

MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT BOARD RETREAT, STATE OF WYOMING, HELD FRIDAY, JANUARY 6, 2017, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

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

Board Excused: Student Ex Officio Trustee Garrett Wilkerson

Staff Present: President Joe Schaffer, Vice Presidents Judy Hay and Rick Johnson, and Sarah Hannes, Jill Koslosky, Shaun O'Malley, Jayne Myrick, and Maryellen Tast

Visitors: None

**1. CALL TO ORDER** – Board Chairman Carol Merrell

Board Chairman Merrell called to order the January 6, 2017, retreat at 1:00 p.m.

**2. RETREAT DISCUSSION ITEMS**

A. LCCC Governance Model and Board Policies (Chapter 1 of the Policy Manual – <http://policies.lccc.wy.edu>) – President Schaffer (handout – Chapter 1)

President Schaffer explained the Board and College's governance model, which is known as a policy and procedure governance model. The Board sets overarching policies, and the College sets the accompanying administrative procedures. Although the Board is encouraged to not get into the administrative function of the College, they may audit a procedure and then ask President Schaffer for an explanation of the procedure's purpose and content.

The Board's policies from a philosophical level are to be clear, solid, represent the legacy of the College and basically state the Board's general philosophy on how the College should be run. This governance philosophy is important to the relationship between the College and the President. The previous model used by the Board had policies written in negative language; i.e., the Board shall not or the President shall not, and created distance between the Board and the President. The current governance model clearly defines the roles of both the Board and the President. The Board's role is to direct the President as a whole and not to immerse itself in the day-to-day operations of the College. The President's role is defined in the Board's policies in section 1.3 Chief Executive Officer. President Schaffer stated the College has one of the finest boards in the state in terms of how he and the Board interact and function and their ability to be open and honest. He attributed the success of the relationship at least in part to the shift in the governance model.

President Schaffer proceeded to summarize each of the Board's policies listed and linked below, noting the governance philosophy resonates through the policies. All Board policies require Board approval.

**1.1 College/District**

- [1.1.1 Governance Philosophy](#)
- [1.1.2 Legal Description](#)
- [1.1.3 Mission, Vision and Values](#)
- [1.1.4 Continuous Improvement](#) – This policy was added to provide evidence of the institution's commitment to the concepts of continuous quality improvement. This procedure has influenced

the academic program review process and the efforts to do non-academic functional program reviews.

- [1.1.5 Shared Governance](#) – This policy sets the tenor that great minds have to come from the collective and that the College as a whole has an investment and a responsibility for setting policy on how the institution is to run. The policy statement defines shared governance and the Board’s expectation for how shared governance is to be implemented on campus. President Schaffer elaborated that a healthy tension is necessary to keep one area’s priorities from overriding those of another. Shared governance helps this by recognizing everyone has a stake in the primary activities of the College.
  - [1.1.5P College Council Procedure](#) – College Council implements shared governance at the highest level. The Council’s membership is made up of administrators, mid-level managers, faculty, classified and professional staff, and students. Policies and procedures, budget process, position priorities, climate survey and other College business are brought to the Council for recommendations of approval or implementation.
- [1.1.6 Organizational Structure](#)
  - [1.1.6P LCCC Organizational Chart Procedure](#)
- [1.1.7 Delegation of Authority](#) – This policy speaks to the delegation of authority to the President and what he is able to delegate across the institution, furthering the shared governance philosophy.

## **1.2 Board of Trustees**

- [1.2.1 Code of Ethics/Standards of Practice](#)
- [1.2.2 Membership of the Board](#)
- [1.2.3 Board Officers](#)
- [1.2.4 Meetings of the Board](#) – The definition of a “quorum” in this policy states “a majority of the Board constitutes a quorum for the transaction of all businesses” and is the same as the definition in statute. Counsel Nethercott is working on a new definition because the Board has expressed concern about the majority of the Board not being represented in a vote taken under this definition. However, since the definition comes directly from the statutes, the statute would need to be changed prior to changing the definition in this policy. Trustee Erickson stated the definition has been brought to the attention of the WACCT, and Trustee Ketcham added that on one occasion the definition allowed the Joint Appropriations Committee to pass a motion on a tie vote based on a majority of those members present but not a majority of the actual JAC members.
- [1.2.5 Board Responsibilities](#) – The language includes the Board’s approval of the annual budget each year in July. This language should probably be changed to state by the third week in July of each year, which would be in accordance with statute but would also allow the flexibility to approve the annual budget prior to the beginning of the fiscal year. The Board approved the FY 2017 budget on June 29<sup>th</sup> last year.
- [1.2.6 Board Committees](#)
- [1.2.7 Board Self-Evaluation](#) – This policy was recently updated to state the Board’s evaluation will be conducted in October or November of each year.
- [1.2.8 Conflicts of Interest](#) – The policy states the importance of trustees recusing themselves “not only from the vote but also from the deliberation.”
- [1.2.9 Board Travel](#) – Board Chairman Merrell noted because of the budget constraints the Board’s budget will not include monies for out-of-state travel. Trustee Erickson stated more information will be shared during the discussion of the budget.
- [1.2.10 Board Development/Education](#)
- [1.2.11 Policy Development and Approval](#)
  - [1.2.11P Policy Development and Approval Procedure](#) – The Board has very few procedures that accompany their policies. This procedure exists because the institution’s policies and procedures are of such great importance to the institution, that how they are developed must be clearly defined. The procedure defines how both policies and procedures are to be

developed, vetted, and approved. Consultative feedback is solicited on EaglesEye, which gives the campus an opportunity to comment on new or revised policies and procedures. The policies and procedures are also reviewed by President's Cabinet on a first and second reading and finally by College Council where a recommendation is made to approve or not to approve the policy and/or procedure.

Although the Board does not approve procedures, they also have the opportunity to comment on the procedures while they are undergoing the consultative feedback process on EaglesEye. College Council is a recommending body to the President. Their ratification requires a majority vote to approve or not approve moving the policy and/or procedure forward. Procedures recommended for approval move forward to the President for final consideration and signature. Policies recommended for approval are brought forward at the next Board meeting on first reading followed by a second reading and recommendation for approval at the next Board meeting. The Board may request changes to the policy when it is presented on first reading and may also approve a policy on first reading if they believe appropriate.

Trustee Erickson stated this procedure requires the full vetting and refinement of new policies and procedures and revisions to existing ones. President Schaffer added that generally the approval process may take from three to four months.

- [1.2.12 Emeritus Designation](#) – Approved in November
  - [1.2.12P Emeritus Designation Procedure](#) – Approved in November

### **1.3 Chief Executive Officer (CEO)**

- [1.3.1 Responsibilities of the CEO](#)
- [1.3.2 CEO Evaluation and Accountability](#)
- [1.3.3 CEO Succession](#) – The policy was established “to outline expectations and a process for the transition of leadership of the College in the event of a planned or unplanned departure of the President.”

#### **B. LCCC District Budget Orientation – Administration and Finance Vice President Rick Johnson, Budget Director Jayne Myrick, President Schaffer (handout)**

##### **1) [LCCC Budget Funds Overview](#) – Vice President Johnson**

Vice President Johnson provided the Board a high-level overview of the College's fiscal structure represented in the linked “Flow of Funds” flowchart. The flowchart shows the College's five funding categories, the funding sources in each of those categories, and the budget funds in which they are housed (e.g., Current Fund, Auxiliary Fund, Agency Fund, Plant Fund, One Mill Fund, Restricted Fund, and Endowment Fund). The information presented is outlined below.

- LCCC (Self-generated)
  - tuition (apx \$7M/year) and fees (apx \$3M/year)
    - The Wyoming Community College Commission sets tuition.
    - STF refers to Student Technology Fee; TIF refers to the Technology Infrastructure Fee.
  - the residence halls, summer housing, Children's Discovery Center, facility rentals, site copiers, athletic camps, Sodexo, and the bookstore (Auxiliary Fund—apx \$3M/year)
  - clubs/activities, intramurals, health education and PE wellness fees (Agency Funds)
  - debt service, health science equipment, major maintenance, and facility projects (Plant Funds)
- Local (County Taxation)
  - Four Mill Levy (Current Fund) and One Mill Levy (One Mill Fund)

- Wyoming Community College Commission (Legislative)
  - o State aid, course completion, enrollment growth, retirement reimbursement, health reimbursement (Current Fund) (apx \$25.1M/year)
  - o major maintenance (Plant Fund) (apx \$2.8M/year)
- External Entities/Special Awards
  - o Pell grants and direct loans (apx \$14M/year), governmental grants, Perkins, Hathaway (apx \$1M/year), and contracts (Restricted Funds) (apx \$18.1M/year)
- Private Giving
  - o donor gifts, investment income (Endowment Fund) (apx \$228,000/year)

#### Additional Comments

- The combined Current Fund and One Mill Fund are often referred to as the Operating Fund.
- Auxiliary funds are college-generated and are sometimes referred to as enterprise funds.
- The Children's Discovery Center is not generating enough funds to cover their expenses.
- Some of the positions in areas that are to be self-sustaining (e.g., facilities) and are being paid from current funds have been moved to the Auxiliary Fund. A discussion will be held on increasing facility rental fees to cover the cost of these positions.
- Residence Hall usage fees assessed during the summer have generated a fund balance from profits.
- The Board has recommended, and the College concurred, the One Mill funds should not be used for the College's operating expenses.
- Coal Lease Bonus monies are dispersed across the community colleges by the Commission. This will be the last year the community colleges will receive these monies. LCCC's lost revenue from the Coal Lease Bonus monies equates to about \$300,000 annually. The monies were invested in projects such as the gateways.
- The College employee pays 15% of the health premium, and the College is reimbursed 85% of the health insurance premium. Therefore, the College has no associated cost. However, when the College gives, as an example, a 1% pay increase, the State only pays 60% of that 1% increase. Some debate is taking place that 60% should be the standard reimbursement percentage. The deductible for a single participant was increased this year from \$250 to \$500. A committee meets annually with Employees Group Insurance staff to determine changes to the State's insurance plan. The community colleges do not participate in those determinations. In general, as premiums have increased, the State has picked up the larger share of the increase, which may be why most employees do not look for another health insurance option.
- As with health insurance premiums, the employee pays a lesser percentage than what the employer pays to cover their retirement contributions. However, unlike the health insurance reimbursement, the retirement costs paid by the employer are minimally reimbursed by the State.
- Major maintenance monies received from the State cannot be used for auxiliary facilities such as the residence hall.
- Restricted Funds are monies awarded for a specific purpose; e.g., SAGE TRiO, Gear Up, scholarships).
- The amount of \$228,000 shown in the College's budget book represents only the amount received by the College from the Foundation. The Foundation's endowment monies total approximately \$28 million and have increased \$12 to \$13 million over the last five years. The endowment monies received via the State's endowment challenge matching program are restricted. The endowments on the Foundation side also have restrictions.

- The College's total budget for FY 2017 is \$88,231,478 of which \$47,384,896 is in the Operating Fund.

The Board expressed their appreciation for a thorough and understandable presentation. The information may be included in the College's annual budget's appendices.

2) [Debt Service](#) – Vice President Johnson

The College has four debt services. Three of those are revenue lease bonds and have been re-financed to take advantage of lower interest rates and save the College money. The annual debt service totals \$2.7 million, which is about 3% of the College's \$88 million annual budget and is very reasonable. The debt ceiling is 4% of the College's assessed valuation (\$55.6M). The \$22.5 million debt (remaining balance) on the general obligation bonds (the fourth debt service) that funded the Pathfinder Building and Flex-Tech Building is the only debt that is subject to the debt ceiling.

3) [Investments](#) – Vice President Johnson

The College has \$5 million invested with First Interstate Bank in spring 2015. The investment has grown to approximately \$5.1 million. State statute dictates the monies have to be invested very conservatively and is earning one to two percent and is part of the fund balance. The only other investments include five one-year \$15,000 certificates of deposit (CDs) that have been placed in various banks in Cheyenne. The interest earned on the CDs is re-invested, and the CDs automatically roll over. Trustee Erickson stated each time the Foundation Finance Committee meets with the investor, which is the Foundation, the Finance & Facilities Committee will also meet with the investor and provide a report to the Board.

4) [LCCC Building Authority](#) – Vice President Johnson

Building authorities are a common practice and provide financing flexibility, because the Building Authority and not the College are taking on the debt. The LCCC Building Authority was established in 2005. The Building Authority is not subject to the statutory limitations governing the College's issuance of bonds, which require the bonds be payable from charges and rentals. The remodeling of the dining hall, which was financed by the Building Authority, would not have been possible under those limitations.

The Building Authority was not yet established when the new ACC facility was built. The College could not issue debt for the ACC because it is not located in the College's Laramie County district. When the Building Authority was established in 2005 to facilitate the funding of the new residence hall, the bonds issued by the Foundation to pay for the ACC facility were refinanced and the lease held by the Foundation was transferred to the Building Authority along with the ownership of the ACC building. Ex Officio Keadle became involved with the Foundation in 2004 when W.M. Stalcup was the Foundation's president and requested his assistance in organizing support for the new ACC building in Laramie. He was simultaneously asked to serve on the Foundation Board.

5) [LCCC FY17 Budget Development Process Manual](#) – Director Jayne Myrick

A new budget process was established about seven years ago and included the formation of the Budget Process Advisory Committee (BPAC) and Budget Resource Allocation Committee (BRAC) to oversee the development of the College's annual budget along with President's

Cabinet and the College Council. Prior to this, President's Cabinet made all the budget decisions with little input from employees. The BPAC and BRAC membership includes administrators, faculty, staff, and students. The new budget process structure emphasizes two goals: 1) assure the process is open and transparent and 2) provide an opportunity for all employees to be involved in the process. The linked budget manual was created, and a budget timeline was formalized. A trend data spreadsheet was also created to give managers flexibility in their budget requests by allowing them to move monies from one line item to another and from one department to another.

The budget process begins in the fall semester. The BPAC meets to review the budget decision-making rubric and the budget process from the prior year and to make any changes to improve the process. Proposed changes are brought forward to College Council who makes recommendations concerning the changes, and President's Cabinet makes the final decision about the recommendations. The compiled budget information including any changes is distributed in early December. One-time funding requests and new position requests are also included in the budget process. Because of the budget reductions, those will not be included in the FY 2018 budget process.

Early in the following spring semester budget requests are finalized and returned to Direct Myrick in early March who compiles the budget request information and sends that information back out to President's Cabinet, College Council, and the BRAC. BRAC members rank the one-time budget requests, and College Council members rank the position requests. This year, the BRAC will be examining the trend data to make sure three percent cuts are made in the operating funds and that cuts are suggested for the adjunct faculty and part-time budgets. Director Myrick will again compile the information provided by the BRAC and send it back out to President's Cabinet, College Council and the BRAC. The information will also be posted on EaglesEye, so all employees have access to the budget information assembled to date.

The College Council will make their final recommendations in April and those recommendations will be forwarded to President's Cabinet who make their final determinations from which the budget draft will be developed and presented to the Board on May 10<sup>th</sup>. Any suggestions or revisions made by the Board during that May meeting will be incorporated into the final budget that will be presented to the Board on June 28<sup>th</sup> for approval.

Trustee Erickson stated the Board's budget has been reduced by 5.5% and includes monies for one or two trustees to attend the September 25-28, 2017, ACCT Leadership Conference in Las Vegas. He recommended at least one trustee attend. He also recommended the escalator included in the Foundation agreement with the College not be increased. Following discussion, Trustee Erickson moved and Trustee Soto moved,

**MOTION:** That the Board of Trustees direct President Schaffer to draft a letter for the Board chairman's signature asking for forgiveness of the escalator in 2018.

**DISCUSSION:** No additional discussion was held.

**MOTION CARRIED** with four yeses from Trustees Erickson, Soto, Salazar, and Ketcham, and two noes from Trustees Barker and Lyttle.

C. [BOCES/BOCHES Overview](#) – President Schaffer, Dean of Outreach and Workforce Development Maryellen Tast

- 1) [Wyoming BOCES/BOCHES Comparison Data](#) – Dean Tast
- 2) [Post-Secondary Education Options Program Report](#) – President Schaffer

Although the terms BOCES and BOCHES are often used interchangeably, Trustee Lyttle suggested for consistency that the Board use BOCES (Board of Cooperative Educational Services). BOCES is the term used in the statutes. The Board agreed. Currently, 20 BOCES/BOCHES exist in the state. Only two of these are BOCHES because they focus on higher education programs only.

The Board was provided with information on how a BOCES is established, the number of BOCES/BOCHES in the state and where they are located, how they are staffed, the funding amounts provided by the BOCES/BOCHES and for what purpose (concurrent enrollment or dual enrollment), and whether other sources of income are received. Funding amounts were reported as follows:

- Five community colleges received \$542,767 from a BOCES or BOCHES for dual enrollment courses.
- Two community colleges received \$413,035 from BOCES or BOCHES for concurrent enrollment courses.

Also provided to the Board was a “10/01/16 Report on Post-Secondary Education Options Program” from the Wyoming Community College Commission to the Joint Education Interim Committee (JEIC). The Wyoming Community College Commission was directed by the legislature to produce the report and distribute it to the JEIC, the community colleges, the Wyoming Department of Education, and the University of Wyoming. The data submitted by the community colleges can be validated; however, the data submitted by the school districts cannot and is not consistent with that submitted by the community colleges. All seven community colleges reported as requested; some of the 48 school districts did not. A notation in the report stated: “This report, since its inception, has shown inconsistencies in data received, as it does this year. The community colleges report in the same manner, using the same formulas and templates, and their data can be validated. However, data outside of the community college system cannot be validated by the WCCC. While there is confidence in community college data, the same level of confidence is not present with school district data as there are obvious discrepancies and missing pieces.” (The above information is detailed in the linked files in these minutes.)

#### Additional Information and Comments

- Dual Enrollment is defined as college-level courses being taught by LCCC faculty on any LCCC campus for high school and LCCC credit.
- Concurrent Enrollment is defined as college-level courses that match courses taught by LCCC, being taught by high school faculty on high school campuses for both high school and LCCC credit Courses. Students receive both secondary (high school) academic credit and LCCC (postsecondary) academic credit upon successful completion of the course.
- Every community college in the state participates in a BOCES to some degree. For example, Western Wyoming Community College has nine BOCES; Fremont County has both a BOCES (focuses on high school programs, driver’s education, career and technical education, and community education) and a BOCHES (focuses on concurrent and dual enrollment through Central Wyoming College).
- Once formed, the BOCES is a separate entity and is staffed at minimum by a director and/or an assistant. Eastern Wyoming College (EWC) is an exception. The BOCES is administered by the Associate Vice President of Outreach at EWC.
- A community college district can levy a ½ mill without a vote of the taxpayers that will be effective for two years. The BOCES Board, which is comprised of board members appointed from the school district and the community college district boards, must vote to approve the continuation of the levy after two years. The Carbon County Higher Education Center in Rawlins has by vote levied an additional mill; they are the second BOCHES in the state. A collaborative BOCES between the College and one or more school districts can be created without levying a tax.

- May 3, 2016, News Release: LCCC is now the first college in Wyoming to receive accreditation from the National Alliance of Concurrent Enrollment Partnerships. NACEP, the sole accrediting agency for concurrent enrollment programs, endorses only those programs that adhere to the highest standards so that students experience a seamless transition to college and teachers benefit from ongoing professional development. Accreditation by NACEP helps ensure that college courses taught in high schools provide the same high quality, rigorous content as those taught on campus. [http://lccc.wy.edu/news/2016-5-3\\_concurrent-enrollment.aspx](http://lccc.wy.edu/news/2016-5-3_concurrent-enrollment.aspx)
- At LCCC, the school district is billed for concurrent enrollment tuition costs. The school district then bills LCCC for the exact same amount for their instructor costs. So, the costs become a wash but LCCC still receives no tuition monies for students taking these courses, and the school district receives no monies for their teacher costs. Dual enrollment costs are paid with scholarships from Financial Aid and total approximately \$150,000 a year. BOCES funding allows students to take multiple courses. Because the College uses scholarships to pay for dual enrollment courses, a student is limited to one course per semester for two years. Concurrent and dual enrollment is reported to improve high school graduation rates, transition rates to college, and persistent rates in college, and also better prepares the student for the workforce.
- The Albany County Campus and Laramie High School have a hybrid of dual enrollment where the College's instructor is teaching auto tech courses in the high school rather than on one of the College's campuses. These students receive scholarships from LCCC to pay for their tuition. The Albany County School District pays for their books and fees. Therefore, the costs are impacting both LCCC and the school district. A high school student who successfully completes the course earns a certificate of completion. EMT (Emergency Medical Technician) courses are under consideration and CNA (Certified Nursing Assistant) courses are currently being taught in the high school. The courses being taught are a model for Career and Technical Education. Dual Enrollment math courses are being taught in Laramie County School District No. 2 as well.
- Headcount (the number of students) at Northern Wyoming Community College District (NWCCD—Sheridan and Gillette colleges) exceeded LCCC's for the first time last year and argued they are the largest community college in the state. However, FTE numbers ranked NWCCD at fourth. NWCCD's headcount includes a large number of students enrolled in dual and concurrent enrollment courses. The impact of their enrollment numbers resulted in an additional \$3 million in funding from the Wyoming Community College Commission. Additionally, both Johnson and Campbell counties in their district have a BOCES. Interestingly, a BOCES does not exist with Sheridan High School.
- Trustee Salazar inquired about the high school diploma program known as the Partnership Diploma Program (PDP). Dean Tast explained the PDP is an at-risk high school program developed to help high school students earn their high school diploma and establish a career pathway that will transition them into post-secondary education. The program is run in partnership with Laramie County School District No. 1. Over 50% of the students completing the PDP enroll at LCCC. Laramie County School District No. 1 pays the College about \$240,000 for these services. A BOCES would pay the costs of high school students enrolled in the PDP because it is a cooperative education service. The College has about \$285,000 in the Current Fund for dual and concurrent enrollment contracted services and scholarships that could be shifted and used for other purposes if a BOCES were created.
- Trustee Erickson stated he and Trustee Mosher were appointed to a BOCES task force just after he was elected to the Board. The task force also included representatives from Laramie County School District No. 1 and Laramie County School District No. 2. The task force lost momentum because the College's focus was on a bond election to fund the Clay Pathfinder Building and the Flex-Tech Building. Therefore, the timing for pursuing a BOCES is because of the downturn in the economy. President Schaffer stated that in accordance with the Board's directive during the December 7<sup>th</sup> meeting, a meeting will be scheduled with the Albany County School District No. 1 Superintendent Jubal Yennie, Laramie County School District No. 1 Superintendent John Lyttle,

and Laramie County School District No. 2 Superintendent Jon Abrams to discuss the establishment of either one super BOCES between all three school districts or individual BOCES with each school district. A high level discussion about a BOCES will be held with the Albany County Campus Advisory Board during next Friday's January 13<sup>th</sup> meeting with that board.

D. LCCC Facilities Improvement Plans – Administration and Finance Vice President Rick Johnson, President Schaffer, Residential Living and Student Conduct Director Shaun O'Malley, Dean of Students Jill Koslosky

1) [Overview of Current and Pending Projects](#) – Vice President Johnson

Vice President Johnson reviewed the current and pending projects (listed below), their funding sources, the project's estimated cost, and the timeframe for the project's completion.

- Recreation and Athletic Center (RAC) Renovation – Legislature approval of project is required. (Any project with a cost over \$1 million requires legislative approval.)
- New Residence Hall – 188-bed expansion; project scope is under consideration.
- ACC Classrooms – Underway; project is paid from student fee balance attributed to the ACC.
- Ludden Library Renovation – The renovation will be funded 50% from the Legislature and 50% from donations. The 50% from the Legislature would not be received before June 30<sup>th</sup>. About half of the other 50% from private donations has been raised.
- Pathfinder Quad – Well underway; the eagle statue will be located here.
- Interior Wayfinding – Ongoing project. Monies are budgeted for this.
- Small Gateways – Coal bonus monies already received by the College will fund this project. The project is going out to bid a second time. The previous bidder did not have a quality masonry subcontractor.
- Student Engagement Neighborhood – Located in Crossroads Building. Bids have been requested for an architect who will hopefully bring a different vision.
- Sodexo Expansion – Sodexo will contribute funds.
- Backfill of Vacated Space – Costs will be funded from the One Mill Fund.
- Exterior Wayfinding – 99% Completed; a little more work will take place in April.
- West End of Fine Arts Building and Performance Venue – The performance venue would be located in the area between the modular and the Fine Arts Building. The west end of the Fine Arts Building would be remodeled.

