



Board of Regents Meeting Minutes

April 26th, 2019
LCOOCC Main Campus in Room 504

AGENDA

1. Opening Prayer – Jim Schlender
2. Call to order at 9:10 am
3. Roll Call

Present: Marie Basty, Kyle Van Acker, Daryl Coons Jr., James Schlender and Dr. Russell Swagger. Gary Gerber is unable to attend. We do have a quorum. Quorum established to conduct business.

Vice Chairman - Let the record show that Chairman Jason Bisonette is here, he had to step out. Melissa Lewis joined via Zoom at 9:20 am. Chairman Jason Bisonette rejoined the meeting at 9:30 am.

4. Public Comment – none at this time
5. Approval of today's agenda

Vice Chairman – Our computers are in and are in the process of getting formatted. This will be the method for us to receive our documents. Has everyone had a chance to see the agenda? One addition to section 9. The President's report, agenda item 'D' to create a Legal Studies initiative; either a degree program or department.

Motion – Kyle Van Aker motioned to approve today's agenda with the additions with the changes. Seconded by Daryl Coons, Jr. All in favor, motion carried.

6. Approval of previous meeting minutes

Motion – Marie Basty motioned to approve the previous meeting minutes. Seconded by Kyle Van Aker. All in favor, motion carried.

7. Financial Overview

March 2019 Business Office Reports: Grant Activities, Endowment Valuations, Budget Summary, Statement of Activities, Statements of Financial Position, Cash on Hand, and Preliminary Budget.

We did deposit the \$25,000 into Morgan Stanley for the new endowment. We have been gifted \$100,000, being disbursed over the next 4 years.

Budget vs. Actual Summary Report - we should be at around 75% so you can see our expenses are 70%, we are down a little bit. We are still a little off on the tuition revenue, hopefully we can



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pick that up in the summer and with some customized training. Our bad debt expense and tuition adjustments went down. We get paid for past due balances from students and one student sent us \$5,000. Also by holding back their official transcripts and not allowing students to get their graduation certificate/diploma is helping. Any questions on the Grant Activity Report? Endowment Evaluations - looking at the allocations of holdings you'll see that we are at \$6,364 for cash. That's the lowest I've ever seen it and that's because we moved funds we approved meeting. Statement of Activities - the scholarship allowance, these are general scholarships that we paid out from our scholarship account and also Gay and Harry Leslie gave us \$2,500 to be given out this semester. Our legal fees went down about \$3,500. When we had hired Hash Blackwell, we paid them but they've gotten reimbursed from the insurance company – so we received checks back for that. Statement for financial position - only off about \$200,000 from last year - a little combination of little things, nothing major. Cash on Hand Summary - this time of year we may see our bank account decrease because we're not going to collect as much revenue. We get most of our revenue for ISC and Title III (that happens in October).

(9:30 am - Chairman Jason Bisonette rejoins the meeting)

Chairman - I received a text from Gary Gerber and basically he said that he did a review of the Preliminary Budget and there are some options to cover for the proposed deficit and overall he is okay with the budget. He then goes onto updating about the financial advisory committee, they continue to meet and believes that there is good progress and anticipating good results.

Dr. Swagger – This is our Preliminary Budget and Mr. Chairman, I wanted to let you know that what you have in front of you is only a preview and you will see a deficit of \$227,810. We're not done yet, we're not proposing that you approve this with a \$227,000 deficit but we wanted to get it in front of you to let you know where we are.

Jill - Right now we are pretty certain that BIA funding is going to be \$1.3 million. We should be getting that money in early July. This is based on the funding from 471 called 'prior prior', which is based on the Indian Student Count submitted from 2 years ago. This came about when some smaller tribes would have difficulty with revenue streams so the BIA decided to disburse funds and that let's the tribes would know what they would be receiving and they can get that money earlier. The last amount for ISC was \$7,285.

Tuitions income, contract and instruction, miscellaneous income, indirect grant cost recoveries, textbook commissions; we went with what we budgeted for last year. Donation - we end up putting donations in our scholarship fund. Admin Cost Allowance – is from the American Indian College Fund and financial aide uses those funds for professional development and travel. ACT 55 - is State funding for our non-native students. Our first disbursement was \$130,000, the next year \$133,000 and this year \$150,000.

Dr. Swagger - Originally the funding was \$455,000, and whatever we didn't get, the rest went to Menomonie. We have since discovered that a lot of money was being left on the table and we are working with Menomonie to find out if there is four years worth of money there that got scooped up and went somewhere else since that money belonged to the two tribal colleges than it should come back to us. We are now on the Board as non-voting members. We are grateful



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that they increased the percentage however, in my opinion, is that we should both be voting members on that Board and we should be able to sit at that table and have the same voice with the same weight that everybody else has in the room. That's what we're working toward.

Jill - we're going to get some money from our lease with the charter school and we are talking about possibly charging some other entities to use our facilities. The charter school's lease is around \$3,000 a year. We've designated office space and a classroom in the lower level of the College with a very nice classroom.

Melissa Lewis – Did you have a discussion about the security and protection of the kids since we do have an open campus with the possibility of sex offenders and violent criminals here at different points of time?

Dr. Swagger - We've not had that conversation with them. It is so early in their process, that the only person that is directing anything in the program is Roy John Jack. Roy does not have a Board. I have an update on the charter schools from a meeting we had yesterday. The bottom line is, that no, they have not had that conversation with us yet.

Jill – Tuition adjustment: We've lowered by \$100,000 and some. We took away the Seventh Generation scholarships.

Chairman – for the Board's knowledge, we've had this discussion in the past. We've been sitting at what \$190 per credit and there's been discussion about lowering it.

Dr. Swagger – What really needs happen is to do our own analysis here, to determine if our income is covering my expenses when it comes to the instruction. We'll have to build the spreadsheet to help us look at that so we know what the minimum number of students that we should have in each classroom in order to make each class cash flow. It may end up being that \$190 is sufficient but we just need X number of students in class or it may be that it's too high. And doing a comparable with all the other schools and TCU's, gives you good idea of where people are at but in the end, it should be covering our expenses here. We have to have that conversation because bachelor's degrees are going to be a completely different amount than we currently charge.

Chairman - if you are looking at generating spreadsheets, can we expect to see that with the final approval? Is that \$190 a credit too much, is that prohibiting people from showing up? Would we get more students if we dropped the tuition to \$175 or not? Of course, we want to have education accessible to everyone

Jill - I'll have my office do the calculations and cost of how many students do we actually need to run a program would be helpful. Title 3 - We think because our numbers are lower that we are more than likely going to end up getting \$500,000. It is lower based on our student count. Tech Endowment Disbursement – we can draw almost \$40,000 and we'll end up doing the draw in July and that money is for I.T. Ag Endowment – We were getting about \$106,000 a year and last year we only received \$88,000. Bakade Café - We are still talking about the café' and whether we will continue it or not.



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Dr. Swagger - Right now it costs \$45,000 for the position and the food and everything that is purchased. Our goal was to have this person generate enough to cover all those costs and break even and that hasn't happened. It has raised somewhere around \$20,000. There are also issues on the personal side and the culinary program, there were originally 8 people and it has dropped down to 1. If we do continue, we'll have to do something different.

Chairman – If you think about \$20,000, those are meals. They would be spending the \$20,000 elsewhere. That's exciting, just think what we could do with more advertising – like a marque.

Vice Chairman – the best way is through word of mouth. When people think of the college they don't think of Bakade Café'. I'm willing to work on that at the tribal office. I'll have Sharon do an announcement but I need to know what the menu is. There are people at the tribal office, the health center and CDC who want to know about alternative lunch places. Before we make a decision about Bakade not being successful, I'd like to know what the personnel issues are. I really hope that we can consider doing something other than shutting it down

Jill – back to the Preliminary Budget. Personnel did increase by a little bit but we did decrease the fringe benefits by one percentage. Lisa Munive looked at the upcoming schedule and felt that she could use full time faculty in some area verses hiring adjunct. Outreach Sites - they always do a good job with their budgets. President Swagger and my budget went down some.

Chairman – Why is the Board of Regent's and the President's Office on the same line? Does it take \$50,000 a year to run this meeting or is it \$2,000?

Jill – That's the way it has always been done and it is easy enough to separate it out. Human Resources – The HR Department did to a significant increase. We've hired an attorney and so she added some she had an additional attorney fees. Student Services – I walked Odawa through his budget. Registrar's Office - we were spending about \$5,000 on catalogs and what we started doing a couple of years ago is loading the student catalog and the student handbook on a USB. They can also find that information on-line. Financial Aid Office – We have receive a proposal for training that will help make that office more efficient and will help her do with some of the required reporting like our iPads reporting and some Fizz App for our funding for the FSU team work study. Recruiter - he will probably be doing more traveling and our fleet is down by a car so we added an additional funds to that budget. Farm – no change. Student Activity Fees – we kept those the same. Marketing – the person that is doing marketing right now, submitted her budget and it increased by \$12,000. Plant Maintenance – Our trucks are bad, so we'll need to get used truck and we have a little bit of money in there for the master facility plan. Library - she always does a good job with her budget, we're not increasing it. Information Technology – Dr. Swagger is going to talk to you about that.

Dr. Swagger – I want to draw your attention to the bottom line; income less expenditures after you take the expenses from the total income, we're still at \$220,000, We've done a very good job at not spending as much as we did the previous year. Part of reason why we are at \$227,000 is because originally, we were working on the information provided by Dan Gretz that there was going to be a half a million dollars in carry over. So when I asked you to approve a different budget, I was working on the assumption that we would have \$220,000 on carry over in this year and that we would also have another \$250,000 that we could carry over for this year



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that we're getting ready to ask you to approve. The problem is that there is only \$250,000 in carryover not \$500,000 in carryover. So we've added in some positions and we did some things based on that assumption. We're coming into this year and we don't have actually have the \$250,000 that we thought we would have. That's why I say we still have more work to do to get that \$227,000 down.

The Board had said to me was that if we have technology needs, they could help us address those needs and so we probably will come to you and ask you to do something. The last thing I would say about this is, we've got almost \$3 million dollars in potential income out there right now, which would obviously help us tremendously and I've talk to Red Cliff and we've got a strategy with them. I've talked to the Chairman and the Higher Education Director, both in the same room at the same time and if students owe us money right now and have registered with them, then obviously the tribe will pay for what that student owes. We ran a list of names of all those people that still has money and we'll get that list into the Higher ED Director and Higher ED Director will go through and cross-reference and say 'yes' this one applied with us or 'no' this one didn't apply with us and if they did not apply with them, then they will reach out to those students say come in and apply with us and then they can help them. So hopefully, if we use that strategy with all the tribes and the tribes are willing to do this, then hopefully we can get that debt paid off. Rather than going in and strong-arming them and say you owes this money and you need to pay off pay it off, we'll save that strategy for the last but that's what we're trying to do right now. I don't know where we're going to end up on this, I don't know if we lose positions or certain services. I don't know how we get to zero on this right now but I know that for sure in the end that we are going to probably have to come to you and ask you to approve us to use the line of credit or we might have to reach into some of the cash that we have on hand or do something like that to help us to get this to zero.

We wanted to get this in front of you because we said we would but we're not at zero yet. So some of the things like we talked about today with the spreadsheets some of the exercises that we'll go through. I don't see us having you do big layoffs and we're going to do everything that we can to avoid that but it makes it even that much more important for our fundraising Advisory Board to raise money and so I want our advancement person, Jessica, to generate a direct mail campaign. That's our realty right now.

Chairman – Advancement is different than your marketing, correct?

Dr. Swagger – Yes, I have directed her to focus on bringing money in and she believes that if she doesn't have the marketing piece to support what she's doing in advancement, then advancement's not going to work. But those things need to be fast-forwarded with a greater sense of urgency. With that being said, it is not all doom and gloom, we do still have more conversations that we need to have before we come back to you.

We received notice from the American Indian College Fund that they will be paying for our Master facility plan which is \$85,000 and in addition to that they will also be paying for other contingencies that might come up. We've got that paid in full from them and they wanted us to budget some money out of this budget.



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Jill – Because that is going to be a grant – we took that \$85,000 out of this budget already and then I just added back in the \$10,000 because I didn't know if they wouldn't pay for all the contingencies and I was in the conversation with Dan and Emily and I said I'll just throw \$10,000 into the budget. The \$85,000 is out of this budget completely, there are no expenses and no revenue, because it is going to be showing up on the Grant Summary Report. So the \$227,000 has already been reduced.

Chairman – if there are not further questions, may I have a motion to accept the financial overview?

Motion – Kyle Van Aker motioned to approve the financial overview. Seconded by Jim Schlender. All in favor, motion carried. (Jill leaves the meeting.)

Break at 10:57 am. Back into session at 11:09 a.m.

8. Student Representative

Chairman – Misty Jackson is at the rocket launch and is not available today.

9. President's Report

a. Retreat Date (Red Cliff)

I met with the Chairman and he is very excited but all of us coming up there and he said he would prefer June or July if that works for all of us and so I just put it out there to see what you all would like to do.

We could go the evening before and stay overnight and have a morning meeting with the Council and then the afternoon meeting for our business or we could have an afternoon meeting with them and then have a morning of our business however you want to do it.

Chairman – I'm okay with being that somewhat fluid with that because I know and how rare it is to get everyone in the same room at the same time and I think it's better to let them drive whatever works for them right now. I think the most important thing is going to be that meeting and for all of us to be there, so even if you can make it to the half a day meeting that's more important than our regularly scheduled monthly meeting. Some notes: the third week of July is our powwow week. Red Cliff elections are held annually in July.

b. Motion directing the President to pursue Bachelor's degrees in Business and Human Services per the board approved strategic plan.

Dr. Swagger - I need a motion directing me to pursue bachelor's degree in business and Human Services. You approved it already in the Strategic plan but I just want something for the record for HLC.



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Motion – Jim Schlender motions to directing the President to pursue Bachelor's degree in Business and Human Service. Seconded by Daryl Coons, Jr. All in favor, motion carries.

- c. Motion directing the President to pursue proposals from firms to develop an LIHTC application to WHEDA to lease space to a limited liability corporation to build public multi-family housing on campus property

I need a motion to develop low income housing tax credit proposals or application to WETA and then to would authorize the College to lease a space to a limited liability Corporation to build multi-family housing are on campus property.

Motion – Jim Schlender motions to directing the President to pursue proposals to develop low income housing tax credit programs and application with WETA and other areas for on-campus housing. Seconded by Melissa Lewis. All in favor, motion carries.

Jim Schlender on Item D - what I'd like to do is the Board to create a task force or a sign me in the authority to help the President develop of legal studies program, which would house our Lay Advocacy Program. I want to develop our legal studies program and that will also help us make this college viable for an ABA certified paralegal degree program as well as a Lay Advocate Program

Motion – Daryl Coons, Jr. motions to develop a sub-committee for building the legal studies program with limited scope of authority. Seconded by Marie Basty. All in favor, motion carries.

10. Tribal Governing Board Liaison – none present

11. Other

Dr. Swagger – I'll make sure that you receive the student retention attachment with my next report. We need to have a real thorough conversation about retention. I had a conversation with faculty and told them that I want you to be somebody that's passionate and is available to students and doing everything that you can't keep students in school and if you're not here for those reasons then maybe this isn't the place for you. I just had to be real blunt with them about it because I I walk around here and my faculty aren't anywhere to be found and academic freedom is 'I can go wherever I want whenever I want and do whatever I want' and then I have a few that are here and they're available to their students and some of them we've had to give them all placards that they hang up to show people where they're at and made them post regular office hours for students know and if they're not class than they should be in their offices and they should be doing research or talking about how to improve their programs and I haven't gotten a lot of pushback from that I think people are for the most part cooperating with that. But if you take a look at the iPeds, which any of you can look at any time, I go into Google iPeds and you can enter our name and then our school will come up when you can see graduation rate tension rate, etc. Our rates are just atrocious. I mean I don't know how else to say it. even though that formula only looks at first-time full-time students, it's only a small subset of our population - that is still an important number and if you extrapolate that to the whole population, you're not going to get much of a different rates going to be about that same rate which is I think



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retention is somewhere at about 11% to 13%. So we're trying to make a concerted effort at the College and we're just calling it out as it is and bringing attention to that. We have our coaches that come from Achieving The Dream that work with us on that and they alerted us to a \$50,000 a year grant that they would like us to compete for and that will help us in the area of retention.

We don't have counselors, we don't have a social worker, we don't have anybody like that on staff that people can go to if it becomes an issue outside of academics that a teacher can't handle, the teacher has no one to refer that person to. We already lost one student to a suicide this year. So it's a huge issue for us. We're tackling it and we're working on it. We've had an all faculty staff meeting where we had a group of about 15 students at came in and we had little focus groups and we talked about what we can do differently than what we're doing right now etc. There's a big movement around the area of retention. Until then, I wanted to provide you with that report so that you see where we're at and then benchmark that against where other schools are at and then we need to come up with a goal. I say you know your goal should be to retain 100% of your students even if you know that you're never going to get to 100%, to me you want to keep everybody. That's the goal. We have a lot of room for improvement there and it seems exciting work but its not easy work. And when you talk to a faculty person about it, it's almost a foreign language to them because if somebody presents them with an issue about domestic abuse or alcoholism or something like that, the teacher's eyes get glazed over and they don't know how to deal with it and sometimes they just freeze up and they just don't do anything with it or they want to do something with it but they don't know what to do with it and we don't have that capacity built in our college to deal with that right now.

Chairman – One last thing I'll say about the GED if there's absolutely anything that you need from us moving forward and pushing that forward. We believe in that, education is the great equalizer in criminality. Anything that we can do, that I can do, to support that moving forward just let us know. Because that is good for a community, we know there is a segment of this society that drop out of school and people get it - I truly believe that people get it and when they get it we need to be able to provide that service.

Dr. Swagger – I'm actually sending proposal application for the GED off on Monday. We have another set of eyes looking at it before it goes out. Just got a couple other things real quick as when meeting either next week or the following week with the Mole Lake people and they are wanting a language class, so we'll see how that goes

We came back yesterday from the WIEA pre-conference, it had to do with Pathways in the Native of higher education. Paul and I opened the session up, Paul from Menomonie so that turned out pretty good.

We had a meeting yesterday with the charter schools, and the stakeholders and the only person that we weren't able to get to the table was Bookie but we still had a good meeting and we walked away from the meeting agreeing that John Jack had to work to answer the questions that Jessica has and so I told him that he needs to stay on top of that and get that worked out with her and once he gets that worked out with her and then she's comfortable going to her Board. And once their Board is willing to sign and then my Board would be more willing to sign and so he did not want to make the charter school official until the following year and I told him you need to stay on this and make this happen and so that's the direction that he's got right



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now. He wanted to establish relationships between the charter school, the community and the college and I told him that is not what we signed on for, we signed on for to authorize the charter school and he needs to stick to that. So he still doesn't have the Board and there's disagreement about whether should be the TGB or whether that Board needs to be another Board and those are all things that he has to get answered and figured out who his Board's going to be.

Chairman – Are we billing him for every meeting we go to? I feel like we should be, if you and your staff are providing the expertise in this process then why isn't that contractual and if we're taking away from other duties.

With something like the GED, obviously that's not in our preliminary budget, what would that do if we are to support that program? If we were allowed to support a GED program, starting next year - what would that do to our budget, what would that look like?

Swagger – Initially, we just assigned duties to an existing person. So it wouldn't be an increase, but if the program grows, we're gonna have to take a look at how we fund that and I suspect that it might grow pretty well because right now we have both Bad River and Red Cliff knocking on our door for this thing. And they are both saying, well if you can't do it then we're going to have to go to WITC.

We'll take a short break before going into Executive Session at 11:55 am.

Swagger – So I've got the character development already listed. Then there's going to be some technology needs we're going to have to address. The Tribal Lay Advocacy Program is already in the budget. We're going to probably handle the counselor and social worker through CCS. Tammy Bergen is she put in a request to expand the service area to include the College so that could hire two physicians that would be dedicated to the College, that's what my understanding is. So she should hear about that sometime soon so I don't think we'll have to include those.

Chairman - any idea when you will hear from but with the State about the GED program?

Dr. Swagger – I think the turnaround time is pretty quick because when I talked to her she said that you can you can apply anytime of the year and I think she's pretty much the one that does the certifying of the program. The materials that she sent me, we got all our bases covered and she just wants to come up here and go to visit which I think is good. And I told her we take her out to our outreach sites too.

Chairman - And again, if you need anybody and doesn't have to be me - but if you like want somebody here to talk directly to that person about K-12 and what we're seeing, just let us know.

Is there anything else for the present report? Melissa, are you good? May I have a motion to accept the president's report?

Motion – Jim Schlender motioned to accept the Presidents Report. Seconded by Daryl Coons, Jr. All in favor, motion carried.



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Chairman - I can give some updates. I've been e-mailing Terry Miller for the last month-and-a-half or so, trying to set up a date. It hasn't work out so I'll send her another email and as soon as I get those dates I'll send them out to everyone else.

Other than that, should we grab some lunch? Do we want to work through lunch or so we want to break?

Dr. Swagger – There's a golf tournament May 18th at Big Fish and that's part of our effort to raise money and then we also have a list of activities that are going on during investiture week.

11. Other

8.1 – Drug-free workplace and campus

Vice Chairman – When it is a policy – what are we adopting? Is this a general campus policy, employee policy, or a student policy? Because if it is, we need to clearly indicate.

Dr. Swagger – What I should make you aware of is the policy that you are looking at is part of an existing policy and the change has to do with using alcohol in cooking by the culinary arts program and the Bakade' Café. That's where the issue came up. So to me, it sounds like there is a need to separate some things out and have our attorney address some of these issues that you are talking about and do a rewrite. This is your existing policy, just so you know. The existing policy with the new recommended language for the culinary arts program added.

Chairman – What I'm hearing is that we are sending the policy back to be reworked.

Jason – anything else before going into executive session?

Motion: Kyle makes motion to go into executive session at 12:08pm. All in favor? Motion carried.

12. Executive Session

Chairman – Kyle Van Aker makes motion come out of executive session at 1:22 pm and Daryl Coons Jr. seconds. All in favor? Motion carried.

For the record, Melissa Lewis left the meeting at 1:10pm.

Chairman – Dr. Swagger, at this time we are looking at the next meeting on May 17th, if there is anything in the next month, you can think of like the budget questions that were brought up earlier. If you're running over scenarios, don't be afraid to send something out in an e-mail to get people's input before the final budget.

Being able to present a couple different options, if we do have to do a withdrawal, or the endowments withdrawal – what would it look like, if it looks like it going to go. That's the only thing I would say, don't be afraid to e-mail. Hopefully that will safe us pushing it back to June. We have approved a budget in the past where there was a deficient.



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Kyle – I wasn't part of the conversation about stipends, can I have a quick update?

Dr. Swagger – I need to generate a policy on that.

Vice Chairman – We had a conversation about stipends, some of us get them and some of us don't. Some of us forego them, some are encouraged to take them for other reasons. The Board decided that it would be a stipend for the month, whether you are at the meeting or not, because there are other things that we do that are usually tied to it. Especially if you are one of the other officers because there are usually other duties that come in. We don't get paid \$200 to sit in this room, we get paid \$1,200 annually for the Board work that we are doing.

Chairman – If it is something monthly like that, then I will be happy to accept something like that.

13. Next Meeting – Friday, May 17th, 2019

14. Adjournment

If there is nothing else, may I have a motion to adjourn?

Motion – Melissa Lewis motions to adjourn at 1:50 pm. Seconded by Jim Schlender. All in favor, motion carries.