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Board of Trustees  
 September 9, 2015  
 8:00 a.m.  
 Taylorsville Redwood Campus  
 AAB Board Room 428

Meeting to be conducted by Gail Miller, Chair

**No Executive Session is anticipated in connection with this meeting.**

**TAB**

**I. BOARD STRUCTURE DISCUSSION, led by Chair Gail Miller**

Committee Structure -- are additional committees needed (legislative/public image or community relations)? **A**

Board Meeting Information -- are you getting the right information?

Board Responsibilities -- are we fulfilling fiduciary, strategic, and generative obligations?

Trustee Emeriti -- is there a role? **B**

**II. ELECTRONIC BOARD MEETING PLATFORM**

Questions on use?

Suggestions for additional options?

**III. COLLEGE INITIATIVE DISCUSSION, led by President Deneece Huftalin**

Review of Campuses and their Particular Focus, FTEs, etc.

Aspen Metrics -- recap, which indicate excellence in community colleges **C**

Enrollments -- what can we do to boost enrollment? Discussion led by Trustee Vice Chair Clint Ensign

College Readiness -- review of initiatives and gaps

**VI. ADJOURNMENT**

Next Board Meeting    October 14, 2015, Taylorsville Redwood Campus AAB Board Room

Reminders:

Please remember to place the parking pass on your dashboard. there will be reserved parking stalls south of the Academic and Administration Building (AAB).

In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during this meeting should notify the ADA Coordinator at 801-957-4041 at least three working days prior to the meeting.



## TRUSTEE COMMITTEES AND ASSIGNMENTS

2015-2016

### **Trustee Audit Committee**

*Trustee Pat Richards, Audit Committee Chair*  
*Trustee Chair Gail Miller*  
*Trustee Jim Wall*

Bylaws: At least three members of the Governing Board at the discretion of the chairperson.

Meetings: Usually meets before each Trustee meeting but may meet less often at the discretion of the chair.

### **SLCC Foundation Board**

*Trustee Maria Farrington*

Bylaws: one or two members of the Governing Board, at the discretion of the chairperson.

Meetings: 6 meetings per year (every other month, at noon on the third Thursday)

The Foundation Board acts as SLCC's link to the community for:

- Generating and receiving community philanthropic contributions,
- Providing grants and scholarships to educational and community programs of the College, and
- Promoting broad community recognition and philanthropic support of the College.

The SLCC Foundation is a 501(c)(3) organization officially designated to receive private donations to the College from corporations, foundations and community individuals.

There are 6 meetings a year and a few selected events like the Annual Scholarship Luncheon (March) and the Golf Tournament (September). The designated trustee would report Board of Trustee information to the Foundation Board particularly any initiatives, discussion, or ideas related to fostering and sustaining philanthropic community partners. Most importantly, the trustee would report back to the Board of Trustees the work of the Foundation Board on a regular basis.

### **SLCC Investment Committee**

*Trustee David Lang*

Bylaws: One or two members of the Governing Board at the discretion of the chairperson.

Meetings: Monthly, usually 2<sup>nd</sup> Monday, 11:00 – 12:00 (9/8/15, 10/12/15, 11/9/15, 12/7/15)

The investment committee consists of four members: the College Treasurer, Business Services VP, Controller and a Trustee representative.

The primary responsibility of the committee members is to

- 1) review current economic conditions and future economic forecasts;
- 2) in light of that economic information, review the College's current investment strategy and make any recommended changes for future investment purchases or strategy, and

- 3) review and approve the prior month investment purchase and maturity activity, the investments portfolio and interest income (rate of return data).

Although the Controller and Treasurer are active making investment purchases on an on-going basis, the trustee member provides advice and direction on future purchases. The College's investment portfolio is currently near \$120 million."

**SAT Board**

*Richard Tranter through December 2015*

**UCAT Board**

*Richard Tranter through December 2015*

The UCAT board meets every other month from 10:00 to around 12:30. The UCAT Board makes policy, approves programs and approves budgets.

## What Is the Role of a Trustee Emeritus?



*One of the most frequent questions received by AGB's reference librarian is about the proper role of a trustee emeritus. Recognition of exemplary service through the award of an honorary title is a source of pride for all. But if not managed carefully, trustees emeriti can cause unwanted challenges for boards. Tom Hyatt, AGB's general counsel and a senior fellow and a partner at Dentons US LLP, provides advice for boards.*

Ideally, the determination to bestow this honor would be the subject of a full board discussion and vote.

### What is a trustee emeritus?

Trustee emeritus is an honorary title conveyed by a governing board upon a former trustee of an institution to recognize exemplary service. It usually signifies an ongoing relationship with the trustee, typically as an ambassador of the organization. Occasionally, the titles "Honorary Trustee" or "Life Trustee" are also used. Neither is recommended. An "Honorary" title is more appropriate for someone who was never a trustee but is an avid supporter, such as a prominent alumnus or public official. And as with extended family members stopping by for a visit; "Life" trustees can be hard to get rid of.

### What permits a board to give this recognition?

The right to recognize and appoint a trustee emeritus may come from the bylaws, a board policy, or simply custom and practice. At public institutions, the right may come from state law or it may be a power of a governor, a legislature, or a board of regents. It is wise to have a formal bylaw provision or policy that establishes the parameters of this recognition to avoid any confusion with the rights and responsibilities of sitting board members.

### Who should receive this honor?

This honorary title should be given to recognize exceptional service and achievement on behalf of the institution, not just for showing up. It should not be bestowed on every retiring trustee. Some boards may require a minimum term of service to be eligible for this recognition. Ideally, the determination to bestow this honor would be the subject of a full board discussion and vote. It may even give rise to champagne toasts and the presentation of a

framed resolution in fine calligraphy. It should not just be delegated to the board chair or executive committee to decide. In addition, former trustees who are to be recognized in this fashion should be advised on the expectations of the governing board for their continuing, but honorary, role with the institution.

### How are trustees emeriti different from current trustees?

Trustees emeriti do not have fiduciary responsibilities as do the current trustees. They are not obligated to attend meetings, do not count towards a quorum, and may be excluded from executive sessions of the board. They can act as representatives of the institution when desired by the board and can serve as a valuable source of wisdom and institutional memory.

### Should trustees emeriti participate in board meetings? Do they have a vote?

Trustees emeriti should not have a vote. For starters, to do so would confuse the governance process. Giving such individuals a right to vote could cause them to have the same fiduciary responsibility as the other trustees, and thereby expose them to the same level of liability. However, because they are not full trustees, they may not be covered by the institution's directors and officers liability insurance or indemnification policy. Some universities and colleges may provide trustees emeriti with briefings, or even the same materials as current trustees receive, and the right to attend and participate in board meetings. However, this practice can lead to confusion of roles and board management issues and should be carefully considered.

### How long should someone be treated as a trustee emeritus? Can the title be removed?

Trustees emeriti should serve at the pleasure of the board. The honorary title can be removed by the board at any time and for any reason, unless otherwise provided in the institution's bylaws or relevant policy. Another approach is to have terms for this position, which can be renewed, terminated, or allowed to expire by the board.

INTRODUCTION

FIGURE 1  
**Aspen Prize for Community College Excellence, indicators of community college excellence**

WHY THIS MATTERS

**Completion** →

Do students earn associate's degrees and other meaningful credentials, and bachelor's degrees after they transfer?

- Community college completion/transfer rates are under 40%.
- Completion of a credential leads to better employment and wage prospects.
- Completion data enables colleges to set goals and others to compare colleges.

**Learning** →

Do community colleges set expectations for what students should learn, measure whether they are doing so, and use that information to improve?

- There is strong evidence that college rigor has diminished.
- Teaching students so they learn and develop skills is the core business of colleges, so this must be assessed.
- Professors cannot improve instruction without good information about what's working and what's not in their classrooms.

**Labor market outcomes** →

Do students find long-term employment after graduation and earn a living wage?

- To prepare a skilled work force, colleges need to understand whether their programs are aligned with labor market needs.
- Students' post-graduation outcomes tell colleges whether their programs are succeeding and improving.
- Students should be able to choose a college and program knowing whether they'll be rewarded for their investment.

**Equity** →

Do colleges work to ensure equitable outcomes for minority and low-income students, and others often underserved?

- Minority college students have historically succeeded at lower rates than others, yet can be successful with added supports.
- Increasing success for minority and low-income students is necessary to meet the country's growing need for better-trained workers.
- Expanding access and success helps fulfill the ideal of equal opportunity.