

REGULAR BUSINESS MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY
COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, SEPTEMBER 18, 2013,
ADMINISTRATION BUILDING, PETERSEN BOARD ROOM, LARAMIE COUNTY COMMUNITY COLLEGE

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

Board Excused: Trustee Brenda Lyttle and Albany County Campus Ad Hoc Member Butch Keadle

Staff Present: President Joe Schaffer; Vice Presidents José Fierro, Judy Hay, and Carol Hoglund; Associate
Vice Presidents Lisa Murphy and Kathleen Urban; Administrator, Faculty and Staff Members
Mohamed Chakhad, Jeri Griego, Karen Lange, Mary Ludwig, Roz Schliske, Jeff Shmidl, Rob
Van Cleave, and Sher Warren; and Legal Counsel Tara Nethercott

Visitors: Aerin Curtis (*Wyoming Tribune-Eagle*), Dan Herring (*Wingspan* Online Editor), Mandy Neely
and Kasey Orr (*Wingspan* Co-Editors); and Linda Heath (Community)

1. **CALL TO ORDER** of the September 18, 2013, Regular Business Meeting of the Laramie County
Community College District Board of Trustees – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell called to order the September 18, 2013, Regular Business Meeting of the
Laramie County Community College District Board of Trustees at 7:02 p.m.

2. **MINUTES** – Approval of the [August 21, 2013, Regular Business Meeting Minutes](#) – Board Chairwoman
Carol Merrell

Mr. Dubois moved and Mr. Erickson seconded,

MOTION: That the Board of Trustees approves the August 21, 2013, Regular Business 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

No Report

- 2) Staff Senate – Kevin Yarbrough, President; Kim Adams, Vice President-Classified Staff; Jodi Weppner,
Vice President-Professional Staff; Christine Sowards, Secretary; Tiffany Gutierrez, Treasurer

No Report

- 3) Faculty Senate – Rob VanCleave, President; Burt Davis, Vice President; Valerie Millsap, Secretary

The Faculty Senate has approved five goals. Two of those goals related to faculty workload and job
descriptions and student services and advising. Among other actions, was the unanimous approval of
the College's strategic plan. Because faculty are expressing concern that a proposed 15-week
calendar will detrimentally affect programs and courses, Vice President Fierro agreed to hold a
meeting on Friday to discuss the concerns.

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

LCCCEA President Chakhad was not available to provide a report. However, President Schaffer stated refreshing dialogue and debate are ongoing between him and the Education Association.

4. PRESIDENT’S REPORT – President Schaffer

A. Wyoming Complete College America Updates

The Complete College Wyoming Task Force is strategizing ways to come into compliance with the national initiative and have determined the following:

- set completion goals;
- agree to common measures;
- and use policy levers to improve areas of high focus that will lead to greater student success.

The Task Force may present a white paper on the Complete College Wyoming goals and programs at the conclusion of the Community College Summit on October 17th or to the Wyoming Community College Commission on October 18th. President Schaffer is monitoring this effort to discern how the Task Force’s determinations may affect LCCC. The community college presidents want to assure that the framework being developed for the second iteration of the Commission’s strategic plan is connected to Complete College Wyoming initiatives. The good news is that many of the goals and strategies in LCCC’s strategic plan are being talked about at the State level as well.

The State Building Commission will also be meeting on October 17th, and the Annual Scholarship Luncheon will be held on October 18th. Trustee Erickson expressed interest in a joint meeting with the Albany County Campus Advisory Board on October 17th or 18th, while the trustees are in Laramie. (POSTSCRIPT TO MINUTES: Because of the additional activities noted above, these dates were not workable. A January 24th date is now being considered for a Board retreat and joint meeting that would include the Albany County Campus Advisory Board and UW President Sternberg.)

B. Performance Funding Discussions

Nationally, more and more community colleges are moving toward performance funding. One of the elements in the Wyoming Community College Commission’s current strategic plan is to move toward a performance funding mechanism within their allocation model. That mechanism is 10% of the variable costs or funds (approximately \$8 million) that come to the community colleges and is allocated on performance defined as successful course completion (students with grades of A, B, or C). Of the \$8 million the total amount available for community colleges is only about \$180,000. Laramie County Community College’s rating this year was second to last among Wyoming’s seven community colleges. The community college presidents participated in a Wyoming Community College Commission work session conference call last Friday. The Commissioners unanimously supported moving to an allocation of 100% of variable funds, which is just shy of \$1 million based on performance. As a result of the commissioner’s expressed significant interest, the Commission will be including a much higher level of performance as a component of the funding model. Because President Schaffer is concerned that the community colleges and the Commission are not collaboratively working together to develop a funding plan, he is proposing to draft a working paper identifying pertinent research that will provide guidance on how to proceed. He is hoping to present that paper at the October 18th Commission meeting and that a task force will be organized to develop a model. Trustee Mosher asked that the trustees have representation on the task force.

