

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, APRIL 16, 2014, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Chairwoman Carol Merrell, Vice Chairman Kevin Kilty, Secretary Brenda Lyttle, Treasurer Ed Mosher, and Trustees Bill Dubois, Don Erickson and Christine Lummis

Board Excused: Butch Keadle, ACC Ad Hoc Member

Staff Present: President Joe Schaffer; Vice Presidents José Fierro, Judy Hay, and Carol Hogle, and Associate Vice President Kathleen Urban; Faculty and Staff Members Jeri Griego, Jayne Myrick, Roz Schliske, and Rob Van Cleave; and Legal Counsel Tara Nethercott

Visitors: Stefan Becker (SGA President), Aerin Curtis (*Wyoming Tribune-Eagle*), Stephanie McGee (*Wingspan* Online Editor), and Brooke Rogers (*Wingspan* Co-Editor)

**1. CALL TO ORDER** of the April 16, 2014, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell called to order the April 16, 2014, Board Meeting of the Laramie County Community College District Board of Trustees at 7:02 p.m.

**2. MINUTES** – Approval of the [March 19, 2014, Board Meeting Minutes](#) – Board Chairwoman Carol Merrell

Trustee Erickson moved and Trustee Lyttle seconded,

**MOTION:** That the Board of Trustees approves the March 19, 2014, Board Meeting Minutes as written.

**MOTION CARRIED** unanimously.

**3. REPORTS TO THE BOARD**

A. LCCC Reports

1) SGA (Student Government Association) – Stefan Becker, President; Tycee Mohler, Vice President

President Stefan Becker shared the following with the Board:

- New senators will be elected tomorrow. Applications from 22 students have been received for 12 senator slots. Next week the executive board members will be elected along with the Student Ex Officio Trustee.
- The SOAR (Student Organization Achievement Recognition) Banquet will be held next Tuesday, April 22<sup>nd</sup>, from 6 to 8 p.m., at the Little America. The trustees have been invited.

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

Staff Senate President Amy Ehlman shared the following:

- President Ehlman said she is doing her best to motivate those staff who have experienced a slump in their morale and is hoping the May 2<sup>nd</sup> Employee Recognition Reception and Awards Banquet will help to do so. Trustee Erickson thanked President Ehlman for sharing her observations. Trustee Mosher asked what could be done to improve the policy and procedure process. President

Ehlman said the staff appreciated extended opportunities to provide their feedback on EaglesEye, through additional forums, and during College Council and Board meetings.

3) Faculty Senate – Rob Van Cleave, President; Burt Davis, Vice President; Valerie Millsap, Secretary

Faculty Senate President Rob Van Cleave reported:

- Now that the Human Resources policies and procedures process is reaching finality, the faculty are focusing on advising and have a meeting scheduled with Student Services Vice President Judy Hay and Student Planning & Success Director Kathryn Flewelling. The faculty will present proposals for the advising holistic model and anticipate reaching an agreement. The next big topics are workload, job description, and rank issues. With the focus on human resource policies and procedures during the spring semester President Schaffer and Vice President Fierro have agreed that an agreement on these issues will be brought forward early in the fall semester. A faculty assembly will be held to share the agreement reached. For Trustee Mosher, President Van Cleave stated Vice President Fierro has made it clear that the proposed job descriptions and rankings are drafts and just a starting point for open discussion. The job description list of duties is extensive and some uncertainty exists regarding what is required and what is appropriate for certain faculty. Workload concerns are focused on the credit for the student and the credit for the faculty against their workload for labs and clinicals. An 18-hour cap is also raising some concerns. Feedback on whether the faculty are in favor of a ranking system was garnered through a survey performed by President Van Cleave. The survey responses from 61 of 113 full-time faculty members indicated 38% in favor, 51% not in favor, and 11% undecided. The proposed ranking system includes the titles of instructor, associate professor, assistant professor, professor, and trustee professor; the titles are not tied to pay but may be in the future when the compensation model is finalized.

4) LCCCEA (LCCC Education Association) – Mohamed Chakhad, President; Rachel Martinez, Vice President; Trina Kilty, Secretary; Jeff Shmidl, Treasurer

- No report

**4. PRESIDENT'S REPORT** – President Schaffer

A. [“POV: We Know How To Transform Community Colleges for Student Success, Will We?”](#) – McClenney, Community College Week

Dr. Byron McClenney's POV (Point of View) was provided to the trustees for information. Dr. McClenney served as the National Director for Leadership Coaching, Achieving the Dream. He retired in January 2014. In his POV, Dr. McClenney stresses that often it's not that community colleges don't know what to do, rather it's are they willing to do what's needed.

B. AACC Annual Convention – April 5-9, 2014 – "Great Expectations – What Are Your Most Pressing Issues Today?" – Recap

- [Empowering Community Colleges Implementation Guide](#)

President Schaffer reported Academic Affairs Vice President José Fierro, Student Services Vice President Judy Hay, Student Planning and Success Director Kathryn Flewelling, Accounting/Business Instructor Tanya Griffith, Technical Studies Program Manager Dave Curry, Institutional Research Manager Ann Murray, and Registrar Stacy Maestas accompanied him to the April 5-9 AACC Annual Convention in Washington, D.C. Attendance at the annual convention provides an opportunity to become acquainted with the major issues facing other community colleges and how they are dealing with those issues. If the budget monies are available, the annual trek will continue because of the value-added received by LCCC employees who attend the conference and the College at large.

The AACCC released “Reclaiming the American Dream” two years ago that identified the major shifts community colleges need to implement. One of the fundamental shifts is from access to completion. This year an implementation guide was released that provides the best emerging and high-performing practices for accomplishing the “Reclaiming the American Dream” goals.

President Schaffer elaborated on Dr. Byron’s POV noting the following, much of which the College is already implementing, as essential to a paradigm shift from access to completion:

- A Culture of Evidence (moving away from a culture of anecdote and emotion) – Key Performance Indicators (KPIs), student cohort tracking, Community College Survey of Student Engagement (CCSSE), Survey of Entering Student Engagements (SENSE)
- Assessment of Student Learning – LCCC Institutional Competencies, Master Course Outlines of Records (MCOR’s), Campus Labs
- Carefully Designed Planning – New LCCC Strategic Plan, Strategic Allocation/Reallocation of Resources, LCCC Project Management Process (in development)
- Organizational Structures and Systems – Institutional Reorganization, Policy and Procedure Overhaul, Human Resource Priority Plan, and Academic Program Changes
- Reformation of Development Education – Developmental English Redesign (implementation scheduled for fall), Mathematics Curriculum Reform, New Methods of Student Placement (coming soon)
- Engagement and Development of Faculty – Center for Teaching and Learning
- Student Experience – Mandatory Orientation (Fall 2014), Holistic Advising Model, Academic Plan, First-Year Seminar
- And More – Program Pathways, Boot Camps, Placement Test Prep Courses, Meta Majors, etc. (coming soon)

Trustee Kilty shared the following as germane to student success:

- Vetting Adjuncts
- Monitoring Classes
- Building Learning Communities (If the dining hall had open access, it would be an optimum location for building learning communities.)
- Remedial Education
- Statistics vs. Algebra – Algebra is the gateway to all mathematics.

President Schaffer responded the College has data to support trends in student success in courses, success rates of adjunct vs. full-time faculty, success rates of all types of faculty, and success rates of different modality types. He emphasized that until that data is examined and without common assessments across the curriculum, he would not know if an “A” in an adjunct faculty’s class is equivalent to an “A” in a full-time faculty’s class. Vice President Fierro will begin looking at those data with the intent of targeting interventions. President Schaffer added a calculation of mid-term grades would show whether students are making satisfactory progress during the first weeks of class. If not, the student would be flagged for an intervention.

Trustee Mosher agreed with Walter Bumphus’s recommendation in the “Empowering Community Colleges Implementation Guide” to implement seven criteria “...to redesign students’ educational experiences, reinvent institutional roles, and reset the system so it better promotes student success.” Trustee Mosher stated the philosophy that America’s social, economic, and political system makes success possible for every individual is an ideal. Therefore, the College must be careful in determining what it can and cannot do. He also stressed the College must assess what it is doing well in addition to what it is not doing well.

President Schaffer acknowledged the need to celebrate the College's accomplishments and certainly the health care programs' success rate is one of those accomplishments. He pointed out one key difference: What is assessed and the benchmarks for determining success in health care programs (accreditations and licensing exams) are determined by organizations outside of the College.

Trustee Erickson observed from attending the recent pinning ceremonies that the team learning methodology used by these health care students is extremely beneficial in helping students achieve their goals. Trustee Mosher stated equine, auto body, and auto diesel students also utilize a team learning structure. Service learning and the Student Government Association are other examples where students have peer support.

President Schaffer stated this is the type of dialogue in which the trustees need to be engaged regarding student success and institutional access and excellence. When students build relationships, choose a program of study, and have a coherent pathway, they succeed.

Board Chairwoman Carol Merrell said she is encouraged by the implementation of new advising model, knows the College can do better, and believes the College is committed to doing so.

- C. 2013-14 Achievements – President Schaffer provided a handout listing the 2013-14 achievements of Student Services, the Center for Teaching and Learning, Adelante: Center for Getting Ahead, Adult Career and Education System (ACES), Warren Air Force Base Campus, Eastern Laramie Campus, Facilities and Events, and the School of Outreach and Workforce Development, the School of Business, Agriculture and Technical Studies, and the School of Arts and Humanities.

## 5. BOARD REPORTS

- A. President's Evaluation Process – Board Chairwoman Carol Merrell

Board Chairwoman Merrell said the multi-rate document is 100% customizable and asked the trustees to advise her of any changes they would like made by Friday, April 25<sup>th</sup>. The evaluation will be performed on or about the week of May 12<sup>th</sup>, and the results will be reviewed in executive session with President Schaffer in June. Board Chairwoman Merrell also noted that copies of the campus communications survey performed by Phyllis Lundy were provided to the trustees this evening. (POSTSCRIPT TO MINUTES: The Board will review the campus communication survey responses during their July 18<sup>th</sup> retreat.)

- B. Board Committee Reports – Board Chairwoman Carol Merrell serves on all committees.

- 1) Finance and Facilities – Kevin Kilty, Ed Mosher

Trustee Kilty reported the Finance and Facilities Committee held a lengthy meeting last Thursday, April 10, during which some important points were discussed. One topic concerned a statutory dispute about who has the responsibility for signing off on the final design and the construction of the University/Student Center. Citing the Board's fiduciary responsibility to the taxpayers, Trustee Kilty said the Board must assure the University/Student Center is what was promised in the bond issue ballot statement and that the design fits into the campus environment and meets students' needs. One of the sticking points involves the owner of the building—the State or the College. Some State agencies believe the owner is the State.

Trustee Erickson said he expects President Schaffer to be vigilant on the concerns and to continually update the Board on the design and construction progress. Trustee Mosher added the monies from the bonds are the Laramie County taxpayers and they should have any earnings on those monies before they are used for University/Student Center's construction.

Ms. Nethercott suggested counsel draft an opinion to assure the right questions are being asked of the right agencies. President Schaffer agreed noting the varying interpretations are emanating from legislation passed two years ago that shifted the responsibility from the Wyoming Community College Commission to the State's Administration and Information (A&I) Construction Management Division (CMD). About three weeks ago the first draft of the CMD's handbook was received and feedback was requested. The community college administration and finance officers posed some initial questions and answers to those questions have been received. To gain further understanding of the process at hand, the community college presidents will be visiting with Wyoming Community College Commission Executive Director Jim Rose next Wednesday to determine where the handbook's finalization is. The goal is to reach a collaborative process where there is opportunity for joint decision making. President Schaffer will know more specifically what questions counsel would need to pose following that meeting; e.g., what are the Board's fiduciary responsibilities for locally levied funds and can those funds be ceded over with a memorandum of agreement to a State agency without having some decision making involvement and responsibility. President Schaffer also reminded the Board of the legislature's generosity this year in allocating \$18 million for the University/Student Center and the Flex-Tech Building. Trustee Kilty stated he is aware of a couple of community college buildings constructed under this environment that turned out well but he has an uneasy feeling that what appears to be an ad hoc process does not guarantee the process will work well in the future, particularly when personnel changes occur. Board Chairwoman Merrell asked Counsel Nethercott and President Schaffer to collaborate on the issue. President Schaffer stated the Finance and Facilities Committee will be informed as the College moves through the process.

Trustee Kilty moved,

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

- a. [March 2014 Current and Auxiliary Fund Balance Sheet Reports](#)
- b. [FY 2014 Current and Auxiliary Fund Budget Reports](#)
- c. [April 2014 Contracting and Procurement Report](#)

Trustee Mosher stated the Finance and Facilities Committee also discussed the renovations of the Physical Education Building and the Ludden Library Learning Commons, adding the College's Campus Master Plan is being followed. President Schaffer said the renovations are in the initial design phase and Level I studies are being developed that will define the project scope and feasibility. President Schaffer added a report on the College's facilities' project timelines and how they are sequencing with the Campus Master Plan will be given during the Board's dinner meeting on May 7<sup>th</sup>. Trustee Erickson, who is on the steering committee for the PE Building's expansion, stated the Level I Study for the PE Building's renovation has just been completed and the Board approved the monies for that study. Trustee Erickson also attended the PE Building open house, the invitation for which was sent to the trustees' LCCC email addresses. He asked that future invitations please be sent to their personal email accounts. President Schaffer clarified that once the planning process is completed, decisions will need to be made by the Board and the campus and some of those will be needed soon. The planning process is necessary for submitting the projects to the Wyoming Community College Commission, the State Building Commission, and the Legislature next year, so the College can receive approval to move forward but does not commit the College to a project's construction. If the College postpones the process for a year, the projects would be delayed two years.

Board Chairwoman Carol Merrell stated the Finance and Facilities Committee meetings are noticed and all trustees are invited.

6. **FY 2015 BUDGET** – **FIRST READING** – President Schaffer, Vice President Hoglund

President Schaffer prefaced the 2015 budget presentation stating this evening's first reading will be the first of four presentations on the budget. The budget will also be presented at the May 21 for update, June 18 for second reading, and July 16 for approval. The Budget Planning and Allocation Committee, and the Budget Process Advisory Committee (BPAC) have done an exceptional job with the oversight of Vice President Hoglund and Budget Coordinator Jayne Myrick. College Council has also reviewed the budget and the human resource prioritizations. In his memo to the Board he defined the budget process as "increasingly transparent, inclusive, and practical". The Budget Coordinator Jayne Myrick shared the following highlights:

State Context

- \$1.5 million in Enrollment Growth Funding (one-time funding equivalent to 21.5% of the total allocation)
- \$862,642 in Performance Funding
- \$300,000 in Tuition Revenue – Wyoming Community College Commission approved a 5% tuition increase for all community colleges. LCCC's revenues will not be spent on base commitments.
- 2% Pay Increase – Legislature funded only 61.59% for FY 2015 only. In total, \$433,990 will be allocated for FY 2015 pay increases. In addition, \$116,452 has been set aside for market adjustments for non-benefited, part-time and other staff, and position reclassifications that result from organizational stabilization and realignment activities.

Institutional Context

- \$3.3 million – The new funding will be invested in the College priorities listed below. Approximately \$1.5 million will be treated as one-time only funds.
  - o Increase the number of students earning high-value credentials by reinventing the College's programs and services to be designed for 21st Century learners and aligned to drive the economic and social futures of Southeastern Wyoming.
  - o Strengthen relationships and connections with key community partners, such as K-12, University of Wyoming, other four-year institutions, and business and industry to improve student transitions between educational entities and the workforce.
  - o Build the organizational capacity to thrive in the future by focusing on establishing a climate of trust, an effective, efficient and entrepreneurial workforce, and a culture of continuous improvement.
  - o Transform the College's physical environment into a vibrant and appealing place conducive to the engagement of students and community through campus renovations, additional facilities, and beautiful grounds.
- One Mill funds used for base/ongoing expenditures have been freed up with the exception of Eastern Laramie County; \$200,000 for Innovation Funds.
- \$45,000 for Educational Advancement
- \$202,000 in Additional Financial Assistance (needs-based; e.g., Soaring Eagle Scholarship)
- \$730,000 in Academic Program redesign and reform and Student Services financial assistance, advising and retention

Comments/Clarifications

- Budget Coordinator Myrick will email the trustees the budget detail.
- A 12-student cap on classes is not likely the cause of the downturn in FTEs and headcount. A dip in high school graduates and a decrease in the employment rate are more likely contributors.
- An increase in the cost per FTE may be attributed to fluctuations in enrollment. As enrollment decreases and funding remains relatively stable, the cost per FTE will increase.
- "Early Childhood Center" emphasizes the instructional component of the Children's Discovery Center; the two names are interchangeable.

- The process utilized by the Budget Resource Allocation Committee to determine one-time expenditures was extremely more rigorous than it was even last year. Likewise, was the process for determining the human resource position prioritizations.
- One-time purchases over \$35,000 require Board approval. The Board's approval of the next fiscal year budget gives authority to make the purchases included in that budget. Purchases over \$35,000 not included in the budget require Board approval.
- Equipment purchases from replacement schedules are included in the one-time requests. Program funds and high tech fees are used for larger purchases such as Dental Hygiene and IT equipment.
- Adjunct faculty compensation was increased last semester to \$700/credit hour. That increase is reflected in the FY 2015 budget.
- Vice President Hay will follow up with Trustee Erickson on his request for the categories of students receiving scholarships and the sources of funds being used for scholarships.
- The Soaring Eagle Scholarship selection process consider estimated family contribution, other income, and other aid and targets first generation students followed by adult students, and then ratchets up based on how much money is available.
- The College has different types of reserve accounts. The two most significant are the One Mill and the General Fund. These funds may be increased if the fund revenues are greater than expenditures. In addition, a contingency reserve exists within the Operating Fund and is targeted more toward enrollment reserves. A contingency reserve within the Plant Fund is actual dollars received from coal lease bonus monies. These monies do not have the restrictions the major maintenance monies have.
- Through the work of the Administrative Services Council that is made up of the community college administration and finance officers, agreement was reached on budget classifications so that the comparison of revenues and expenditures is now "oranges to oranges" and not "apples to oranges."

**7. ADDITIONAL ITEMS – Information Only**

- [Historical List of Board Motions](#)

**8. NEXT MEETINGS/EVENTS**

- **May 7 (Wednesday)** – Board Meeting and Dinner: Dinner – 6 p.m. – CCC 178/179; Meeting – 7 p.m. – Petersen Board Room
- **May 21 (Wednesday)** – Public Hearing, Board Meeting and Dinner: Dinner – 6 p.m. – CCC 178/179; Public Hearing and Meeting – 7 p.m. – Health Sciences Building – Rooms 111/113

Board Chairwoman Merrell also noted the Employee recognition and awards event on May 2<sup>nd</sup> at Little America.

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

No new business was discussed.

**10. PUBLIC COMMENT (Public comment on anything not on the agenda)**

Dr. Arun Goyal offered his observations on the budget, revenue sources, economic projections, demographic analysis, and the need for new labs.

**11. ADJOURNMENT** of the April 16, 2014, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell adjourned the April 16, 2014, Board Meeting of Laramie County Community College District Board of Trustees at 9:35 p.m.

**12. EXECUTIVE SESSION** – *An executive session was held.*

Prior to the adjournment of the April 16, 2014, Board Meeting,

Trustee Kilty moved and Trustee Mosher seconded,

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

**MOTION CARRIED** unanimously.

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary