

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, AUGUST 16, 2017, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

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

Board Excused: Vice Chairman Bradley S. Barker, III

Staff Present: President Joe Schaffer; Vice Presidents Clark Harris, Judy Hay and Rick Johnson, Interim Associate Vice President Lisa Trimble, Associate Vice President Brady Hammond, and Executive Director Tammy Maas (by phone); Administrators, Faculty, and Staff Members: Erin Bauer, Brynn Elliott, Terry Harper, Cindy Henning, Beth Kean, Jill Koslosky, James Miller, Talisha Mottinger, Daniel Powell, Karen Reynolds, Bryan Wilson, and Lucas Yosten; and Legal Counsel Tara Nethercott

Visitors: Kevin Beechinor (Semple Brown Design); Shawn Benjamin (Method Studios); Derek Goldfuss (SGA); Ken Tobin, Joshua Schmidt, and William Wedemeyer (Tobin and Associates), Angel Antunez, Faith Balkenbush, Randi Elisson, Blane Enyeart, HeeJae Jeon, Alex Loeffeholz, Natalia Aranda Orrego, Mariah Scharosch, Jacob Thomas, Lauren Vanderwood, (Students and Resident Assistants); Kristine Galloway (Wyoming Tribune-Eagle)

**1. CALL TO ORDER** of the August 16, 2017, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Carol Merrell

Board Chairman Carol Merrell called to order the August 16, 2017, Board Meeting of Laramie County Community College District Board of Trustees at 6:57 p.m.

**2. MINUTES** – Approval of the [July 18, 2017, Board Meeting Minutes](#) – Board Chairman Carol Merrell

Trustee Erickson moved and Trustee Ketcham seconded,

**MOTION:** That the Board of Trustees approves the July 18, 2017, Board Meeting Minutes as written.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

**3. REPORTS TO THE BOARD** – No reports were given in August.

**4. PRESIDENT’S REPORT** – President Joe Schaffer

A. July 20<sup>th</sup> UW Meeting on Attainment Goals

President Schaffer introduced newly hired Albany County Campus Associate Vice President Brady Hammond and provided brief background information on his previous tenures.

Board Chairman Carol Merrell introduced SGA member Derek Goldfuss, who is hoping to become the next Student Ex Officio Trustee.

Referring to the July 20<sup>th</sup> UW and trustees meeting on attainment goals, President Schaffer stated the discussion focused on whether the State should set an attainment goal. The discussion was driven by the Lumina Foundation, who was involved in the early impetus of the completion agenda. The question was asked how this attainment goal would be different from the Complete College Wyoming's, which is to have a college credential earned by 60% of Wyoming's adult population by the year 2025. The discussion concluded with agreement that educational attainment is a focus of higher education in Wyoming. However, the discussion did not result in direction.

B. [Classification and Compensation Model Update](#)

President Schaffer prefaced his comments on "closing the loop" on the Classification and Compensation Model by acknowledging Human Resources Executive Director Tammy Maas and Human Resources Compensation and Compliance Specialist Lucas Yosten for their extensive work on the study and ensuing model. He also pointed out the Board's draft policy statement presented to the Board on October 28, 2015, gave guidance to the study's content and outcomes. The policy statements are:

- Externally Competitive
- Internally Equitable
- Readily Updated
- Easily Understood
- Fiscally Responsible
- Employer of Choice
- Systematic Process
- Fair Compensation
- Longevity
- Reward Extraordinary Efforts

The Classification and Compensation Model addresses primary issues:

- The Board's policy statement drives the model.
- The model is competitive.
- The model is objective and systematic.
- The model addresses issues such as compression and inversion.

The following are highlights from President Schaffer's review of the model:

- The current four groups of classifications will be replaced with five groups; a managerial group will be added to the existing classified, professional, administrator, and faculty groups.
- The big piece of the classification process was the Job Analysis Tool (JAT). The process also included job titling, market analysis, and exempt or non-exempt consideration under the Fair Labor Standards Act (FLSA).
- Wage data used to fill in the classification salary bands was gathered from Evergreen Solutions, CUPAHR (College and University Professional Association for Human Resources), and ERI (Economic Research Institute) Proprietary Salary Data. Every salary band will have a minimum floor, 25% range for new hires, 50% mid-point range, 75%-range (longevity), and a maximum ceiling "LCCC-ness" ("LCCC-ness" is yet to be defined and is conceptual at this point.)
- The goal is to have all employees at the 50<sup>th</sup> percentile (mid-point range) within five years. The employee's salary would be moved on the salary band each year over a five-year period or less until the mid-point range is reached.
- COLA and State pay increases will be adjusted on all salary bands, proportionate to the percent increase.
- Prior to implementation, the Evergreen Solutions' report and recommendations must be finalized. Along with this, much technical work will need to be completed, and LCCC's systems (e.g., Colleague) will need to be updated to prepare for the implementation.

- Implementation Plan
  - o The FY18 budget includes monies to fund half of the market adjustments.
  - o An FY19 budget conversation will need to be held concerning a commitment to fund the remaining adjustments.
  - o In FY20 and FY21, the focus will be criteria for the 75<sup>th</sup> percentile (“LCCC-ness”) advancement and movement of every employee whose salary is below the 25<sup>th</sup> percentile to the 25<sup>th</sup> percentile.
  - o In FY21 and FY22, increases based on preferred qualifications or performance and longevity will be the priority.
- Future budgets will have a compensation component. Educational advancements are already included in the budget.
- A biennial analysis of the College’s compensation plan would align with the State’s biennial budget.
- Educational advancements will need to be addressed.
- No one will be harmed in the process.

## 5. WORK ITEMS

- A. [Building Projects](#) – President Joe Schaffer and Vice President Rick Johnson (Architects from Tobin and Associates, Semple Brown, and Method Studio will be present to answer questions and provide clarification.)

President Schaffer noted representatives from the three architectural firms employed by the College to help with advance planning are present to answer questions. Referring to the Crosswalk Table (linked above), President Schaffer pointed out the table lists the College’s projects included in the Campus Master Plan Update and their status. He shared additional information on the projects showing no progress, such as nontraditional student housing. The Sweet Grass Project is to include high-density, multi-family housing that might be suitable for the College’s nontraditional students.

1) [Recreation and Athletic Center \(RAC\) Remodel/Expansion](#)

High points included:

- The goal is to create a new competition floor with retractable bleachers and use one of the four courts to create a three-tiered level. The third level would have office space and program space.
- The Multi-Purpose Room would still exist with usage of the three courts. The space will be programmed for various purposes, including commencement and regional tournaments, that will be an economic driver for the community.
- The remodel will formalize a new entrance and incorporate areas for a lobby, reception, ticketing, concessions, seating, student areas, hybrid classes and outdoor recreation programs office space for exercise science faculty, locker room additions, and restrooms.
- The expansion will not include a pool. Statistics do not support keeping the pool, which needs refurbishing at a cost of \$1 million. That space will be used for weight, cardio, and functional movement training. Rope climbing and the climbing wall will also be located in this area. The redesign also includes space for small (cycling) and large (dance) group exercise. The gymnasium will stay as it is, and the racquetball courts will remain.
- The Campus Master Plan proposes a whole new complex that includes a pool, but that is not possible at this time.

In summary, the expansion/remodel addresses athletic issues, upgrades the facilities for student health and wellness, creates a better flow through, and control of, the facility, and provides for diverse programming. The goal is to bring a Level II Plan to the Board in September. Level III will follow with schematic design for the construction phase.

2) [Fine Arts Expansion/Remodel](#)

President Schaffer stated the College is determining to what extent this project can be brought to fruition in a conservative environment, noting the first proposal for the “Viking Ship” had an estimated cost of \$50 million. He also stated LCCC is the only Wyoming community college that does not have a Fine and Performing Arts Center. Currently, outside venues are contracted for events that require a larger space than what the College can provide, such as the theater. Use of the Civic Center can cost as much as \$3,000. A comprehensive redesign for the expansion and remodel of the Fine Arts Building is being proposed.

Highlights of the Proposed Redesign

- A New 425-seat Performance Hall (The Performance Hall will be almost as tall as the Health Science Building.)
- Renovated Music/Theater Area and Theater Studio (The theater will not have rigging, etc., for major productions.)
- New Lobby and Gallery
- Renovated Public Relations Area
- Renovated Visual Arts, Ceramics, Mass Media/Multi-Media, and Piano Lab Areas
- Computer Labs Area

Other Information and Comments Shared

- The Boot water feature will need to be relocated.
- The newer structures will have better façades.
- The expansion/remodel is much needed, so that LCCC will have a fine and performing arts identity of which it can be proud, will provide the full educational experience for students of the arts, and will afford an exposure to the arts for all of the College’s students.
- The arts community would love this space.
- Two funding sources are anticipated to cover the cost of the expansion/remodel—one from the Legislature and the other from the bond issue. The expansion/remodel cost will be more expensive than that for the new Performance Hall because of the amount of work and the sheer square footage involved for that part of the project.
- If the Legislature does not provide the requested funding, the space will still be renovated with the funds that are available. Inclusion of the gallery in the renovation should be non-negotiable.

3) [Residence Hall Project](#)

Based on the Residence Hall Committee’s and students’ input, the Courtyard Concept was chosen from the three proposals brought to the Board on July 18<sup>th</sup>. The Courtyard Concept has been merged with the Terrace Concept and addresses wind flow concerns through the courtyard. Vice President Johnson described the new residence hall’s location in relation to other buildings, the College’s spine, and north, south, east, and west directions. The left side would have four stories, the right side three stories, and the connector in the front of the residence hall two stories. Consideration is being given to the connector having a glass façade, making the interior more inviting. Vice President Johnson noted a Method Studios colleague spent time Saturday seeking feedback from a large group of students that was found to be engaging and helpful. Student Services Vice President Judy Hay was also present.

Shawn Benjamin (Method Studios) shared a 3-D version of the concept that showed the scale and position of the residence hall from various angles. He emphasized the philosophy behind the design concept was a residence hall that would have a positive effect on a student resident’s life and would provide a place to engage in campus life with a student’s peers. The new residence hall’s location on the mall is important, because it allows for a future connection to the Fine Arts Building.

In later conversation, architects for the Fine Arts Expansion/Remodel, the Recreation and Athletic Complex, and new residence hall confirmed for Trustee Erickson they are confident about the estimated costs for these projects.

4) Preserving LCCC's Future

President Schaffer shared the cost and source of funds for each project. In brief:

- Fine and Performing Arts \$14.0 million  
\$7 million General Obligation Bond Revenues  
\$7 million State Funding
  
- New Residence Hall – 350 Beds \$28.0 million  
\$20 million Room Rental Revenues  
\$8 million General Obligation Bond Revenues  
Landscaping and parking (30 spaces in front of the building and 150 remote spaces off to the west) costs are included.
  
- Recreation and Athletic Complex \$14.2 million  
\$11.2 million General Obligation Bond Revenues  
\$3 million Student Fees  
76,000 sq. ft. – Renovation, Upgraded HVAC/Safety, Expanded Fitness, Competition Court

Board Chairman Merrell called for public input. A student asked if an area where students could gather is incorporated into the new residence hall plan. Mr. Benjamin stated space will be incorporated on every floor for student interactions along with activity zones. Studies show the more students stay in their rooms, the less effective they are academically. The purpose of these spaces is to get students engaged outside of their dorm rooms, so they are making the most of their college experience.

Referring to financing of the Fine Arts Expansion/Remodel, Trustee Erickson stated if the other trustees concur with a proposal he will be making, some changes would need to be made to the resolution. He shared how the community has been supportive when monies were available over the last 25 to 30 years of infrastructure changes and amenity additions. The most recent one is the Cheyenne Botanic Gardens. In addition, the Single Purpose 1% Sales Tax has funded a new county library, county courthouse complex and jail, and a greenway, to name a few. The Laramie County citizenry now has an opportunity to invest in another project—Laramie County Community College's the Fine Arts Expansion/Remodel—that would further higher education programming and provide the necessary facilities in which to house and support the programming.

In keeping with his comments, Trustee Erickson proposed financing the Fine Arts Expansion/Remodel with 100% local funds from the bond revenues instead of \$7 million from local funds and \$7 million from State funds. Trustee Erickson predicted State funds will not be available in the near future. He also believed any emergencies experienced by the College would have to be funded from the College's reserves as opposed to monies from a bond issue.

Trustee Erickson moved and Trustee Ketcham seconded,

**MOTION:** That the Board of Trustees finances 100% of the Fine Arts Expansion/Remodel costs with local monies rather than half from local monies and half from expected State monies.

**DISCUSSION:** Trustee Lytle asked for the logic and thought behind a legislative request for \$7 million. President Schaffer remembered the Legislature did later fund a portion of the Health Science Building's

construction costs after the bond issue for that project was approved by Laramie County voters. He acknowledged the current economic times are tough and that the question of funding future K-12 capital construction has not been unanswered. On a positive note, he stated the only capital construction projects or Level II planning requests for this biennium came from community colleges—LCCC, Casper College, and Northwest College, totaling \$17 million, and this amount is a “drop in the bucket” compared to other requests in the last few years. As the economy grows, more competition for capital construction dollars will occur. Also, a successful bond issue in November will occur prior to when the Governor releases his budget and so may gain the College more leverage during the 2018 legislative budget session. Another favorable factor is Wyoming State Treasurer Mark Gordon has already announced \$900 million in unprofiled gains will have to be moved. Based on current legislation, the State will use about \$210 million of that amount. Therefore, the potential exists for the Legislature to fund the community colleges’ capital construction projects and Level II plans. The Legislature’s climate can change in just the first few weeks, and rhetoric about dire financial straits is going to continue. If an opportunity exists for the College to receive matching funds for an arts education project, that possibility exists in this biennium. Trustee Soto asked about the College’s debt capacity to which Vice President Johnson replied, the College’s debt capacity is \$35 to \$36 million. This bond issue would consume \$29.4 million of that capacity.

**MOTION FAILED** with two yes votes from Trustee Erickson and Trustee Ketcham and three no votes from Trustee Salazar, Trustee Soto, and Trustee Lyttle.

## 6. APPROVAL ITEM

### A. [Resolution for Bond Election](#) – President Joe Schaffer

Trustee Lyttle moved and Trustee Soto seconded,

**MOTION:** That the Board of Trustees adopts the resolution calling for a special school election on November 7, 2017, on the question of issuing general obligation bonds of the District.

**DISCUSSION:** Responding to Trustee Ketcham, President Schaffer stated the bond amount is stated in the resolution so does not need to be included in the motion.

**MOTION CARRIED** unanimously.

Board Chairman Merrell stated the Board carefully considers all information when determining whether or not to vote on calling for a bond issue election. President Schaffer thanked the Board for their nod and direction, adding Trustee Salazar’s and Trustee Erickson’s perspectives helped him to think more broadly and to frame conversations so they help everyone understand each project’s scope and cost. Board Chairman Merrell stated the Board of Trustees, the Foundation Board, and the College as a team are going to work hard to get the bond passed.

## 7. BOARD REPORTS

### A. Board Member Updates – Board Chairman Carol Merrell (*Standing Agenda Item*)

No updates were provided.

### B. Finance and Facilities Committee (August 9<sup>th</sup> Meeting) – Trustees Don Erickson and Jess Ketcham

Trustee Erickson stated he was pleased to have Trustee Salazar join him, Trustee Ketcham, and Board Chairman Merrell for the August 9<sup>th</sup> meeting, during which reports were given on the following:

- Building projects (going forward)
- Gateway projects (complete)

- Clay Pathfinder Building quad
- McIlvaine Plaza (end-of-September completion)
- Year-end budget (came within budget)
- Monthly Finance Reports (no concerns)

The next Facility and Finance Committee meeting is scheduled for Wednesday, September 13<sup>th</sup>, 11 a.m. in the Administration Building Conference Room

Trustee Erickson moved and Trustee Lyttle seconded,

**MOTION:** That the Board of Trustees accepts and approves the following items:

- 1) [Current and Auxiliary Fund Balance Sheet Reports as of July 31, 2017](#)
- 2) [Current and Auxiliary Fund Budget Reports as of July 31, 2017](#)
- 3) [July 2017 Procurement and Contracting Report](#)

**DISCUSSION:** No follow-up discussion was held.

**MOTION CARRIED** unanimously.

**8. EX OFFICIO TRUSTEE UPDATES** (*Standing Agenda Item*)

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

Ex Officio Keadle welcomed newly hired Associate Vice President Brady Hammond, who began his duties on Monday. Dr. Hammond's initial focus will be on recruitment. President Schaffer recognized Talisha Mottinger, who served as Interim Executive Director while the search for an Associate Vice President was taking place. She kept the day-to-day operations and the transitions running smoothly.

**9. NEW BUSINESS** – Board Chairman Carol Merrell

Board Chairman Merrell shared three articles from the *Wyoming Tribune-Eagle* that reported on the *Wingspan*'s earning of prestigious national awards, Arshi Rizwani-Nisley's award from the League of Women's Voters Making Democracy Work, and the College's Facilities and Events' staff who were acknowledged in a letter to the editor as "LCCC facility one of the best-kept secrets in town."

**10. ADDITIONAL ITEMS** – Information Only

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

**11. NEXT MEETINGS/EVENTS**

- **September 20** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
- **October 18** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
- **November 8** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)
- **December 6** – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Board Room)

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

None

**13. ADJOURNMENT** of the August 16, 2017, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Carol Merrell

Trustee Lyttle moved and Trustee Erickson seconded,

**MOTION:** That the Board of Trustees moves to adjourn the August 16, 2017, Board Meeting of the Laramie County Community College District Board of Trustees.

**DISCUSSION:** None

**MOTION CARRIED** unanimously, and Board Chairman Carol Merrell adjourned the August 16, 2017, Board Meeting of the Laramie County Community College District Board of Trustees at 9:07 p.m., as so moved.

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary