

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, SEPTEMBER 17, 2014, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Chairwoman Carol Merrell, Vice Chairman Kevin Kilty, Treasurer Ed Mosher, Trustees Bill Dubois, Don Erickson and Christine Lummis, and ACC Ex Officio Member Butch Keadle and Student Trustee Ex Officio Member Keenan Carroll

Board Excused: Secretary Brenda Lyttle

Staff Present: President Joe Schaffer; Vice Presidents José Fierro, Judy Hay and Carol Hoglund; Associate Vice Presidents James Malm and Lisa Murphy; Administrators, Faculty and Staff Candy Ferrall, Jeri Griego, Meghan Kelly, Leah Noonan, and Roz Schliske; and Legal Counsel Tara Nethercott

Visitors: Aerin Curtis (*Wyoming Tribune-Eagle*); Erica Klimt and Samantha Weaver (*Wingspan* Co-editors) and Tamara Rodgers (*Wingspan* Online Editor)

**1. CALL TO ORDER** of the September 17, 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 Board Meeting of the Laramie County Community College Board of Trustees at 6:59 p.m.

**2. MINUTES** – Approval of the [August 20, 2014, Board Minutes](#) – Board Chairwoman Carol Merrell

Trustee Dubois moved and Trustee Erickson seconded,

**MOTION:** That the August 20, 2014, Board Minutes be approved as written.

**MOTION CARRIED** unanimously.

Board Chairwoman Carol Merrell introduced Student Ex Officio Trustee Keenan Carroll, who is the first student to hold the newly created position by the Board.

**3. REPORTS TO THE BOARD**

A. LCCC Reports

1) SGA (Student Government Association) – Jackson Craft, President; Bill Dalles, Vice President

SGA Vice President Bill Dalles reported on the following SGA activities:

- Homecoming – The SGA is planning this fall's October 3<sup>rd</sup> – 12<sup>th</sup> homecoming.
- Greek Festival Volunteer Hours – The SGA helped with the setup of the event that took place on September 12<sup>th</sup> and 13<sup>th</sup>.
- Literary Connection Dinner – SGA senators have signed up to help with this event on October 3<sup>rd</sup>.
- Halloween – A Halloween Trick or Treat event is being organized.
- Three or four committees are submitting proposals. Among those are:
  - o The Service Committee is working on a blood drive to be held on October 27<sup>th</sup>.
  - o The Diversity Committee is posting a global map on October 26<sup>th</sup>, so students can post where they are from in the state to show how diverse the student population is.

- Election applications are being accepted through this Friday, September 19<sup>th</sup>. An open forum will be held on the following Monday, September 22<sup>nd</sup>, and elections will be held on Tuesday, September 22<sup>nd</sup>.

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

Staff Senate President Candy Ferrall reported on the following activities:

- Lunch with the President will take place on Thursday, October 2<sup>nd</sup>.
- A family Halloween party will be held later in October.

Trustee Mosher inquired about the staff retreat/in-service held on August 21<sup>st</sup>. President Ferrall stated the turnout was disappointing with approximately 20 staff members participating. The low turnout was attributed to staff members' assisting students and faculty in startup activities that were a higher priority than attending the retreat/in-service. Another retreat/in-service may be planned in May after graduation.

- 3) Faculty Senate – Leah Noonan, President; Seth Robbins, Vice President; Paula Belknap, Secretary

Faculty Senate President Leah Noonan stated work continues on faculty job descriptions. Ranking and workload discussions will follow. For Trustee Mosher, who inquired if the Faculty Senate was being given adequate time to consider the job descriptions and if the process is working well, President Noonan stated the Faculty Senate does not feel pressured but having the work completed sooner than later would be preferable. Dr. Fierro said an extended conversation was held with Faculty Senate on Friday concerning the job descriptions. President Noonan added the Faculty Senate was short some members at the beginning the semester, which has delayed the process. She noted that with the help of Interim Dean Nicole Bryant the membership has been filled. The Faculty Senate will meet again on Friday, September 26<sup>th</sup>.