C. Miscellaneous Updates

- On Monday, September 16th, the community college presidents met with UW President Dr. Sternberg and UW Special Assistant to the President Mike Massie in Casper to get to know one another more formally. Other takeaways from the meeting included UW's position on:
 - Re-visiting and re-imagining the Land Grant Commission – UW President Sternberg believes the University has the responsibility to educate the people of Wyoming and as a part of that mandate should do a needs assessment for baccalaureate programs in communities especially those where community colleges are located.
 - Sincere about looking at articulation process – Dr. Sternberg stated articulation needs to include courses and programs. UW has agreed to do some analysis on credits transferred to the University to determine if the credits are going toward a degree or just being deemed elective blocks. Dr. Sternberg is aware the University's education program needs some improvement and steps are being taken to address the program's deficiencies. Discussion was also held on sharing and partnering on unique certificate programs (baccalaureate and industry-driven) and on a possible growth opportunity concerning the usefulness of the University's bachelor of applied science degree.
- The College Council recommended and President's Cabinet endorsed the first round of innovation fund awards for four projects (listed below) totaling \$92,372. Expenditure of the funds awarded is bound by the fiscal year.
 - Campus Safety Academy
 - Center for Teaching and Learning
 - Exploring Innovative Approaches to Developmental Mathematics
 - Redesigning the Developmental English Program

Ten proposals were submitted and nine of those ten were considered for funding. The one not considered had to do with facilities planning. College Council utilized the *FY 14 LCCC Innovation Funds Program and Application Manual* and a scoring matrix based on the criteria outlined in the manual to score the proposals. Great debate by the College Council members also guided the Council's recommendation on which proposals should be recommended for funding. Proposals for Round 2 funding are due Monday, December 9, 2013. Recommendations for Round 2 funding will be submitted to President Schaffer by Friday, December 20, 2013, and Round 2 awards will be announced by Friday, January 10, 2014. Funds in the amount of \$100,000 will be available for Round 2.

Project coordinators who receive innovation funds will be required to submit refined budgets and quarterly reports. Forms developed by Institutional Effectiveness Associate Vice President Bender will be used for the quarterly reports to track progress made toward the goals identified in the proposal. The quarterly reports will be brought to the Board for their information.

Trustee Mosher proposed and Trustee Kilty clarified that \$2,500 from the Board's Innovative Funds Budget could be used to help a project formulate itself and have some merit for the second round of funding. President Schaffer agreed to implement the proposal. At Trustee Kilty's request a presentation on the Campus Safety Academy will be given during the October 9th Study Session.

- Wyoming Community College Commission Executive Director Jim Rose will be meeting with Governor Mead and his education and budget staff on Monday, September 23rd, to present the community college budget. Changes to the community college funding methodology for requesting funds for enrollment growth will be proposed. The current model for funding enrollment growth is convoluted and not clearly understood by legislators. One of the contributing factors is the 2004-

2005 data upon which the model is based. The community colleges would like to eliminate the exception request mechanism and move to a more frequent adjustment to the base. The Governor's budget director has recommended the Governor deny the Commission's request on behalf of the community colleges, because doing so would require a statutory change. On Monday, the community colleges hope to learn whether the Governor is opposed to the change based on concept or a required statutory change.

- The Building Forward campaign is alive and well. Recent presentations have been given to Public Information Officers, the Laramie County Commissioners, and the Wyoming Tribune-Eagle Editorial Board. Building Forward information will also be presented to every division, and a link to comprehensive information is on the College's home page.

5. BOARD REPORTS

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

1) Capital Campaign – Bill Dubois, Don Erickson

Trustee Dubois will be working at the Farmer's Market on Saturday. Trustee Erickson stated the Steering Committee has determined through good discussion how to get the campaign word out and then how to get the vote out. On Saturday, September 28th, college employees and family members will "Walk for LCCC" in the first neighborhood canvassing event.

2) Strategic Planning – Bill Dubois, Ed Mosher

The Board will consider approval of the strategic plan under approval items this evening.

3) Finance and Facilities – Kevin Kilty, Ed Mosher

Trustee Kilty asked why operating expenses are running lean in the Current Fund having only spent \$2.5 million during this fiscal year as compared to \$3.6 million this time last year. President Schaffer stated the difference may be a function of the way the expenditures are coming in and an uptick in expenditures may be seen in the financial reports provided at the next meeting.

Trustee Erickson questioned the Construction Trades inventory amount on the balance sheet. Vice President Hay stated the inventory is the residual of all the activity in the Construction Trades program and will be written off because the inventory no longer exists. President Schaffer clarified the \$20,000, which is a current asset, will not be "written off" but rather applied to previous losses. Vice President Hoglund stated the monies will be applied to losses in the Plant Fund.

Trustee Kilty moved and Trustee Mosher seconded,

MOTION: That the Board of Trustees approves by consent the following financial reports:

- [August 2013 Current and Auxiliary Fund Balance Sheet Reports](#)
- [FY 2013 Current and Auxiliary Fund Budget Reports](#)
- [September 2013 Contracting and Procurement Report](#)

MOTION CARRIED unanimously.

6. **LEARNING COMMONS PRESENTATION** – Vice President Fierro, Karen Lange, Mary Ludwig

Task Force members working on the Learning Commons project over the last nine months were Mary Ludwig (Chair), Kristin Abraham, Randy Fetzter, José Fierro, Karen Lange, Dara Lawyer, Clint Reading, Maggie Swanger, and Kathleen Urban.

“The Learning Commons serves as a convenient shared space for multiple academic support services, providing students with easy access to the academic support they need and fostering collaboration between faculty and staff.”

“Based on information and comments gleaned from the surveys, a review of the literature, and committee discussions, the Learning Commons Task Force recommends a variety of services that expand beyond the current library services. The following services are recommended: 24-hour computer lab with Integrated Technology Services (ITS) support during high-service hours, Writing Center, Math Lab, Language Lab, Student Success Center, Multimedia Production/Presentation Center, Center for Teaching and Learning, Faculty Learning Lounge, Print Production Center, and Café.”

“To further promote and embrace the concept of a Learning Commons for Laramie County Community College, the Task Force is recommending the following action steps:

- Promote the concept of a Learning Commons to LCCC community and solicit input by conducting focus groups with faculty and other stakeholders
- Consider the physical location and space required to expand the library and provide desired academic support services by meeting with an architect and initiating the Level I and Level II facility planning process
- Promote and develop institutional partnerships and collaboration between campus entities: Ludden Library, Student Success Center, Writing Center, Center for Teaching and Learning, Math Lab, Language Lab, Exam Lab, Integrated Technology Services, and Disability Support Services
- Build close partnerships with faculty in order to improve visibility and accessibility for students as well as to foster collaboration between faculty and academic support services”

“Mission

The Laramie County Community College (LCCC) Learning Commons will provide an innovative learning hub that integrates technology, information, and expertise in a learning-centered environment focused on promoting collaboration, building community, and achieving academic excellence.

Vision

The Learning Commons strives to be a welcoming, integrated, and collaborative learning environment that serves as a vital resource to LCCC students and the greater Cheyenne community for academic support and life-long learning.

Goals

- To create accessible spaces, hours, services, staffing, and technology.
- To plan for an environment that connects students, staff, and faculty in life-long learning.
- To provide hours, services, and staffing that meet community needs.
- To provide core academic support services that enable students to excel.
- To provide easy access to a variety of learning spaces and resources that encourages personal and professional success.

- To support the research process from search and discovery to synthesis and presentation.
- To provide individualized services for diverse learning styles.
- To promote and foster faculty participation and support.
- To assist students in becoming critical thinkers, self-directed learners, and citizens engaged to build a better community.
- To maintain effective administrative planning and operation, in accordance with established principles of the Learning Commons and College priorities and the Strategic Plan.
- To support an environment of professional growth, respect, and collaboration among the LCCC community.
- To establish an environment that welcomes new ideas to improve services and maintains a positive, forward-thinking momentum. “

(Learning Commons Project Proposal for Consideration, September 17, 2013)

Comments and Clarifications

- Space needs will be discussed upon approval of the project concept.
- Multi-media production will be a self-service operation. Equipment and training will be provided. Faculty will have access to the equipment.
- The Learning Commons concept is anticipated to be well-received among faculty. Many faculty volunteer and still hold 100% of their office hours in their office. With the implementation of a new advising model and advising center, some of the faculty time now absorbed by non-academic, non-discipline specific areas of advising (e.g., financial aid, life issues) should be freed up so they can engage with students in the Learning Commons or in their office.
- The concept is consistent with the College’s strategic plan’s commitment to quality.
- A constant of both four-year college and community college institutions is the inclusion of both faculty and student learning spaces in a Learning Commons environment.
- A cost estimate will be generated from an architect’s conceptual design. A hybrid Level I and Level II approach will be used for this project.
- The Foundation has some unrestricted funds that have been loosely earmarked for capital construction. Another gift not yet realized would bring a half million dollars to the College, half of which is to go to the Library. These two sources would generate about \$800,000. In addition, donors have expressed their willingness to provide financial assistance. Other resources being considered are the One Mill Fund and the College’s reserve account. Because the project’s cost is preliminarily estimated to not exceed \$1 million, it would not require Wyoming Community College Commission and legislative approval.
- If the Wyoming Community College Commission authorizes vs. approves the construction, the Learning Commons additional square feet would be populated into the capital construction model and considered for State major maintenance funds.
- The current fiscal year’s One Mill Fund dollars have been set aside for facilities planning for projects such as a new residence hall and a Fine and Performing Arts Building. The Five Mill Fund balance was also carried over. Therefore, monies within this year’s budget are available for an architect to produce an initial design and cost estimate for the Learning Commons. The estimated cost of an architect is between \$20,000 and \$25,000.
- The project proposal does not suggest moving faculty offices into the Learning Commons but rather having areas where faculty can have work spaces to meet with students; i.e., the space would be used to supplement what is already being done in the classroom.

Board Chairwoman Carol Merrell stated the Board’s consensus for implementing the Learning Commons project is unanimous, noting the project is an exciting and worthy one. President Schaffer agreed the project is a compelling opportunity and with the Board’s consensus the next steps of conceptual design and cost estimating will be implemented.

7. APPROVAL ITEMS

A. [Laramie County Community College Strategic Plan 2013-2020](#) – President Schaffer

Trustee Dubois moved and Trustee Erickson seconded,

MOTION: That the Board of Trustees adopts the Laramie County Community College 2013-2020 Strategic Plan and directs the President to begin its implementation.

DISCUSSION: Trustee Erickson stated he was pleased to see the changes he requested included in Goal No. 2, Section D., dealing with outreach, noting further the language was well-worded. Trustee Kilty noted the strategic plan is a solid document and he likes it but also commented that the use of the term “world class” has a ring of pomposity when referring to faculty and a very modestly-sized community college. President Schaffer stated “world class” will be somewhat difficult to assess much like the nebulous term “quality,” the measurement of which falls to definition. The next step is to operationalize the strategic plan. Part of that process will be to prioritize activities according to which ones are the most pertinent, can be most quickly accomplished, and will deliver the biggest impact. Operational strategies will include formative (activities being accomplished and timelines being met) and summative (those activities making any difference) evaluations of progress. The evaluation results will be evidenced in strategy activities and the annual assessment of performance indicators. All of the goals will not be addressed this year. A project management approach that complements the AQIP action planning process to develop interdisciplinary teams will be used to structure the details behind each of the strategies that will lead to an implementation or operational plan as well as an evaluation process.

MOTION CARRIED unanimously.

B. [Election of Voting Delegate for the October 1-5, 2013, ACCT Leadership Congress](#) – Board Chairwoman Carol Merrell

Trustee Mosher moved and Trustee Dubois seconded,

MOTION: That the Board of Trustees nominates Carol Merrell to be the voting delegate and Don be the alternate the October 2013 ACCT Leadership Congress.

MOTION CARRIED unanimously.

8. ADDITIONAL ITEMS – Information Only

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

9. NEXT MEETINGS/EVENTS

- **October 9 (Wednesday)** – Study Session: Dinner – 6:00 p.m. – CCC 178/179; Discussion – 7 p.m. – Petersen Board Room
- **October 23 (Wednesday)** – Board Business Meeting: Board Dinner with Professional and Classified Staff – 5:30 p.m. – UP Centennial Room; Business Meeting – 7 p.m. – Petersen Board Room
- **November 6 (Wednesday)** – Study Session: Board Dinner with Student Government Association – 5:30 p.m. – CCI 130; Discussion – 7 p.m. – Petersen Board Room

10. NEW BUSINESS – Board Chairwoman Carol Merrell

Trustee Mosher asked for a report on the Medical Information Technology Program. The report will be given during the October 9th dinner meeting. Also at Trustee Mosher’s request a tour of the new welding space will be given prior to the October 9th dinner meeting.

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

No requests for public comment were received.

Trustee Dubois urged everyone to attend the Dr. James Koznik event *A Celebration of Music through the Ages* at 2 p.m. on October 13th at Saint Mary's. Trustee Mosher asked that Kristin Abraham, faculty advisor for the publication, be acknowledged and thanked for her work on the *High Plains Register*. In response to Trustee Dubois's request for a sign identifying the location of the Foundation, President Schaffer stated the signage is included in the wayfinding plan that is nearing finalization. He added the strategic plan includes implementation of that plan.

12. ADJOURNMENT of the September 18, 2013, Regular Business Meeting of the Laramie County Community College District Board of Trustees – Board Chairwoman Carol Merrell

Board Chairwoman Carol Merrell adjourned the September 18, 2013, Regular Business Meeting of the Laramie County Community College District Board of Trustees at 9:08 p.m.

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

Respectfully submitted,

Vicki Boreing
Board Recording Secretary