

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, JULY 16, 2014, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Chairwoman Carol Merrell, Vice Chairman Kevin Kilty, Secretary Brenda Lyttle, Treasurer Ed Mosher, Trustees Don Erickson and Christine Lummis, and Butch Keadle, ACC Ad Hoc Member

Board Excused: Trustee Bill Dubois

Staff Present: President Joe Schaffer; Vice Presidents Judy Hay and Carol Hoglund, and Associate Vice President James Malm; Faculty and Staff Members Candy Ferrall, Jeri Griego, and Jayne Myrick; and Legal Counsel Gay Woodhouse

Visitors: James Chilton (*Wyoming Tribune-Eagle*)

**1. CALL TO ORDER** of the July 16, 2014, Board Meeting – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell called to order the July 16, 2014, Board Meeting at 6:58 p.m.

**Recess of Board Meeting to Conduct the Public Budget Hearing**

**1. RECESS** of the July 16, 2014, Board Meeting – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell recessed the July 16, 2014, Board Meeting at 6:58 p.m.

**2. CALL TO ORDER** of the Public Budget Hearing – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell called to order the July 16, 2014, Public Budget Hearing at 6:58 p.m.

**3. STAFF PRESENTATION** – President Joe Schaffer

Noting the Board will be asked to approve the FY 2015 Laramie County Community College District Budget during tonight's Board meeting, President Schaffer recapped the FY 2015 budget. The budget was previously presented to the Board on April 16<sup>th</sup> (First Reading), May 21<sup>st</sup> (update), and June 18<sup>th</sup> (Second Reading). The following are highlights from President Schaffer's presentation on the College's FY 2015 budget.

- The standard budget for community colleges was reduced by \$5.6 million.
- New funds available for FY 2015 total \$3.3 million—\$1.5 million will be used for one-time-only funding; \$1.8 million for ongoing needs.
- LCCC received \$1.5 million from the \$14.3 million appropriated for enrollment growth.
- LCCC received \$862,642 (approximately \$25,000 less than last year) in State aid for performance funding. LCCC has seen an improvement in its rate of successful course completions. However, compared to the other six community colleges LCCC has the lowest course completion rate. Performance funding amounts for community colleges increased from 10% last fiscal year to 15% this fiscal year and will increase again to 20% for FY 2016.
- A 5% increase in tuition was approved by the Wyoming Community College Commission for Fall 2014. The increase will generate approximately \$300,000 in additional tuition revenue for LCCC. A total of \$450,000 will be dedicated to needs-based financial aid. Students will be encouraged to not take out student loans.

- Governor Mead recommended funding for a 2% salary increase and retirement increase of .875%. The Legislature appropriated 61.59% of this funding. The community colleges are expected to fund the remaining 38.41% (LCCC: \$433,990 for salary increase and \$174,279 for employer contribution of retirement increase) from other sources.
  - Market adjustments (\$60,000), Educational Advancements (\$45,000), and Custodial Services Market/Equity Adjustment (\$56,452) are also included in the FY 2015 for a total compensation package in the amount of \$851,718.
- One Mill funds for base commitments continue to be shifted to the General Fund. The 2015 budget will fund:
  - Pine Bluffs Outreach (\$142,538)
  - Campus Maintenance Projects no longer authorized for the use of Major Maintenance funds (\$500,000)
  - Facilities Planning (\$275,831)
  - Innovation Programs (\$200,000)
  - Employee Development (\$75,000)
  - Equipment Repairs (\$100,000)
- Short-term disability insurance will be available to employees as of January 2015. The cost of \$32,000 for the remainder of FY 2015 (six months) has been added to the budget.
- The FY 2015 budget includes a \$762,000 increase for the areas that impact students the most—Instruction, Academic Support, and Student Services.
- Budget allocations for Strategic Plan Goals and Strategies are as follows:
  - Goal 1 – Increase High-Value Credentials – 52.90%
  - Goal 2 – Strengthen Relationships and Connections – 12.15%
  - Goal 3 – Build Organizational Capacity – 11.38%
  - Goal 4 – Transform Physical Environment – 23.57%
- Overall, the FY 2015 budget has a modest increase of approximately 3.42% in new operating expenditures, a total one-time-only investment of \$750,000, and an anticipated investment of \$303,100 in new positions.

President Schaffer clarified for Trustee Lyttle that the percentages used to compare the FY 2013-2014 Expenditures by Program to the FY 2014-2015 Expenditures by Program do not represent percentages in the increase of funds for each program but rather show the percent of the College's total budget that was allocated to each program for each of the fiscal years.

Dr. Kilty questioned President Schaffer's statement that the budget distributions enable the Board to hold President Schaffer accountable for Board goals such as increasing resources for instruction. The budget's format of consolidated accounts as presented this evening does not provide the detail of how the monies were distributed between accounts that would be needed for the Board to understand the priorities applied to their distributions. He acknowledged he did not know of a format that would provide this level of information other than the budget detail. President Schaffer affirmed the Board is looking at a budget document that provides the highest level of aggregated information. Filtering of that information could go in many directions. The goal is to have 50% of the College's budget in instruction. The FY 2015 budget has 41.29% dedicated to instruction, which is an increase over last year's at 40.89%. As the continuous improvement model matures, the academic program review and programmatic analysis are brought forward, and the key performance indicators continue to be rolled out, these different measurements will be used to determine if the College's resources and activities are being used to best accomplish the College's mission. Ultimately, the objective is for the College to mature in its ability to report and understand how well it is doing not only in instruction but in all areas on campus.

Trustee Mosher spoke to the 2% salary increase directed by the Governor but was not fully funded by the 2014 Legislature. He observed that such places a burden on the College to use local funds to supplement what the

Legislature appropriates. Additionally, the College should be able to advance salary increases believed appropriate for its employees and not be limited to what the Governor recommends, and the Legislature subsequently determines, without drawing the ire of the Governor or the Legislature. The aforementioned needs to be shared with the College's legislative delegation. President Schaffer said Trustee Mosher's point is well taken and that community colleges need to clearly communicate salary needs when speaking with legislative delegations about compensation packages. He added the community colleges are working on a compensation study that will hopefully drive future salary recommendations.

For Trustee Kilty, who inquired about the significance of the Director of the Center for Teaching and Learning position and what data exists to support the Center's success, President Schaffer responded the Center was designed to:

1. Create a faculty learning program for the College's new initial contract faculty to undergo in order to become continuing contract faculty. The faculty learning program is a four-year structured development program that will help faculty build their portfolio and the skills needed to be successful and worthy of a long-term commitment to the Academy. During the four-year formalized progression, the initial contract faculty will meet weekly and engage in activities that deal with such areas as psychometrics, assessment, pedagogy, classroom management, teaching online, and action and research specific to their practice.

The Center's director does not directly evaluate the faculty but rather creates the environment and frames the curricular activities from which the new faculty produce outcomes that become part of their evaluation process with their respective dean and the vice president of academic affairs.

2. Provide ongoing professional development for faculty called continuous improvement. This will become increasingly important because development expectations will exist, whether or not faculty decide to move into a ranking system, for improving their practice, contributing to the institution, and contributing to their field of study that will be part of their ongoing evaluation.
3. Coordinate many of the academic support aspects tied to the activities listed above. Many faculty liaisons serve in the Center for Teaching and Learning. These liaisons assist in the articulation of student outcomes, development of new courses, curriculum mapping, assessment and more. Because the position focuses on the instructional aspects that build the institutional knowledge, the campus and faculty believed the position needs to be one with a teaching expectation and therefore was classified as a nonteaching faculty position.

President Schaffer explained for Trustee Kilty a portion of the \$212,000 in Continuation of Services will cover, for example, the cost of compensation for adjunct faculty or release time for faculty to redesign courses and curriculum, or the cost for external services such as those provided by the Carnegie group in the amount of \$30,000 for mathematics program redevelopment and design. Promotion costs for marketing programs would also be paid out of the \$212,000.

#### **4. CALL FOR PUBLIC COMMENT/QUESTIONS – Board Chairwoman Carol Merrell**

Board Chairwoman Carol Merrell called for public comment/questions and received none.

#### **5. BOARD DISCUSSION**

Trustee comments were as follows:

- Trustee Kilty said none of the flags that attracted his attention in the past arose this year. The budget development process was hugely improved and transparent, and many issues were resolved in the

Finance and Facilities Committee meetings. Vice President Hogle and Budget Coordinator Myrick did a great job in responding to questions. Board Chairwoman Carol Merrell added Ms. Myrick also called each trustee to see if they had any questions.

- Trustee Mosher said he totally agrees the budget process was much more open and that trustees and community inside and outside the college have a greater understanding of the College's budget development and allocations. He also stated that he understands budgets have to be estimations, but when budgets are over-estimated resulting in unspent funds and those unspent funds are not moved until the end of the fiscal year, then those funds are not available for other expenditures during the year. President Schaffer said he couldn't agree more and that any budget will have somewhere between 4% and 10% in vacancy savings through the natural recycling of open positions. The College tends to re-invest the vacancy savings in recruitment expenditures. He added that the implementation and refinement of a new budget process over the last couple of years has helped to identify and prioritize needed one-time-only requests so that they are a much more strategic investment of College dollars. He also noted that educating managers in developing more conservative budgets instead of budgeting for variable expenditures that often tie up funds for the entire fiscal year will help free up dollars that can be used for other strategic needs.
- Trustee Mosher asked if the College's reserve amount is "good, bad, or ugly." President Schaffer stated the College's overall reserve standing is very healthy. He explained funds from the Operating Reserve of \$214,883 would be used in the event tuition revenue dropped substantially below what was estimated. He noted further that the College also has a general fund balance and a one mill balance that serve as reserves. Vice President Hogle added the amount ideally should be at 4%. However, the current amount is at 2%.
- Trustee Lytle echoed the positive comments about the budget, saying the budget process and content are easy to understand, and Vice President Hogle and Jayne Myrick are always able to answer questions.

President Schaffer encouraged the trustees when interacting with employees to ask if the budget is easier to understand and if they are aware of the budget impacts and of what they are in control.

## 6. ADJOURNMENT OF PUBLIC BUDGET HEARING

Board Chairwoman Carol Merrell adjourned the July 16, 2014, Public Budget Hearing at 7:45 p.m.

### Reconvene Board Meeting

#### 1. RECONVENE of the July 16, 2014, Board Meeting – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell reconvened the July 16, 2014, Board Meeting at 7:45 p.m.

#### 2. MINUTES – Approval of the [May 21, 2014](#), and [June 18, 2014](#), Board Meeting Minutes – Board Chairwoman Carol Merrell

Trustee Kilty moved and Trustee Lytle seconded,

**MOTION:** That the Board of Trustees approves the May 21, 2014, and June 18, 2014, Board Meeting Minutes as written.

**MOTION CARRIED** unanimously.

#### 3. REPORTS TO THE BOARD

A. LCCC Reports (**Reports will begin again in the fall.**)

- 1) SGA (Student Government Association) – Jackson Craft, President; Bill Dalles, Vice President

No report

- 2) Staff Senate – Candy Ferrall, President; Amy Ehlman, Vice President-Classified Staff; Jodi Weppner, Vice President-Professional Staff; Jennifer Thompson, Secretary; Christopher Corriveau, Treasurer

Ms. Ferrall reported planning continues on the staff retreat scheduled for August 21<sup>st</sup>.

- 3) Faculty Senate – Leah Noonan, President; Seth Robbins, Vice President; Paula Belknap, Secretary

No report

- 4) LCCCEA (LCCC Education Association) – Meghan Kelly, President; Les Balsiger, Vice President; Maggie Swanger, Secretary; Jim Streelman, Treasurer

No report

#### 4. **PRESIDENT'S REPORTS** – President Joe Schaffer

##### A. [UW Transfer Initiative](#) – Vice President Judy Hay

President Schaffer prefaced Vice President Hay's presentation saying the 2014 Legislature asked the University to study a variety of things regarding transfer. The legislation was enacted in response to transfer issues occurring around the state.

Vice President Hay stated the 2014 Legislature assigned the University, who have been working off of anecdote, the task of investigating what is wrong with transfer. The transfer issue is a statewide project involving the University of Wyoming and the state's community colleges. President Schaffer has assumed the leadership role of the investigating team, and while acknowledging the anecdotes, he has requested the team look at the emerging themes from these experiences that could be substantiated by data. Joining President Schaffer from the University in leading the charge on transfer concerns are Interim Associate Provost (Vice President of Academic Affairs' Office) Alyson Hagy, Student Affairs Vice President Sara Axelson, and Student Success and Transfer Coordinator Patrice Noel. All three have been very open to suggestions to resolve the transfer issue.

Vice President Hay included in her presentation President Schaffer's questions concerning transfer and the University's responses. Of note were the following:

- Students without an associate's degree transferred an average of 51 credits, 15 of which were elective credit hours (non-bankable credit).
- Students with an associate's degree transferred an average of 66 credits, 22 of which were elective credit hours (non-bankable credit).
- Students transferring to the University average the completion of 18 more hours than non-transferring students at the time of graduation.

Dr. Kilty observed students are picking up what appears to be a fair number of credits that do not apply to their degree. Vice President Hay concurred, stating early advising is crucial to a student's efficient navigation of their degree path. Articulation agreements with the University will also establish pathways for programs of study that will assist in the advising of students because an articulation agreement does not allow a student to substitute classes.

Trustee Mosher pointed out students are going to have differing educational plans no matter how great the advising. Vice President Hay agreed, adding students have the power of choice, so the University and community colleges need to look for improvement and not perfection. President Schaffer stated as long as students are part of the decision making process a “perfect” system will not exist. He questioned though at what threshold should community colleges be comfortable in having students take courses that do not lead to a degree, when such leads to rising educational costs (tuition and fees and student loans) and delayed entry into the workforce. Vice President Hay explained for Trustee Mosher that “swirling” refers to students transferring multiple times and have a multitude of transcripts.

UW is seeking articulation agreements for 17 of their highest enrolled programs or programs that receive the most community college transfer students and hopes to have these finalized by the end of 2014. LCCC will soon have four articulation agreements for the General Education Transfer Block, Accounting and Business Administration (closest to completion), and two from the Psychology Department. President Schaffer added LCCC’s faculty are ahead of the other community college faculty in finalizing articulation agreements. The models they have used to develop the articulation agreements have been held in high esteem in a statewide setting, which is very gratifying.

Board Chairwoman Carol Merrell thanked Vice President Hay, saying the information presented is exactly what the Board wants to know.

#### INTRODUCTION OF DR. JAMES MALM

President Schaffer introduced Albany County Campus Associate Vice President Dr. James Malm, who has been with the College for almost three weeks, and is an energetic and welcome addition to the LCCC family. Dr. Malm was previously the Dean of Continuing Education for Colorado State University-Pueblo. He and his wife Keli are in the process of purchasing a home in Laramie.

#### B. Eastern Laramie County and Warren Air Force Base Analysis Reports – President Joe Schaffer

The Board will be provided copies of the Eastern Laramie County and Warren Air Force Base Analysis Reports for their information at their Friday retreat.

#### C. University/Student Center Update – President Joe Schaffer

President Schaffer updated the Board with the following information on the University/Student Center:

- Square footage has been finalized for all aspects of programming. The gross square footage has been reduced from 90,000 gsf to 85,000 gsf. Vice President Hay and her staff identified the majority of the space removed through efficient use of shared meeting and storage space and a different approach to the one-stop shop. A refinement of classroom and office (UW) space also reduced the space needs.
- The project cost is still estimated at \$28 million.
- The next phase is schematic design (functional layout) and will take about 30 days. When completed, the design will be brought to the Board for approval.
- Following approval of the schematic design, the next step will be the creation of construction documents. The final documents will hopefully go out for bid the first of the year.

Flex-Tech Building – Interviews for an architect for the schematic design will take place next week. The State will award the contract for the architect and have been very generous in allowing the College to be an active partner in the award process.

## 5. BOARD REPORTS

### A. July 18<sup>th</sup> Board Retreat – Board Chairwoman Carol Merrell

The agenda includes review and discussion of the following:

- Campus Climate (Communications) Survey (1 ½ hours)
- President Schaffer's 2015 Goals (1 hour)
- Student Enrollment Trends

The retreat should conclude by noon. Time following the retreat will be available for interested trustee candidates to visit with the trustees. So far no response to the open invitation published in the *Wyoming Tribune-Eagle* has been received from anyone who might be considering running for the Board. Three four-year positions will appear on the November 4<sup>th</sup> General Election ballot. Incumbents are Carol Merrell, Kevin Kilty, and Brenda Lyttle. Trustee Erickson asked if a discussion of financial aid for students will take place. President Schaffer stated that discussion deserves a larger time frame in order to adequately present information on the eight student aid programs. The information will be brought to the Board in August or September. Some information from IPEDS data was shared with the Finance and Facilities Committee. Trustee Erickson noted the ACCT (Association of Community College Trustees) recently published a report on student aid that named six items (listed below) that trustees should know. The link to the report is <http://www.acct.org/files/Publications/ACCTFinAid101.pdf>.

As a community college trustee or president, you are responsible for knowing:

- The total amount of Pell Grant funding received by your institution, as well as the total number of students who receive Pell Grants.
- Whether your institution participates in the Federal Direct Loan program.
- The percentage of students who take out federal loans and your institution's recent official Cohort Default Rates (CDRs).
- The types and number of work-study positions available at your college, as well as the funding available for these positions.
- What state or institutional aid may be available to supplement federal aid to students in need.
- Programs, practices, and resources to encourage and assist students in claiming federal tax credits or deductions for which they are eligible.

### B. Board Committee Reports – Board Chairwoman Carol Merrell serves on all committees.

#### 1) Finance and Facilities – Kevin Kilty, Ed Mosher

Trustee Mosher reported Physical Plant Director Tim Macnamara provided an update on the following projects:

- University/Student Center and Flex-Tech Building
- Gateways – The projects are on schedule but design will be a little bit different.
- Wayfinding – The project (includes some internal signage) is going out for bid.
- College Brain Trust and HR Inventory System – Discussion was postponed.

Budget revisions were discussed and those present were comfortable with what was shared. President Schaffer provided information on FTE costs for part-time and full-time students and also on professional development. The fall meeting schedule will be determined during the August Finance and Facilities Committee meeting.

No June 2014 Current and Auxiliary Fund Balance Sheet reports were provided because end-of-fiscal year adjustments are in process.

Trustee Mosher moved,

**MOTION:** That the Board of Trustees accepts and approves the FY 2014 Current and Auxiliary Fund Budget Reports and the July 2014 Contracting and Procurement report.

- a. [FY 2014 Current and Auxiliary Fund Budget Reports](#)
- b. [July 2014 Contracting and Procurement Report](#)

**MOTION CARRIED** with no objection.

## 6. APPROVAL ITEMS

- A. [Laramie County Community College District FY 2015 Budget](#) (Hard copies were distributed at the meeting.) – President Joe Schaffer
  - [Budget Revisions Since the June 18<sup>th</sup> Board Meeting](#)

Trustee Erickson, referring to the Expenditure Authority Resolution on page 6 of the budget document, moved and Trustee Kilty seconded,

**MOTION:** NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of Laramie County Community College District that the budget, as so revised and altered, be adopted as the official college budget for the fiscal year ending June 30, 2015. BE IT FURTHER RESOLVED, that the following appropriations be made for the 2014-2015 fiscal year ending June 30, 2015, and that the expenditures be limited to the amount appropriated herein.

EXPENDITURE AUTHORITY	
CURRENT FUND .....	\$115,675,723
ONE MILL .....	1,318,092
GO BOND, SERIES 2014 .....	1,969,528
TOTAL EXPENDITURES .....	\$118,963,343

**MOTION CARRIED** unanimously.

## 7. ADDITIONAL ITEMS – Information Only

- A. [Historical List of Board Motions](#)

## 8. NEXT MEETINGS/EVENTS

- **July 18 (Friday)** – Board Retreat – 8:00 a.m. to 12 noon – Petersen Board Room (Breakfast will be ready at 7:45 a.m. outside the Petersen Board Room.) Potential trustee candidates will be invited via a press release to join the Board at 12 noon.
- **August 20 (Wednesday)** – Board Business Meeting: Dinner – 6:00 p.m. – CCC 178/179; Business Meeting – 7 p.m. – Petersen Board Room
- **September 3 (Wednesday)** – Study Session: Dinner – 6:00 p.m. – CCC 178/179; Discussion – 7 p.m. – Petersen Board Room
- **September 17 (Wednesday)** – Board Business Meeting: Dinner – 6:00 p.m. – CCC 178/179; Business Meeting – 7 p.m. – Petersen Board Room

## 9. NEW BUSINESS

Trustee Kilty shared an article from the *Wall Street Journal* titled “Leadership Tips for College Presidents and CEOs”. He stated President Schaffer published a Top Ten List for Aspiring Presidents and he wanted to point out the “top ten” list did not include “Engage veteran employees,” “Don’t ignore the staff,” and “Use the board

of trustees or directors” found in the “leadership tips” list. He asked Board Secretary Vicki Boreing to email the list to the trustees.

Board Chairwoman Carol Merrell stated a fall meeting, perhaps in October, will be held in Laramie. Associate Vice President Malm will be included in the determination of date, time, and location.

**10. PUBLIC COMMENT ON ANYTHING NOT ON THE AGENDA**

Trustee Mosher and Trustee Erickson will attend the October 22-25, 2014, ACCT Leadership Congress on “Winds of Change” in Chicago.

**11. ADJOURNMENT** of the July 16, 2014, Board Meeting – Board Chairwoman Carol Merrell

Trustee Mosher moved and Trustee Erickson seconded,

**MOTION:** That the Board of Trustees adjourns the July 16, 2014, Board Meeting.

**MOTION CARRIED** unanimously.

Board Chairwoman Carol Merrell adjourned the July 16, 2014, Board Meeting at 8:47 p.m.

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

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary