

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, DECEMBER 6, 2017, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Board Chairman Bradley S. Barker, III, Vice Chairman Carol Merrell, Secretary Wendy Soto, Treasurer Don Erickson, Trustees Jess E. Ketcham, Brenda Lyttle (by phone), and Bob Salazar, Student Ex Officio Trustee Derek Goldfuss

Board Excused: ACC Ex Officio Butch Keadle

Staff Present: President Joe Schaffer; Vice Presidents Clark Harris, Judy Hay, and Rick Johnson, Associate Vice President Lisa Trimble, and Executive Director Tammy Maas; Faculty and Staff Members Kim Bender, Stephen Crynes, Sabrina Lane, Rhonda Priest, Victoria Steel, Bryan Wilson, and Melanie Young; and Legal Counsel Tara Nethercott

Visitors: Mercadez Burdick (Art Ed. Major), Isaiah Colbert (Wingspan), Kristine Galloway (Wyoming Tribune-Eagle), and Leighton Gammon (Community Member)

1. 7:00 p.m. – CALL TO ORDER of the December 6, 2017, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Bradley Barker

Board Chairman Bradley Barker called to order the December 6, 2017, Board Meeting of the Laramie County Community College District Board of Trustees at 7:08 p.m.

Chairman Barker thanked Carol Merrell for her commitment to the institution and the students. He also thanked the trustees for his election as Chairman.

2. MINUTES – Approval of the [November 8, 2017, Board Meeting Minutes](#) – Board Chairman Bradley Barker

Trustee Erickson moved and Trustee Soto seconded,

MOTION: That the Board of Trustees approves the November 8, 2017, Board Meeting Minutes as written.

DISCUSSION: None

MOTION CARRIED unanimously.

3. REPORTS TO THE BOARD

A. Staff Senate – Rhonda Priest, President – No update for this meeting

B. Faculty Senate – Nate Huseman, President – No update for this meeting

4. PRESIDENT’S REPORT – President Joe Schaffer

A. Community Planning Initiative Update

The initiative’s kick-off will take place next week. Funding has been secured, and a steering committee has been assembled. Market Street, a group assisting with the initiative, will be in Cheyenne on December 12th. A flurry of focus groups, steering committee meetings, and community member interviews will take place. The Board will likely be involved in focus group action and a community-wide survey that will gather anecdotal feedback that will be augmented by significant workforce, economic, and other data. The Board will be updated as the initiative progresses.

B. WyoTech Update

Since Zenith's announcement of WyoTech's closure, three visits have been made to the WyoTech campus in the interest of gathering information on how WyoTech might be preserved as a business and an educational entity in Wyoming. LCCC and ACC representatives have met with WyoTech executives and toured the WyoTech campus. UW staff have also toured the campus but have not expressed any further interest. Today, a meeting was held to learn more about the operation specifics and to have President Schaffer sign a nondisclosure agreement concerning financials and lease agreements. The College is still very much in the information gathering stage to determine what role, if any, LCCC might play, remembering what happens in Laramie impacts both campuses. Some similarity exists with WyoTech's and LCCC's missions. Some differences exist as well. WyoTech has a national recruitment base and does not attempt to keep their graduates in Wyoming. Whereas, LCCC recruits regionally and locally with the intent of keeping its graduates in the same locale. One question would be: Are we stimulating the economy or trying to maximize workforce development? WyoTech representatives will be on the College's Cheyenne campus next Tuesday, December 16, to discuss more details to discern if the College should stay engaged and move forward with the conversation. The Board had no follow-up questions at this time.

C. Overview of Governor's FY19/FY20 Biennial Budget

The Governor released his proposed budget for the next biennium. President Schaffer provided high-level points in terms of what the proposed budget means for LCCC. As a refresher and to bring current budget discussions into context, President Schaffer stated HB80 *Community College Budget Request Recalibration* was passed during the 2016 budget session. The purpose of the Bill was to create budget stability for the community colleges by setting a standard appropriation for two biennium. The estimation of State aid for the two biennium would be based on a recalibration using increased or decreased enrollments (if enrollment increased, revenue increased, and the appropriation increased, and vice versa). Other nuances, such as levels of instruction, would be used to determine how community colleges are reimbursed. Then, in 2017, the first year of the biennium, the Governor implemented budget cuts, and the community colleges underwent significant budget reductions.

Preparing for this legislative session, community colleges were anticipating a \$4.7 million reduction in State aid because of the required recalibration that would involve decreased enrollments across the state. However, the Governor's proposed budget does not include the \$4.7 million budget cut for community colleges. Other budget impacts may occur because of how the biennial appropriation for health insurance was calculated and ultimately appropriated for the community colleges. The amount already appropriated may have to be reduced, leaving an insufficient amount to fund the mandatory employer's portion of the employee's insurance premium. Whether or not the reduction is addressed during this biennium is unknown at this time. Trustee Ketcham added the reduction in the number of employees due to the budget cuts may offset the monies needed to fund the mandatory insurance portion.

President Schaffer stated he has been work with the State Construction Management Division and the Governor's office to advance the Fine Arts Remodel/Expansion. The Governor is not yet satisfied with what he believes is a convoluted process for advancing and clarifying projects. He does believe in community college capital construction but just does not like the process. Essentially, \$20 million has been set aside for community college capital construction that the Governor wants his office and the Commission to jointly figure out how to allocate. The submitted community college projects total \$17 million. LCCC may still have an opportunity to advance the Fine Arts Remodel/Expansion project in the amount of \$7 million with the caveat that the monies would have to be matched by local funds and spent first.

5. WORK ITEMS

A. [Institutional Effectiveness Annual Report](#) – Associate Vice President Kim Bender

Dr. Bender shared an executive summary of the required annual report on program review activity for the third cycle of 2016-2017. The Board of Trustees has identified Academic Program Review as the primary mechanism to assess program quality, facilitate program improvement and development, measure student learning outcomes, and inform continuous improve. The annual report included three sections: (1) Executive Summary, (2) the Main Report, and (3) Appendices. Program reviews were performed on 11 programs. Faculty representing all four of the College's schools, the Vice President of Academic Affairs, and the Associate Vice President of Institutional Effectiveness collaborated on the revision of the program review template and the corresponding program review rubric.

During this third cycle, the value of program self-evaluation was stated more often. Advisory committees were also identified by more programs as a strength. Concerns included low enrollment, technology and workplace changes, and State budget shortages. Two programs also cited lack of full-time faculty. Action plans identifying 24 goals were developed by the 11 programs under review. The action plans aligned to Student Success in the areas of Help Students Stay on Path, Ensure that Students are Learning, and Strategic Enrollment Management.

In summary, the programs participating in the 2016-2017 program review cycle performed extremely well and are in various states of self-evaluation maturity. The program review process is triggering dialogue between faculty, interaction and engagement of faculty, organizational learning, and knowledge about program quality and how programs develop quality. Dr. Bender emphasized program reviews are improving every year and are demonstrating the faculty are working hard to improve student learning experiences. The visibility given to faculty who are working to improve programs is key to showcasing faculty talent. The faculty are becoming more sophisticated in the development of program reviews and are using more data in their analysis.

Program Reviews were performed for the following 11 programs:

- Automotive Body Repair
- English
- Fire Science
- Psychology
- Radiography
- Business Management and Business Management – Entrepreneurship
- Education
- Engineering
- Government Studies
- Homeland Security
- Spanish

Dr. Bender stressed the College's re-accreditation work required by the Higher Learning Commission will provide an opportunity to demonstrate some of the improvements made the program review's self-evaluation process over the last eight years.

In answer to Trustee Erickson's question concerning a plan for improving enrollment, Dr. Bender stated several programs have developed action plans that include strategies for increasing their program's enrollment, such as partnering with Admissions in a more meaningful way.

B. [ACC Strategic Plan Draft](#) – Director of Operations Talisha Mottinger and Associate Vice President Brady Hammond

This item was postponed until the January meeting due to road conditions between Laramie and Cheyenne.

C. [Crossroads Building](#) – Vice President Rick Johnson

The purpose of renovating the Crossroads Building is to create a student-focused, engagement center where students can hangout and collaborate. A number of the occupants in the Crossroads Building (previously named Student Services Building) moved to the Clay Pathfinder Building, which freed up space that could be otherwise purposed for student use. Student fee fund balance money is funding \$850,000 of the renovation cost. In order to avoid required legislative approval, the project's renovation cost cannot exceed \$1 million. If needed, the College is prepared to supplement the \$850,000 up to \$1 million.

To get a sense of what type of programming should be included in the Crossroads Building, President's Cabinet held a retreat in the space in June 16 last year. Many options surfaced, such as:

- Student Pantry (already located there)
- Student Government Association
- High School Programs (currently located in the modular)
- IT Help Desk and Computer Stations
- Student Veterans' Association (hasn't had a good home on campus)
- Phi Theta Kappa
- A "Café" (SGA is considering managing this.)

The Denver architect firm of Hord Coplan Macht (HCM) was selected via a bid process and was charged with:

- Engaging students in planning charrettes to gain their feedback
- Developing space programming based on President's Cabinet's decisions
- Completing a full schematic design
- Producing construction documents and assisting with implementation and construction (following the Board's final approval in January)

HCM has spent much time during the summer and fall 2017 learning what would make the space inviting to students. The planning phase has been completed. Student input has been captured (students made the decisions on the finishes). And the schematic design has been completed. Next steps include:

- Holding meetings next week with each occupant to fine tune their needs on a more-detailed level (IT, power, furniture, etc.)
- Developing a project timeline – Construction drawings should be finalized by the end of December.
- Seeking Board approval at the January Board meeting (contingent on Wyoming Community College Commission approval in February)
- Seeking Wyoming Community College Commission approval during their February 22nd meeting (Wyoming Community College Commission approval is required, when a project's cost exceeds \$100,000.)
- Staging construction to begin March 1st with a 24-week construction phase to be completed by the start of the Fall 2018 semester.

Vice President Johnson pointed out the following included in the schematic design.

- A sprinkler system – The inclusion of a sprinkler system dramatically decreases insurance costs.
- Expanded electrical capacity (completely maxed out as in the RAC) and IT infrastructure
- A redundant hot water system
- LED lighting
- A glassed-in conference room for student use
- A glassed-in area for the Student Veterans' Association (The design will let in a lot of natural light.)
- A mini-theater area with a big screen
- A gas fire place with seating

Follow-up Comments

- Vice Chairman Merrell noted conversations with veterans indicate they love the space, especially the window, which is bringing in a lot of natural light.
- Mr. Goldfuss expressed his pleasure with plug-ins for larger screened laptops, the fireplace, and the little theater.
- Chairman Barker said he was glad to see how the space has evolved over the years. President Schaffer said the space was last renovated in 2013.
- Trustee Salazar pointed out the IT infrastructure, electrical, and sprinkler system are not in the scope presented to the Board this evening. Vice President Johnson will follow up on this.
- Trustee Salazar also asked about security for the IT infrastructure. Vice President Johnson stated the installation of security cameras are planned.

D. Residence Hall De-Scope Update – President Joe Schaffer, Vice President Rick Johnson

President Schaffer prefaced the discussion stating ways to de-scope a new residence hall, so that it is financially feasible, are being explored. Vice President Johnson continued that the original 350-bed residence hall at a cost of \$28 million has been reduced to a 250- to 275-bed residence hall at a cost of \$20 million based on input from Method Studios, who qualified the input as their “best wisdom,” since they are no longer under contract. Using a debt service timeframe of 25 years (five more years than the original) and the capacity and financial parameters shared by Method studios for a 275-bed facility, Vice President Johnson considered the following criteria that ultimately led him to determine this particular scenario would not be viable, because of the dual-debt years for the West Residence hall and the new residence hall:

- Construction would be delayed at least a year. The delay would likely escalate the project's cost by \$1 million.
- Interest rates would probably increase.
- Coupon rates would likely increase from 2.9% to 3.5%.
- The debt on the West Residence hall would be moved beyond 2025.
- All other assumptions would be left the same.

Vice President Johnson followed up with Method Studio, who said they would be able to re-design the project at a cost of \$40,000. The cost was based on a need for a fair amount of engineering to capitalize on the use of space. Vice President Johnson stated, however, his recommendation would be not to do this at this time and offered up two other options.

- 1) Secure an interest/simple interest loan from the State. UW is pursuing this possibility.
- 2) Enter into a public/private partnership (P3) where the public/private partners provide the capital, the College provides the land, and either the P3 partner or the College operates the residence hall. An

RFI (Request for Information) could be solicited at no cost to the College. The RFI process would provide the College with information necessary to make a fact-based decision.

President Schaffer stated that with the Board's approval, an item to discuss this project, as well as others, will be added to the Board's January retreat agenda. Trustee Erickson shared the Facility and Finance Committee thoroughly discussed the aforementioned two options and recommended the staff pursue both possibilities. The Board gave their nod to adding the Crossroads Building and other projects to the Board's January 26th retreat agenda.

- E. [Pathways 2.0 Institute No. 1 Update](#) and [Resolution Draft](#) – Trustee Bob Salazar, President Joe Schaffer, Vice Presidents Clark Harris and Judy Hay, Dean Bryan Wilson, Arts and Humanities Chair Melanie Young

President Schaffer stated, as a refresher, that the College applied and was accepted along with 12 other colleges, including Western Wyoming Community College, to participate in the AACC Pathways Institute. The College will be developing guided pathways that will advance the following four Pillars of the AACC's Guided Pathways at Laramie County Community College:

- 1) Clarify the Path (Academic Program Structure)
- 2) Help Students Get on a Path (New Student Intake)
- 3) Help Students Stay on Their Path (Progress Monitoring and Support)
- 4) Ensure Students are Learning (Instruction)

President Schaffer identified the areas under each of the Pillars the College has already implemented and pointed out how this work is directly related to the College's strategic plan goals. Trustee Salazar, who is a member of the Pathways team, emphasized the need for the College to bring the Pathways practice to maturity and noted the Board will have related homework, so they are directly involved in the process. President Schaffer stressed the importance of the Board clearly stating this transformation of a commitment to student success is essential and that the Board fully supports the Guided Pathways approach for the LCCC campus. With this in mind, President Schaffer asked the Board to consider and comment on the Resolution Draft presented this evening and agree to a version for Board approval at their January meeting.

Following President Schaffer's presentation, each of the other Pathways Team members, who attended the Pathways Institute in Washington, gave a synopsis of their takeaway from institute. Some of those comments were:

- 1) Better system for students and will help inform choices.
- 2) Cannot just focus on outcomes but have to invest in a process that engages all persons with the values that are part of the Pathways process—has to be a cultural shift. Most importantly, the College will be building processes that will outlive all of us and engage people and connect relationships across all areas. The changes will be sustainable.
- 3) Helping people advance in our society. Think about employment and opportunity.
- 4) Informed choice involves designing our curriculum the right way. Students must no longer be confused about choices. Team building will be necessary. We're miles ahead of the other colleges at the Institute.
- 5) Will reduce the number of bad choices made by students. Guaranteeing when classes will be scheduled will take a load off of the student and the advisor. Likes the idea of working together to benefit students and no longer blaming other areas.

Other Comments

- The software required for Pathways will fit in with predictive enrollment scheduling that was shared in Casper during the community college's summit. However, technology is not the entire answer and will be expensive. Laying technology on a dysfunctional process will not benefit LCCC or its students. Technology will help students build individualized academic plans and can generate reports that will help with predictive scheduling.
- Some programs are naturally designed to have pathways in place, such as transfer programs. Others that have occupational outcomes are more difficult. The successes of other campuses in these areas can be built upon.
- Pathways may be a catalyst for increasing enrollment, because it will make the student experience at LCCC very unique. Pathways is a platform the College will promote.

Trustee Soto asked at what point will financial aid be impacted. Vice President Hay commented on the financial aid and credit thresholds, saying students are allowed 150% of the time slated to complete a degree to finish. Students often exceed that threshold when they change programs. In order remain eligible, they sometimes transfer to UW before they finish their degree at LCCC and then are in a reverse degree situation. The government has not indicated any change may be taking place in the financial aid federal regulations.

The Board offered their comments on the proposed Pathways resolution. Trustee Erickson suggested the language "can do some things different" in the last paragraph needs to be more specific. Trustee Ketcham commented on the need for a component that speaks to the need for students being self-reliant and self-directed. President Schaffer asked the trustees to share their comments about the resolution's content with Trustee Salazar.

6. POLICIES – EXTERNAL FUNDING – 1st READING

- A. [Policy 11.1 Management Oversight Authority \(New\)](#) – Sponsored Awards and Compliance Director Victoria Steel, Accounting Compliance Supervisor Sabrina Lane

Dr. Steel stated the policies were largely developed to assist the campus with sponsored awards and to meet federal government requirement of having policies and procedures on external funding.

New Policy 11.1 Management Overnight Authority will be brought back to the Board for 2nd Reading on January 24th.

- B. [Policy 11.6 Sponsored Awards \(New\)](#) – Sponsored Awards and Compliance Director Victoria Steel, Accounting Compliance Supervisor Sabrina Lane

New Policy 11.6 Sponsored Awards will be brought back to the Board for 2nd Reading on January 24th.

7. POLICIES – 2nd READING

- A. [Campus Alcohol Policy 5.4 \(Revised\)](#) – President Joe Schaffer, Associate Vice President Lisa Trimble
B. [IT Security Policy 8.6 \(New\)](#) – President Joe Schaffer
C. [Travel Policy 4.4 \(Revised\)](#) – Executive Director Tammy Maas

Trustee Erickson moved and Vice Chairman Merrell seconded,

MOTION: That the Board of Trustees approves revised Campus Alcohol Policy 5.4, new IT Security Policy 8.6, and revised Travel Policy 4.4.

DISCUSSION: None

MOTION CARRIED unanimously.

8. APPROVAL ITEMS

- A. [LCCC Building Authority Recommendation to Re-Appoint Ed Harper](#) – Vice President Rick Johnson
- [Building Authority Structure](#) – Vice President Rick Johnson

Trustee Ketcham moved and Trustee Merrell seconded,

MOTION: That the Board of Trustees approves the re-appointment of Ed Harper for a term expiring December 31, 2019.

DISCUSSION: None

MOTION CARRIED unanimously.

- B. [Naming of College Spaces – Science Center, Lab Room 158](#) – Associate Vice President Lisa Trimble

Associate Vice President Lisa Trimble stated the naming request came from the College's INBRE faculty and Dean Bryan Wilson, who wanted to recognize the INBRE's award of \$630,000 in grant funding. According to Dean Bryan Wilson and Instructor Ami Wangeline, the funding enables students to do some amazing things otherwise unavailable to them. If approved, the room for which grants monies were received would be named the INBRE Experiential Education Laboratory.

Trustee Merrell moved and Trustee Erickson seconded,

MOTION: That the Board of Trustees approves the naming of Room 158 in the Science Center as the INBRE Experiential Education Laboratory.

DISCUSSION: For Trustee Erickson, President Schaffer explained an executive session was not held to discuss the naming because the donor did not ask that the gifts be kept confidential.

MOTION CARRIED unanimously.

9. BOARD REPORTS

- A. Board Member Updates – Board Chairman Bradley Barker (*Standing Agenda Item*)

No updates were necessary.

- B. Finance and Facilities Committee (September 13th Meeting) – Trustees Don Erickson and Jess Ketcham

Trustee Erickson reported the Facility and Finance Committee met this morning and discussed much of what was reviewed during this evening's meeting. Also discussed was scaling down the Ludden Library project to \$6.2 million, the Administration Building redesign (an architect has been selected for Level I planning), and an RFP for risk management services that could potentially exceed \$60,000 and require Board approval. More orientation on the College's fund balances was also provided.

Trustee Ketcham moved and Trustee Merrell seconded,

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

- 1) [Current and Auxiliary Fund Balance Sheet Reports as of October 31, 2017](#)

- 2) [Current and Auxiliary Fund Budget Reports as of October 31, 2017](#)
- 3) [November 2017 Procurement and Contracting Report](#)

DISCUSSION: None

MOTION CARRIED unanimously.

The next Facility and Finance Committee meeting will be held January 9th.

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

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

Mr. Keadle was out of town.

B. Student Ex Officio Trustee – Mr. Derek Goldfuss

Mr. Goldfuss reported:

- Committee work is winding down, and committees are finishing their end-of-year reports.
- A coffee hour to be held during the spring semester's Welcome Week is being organized.
- SGA pictures will be taken during the second week of the spring semester for promotional materials, and a blood drive will be held during the third week.
- The SGA has a full executive committee to begin the spring semester.
- The SGA recognized Zeke Sorenson and Josh Peterson for their support of the SGA.
- Two dozen students attended a study night and expressed interest in having more held.
- The Boy Scouts and business class students donated 300 pounds of food to the Food Pantry.

11. NEW BUSINESS – Board Chairman Bradley Barker

A. [Spring 2018 Meeting Dates](#) – President Joe Schaffer

President Schaffer shared the proposed dates and the rationale behind their choosing.

The Board agreed on the following spring Board meeting dates.

- January 26 (Friday) – Board Retreat – 12 noon to 4 p.m. – Board Room
- February 28 – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Bd. Rm.)
- March 21 – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Bd. Rm.)
- April 11 – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Bd. Rm.)
- May 9 – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Bd. Rm.)
- June 27 – Board Dinner and Meeting (Dinner: 5:30 p.m. – CCC 178/179; Meeting: 7 p.m. – Bd. Rm.)

B. 2018 National Legislative Summit in Washington, D.C., February 11-14, 2018. (Early Bird Registration is \$529 prior to December 16; after December 16, registration is \$679.) – Board Chairman Bradley Barker

Board Chairman Barker asked the trustees to let Mrs. Boreing know as soon as possible if they are planning to attend the Summit.

12. ADDITIONAL ITEMS – Information Only

- A. [Historical List of Board Motions](#)
- B. Board Correspondence – [CTA Architects Engineers](#)

Kevin Yarbrough was commended for his coordination of the “Remembering our Fallen” event. Jim Gardner and Austin Albers were also acknowledged for their coaching efforts that took their women’s soccer to a 10th in the nation standing. Trustee Lyttle expressed her appreciation for Melissa Gallant’s help in moving the Chamber meeting at the last minute to the Clay Pathfinder Building.

- 13. NEXT MEETINGS/EVENTS** – The spring Board meeting dates will be added to the January 24th agenda.
A. Friday, January 26 – Board Retreat – 12 noon to 4 p.m. – Board Room

- 14. PUBLIC COMMENT** (Public comment may be made on anything not on the agenda. Comments will be limited to five minutes.) – Board Chairman Bradley Barker

Board Chairman Bradley Barker called for public comment. Mr. Goldfuss asked if a decision had been made on placing vending machines in the Clay Pathfinder Building. President Schaffer will follow up.

- 15. ADJOURNMENT** of the December 6, 2017, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Bradley Barker

Prior to the adjournment of the Board meeting,

Trustee Erickson moved and Trustee Soto seconded,

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

DISCUSSION: None

MOTION CARRIED unanimously, and the executive session convened at 9:57 p.m.

Respectfully submitted,

Vicki Boreing
Board Recording Secretary