

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, OCTOBER 1, 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 Student Ex Officio Trustee Keenan Carroll

Board Excused: Trustee Bill Dubois and ACC Ex Officio Trustee Butch Keadle

Staff Present: President Joe Schaffer; Vice Presidents José Fierro, Judy Hay and Carol Hoglund; Administrators, Faculty and Staff Tim Macnamara, Jeri Griego, Arshi Rizwani-Nisley, Roz Schliske, and Sher Warren; and Legal Counsel Tara Nethercott

Visitors: Erica Klimt and Samantha Weaver (*Wingspan* Co-editors) and Tamara Rodgers (*Wingspan* Online Editor), Matt Kibbon (State of Wyoming Construction Management Division), and Stephan Pappas (Pappas and Pappas Architects)

**1. CALL TO ORDER** of the October 1, 2014, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell called to order the October 1, 2014, Board Meeting of the Laramie County Community College Board of Trustees at 7:00 p.m.

**2. RECESS BOARD MEETING AND CONVENE AN EXECUTIVE SESSION TO DISCUSS A PERSONNEL MATTER**

Trustee Erickson moved and Trustee Mosher seconded,

**MOTION:** That the Board of Trustees convenes an executive session to discuss a personnel matter.

**MOTION CARRIED** unanimously, and the executive session convened at 7:02 p.m.

**3. RECONVENE BOARD MEETING** – No action followed the executive session discussion.

Trustee Erickson moved and Trustee Kilty seconded reconvening the meeting.

**MOTION:** That the Board of Trustees reconvenes the October 1, 2014, Board Meeting of the Laramie County Community College Board of Trustees.

**MOTION CARRIED** unanimously.

Board Chairwoman Carol Merrell reconvened the Board Meeting at 7:18 p.m.

**4. MINUTES** – Approval of the [September 17, 2014, Board Minutes](#) – Board Chairwoman Carol Merrell

Trustee Lyttle moved and Trustee Erickson seconded,

**MOTION:** That the Board of Trustees approves the September 17, 2014, Board Minutes as written.

**MOTION CARRIED** unanimously.

## 5. REPORTS TO THE BOARD

### A. LCCC Reports

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

SGA Vice President Bill Dalles reported SGA officers and senators will be participating in half-time events to help promote student participation and team spirit. The SGA now has a full slate of senators with the recent election of three new senators.

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

A Staff Senate representative was unable to attend the meeting. However, a written report was distributed to the trustees.

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

At Trustee Erickson's request Faculty Senate President Leah Noonan will solicit faculty feedback on what incentive would encourage attendance at a faculty "Meet and Greet" with the Board of Trustees. Referring to the October 8<sup>th</sup> and 9<sup>th</sup> Community College Summit and the October 10<sup>th</sup> Wyoming Community College Commission meeting, President Noonan stated she will be giving a report on behalf of the Faculty Alliance.

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

LCCCEA President Meghan Kelly reported the LCCCEA held their first meeting during which issues presented during the last Board meeting were discussed. The LCCCEA has two additional concerns:

- 1) at what point during the interview and hiring process is a candidate informed of at-will status, and
- 2) what is being done to address issues that surfaced from the campus climate survey.

## 6. PRESIDENT'S REPORT – President Joe Schaffer

President Schaffer shared the following:

- At Staff Senate's invitation, President Schaffer will be attending tomorrow's October 2<sup>nd</sup> Pizza With a Purpose lunch. The lunch is intended to engage professional and classified staff in an open dialogue in an informal setting. President Schaffer commended the Staff Senate for organizing the luncheon.
- Copies of an article "Bonding with Voters" were distributed to the trustees. The article appeared in the September 2014 issue of "CASE Currents" and quoted both President Schaffer and Associate Vice President Lisa Murphy on the success of LCCC's Building Forward campaign and bond election in 2013.
- Copies of the Wyoming Community College Commission's Strategic Plan 2.0 were given to the trustees. President Schaffer noted the Strategic Plan was designed and printed by the College for the Commission. The design cost was an in-kind contribution by the College; the printing cost was paid by the Commission.

### A. 9/24/14 Executive Council Meeting in Casper

- 1) Performance Funding

The Wyoming Community College Commission remains committed to tying a portion of the funding to performance. The September 24<sup>th</sup> discussion resulted in determining two metrics per component in

the Commission's Strategic Plan—performance, progress, placement, and participation. Community college presidents requested Wyoming Community College Commission Executive Director Jim Rose have his staff create a model of what the data would like for the seven community colleges for these performance measures. A lot of conversation was also held about the use of raw data for credentials produced versus cohort calculations; i.e., the percent of a certain cohort that earned a credential. The community college presidents again expressed their concern that there needs to be little or no evidence that performance funding is negatively affecting student success. Agreement was reached “to use the same calculation of average weighted student credit hours (SCHs) that is currently used as the enrollment metric in the allocation formula as the ‘course completion’ metric in the distribution of the portion of variable funding. This allows for continuity in the methodology for enrollment, but in this case the percentage of variable funding for that fiscal year will be distributed based on successfully completed weighted SCHs.” (Executive Council/President's Council Meeting Performance Funding Metrics, September 16, 2014, Casper College) The proposed implementation timeline for the distribution of variable funding based on performance extends from FY 15 through FY20 and shows a larger portion of variable funding going to course completions.

Some commonality exists between the Commission's and community college presidents' performance measures and those of Complete College Wyoming. However, they are not closely related, and this is by design because the Commission and community colleges presidents want to focus on performance funding metrics (as performance funding metrics) and tying those metrics to the Wyoming Community College Commission's Strategic Plan 2.0. Quite a bit of work remains to be done. The presidents believe that because the community colleges do not perform substantially differently that eventually an equilibrium will be re-established. Therefore, after going through all the work to implement performance funding, the allocation process will likely cycle back to way it is currently distributed.

Trustee Erickson stated he understands the Complete College Wyoming (CCW) metrics, which again are not related to performance funding, will be reviewed during the October 8<sup>th</sup> and 9<sup>th</sup> Community College Summit, and that the performance funding measures presented by President Schaffer were generated by the community college presidents. President Schaffer noted that community colleges who have not yet established measures for institutional effectiveness, progress, and student success may find the CCW metrics assist them in doing so. He added conversation continues about what the purpose is and who the primary audience is for the Complete College Wyoming metrics—policy makers, the WACCT? President Schaffer's recommendation to the trustees was to focus on the College's metrics (Key Performance Indicators) and the performance funding metrics associated with the Commission's strategic plan. Trustee Mosher observed further that the College should be focused on setting standards for LCCC and not on what the other community colleges are doing.

2) [Complete College Wyoming Metrics](#)

In addition to the preceding discussion, President Schaffer provided the Complete College Wyoming Metrics linked above as information to the trustees.

3) [LCCC-CCW-CCA Crosswalk and Talking Points](#)

President Schaffer stated the LCCC-CCW-CCA Crosswalk and Talking Points illustrate the alignment between Complete College America and Complete College Wyoming initiatives and the College's strategic plan. He emphasized the College's strategic plan is aligned with the national dialogue of Complete College America and that of Complete College Wyoming. He also noted the Summit's keynote Speakers Byron and Kay McClenney will refer to high-impact practices, those practices that

really work, and hoped the LCCC trustees attending the Summit will see a connection to the high-impact practices being implemented at LCCC.

Trustee Mosher noted the importance of LCCC including the completion agenda as one of its goals, changing developmental education, changing how the College promotes student success by achieving degrees and certificates, providing and assessing need-based aid, re-designing coursework, mapping pathways, and developing policies and procedures that assist the College in being effective. Trustee Mosher also pointed out the need for a consistent funding source. President Schaffer stated for Trustee Erickson that the “n/a” in the crosswalk represents non-applicable because neither the LCCC nor the CCW has authority over the distribution of State aid allocations to community colleges, which resides solely with the Wyoming Community College Commission. Trustee Erickson agreed the “n/a” notation then is appropriate. President Schaffer stated community colleges focus on enrollment because they have created a culture focused on enrollment, and because of that have created systems that measure and analyze enrollments. He also pointed out that in an era when community college enrollments have decreased, performance has increased. Even so, a mature performance-based funding model has not been implemented that meets the expectations of CCA. Additionally, many early interventions are just now becoming mainstream, high-impact practices and yet completions continue to increase.

#### B. 9/25/14 Articulation Summit Meeting at UW

President Schaffer shared the following about the September 25<sup>th</sup> Articulation Summit Meeting held the University of Wyoming. The conversations focused on the work of UW and Wyoming’s community colleges on improving transfer. The Legislature directed transfer of students from community colleges to UW be studied and findings be reported back to the Joint Education Committee. A robust dialogue between UW and Wyoming’s community colleges is now centering on transfer of credits applied to a credential rather than transfer of individual courses. President Schaffer stated that during the Summit the University repeatedly referred to the success of LCCC’s faculty in articulating transfer programs, and the other community colleges were encouraged to emulate LCCC’s models. Trustee Mosher complimented the LCCC students, faculty, and staff, noting more specifically LCCC faculty’s extreme interest in assuring student completions at LCCC benefit their next steps toward completions at the University. Trustee Kilty stated good enrollments are being experienced in engineering programs at UW. He also stated LCCC is serving another need by allowing University students to return to LCCC to take classes in which they are struggling at the University. The success of these students may be attributed at least in part to the personal attention they receive in classes with fewer students. Board Chairwoman Merrell said she is very proud of LCCC and her association with the College.

#### C. [Fall 2014 Enrollment Report](#)

The five-week report indicates the College is experiencing growth in part-time enrollments, which are up by 10%, when compared (point-to-point) to enrollments of two years ago. Although full-time enrollments are down by 11%, the number of students enrolled at LCCC (headcount) is essentially flat when compared to the number of students two years ago. President Schaffer pointed out, however, part-time students are taking fewer classes, so the overall FTE is down almost 7%, which may be attributed to an economy that is supporting more jobs and also to some shift in demographics. He added, however, an increase in enrollment could be realized by an increase in the persistence rate associated with student retention. On average LCCC loses about one out of every two students. Even so, the College’s fall-to-fall persistence rate of 57% for the first-time, full-time cohort is pretty good when compared to the national rate. Trustee Mosher reiterated community colleges have shifted from concentrating on getting more students through

the door to being more concerned with student success, adding he hopes LCCC never loses focus on maintaining quality of education.

7. **UNIVERSITY/STUDENT CENTER DESIGN SCHEMATICS** – Stephan Pappas, Pappas and Pappas

President Schaffer introduced Architect Stephan Pappas and the State's Construction Management Division's Matthew Kibbon who has been assigned to work the College on the University/Student Center project. Following the introductions, Mr. Pappas presented the schematic design documents, noting the documents have been reviewed by the College and submitted to the State's Construction Management Division and are now ready for the design-to-build phase, which will further define the building's design and cost. After the design-to-build phase is complete, construction documents will be developed and bids will be requested.

Design Concepts

The University/Student Center will be an L-shaped facility with a single-story west wing, and four-story east wing, and will be located north of the dining hall. The Center's location has been moved 40 feet north, will be accessed from the College Loop Drive, and will be designed to represent the entry to the College. Space exists for additional parking when future budgeting allows for its construction. A 5,000 sf basement located under the bookstore has been added for storage. The bookstore is situated so that students have to go through the bookstore to get to the coffee shop. Admissions, Counseling and Campus Wellness, Dean of Students, Disability Services, Financial Aid, One Stop Center, Student Planning and Success, Student Records, and UW space along with building support and circulation areas will occupy the first floor. The second floor will house Instructional/Meeting/Faculty space, a Centralized Assessment Center, a designated University classroom, and building support and circulation areas. A new board room just off of the grand staircase and the Vice President of Student Services' office will also occupy part of the second floor. (Mr. Pappas stated Trustee Erickson's concerns about the Board Room's design are well-noted.) Third floor space is dedicated to classrooms, labs, and offices. Instructional/Meeting/Faculty space and more lab space are located on the fourth floor. A central core with an elevator and bathrooms is included in the design on every floor. Mr. Pappas stated for Trustee Mosher the classroom sizes vary from 20 to 30 students and that one large UW classroom seats 70 students. He emphasized, though, all classrooms are shared classrooms between the University and LCCC. The University/Student Center has visual interest that was recommended in the College's Campus Master Plan and includes a five-story tower that identifies the entry to the Center. The design feeds a lot of daylight into the building, which has been determined to stimulate good morale and promote academic learning. Mr. Pappas explained for Trustee Kilty that about half of the assignable footage is devoted to instructional space. The entire Center will be finished; i.e., no shelled space will exist. The exterior finishes will be of stone, brick and glass. Mr. Pappas stated for Trustee Mosher the University/Student Center's design is a 60-year building design. Extra outdoor space was included in the original design concept but was found to be too costly. Each of the three multipurpose rooms can seat approximately 100 people at round tables; theater style seating will accommodate significantly more.

Cost

Preliminary cost estimates are slightly over \$26 million with a \$1.2 million contingency. Mr. Pappas is confident the costs can be brought down to \$26 million, and Mr. Kibbon added doing so is very achievable and expects the project will be right on budget at the end of the design-to-build phase. A 3% contingency for each of two years is built in to the cost to cover increased construction costs.

Schedule

The design-to-build documents will be brought to the Board in November. Construction documents are scheduled for completion by the end of January followed by bidding in February and the beginning of construction in March.

President Schaffer encouraged the Board to take action on accepting the schematic design.

Trustee Mosher moved and Trustee Erickson seconded,

**MOTION:** that the Board of Trustees approves the acceptance of the schematic design for the University/Student Center.

**MOTION CARRIED** unanimously.

**8. POLICIES – 1<sup>st</sup> READING** – President Joe Schaffer  
(Corresponding procedures may be found at <http://policies.lccc.wy.edu/>)

President Schaffer stated the new policies are being presented on first reading and will be brought back to the Board for second reading and approval on October 15<sup>th</sup>.

A. [Academic Program Review Policy 10.2](#)

Following discussion on the Board's role in approving programs and how that approval relates to the Board's role in program review, the Board asked that the policy as presented be re-written. President Schaffer agreed to revise the policy taking into consideration the Board's input from the evening's discussions.

During the discussion President Schaffer acknowledged the Board needs to be involved in the termination of programs that no longer meet the College's mission and needs. Program review is intended to focus on continuous improvement and that a separate policy and procedure are being developed for Course and Program Termination and Moratorium. Trustee Erickson agreed that if the Board has the responsibility to approve new programs, it should also have the responsibility for terminating programs. He added being apprised of program changes would be adequate and that he would be concerned about micro-managing the review process. Because both the HLC and WCCC set parameters for program review, some flexibility has to be accommodated in the review schedule and that is why the policy language states "the College regularly engages".

Board Chairwoman Merrell with the Board's agreement asked that the policy language be re-written and sent to the trustees. The trustees will decide whether or not to vote on the policy after they have reviewed the new policy language.

B. [Campus Printing Copy Policy 7.2](#)

President Schaffer stated the College has guidelines for printing services but because those services impact the College campuswide, those guidelines are being placed in policy and procedure. The procedure language clearly stipulates the requirements for quantity, color printing, and other printing specifications (e.g., one-sided versus two-sided printing, plain paper versus colored paper), thereby establishing continuity in the printing services provided by the College's Campus Printing Department.

Board Chairwoman Merrell with the Board's agreement asked that the policy as written be brought to the October 15<sup>th</sup> Board Meeting for approval.

C. [Complaint Policy 9.7](#)

President Schaffer explained the federal government requires the College to have a central depository for complaints so that the College can review the complaints for emerging themes that need to be addressed as part of its continuous improvement. That central depository is housed in the College's Maxient system. Complaints filed in Maxient trigger a response.

Board Chairwoman Merrell with the Board's agreement asked that the policy as written be brought to the October 15<sup>th</sup> Board Meeting for approval.

D. [Student Fees Policy 4.10](#)

President Schaffer stated the good news is that LCCC has reduced fees and eliminated one. The policy's purpose is to "provide the over-arching parameters for the use of fees and to direct the President to develop administrative procedures for the review of current, and approval of new fees at LCCC." The policy also assures students will have input into "the proposal, review and changes to student fees." Trustees Lytle and Mosher said they are pleased with the policy.

Board Chairwoman Merrell with the Board's agreement asked that the policy as written be brought to the October 15<sup>th</sup> Board Meeting for approval.

E. [Tuition Policy 4.9](#)

President Schaffer stated since the Wyoming Community College Commission has sole authority for setting tuition rates, the Board should have a policy allowing the trustees to "take a position on those changes and direct the President to communicate the Board's position to the WCCC and other pertinent individuals and groups."

Board Chairwoman Merrell with the Board's agreement asked that the policy as written be brought to the October 15<sup>th</sup> Board Meeting for approval.

**9. APPROVAL ITEMS**

A. [Trustee Voting Delegate and Alternate at the ACCT Leadership Congress, October 22-25, 2014](#)

Trustee Kilty moved and Trustee Lytle seconded,

**MOTION:** That the Board of Trustees elects Trustee Ed Mosher as the delegate and Trustee Erickson as the alternate to the ACCT Leadership Congress October 22-25, 2014.

**MOTION CARRIED** unanimously.

**10. ADDITIONAL ITEMS – Information Only**

- [Historical List of Board Motions](#)

**11. NEXT MEETINGS/EVENTS**

- **October 8 and 9 (Wednesday and Thursday)** – 4<sup>th</sup> Annual Summit on Community Colleges – Hilton Garden Inn, Laramie
- **October 10 (Friday)** – Wyoming Community College Commission Meeting – University of Wyoming
- **October 15 (Wednesday)** – Board Meeting and Dinner: Dinner – 6 p.m. – CCC 178/179; Meeting – 7 p.m. – Petersen Board Room – An executive session will be held in the Board Room during the dinner

hours to discuss a personnel issue. The Board will take action on the executive session discussions when the Board Meeting reconvenes.

- **November 12 (Wednesday)** – Board Meeting and Dinner: Dinner – 6 p.m. – CCC 178/179; Meeting – 7 p.m. – Petersen Board Room
- “Meet and Greet” visits with students, faculty, and staff are in the process of being scheduled.

## 12. NEW BUSINESS – Board Chairwoman Carol Merrell

In response to Trustee Kilty’s question concerning College policy on clocking in and clocking out using the College’s time clock system, Vice President Carol Hoglund stated a rounding function of 7½ minutes was implemented out of concerns that surfaced from the pilot program that lines of employees waiting to clock in or out might occur, and the delay from waiting in line would cause an employee’s time to be inaccurately recorded. However, since the time clock system’s campuswide implementation, no issue has resulted. Therefore, effective today, October 1, the time clock no longer has a rounding function and records an employee’s time on a minute-per-minute basis. As far as overtime is concerned, managers are on a fixed budget and may request an employee to clock out so as to keep their hours worked as close to 40 as possible.

At Trustee Mosher’s request Board Chairwoman Carol Merrell asked that a nominating committee be formed. Trustee Erickson and Trustee Lummis will co-chair the committee and will bring a slate of officer candidates to the December 3<sup>rd</sup> Board Meeting. The slate of officer candidates should include consideration of Bradley Barker, whose election on November 4<sup>th</sup> is anticipated.

Board Chairwoman Carol Merrell asked Student Ex Officio Trustee Keenan Carroll if he had any questions and he did not. Mr. Carroll explained the SGA nominated SGA members for the position of the student ex officio trustee and he was elected from those nominated.

Board Chairwoman Merrell read a letter from Brandon Wilks, the Board of Trustees scholarship recipient, who expressed his “sincere gratitude and appreciation to the Board of Trustees for their generosity” and was “deeply honored to be the recipient of such a charitable contribution.” Mr. Wilks is currently majoring in Business Administration.

## 13. PUBLIC COMMENT (Public comment may be made on anything not on the agenda. Comments will be limited to five minutes.)

No public comment was given.

## 14. ADJOURNMENT of the October 1, 2014, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairwoman Carol Merrell

Trustee Kilty moved and Trustee Lyttle seconded,

**MOTION:** That the Board of Trustees adjourns the October 1, 2014, Board Meeting of the Laramie County Community College Board of Trustees at 9:30 p.m.

## 15. EXECUTIVE SESSION – *No executive session was held following the Board meeting.*

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary