

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, OCTOBER 28, 2015, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

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

Board Excused: Vice Chairman Bill Dubois

Staff Present: President Joe Schaffer; Vice Presidents Judy Hay and Rick Johnson, Interim Vice President Terry Harper, and Executive Director Tammy Maas; Administrators, Faculty and Staff Members Herry Andrews, Candy Ferrall, Jeri Griego, Leah Noonan, Ann Murray, Arshi Rizwani-Nisley and Julie Wilson; and Legal Counsel Tara Nethercott

Visitors: Kristine Galloway (*Wyoming Tribune-Eagle*), Wayne Herr (McGee, Hearne, and Paiz), and Brad White (*Wingspan*)

**1. CALL TO ORDER** of the October 28, 2015, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Ed Mosher

Board Chairman Ed Mosher called to order the October 28, 2015, Board Meeting of the Laramie County Community College District Board of Trustees at 7:00 p.m.

**2. MINUTES** – Approval of the [October 7, 2015, Board Minutes](#) – Board Chairman Ed Mosher

Trustee Merrell moved and Trustee Barker seconded,

**MOTION:** That the Board of Trustees approves the October 7, 2015, Board Minutes.

**DISCUSSION:** Trustee Erickson asked that following sentence “Trustee Erickson said President Schaffer’s explanation cleared up policy and procedure relationship questions for him.” be changed to read “As a result of the clarification provided by President Schaffer, Trustee Erickson better understood the need for the Compensation Policy to be separate from the Budget Development and Management Policy.”

**MOTION with Friendly Amendment:** That the Board of Trustees approves the October 7, 2015, Board Minutes as corrected by Trustee Erickson.

**MOTION CARRIED** unanimously.

**3. WORK ITEMS**

A. [LCCC FY 2015 Audit Review](#) – Wayne Herr (McGee, Hearne, and Paiz)

Mr. Herr reviewed the audit draft during which he shared the following:

- Government Accounting Standards Board (GASB) had the biggest change since Governmental Accounting Standards Board (GASB) 34 was issued about 13 years ago. GASB issued No. 68 “Accounting and Financial Reporting for Pension” for financial statements for periods beginning after June 15, 2014. The change requires the reporting of pensions under the Wyoming Retirement System but does not include pensions with TIAA-CREF (Teachers Insurance and Annuity Association/College Retirement Equities Fund), a private defined contribution pension plan.

- The draft audit was distributed last week. The audit will be 100% complete tomorrow, October 29, when Mr. Herr meets with the report reviewer. The Board should have final audit reports for their November 18<sup>th</sup> meeting. Those reports will not look a whole lot different from what is being presented this evening.
- The data collection form that's required under the single audit act is due 30 days after the issuance of the report. However, because of security issues and the redesign of the issuance site, the form cannot be submitted until after December 15<sup>th</sup>. An automatic extension has been given by the federal government that will prevent any deadline issues.
- Highpoints shared from the Financial Statement audit included:
  - The auditing staff is prepared to issue an unqualified or clean audit report.
  - The audit includes a Management's Discussion and Analysis section that provides an overview of the College's financial activities for FY 2015, ending June 30, 2015.
- Highpoints shared from the Balance Sheet audit included:
  - The Balance Sheet is strong.
  - The property tax receivable number is significantly higher because 1) the debt service mills increased the amount of property taxes the College will receive based on assessments in Laramie County during the 2015 calendar year (Laramie County property values increased by 19%), and 2) the College moved \$5 million from cash that wasn't needed in the near future to investments.
    - First Interstate Bank's wealth management group was chosen through an RFP process to manage the College's investments.
  - Deferred Outflows of Resources and Deferred Inflows of Resources are new to the College's Balance Sheet. These "aren't exactly assets or liabilities." Outflows of \$2.1 million have to do with the new pension standard reporting requirement. The Wyoming Retirement System is the State's retirement plan and has a lot of participating employers, even though the State funds it for the most part. Wyoming's governmental entities, the community colleges, and the University of Wyoming receive financial assistance from the State for their retirement plans. The new standard requires all participating employers to show their share of the underfunding of these plans on their individual financial statements. The purpose is to show what the impact would be if the employers had to pay for the underfunding effect on their employees. The Wyoming Retirement System's calculations are on a calendar basis, whereas the College's calculations are on a July-June fiscal year basis. Therefore, the Deferred Outflows of Resources on the Balance Sheet are for the contributions made by the College's employees from December 31<sup>st</sup> to June 30<sup>th</sup>.
    - If the pension plan were to stop today, the College's share of the net pension liability would be \$11,627,344, based on the number of employees participating in Wyoming Retirement System.
    - As a matter of information, the College's percent of the total unfunded liability for the State is less than .7 %.
  - Other Notes:
    - Capital improvements are recorded as of June 30<sup>th</sup>. Expenditures (dollars spent) for the College's two building projects began after June 30<sup>th</sup>.
    - Borrowed monies in the form of bonds went from approximately \$16 million to \$39 million and will be paid from the property tax (debt service) monies.
    - The LCCC Foundation's income statement is included in the College's audit report. Operating revenues are holding steadily; operating expenditures increased less than 4% over the prior year.
    - The College, because of its size, is required by the State of Wyoming to have an audit performed in accordance with the Generally Accepted Accounting Principles (GAAP). The GAAP are determined by the Governmental Accounting Standards Board (GASB) for governmental entities, who are requiring inclusion of pension information in the College's audit.

- Compensation and benefits expenditures totaled \$33,577,260 . The amount, which also includes employees at the Albany County Campus, suggests Laramie County Community College is a significant employer in Laramie County.
- o Non-operating Revenues:
  - Significant increase from last year is due to increases in State appropriations for major maintenance, building construction, and enrollment growth.
- o Bottom Line: The College had an increase of \$5.4 million in net income.
  - Mr. Herr noted a recent CREG (Consensus Revenue Estimating Group) report indicates Wyoming can expect an economic downturn, which will probably result in some significant reductions in the College's State-funded revenues.
- Highlights shared on Compliance:
  - o No financial statement-related findings were discovered that would have to be reported.
  - o Three levels of compliance were performed. The audits disclosed no instances of noncompliance or other matters that are required to be reported.
  - o Financial Aid and the GEAR-UP (Gaining Early Awareness and Readiness for Undergraduate Programs) program were audited.
    - GEAR-UP Program – No Findings
    - Financial Aid – One finding concerned withdrawal dates for students with Title IV funding and the calculation of time these students were enrolled. The errors resulted in questioned costs of an overpayment of \$2,269 of the part sampled. An action plan for follow-up is in place. A second finding concerned student status changes and student repayment dates (the date they are required to begin repaying their loans) and involved related reportings to the NSLDS (National Student Loan Data System) and the Federal Clearing House. The NSLDS data base has extremely narrow parameters, and entering information is difficult. Because of this, about 95 percent of the institutions who have student loans submit their information to the Federal Clearing House, whose personnel then enter the information into the NSLDS. The second finding, which has been common among these reporting institutions, was the fault of the NSLDS, and therefore resulted only in a qualified opinion. The finding did not result in any questioned costs.
  - o Total Federal Award Expenditures totaled \$13,486,508, approximately \$200,000 more than last year's due to increases in student financial aid and the HB1 job training program.
  - o The next standard GASB will be generating has to do with how fair value reported in financial statements is determined. GASB is also looking at requiring governmental entities to capitalize all leases on the balance sheet. The standard for this reporting has not yet been released.

Mr. Herr concluded his review stating the College's student Financial Aid program findings are reporting issues and should not be considered substantial.

Board Chairman Mosher called for questions and heard none. He concluded the discussion of this agenda item offering his appreciation for the College's staff, their continuing efforts to produce a clean audit, and their attention to compliance.

B. [Compensation Policy No. 6.11 Draft](#) – President Schaffer and HR Executive Director Tammy Maas

President Schaffer stated the draft policy being presented to the Board this evening is based on the draft statements provided by Executive Director Maas during the Board's October 7<sup>th</sup> meeting and the feedback from employee groups. He pointed out the addition of the highlighted longevity language, stating the concepts of retention, market ranges, and availability of funds were considered in crafting the policy statement, which reads: "Where appropriate, the Board believes the College's approach to compensation should allow for employee's compensation growth within the market ranges based on longevity to the

extent necessary for the retention of excellent employees.” The intent is to have the flexibility to move an employee’s salary within a designated market range from a retention standpoint.

In response to Trustee Lyttle’s comment about the State of Wyoming perhaps having a longevity statement, President Schaffer said the inclusion of a longevity and retention pay statement are common along with other terms like “red line,” but he was not sure if the State’s policy includes such a statement. He also explained for Trustee Erickson that the longevity pay could be tied to the monetary value of years of service; e.g., at 5, 10, 15 20 years, etc., if 1) funds are available and 2) the increase does not move the employee’s salary above the market range for that employee’s position. As a final comment, Trustee Erickson cautioned equating meritorious with longevity, because he believed they are conceptually two different domains. President Schaffer agreed, adding “meritorious” is not used in the policy language. Board Chairman Mosher observed the key to a salary increase for longevity is adjusting for market changes for the purpose of retention. President Schaffer agreed, summarizing the College has invested in the employee, the employee has committed to the College, and because the market influence may entice the employee away from the College, the College is willing to move the employee’s salary to a higher range to retain that employee. Trustee Lyttle liked the policy language because it assures equal pay for equal work and gives the College some flexibility for addressing longevity salary increases. She also observed that just because an employee has been at the College for a long time does not necessarily indicate that employee is performing at a level that would warrant a longevity increase. President Schaffer stated the procedure’s implementation will be complex. From a human capacity and timeline perspective, the College may seek outside assistance in crafting the procedure details, which President Schaffer further noted was one of the LCCCEA suggestions. Trustee Barker also liked the policy language but noted some could argue that the language is fairly broad and could be arbitrary. He believed, however, that the procedure details will strengthen the policy’s intent, and this is what he has been sharing with those who have voiced concern to him about the policy’s content.

President Schaffer explained the policy and procedure approval process for Trustee Erickson, which is delineated in [1.2.11P Policy Development and Approval Procedure](#). He pointed out the policy and procedure will be simultaneously submitted to the approval process, and that the Board will have two readings on the policy after the President's Cabinet review, consultative feedback, and College Council review process is complete. He added, however, that since the policy has been fully vetted by the Board, that President's Cabinet will not further review its content.

Board Chairman Mosher asked the Board if the policy as presented this evening is ready to move forward. The Board agreed the policy addresses the guiding principles they believe are critical for their compensation policy and that the policy is ready to be submitted to College’s policy and procedure approval process along with the corresponding procedure. Trustee Lyttle asked if Counsel Nethercott has reviewed the policy; Counsel Nethercott stated she has and has no concerns.

### C. KPIs

#### 1) [KPI B Academic Preparation and Measures](#) – President Schaffer

President Schaffer stated that each month an overview of a Key Performance Indicator (KPI) will be brought to the Board. KPI B Academic Preparation measures and definitions from the KPI Handbook along with data from the 2014-15 KPI Report Card Calculations will be presented this evening. KPI B looks at the College’s mission in terms of preparing students to succeed in their current and future educational paths.

The first three measures (B.1.a through B.1.c) pertain to the College’s role in helping students achieve high school equivalency through alternative methods, such as the College’s ABE Program and High

School Equivalency Certificate programs (formerly known as GED—General Educational Development. GED is now a proprietary term owned by the American Council on Education.)

- B.1.a – Enrollment in Wyoming High School Equivalency (GED) Program – Grade “D”

How many students are trying to attain their high school equivalency certificate?

The “D” grade is due to a decreasing trend in participation; i.e., fewer high school students are seeking high school equivalency through LCCC.

- B.1.b – Percent Who Attain High School Equivalency – Grade “C”

How many students seeking a High School Equivalency certification attain their High School Equivalency certificate?

The College has a “C” grade for this productivity measure.

- B.1.c – Percent Who Matriculate to a College/University Within One Year – Grade “A”

How many students continue to a college or university after achieving their High School Equivalency certification?

Students achieving their high school equivalency is important but continuing to a higher education institution is even more important. The College has an “A” grade because of a “big uptick” in the number of LCCC students continuing onto a college or university within one year.

The next set of measures (B.2.a and B.2.b) have to do with concurrent/dual enrollment or “early college” that is intended to jumpstart students in their preparedness for college.

- B.2.a – Enrollment in Concurrent/Dual Enrollment Program – Grade “D”

As with the B.1.a, fewer students are participating.

- B.2.b – Percent Who Matriculate to a College/University within One Year – Grade “D”

Of the fewer students participating, fewer are also continuing onto a college or university. Some of the decrease may be attributed to the College’s shift to NACEP (The National Alliance of Concurrent Enrollment Partnerships) standards and the Higher Learning Commission’s requirements for certified teachers that require a certain level of education not achieved by many high school teachers.

Trustee Erickson observed a benchmark has not yet been identified for measures B.2.a and B.2.b. President Schaffer stated that at this time tracking the data is a somewhat problematic. The hope is that the work of the statewide Institutional Research Council along with the work of the Wyoming Community College Commission to develop longitudinal, educational, and warehouse data system will eventually provide a state benchmark. That data could then be used by LCCC to benchmark against the aggregate of all the other Wyoming community colleges’ enrollment and concurrent enrollment, as well as the matriculation rate of concurrent enrollment students.

Trustee Lyttle asked if a discussion has been held with the school districts concerning the downturn in concurrent enrollment. President Schaffer responded he met with Dr. Stephen Newton, Director of

Instruction at Laramie County School District No. 1, last week on developing a white paper focused on growing high quality, purposeful concurrent enrollment. He noted amassing concurrent enrollment credits does not necessarily help students choose a degree program that will advance them toward degree completion.

Referring to High School Equivalency (GED) enrollments, Board Chairman Mosher observed that if the public school students are doing better, then less students will be needing that service provided by the College. So, the decrease in High School Equivalency (GED) enrollments is not necessarily “a bad thing.” President Schaffer stated Board Chairman Mosher has an astute observation and agreed if fewer students are needing high school equivalency programs, then the College should not downgrade its performance measures. He added, however, that other external or intangible factors may be influencing the decrease as well. One question is: How does the College mitigate for extreme fluctuations defined by only five years of data? An alternative, if the data were available, could be using the percent of the population enrolled in the high school equivalency programs. He concluded though that the data available from high school outcomes along with graduation and dropout rates indicates more high school students should be enrolling in high school equivalency programs.

Moving on to the next pairs of measures (below), President Schaffer stated the measures have to do with students enrolling at LCCC who need developmental coursework in key areas.

- **B.3.a – Success in Developmental Coursework – Math – Grade “D”**

Of the total number of students enrolled in Developmental Math, 54% passed the course. The passage rate is down from 60% during the prior year.

- **B.3.b – Success in Developmental Coursework – Writing – Grade “C”**

Of the total number of students enrolled in Developmental Writing, almost 60% passed the course. The passage rate remained nearly the same when compared to that of the prior year.

How successful is the College in remediating the developmental coursework in math and writing for these students? What percent of the population enrolled in the developmental coursework are successfully completing this coursework; i.e. how effective is the College’s developmental coursework?

- **B.4.a – Subsequent Success of Developmental Students – College-level Math – Grade “C”**
- **B.4.b – Subsequent Success of Developmental Students – College-level Writing – Grade “D”**

Were these same students successful in completing the next college-level courses; i.e., how appropriate was the developmental coursework?

For example, if a student successfully completes the developmental coursework but then fails the subsequent college-level course, how appropriate was that developmental coursework for students in their preparation for college-level courses.

Comparing the percentage completion in Developmental Math Coursework with the percentage completion in College-level Math, President Schaffer noted only 51% of the 54% who completed the Developmental Math Coursework completed College-level Math, adding this is not the completion rate the College is seeking. He also pointed out that although the percentage rate of completion for College-level Writing (61.54%) is higher than that of College-level Math (51.28%), the completion rate for College-level Writing dropped from 75% the prior year, which resulted in the “D” Grade.

2) Data Byte – Measures on Success in Subsequent Math/English Coursework – Institutional Research Director Ann Murray

Institutional Research Director Ann Murray explained more of the specifics on how KPI B.4.a and KPI B.4.b are measured. For tracking purposes, the number of students who are successful in a Developmental Math or Writing course in a fall semester is calculated. Of those who are successful, the number of students who enroll in a related college-level course is determined and then their success rate is tracked for a year from fall semester to fall semester. Students who achieve a grade of “A”, “B”, or “C” or “S” (developmental class) have successfully completed the coursework.

Director Murray explained for Trustee Erickson the sharp dip in completions for both the development math (Fall 2009) and writing (Fall 2010) students’ success rates may be partly attributed to the piloting of new math (LEAP Math) and writing (LEAP Integrated Reading and Writing) curriculum. According to the data, revisions to the developmental math curriculum in 2009 that introduced an “emporium (self-paced) model” did not prepare students for successful completion of the subsequent college-level courses. That is, curriculum changes may have influenced the trend line. President Schaffer added the LEAP Math curriculum and pathways were implemented this fall semester. Data on student success rates from the use of consistent developmental curriculum over an extended period of time will provide better insight on how well the curriculum is helping students successful completions in these areas. He also pointed out that an exceptional cohort of students could have been responsible for the higher percentage success rate in Fall 2008. Regardless, the fluctuation in how the College approaches its offerings is its decision, and the College owns that as well as the success rates. He added the data needs to be reflective of “where we’re at.” Director Murray stated she does not usually offer predictions about statistics but strongly believes the data gathered over the next year will show the success rates of students taking math and writing developmental courses have greatly improved. She attributed the expected increases in success rates to the new course designs, which include enrolling in both developmental and college-level curriculum the first semester. ACC Advisory Board Ex Officio Butch Keadle asked if the Albany County Campus students were included in the data presented this evening to which Ms. Murray responded, yes, the students have the same curriculum.

D. Board’s Goals for Succession Planning – President Schaffer

President Schaffer stated the Board set a goal for him this year to create a plan for succession planning. This evening, he is requesting feedback on a series of five questions that will help him more clearly understand how to proceed.

- 1) When you think of succession planning, what does that mean to each of you?
  - Board Chairman Mosher – What do employees within the College’s human resource inventory system need to do to so that they may logically move into a position for which they have been specifically trained or for which a competitive search will be conducted?
  - Trustee Erickson – LCCC maintains employees with a work ethic that moves the College’s mission forward.
  - Trustee Merrell – An employee who can step into a key position.
- 2) In your mind, what is the ultimate goal for a succession plan at LCCC?
  - Trustee Merrell – A seamless plan for the filling of vacancies without interruption in leadership.
  - Trustee Erickson – Achieve and retain a first-rate workforce. The key is to define “first-rate” (world class) workforce.
  - Trustee Lyttle – The concept of succession planning is not clear, and so the idea of succession planning is not something for which she has a particular passion or interest.

- Board Chairman Mosher – The goal is for the College to provide professional development opportunity and incentive for its valued employees, so they have the advanced skills necessary to increase their knowledge and ability for career path movement.

#### Continued Discussion

Trustee Lyttle asked if “Succession Planning” should be retitled as “Training and Advancement Opportunities with the College”. Board Chairman Mosher stated the training and advancement opportunities should benefit the College. President Schaffer added clearly defined terminology is important. “Succession planning” has historically been a private sector term, which is consistent with Trustee Lyttle’s retitling suggestion. Applying “succession planning” in the public sector is somewhat more problematic. He asked: Should the College be using purposeful selection to influence the advancement of employees to fill positions? Opportunities and incentives for an employee is very different from identification and advancement of an employee. “Seamless and without interruption” as Trustee Merrell suggested is different than picking an heir apparent. When a vacancy occurs, the College needs seamless delivery where quality doesn’t diminish and crises don’t occur. “The College wants seamless delivery of quality operations” is a good policy statement, but probably shouldn’t be labeled as succession planning. Trustee Merrell stated when positions remain unfilled or filled by interims for long periods of time the College may be slowed in attaining its goals that move the College forward. Trustee Lummis asked if the College should be responsible for providing professional development for employees wanting to advance. Rather, shouldn’t the employee be responsible for seeking their education advancement and professional development? Board Chairman Mosher reiterated the professional development being offered should benefit the College by purposefully helping an employee to develop skills that enhance their ability to do their current job and to advance their potential for moving into other positions that in turn enhance the services offered by the College. Trustee Barker identified with the need for professional development because he became discouraged while working at LCCC when positions for which he would be qualified with advanced skills and education were not available. Trustee Barker commented later that the College has “done a 180” since he was a College employee as evidenced by the professional development opportunities being offered to his sister Alex Barker who now works at the College. Referring to an example provided by Counsel Nethercott, Trustee Lyttle believed the term “succession planning,” while appropriate for business and the private sector, should not be used for encouraging professional development and growth within a public institution. Board Chairman Mosher agreed with Trustee Lyttle and stated he was not married to the term. Trustee Erickson believed the Board is talking about both advancement planning and advancing employee skills so that they perform better, but thought the focus should be on advancement planning. President Schaffer said the College’s Certified Public Manager program provides professional development for employees who have the potential for contributing at higher levels at the College. He observed that the availability of professional development is one aspect, and the availability of positions in which to advance is another. Addressing the former is easier than the latter, especially if additional administrative and leadership positions are not going to be added. He pointed out the College has five dean positions and 100 plus faculty, so the availability of administrative positions in which to advance is limited. He stated the department chair structure on the academic side was implemented to fulfill the utility of administrative work and to also provide more opportunities for faculty. Additionally, the College spends a great deal of money on professional development that is intended to build individual employee skills.

- 3) What employee levels within the College should a succession plan be most focused on? Are there key positions that would be a priority? Why?
- 4) Should recruitment/hiring practices give priority or preference to internal applicants? Why? or Why not? When? When Not?
- 5) Personal and professional development opportunities are typically important parts of succession plans. Assuming opportunities focused on building skills to advance into other positions would be enhanced at LCCC, should involvement in these activities be open to all, or based on certain selection criteria?



Board Chairman Mosher suggested a policy statement may be appropriate. President Schaffer asked the trustees to individually email their thoughts on Questions 3), 4), and 5). Counsel Nethercott said individual email responses (no group email conversations) were acceptable as long as “Reply All” was not used. She also asked the trustees to pay special attention to Question No. 4. The trustees’ responses may help President Schaffer understand if the goal with which he has been charged has to do with succession planning or employee advancement and development within the College.

Following additional discussion about bringing back trustees responses to Question No. 4 during the next Board meeting, Counsel Nethercott suggested the trustees spend ten minutes this evening to provide their feedback. Trustee Lyttle stated she is not comfortable with using “priority” or “preference” as far as internal candidates are concerned, but also stated she thinks coaching internal candidates on qualifying criteria for positions that may be open in the future is important. Board Chairman Mosher cautioned that coaching should be for a specific type of job and not necessarily a specific position at the College. Trustee Erickson agreed with coaching an employee and setting the climate for an employee to pursue an opportunity for promotion. He concurred the terms “priority” and “preference” should not be used because a situation may occur where no College employee has the requisite qualifications. He also stated that the loss of legacy status for classified staff employees who accept a different position at the College might be a stumbling block for encouraging those employees to seek a promotion.

ACC Ex Officio Butch Keadle stated he is most comfortable with the use of the term succession planning for the perpetuation of business, which is where he has seen the term used. He also stated longevity often “flies in the face” of performance and that he comes from a performance-based background. An employee must have personal drive and ambition in addition to other position requirements. Trustee Barker observed that because multiple variables (e.g., training, experience, personal drive, ambition) will determine which applicant is the best candidate, there is no good answer—“when you have the right fit, you have the right fit.” Trustee Lummis agreed the subject is too broad to be written into a policy and procedure. Counsel Nethercott stated the question is what are the trustees asking President Schaffer to do. Do the trustees want to see more educational opportunities for employees to expand their learning or do they want to see gap situations addressed (more succession planning)? Trustee Erickson stated he believed the evening’s conversation has more specifically focused on advancement and not professional development within the job. If the trustees collectively believe an advancement policy is the goal, then the trustees need to also collectively agree to allocate resources to achieve advancement.

Board Chairman Mosher redirected the conversation to Question No. 4 saying the trustees must be focused on giving President Schaffer direction. He heard the trustees saying they do not wish to lock on to internal preference. He continued that his interest is in assuring the College has programs for advancement that will help the institution’s employees be the best prepared and will reduce the hiring gaps when possible, but realizing that will not always be an option.

President Schaffer said the feedback has been helpful and he has interpreted that feedback to mean the trustees want development opportunities designed to prepare employee skills, knowledge, and abilities to help fill hiring gaps should those gaps occur. President Schaffer stated Question No. 4 is included because some of trustees have expressed grave concerns about employees being placed into positions without an understanding of the criteria being used or without allowing other employees to compete for those positions. Other concerns were that some employees were placed in positions they were not prepared to lead and ended up with struggles in operational excellence. Since President Schaffer’s employment, the hiring process has changed to include objective screening from competitive hiring pools, manager use of broadly vetted job descriptions, and resource leveraging to assure the College is hiring the best candidate for the job. He also shared that trustees, some of which are not on the Board at this time, approached him very upset that certain people were not hired into positions, which sends mixed signals to him about recruitment—be objective and hire the best person, but they can’t be the best person because they’re at the

College. Trustee Erickson stated the conversation this evening is forcing the Board to think through a policy rather than having a policy presented for their reactions, and he appreciates the former rather than the latter.

**4. APPROVAL ITEMS – None**

**5. POLICIES – 2<sup>nd</sup> READING**

- A. [Budget Development and Management Policy No. 4.8](#) (No Feedback Received) – Administration and Finance Vice President Rick Johnson  
[Medical Amnesty Policy No. 3.21](#) (No Feedback Received) – Student Services Vice President Judy Hay

Trustee Erickson moved and Trustee Merrell seconded,

**MOTION:** That the Board of Trustees approves Budget Development and Management Policy No. 4.8 as presented with changes and Medical Amnesty Policy No. 3.21 as presented.

**DISCUSSION:** Counsel Nethercott confirmed both policies may be approved by the Board in one motion.

**MOTION CARRIED** unanimously.

**6. REPORTS TO THE BOARD**

A. LCCC Reports

- 1) SGA (Student Government Association) – Danielle Kienzle, President; Sawyer Burkett, Vice President

Student Ex Officio Trustee Cheshier reported in President Kienzle's and Vice President Burkett's absence that SGA has updated the suggestion box, created an issue wall, ordered a banner for the SGA desk, and is helping with alcohol awareness week.

- 2) Staff Senate – Candy Ferrall, President; Amy Ehlman, Vice President-Classified Staff; Kevin Yarbrough, Vice President-Professional Staff; Jennifer Thompson, Secretary; Sarah Smith, Treasurer

Staff Senate President Candy Ferrall reported the Crock Pot Cook-off will be held on Thursday, November 12<sup>th</sup>. Monies collected during the Cook-off will be donated to the Randy Miller Scholarship Fund. A little over \$200 was raised and donated to that scholarship fund from the Staff Senate's ice cream social held last spring. Trustee Merrell stated last year's Cook-off was fun and the food was good.

- 3) Faculty Senate – Leah Noonan, President; Mohamed Chakhad, Vice President; Mary Ludwig, Secretary

Faculty Senate President Leah Noonan stated the Senate held a great deal of discussion on the compensation policy draft and that the Faculty Senate appreciates the inclusion of longevity wording although the language isn't exactly as they would have preferred. The Faculty Senate would also like to have included in the policy statement reference to the education and training for advancement already in place. The Faculty Senate also discussed the elimination of finals week. A final decision is expected after November 30<sup>th</sup>. A survey of faculty responses will hopefully provide more concrete answers on the elimination of finals week.

Faculty Senate President Noonan offered her observations on succession planning, stating her impression from this evening's Board discussion is that succession planning would apply only to management and faculty. She also shared concern for those staff who would lose their legacy status if they accept another position. She added that graduates of the CPM are looking for jobs outside the College because of their

at-will status. President Schaffer stated concerns about at-will status continue to be heard. However, numerous staff have left positions with legacy status to accept other positions and offered to report on those numbers. Trustee Erickson said he would appreciate receiving the report.

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

LCCCEA President Meghan Kelly submitted an email report that included the following bulleted points:

- The WEA (Wyoming Education Association) Council for Higher Education will meet at Casper College on Friday, November 6<sup>th</sup>, to discuss:
  - The status of the bill under consideration by the Joint Interim Appropriations Committee on college funding (The Joint Interim Appropriations Committee also met in Casper on October 27<sup>th</sup> with that bill on the top of its agenda.)
  - Other legislative issues (the budget request of the colleges and the commission; guns on campus; capital construction; state health insurance; the retirement system; etc.)
  - Finalizing the draft of a letter to Governor Mead on the issue of college funding and the WEA's role in the state's future
  - Planning for the execution of a faculty-staff survey on issues (linked to the 2001 version distributed in Jackson)
- The LCCCEA thanked Human Resources Executive Director Tammy Maas for her work on the exit interview and the inclusion of the EA's input.

Trustee Erickson asked if the “Reports to the Board” could be moved up on the agenda, so that the reporting persons would be able to leave earlier during the meeting, if they wished to do so. Board Chairman Mosher had no problem with the change, and hearing no objections from other trustees asked that “Reports to the Board” be moved up on the agenda.

**7. PRESIDENT'S REPORT** – President Joe Schaffer

A. October 28<sup>th</sup> Wyoming Student Affairs Conference – College Completion Agenda

President Schaffer reported LCCC participated in the Wyoming Student Affairs Conference in Casper. Numerous LCCC faculty and staff presented on the College's best practices to help increase completion. He stated the College was well-represented and effectively demonstrated what the College is doing to help students achieve their educational goals. Board Chairman Mosher added he went to three presentations and they were all well done—great work. Rep. John Freeman (JEC) and Sen. Wassenberger (JAC) were both in attendance.

B. [Enrollment Report](#)

In the interest of time, the enrollment report will be brought to the November 18<sup>th</sup> Board meeting.

C. [Construction Update](#) (*Standing Agenda Item*)

President Schaffer said some concern has risen about the availability of steel for the roof trusses on the Flex-Tech Building that may delay construction and push back the schedule. The hope remains that the building will be enclosed before winter weather occurs. The University/Student Center is moving along. Trustee Merrell commented on the gateway spires. President Schaffer stated the spires still need to be lit and the eagles need to be attached.

## 8. BOARD REPORTS

### A. Board Member Updates – Board Chairman Ed Mosher (*Standing Agenda Item*)

#### 1) October 19<sup>th</sup> WACCT Meeting and October 20<sup>th</sup> WCCC Meeting – Board Chairman Mosher

Board Chairman Mosher stated he and Vice Chairman Dubois traveled to Douglas for the WACCT and WCCC meetings. He asked the trustees to please read the WACCT minutes from that meeting that will cover WACCT Board action on the adoption of policies and budgeting for both combined liability insurance for the WACCT board members and for bookkeeping assistance. The WACCT board members supported the statewide recommendation to not make a decision on tuition. The Wyoming Community College Commission is of the same opinion. The trustees received a copy of the WACCT's "2015/2016 Legislative Priorities," which can also be found on the [www.WACCT.org](http://www.WACCT.org) website at [http://wacct.org/\\_pdfs/2015/leg%20priorities%202015%20final.pdf](http://wacct.org/_pdfs/2015/leg%20priorities%202015%20final.pdf).

Trustee Erickson reported a Trustee Education Committee has been formed on which he will serve. The Committee will be looking at a Governance Institute for Student Success sometime in the spring 2016. He will report more on the Committee during the next Board meeting.

### B. Finance and Facilities Committee (October 12<sup>th</sup> Meeting) – Trustees Erickson and Merrell

Trustee Merrell stated the Finance and Facilities Committee found the financial reports in order.

Trustee Merrell moved and Trustee Erickson seconded,

**FINANCE AND FACILITIES COMMITTEE RECOMMENDATION:** That the Board of Trustees accepts and approves the following items:

- 1) [October 2015 Current and Auxiliary Fund Balance Sheet Reports](#)
- 2) [FY 2015 Current and Auxiliary Fund Budget Reports](#)
- 3) [Procurement and Contracting Report](#)

**DISCUSSION:** Administration and Finance Vice President Rick Johnson reported Purchasing Director Jamie Spezzano successfully found a governmental auction site on which to post the ACC wind turbine, and the turbine has been sold for \$8,600.

**MOTION CARRIED** unanimously.

The next Finance and Facilities Committee will be held on Wednesday, November 11, at 10 a.m.

## 9. EX OFFICIO TRUSTEE UPDATES (*Standing Agenda Item*)

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

Mr. Keadle stated he was pleased with the sale of the wind turbine.

### B. LCCC Student Ex Officio Trustee – Mr. Noah Cheshier

Mr. Cheshier said President Schaffer attended the SGA meeting on October 22<sup>nd</sup>. One of the discussion items concerned the scheduling of classes required for degree completion. The availability of required classes can cause a one- or two-semester delay in graduating, depending on when the required class is offered. Other student input stated EaglesEye and D2L should be the same thing. President Schaffer said he tries to attend an SGA meeting each month. During the October 22<sup>nd</sup> meeting, as reported by Mr. Cheshier, students voiced concern about scheduling of courses that meet student needs and not the needs of the institution. Some consideration is being given to SGA forming a subcommittee on scheduling, which he

strongly supports. The EaglesEye and D2L technology piece has to do with multiple email accounts for which students are responsible. Merging the email accounts would make communication more seamless and needs to be pursued. Board Chairman Mosher thanked Mr. Cheshier for sharing the student concerns.

**10. NEW BUSINESS** – Board Chairman Ed Mosher

None

**11. ADDITIONAL ITEMS** – Information Only

- A. [Historical List of Board Motions](#)
- B. [Board Correspondence](#) – Operation Back to School and McIlvaine Family

**12. NEXT MEETINGS/EVENTS**

- **November 18 (Wednesday)** – Board Meeting and Dinner: Dinner – 5:30 p.m. – CCC 178/179; Meeting – 7 p.m. – Petersen Board Room
- **December 2 (Wednesday)** – Board Meeting and Dinner: Dinner – 5:30 p.m. – CCC 178/179; Meeting – 7 p.m. – Petersen Board Room – Election of Board Officers

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

Accounting Services Director Herry Andrews stated the audit process is a year-long team effort that culminates in the fall. The Accounting Services, Purchasing, Budget, Students Records, and Financial Aid staff's attention to the detailed recordings and processes are responsible for the College's successful audit and they are to be appreciated. President Schaffer readily agreed and acknowledged any findings have been procedural-based and that the College has consistently had clean audits involving millions of dollars in a complex environment. He also recognized Mr. Andrews for his overseeing of the audit.

**14. ADJOURNMENT** of the October 28, 2015, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Ed Mosher

Board Chairman Ed Mosher adjourned the October 28, 2015, Board Meeting of the Laramie County Community College District Board of Trustees at 9:42 p.m.

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

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary