

BOARD RETREAT MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, AUGUST 19, 2020, COLLEGE COMMUNITY CENTER, ROOMS 178/179

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

Staff Present: President Joe Schaffer, Vice Presidents Kari Brown-Herbst, Rick Johnson, and Melissa Stutz, and Associate Vice President Lisa Trimble; Faculty and Staff Teresa Authier, Jesse Blair, and Linda Herget (All Zoom); and Legal Counsel Tara Nethercott

Visitors: Kathryn Palmer (Wyoming Tribune-Eagle) (Zoom)

The public was asked to connect using the following Zoom link.

<https://lccc-wy.zoom.us/j/97260164410>

Connect by phone: Dial 1.253.215.8782

Meeting ID: 972 6016 4410

1. CALL TO ORDER – Board Chairman Jess Ketcham


Board Chairman Jess Ketcham called to order the August 19, 2020, Board Retreat at 5:43 p.m.

Agenda item discussions are recorded in the order they occurred.

2. R2B for Fall and COVID-19

A. Screening, Monitoring, Testing and Response – Risk Manager Jesse Blair

Risk Manager Jesse Blair briefed the Board on the CDC's recommendations and the College's implementations in response to COVID-19. The briefing information is bulleted below:

- The College is using CDC (Center for Disease Control) guidelines, available studies, other community college responses, and Laramie County Health Department resources to determine its own best practices. The College's interactions with the Laramie County Health Department have developed a positive working relationship.
- The CDC and the Laramie County Health Department agree screening and education (social distancing, masks, symptom awareness) are the best approaches to preventing spread of the virus.
- The CDC does not recommend taking temperatures as a way to determine the probability of someone having this specific virus. Screening has limitations. The FDA reports that possibly 60% of persons with the COVID virus are asymptomatic. The focus should be on symptoms and staying home if sick.
- Chief Technology Officer Chad Marley and his staff developed a health screening app  for employees to use to confirm their health status each day and to be a reminder of their current health status.
- The CDC recommends three actions: screening, contact tracing (Laramie County Health Department is doing this), and testing. The College is considering contracting with a provider that will test students and employees at no cost. Laramie County Health Department is currently offering free

- testing, five days a week, but how long they will be able to do this is unknown. (POSTSCRIPT TO MINUTES: The College contracted with Express Urgent Care to do testing.)
- Surveillance testing is testing of people with no symptoms and is particularly important when social distancing is not an option and persons have regular close contact. This would apply to residence hall students. The College will be surveillance testing 10% of LCCC's athletes every week (random), or 40% every month. The student athletes make up 60% of the residence hall students. If an athlete tests positive for the virus, the athletes on that entire floor or wing will be tested. Nursing students are another "family group" who would be tested if someone in a "family group" contracts the virus. The testing criteria was determined weighing cost versus benefit. The cost to test 115 athletes at \$80/test is \$6,500/month. The analysis also includes testing up to 30 students/month who show symptoms, bringing the total cost/month to \$10,000. If the number of cases ramp up, the College could spend as much as \$25,000/month on testing. The cost for testing in the amount of \$25,000/month has been requested from CARES Act funding.
 - A COVID-19 dashboard much like that of the Laramie County Health Department is being visited. ITS (Integrated Technology Support) and Public Relations staff met on Friday, August 14th, to discuss the development of the dashboard. (POSTSCRIPT TO MINUTES: The dashboard is located here: <http://lccc.wy.edu/covid19testdata.aspx>.)
 - Generally, the CDC recommends quarantining if exposure has taken place within 6 ft. and 15 minutes of someone known to have the virus. In this case, because the College is testing non-symptomatic students, they would not be tested. Rooms have been set aside for quarantining in the residence hall. President Schaffer stated for Trustee Soto that two faculty members who live together tested positive, and two student athletes who are not on campus had a positive test. Interim Vice President Brown-Herbst added three students in one of the Allied Health programs have been contacted by the Laramie County Health Department, as a result of contact tracing. They were asked to quarantine.

President Schaffer stated if a non-invasive, rapidly available, inexpensive test were available, persons would be tested all the time. The challenge with the virus is not the symptomatic persons but rather the asymptomatic ones. The only way to identify persons who don't know they have the virus is to do widespread testing. The College is trying to strike a balance between testing everyone and testing large populations, e.g., as students move into the residence hall. Risk Manager Blair shared two tests are being developed. One is a test under development by Yale University that could be low-cost, perhaps \$10/test. Another is a litmus test where a person touches a piece of paper with their tongue, and the result of the test is immediately known.

B. Fall Academic Offerings – Interim Vice President Kari Brown-Herbst

Interim Vice President Kari Brown-Herbst recalled sharing with the Board in June the steps taken to identify the classes the College would be able to deliver on campus and the criteria established to determine what classes would be moved to the virtual environment, either wholly or partially. That process has laid a very good foundation for the academic areas.

Enrollment dictates the scheduling of classes. Currently, 765 classes are scheduled with a duplicated headcount of 9,140 enrollments. Some of these classes will start in the B12 Block, four weeks after Monday, August 24th.

Most of the allied health programs will be held on campus with limited clinical sites. Program directors are trying to find new invitations where students will be able to rotate in and out of the sites. The availability of clinical sites for nursing students is very limited.

With President's Cabinet approval, the ranch horse team, livestock judging team, theater productions (two in the fall—one outside, weather permitting in McIlvaine Plaza), and instrumental and vocal ensembles co-curricular activities will continue. Only one team has travel plans.

The academic schools worked together to establish common language, alternating schedules for shared offices, student support services' protocol, an attendance tracking tool (through the College's learning management system), and standard syllabi for transparent and deliberate messaging about courses and programs. The planning focused on fostering quality education while maintaining safety for students and employees. Faculty were required to attend a virtual training session on Monday; the academic plans and the College's R2B plan were reviewed in detail. An additional training called "COVID Conversations" equipped employees with talking points for dealing with employees or students who refuse to wear masks or comply with other COVID protection requirements. The first training was attended by 146 persons; the second around 40. This training was provided at the request of employees.

The incredible teamwork of those in Physical Plant who rearranged furniture, set up classrooms, cleaned surfaces, and provided the necessary PPE and cleaning supplies to prepare for the fall semester is extremely appreciated.

For Trustee Thompson, Interim Vice President Brown-Herbst stated hands-on classes have been front-loaded for classes in programs, such as Auto Body, Dental Hygiene, and Nursing. All faculty know the academic areas will be moving to virtual classrooms after Thanksgiving; that announcement was made in June. LCCC's plans for hands-on classes are in line with those of the other community colleges and the University of Wyoming. For Trustee Salazar, she stated classes that had pre-COVID strong enrollments are likely to see a decrease in enrollments. She added strategically planning for classes with reduced enrollments is very difficult.

C. Residence Life and On-Campus Students – Vice President Melissa Stutz

Vice President Stutz stated residence hall questions are constant and she would do her best to put questions and answers into context.

The applications for housing for this fall opened on December 17, 2019. The opening date the previous year was April 1st. The December 17th opening date was considerably earlier in anticipation of the new residence hall coming on line. Applications received by April 20th numbered 183. Additional rooms were being held for athletes (104) and the Wyoming Highway Patrol (24), while still holding 104 spaces for athletes and 24 spaces for the Wyoming Highway Patrol. By the time the decision was made in June to not open the new residence hall and to establish social distancing in the existing residence halls, the number of applications exceeded the number of spaces available.

The pre-COVID process to determine occupancy was to assign rooms based on the date of the application. However, COVID requirements changed this process to assigning rooms based on who needs to be on campus; i.e., athletes, out-of-area students, returning students, and the date of their applications. A household (family) unit is made up of students who spend a lot more time together than by themselves because of their courses of study; e.g., athletes, health science students, lab, and trade students. Currently, a total of 236 students (210 students and 26 Wyoming Highway Patrol cadets and trainers) will be living in the residence hall this semester. The wait list still has 13 students, whose applications were received in July, past the deadline. If a space becomes available, Residential Director Diana Wilson will determine to whom the vacancy should be offered. In doing so, she takes into consideration the student's program and household unit, which sometimes can make it difficult to find an appropriate match for a student. The number of persons in a room is determined by the number of beds in the room.

For Trustee Merrell, Vice President Stutz stated 276 beds are available in the residence halls being occupied. Students are allowed to complete an application for spring occupancy of the new residence hall. President Schaffer shared residence hall living became more desirable even with the pandemic. Vice President Stutz stated the reason was that apartments were more expensive and required a rental agreement for a period longer than through Thanksgiving. Only two students dropped off the list, and the wait list increased. For Trustee Salazar, Vice President Stutz stated they work with students who may decide they do not like living in the residence hall. Students are educated on what the residence hall experience is like before coming to campus, but a student may still decide they do not wish to live in the residence hall.

The students move in on Saturday. Each student is required to take a COVID test before being allowed to move into the hall; 120 students went through the free testing provided by the Laramie County Health Department in the College's parking lot today. Testing will be provided again on Thursday; Saturday's testing will be for students only. The testing uses a mouth swab. The residence hall students' testing results have been prioritized with a 12-hour turnaround. If students can bring a test less than 48 hours old, that test will be accepted. Director Wilson has been in contact with students who live out of the region, including the international students.

As part of the check-in process, students were sent an email with a room assignment in July and another email on August 11th, when the residence hall's Phase II Operations Plan was approved. Students have to register for a move-in time slot on Saturday and may bring two guests to assist them. Each student will receive a packet upon arrival with their keys, student ID, two reusable masks, wrist bands (student, visitor), and laundry and cleaning supplies. The check-in schedule is 12 students/hour/5 minutes apart and students have to drive through to pick up their key. Visitors are not allowed in the rooms or in the wings. They have to check in at the front desk and visit with their student in the common area or outside. The process should reduce traffic flow on move-in day.

The students will also complete an online COVID training, approximately 20 to 30 minutes long, and will be required to check-in with the health screening app every day, even if they are not leaving the residence hall. The Resident Assistants (RAs) are modeling the best behavior and are checking in with the students every day.

Risk Manager Jesse Blair was instrumental in helping with the residence hall risk assessment, determining what happens "if," and helping with case scenarios. He has said the College's relationship with the city/county health department is a real plus. The College is following their guidelines and asking questions, making the College the best prepared for any situation that arises.

Vice President Johnson shared students will also be social distancing in the dining hall. The dining hall formerly sat 286 guests; it now sits 45. Overflow rooms are available. The athletes and highway patrol cadets have special family unit seating in separate rooms but will be encouraged to do a "grab-and-go." If at any time seating is not available, the students will be asked to select their food items and leave the dining hall.

D. [CARES Aid Overview](#) – Vice President Rick Johnson

President Schaffer stated the overview will provide information already shared during a Finance and Facilities Committee meeting about the CARES Act funding received by the State of Wyoming—how that funding is being monitored, tracked, applied to various aspects of the Phase II Operations Plans for fall, and approved.

Vice President Johnson addressed the table linked to this agenda item, stating the dynamic document incurred changes as recently as yesterday and will continue to change. The document includes definitions and tracks the following funds.

- **HEERF** – Higher Education Emergency Relief Funds – US Dept of Education Federal Cares Act money awarded directly to the Colleges
 - o **HEERF No. 1** – \$751,327 (LCCC received in April) – spent in financial aid
 - o **HEERF No. 2** – \$751,327 (LCCC received in May—institutional aid being held until the rest of the aid picture develops, so the monies can be strategically leveraged in the best way possible for the College. Draws on this funding are anticipated to occur soon.
- **State CARES Act** – Coronavirus Relief Funds—US Treasury Federal CARES Act money awarded to the State of Wyoming (\$1.2 billion), passed through the WCCC
 - o Priorities 1 through 15 represent the estimated lost revenues submitted to the Commission in June in this priority order
 - o The State’s Attorney General’s office and the Governor’s office were responsible for denying items that did not comply with the language in the CARES Act.
 - o The Replenished PPE (Priority No. 1) is the PPE donated by the College at the beginning of the pandemic.
 - o President Schaffer noted if the College had closed the residence hall and not collected the funds but collected and then refunded the funds, that lost revenue would not have been allowed under the federal CARES Act. Because the College charged the residence hall students the full amount and then refunded them a portion of their residence hall cost, those refunds are considered lost revenue and allowable. Conversely, President Schaffer explained that because the College did not continue to collect Children's Discovery Center (CDC) tuition after the CDC was closed, even though the CDC continued to offer educational programs and services online, that lost revenue is not allowable. If the College had continued to collect tuition while the CDC was closed and then refunded the monies collected while the CDC was closed through the summer, that lost revenue would have been allowable.
- **EAEC** – Education Attainment Executive Council – State CARES Act funds and passed through the WCCC
- **GEER** – Governor’s Emergency Education Relief Funds – US Department of Education money that was awarded to the State of Wyoming and passed through the WCCC.

For Trustee Soto, who asked about Priority 8 “Lost Revenue Due to Extended Health Orders,” Vice President Johnson stated he did not believe the College lost money related to this priority and so did not submit a request in line with Priority 8. He also noted the College did not submit a request for Priority 9 “Transportation – Social Distancing.” The community colleges that asked for funds in this category did so for charters to transport athletes, even though athletics were suspended for the fall.

Total funding received by all colleges is \$86,322,030. LCCC has received \$4,073,996 to date; an additional \$1,217,668 is in process and anticipated. Although approved, discussions continue about Priority 7 “Re-Directed Salary for COVID Response.”

For Trustee Salazar, President Schaffer stated the funds are distributed based on actual request. Vice President Johnson added the funds are further distributed proportionately based on what the community colleges submitted for their estimates. If a community college does not spend-out their funds, then the unexpended funds become available to the other community colleges. The Commission assured a recapture/redistribution process will still take place for these unexpended CARES Act funds, but the process for doing so is not known at this time. The funds must be spent (not encumbered) by December 31st.

Vice President Johnson stated the College has developed a very robust internal compliance check process to mitigate purchases from the CARES Act funds and has been working with the Commission on this process in hopes it will somehow drive their thinking. Vice President Johnson reported he just learned that the Commission may allow the flexibility of moving monies “between buckets.” President Schaffer stated in hindsight a more effective process for the distributions of the funds would have been allowing each community college to develop a request that aligns with their specific reopening an operational needs. Some confusion occurred because each community college uses different language to describe their individual needs and advance those. Trustee Erickson thanked Vice President Johnson for his development of the excellent graphic presentation in the form of a table, noting it provides a detailed description of what the College is doing with the CARES Act aid.

President Schaffer commended Vice President Johnson, Sponsored Awards and Compliance Director Victoria Steel, Chief Technology Officer Chad Marley, and Risk Management Director Jesse Blair for their extensive work to reduce the “noise of bureaucracy” surrounding COVID-19 and the CARES Act funding processes and reporting, adding they are greatly appreciated and deserve much gratitude. He also thanked Institutional Advancement Associate Vice President Lisa Trimble and her staff for their impressive and responsive communication and public relations’ plans that have been put into place. He noted, as an example, the student/parent townhall being held tomorrow night. He acknowledged Human Resources Executive Director Tammy Maas and her staff for their careful and compassionate handling campus employees’ return-to-work, vulnerable populations, and the additional sick leave days required under the CARES Act. He also acknowledged the amazing work being done by not only the foregoing but all persons on campus in some of the worst circumstances one could possibly expect in their professional career, saying they all deserve a lot of gratitude and appreciation.

3. Long-Term Community College “S”ystem Issues – President Joe Schaffer

- A. Structure and Governance
- B. Funding Sources

President Schaffer opened the discussion, saying the budget issues have engendered a lot of tension among the community colleges, and that the community colleges are getting a lot of attention right now. He cited Counsel Nethercott as saying in her role as Senator Nethercott that it’s good to be loved, but when you’re loved, you get a lot of attention, and that attention may not have the best intention. He spoke to numerous committees, such as the Higher Education Attainment Council, the Commission’s sustainable funding committee, a taskforce on community colleges, a select committee on community college funding, basically a lot of organized efforts looking at how the community colleges are funded (eliminate all funding, increase funding), structured (statewide board of regents), coordinated, and if they are efficient. The hope is a middle ground will be found that will determine an efficiency between revenue streams, while taking into account the community colleges’ entire package of offerings. He asked the trustees to weigh in on how they want him to represent LCCC and give their general philosophical position on the current governance structure of higher education.

A growing angst is being heard about the inability to direct higher education in a concerted and clear way. The angst focuses on eight different groups doing eight different things (seven community colleges and the University) and accelerates when the discussion turns to funding and the fact that the State funds 50% to 70% of all higher education but has only 10% of the authority of how that funding is used. Added to this is the Gillette College conversation—new college creation vs college annexation. This conversation will likely produce legislative bills that will open up the community college statutes, which could lead to a State system, such as a board of regents, versus individual control. Simply stated, the State does not believe enough State funding exists to sustain higher education in the current configuration. Having

prefaced the conversation, President Schaffer asked the trustees for their thoughts on how he should pursue conversations. For example:

- keep local control and just give the community colleges more money
- be open and transparent and look for efficiencies, even if this substantially “moves our cheese”
- wait and see
- Tell President Schaffer he needs to be up front and drive the conversations.

Counsel Nethercott advised the decision has to be made quickly as a result of yesterday’s elections across the state. Many of the newly-elected legislators would support significant budget reductions and not support higher education. She believed this position stems from the response to an unwillingness to seek revenue generation through a tax-type concept or even have a conversation. As a legislator, when this happens, the only alternative is to cut budgets. She added, however, that even if some kind of a tax were assessed, a significant amount of time would be necessary for a tax to offset the current budget deficit. Because of these uncertainties, the College needs to be nimble and have a plan in a very fiscally weak environment. Also, legislators from the community college districts will compete for their community college’s interests, which could eliminate a united front that would be more persuasive.

At Trustee Erickson’s request, President Schaffer, who Trustee Erickson considers a visionary, offered the following observations:

- The community colleges want the same level or an increased level of funding.
- The community colleges want the same level of authority, control, and flexibility they currently have to be able to do what they believe is best for their students.

President Schaffer continued that in many ways the community colleges have been blessed for many years, but this is not the current environment. What’s best for Wyoming may not have the community colleges and other governmental entities (e.g., K-12, city, town, health services) at the forefront of the decisions being made. Many broad ideas and general concepts, such as the following, that emerge on the campaign trail and in other areas of public debate, can be argued somewhat effectively.

- increase revenue
- cut budgets
- engage adults
- recruit more high school students
- diversify the economy

What’s lacking is the ownership and detail behind very strategic doable implementation plans. The likelihood a plan of action will surface out of the various committees representing various viewpoints is minimal, and the State will be forced to revert to what is known, which is cut the budgets and spend less, and the State continues to atrophy. Other states have developed very strong plans and have their political capital backing those plans for better or worse. President Schaffer further proposed that as a president he can engage but likely at the expense of how the other community colleges and taxpayers view LCCC. Conversely, if no position is taken, then “we get what we get.” He did not have the answer and didn’t believe his role is to come up with the answer.

Counsel Nethercott clarified that President Schaffer is asking about what position he should take if he is approached. She agreed he is viewed as a visionary and that is apparent across the state and nationwide and is why he is often called upon to assist with finding solutions. When he is requested to participate in these decision-making processes, he may be exposing himself to positions that aren’t supported by this College, are outside of his role as LCCC’s president, or may affect the State’s entire community college system. He is seeking LCCC trustee guidance about ideas in which the trustees would want to participate and/or support, if a conversation on the community college system moves forward to the State level. Without a clear plan for how to deliver higher education differently, the result will be budget cuts and

figuring out what to do over time, which could lead to either State opportunity or State atrophy, neither of which are known at this time.

President Schaffer clarified a board of regents can still have colleges with boards, sometimes appointed or elected. Many variations exist. He pointed out State control of community college-offered programs would be very much in conflict with existing local control by community college trustees. Two questions: 1) Would the College's trustees be willing to preserve local control, if that meant the State became the minority funder of community colleges, or 2) Would the College's trustees cede local control of curriculum, if as a condition, the State were to continue to fund community colleges? Considering in-district and out-of-district tuition, should all taxpayers pay because they all benefit from community colleges? Laramie County constituents would say Laramie County has the "most skin in the game." Therefore, the College's trustees have local control and should do what is best for Laramie County and not for Albany County. If a statewide mill levy is implemented, then that all changes. President Schaffer stated depending on which lens he is looking through, he could effectively argue all viewpoints. So again, are the College's trustees willing to continue local control at all costs, or are they willing to cede some of that control for sustainable State funding? Does the consideration go beyond the taxpayers of Laramie County to pay for its education costs? Should the College offer only what is consistent with the role the College plays from a statewide perspective? These questions are the basis for the discussions currently being held. President Schaffer believes elected officials are of the opinion two options exist— increase revenue or cut budgets—and are asking higher education to do this for them, because at this point, no one has been able to create enough momentum to take on a tax initiative or something similar. As an example, he asked the trustees what their response would be if he suggested the College needed to advance a statewide mill levy versus state-level funding.

Board Chairman Ketcham expressed concern about the process for changing the community college code (statutes). Counsel Nethercott responded the changes would be painfully simple. The current community college code would be repealed and replaced with a new one, perhaps with supplements from another state's law. The success of a new community college code would depend on whether the Legislature passes the legislation, and if passed, whether the Governor signs it. Questions might focus on whether the new legislation saves the State money, effectuates the Commission, and is a more simplified version.

Trustee Erickson suggested the trustees provide President Schaffer with guiding principles and proposed local control as one important guiding principle. He pointed out Wyoming's local governing officials have been historically elected, not appointed. Other trustees agreed 100% that one guiding principle should be local control. Trustee Lyttle added the trustees should be the front runners and leaders in bringing a solution that is palatable for legislators and their constituents. Trustee Salazar further defined the trustees role as local management rather than control, because the trustees give ideas but do not run the College's daily operations. He preferred to think the trustees are trying to locally serve not control by bringing things to bear to serve the student customer. Speaking to program approvals, Trustee Erickson asked if an objection to the community colleges' program approvals through the Wyoming Community College Commission had been voiced in the Legislature. President Schaffer stated the objections from some, and not just the legislators, are more about the actual programs approved or sustained. For example, they ask why are programs being run that perpetually have only five students in them. Also asked, is when was the last time the Commission denied a program? Because the Commission has not denied a program, why is their approval necessary. The program is either so good, it is readily approved, or the Commission is not providing the appropriate scrutiny, so why is that administrative layer required? Trustee Erickson stated the Commission's approval is an indication that the preceding community college approval process has been thorough, such as done by the College's Academic Standards Committee. Community colleges are meeting the needs of students at the community level, which means programs such as nursing education need to be offered in more than one location like Sheridan, because that's where the student interest exists and where the students are going to work. Trustee Merrell stated at the

crux of all these conversations is the question: where will the money come from to sustain Wyoming's community colleges? Trustee Erickson said the Legislature is looking to the community colleges to produce a financial plan and that a discussion will be held during the next Finance and Facilities Committee's meeting about new sources of revenue. Trustee Salazar observed COVID-19 has forced new thinking about how programs can be delivered. One might further imagine then one instructor delivering the same program to students across the state. So, what's possible now to move in that direction? Trustees are locally elected but hopefully not locally thinking. President Schaffer stated Trustee Salazar's point is a good one, adding the system is not structured to support that kind of outreach to other communities and that limits our thinking. Trustee Soto agreed about local control and found Trustee Salazar's thoughts interesting. Board Chairman Ketcham stated the ACCT conference has sessions on producing revenue but none gave examples of producing revenues at the level needed for community colleges. Trustee Thompson said she loves the idea of thinking out of the box and remembered last year's legislative discussion about a statewide mill levy. Counsel Nethercott stated although a statewide mill levy has a low probability, harder things have been done and would not put that option out the window. President Schaffer stated a statewide mill levy for each mill would generate an additional \$12 to \$14 million. However, he envisioned the Legislature reducing the community colleges' State funding by whatever amount the statewide mill levy generated. So, the end result is zero gain for the community colleges and an increase in taxes for Wyoming's taxpayers.

Wyoming's revenue deficit will force conversations about what is most important and time is going to push community colleges into making big decisions.

4. Potential Reconfiguration of WACCT – Trustees Bob Salazar and Don Erickson

Trustee Erickson and Trustee Salazar attended the August 5th WACCT retreat held at Casper College. All the presidents and trustees were represented either on site or via Zoom. Trustee Erickson reported the WACCT is moving toward a reconfiguration that would represent the community colleges as one voice. WACCT Executive Director Erin Taylor's role was discussed, because some believe her role should be 100% advocacy, while others believe it should be professional development. Some community college presidents became frustrated during the last legislative session and questioned to whom Executive Director Taylor should be accountable. The retreat was held at Executive Director Taylor's request to clarify her roles and responsibilities.

Trustee Salazar stated facilitation of the discussion determined her role should be one of advocacy with communication and professional development to support that role. Other training will be the responsibility of the local boards. The focus should be on what is important and not urgent instead of important and urgent. Trustee Erickson stated 100% agreement was reached on the change in her role to one of advocacy that would include a plan for communicating with all stakeholders and also include various revenue elements. Also discussed was the possibility of changing the title of "executive director" to "government relations director." The use of "government relations" in the title came from the University's use of the title "government relations director."

Also receiving 100% agreement was a proposal to change the WACCT's structure to include the 14 representative trustees and the 7 community college presidents. The WACCT officers and the President of the Presidents' Council will make up the WACCT Board Executive Committee. The President of the Presidents' Council will chair the Executive Committee. A meeting will be held next week on that proposal.

President Schaffer stated an Association of Wyoming Community Colleges versus a Wyoming Association of Community College Trustees that has as members the 14 trustees, the 7 community college presidents, and the President of the Presidents' Council chairing the WACCT Executive Committee would probably have more traction and forces the partnership. This along with the focus on advocacy and local professional development training makes a lot of sense. The WACCT's bylaws would need to be changed. A process is in place for creating and revoking bylaws along with rules that speak to what a political subdivision's State employees are

allowed to do. Varying opinions exist about what staff is needed to accomplish this new mission and how to pay for that administrative staff. Trustee Erickson added still under discussion is Executive Director Taylor's not solely working for the community colleges. The issue will likely be worked out by the Chairman of the Board, once the bylaws are changed and during the negotiation of Executive Director Taylor's new contract. Trustee Erickson also clarified professional development at the state level will continue as it pertains to advocacy and the statewide communication plan.

President Schaffer asked Counsel Nethercott for her thoughts about the presidents being part of a formal organization and having officer positions in the association. She stated nothing statutorily prohibits a community college president from lobbying the Legislature. However, an attorney general's opinion exists on the topic of lobbying, as it relates to State employees and other State officials. Attorney General opinions are confidential attorney/client communications. She is waiting to receive a copy of that opinion from Attorney General Salzburg and theoretically should have it within a week. In addition, the Governor created a handbook with specific guidance for State employees on lobbying. These other pieces of guidance matter, are influential, and have a certain level of authority that should be taken into consideration. Adding onto that, is the question of whether the community college presidents should be on a board, whose purpose is to advocate/lobby. The statutory definition of "lobby" is to inform the Legislature and as such is not prohibited. However, if State dollars are the basis for the lobbying, and a portion of those State dollars appropriated by the Legislature are funding a lobbyist, who is asking for more State dollars, the Legislature doesn't like that. President Schaffer concluded the proposed changes will close the gaps that occurred because of the separation of the trustees and the executive director from the presidents when advocating for the community colleges. Trustee Erickson added he saw great maturity demonstrated by everyone in attendance and believed all had an extraordinary experience.

5. Budget Reduction Process – President Joe Schaffer

President Schaffer stated he may likely have to come back to the trustees with a recommendation to set a higher reduction target and would prefer to do so sooner than later. He believed the \$3.5 million contingency will not be enough if the Legislature decides to implement an additional 10% cut in January. He doesn't want to go through a budget reduction process now and again in January.

A. Updates and Outlook

1) [FY21 Budget Reduction Overview](#)

The overview is a basic draft and includes the guiding principles shared during both the State of the College and a virtual town hall. The guiding principles will help direct conversations about how to approach reduction strategies.

B. Current Data

1) [LCCC Staff by Classification 2009-2020](#)

The LCCC Staff by Classification 2009-2020 document shows that over the last ten years, the number of administrators has decreased and the number of professional staff and faculty have increased. President Schaffer noted the faculty component has been preserved, even when enrollment has dropped. The number of classified staff has dropped substantially, which is due in part to the re-classification of some classified staff to professional staff because of a shifting of duties.

2) [Community College Distribution of Personnel to Operations](#)

Referring to the Community College Distribution of Personnel Operations, President Schaffer shared two points for context.

- One, the document shows the percent of each of the seven community colleges' Current Fund allocation that goes to personnel versus the percent that goes to operations. The average of these is for the most part consistent with LCCC's allocations in these areas where three-quarters ($\frac{3}{4}$) of LCCC's budget goes to people and one-quarter ($\frac{1}{4}$) goes to operations. In general, when a higher education budget approaches an 80% allocation for personnel, a question needs to be asked about how the operations are being funded. A fundamental question the President's Cabinet has been having is how far into operations should cuts be made before the ability to have a successful enterprise is compromised. Central Wyoming College's and Eastern Wyoming College's higher investment in operations than personnel may be a result of their staffing reductions.
- Two, the Instructional Personnel versus All Other Personnel graphs speak to fixed versus variable expenses. Instruction is the College's primary emphasis area and receives the majority of the College's resources. Instruction also has the most variable expenses, because it is impacted by shifts in enrollment. On the average, the state's community colleges spend 53% for non-instructional personnel. His point was if a program is eliminated, the funds allocated for that program should be re-allocated into other programs that are in demand, and it's hard to do that in a budget-cutting environment. Additionally, assuring freed-up program funds are re-allocated into programs instead of non-instructional operations/personnel is essential, so that the College doesn't have an increased number of staff and a reduced number of programs, which would be contrary to the College's mission of teaching and learning.

In summary, the institution should be allocating the majority of its resources to what impacts students the most, and instruction is a big part of that. Also, operations are the easiest to cut and the easiest to grow back up.

C. Primary Areas of Consideration – This agenda item was covered in the discussion of Item B. above.

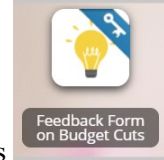
- At this time and with Board Chairman Ketcham's permission, the discussion moved back to strategies for reductions. That discussion is recorded here. He prefaced the discussion, saying he would have a hard time passing on increased expenses to students by increasing tuition and fees. President Schaffer noted the six approaches to reductions (listed below).
 - 1) Permanent Reduction in Part-Time Staffing
 - 2) Permanent Reduction in Non-Salary Expenses (operating expenses for the most part)
 - 3) Shifting Expenses/Personnel from Current to Auxiliary Funds
This was done as part of the CORE reductions, so the opportunity for doing this again is limited. If revenue streams exist on which having staff would be more appropriate than the current fund, that would be a strategy to consider.
 - 4) Reduce/Eliminate Non-Academic Functions (instructional piece)
 - 5) Reduce/Eliminate Academic Programs and/or Disciplines
 - 6) Implement Non-RIF Personnel Actions
This would include doing things that would change benefits or structures for personnel but would not eliminate jobs. For example, eliminating the short-term disability insurance added about six or seven years ago and costs the College \$85,000/year. Very few employees are using this benefit. The elimination of this policy will likely be a recommendation to the Board. Early retirement programs are also being considered and researched.

Answers to Board Questions

- The approaches are not in priority order.
- The College picks up about half of what an employee is obligated to contribute to retirement. Changes in what the College picks up would be another non-RIF Personnel Action. Some colleges pick up all of it; others pick up slightly more than LCCC does.
- Non-academic functions include everything it takes to operate the institution; e.g., Student Services, Accounting, Finance, and the President's Office. Enrichment programs would be treated as a non-instructional area for the most part; e.g., Life Enrichment programs, if they are not tied to a credit-bearing course. Trustee Erickson said he believes the Life Enrichment programs are essential for enriching lives; e.g., the SEEK program. President Schaffer stated that in many institutions these programs are considered cost recovery programs, because they generate revenue to operate the enterprise and would be included in 3) or 4) above. Athletic programs would also be included in this category. Preserving academics is always a priority but knowing the College will need to look for inefficiencies. The majority of dollars should be spent on what impacts students the most. "Students" for this purpose would include those in credit-bearing or non-credit courses. The College has a substantial population of adult students enrolled in credit courses who may be auditing the course or who may be enrolled as a non-degree-seeking student taking a credit course. A better lens would be to think of that as those programs or areas where the College is providing credit-bearing coursework for degree-seeking and non-degree-seeking students. For example, a substantial number of community members are enrolled in art courses as non-degree-seeking students. These would be considered in 5) above. Because the College needs to focus on long-term budget reductions, programs eliminated to accomplish this objective will not be brought back, at least not in the known future. Temporary closures will not be considered unless the College needs to free up cash and a temporary closure would provide that cash. SEEK is a cost recovery piece. It closed this summer because of COVID-19 restrictions; it will come back.
- The hard part of having a conversation on a regular basis with the Board in a public meeting relates to the dichotomy of having a transparent, inclusive process but also assuring confidentiality that protects people who may be potentially impacted. Sometimes data or ideas may be released for which the campus is not prepared or may infer something not intended and create unnecessary angst. Updates will be provided to both the Board and the campus but the level of detail is not known at this time. President Schaffer emphasized the need for the Board's input during this meeting so they are aware of the direction being taken for the budget reductions.
- Baccalaureate programs have 42 applications for 15 slots in health care administration and some 20 applications for 15 slots in applied management.
- The Children's Discovery Center (CDC) is a broader conversation in which the Board may need to be engaged in the future. The College needs to think about the long-term structure and viability of the CDC and whether it fits with the College's mission. The CDC is an auxiliary. Currently, the vast majority of its expenses are covered by the revenue it is generating except for one-and-a-half FTE for the director and assistant director that are on the Current Fund. All the CDC employees are on the State's health insurance program, as are all the College's Auxiliary Fund employees. The pull back of the State's health insurance funding now makes this a significant expense. The College would not receive substantial General Fund savings from closing the CDC and no longer employing its teachers. However, a savings would be captured by closing the health insurance line for the CDC teachers. Raising tuition to the point that the revenue from tuition would offset revenue losses would likely move the target demographic to the more affluent family. Vice President Johnson stated that prior to COVID-19 and aside from the Current Fund contribution, the CDC had reached sustainability but had plateaued because of capacity. President Schaffer stated a facilities expansion would be necessary to raise the capacity and increase the tuition from additional enrollments. Vice President Johnson said the COVID-19

closure March through July and the late reopening in August caused a significant enrollment hit. He noted the COVID-19 hit is not recoverable by raising tuition.

- Looking to the outside world for other approaches would depend on the stakeholder group making the suggestion. What seems reasonable to one group might seem irrational to another. Some of this will still occur, and the College will do its best to minimize this. A process does



exist for employees to provide their feedback in myLCCC by clicking on this [link](#).

- The College will be taking the furlough equity cuts mandated by the State in an equivalent amount, if the College were furlough employees. He reiterated “having people feel the pain just to feel the pain” is not something he could support. He did not know what the strategic objective could be to cut a day’s salary from everyone’s pay. If the objective was to buy time while determining the cuts to be made, the College has already taken steps to do this through the closure of the WAFB site, which freed up \$203,000 and will offset the furlough equivalent amount. The furlough amount is time-bound and not an ongoing reduction.

6. LCCC Strategic & Master Planning – President Joe Schaffer

A work component on strategic and master planning will be added to the September 9th meeting agenda

7. Fall Board Meeting Start Times – President Schaffer

The Board agreed to move their October 21st meeting to October 28th and not hold a special board meeting in addition to a regular meeting that month. The September 9th, October 28th, and December 4th meetings will be held in the College Community Center, Rooms CCC 178/179. The Board will go through the buffet line at 5:30 p.m. for dinner and begin their meeting at 6:00 p.m. The November 18th meeting will be held in the UP Centennial Room, beginning at 7 p.m. The Board will go through the buffet line at 5:30 p.m. and have dinner in the College Community Center, Rooms CCC 178/179. A Zoom option will be provided. The possibility of live streaming the meetings is being researched.

8. ADJOURNMENT – Board Chairman Jess Ketcham

Trustee Merrell moved and Trustee Soto seconded,

MOTION: That the Board of Trustees adjourns the August 19, 2020, Board Retreat.

DISCUSSION: None

MOTION CARRIED unanimously, and Board Chairman Ketcham adjourned the retreat at 9:33 p.m., as so moved.

Respectfully submitted,

Vicki Boreing
Board Recording Secretary