized the Board's position. The Board supports removing the cap, establishing tuition for the biennium, and using the CPI inflationary indices and the WICHE comparison. The Board agreed.

The discussion moved to agenda item 3.D Discussion on Recruitment.

B. Budget Planning for Coming Biennial

President Schaffer stated Budget Director Jayne Myrick modeled the revenue estimates being presented to the Board today and emphasized the numbers are very tentative and are compressed for ease of discussion. The five revenue sources are:

- State Aid
- Local appropriations
 - Only the Laramie County Community College District will be up in valuation. Albany County and the other community college districts are down and some are down substantially. When one county's valuations are up and all others are down, the valuations are shared among the community colleges. Laramie County's valuations are estimated to go up by 22.9%, which equals \$1.2 million in new money and cuts the State deficit in half.
- Course Completion
 - Course completions are the weighted student credit hours that are generated from successfully completed courses (those with pass grades of A, B, or C) and are the performance funding component of the Commission's model, which is calculated at X percent of the variable funds only. The College's course completions in FY 2016 generated \$1.65 million; FY 2017's are estimated at \$1.85 million, which is a \$200,000 increase based on performance.
 - Each community college calculates the total number of successfully completed credit hours and then those credit hours are totaled. The College's percentage of the total community college credit hours equates to the percentage of the performance funding the College receives. Therefore, a decrease in enrollment would not affect the funding based on course completions unless the number of course completions also decreases.
- Enrollment Growth
 - The College's allocation is \$12 million in State Aid, which is a reduction of \$500,000 from the previous year. Even though the Commission is showing the funds as a separate amount, the allocation should be included under State Aid because the funds will be ongoing. Even though a reduction in revenue will take place, the monies will be added to the base, which means the College can expect these funds in the future. So, from a budgeting perspective enrollment growth funds would be considered new money, because the monies are added to the base. Enrollment Growth funds will be re-calculated every four years. LCCC has probably used Enrollment Growth funds the most conservatively of all the community colleges.
 - From a total revenue perspective, for FY 2017 the College will have about \$951,000 in new money that can be used for any purpose. Whereas, in FY 2016 the College had \$500,000 more but those monies could only be used for one-time expenditures.

- Tuition
 - o The tuition revenues have been modeled based on the Commission's 6% (\$5/credit) tuition increase, which would raise tuition from \$83/credit hour to \$88/credit hour. For every percent tuition goes up, \$70,000 is estimated to be generated, which would yield an additional estimated revenue of \$268,000. The estimations are based off of last year's revenue calculations not enrollments. The projected tuition increase revenues for FY 2017 when compared with those of FY 2016 will be down \$1,281,915 (3.83%).
 - o How fee revenues will affect the revenue picture is not known at this time because some will go up and some will go down.
- Other Revenues
 - o Statute allows the College to carry up to 8% of the College's unspent revenues during a biennium that do not have to be returned to the State. That amount for FY 2017 is estimated at \$6 million; the amount for FY 2016 was \$7.2 million.
 - o The College has an operational enrollment contingency of \$250,000 that is carried in the current fiscal year in the event tuition revisions decrease substantially. This was established by the College and is not a statutory requirement.
 - o The College also has a "float" from estimated vacancy savings.
 - o The One Mill funds should generate about \$1.5 million this year of which approximately \$1 million are liquid funds. Historically, the One Mill has generated \$1.2 million but increased valuations will raise this amount for FY 2017. In 2012 following President Schaffer's arrival, the Board dictated One Mill funds no longer be used for ongoing operating expenditures, so they could be used for college funding needs such as facilities planning, one-time expenditures (e.g., innovation projects and small maintenance projects), and liquidity in operations with the exception of funding the Eastern Laramie County operations. These operations continue to be funded from the One Mill Fund so that eastern Laramie County residents will know their One Mill taxes are being spent in part to support that campus.

President Schaffer also explained the recapture/redistribution model involves allocating the College's budget based on local estimates, recapturing what was estimated based on actual valuation amounts, which may result in an increase or decrease, and then redistributing the resultant revenues. He further explained for Chairman Mosher that there are certain things that separate the local appropriation from the State appropriation in the model. But in general, even though the College's local valuation may contribute a \$1 million to the recapture/redistribution model, the College may not receive the same amount following the redistribution calculations, because redistribution is a function of equity in valuation. As an example, when Fremont, Sweetwater, and Natrona counties are doing well and the oil industry is doing well, their valuations go up and all the community colleges benefit. When these valuations go down, then the opposite occurs.

In answer to Counsel Nethercott's question regarding repayment of funds if the redistribution results in a loss to the College, President Schaffer stated the end-of-year budget amendments that come to the Board for approval reconcile any budget decrease. He cited, for example, \$931,000 will need to be reconciled at the end of this fiscal year as a result of the FY 2015 redistribution, and the Board will receive a budget amendment to formally adjust the budget. He added that the amount is offset by the College's local valuation that is almost \$735,000 higher than estimated. So, the net impact is about a \$200,000 deficit for this biennium that will be adjusted using the College's reserves and other internal resources. Counsel Nethercott asked what would happen if a college did not have the funds available to cover the amount to be returned to the State. President Schaffer said he didn't know but would find out. Simply stated, the College is looking at a 12.3% reduction from the last fiscal year budget.

Going into FY 2017, the College is looking at almost a \$2.5 million (12.3%) reduction compared to FY 2016, which calculates a FY 2017 total budget of \$17,817,708. The College's FY 2017

preliminary budget was built on the College's FY 2016 budget's revenue amount of \$20.3 million, so expenditures will have to be adjusted to the lower projected revenues.

President Schaffer explained he and the Cabinet do not have any plans at this time to take drastic measures that would include freezing hires for new and open positions and cutting all professional development. He described this action as taking whatever revenues are available off the table and just exist and he does not like to do this to balance an ongoing budget, stating this is not a prudent approach. He added, however, that since personnel costs make up 70% of the budget, that likely staffing costs will have to be reduced.

President Schaffer shared his and the President's Cabinet's plans based on what is known at this time to offset the \$1.2 million deficit for FY 2017.

- Use a portion of the One Mill Fund to pay for some of the ongoing expenditures for just one year; e.g., to pay for the College's insurance premium of approximately \$450,000.
- Pull \$500,000 from the Current Fund to offset the operating deficit, again for just one year. The Current Fund balance has a statutory limit, whereas the One Mill Fund does not.
- Reduce overall operating expenditures during the 2017 fiscal year by \$1.3 to \$1.4 million in anticipation of another reduction in FY 2018. This will allow one year for strategically determining how to reduce the College's budget, which may affect some positions when looking at the critical needs. The goal of having 50% of the College's budget allocated to faculty costs is still a priority.
- The earnings on newly invested funds will be approximately \$100,000 by the end of the year. From those earnings, \$50,000 to \$80,000 could be taken to fund, for example, two custodian positions for the new University/Student Center.

President Schaffer asked the Board to charge him with developing a plan over the next year that would reduce the College's budget over the course of year. The Board agreed that President Schaffer's plan has the objective of maintaining a stable organization and charged him to move forward with the plan as he described. President Schaffer also asked the Board to consider setting a target reduction amount. Counsel Nethercott stated the Board could do this. She added for clarity that the message to the institution from the Board should be the College has to develop a long-term plan for a reduction in operations and that appears to be \$2 million based on the current budget projections. The reduction amount is subject to change based on future budget conditions. This direction does not bind decisions or future boards. Trustee Erickson asked that the next year's budget planning be shared in a positive rather than negative approach; e.g., funds are being reallocated to accomplish certain priorities. President Schaffer concurred messaging correctly is extremely important, stating further the budget reductions are basically a fiscal restructuring so the College can thrive in the future. Board Chairman Mosher added the budget planning needs to also assure the College will be able to accomplish its mission and will adjust its mission as appropriate.

President Schaffer stated he believes he has the guidance he needs from the Board. Based on the Board's feedback and Counsel Nethercott's suggestion, he asked the Board to structure their direction to him during the first reading of the budget to include:

- messaging correctly
- setting a threshold of \$2 million
- setting parameters (e.g., the Board wants to preserve the instructional component of the mission, recognizing some resources may need to be shifted from the instructional budget, but the Board's expectation is this budget will be one of the last to accomplish an overall reduction, and so President Schaffer should be given the flexibility to shift resources within the instructional budget)

Other Questions/Clarifications

- Other areas where revenue could be generated include recruitment and enrollment. Increasing enrollment is probably the best source for generating additional revenue and some of the College's

programs have the capacity to do that. However, in a low tuition environment, the additional revenue would be minimal, and if the State funding doesn't increase, the actual dollar per student FTE will not increase either. Grants and partnerships would be another revision source, but again would likely generate minimal revenue.

- Facilities rental revenues have not changed over a decade. In some community colleges, auxiliary activities generate revenue to pay for the personnel who are responsible for those activities.
- Concerning cost savings, the College is looking at the big ticket items such as insurance, utilities, and automation that are not personnel-related.

The Board's discussion moved to agenda item 3.A. WCCC Tuition Policy Discussion

C. Facilities/Capital Construction Updates

The Board was provided with a tentative timeline for the Campus Master Plan refresh project. President Schaffer noted the Board's involvement on April 5, May 25, June 29, and July 20. The trustees are welcome to attend any of the meetings on the timeline, but their attendance is of particular importance on the aforementioned dates. If the number of trustees attending equals a quorum, the meeting will need to be noticed, so President Schaffer asked trustees to let Board Secretary Vicki Boreing know in advance what meetings they plan to attend.

President Schaffer asked the trustees their discussion preference concerning a facilities update. Trustee Lyttle asked for an update on the current projects, what projects are in the pipeline, what projects are being considered beyond that, and an overview of the Campus Master Plan refresh. Board Chairman Mosher asked that the projects' timelines be shared. Trustee Erickson expressed an interest in hearing about potential financing options.

President Schaffer stated the University/Student Center and the Flex-Tech Building are on time and on schedule. The Board will tour the Flex-Tech Building during their Board meeting's dinner hour on April 6th. The Flex-Tech Building is to be ready for occupancy during the last week in July. The actual completion date is September 1st. The time between the last week in July and September 1st is designated for exterior work such as landscaping. Classes will be held in the Flex-Tech Building in the fall semester.

A naming contest is underway to name the University/Student Center. The Board will be apprised of the contest results. That project may be a little under budget at this time, but will likely need all of the contingency funds before construction is completed. Student Services support folks will move to the new building in the fall. The bookstore will be relocated to the new building during the holiday break. And classes will start in spring 2017. Trustee Lyttle is a member of the committee that will be selecting the artwork for this building. The College's overall square footage will be increased by 20% with the completion of the two building projects.

Wayfinding is off and running. YESCO and Tangrem should have the exterior wayfinding completed by Frontier Days. Physical Plant Director Tim Macnamara would like to begin planning for the two smaller interior gateways that are also included in the Campus Master Plan, contingent on funding.

Upcoming Projects – 4

- **PE Renovation and PE Building Name Change** – An updated Level I Plan to expand the project is being finished. The updated plan will go to the Commission at their June 1 meeting in Casper. Reauthorization will be sought during the 2017 legislative session. The change in the scope increased the project cost from \$3 million to between \$6.5 and \$7 million. Students have an interest in the project and are also interested in leveraging funds for the project.
- **Albany County Campus Addition of Two Pods** – Tobin and Associates is modeling the addition of two pods and classroom space to that campus. One of the existing art labs will be renovated into a

science lab. The total project cost must come in under \$1 million, so that the project does not have to go to the legislature for authorization. Projects under \$1 million have to have Commission approval. The project is contingent on reissuing and refinancing the 2009 Build America Bond Series based on current interest rates. These bonds are currently paying for the dining hall and the small renovation done in the old Residence Hall. The refinance would save about \$1 million. The bonds are callable in October, and the renovation would take place summer 2017, which could be used to finance the Albany County Campus additions and renovation. The College will have to work with the LCCC Building Authority to accomplish this.

- **Ludden Library Expansion and Renovation** – The capital construction budget signed by the Governor includes a \$2.5 million appropriation from the earnings on the permanent Mineral Trust Fund for this project. Every year a portion of the return on the Mineral Trust Funds’ investments is used to fund State government. Anything over that goes into a SIPA (Strategic Investments and Projects Account) to pay for projects. Two projects are sited to receive these monies in 2017—the State Capitol Stabilization Fund (\$20 million) and the College’s library expansion and renovation (\$2.5 million). The \$2.5 million is contingent on the yield from the Mineral Trust Fund, and the monies would not be available until July 1, 2017. According to Legislative Service Office (LSO) staff, the SIPA threshold has been met 9 out of the last 10 years. If the monies are not received until July 2017, the project will not be able to start until sometime in 2018. An alternative would be to do short-term borrowing to initiate the project, knowing the money is coming in July 2017. In addition to the \$2.5 million, the Foundation has between \$800,000 and \$1 million to contribute to the project. A \$500,000 gift may be accessible as well. Regardless, the Foundation still needs to raise about \$700,000 for that project. An escalator was built in for increasing construction costs. However, construction costs have not increased. Taking all of the aforementioned into consideration, the project cost of \$7.9 million will have to be reduced by approximately \$2 million, which means the project scope will also have to be reduced and would include an exterior façade, a 2,000 sq. ft. expansion to the north, and the College’s management of the renovation. The reduced project scope would not allow for the planned expansion into the Mall on the south. The renovation would change the traditional library configuration into a Learning Commons.
- **Residence Hall** – The College has a completed Level I Plan and has received authorization to move forward with this project. Financing options could include a refinancing or a new bond issuance. Dan Baxter and Todd Bishop would need to be consulted on possible bond financing. The College has not marketed residence living and has no requirements for residence living, such as living on campus during the first semester. In addition, the College has localized recruitment, which somewhat negates the need for on-campus living. The introduction of women’s basketball may have more of these students wanting to live in the residence hall, particularly if these students have a scholarship that includes housing. The residence halls usually have a 90% occupancy rate with a wait list in April and May. The residence hall rates have not been raised for two years, and the income is still generating enough revenue to service the bonds. Eventually, the older West Residence Hall will have to be torn down and then more beds will be needed, but this will probably not occur for another five years. Board Chairman Mosher suggested the College should carefully consider whether the modeled new residence hall would be underbuilt. Counsel Nethercott pointed out the Courthouse is an example of a structure that was underbuilt. Administration and Finance Vice President Rick Johnson and a group of individuals are doing the modeling and pro formas and will be looking at occupancy rates, cost rates, financing, etc. Should the College use a design-build or a design-bid-build? Director Macnamara would likely recommend a design-build where an architect is hired and that architect designs everything up through the schematic design. The design is put on the streets for bid and then the construction documents are developed and the construction begins. The design-bid-build option would issue a bid request for a package of design and build. The architectural and construction firms would work together to do a build-to-suit much like a CMAR (Construction Manager at Risk) approach. The new residence hall planning could begin as early as this summer or fall with construction beginning in summer 2017 followed by at least a nine-month construction period that would be completed by fall 2018. President Schaffer would like a go or no-go on the concept

by July 1. He reminded the Board that the College's Building Forward Plan goes through 2020, so if the three projects above included in that plan are completed, the only remaining project would be the Fine and Performing Arts Building.

- **Fine and Performing Arts Building** – President Schaffer stated he did not believe the project would qualify for the “sixth penny” funds because the City and County are wanting the projects to be critical infrastructure. Even if the citizenry showed support for the building, President Schaffer still did not believe the City Council and County Commission would include a non-City or non-County project. So, that means the College would have to seek other funding sources to pay for the local share. Property taxes are not a viable source until the economic environment changes and the College's new buildings are occupied for a while. President Schaffer would prefer to pull back and explore a renovation of current space with perhaps an expansion for performing and then in 2018 or 2019 consider the five mill option again, which would generate \$25 million for the project's campus improvement. The five mill will need the vote of the people. We will continue to advance the project to the State. The project will need the State's investment of half the funds to leverage a positive vote in support of the five mill.

The discussion moved to agenda item 3.F. Frequency/Structure of Board Meetings and Retreats

D. Discussion on Student Recruitment

President Schaffer opened the discussion stating his focus has been on serving the College's community first—Laramie County and Albany County—and on setting strong curriculum and providing services that will help students complete and succeed. In doing so, recruitment activities have been reigned back. Although work continues in providing pathways to success for LCCC's students, the College is now at the point where a shift in focus to recruitment can and should take place. Even though student success rates are going up and completions (degrees awarded) are going up, the community colleges' funding is enrollment-driven, and therefore, enrollment needs to be addressed. Answers to questions such as: Should the recruitment areas include just Laramie and Albany counties? Wyoming? Where does the Board stand on non-resident recruitments? Should enrollment be specialized or general? Should only certain programs be filled and should those programs be filled to capacity? Currently, the College's recruitments are more reactive rather than active. The further out of the College's service area the College recruits, the more reactive are the recruitments, because these students are usually seeking out the College instead of the College seeking out those students.

Two camps exist concerning non-resident recruitment: 1) Non-recruitment is good for the state because the population isn't rapidly growing. The exception is the growing retiree population of residents 65 years and above. Sierra Trading Post will have 300 new jobs at \$14/hour when they expand their facility, but how do you attract persons from out of state to move to Cheyenne at that pay level? 2) Some legislators asked during the last legislative session why community colleges are subsidizing 80% of a Colorado student's education to come to college in Wyoming, especially when they are accepted into programs with limited enrollments? Discussion may need to be held concerning giving priority to Wyoming students. The College should consider recruiting the right student; i.e., students who persist and complete. Recruited students succeed if 1) the programs align with an occupational entry (a job waiting at the end of the program); 2) the program is structured coherently (health care programs); and 3) the programs are unique and are of strong interest to students (the programs “carve out a niche”).

Brainstorming Ideas

- **Trustee Barker** – Establish a goal and decide from where to recruit. Opportunities exist locally and nearby. Where can the College's unique abilities and strengths be leveraged? The College now has an infrastructure in place to support out-of-region students.
- **Trustee Lyttle** – Recruit students from the same lifestyles so that they are in a home-familiar setting. What strengths is the College already showing? Would like to hear from Admissions Representative

Alex Barker and recruiters. What sparks student interest in LCCC? Is anyone from LCCC attending parent organization meetings? President Schaffer stated research is being conducted on what influence a parent has. That research shows the single most predictive factor of whether or not a student will go to college is whether or not their parent(s) did. Then the question is what influence do parents have on choice...a lot when a university is being chosen, particularly if a parent attended a university. Whether this applies to community colleges is being tested now.

Trustee Lyttle asked about married student housing to which President Schaffer responded similar suite-style housing is built into the residence hall plan. A portion of the residence hall wing where the suite-style housing would be located could be carved out for families for apartment-style living.

Trustee Lyttle complimented Public Relations for the quality marketing they produce, stating the ads are positive, classy, creative, and smart. She is proud of LCCC when she reads these. President Schaffer added the College's production quality is better than that of most universities three times LCCC's size.

- **Trustee Erickson** – Promote the area amenities. Where are students coming from now? Are there subject matter areas on which recruitments should focus? For example, nursing and other health care programs. How do students hear about the College? What does the College want to accomplish with recruitment? Increase enrollment? The College has to be in a position to compete because it is surrounded by competition—Western Nebraska, online universities—and needs to have a recruitment program. Trustee Erickson could support more money going to recruitment for areas President Schaffer identifies. Is the College recruiting in Kimball, which has about a one-hour commute? President Schaffer stated LCCC representatives are assigned to that area, but is a very low-level recruitment effort that includes, for example, high school tours. Western Nebraska is aggressively recruiting in Cheyenne, but recruiters have been directed to focus their efforts in Cheyenne. Generally, community colleges serve their communities. If the community's population doesn't grow, the economy will not diversify and grow. Jobs cannot be added without people to fill the jobs. This is one of the reasons President Schaffer stated that he is changing his perspective on non-county and non-resident recruitments.
- **Board Chairman Mosher** – The bicycle index. Where can students go without other transportation? What about the students who are wanting to upgrade their work status and whose tuition is paid by their employer? With a shrinking economy and a low population growth, should the College pursue growth for the sake of growth? Or should the College's funds be used to offer better services? The College's enrollment is almost flat, so should the College improve what it is already doing and find efficiencies?
- **Counsel Nethercott** – What programs does the College have that match the market area needs (supply and demand; prime location to market)? How can the College mimic what other institutions are doing, such as the recruitment of military members?
- **Trustee Merrell** – How do we make the College unique or build on the College's uniqueness? Can we add programs? President Schaffer stated the College can add programs, the right programs, but because of the current economic environment, something else would have to be eliminated. Colleges recruiting military members have a "call to action" type of marketing, whereas the College has a lot of brand awareness and a general awareness type of marketing.
- **President Schaffer** – The five reasons a student chooses a college: **P**roximity (place-committed), **P**rice, **P**rogram(s), **P**eople (a particular coach, faculty, friends), and **P**lace (location, facilities). LCCC enrolls 36% of the high school graduating classes in LCSD No. 1, which is a pretty good market share of the local high schools and is evidence that local recruitment efforts are being successful. Data shows that 60% of the high school graduates from LCSD No. 1 go on to higher education within 18 months, and LCCC enrolls about half of those. In addition, 85% of LCCC's students come from the College's service area (Laramie and Albany counties), which means the College is enrolling a very localized population. President Schaffer would almost guarantee that LCCC has a larger commuter proportion of students than for example Western Wyoming Community College. These factors

indicate the College has only two other populations from which to grow its enrollments—students from other Wyoming counties and students from outside Wyoming (non-residents). International students would be another possibility. However, diversity and international experience is better accomplished through programming not recruitment. So, the question then is how does LCCC grow enrollments? Which of the five P's above are the most motivational? Marketing messages need to be tailored for those populations. Growth needs to be smart growth and not just for the sake of growing. Another data point: Laramie County's population has an above average percent with an associate's degree or better when compared to similar counties or regionally. Laramie County's population including those in State government has a below average baccalaureate attainment. The data shows the College is doing a pretty good job of getting students to the associate's degree level. Other considerations include one out of 50 jobs in Wyoming require a bachelor's degree and the persons in those jobs are cannibalizing each other because only lateral moves are possible; i.e., no upward mobility exists in the job structure. Referring to community college student housing, the occupancy of student housing tends to be at 80% regardless of the number of beds or the number of students. For example, WWCC has one-third the enrollment of LCCC. Their student housing has 588 beds and 80% of those beds are filled. LCCC's student housing has 260 beds and 90% of those beds are filled. President Schaffer believes the availability of student housing drives students to come to campus. So, the College may have to "build it and fill it." The College's enrollment has dropped 25% since he has been here, but the number of degrees and certificates has increased 25%, so fewer students are enrolled but more students are graduating successfully.

President Schaffer concluded the Board's feedback provided good insight and noted further that some data will be coming from the Institutional Effectiveness office. Some of the academic and student services leadership will be brought together to consider options from that data. Existing monies will be re-allocated within the appropriate areas to support recruitment efforts.

The discussion moved to agenda item 3.C. Facilities/Capital Construction Updates.

- E. Faculty Policy/Procedure Updates – This item was tabled because the policies are still a work in progress.
 - i. Workload Policy
 - ii. Faculty Competencies and Advancement Policy
 - iii. Minimum Faculty Qualifications Policy
- F. Frequency/Structure of Board Meetings and Retreats

In the interest of time, Board Chairman Mosher stated he will put together a schedule of meetings that would have the Board meeting once a month and would include learning (professional development) sessions and work sessions along with a couple of retreats. The new schedule of Board meetings is being considered because two meetings a month is too demanding for trustees who are working full-time and for the College's staff who pull together the agendas and supporting documents. Trustee Barker suggested the Board capitalize on the use of their committees to create more efficient use of both the trustees' and staffs' time. Board Chairman Mosher concurred all of those involved in setting, scripting, and assembling meetings are busy and do not need extra work.

In other discussion, Board Chairman Mosher stated the ACC offer will go before the Laramie City Council on April 5th. Confirmation of whether a vote on the offer will take place following the Council's public meeting is being determined. President Schaffer stated he is still debating whether or not the College should have representation from the main campus at the meeting. The Board and Counsel Nethercott agreed only the folks in Laramie should attend, who they believed would have more traction with the Laramie City Council.

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

No one from the public requested an opportunity to comment.

5. **ADJOURNMENT** – Board Chairman Ed Mosher

Board Chairman Ed Mosher adjourned the March 19, 2016, Board Retreat at 2:14 p.m.

Respectfully submitted,

Vicki Boreing
Board Recording Secretary