

BOARD MEETING MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, OCTOBER 30 2019, PETERSEN BOARD ROOM, ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Board Chairman Jess E. Ketcham, Vice Chairman Wendy Soto, Secretary Bob Salazar, Treasurer Don Erickson, Trustees Brenda Lytle, Carol Merrell, and Janine Thompson, ACC Ex Officio Butch Keadle (Zoom), and Student Ex Officio Karyn Forbes

Staff Present: President Joe Schaffer, Vice Presidents Kari Brown-Herbst, Rick Johnson, and Melissa Stutz; Associate Vice Presidents Brady Hammond (Zoom) and Lisa Trimble; Executive Director Tammy Maas; Administrators and Professional Staff Caitlin Mackenna, Starla Mason, Mark Perkins, Tracy Perko, Nola Rocha, Victoria Steel, Rob Van Cleave, Adrienne Wade, and Janet Webb; and Legal Counsel Tara Nethercott

Visitors: Courtney Grello, Wayne Herr (McGee, Hearne, and Paiz)

**1. CALL TO ORDER** of the October 30, 2019, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Jess Ketcham

Board Chairman Jess Ketcham called to order the October 30, 2019, Board Meeting of the Laramie County Community College District Board of Trustees at 7:01 p.m.

Trustee Soto moved and Trustee Lytle seconded,

**MOTION:** That the Board of Trustees recesses the Board meeting and convenes an executive session to discuss a personnel matter.

**DISCUSSION:** None

**MOTION CARRIED** unanimously, and the executive session was convened at 7:01 p.m.

The Board reconvened the Board meeting at 7:35 p.m.

**2. MINUTES** – The [July 8 Board Meeting](#), [August 21 Board Retreat](#), and [September 11 Board Meeting](#), 2019, Minutes – Board Chairman Jess Ketcham

Board Chairman Jess Ketcham asked that the minutes be individually approved, because all the trustees were not present at each of the meetings.

Trustee Erickson moved and Trustee Thompson seconded,

**MOTION:** That the Board of Trustees approves the July 8, 2019, Board Meeting minutes as written.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

Trustee Erickson moved and Trustee Thompson seconded.

**MOTION:** That the Board of Trustees approves the August 21, 2019, Board Retreat minutes as written.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

Trustee Erickson moved and Trustee Merrell seconded,

**MOTION:** That the Board of Trustees approves the September 11, 2019, Board Meeting minutes as written.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

### **3. REPORTS TO THE BOARD**

A. Staff Senate – Janet Webb, President

- Some vacancies still need to be filled.
- The crock pot cook-off raised \$247.82 (about \$60 more than last year) for the Randy Miller scholarship fund. The cook-off had 12 entries and was attended well.
- Internal goals have been set for strengthening internal communication.
  - o An audit of the Staff Senate’s virtual office site has been conducted. The information has been re-organized and more features have been added, so that information such as Staff Senate agendas and minutes are located more quickly.
  - o A survey is being developed by Institutional Research for the staff group that will address their preferred communication styles for sharing information about special events and professional development opportunities. The survey should be ready in the next week or two.
  - o Staff Senate is engaging in a function assessment exercise that will determine the Staff Senate’s primary purpose, identify their primary stakeholders and how they are served, set some indicators of performance and success, and develop criteria for measuring that success.
  - o The Staff Senate will be partnering with Faculty Senate in November to do a food drive for the Western States Bank Food Pantry located in the north end of the Crossroads Building.

President Webb noted Staff Senate representatives attend the Faculty Senate meetings and Faculty Senate representatives attend theirs and that she is grateful for this collaboration and opportunities for furthering communication.

B. Faculty Senate – Rob Van Cleave, President

President Van Cleave reiterated that President Schaffer has encouraged both senates to do a function assessment. He noted feedback from the HLC visit raised a question about the Faculty Senate’s purpose and how they promote communication within their constituent body. As a result, one of the Faculty Senate’s goals is to have a stronger voice and a more defined role on campus. Both senates are firming up their mission with a commitment to continuously share and support that mission. President Webb in her role as Institutional Projects Coordinator within the Institutional Effectiveness Department will assist both senates with their function assessments. This should be a great exercise.

The first faculty assembly to take place in a long time will be held on Friday, December 13, at 8 a.m. The assembly will be jointly hosted by Faculty Senate and President Schaffer and will be open to faculty, deans, and administrators appropriate for the topic at hand. This assembly will focus on the future of academic affairs; e.g., how will the faculty be affected by the changes in leadership and Pathways’ implementation. A question and answer period will be included.

Trustee Lyttle stated she believes a strong Faculty Senate and Staff Senate are incredibly important for the health of the institution. She was pleased that President Schaffer is strongly supportive of both senates and that the senate representations understand the importance of their roles.

C. Construction Update – Vice President Rick Johnson

**Andrikopoulos Business and Technology Building** – The new façade is taking shape with the addition of colored metal and brickwork on the building. The windows and window frames are also being installed. The estimated completion date is late November to early December. The project is delayed a bit, because an ADA ramp on the northwest corner of the building needs to be brought into compliance. The delay is not significant, and no cost issue has resulted.

**Fine Arts Building** – The project is nicely progressing. Foundations and geo peers for the auditorium will soon be evident. The renovation portion is well underway; some asbestos has been found and has been remediated. Project completions remain on schedule with the renovation by the end of June 2020 and the auditorium to follow by the end of November 2020. After the auditorium's substantial completion is reached, a four- to six-week window will be necessary for audio, lighting, systems' dial-in, testing, and user training before activities can be scheduled in that building.

**Residence Hall** – A portion of the Residence Hall's project will likely not be completed until late September 2020, which is problematic. A lot of collective work is taking place to advance this part of the project's completion. A week ago some 21 persons attended the OAC (Owners, Architects, and Contractors) weekly meeting, including upper level FCI leadership. Interesting ideas were brought to the table during that meeting. Another meeting of this extent will be held in November. Meanwhile, the weekly OAC meetings will continue to focus on the completion issue. A portion of the Residence Hall's structure is projected to finish early with a little over half completed by the end of in May 2020.

Trustee Erickson shared the importance of having a Plan B for students who may not be able take residence at the beginning of the school year. Vice President Johnson stated the Residence Hall's U-shape structure has many dry-in (safe from the weather) phases that could advance the completion schedule, and much thought is being given to making this happen. Trustee Merrell assured the Board all bases are being covered. President Schaffer emphasized all entities are well aware of the timelines and pressures and suggested discussions should focus on how to accelerate the project's completion instead of what happens if the project does not complete on time. For Trustee Salazar who asked if the delayed completion was anticipated, Vice President Johnson said the College was first made aware when the master schedule was first-presented in June with a December 2020 completion date. Work to accelerate the project's construction began immediately. Unfortunately, 29 weather events from May to October have also impacted construction. Trustee Lyttle asked if a trustee could be present during the auditorium's AV testing phase. She is welcome to participate.

D. Pathways Update – Vice President Melissa Stutz, Interim Vice President Kari Brown-Herbst

Interim Vice President Brown-Herbst reported six of the seven Pathway's degrees were approved by the Academic Standards Committee. Once all seven degrees are approved, they will then go to the Commission. Concerning the September 26<sup>th</sup> Pathway's Institute No.3, Interim Vice President Brown-Herbst stated the institute focused on student learning. Faculty serving on the various Pathways' teams along with Dr. Perkins, Vice President Stutz, and President Schaffer attended the institute. The College's Pathway's work received great affirmation and especially rewarding was the alignment of the College's Pathways' work with that of colleges who have demonstrated successful Pathways work. The College's Pathways' teams are starting to see the confluence of their work coming together. The Program Maps, Competency, and Eagles Academies teams are seeing the culmination of their ground breaking efforts in

terms of the curriculum coming to fruition. The General Education Team spent considerable time at an HLC workshop in September where they examined their program assessment plans and are now tweaking those plans from the feedback they received. The Eagles Academies teams are collaborating with student resources on the development of the definitions that are needed in the new Pathways rules. The Advising and Essential Student Experiences teams are working with the Effective Entry Team to define the first path into the College and are specifically focused on shaping The Day Before, which was widely successful this fall, into a beginning-of-each-semester event.

President Schaffer stated Pathways is introducing transformation changes to curriculum and to the way students will experience LCCC. He encouraged the Board to bring forward any questions that will assist them with furthering their understanding of the Pathways' process to date and anticipated outcomes. Time to discuss their questions and requests for clarification may take place during their November 20<sup>th</sup> meeting or through other directed communications, depending on their preference.

#### **4. PRESIDENT'S REPORT**

President Schaffer welcomed Student Ex Officio Student Trustee Karyn Forbes. He explained that as an ex officio trustee she has privilege of the floor but is a non-voting member. He noted further that the Board wants to hear the student voice.

##### A. [Annual Institutional Effectiveness Report](#) – Institutional Research Director Mark Perkins

President Schaffer explained that per Board Policy 1.3.2 CEO Evaluation and Accountability, he is to bring the Board an annual institutional effectiveness report. Dr. Perkins was asked to provide that report, which will focus on the institutional outcomes' report card for 2018-2019.

Dr. Perkins introduced the report stating its purpose is to provide the Board with an overview of the College's current institutional report card. The overall institutional grade is a "B"—the average of the following nine general KPI categories—and is higher than last year's grade of a "C":

- Student Participation and Achievement – Grade A
- Academic Preparation – Grade B
- Transfer Preparation – Grade B
- Workforce Development – Grade C
- Community Development – Grade B
- Instructional Productivity – Grade B
- Fiscal Stewardship – Grade A
- College Affordability – Grade A
- Campus Climate – Grade B

##### **Takeaways from the Report**

- Persistence is increasing.
- 150% graduation rates are improving.
- LCCC's high school equivalency outcomes continue to improve.
- More degrees, higher matriculation to four-year institutions, improving after matriculation success.
- LCCC continues to increase in community engagement.
- LCCC continues to increase training programs and training program participation.
- Degree-earning efficiency has increased, particularly in earned credits.

### **Recommendations**

- Continue to examine enrollment and find ways to capture different student profiles.
- Examine the recruiting and participation practices of the High School Equivalency Program to increase enrollment consistently and to maintain the strong outcomes of the program.
- Use the Pathways initiative to better align and prepare transfer students for their post-LCCC college matriculation to help them complete once there.
- Analyze Life Enrichment courses and enrollment.
- Continue to work with Pathways to decrease the number of unnecessary credits students take. Improvement has taken place.
- Capture workforce outcomes.
- Refresh this KPI system to reflect Pathways and other LCCC initiatives and changes. The KPI Advisory Committee wants to reform the way the institution is evaluated; i.e., where we are and where we are going to go. The committee's objects will include:
  - o Evaluate the current KPI system to determine what is valuable to keep and what should be altered or removed from the system.
  - o Determine what should be added to the KPI system.
  - o Finalize all indicators and their values.
  - o Create ways to drill into each metric to inform institutional improvement.
  - o Create the new adjusted KPI system by July 1.
  - o Generate the first report from the refreshed system by mid-July 2020 or sooner.

Dr. Perkins summarized, the College has improved in these areas over the last five years and also in the ways these areas are measured. Students are learning and succeeding. In general, LCCC is doing a good job. The advisory committee will focus on how the outcomes are actionable. Trustee Salazar, who is a member of the advisory committee, noted “a person doing their job should know what they are doing is affecting of the metrics. In an ideal world, you have that causation, where you know you did something, and it had an impact.”

#### B. Update on Partnership with the WHP – Vice President Rick Johnson

Vice President Johnson stated the partnership has grown into something special and unique. The negotiations are complete, and the Guernsey Academy will be moving to LCCC with the first academy to begin December 1<sup>st</sup>. The contract is under review in the State' Attorney General's office and by the College's legal counsel Tara Nethercott. Contract details include storage space, parking for a dozen patrol cars, camera footage, dining, and curriculum alignment with the College's Criminal Justice Program. The cadets will be living on campus but will not be here to provide law enforcement. However, if the College would come under a life threatening situation, they would be in a position to respond.

Secondary to the academy's location on LCCC campus is the consideration of a better Board Room/Crisis Communications Center. The Wyoming Highway Patrol and the College's collaboration on a grant to fund the construction has been another topic of conversation.

#### C. Naming of Residence Hall “Foundation Hall” – Associate Vice President of Institutional Advancement Lisa Trimble

Associate Vice President Trimble stated the Foundation is proposing the original residence hall be named the “Foundation Hall” as a naming tribute based on their financial and service contributions to Laramie County Community College. A story board would be displayed in the residence hall to provide more clarity about the Foundation’s participation. The Foundation exists to develop and sustain support for Laramie County Community College and has collectively raised \$50,000 to support the unrestricted fund of the LCCC Foundation. This naming would be the first step in naming the three halls, which would be

helpful in discerning one from the other. The naming proposal will be brought back to the LCCC Board for approval with President Schaffer's recommendation on November 20<sup>th</sup>.

D. October 28, 2019, Governor's Budget Meeting with Community Colleges

The Presidents' Council and WCCC representation met with the Governor on Monday, October 28<sup>th</sup>. The community college requests to submit specific proposals was too late to be included in the Governor's budget. However, the Governor hoped to address his support of the requests in a letter to the Legislature. Clarity on the \$150M for capital construction and the support for community college capital construction requests is being sought. The community colleges' priorities are working through the WACCT's process. The first priority is employee compensation. The anticipated health insurance increase and 17% inflation will diffuse the 2% increase allocated during the last session. The community colleges will likely receive \$50M less in appropriations than last year, which calls to question whether monies will be available for program investments. The Governor appears to be strategically making investments in higher education and campus safety and security. The Governor will release his budget on November 18<sup>th</sup>.

E. October 24, 2019, WCCC Meeting in Gillette

LCCC's Bachelor of Applied Science programs were approved. Of additional interest is the interim UW president has voiced support for the community colleges' offering Bachelor of Applied Science degrees.

**5. APPROVAL ITEMS**

A. [Laramie County Community College District FY 2019 Audit](#) – Wayne Herr (McGee, Hearne, and Paiz) (Hard copies were provided.)

Mr. Herr covered the following and noted the Finance and Facilities Committee has reviewed the audit:

- The role of the trustees in the audit process
- Review of the audit report and financials
- Changes in Accounting and Auditing (A&A)

In conclusion, he stated:

- No disagreement over accounting treatment
- LCCC's staff was prepared.
- No restrictions on the scope of the audit
- No Government Auditing Standards (GAS) internal control or noncompliance findings
- Major programs tested included Student Financial Aid and TRIO
- The Finance and Facilities Committee reviewed the audit.
- The College has a \$17M positive balance when the pension liabilities are removed.

Trustee Erickson moved and Trustee Merrell seconded,

**MOTION:** That the Board of Trustees approves the acceptance of the Laramie County Community College District FY 2019 Audit

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

B. [Purchase of SimMom Tetherless Manikin from Perkins Funds](#) – Nursing Director Caitlin Mackenna

The College's Sonography, Surgical Technology, and Nursing programs will be jointly using the SimMom Tetherless Manikin to show how the various program applications can benefit from the manikin's use and how those uses may overlap. A scenario to help visualize the manikin's use was dramatized for the Board. The dramatization also showed how the manikin will be used to help students envision the stresses of a real life situation.

Dr. Steel clarified for Trustee Erickson that the Perkins funding cycle occurs outside of the College's budget cycle. However, an estimated amount is included in the BRAC (Budget Resource Allocation Committee) process. Like formula funding, the College is notified in early spring of the amount for which the College may apply and anticipate approved around July 1.

Trustee Merrell moved and Trustee Soto seconded,

**MOTION:** That the Board of Trustees approves the expenditure of \$75,000 for the acquisition of a SimMom Tetherless Manikin. Perkins funding has been awarded for this purchase.

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

C. [Nomination Letter for Brenda Lyttle to Serve on ACCT Associate Committee](#) – Board Chairman Jess Ketcham

Trustee Merrell moved and Trustee Soto seconded,

**MOTION:** That the Board of Trustees authorizes the Chairman to sign and submit the letter of nomination for Trustee Lyttle to serve on the ACCT Associate Committee.

**DISCUSSION:** Trustee Lyttle stated she will apply to serve on the Policy and Governance Committee. Trustee Erickson was pleased that trustees are interested in participating at the national level.

**MOTION CARRIED** unanimously.

## 6. POLICIES

A. [Integrity and Standards of Practice Policy 9.8 \(New\) – 1<sup>st</sup> Reading](#) – President Schaffer, Sponsored Awards and Compliance Director Victoria Steel

Dr. Steel explained the policy's purpose and that the policy will be brought back on 2<sup>nd</sup> Reading and approval at the November 20<sup>th</sup> Board meeting.

B. [Employee Residency Requirement Procedure 9.16P \(New\) – DRAFT](#) – President Joe Schaffer, Board Counsel Tara Nethercott

President Schaffer clarified procedures are not typically brought to the Board. However, legal counsel Tara Nethercott is prepared to review this procedure as it applies to the Board's Employee Residency Requirement Policy 9.16. Both the policy and procedure will be submitted to the full approval process. He asked the Board to say whether the procedure meets the Board's intent. Board Chairman Ketcham, who proposed the adoption of a residency policy, said the procedure represents his intent. Trustee Erickson stated he'll be interested in the responses that develop and concurred the procedure is an internal function of the College. The procedure will be reviewed by President's Cabinet during their next meeting

and then submitted for consultative feedback along with the overarching policy. President's Cabinet will review the policy and procedure on second reading along with any feedback received. With the Cabinet's approval, the policy and procedure will be brought to College Council with a recommendation for approval of the procedure and President Schaffer's signature and a recommendation to forward the policy to the Board for review and approval on first and second reading, respectively. (POSTSCRIPT TO MINUTES: The policy and procedure have been submitted for consultative feedback through Friday, December 4<sup>th</sup>.)

## 7. BOARD REPORTS

### A. Board Member Updates – Board Chairman Jess Ketcham (*Standing Agenda Item*)

None

### B. ACCT Leadership Congress October 16-19, 2019, in San Francisco – Trustees Don Erickson, Brenda Lyttle, and Janine Thompson

Trustee Erickson was invited to give a presentation to the pre-congress academy on college finances and college infrastructure. He spoke to setting priorities through the College's budgeting process, participating on various committees, being an advocate of the College, and engaging with the College and the college community. His presentation received positive feedback from the attendees comprised of about 30 trustees and administrators. In addition, he was allowed to attend the entire academy and was pleased to do so.

The November 20<sup>th</sup> dinner meeting will be devoted to a debrief of the 2019 ACCT Congress that Trustees Lyttle and Thompson attended along with WACCT Executive Director Erin Taylor. The WACCT legislative priorities will also be discussed. Trustee Lyttle got a sense that community college systems nationwide are very active and are positively affecting the future of this country. President Schaffer is well-known and respected nationwide—he is a rock star. Community colleges are seeing themselves as beacons of the future. Trustees will be receiving an email regarding their interest in holding an ACCT regional meeting in Wyoming.

Trustee Salazar stated HLC's Vice President for Accreditation Relations Tom Bordenkircher is not concerned about university and community college competition within the state but rather does LCCC have the capacity to deliver BAS degree. Trustee Erickson stated the WACCT will be developing a strategic advocacy plan.

### C. WACCT Awards Update – Trustee Carol Merrell, President Schaffer

The WACCT established a Transforming Lives Committee that focuses on students. Trustee Merrell serves on this committee. The WACCT had originally thought students would be the focus of this year's awards. However, they later determined there was insufficient time to implement the new awards' process. Therefore, nominations in the original categories will be requested. Those categories are student, trustee, foundation board volunteer, faculty member, professional employee, and classified employee. For the trustee nomination, President Schaffer will send the Board an email with a voting option for one of the trustees to be nominated. That nominee will be announced during the November 20<sup>th</sup> Board meeting.

### D. Finance and Facilities Committee (October 9<sup>th</sup> Meeting) – Trustees Don Erickson and Janine Thompson

Trustee Erickson stated that as previously indicated by Mr. Herr, the audit was presented to the Finance and Facilities Committee. Vice President Johnson also provided a construction update, which contained much of the information he shared with the Board this evening.

Trustee Erickson moved and Trustee Thompson seconded,

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

- 1) [Current and Auxiliary Fund Balance Sheet Reports as of September 2019](#)
- 2) [Current and Auxiliary Fund Budget Reports as of September 2019](#)
- 3) [Procurement and Contracting Report September 2019](#)

**DISCUSSION:** None

**MOTION CARRIED** unanimously.

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

- A. ACC Advisory Board Ex Officio Trustee – Mr. Butch Keadle (Zoom)

ACC Ex Officio Trustee Butch Keadle reported the Albany County Campus's ribbon cutting had a pretty good turnout in spite of the snowy weather. Albany County was well-represented by local business and legislative representatives, and the press did a good job of reporting the event. The ACC Advisory Committee's Chair Gary Negich shared President Schaffer's written comments. Associate Vice President Hammond added the City of Laramie already requested use of the new space.

ACC Ex Officio Trustee Butch Keadle said work continues on gathering support for an Albany County BOCES. Another one-on-one session was held to try to persuade a school board member to consider a BOCES.

- B. Student Ex Officio Trustee – Ms. Karyn Forbes

Ms. Forbes expressed her excitement about being the Student Ex Officio Trustee for the 2019-2020 academic year. Ms. Forbes is seeking a degree in Ag Business and formerly resided in Steamboat Springs.

The SGA's first meeting was held September 27<sup>th</sup> with a full slate of senators. Senators will review the survey results garnered during elections, will receive training on SGA functions, and will discuss the issues on which the SGA would like to focus this academic year. In addition, changes to the SGA constitution that would make the language less specific will be considered. SGA desk hours and the Food Pantry work hours have been scheduled.

**9. NEW BUSINESS** – Board Chairman Jess Ketcham

None

**10. ADDITIONAL ITEMS** – Information Only – Board Chairman Jess Ketcham

- A. [Historical List of Board Motions](#)
- B. [Board Correspondence](#) – Children's Discovery Center was recognized for the best in Cheyenne for education.

**11. NEXT MEETINGS/EVENTS** – See Google Calendar for details.

- November 20 (Wednesday) – Board Meeting
- December 4 (Wednesday) – Board Meeting
- December 6 (Friday) – Holiday Gathering
- December 9 (Monday) – LCCC and LCSD No. 1 Boards' "Holiday Dinner" – President Schaffer stated the Laramie County School District No. 1 Board is interested in building relationships and rekindling partnerships including the development of a BOCES.

**12. PUBLIC COMMENT** (Public comment may be made on anything not on the agenda. Comments will be limited to five minutes.) – Board Chairman Jess Ketcham

For Trustee Erickson, President Schaffer stated he could provide information on the number of students taking 15 credits and those taking 12 credits. He noted the College's FTE is up, which might suggest students are taking more credits. He added the Commission is being held responsible for determining the impact of increasing the credit cap to 15 credits.

**13. ADJOURNMENT** of the October 30, 2019, Board Meeting of the Laramie County Community College District Board of Trustees – Board Chairman Jess Ketcham

Trustee Soto moved and Trustee Erickson seconded.

**MOTION:** That the Board of Trustees adjourns the October 30, 2019, Board Meeting of the Laramie County Community College District Board of Trustees at 10:24 p.m.

**DISCUSSION:** None

**MOTION CARRIED** unanimously, and the October 30, 2019, Board Meeting was adjourned, as so moved.

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary