

MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT  
BOARD RETREAT, STATE OF WYOMING, HELD JANUARY 31, 2020, PETERSEN BOARD ROOM,  
ADMINISTRATION BUILDING, LARAMIE COUNTY COMMUNITY COLLEGE

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

Staff Present: President Joe Schaffer, Vice President Rick Johnson (by phone), and Legal Counsel Tara Nethercott

Visitors Present: Jody Shield, Align

**1. (12:00) CALL TO ORDER** – Board Chairman Jess Ketcham

Board Chairman Jess Ketcham called to order the January 31, 2020, Board Retreat at 12:15 p.m.

**2. (12:00-1:00) WORKING LUNCH AND REPORTS FROM ACCT'S ANNUAL CONGRESS ATTENDEES**  
– Reports from Trustees Lyttle, Soto, and Thompson

Trustee Thompson shared she learned that trustees are to be stewards, guardians, protectors, and watchdogs. She also shared in a presentation titled “Ways to Grow the College” how the addition of women’s softball and later, men’s hardball, could be one of the ways to increase enrollment, revenue, programs, and student experience. These sports encourage teamwork and community engagement. The City of Cheyenne has numerous softball fields already in existence, which would eliminate facilities cost. In addition to these traditional sports, Trustee Thompson spoke to the possibility of implementing eSports and stated the NJCAA is now providing these teams with governance, guidance, competition, and official national championships. Games these “e-athletes” play include ROCKET LEAGUE, SUPER SMASH BROS, MADDEN NFL 20 , OVERWATCH, LEAGUE LEGENDS, and FIFA20. She noted start-up equipment and travel costs for women’s softball, men’s hardball, and e-Sports (no travel cost for e-Sports except to national tournaments; gaming chairs, monitors, and headsets would need to be purchased) are minimal and that NJCAA scholarships are available. Annual NJCAA fees and coaches’ stipends would be ongoing costs. Trustee Thompson suggested these sports could be included in the athletic strategic plan that will be presented to the Board in February.

Trustee Erickson gave a presentation on “The Trustees Role in Facilities and College Infrastructure” during the conference. He emphasized trustees should be engaged in various elements of financing and facilities. He noted the following he believes are relevant for all trustees anywhere—engagement, setting priorities, monitoring, and advocacy. He also shared that Senior Vice President of Finance and Administration Lisa Webb Sharpe from Lansing Community College included LCCC’s May 15, 2019, budget preparation document in her presentation. He thoroughly enjoyed the opportunity to be a presenter, which he said was stimulating and a learning experience.

Trustee Lyttle stated she applied and was accepted to serve on the ACCT’s Policy Governance Committee. She also reported on her activities during the conference as Wyoming’s statewide coordinator. She attended a session on choosing a president, ACCT elections, and ACCT awards. She plans to encourage more of the community colleges to nominate themselves for ACCT awards in areas, such as diversity. Trustee Erickson suggested she follow up with Central Wyoming College Trustee Ernie Over as to whether or not they still have a trustee representative from the tribal sector on the ACCT’s Diversity Committee. President Schaffer noted, that because he is an AACC board member, LCCC is not eligible for their awards.

### 3. (1:00 – 2:00) BOARD SELF-EVALUATION RESULTS AND DISCUSSION

– Facilitated by Jody Shields, Vice President, Align arrived – 12:59 – 1:03 – started the Otter

*Jody joined Align in 2007, coming from the healthcare and philanthropic fields where she worked in marketing, community outreach and organizational planning. Utilizing her many years of experience and education, she works with Align clients primarily in the areas of strategic planning, facilitation, leadership development, and association management. A Wyoming native, Jody graduated from Arizona State University and earned her Master's Degree in Strategic Leadership from Black Hills State University. She holds a Certificate of Nonprofit Board Consulting from BoardSource.*

Facilitator Shields introduced herself and observed the trustees have positive synergy and like each other. As a precedent to the discussion, she distributed a “Self-Evaluation Discussion and Board Governance” handout dated January 31, 2020. The Board was provided copies of a January 8<sup>th</sup> memo from Institutional Research to President Schaffer addressing an analysis of the Board’s open-ended comments submitted on their self-evaluation survey. Copies of the self-evaluation survey were also distributed.

### 4. (2:15-3:30) REFRESHER ON BOARD GOVERNANCE

The Board’s Governance Policy No. 1.1.5 was discussed as to how it applies to shared governance, governance through policy, and the Board as a unit. Highlighted discussion topics included the following Board responsibilities: Ensure the Board Operates Effectively and Efficiently; Establish Mission and Set Strategic Direction; Select, Support and Evaluate the President/CEO; Monitor Progress and Performance; Ensure Adequate Financial Resources and Stewardship; and Ensure Compliance with Legal and Ethical Obligations. The following were noted in the discussion of these:

- The trustees have one employee—the president of the College.
- The trustees’ power is as a full board and not as individuals.
- The trustees represent the community.
- The trustees did not have a common understanding of “shared governance.” Trustees considered sharing additional definitions of “shared governance,” as presented during other interactions.
- Some trustees stated they respond more favorably to being told what they can do rather than what they cannot do.
- Trustee Lyttle noted she assisted with the re-write of many of the policies after President Schaffer was hired and that the policies became much more clear.
- Counsel Tara Nethercott reports to the Board by contract.
- The Board’s meetings are formal but not rigid; i.e., structured and comfortable.
- If a trustee cannot represent the Board’s general consensus, that trustee should probably leave the Board.
- The Board agreed media training would be a good idea.
- The Board usually has the opportunity to review supporting information during succeeding board meetings before being asked to consider a requested approval.
- Sometimes the Board needs to be the devil’s advocate to assure all things are being thought out.
- The Board should have a series of questions that are routinely asked.
- The President has the responsibility to assure the Board is comfortable with their decisions and will ask questions to engage their thoughts. Sometimes, however, the Board’s comfortability with their decision may appear as “rubber stamping.”

The following major points were captured on a flipchart (edited for readability):

- Further define the Board’s governance model
- Attend media training
- Prompt questions when making decisions; e.g., consider from whom the Board has not heard.
- Marketing

Follow-up Discussion – How should board members engage in getting LCCC’s story out in community?

- Board of Trustees are involved in the semester convocation and kick-offs.
- Trustees are chosen to be members of College committees, such as facilities and finance, athletics, new construction, and Pathways.
- Trustees are the Board’s liaison during student activities, such as student government meetings, Week of Welcome, and Finals Week.

Other Discussion

- The Board’s participation on the Academic Affairs and Student Services Ad Hoc Committee, Finance and Facilities Committee, Board Self-Evaluation, President’s Evaluation/performance Review Committee, Foundation Board, and the WACCT Board supplants the need for additional meetings.
- The Board approves the College’s annual budget, which has been vetted through the Finance and Facilities Committee.
- The College’s Public Relations staff is continually providing “what’s going on at the College” information to the community and utilizes more than one source to do so.
- No survey responses indicated the Board is running the College. The Board knows and respects the position of President and the person in that position.
- Clubs can use the Campus Involvement Site through myLCCC to promote their event on the mobile CORQ app.

**5. (3:30-5:00) SCENARIO PLANNING: WHAT IF “X” HAPPENED – Facilitated by President Schaffer**

President Schaffer introduced the following for discussion:

- Forward Greater Cheyenne (FGC) Initiative – FGC identified three things for LCCC to do—offer bachelor of applied science degrees, develop a workforce education collaborative, and create a meaningful presence downtown. In conjunction with these, interest has been voiced in LCCC re-visiting the Hynds Project as a community maker entrepreneurial space and a student housing facility for approximately 100 students.

Follow-up discussion included these responses:

- The Hynds Building has become a psychological albatross for downtown development. Laramie County Commissioner Gunnar Malm may bring forward a proposal where a portion of the seventh penny would be allocated to an economic development fund for the purchase and renovation of the Hynds Building. LCCC would then lease the building. The funds would have to be used by a non-profit organization, such as LCCC. However, LCCC would not help drive the campaign for this spending authority and would not commit to leasing the building. Any type of agreement would have to come as a result of a deal the College could not turn down for the College and its students, such as a lease at a cost of \$1/year for 30 years. The proposal will be “pitched” sometime in March. LCCC is not being asked to make a decision at this time.
  - o Laramie County has huge reserves.
  - o Difficult to see how students living downtown would get to and from the College.
  - o The City of Cheyenne is committed to having more buses routed to LCCC.
  - o What are the security issues?
  - o The renovation could be a big opportunity for the community. The College needs to demonstrate it is a partner by getting more involved in the community and economic development.
  - o How would the 100 students be incentivized to live there?
  - o On-going maintenance would have to be a College budget item.
  - o If the plan to renovate the building were to go forward, construction would not begin for at least two to three years.
- Funding and Budget – The College has to begin preparing for a significant withdrawal of State funding. The College will be under pressure to find additional revenue sources to continue its commitments to programs and students and the College’s compensation and classification implementation plan. At this

time, investment in programs is important in order to be responsive to demands in manufacturing, health care expansion, compensation and classification, and academic initiatives.

- The State allocates 47% to 48% of the College's unrestricted budget. State funding has decreased substantially.
- The struggle with the health insurance will continue, which means more pressure will be placed on the discretionary fund.
- The College has 60% full-time and 40% part-time employees, which is the exact opposite of the national average.
- The programs recently cut did not impact people. However, a next step could be very painful.
- On what should the College focus, if future program cuts have to be made? Quality? How is quality defined? Should the College be really, really good at one or two things at the expense of other things, and what are those? Does the College need to be more aggressive in the pursuit of entrepreneurial activities?
- More partnerships are needed to leverage the College's strengths and manage its weaknesses. The College should be more aggressive.
- The Joint Education Committee (JEC) believes the community college system should bring forward a local, rather than a statewide, taxation system. The Legislature will have at least 10 bills that would give local entities the power to tax. The fear is that the State budget will be reduced by the monies generated by any new local taxation, resulting in no gain for community colleges.
- Laramie County School District No. 1 negotiated directly with Blue Cross/BlueShield for their own insurance plan. Does LCCC have the prerogative to pursue their own insurance plan, the cost of which would be paid from the State's allocations for the College's insurance. President Schaffer will follow up with the other community college presidents about this possibility.
- The College needs to explore a way to re-distribute the administrative work. Dean Wilson has 18 to 22 direct reports. An effective span of control is usually six to eight reports. "Rumblings in the hall" continue to urge not hiring more administrators, even though the current number of administrators is three fewer than when President Schaffer became president. In fact, the College hires more faculty per FTE than its benchmark institutions. In order to reduce the number of direct reports under Dean Wilson, the College will need to provide additional non-faculty support or find a model that places more of that responsibility on the faculty. One option would be the creation of a position for a department chair (faculty) or an assistant dean (non-faculty).
- Budget adjustments may be made through internal re-allocation to fund the seven Pathways coordinator positions.

**6. (5:00) ADJOURNMENT** – Board Chairman Jess Ketcham

Board Chairman Jess Ketcham adjourned the January 31, 2020, Board Retreat at 5:01 p.m.

Respectfully submitted,

Vicki Boreing  
Board Recording Secretary