2) Residential vs. Commuter Campus – Director O'Malley

President Schaffer stated that although LCCC is arguably a commuter campus with 280 students out of 3,400 housed on campus, the possibility of becoming a residential campus in order to boost enrollment is being explored. Current residence hall capacity is 288 beds. A decision needs to be made whether to aggressively pursue bringing out-of-district students here. Leveraging higher education is a residential experience. Becoming a residential campus will change the recruitment strategy. A new residence hall would not be open until fall 2019, so a decision needs to be made as soon as possible. Vice President Hay stated the new residence hall would need to be opened in a fall semester to make it financially sound.

Trustee Ketcham asked how the Lummis Sweetwater Grass project might be a possible student housing location. President Schaffer stated the land was bought by a developer and will mostly be a high density housing project. One of the first installations is to be a family unit. However, the demand for residential apartments is high, and a 12-month lease would be required, which means the College would have to pick up the lease payments for three months when students

were not on campus. Income thresholds may also be a factor. The housing would be likely be more suited for the College's employees rather than its students. Director Sarah Hannes stated filling the residence hall is an easy sell. Director O'Malley shared the Resident Assistants (RAs) go through an application and team building process. Successful applicants receive a scholarship that pays for their room and board; they pay their own tuition and fees. There were 18 applicants for two positions this semester. Dean of Students Koslosky stated students who live beyond a 60-mile radius are required to live in the residence halls. Director O'Malley added 205 lived more than 60 miles. Vice President Hay noted some of the students could be athletes, although the recruiting has been more locally focused.

Trustee Erickson voiced concern about building a new residence hall if the current ones are not full. He added, however, that he would like to see the "prison" (older West Residence Hall) go away. Trustee Soto asked about the occupancy rate to which Vice President Johnson responded the trend is about 95% in the fall and 85% in the spring. An occupancy rate of 95% is essentially full because the other 5% is occupied by RAs. The residence halls are also opened for occupancy during the summer. Trustee Salazar asked from where the students came when the residence halls were first built. Direct Hannes replied mostly Colorado and Nebraska. President Schaffer stated that when he first arrived on campus a high number of students were being recruited from out-of-district and scholarship dollars were being spent in great amounts to do so. However, the persistence rate of these students was low. Therefore, the recruitments were reigned in. Now, with the new advising system and orientation structure and increasing persistence rates, the recruitment areas are expanding as far as Montana. Ex Officio Keadle pointed out LCCC has established pathways for student completion and that increased residence hall capacity might also help facilitate student retention and completion by allowing more students to live on campus. The College has a great product of which students are the benefactors and should mount an aggressive recruitment campaign and sell that product. Trustee Barker stated being required to live on campus was one of the best things that could have happened to him. Having a sense of community was significant. Dean of Students Koslosky stated residence halls are also a factor in retention.

E. [Enrollment Trends](#) – President Schaffer

President Schaffer stated major improvements have been made in the College's career and degree pathways, program offerings, advising, and orientation. He emphasized that these needed to be in place before shifting at least part of the College's focus to enrollment and recruitment of students. He pointed out how the enrollment numbers show students were enrolling at LCCC but were not staying, so the persistence, completion, and success rate of LCCC's students was low. According to the cohort numbers in 2011 and 2012, LCCC had an 11% graduation rate, the lowest in the state. The 2013-2014 rates have not yet been published, and these are the ones that will reflect the impact of what LCCC has implemented since that time. National enrollment trends from the National Student Clearing House depicted the following changes in enrollment since fall 2013:

- Public Four-Year Schools – Enrollment has been increasing.
- Private and Non-Profit Four-Year Schools – Enrollment has been increasing.
- For-Profit Four-Year Schools – Enrollment has been decreasing: 14.5% decrease from fall 2016 to spring 2016.

Community college enrollments nationwide showed an uptick beginning in 2007 and through the 2008-2011 recession. Beginning in 2011 enrollments began a downward trend. From 2011 to 2012 enrollments had a -3.6% change followed by another drop of 4% in 2013-2014 and another decrease of 2% in 2014-2015. In Wyoming, the state's unemployment rates and the community colleges' enrollments since 2007-2008 mirror the national trends. Because LCCC is the largest community

college, its trend is more pronounced. LCCC's enrollment began leveling out in 2014-2015 and will likely continue to do so. President Schaffer emphasized the data tend to support the change in enrollment is a symptom of the recessionary period and not of something LCCC is doing wrong.

At LCCC, the students from 18 to 24 years of age are the College's "bread and butter." These are the traditional age, community college students. The number of these students attending LCCC has decreased by 11% since 2007-2008. Out-of-District students in Wyoming are down 15%. The number of non-resident students has actually increased 6% even though recruitment has shifted away from this demographic. Other smaller populations of students have also decreased with the exception on international students, whose enrollments are small but show a small increase.

Similar trends are seen in gender populations with the exception of health sciences' students where the number of women is slightly greater than the number of men. Generally, the men are the ones to re-enter the workforce, especially where a significant blue collar, labor-based economy exists, which makes sense in Wyoming.

Enrollments by residency show the "closest are down the mostest;" i.e., the enrollment of students in the district dropped. Laramie County's economy is the strongest in the state, which means more jobs are available, and fewer students are attending college. Other more subjective factors (personal likes and dislikes of the area, college) may also be affecting LCCC's enrollment. However, LCCC is growing in spite of these conditions.

Full-time student enrollments indicate the College is getting better at retaining students. The decrease in part-time numbers may be due to the employment opportunities of companies like Magpul, Sierra Trading Post, Wal-Mart, and Lowe's. The numbers of non-degree seeking students is decreasing, and this may be due to the College's emphasis on students declaring a degree or career pathway. Associates of Science page enrollments (predominately in the areas of business, natural sciences, agriculture, and psychology) are increasing. Program faculty in this area have been aggressive in restructuring their programs and recruitment. The programs also have a strong articulation. Conversely, Associates of Arts enrollments have decreased by 20% over that same time. Associate of Applied Science enrollments in areas such as nursing and career and technical education are at capacity and as a result have flattened out. Credit diploma program enrollments show a small dip; these programs are in the early stages of implementation.

President Schaffer offered additional observations, noting retention rates are just below the state average of 60% but have increased and are consistent with averages of 53%, 56%, and 57%. The national average is in the high 40<sup>th</sup> percentile at best. LCCC is losing the market share of graduates from both Laramie County School District No. 1 and No. 2. However, the number of graduates from the Albany County School District No. 1 is consistent at about 20%. UW President Nichols has pointed out that of all first-time enrollments in the state, community colleges get about 60% of those students. LCCC is getting about 25% to 35%; LCCC is not getting their share of first-time enrollments. A recent WICHE report "Knocking at the College Door" stated the West will be the second highest producer of high school graduates through 2032. Approximately 6,200 of those will be graduates from Wyoming high schools—a 24.4% increase. Increases are also projected for Colorado (58,000, 18.5%) and Nebraska (24,000, 11.9%). The Southeast will see a decrease. From an adult perspective, the working population will be decreasing and the number of retirees will be increasing. Speaking to the academic master plan, President Schaffer stated that if the College is going to recruit different students the question will be "What's the value of education (academic programs) that LCCC offers?"

Trustee Barker acknowledged LCCC changes with the times but believed a commuter campus is more volatile to the economy in contrast to a residential campus, which seems to provide more stability for students and therefore, enrollments. President Schaffer observed that a commuter campus models program offerings based on employment and unemployment—workforce development. He also stated no data exists showing mandatory orientation is a cause of decreasing enrollment. Trustee Erickson expressed an interest in the full-time equivalent (FTE) enrollment numbers. The numbers presented were unduplicated headcount. He believed the residence hall students probably have a greater persistence rate and therefore the FTE numbers might help him make a decision about a new residence hall. Ex Officio Keadle suggested a consultant specializing in enrollment might be a consideration. President Schaffer stated Noel Levitz is one such group. The conversations of enrollment and program development would have to be comingled.

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

No public comment was requested.

4. **ADJOURNMENT** – Board Chairman Carol Merrell

Trustee Erickson moved and Trustee Barker seconded,

**MOTION:** That the Board of Trustees adjourns the January 6, 2017, Board Retreat.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

Board Chairman Carol Merrell adjourned the January 6, 2017, Board Retreat as so moved at 5:05 p.m.

5. **EXECUTIVE SESSION** – An executive session to discuss a personnel matter was held.

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary