

Minutes

BOARD OF TRUSTEES



 Student Success  Teaching & Learning  Access  Community & Economic Development  Organizational Effectiveness

May 23, 2018
Joint Boards Meeting
9:02 am – 12:10 pm
Trustee Meeting
12:26 – 4:35 pm

Location: Morgridge Commons, Glenwood Springs, CO 81601

Introductory Items

1. Call to Order, Roll Call and Welcomes

Board President Theobald called the CMC Board of Trustees meeting to order at 9:02 am, welcomed all and conducted a roll call to confirm attendance by the following Trustees:

Ken Brenner
Pat Chlouber
Charles Cunniffe
Doris Dewton
Kathy Goudy
Peg Portscheller
Patty Theobald

All Trustees were present.

Foundation Board Chair Bere Neas opened the Foundation meeting, read the CMC Foundation's mission statement, and conducted roll for attendance of the Board of Directors:

Sarah Vaine
Kyle Welch
Jerry Gavenda
Merilee Maupin
Jeannie Humble
Tito Liota
Elaine Kelton
Kathy Barger
Roger Hennefeld

Ed Brown and Bruce Allbright were not in attendance

2. Foundation Year in Review

Kristin Heath Colon gave her CEO report, explaining progress, return on investment and Priorities and Progress. (see attached Priorities and Progress chart)

Kristin presented the highlights of the past year including the final 50th anniversary events.
Fundraising:

- Total raised – Fiscal Year 2017-18: \$1,524,538 (+\$22,339 in-kind) = \$1,546,877
 - \$1,275,562 Cash in for annual gifts (new or renewals) and grants (one-time)
 - \$248,976 New pledges received
- Total revenue to date – Fiscal Year 2017-18: \$2,468,881
 - \$1,275,562 Cash in for annual gifts (new or renewals) and grants (one-time)
 - \$1,194,319 Pledge payments
- Major Gifts Received (New cash or pledges of \$5000+) Fiscal Year 2017-18:
 - \$1,281,474 since July 1, 2017 (57 gifts of \$5000+)
 - \$492,785 Scholarship support
 - \$65,000 Isaacson School for New Media support
 - \$511,068 Mountain Futures / COSI support
 - \$50,000 Davenport Legacy Pledges
 - \$162,621 various other CMC and CMCF programs, projects and initiatives
- Davenport Legacy Society Membership - increased by 4 members to 27 (towards goal of 50 by June 2019)
- Endowments - \$126,000 in new Endowment support (\$271,000 towards goal of \$1M by June 2019)
 - \$75,000 Establishment of Illick-Browning Scholarships (AA, BA; No Barriers; Elementary Ed Stipends)
 - \$51,000 Establishment of Culinary Program Operations Scholarship
 - Grants – \$968,808 in Grant Support Received as of 5/1/18 for Fiscal Year 2018
 - \$608,053 in awards to CMC
 - \$360,755 in awards to CMCF
 - We have 12 grant requests outstanding, with expected replies by June 30, 2018 totaling \$2,513,403:
 - COSI Community Partners (2 total requests) - \$2,000,000 (Supports community success pipeline from high school through CMC)
 - COSI Workforce Partnerships - \$200,000 (Provides scholarships for LV students pursuing dual degree)
 - COSI Scholarships (8 total requests) - \$113,043 (Provides scholarships for CMC/local students)
 - \$200,000 (Support for the creation and deployment of enhanced ESL/GED courses with career skills)
 - Union Pacific - \$250,000 in support of Rifle's expansion
- Team Fund (Employee Giving Campaign) \$67,580 CYE 2017, inclusive of Alpine Bank \$25,000 match
- 50th Anniversary Concluding Events & Activities
 - 10 (of 38 total) major events conducted in FY18 inclusive of:
 - Aspen Music Festival Community Event, Leadville Boom Days Community Event, Buena Vista Habitat for Humanity Build and Campus Event, Breckenridge/Dillon Campus Event, Edwards Campus Event, Golden Gala at Morgridge Commons, October 2nd CMC Day in Colorado and culminating IVS events college-wide.
 - 3,038 guests were brought onto our 11 campuses, through campus events throughout 17-month celebration
 - 42,566 database accounts were validated and/or updated via invitations. 2,562 new accounts were created in the database. 858 event attendees were new to our records.
 - \$310,069 was raised in sponsorships from 60 total sponsors 500 students 1.2M

Regional and National Awards

The 2015-16 Impact Report received a silver award in the category of "Individual In-House Publications" from the Council for Advancement and Support of Education (CASE). CASE's gold award in the category of "Special Events: Year-long Event" was for the College's 50th anniversary coordinated events and communication. The award acknowledges Colorado Mountain College's advancement team: the CMC Foundation, the marketing and communications department and the public information office. The team coordinated multiple campus

celebrations and community events and produced special logo and design elements, as well as extensive print, broadcast and social media communications, commemorating the college's half-century milestone. The National Council of Marketing and Public Relations presented CMC with a gold Paragon Award for the College's view book. Phil Dunn was lead on this project.

3. Review Memorandum of Understanding, Foundation Budget
The governing board members were notified the MOU approved in 2017 automatically renews on an annual basis upon adoption of an annual Foundation Budget. The approval of the Foundation budget by the College Board of Trustees will be part of the annual College budget approval process.

4. Capital Campaign Framework
Kristin Colon presented the proposed framework for the upcoming capital campaign. There are three Aspen Campus Program Pillars – Isaacson School of Communication, Arts & Media; Tourism, Hospitality & Recreation and Health & Wellness. The Foundation will look to community partners to help with the campaign.

Economic Development, Outdoor & Recreational Education, and Health & Safety are the three program Pillars for the Spring Valley Campus.

5. Strategic Plan 2.0 – Process and Draft Priorities
Kathryn Regjo presented an update on the revision of CMC's Strategic Plan. Plan elements are listed below.

Pillar: Student Access & Success

Goal:

Provide inclusive student access, support services, and academic pathways that result in retention, goal completion, and preparation for the rapidly changing economy and society.

Priorities:

1. Focus on inclusive and equitable enrollment, registration, financial support, and multi-campus collaboration activities that increase student access and success.
2. Design all academic and training pathways to result in timely completion, graduates with skills aligned to regional workforce needs, and caring leaders who give back to their communities and society.
3. Deliver student services and programs that lead to equitable retention, timely completion, and job skills across the college for all students.
4. Evaluate and implement credit for prior learning opportunities that reduce the time and cost to complete education for the new "traditional student."
5. Develop and improve marketing and first generation student/parental education strategies to reach and attract diverse student populations.

Pillar: Teaching & Learning

Goal:

Create an innovative, rigorous, high-quality teaching and learning culture that inspires intellectual and personal development and equips all learners with the necessary skills and dispositions for their chosen fields.

Priorities:

1. Implement comprehensive course, program, and student learning outcome assessment processes that inform improvements for student success.
2. Partner with school districts to promote and advance academic and social readiness for post-secondary education opportunities.
3. Assess the use and effectiveness of educational technology tools resulting in a plan to ensure consistent utilization across all campuses and programs.

4. Integrate innovation and internships, experiential, work-based, and/or service learning programming into all academic programs.
5. Improve the consistency and availability of community and continuing education.

Pillar: Community & Economic Development

Goal:

Engage in strategic partnerships that mutually benefit the people, students, and communities CMC serves.

Priorities:

1. Collaborate with industry partners on academic and training pathways that match regional careers and labor market demands.
2. Regularly communicate to students the regional labor market opportunities as they relate to degree programs offered.
3. Actively engage partnerships with regional businesses and organizations to supply more internships, apprenticeships, and service learning experiences that complement degree programs.
4. Serve local communities as an agent to provide diverse ideas, experiences, and cultural competencies.
5. Explore partnership opportunities that meet the facilities and programmatic resource needs of both the college and mountain communities.

Pillar: Organizational Effectiveness

Goal:

Organize all CMC operations, systems, structures, and personnel to support a high performing institution

Priorities:

1. Value our people through enhanced opportunities for employee engagement, training, appreciation, and retention college-wide.
2. Provide training and support to all faculty and staff to ensure a high degree of proficiency in new technologies.
3. Develop criteria to prioritize equitable, sustainable business, and environmental practices in college operations.
4. Clarify decision-making procedures that support collaboration between campuses and functions throughout the college.
5. Develop and implement routine procedures to ensure that academic programs are relevant, sustainable, effective, and produce improved student outcomes.

Kathryn requested feedback on anything that might be missing:

Counselors in the high schools, curriculum addressing town needs, and general competencies

- Many campuses are engaged in partnerships which provide for education leading to vocational trades.
- General competencies are layered in dual enrollment with 3 year internships where students are developing soft skills while doing a job and then go on towards their career. These are good industry partner collaborations.

One concern noted that the College could better address education designed for the 11 top jobs of the future. How does the College add a filter/review process in order to fulfill future jobs and those skill sets?

- #5 in org effectiveness states we will look at program relevance – this is an improvement point for us.

6. Gallagher Update – Strategies/outreach

Matt Gianneschi, Chief Operating Officer & Chief of Staff, presented a visual explanation on how the Gallagher amendment has impacted CMC. In 1982 the College received \$125.00/year in property tax revenues for a house with a value of \$150,000. Now that same home is worth double that amount, CMC only receives \$76/year.

While front range property tax revenues actually have increased, revenues are declining in small communities where the population is not growing. A legislative fix does not have priority under these circumstances.

There have been some attempts to address the situation:

- A proposed bill failed which would have postponed the next residential assessment rate until 2021 (Rep. Roberts D-Eagle)
- The General Assembly appointed an Interim committee to study Gallagher and propose solutions. (Rep. Rankin – R-Carbondale)
 - Committee will meet 6-8 times between June-November
 - Committee is entitled to 5 bill titles in the next legislative session
- The Fire Chiefs Association has requested that the governor's office submit interrogatories to the Colorado Supreme Court arguing that Gallagher and Tabor are in conflict.
- The CMC marketing team is launching an "understanding Gallagher" website.
- The College will conduct polling on residents' understanding of Gallagher/property taxes
- CMC Board of Trustees will discuss options for November 2018, with possible ballot questions to address:
 - Scholarship for unfunded/unfunded students (CEPA, Foster Youth, DACA, ESL, GED, non-credit/skilled training)
 - CTE/Skilled Trades augmentation
 - Gallagher only

The Joint Boards meeting adjourned at 12:10 pm.

The CMC Board of Trustee meeting reconvened at 12:26 pm.

7. Pledge of Allegiance
The Pledge of Allegiance was recited.
8. Approve Agenda

ACTION: Trustee Cunniffe Moved to Approve the Agenda as written; Trustee Chlouber Seconded the Motion and it carried unanimously.

9. Approve Minutes

ACTION: Trustee Chlouber Moved to Approve the Minutes from March as written; Trustee Dewton Seconded the Motion and it carried 6-1 with one abstention. Trustee Goudy was not in attendance during the meeting.

There was a question about recording the time the board enters into executive session. Previously, this has not been recorded in the minutes, but will be in the future.

10. Public Comment
There was no public comment
11. Campus Update
Heather Exby, Vice President and Dean of the Spring Valley and Glenwood Springs campuses was unable to attend the meeting; her update was included in the packet and Dr. Hauser stated she could answer questions if trustees had them.

President's Report and Agenda Review

President Hauser gave her report and hard copies were made available.

Trustee Comments

- Trustees commented on the AGB Conference
 - There was discussion about the Board's own accountability and self-assessment.
 - The College has not in the past reported to the board the number of Title IX cases in each year and how they have been handled. An executive summary might be called for in the future.
- Trustees Brenner and Theobald attended a small discussion group with CCHE and heard Ted Mitchell speak.

Consent Agenda

12. Set Board Budget, FY18-19 (CRS 23-71-123)
13. Accept Quarterly Financials (3rd Qtr.)
14. Activity Fee (Steamboat student vote)
15. Receive Fall Sabbatical Report
16. CARE Lease Amendment
17. Structure removal at Spring Valley

ACTION: Trustee Brenner Moved to Approve the Consent Agenda; Trustee Cunniffe Seconded the Motion and the Motion carried unanimously.

Action Items

18. Modifications to Board Policy 7.2 – Addition of Contingency Reserve Minimum
 Mary Boyd, Vice President of Fiscal Affairs, presented the changes to Board Policy 7.2, changing the reserve minimum from 25% to 15% of the College's operating budget. Discussion ensued, with thanks to Trustee Dewton and previous boards for directing management to put money into reserves and questioning whether revenues might go down and if the College might need more reserves. Trustee Brenner spoke of the capital planning policies that have not yet been adopted but will need to be comprehensive. He would like to see the reserves changed to 20% rather than 15%.

ACTION: Trustee Goudy Moved not to Approve this policy at this time since there is not enough detail on how funds will be spent in each reserve line.

There was discussion about the fact that the board has discretion on how all reserves are spent before they are spent. The board must take action to spend the funds. This change in policy frees up the dollars for future priorities. Trustee Dewton stated that if the College is in bad enough shape to need the full 15%, there is a much bigger problem and huge structural changes would be needed. Changing the level of reserves is a prudent step freeing up money to use so that long term investments help the longevity of the College.

Trustee Goudy withdrew her motion.

ACTION: Trustee Cunniffe Moved to Approve the Modifications to Board Policy 7.2; Trustee Chlouber Seconded the Motion, A roll call vote was taken, and carried 5-2.

- Trustee Portscheller - Aye
- Trustee Goudy – Nay - feels she needs more information on spending.
- Trustee Dewton - Aye
- Trustee Chlouber - Aye
- Trustee Cunniffe - Aye
- Trustee Brenner - Nay
- Trustee Theobald - Aye

19. Breckenridge Housing: Exercising the Option to Purchase
 Matt Gianneschi presented information about whether purchase of the Breckenridge apartment housing is a good use of College Funds. Our reserves can only be invested in CDs which bring the College very low revenue so there would be more revenue if the College purchased the property.

Trustee Goudy asked if with the new law (HB 1366) we would be better off waiting and having another hearing so the motion would be not under the old law. Richard Gonzales, General Counsel stated that the law is about selling property and the College is acquiring property rather than selling. Also, the contract was fully vetted with the required three hearings before the lease option was signed.

ACTION: Trustee Portscheller Moved to Approve the Resolution to Exercise the Option to Purchase the Breckenridge housing units; Trustee Chlouber Seconded the Motion. Trustee Brenner moved to Amend the Motion to include language directing staff to use COP funds to make this purchase; Trustees Portscheller and Chlouber accepted the amendment and the amended motion carried 6-1. A roll call vote was taken:

Trustee Brenner- Aye
Trustee Chlouber- Aye
Trustee Cunniffe- Aye
Trustee Dewton- Aye
Trustee Goudy - Nay - feels it needs another hearing - process
Trustee Portscheller - Aye
Trustee Theobald- Aye

20. Spring Valley Contractor Contract
Sean Nesbitt, Director of Facilities presented the base contract between Colorado Mountain College and Haselden Construction which will establish our working relationship and initial services.

ACTION: Trustee Goudy Made a motion to authorize the College to execute the CM/GC General Contractor Agreement between CMC and Haselden Construction in substantially the form presented to the Board at this meeting, with such additional non-material changes as may be approved by College management; Trustee Portscheller Seconded the Motion, there was a roll call vote, and it carried unanimously.

Trustee Brenner- Aye
Trustee Chlouber- Aye
Trustee Cunniffe- Aye
Trustee Dewton- Aye
Trustee Goudy - Aye
Trustee Portscheller - Aye
Trustee Theobald- Aye

21. Trustee District Boundaries Policy
Matt Gianneschi reported discussions by the Legislative and Government Relations regarding a policy that would require Board review of the CMC trustee district boundaries (the trustee districts are formed for purposes of identifying eligible candidates for the elected board positions). This proposed amended policy includes district review every 10 years beginning in 2020.

In accordance with the revised policy, if approved, changes in trustee districts will be proposed in June in compliance with the new policy.

ACTION: Trustee Brenner Moved to Modify Policy 1.4 inserting a new section 2.1 on district boundaries as presented in the board packet; Trustee Portscheller Seconded the Motion, a roll call vote was taken, and it carried unanimously.

Trustee Brenner- Aye
Trustee Chlouber- Aye
Trustee Cunniffe- Aye
Trustee Dewton- Aye
Trustee Goudy - Aye
Trustee Portscheller - Aye
Trustee Theobald- Aye

Information/Discussion

22. 1st Budget Hearing (CRS 22-44-101, et.seq)

Mary Boyd presented the first hearing of the budget for FY2018-19. Trustees previously have had 1-1 meetings to review the budget. She reviewed revenues, proposed expenditures with a 1% increase in the operations budget which is 33% of the inflation rate, and next steps.

The Board would like to see a presentation that more specifically shows the amounts of the funds to be spent on IT.

23. Government relations committee report

- Trustee Chlouber and Matt Gianneschi reported on the meeting held the day before.
- The committee had a wrap-up of the legislative session from John Karakoulakis.
- There was a discussion on district boundaries
- There was discussion on an addition to the charter stating that if the committee thinks of legislation they can take steps to start the process.
- There was discussion about Gallagher
 - Recommendations: formally invite the interim committee to use our facilities for a meeting, poll the public and have town hall meetings that inform the public about the impact
- They discussed a request from CO Early Colleges to lease a building
 - Recommends gathering information from Roaring Fork School District as this could impact the school district.
 - There aren't enough detail presented at this time
- There was also discussion about access to MA degrees for HS teachers that want to teach CEPA classes

24. HLC Portfolio Systems Report

AQIP pathway will be discontinued as of June. The portfolio the College submits on June 4 will determine what pathway we will be assigned. The Open pathway would be the best scenario; we would be in the 4th year on that path. The Open pathway would include an assurance review focusing on accreditation criteria. The Standard pathway would include an assurance review and a site visit with more monitoring.

25. Microgrid Contract

Sean Nesbitt, Director of facilities explained that Microgrid is building a solar garden in Silt and selling subscriptions. It would offset energy we used from Xcel Energy (Rifle and Carbondale sites). This would garner \$145,000 in savings. So far the Roaring Fork School District and the Town of Carbondale have reviewed and approved similar contracts. The Board would like more information on Microgrid sent to them before the June meeting.

Supplemental/Information

- 26. Human Resources
- 27. Facilities
- 28. Academic Affairs
- 29. Student Affairs

New Business

June Board meeting, Draft Agenda (Wednesday, June 27, 2018 in Breckenridge)

9:00 – 10 am | Local Meet & Greet

10:00 – 1:00 pm | Trustee Meeting

- Ongoing Contracts with renewals in summer months (consent)
- Final Budget Hearing (action)
 - Adopt Budget
 - Appropriate Funds
- Supplemental Budget Appropriation (action)
- Microgrid Contract (action)
- Board Policy concerning debt financing limits (action, to be discussed in May)
- Aspen Campus site planning update (discussion)
- President's Goals/Work Plan for FY2018-19 (action)
- IT presentation – Detail of Dollars spent/spending

1:00 – 3:00 | Work Session

- Gallagher Strategy
- Discuss August Board Annual Planning Retreat
 - Potential topics (suggested by Trustees)
 - Governance (various topics)
 - Reaching New Heights 2.0 (Strategic Plan)
 - Higher Learning Commission and the Board's role in Accreditation
 - Capital Campaigns, traditional and unconventional
 - Academic Affairs Redesign implementation (new Deans, structure, and what to expect)
 - Trustee/Senior Staff Liaison concept

Executive Session

ACTION: Trustee Brenner Moved to enter Executive Session

- A. For discussion of a personnel matter, under C.R.S. Section 24-6-402(4)(f), except that executive session cannot be held for discussion:
- of an employee, where the employee has requested discussion of the matter in open session;
 - concerning any member of the Board or the appointment of any person to fill a Board position;
 - of personnel policies that do not require the discussion of matters personal to particular employees.
To discuss the President's Evaluation/Goal Setting

Trustee Cunniffe Seconded the Motion and it carried unanimously.

The Board entered executive session at 3:24 pm.

After exiting executive session, Board President Theobald stated:

The time is now 4:28, and the executive session has been concluded. No formal action was taken in executive session. The participants in executive session were: myself, Patty Theobald as the presiding officer, Pat Chlouber, Kathy Goudy, Ken Brenner, Peg Portscheller, Charles Cunniffe, Doris Dewton, Richard Gonzales, Matt Gianneschi and Carrie Hauser.

For the record, if any person who participated in the executive session believes that any substantial discussion of any matters not included in the motion to go into the executive session occurred during the executive session, or that any improper action occurred during the executive session in violation of the Open Meetings Law, I would ask that you state your concerns for the record.

No action was taken in executive session.

Optional Action Item

30. **President's Evaluation and Contract Update**

Upon reconvening in open session, Trustee Portscheller suggested that the Board approve the following statement:

The Board of Trustees applauds performance of the President over the past year, appreciates the proposed goals for the forthcoming year, and has taken under advisement revision of the President's employment contract goals.

Trustee Brenner Moved to adopt the statement; Trustee Cunniffe Seconded the Motion, and the motion was approved unanimously by voice vote.

The meeting was adjourned at 4:35 pm.

Respectfully Submitted,



Pat Chlouber
Board of Trustees Secretary



Debbie Novak
Recording Secretary