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

LCCCEA President Meghan Kelly shared their officers met with President Schaffer today and discussed the following concerns and suggestions:

- High turnover in employment
  - o Hold exit interviews to identify themes in employee turnover
    - Trustee Kilty asked if exit interviews had been implemented, which he believed were mandated by the Board during the April 2, 2014, meeting when the policies and procedures were approved. (POSTSCRIPT TO MINUTES: A review of the April 2<sup>nd</sup> discussions determined Trustee Kilty suggested exit interviews should be a common practice and mandatory for employees hired under the new policies and procedures. However, no Board mandate followed his suggestion.) Trustee Erickson encouraged the administration to conduct mandatory exit interviews and recalled trustees asked for data on workforce changes. President Schaffer stated the College does not yet have a standard mechanism for exit interviews. However, understanding why the “exit phenomena” is occurring is a priority as is the value gained from the voluntary exit interviews. Other tools that could be used are an analysis of percentage of turnover in a functional area and an analysis of percentage of departure within specific employee groups and characteristics such as longevity (i.e., are new employees leaving or are employees who have been here for a while leaving). Human Resources staff is gathering information from the voluntary exit interviews, and a variety of methods for conducting exit interviews as a common

practice is being examined. President Schaffer also recalled, as had Trustee Erickson, that the Board has been very direct about requesting reports that will assist them in understanding what's happening with the College's employment processes and its applicant pools. Different metrics to illustrate this are being examined at this time. Information included in resignation letters is also being examined. President Schaffer noted that he pointed out in his State of the College address the College's departure rate is 12%, the highest known since tracking it. He observed this evening that assumptions are often made that departures and turnovers in an organization are inherently bad. However, some departures are actually good for the health of an organization. Exit interviews are one tool to assist in this understanding. However, a broader picture on what is happening with employee departures is needed. Understanding the impact of departures on the College's service to its students, institutional outcomes, and overall organizational health is also important. President Schaffer stated he committed to the Board in April to bring reports on different characteristics with HR practices, applicant pools and numbers, and internal applicant data (exits, departures, promotions). The reports will assist in understanding if the HR policies and procedures adopted in April are having an adverse impact on the organizational health or if they are working as assumed.

- New human resources policies and procedures
  - o Have the HR policies and procedures stifled mobility?
  - o Have the number of interested internal candidates decreased?
    - President Schaffer stated whether the number of internal candidates, particularly classified staff, have increased or decreased can be tracked. The focus so far has been on the ability to recruit, good applicant pools, whether good offers have been made and if candidates have accepted those offers. These efforts have had generally positive results.
  - o If the HR policies and procedures are not benefiting the institution, would their implementation be reconsidered?
- National community college benchmark project data and where LCCC compares in that data
  - o President Schaffer stated the data should be received soon.
- Market-based pay research and potential changes to the pay scale

In other conversation Trustee Kilty inquired about interim appointments, noting the Board had discussed at one time moving away from interim hires. President Schaffer explained quite a few one-year, temporary hires exist at the College including some in the instructional ranks. These hires are used to fill emergent or immediate needs when time does not exist for a comprehensive search. Summertime exists required two such hires at the Albany County Campus and one in music on the LCCC campus in addition to the math position cited by Trustee Kilty. What is being eliminated is one person holding a temporary position year after year after year, therefore, not perpetuating temporary employees holding positions over an indefinite period of time.

Trustee Mosher asked that averages in addition to median and percentiles be used in data analyses. President Schaffer stated the benchmarking project uses median and percentiles but averages could probably be calculated.

Board Chairwoman Carol Merrell commented she is pleased that the LCCCEA is getting answers to their questions from President Schaffer. LCCCEA President Meghan Kelly agreed.

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

President Schaffer welcomed Student Ex Officio Trustee Keenan Carroll in his new role and acknowledged senior and well-versed ex officio member Bruce Keadle, who is the Albany County Campus Ex Officio

Trustee. Both positions have been created because the Board is interested in having a voice and perspective from a very unique demographic of individuals.

A. Complete College Wyoming (CCW) Update

1) [Proposed Metrics and Metrics Survey](#)

CCW has most recently been working on a series of metric and measures for the state. In order for Wyoming to join Complete College America (CCA), the community colleges had to agree to:

- Set completion goals – Wyoming’s community colleges and their boards of trustees committed to a five percent increase in completions each year through 2022.
- Pull key policy levers that will help change the focus from participation to completion – The policy levers’ conversation is ongoing, perhaps because two key policy levers exist in the state—the legislature and the boards of trustees, and then somewhere in between is the Wyoming Community College Commission.
- Establish metrics – The community college presidents have been removed from this process on purpose because their conversations tend to focus on performance funding. These metrics are intended to be used as a broader assessment of how the colleges and the state are doing on the completion agenda. The process has a good start but a lot of questions have been asked about who is the primary user of the metrics, for what will the metrics be used, are they duplicative of other issues, will they replace other issues, and do they fit within institutional measures.

The CCW Team wants to keep the trustees informed and are encouraging their feedback. President Schaffer urged each trustee to complete the survey attached to the agenda and send their completed survey to either WACCT Executive Director Steve Bahmer or Trustee Mosher to route to the CCW Team.

Trustee Mosher said the trustees will likely take a position on the metrics during their October 9<sup>th</sup> meeting at the Hilton Garden Inn in Laramie and will share that position with the Wyoming Community College Commission (WCCC) during their October 10<sup>th</sup> meeting at the University of Wyoming. He encouraged the trustees to attend both the trustees’ and the Wyoming Community College Commission meetings. The metrics will probably tie into performance funding and so should be given serious consideration. Additionally, legislative policy levers may differ from the trustees policy levers believed appropriate for their community college students. He urged trustees to review any related materials and stated a couple of issues exist on whether to work with metrics that focus on interim progress or metrics that focus on outcomes. He emphasized the importance of focusing on students’ interim progress so that changes could be made while students are still enrolled in a community college rather than focusing on outcomes that would effect changes after students may have graduated.

President Schaffer reiterated the CCW team, trustees, presidents, and Wyoming Community College Commission are grappling with understanding the purpose of the metrics. CCA requires that all states in the CCA alliance submit performance measures and many of those submitted fit within the College’s Key Performance Indicators (KPIs). The CCW movement in Wyoming is interested in tailoring the performance measures to Wyoming. The Wyoming Community College Commission and community college presidents are trying to separate the CCW metrics conversation from performance funding. The focus of next week’s Executive Council meeting of the community college presidents, WCCC Executive Director Jim Rose, and WACCT Executive Director Steve Bahmer will be specifically about performing funding. The Commission is still very committed to distributing State aid to community colleges based on performance. President Schaffer noted no evidence exists in “the literature” that performance-based funding has been successful in increasing outcomes. He asked what happens with institutions that cannot compete with higher performing institutions. In the absence of statute, closing such an institution would likely not be an option. He anticipates that when another

equilibrium is reached among the State's community colleges the funding method will revert back to distributing funds in relatively the same way it is now. Trustee Mosher noted from the literature President Schaffer provided him that the emphasis was on institutions competing against themselves and not against each other.

Trustee Erickson stated Trustee Mosher has responsibly taken on the WACCT president's duties and that the College is fortunate to have Trustee Mosher's experience and dedication. Trustee Erickson also shared his frustration about the perplexities of the metrics and performance funding discussions. He asked that an outline of what LCCC is doing in response to the CCW be provided to the trustees, so they could knowledgeably participate in the October 9<sup>th</sup> and 10<sup>th</sup> discussions. President Schaffer said the "Completion Agenda for the 21<sup>st</sup> Century" is included in the College's strategic plan, and the strategies in the "Completion Agenda" closely align with the College's goals and strategies (e.g., strategies such as high-impact practices, program pathways, high-touch student services, and developmental education work.) At Trustee Erickson's and Trustee Mosher's request President Schaffer will provide "talking points" for the trustees to reference and share those points with the trustees during the next Board meeting on October 1<sup>st</sup>.

B. President's Meeting on Performance Funding in Casper September 24

Discussion was combined with 4.A. above.

C. [Building Projects' Updates](#)

President Schaffer shared the following on campus projects:

- Gateways – Gateways at the east and west entrances are nearly 100% complete with the exception of hydro-seeding and vertical elements. The architect is working on the latter. Many positive comments have been received on the addition of the gateways to the campus.
- Flex-Tech Building – Good progress was made during the architectural meeting with CTA, the architect for the project. Trustee Erickson attended the meeting and said he was flabbergasted at the competence and creativity of the architect team. In addition, he was also pleased with the extent to which the project manager understood vocational education.
- University/Student Center – The final schematic design is expected soon. The building's design is being changed to accommodate the program specifications while reducing the square footage by 10,000 sf. Revised drawings are expected this week. Schematic designs for both the Flex-Tech Building and the University/Student Center will be brought to the Board as a validation exercise, so that the Board can ensure the buildings' designs are in line with what was committed to the taxpayers. The designs will be first presented at a Finance and Facilities Committee meeting. Construction documents and bid requests will follow the schematic designs' approval.
  - o For Trustee Mosher, President Schaffer stated a generous 32% was the initial target for circulation space. With a 10,000 sf reduction needed, the circulation space will probably need to be reduced.
  - o For Trustee Mosher, President Schaffer stated the University/Student Center name was chosen because it describes the building's functionality. The College would need to change the name before the building is ready for occupancy and decisions are made on signage. Also, positive conversations are being held with donors about naming the Flex-Tech Building.
- Arena Parking Lot – The Arena Parking Lot Expansion Committee held a pre-construction meeting yesterday, September 16th. The estimated start date of the parking lot's construction is September 29th with completion in mid-November.
- Level I studies for the Learning Commons and PE Building Remodel projects are in the State's hands. The projects are scheduled to go before the State Building Commission in October.
- Wayfinding – Campus signage prototypes will be reviewed next week.

#### D. Title IX Training

President Schaffer stated the College has rolled out for the first time a comprehensive program that will bring the College into compliance with the violence against women act. In order to be eligible for Title IV federal financial aid and to avoid fines, the College must have student discipline policies and procedures as well as training policies and processes in place. October 1 is the deadline for having the training in place; the training does not have to be completed. Because this is the first year for the training, all of the College's students will have to complete the training. In years to follow, only new students will have to do so. The training is in line with the Clery Act, which requires annual training on alcohol and drug abuse already provided by the College. The College has implemented a program called "Think About It" developed by CampusClarity and is a very comprehensive program <https://www.campusclarity.com/>. "Think About It" takes about two hours to complete and asks some highly personal questions. The College is working with CampusClarity on eliminating some questions that primarily nontraditional students are finding invasive and/or offensive.

Trustee Kilty stated he has heard that students are not allowed to register or opt out of some questions, that the answers to the question don't matter that much, and that some students are lawyering up. President Schaffer responded he does not believe students are being told their answers don't matter and clarified no holds are being placed registrations while the training still includes offensive questions. The College is mandated to provide the training for students who will be required to complete the training prior to registering for their second term. Some 400 students have completed the training. Answering the questions is a training exercise, not a survey. The answers are anonymous and will help with understanding the College's student population and dynamics. SGA Vice President Bill Dalles stated he has not yet participated in the training but knows that some students have expressed confusion about why they are being asked questions about their sexual activity. He added that he believes the RA and SGA training he has received was beneficial. Vice President Hay noted the training for RA and SGA students is part of the CampusClarity package and is very much the same as the training being required of all students.

Vice President Hay stated the behavioral questions about which students have expressed concern are being removed this week. She noted the majority of nontraditional students, who were not pleased with some of the questions, were more at ease once the training's purpose was explained, which is to make the campus climate safer for everyone. She also explained that because the training is a new national requirement, few training programs exist. The CampusClarity program is a pre-packaged training program with videos, and when compared with others was determined to be the best training program available at this time. The program's questions are designed so that answers have to be given some thought. At President Schaffer's request and with Board Chairwoman Carol Merrell's agreement on behalf of the Board, the original training program and/or the modified training program will be provided to trustees if they are interested. Vice President Hay offered to also provide the reports that consist of bar graphs and percentages generated from student responses.

Ex Officio Trustee Keadle asked what the other community colleges are doing and if the Wyoming Community College Commission had recommended a training program. President Schaffer said he was not sure what the other community colleges are doing but they all have to be in compliance by October 1. As far as he knows the Wyoming Community College Commission has not chosen a role in the federally mandated training. Vice President Hay added the University of Wyoming also has to demonstrate compliance.

Board Chairwoman Merrell stated, that based on her own children's experiences, she is glad the training is mandated and is being refined. She was also pleased students feel comfortable talking about the training.

Faculty Senate President Leah Noonan stated she has heard students say they are not truthfully answering the questions and they believe the data is being tied directly to them.

President Schaffer concluded the discussion saying institutions have the freedom to choose the training mechanism. Online training best serves LCCC's student population. Could another training product be chosen? Yes. Would the content be different? Probably not.

## 5. BOARD REPORTS

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

1) Finance and Facilities – Kevin Kilty, Ed Mosher

No meeting was held in September. The next Finance and Facilities Committee meeting will be held Friday, October 3<sup>rd</sup>, at 10 a.m. in the Administration and Finance Conference Room.

Trustee Erickson moved and Trustee Kilty seconded,

**DISCUSSION:** Trustee Mosher asked if the cost of hay has increased. President Schaffer stated Vice President Hoglund was researching that today. Vice President Hoglund said a revenue stream consisting of monies charged for boarding horses used in training classes and also from the general fund covers the expenditure.

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

- a. [August 2014 Current and Auxiliary Fund Balance Sheet Reports](#)
- b. [FY 2015 Current and Auxiliary Fund Budget Reports](#)
- c. [September 2014 Contracting and Procurement Report](#)

**MOTION CARRIED** with no objection.

## 6. [PRESENTATION ON STUDENT AID AT LCCC](#) – President Schaffer

President Schaffer provided a comprehensive report on financial aid available to LCCC's students. He acknowledged contributions to the report by Ann Murray in Institutional Research and Julie Wilson in Financial Aid. The report was prepared at Trustee Erickson's request and covered the types of financial assistance, percent of students receiving financial aid, types of financial aid, and the amounts awarded. The number of students receiving privately funded aid in LCCC Foundation scholarships was also reported along with the total amount of those scholarships (\$620,202.64). President Schaffer also provided answers to "What Trustees Should Know" questions prepared by the Association of Community College Trustees.

### Additional Comments and Clarifications

- Total aid increased by 12% for this FY 2015.
- 60% of students file a FAFSA (Free Application for Federal Student Aid). This is a huge increase. In contrast, a small percentage of students take out loans. Students who qualify for a loan may receive the maximum allowable loan amount even though they may not need the total amount.
- Financial Aid information is being revamped to include long-term impact.
- LCCC students receive on average about \$400 more in aid than students at peer institutions.
- Hathaway grants show up in the state and local grants. The Hathaway program is a motivational program designed to encourage students to attend college in Wyoming. However, some fear it may be viewed more of an entitlement award instead of a merit award.
- The College is not mandated to apply a certain percentage of tuition revenues to funding for students. Some federal aid programs do require a match unless the College has certain waivers under Title III eligibility.

- LCCC has set aside monies from increased tuition revenue for need-based scholarships.
- A policy and procedure are being developed that will stipulate how and why scholarship funds are to be allocated.
- State statute requires community colleges to offer 12 concurrent enrollment courses. The number of students in the concurrent enrollments courses are limited because of the cost.

Ex Officio Trustee Keadle asked for an explanation of the F Grade given to the Foundation as a performance indicator. President Schaffer explained some performance measures use internal input and others use external input. Best performance, worst performance, and average performance in terms of revenue are examined. Improvement goals and aspirational goals are set, and if a national benchmark exists, that benchmark is considered. (The Foundation does not have a national benchmark.) All the data acquired from the aforementioned is averaged together to determine a threshold of performance. In this Foundation's case, the total number of private gifts were substantially decreased. A variety of economic and political reasons were attributed to the decrease. Other factors attributing to the decrease included donors waiting to see if the endowment fund legislation passed and if the bond election was successful. Because of last year's shift in donations, the performance indicator went from a B to an F grade. However, the good news is major gifts anticipated last year are coming in this year.

## 7. APPROVAL ITEMS

None

## 8. ADDITIONAL ITEMS – Information Only

- [Historical List of Board Motions](#)

## 9. NEXT MEETINGS/EVENTS

- **October 1 (Wednesday)** – Board Meeting and Dinner: Dinner – 6 p.m. – CCC 178/179; Meeting – 7 p.m. – Petersen Board Room
- **October 8 and 9 (Wednesday and Thursday)** – 4<sup>th</sup> Annual Summit on Community Colleges – Hilton Garden Inn, Laramie
- **October 10 (Friday)** – Wyoming Community College Commission Meeting – University of Wyoming
- **October 15 (Wednesday)** – Board Meeting and Dinner: Dinner – 6 p.m. – CCC 178/179; Meeting – 7 p.m. – Petersen Board Room

## 10. NEW BUSINESS – Board Chairwoman Carol Merrell

Trustee Mosher urged faculty, staff, and administrators to attend the 4<sup>th</sup> Annual Community College Summit on October 9<sup>th</sup> in Laramie.

Board Chairwoman Carol Merrell stated in lieu of the dinners with faculty, staff, and students, informal receptions will be held for each group. No evaluations or surveys will be accompany each event that will be tagged as a “Meet and Greet.” Vicki Boreing will work with each group to establish dates, times, and locations for each reception.

Ex Officio Trustee Keadle complimented the new version of the Student Viewbook, designed by Admissions and Public Relations staff. Josh Thein was specifically mentioned.

## 11. PUBLIC COMMENT (Public comment on anything not on the agenda)

No public comment was given.



**12. ADJOURNMENT** of the September 17, 2014, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairwoman Carol Merrell

Trustee Kilty moved and Trustee Dubois seconded,

**MOTION:** That the September 17, 2014, Board Meeting of the Laramie County Community College Board of Trustees be adjourned.

**MOTION CARRIED** unanimously and the meeting was adjourned at 9:17 p.m.

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

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary