

## LCSC President's Council

4/5/2019

2:30-4:00 pm, ACC

### Info Items & Updates -Announcements/Reminders/Air-time & Action Issues

#### -CTE building update and path forward plan

*March's bid for construction came in at \$3.5 million over the projected cost, so we will move forward as follows: (a) seek SBOE approval to increase the project budget; (b) raise the funds over time and perhaps consider a loan; (c) build a modified building that is "industrial chic" and leave the 3<sup>rd</sup> floor unfinished for now.*

#### -Campus Compensation Conversation

*President Pemberton will be presenting models of a compensation plan to explain and address the employee compensation options on Monday, April 8, at 4 PM. The models were developed as per the State's guidelines, reflect our strategic plan, and consider the recommendations/goals of the LCSC Compensation Review Committee. The meeting will be streamed live for those unable to attend in person. The president will ask for online feedback at the conclusion of the presentation regarding model preference.*

### Round-Robin Report out:

#### Fall 2017 Recruitment/Retention initiative outcomes

**Spring 2018 "Peeps" outcomes:** *Efforts are still underway to contact the list of prospective students distributed to Council members. While responses have been limited, successes were noted in terms of recruits deciding to attend LCSC. The President noted that if every 20 LCSC employees participated in recruit efforts akin to those Council members engaged, even with a conversion rate of say 6 out of 20, it would translate to over 140 students (472 employees/20 X 6). The President emphasized that it will take each of us and all of us to make and sustain the long-term enrollment gains we need and targets we are aiming for.*

### Provost Stinson

-Commencement Update: *The graduation banquet will start earlier than last year; tickets on sale soon. Questions related to commencement activities should be directed to Provost Stinson.*

-Spokane CC/Spokane Falls CC/NW Indian College: partnering update: *Planning for late spring-early summer for visits and meetings to map-out articulation agreements, programming and partnering.*

-Napkin idea update – Connecting Learning to Life: *Data are being analyzed on the 2018 graduating class to see how many students have experiential learning as part of their courses. This will help us identify any curricular gaps relative to experiential/applied learning opportunities and integration. In addition to curricular connecting experiences, co-curricular activities and engagement will be part of the initiative to make connecting learning to life a true hallmark of an LC education. An area of particular attention regarding this initiative focuses on signature certificate possibilities that knit together "academic" and CTE course work.*

-Vision work group: *The group has held two meetings and are working on aspirational statements (e.g. "Idaho's College of Choice"). The plan is for this work to lay a foundation for a broader campus conversation to streamline and focus our LCSC Vision Statement.*

### **VP Hanson**

-Enrollment update & Spring Census (**share report docs**): *Census day enrollment for spring semester 2019 was shared. These enrollment data show we are down spring semester. Overall census day trends noted below.*

LCSC Spring Census Day Statistics				
Numbers reflect currently enrolled students as of March 15	SP16	SP17	SP18	SP19
HC	3492	3426	3524	3133
FTE	2534.2	2479.26	2523.13	2263.47

*Positive news regarding increasing Fall 2019 numbers in terms of early enrollment, applications, registrations direct from high school, housing applications, and scholarship acceptances. In the spirit of retention, connection and communication, Vice President Hanson asked: "If you see a student, ask him/her, 'Have you registered for your classes yet?'" and stated that faculty and staff may have the opportunity to assist a student who just needs a little nudge or thinks there's a barrier that once we know about it, can help resolve.*

*VP Hanson commented on the importance of shifting the narrative re: LCSC marketing and promotion from just affordability to value-add. Our message needs to increasingly emphasize the **value** of attending LCSC.*

-Summer programming inventory and ideas brainstorm: *No report at this time. The purpose of this item is to identify times and spaces during the summer when LCSC campus facilities might be used to expand revenue-generating summer camp and/or event programming.*

### **VP Kilburn**

-SBOE Tuition & Fee proposal: *Vice-President Kilburn reported that we will present our budget request to the State Board on April 17. Using a PowerPoint presentation, he shared that LCSC is requesting a 5.5% increase in tuition & fees for residents; a 3.0% increase in tuition for non-residents; a 5.3% increase in the part-time rate, and a summer fee increase of \$356 per credit (equivalent to the part-time rate). LCSC is also requesting fee changes to the facility fee, activity fees and technology fees. The SBOE ppt is attached as Appendix A to these notes.*

-Campus master planning update: *The Campus Master Plan Task Force continues to meet and is inclusive of representatives from across campus. The group is looking at all the plans— enrollment, academic, and athletic plans—and how they may impact the infrastructure of the campus. The focus of our Master Plan work is to have programming and integrated planning drive our campus infrastructure and facilities development.*

-Safety Committee: *An ad hoc committee report will be given to Vice-President Kilburn next week regarding the use of space heaters and small appliances on campus. VP Kilburn will share info with Council in the early fall.*

**Round-robin sharing/dates, deadlines, calendar events & Items for the “Good of the Order” (BLUE = share info this meeting, we will rotate through each person across meetings)**

**Constituent Group and/or SBOE communication updates**

**Mr. Sam Weeks, ASLCSC President**

*The Legacy project—digital reader board is in progress.*

*Student government elections will be taking place this month.*

*President's tree planting ceremony is April 26.*

*Graduation banquet is May 9.*

*Nominations for Student Service Award being accepted now; send nominations to Sam.*

**Dr. Jenni Light, Faculty Senate President**

*Policies for the hearing board and benevolence have been cleaned up.*

*Faculty were queried about moving the emeriti faculty email benefit from the lcsc.edu address (which we pay for per person) to @lcmail.lcsc.edu (which is free). Dr. Light shared that ¾ of the faculty wanted to retain the current email practice because of research, professional contacts and networking, and other professional ventures in which they are still involved. Dr. Light offered a compromise possibility that perhaps after two years of retirement, emeriti faculty could be asked if they are still using the @lcsc.edu address and whether or not they would be willing to switch to the free lcmail account.*

**Mr. Kevin Reynolds, PSO President**

*PSO won the Food Drive Contest this year between CSO and PSO.*

*The PSO by-laws have been revised and will be voted on at the April 8 meeting.*

*PSO officer voting occurred earlier this month; results will be announced at the April 8 meeting.*

*The proposal for considering Emeriti status for staff will be presented at the April 8 meeting, and then it will be submitted to Cabinet.*

**Ms. Kim Vogel, CSO President**

*CSO officer voting is in progress. New officers will be announced at the end-of-year social in May.*

*CSO is working with PSO on the Emeriti status for staff.*

**Unit Leadership**

**Ms. Erika Allen, Director of College Advancement:** *The Groundbreaking ceremony for the CTE building will be Friday, April 19, at 10 AM; rain or shine. Gather at the white tent. Parking is limited; a shuttle will be available.*

**Dr. Grace Anderson, Director of Institutional Research & Effectiveness:** *Candidates for the Associate Director position will be on campus beginning April 8. Public forms will be held on April 8, 9 and 12. Dr. Anderson reported on a project her office is working on: developing a*

*survey bank of questions that will be accessible online and allow individuals to build a survey using consistent question phrasing and responses (e.g., demographics). It is believed developing this tool will facilitate survey development and allow for better results comparisons across surveys. Dr. Anderson anticipates that the project will be piloted this summer and available to the campus by fall semester.*

Mr. Ryan Bircher, Internal Audit

**Ms. Soo Lee Bruce-Smith, Director of Admissions:** *Ms. Bruce-Smith reported on a number of upcoming events for prospective students: April 26 – LC Connection: A preview event for sophomores, juniors, and seniors; and Destination LC – June 10 in CDA; June 18 in Boise; June 20 in Lewiston; Open houses for the Adult Learner market in the evenings. She also noted that the Saturday events have been successful; the next event is April 20. This practice will continue into next year.*

Dr. Fred Chilson, Dean School of Professional Studies

**Dr. Julie Crea, Senior Budget Director: Understanding “reserves” outlook and forecast:** *Dr. Crea distributed an “Institutional Reserves” handout and explained the revenue sources of reserves, as well as the types of expenses that have historically been covered by the reserves. Capital project obligations make up a significant expense, and there are restrictions on reserve funds-- as per State policy, the institution must keep 5% in reserves—plus funding for compensated absences, PERSI & post employee obligations are kept in reserve (these reserve restrictions total approximately \$12M).*

Ms. Ashley Edwards, Title IX Coordinator

Ms. Mary Flores, Dean Liberal Arts and Sciences

**Mr. Logan Fowler, Director of Communication and Marketing/Interim Director Community and Government Relations:** *No report.*

Mr. Tom Garrison, Physical Plant Director

Ms. Justene Garner, Director of Student Services, CDA

**Ms. Brooke Henze, Director of Athletics: CP & Brooke: Title IX Plan update (correction – executive summary attached – Appendix B).** *Ms. Henze drew Council members’ attention to the plan update (attached to this document). She stressed that the Title IX plan was an additive model that will serve to contribute to enrollment growth. She also updated Council on progress being made to develop and implement a policy and procedures manual for Athletics.*

Ms. Debra Lybyer, Sr. Director of Advising

Dr. Jeff Ober, Dean for Career and Technical Education

**Mr. Allen Schmoock, Director of Information Technology:** *Mr. Schmoock reported on the Cars and Coffee recruitment event that will be held April 19<sup>th</sup>. He also shared summer programming development information pertaining to LCSCs' hosting of the NW Ellucian Users Group; 2-day event (June 2020) that will provide LCSC with the chance to showcase our campus, our people, our community.*

**Ms. Vikki Swift-Raymond, Director of Human Resource Services - HR search process checklist info. (LC Valley Leadership Inst. Summer Retreat activity?):** *Ms. Swift-Raymond distributed the "Hiring Process Checklist". After a department has approval to search for a position, the checklist guides the department and Search committee step-by-step through the hiring process. It will be mandatory that Vikki or Lindsey attend the initial Search committee meeting to ensure understanding of the search/hiring process. A key aspect of this update is the intentional inclusion of position hiring guidance to try and facilitate diverse applicant pools. [The updated check-list is now posted on the HR website.](#)*

**Summer Retreat 9:00 am – 1:00 pm– possible dates:**

**June 3, 4 or 5**

**July 1, 2 or 3**

**August 5, 6, 7, 8 or 9**

**August 12, 13, 14, 15 or 16**

**Reminder:** Subscribe to and begin reviewing the FREE online higher education daily news digest: Inside Higher Ed (once you subscribe you will get brief news digests): <https://www.insidehighered.com/#>

**An interesting read is attached as Appendix C**

***What if I fall? Oh darling, what if you fly!***

Appendix A: SBOE Tuition & Fee PPT Slides



### Proposed Tuition & Fee Increase

Lewis-Clark State College requests:

- An increase of 5.5% tuition and fees for residents
- An increase of 5.0% tuition for non residents
- An increase of 5.5% for the part-time rate
- A summer fee equivalent to the part-time rate of \$350 per credit

### Residents

**Tuition and Fees**

Full time resident students (annual cost)

Current	Proposed	Increase
\$4,610	\$4,857	\$247

Part time resident students (per credit cost)

Current	Proposed	Increase
\$100	\$106	\$10

### Non-Residents

**Tuition**  
(paid in addition to resident tuition and fee rates)

Full time nonresident students

Current	Proposed	Increase
\$1,410	\$1,490	\$210

Full time nonresidents (Astin County)

Current	Proposed	Increase
\$2,211	\$2,390	\$116

### Fee Changes

**Facility Fee:**

- \$17 per semester for a general use facility such as a recreation or wellness center.

**Activity Fees:**

- Consolidation of the student newspaper, radio station and literary publication into a single Media Fee. No increase in the overall fee is proposed.

*These two fee changes were initiated by students*

### Fee Changes

**Activity Fees (continued):**

- \$1 per credit hour summer term fee increase to support ongoing operational costs.


**Technology Fee:**

- \$5 increase to offset rising technology costs.

### Uses of Revenues Generated


Compensation & Benefits

Implementation of the 3% CSC increase recommended by the Governor and approved by the legislature	\$313,100
Implementation of the decrease in variable benefit costs	<u>(\$14,300)</u>
<b>Compensation &amp; Benefits Total</b>	<b>\$298,800</b>



### Funding & Enrollment Changes

Offset enrollment decline	\$579,400
Cost savings through program prioritization	<u>(\$142,900)</u>
FY 2020 Increase in endowment distribution	<u>(\$240,900)</u>
<b>Funding &amp; Enrollment Change Total</b>	<b>\$195,600</b>



### Ongoing Institutional Needs

Faculty Promotions	\$148,584
Scholarships	<u>\$125,600</u>
<b>Ongoing Institutional Needs Total</b>	<b>\$274,184</b>



### Overall Request

Compensation & Benefits	\$347,900
Funding & Enrollment Change	\$195,600
Ongoing Institutional Needs	<u>\$274,184</u>
<b>Total Request</b>	<b>\$817,684</b>



**Thank You.**

**Appendix B: LCSC ATHLETICS TITLE IX COMPLIANCE PLAN EXECUTIVE SUMMARY**

**March/April 2019 UPDATE**

Lewis-Clark State College (LCSC) is affiliated with the National Association for Intercollegiate Athletics (NAIA) and a member of the Frontier Conference. The role and mission of the NAIA is to “...position member institutions to maximize “return on athletics” (e.g., enrollment, retention, student-athlete success, etc.) and optimize the student-athlete experience.” Within this framework the Conference mission emphasizes “promoting academic & athletic excellence.” The key in both instances is word order emphasizing *student* over *athlete* and *academic* over *athletic*. LCSC’s athletic affiliations (NAIA and Conference) align with and support its educational mission, emphasizing opportunity, success and partnerships to “...prepare students to become successful leaders, engaged citizens, and lifelong learners” (LCSC Mission Statement).

A review of EADA data and reports reveals that Lewis-Clark State College (LCSC) needs to address issues of equity associated with athletic participation/Title IX compliance (See Table 1). This proposal outlines a 2-part plan and the funding needed to implement it.

**Table 1: Title IX/Athletics & LCSC - EADA Report most recent 2 years**

2017-2018 EADA report: #/%				2016-2017 EADA report: #/%			
Enrollment		Student-Athlete Participants		Enrollment		Student-Athlete Participants	
<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>	<i>M</i>	<i>F</i>
862/39%	1337/61%	157/57%	120/43%	914/40%	1349/60%	162/58%	118/42%

**Part 1 involves maximizing current women’s sport roster capacities over a 3-year implementation timeline. Currently, LCSC Athletics is supported at just over a million dollars/year through appropriated/institutional funds. The additional funding needed to support Part 1 of the plan is \$1,454,430. Part 1: Rationale Key-Points:**

- Approximately 40% of LCSC athletics’ operating expense budget (i.e., “bread & butter/meat & potatoes” (e.g. travel, equipment, supplies, etc.) needs is dependent upon fundraising. This is not an athletics budget-model norm, places LCSC at a distinct disadvantage in terms of community resources and broader/College fundraising efforts, and makes the notion of adding sports (i.e., one more horse lined up to drink from an already limited trough) untenable.
- Historically LCSC has not been party to appropriated allocations/caps specific to gender equity (funding options in place in Idaho’s other 4-year schools for over a decade).

- LCSC boasts the highest relative enrollment percentage of student-athletes and Idaho resident student-athletes of Idaho’s 4-year schools (data derived from EADA reports).

School	% of Student Athletes	% of Student-Athletes from Idaho
LCSC	12.4	32.20
UI	5.7	17.26
ISU	5.5	29.77
BSU	4.2	14.10

**Part 2 involves the addition of a women’s sport.** Funding needed to add women’s soccer includes one-time monies (facilities renovation and equipment = 2.3-2.7 million \$), and **ongoing/ appropriated monies of \$451,601: personnel, operating expenses and scholarships.**

**Summary:** Relative to Title IX compliance, given LCSC’s athletics history and tradition, prong 1 of the 3-prong interest and abilities Title IX compliance assessment category is the focus of this proposal. Part 1 emphasizes growth in women’s sports participation while holding men’s sport participation constant. **This results in a net gain of 24 women’s sport participants, which translates to 45% women’s sport participation (this proposal suggests a 3- to 5-year implementation timeline).** Part 2 includes the **addition of women’s soccer. The initial roster size is estimated at 20 participants, with a potential to grow to 28 participants within 3 years of sport launch. This sport addition would translate to 50% - 52% women’s sport participation.** Re-evaluation of substantial proportionality, which is a moving target pending enrollment trends, will need to be ongoing and will dictate next steps (e.g., plan part 3?).

**Total Costs:**

Compliance Plan Part 1 Maximizing Roster Capacities (ongoing new funds)	
Operating/Equity – appropriated/institutional funds	
Personnel	\$326,978
Operating	\$131,064
Scholarships	\$996,388
<b>\$ needed Compliance Plan Part 1 (ongoing)</b>	<b><u>\$1,454,430</u></b>
Compliance Plan Part 2 Women’s Sport Addition – Soccer	
<i>One-time Start-up Costs</i>	
Est. Facilities*	\$1,800,000 - 2,200,000
Est. Facilities Equipment	\$500,000
	<u>\$2,300,000 – 2,700,000</u>
<b>Sport addition (ongoing)</b>	
<b>Personnel, Operating, Scholarships</b>	<b><u>\$451,601</u></b>
*Ongoing facilities/maintenance costs have not been estimated at this time	

**SBOE Policy - Athletics Budget Limit parameters**

**\$2.7-3.2\* Million**

## Appendix C

# Betting on (Non-Profit) Higher Education

**Mark Zupan** Published 11:46 a.m. ET Feb. 28, 2019  
CONNECT TWEET LINKEDIN COMMENT EMAIL MORE

Last year, Harvard professor Clayton Christensen, an expert on disruptive innovation, predicted that online learning would drive a least half of America's traditional universities out of business over the next decade. I have \$1 million of my own money saying that he is wrong. And, as president of Alfred University — the kind of private, non-profit university that Christensen believes most likely to be disrupted by the online revolution — I invite Christensen to a friendly bet to test his faith in his forecast.

First, some facts. Only a handful of non-profit universities merge or go bankrupt each year, and that number has not grown substantially with the advent of online learning. Warnings about the demise of universities are nothing new. There were similar forecasts made with the advent of radio and television and the ability of such technologies to deliver education more broadly and cost-effectively. Instead, the innovations proved to be complements, not substitutes, for universities.

Why do universities have such staying power? First, technology cannot replicate the development of individuals that occurs through interpersonal interaction, in and out of the classroom. Technology can enhance but does not replace activities such as teaching, mentoring, coaching, and parenting. Columnist David Brooks has recently noted that one of the reasons for this is we learn more from those we love. Learning is dependent on the strength of our social and emotional ties to our teachers.

Second, Korn Ferry estimates the value of human capital in the United States to be \$244 trillion, nearly four times larger than the \$62 trillion in value of physical assets. Investment in education and through universities builds human capital. Indeed, the Latin origin of the word "capital" refers to the ideas that spring out of individuals' heads as being the wellspring of progress — not bricks and mortar or financial instruments.

Third, prominent author Matt Ridley notes that our species has the distinct ability to promote the "sex of ideas." Other species must rely on reproduction, genetic mutation, and natural selection to improve. In contrast, humans also have the capacity to store and build on ideas, thereby making intellectual advances that further our species.

Universities are durable institutions because they are adept at promoting the sex of ideas through providing individuals the opportunity to learn and build upon existing ideas. A woman, Fatima al-Fihri, established the world's first university, the University of Al-Quaraouiyine, in Fez, Morocco. Her University still operates to this day and has had many distinguished alumni over the centuries since its inception in 859. That's staying power!

Fourth, universities promote empathy. Harvard psychologist Stephen Pinker documents how humans have become less violent toward each other over time. A key reason for this is education, which gives us the ability to put ourselves in others' shoes.

Fifth, considerable smart money is betting on higher education. Of the 50 largest philanthropic gifts in the United States in 2018, at least 30 went to universities. Michael Bloomberg topped the list by committing \$1.8 billion to need-based scholarships at his alma mater Johns Hopkins. Today's philanthropists are following in the footsteps of major past donors to universities such as Rockefeller, Stanford, Vanderbilt, and Eastman. George Eastman, who never attended college, gave generously to universities because he believed that "education is the solution to most all of society's problems."

Finally, we are seeing the same investment in education at Alfred University. The past three years have witnessed a significant uptick in philanthropic support for scholarships, facilities, endowed faculty/staff positions, and applied/experiential learning programs. Philanthropic investments are allowing us to launch leadership and data analytics minors, bridge our engineering and art and design offerings, and link our liberal arts program with a management minor or MBA. Applications to our undergraduate campus programs have increased by 30 percent since 2015.

Of course, universities such as ours face challenges. Changes in demographic factors, online learning options, the popularity of various majors, state funding for public institutions, and international enrollments create a dynamic marketplace. Nonetheless, we see more opportunities than threats. From this perspective, let me propose a friendly wager. If at least half of all traditional universities fail or merge by 2030, then I will give \$1 million to Christensen's Institute. (provided it is not disrupted before then!). If, however, his prediction fails to materialize by 2030, then Christensen will contribute \$1 million toward Alfred University's endowment.

In making his gift, Christensen will be investing in a university whose graduates have produced glasses that correct for colorblindness; developed ways to transmit voice and data by fiber-optic cable; started Meals on Wheels; contributed to devising a treatment for neo-natal jaundice; created art showcased by the world's major museums; invented body armor to protect soldiers and first responders; helped develop Gorilla glass; and transformed Marvel Comics from bankruptcy into Marvel Entertainment which sold to Disney for \$4.8 billion; saved AIG; and lead Voya Financial. Clay, my email is [zupan@alfred.edu](mailto:zupan@alfred.edu) should you wish to financially stand behind your forecast.

*Mark Zupan is president of Alfred University.*