

BOARD RETREAT MINUTES OF THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE DISTRICT, STATE OF WYOMING, HELD WEDNESDAY, AUGUST 17, 2022, COLLEGE COMMUNITY CENTER, ROOM 128, LARAMIE COUNTY COMMUNITY COLLEGE

Board Present: Board Chairman Wendy Soto, Vice Chairman Bob Salazar, Secretary Janine Thompson, Treasurer Don Erickson, Trustees Jess Ketcham, Brenda Lyttle, Carol Merrell, and Legal Counsel Tara Nethercott

Staff Present: President Joe Schaffer, Senior Vice Presidents Rick Johnson, Melissa Stutz, Kari Brown-Herbst, Nancy Olson, and Lisa Trimble; Chief Information Officer Chad Marley, Administrators, Faculty and Staff Shaun Ziegler, Starla Mason, Maryellen Tast, Arlene Lester-Carlson, Beth Storer, Shawn Eby, James Miller, Julie Gerstner, Justin Joiner, Sarah Hannes, Stacy Maestas, Minden Fox, Troy Amick, and Jill Koslosky

Visitors: Chris Navarro, Hon. Mayor Patrick Collins

## AGENDA

### 1. CALL TO ORDER - Board Chair Wendy Soto

Board Chairman Wendy Soto called to order the August 17, 2022, Board Retreat Meeting of the Laramie County Community College District Board of Trustees at 12:13 p.m.

### 2. WORKING LUNCH (12:00 p.m.)

1. [Guest Presentation: Wind Blade Art on Campus](#) – Hon. Patrick Collins, Mayor of Cheyenne and Artist Chris Navarro
  - i. [Wind Blades Brochure](#)
  - ii. [Wind Blades Flyer](#)
  - iii. [Wind Blades Graphics](#)

Mayor Collins introduced the Wind Blade Art project and welcomed Artist, Chris Navarro. Mr. Navarro walked through the linked presentation. He presented the idea of Wind Blade art somewhere on campus and will bring further details as other projects and information unfold.

### 3. PREFERENCE FOR WYOMING RESIDENTS IN CLOSED PROGRAMS (1:00 p.m.)

1. **Background and Context** – President Schaffer

President Schaffer noted they will be reviewing high demand healthcare programs, predominately those that have closed entry. Meaning, they have a select number of slots and far more applications than what the College is able to take. The demand for those programs is due to the labor market return for those credentials. One of the things to look at is what is the earnings over three or four years for the healthcare graduates. He then shared a [dashboard](#) created by the Department of Workforce Services Research and Planning. It allows the College to look at community college graduates and follow them into the labor force using

unemployment insurance data records for Wyoming and the region. He then adjusted the dashboard to view several categories such as nursing, sonography, dental hygiene, and radiography. From a policy perspective, the Board should be thinking about whether or not they should consider two things, 1) should Wyoming residents have some type of preference in the selection process for entry into healthcare programs, and 2) for students who complete their prerequisite coursework at LCCC, should they be given a preference into the healthcare programs.

**2. Overview of Closed Programs and Application Criteria and Process** - Dr. Kari Brown-Herbst, Senior Vice President of Academic Affairs, and Starla Mason, Dean of Health Sciences & Wellness

- i. [Allied Health Programs Overview Presentation](#)
- ii. [Allied Health Program Overview](#)

Dr. Kari Brown-Herbst walked through the linked overview of the characteristics of the healthcare programs.

Starla Mason walked through her linked presentation.

Items to note from the presentation:

- The reason these programs are limited entry is because 50% of the program's education is at clinical sites, and in order to grow, they need to expand their clinical sites into further areas, and even out of state.
- Wyoming does not have a level one trauma center, but Colorado does. By expanding these clinical resources, they increase from 12 to 20.
- Eight of the nine programs are accredited and nationally recognized. They want to attract as many applicants as they can in order to get the best healthcare possible.
- Nursing and Physical Therapist Assistant programs have seen a decline in applications and have had to extend deadlines.
- Speech Language Pathology Assistant Program going on hiatus this year.
- In summary, based on the data presented, Wyoming residents are competing with the best and getting in the programs.

**3. Board Policy Consideration and Discussion** – Board Chair Wendy Soto

President Schaffer applauded Dr. Brown-Herbst's and Dean Starla Mason's work on this. He noted this topic has been brought up due to the number of questions regarding the residency concern. Overall, this data presents that there is no need at this time to grant preference to Wyoming residents and/or students who have completed their prerequisites at LCCC.

#### 4. **AUXILIARY ENTERPRISE OVERVIEW & BUDGET ANALYSES** (2:00 p.m.)

Senior Vice President Rick Johnson noted they've wanted to provide the Trustees an insight into the Auxiliaries but has been challenging over the last year or two. They've come up with a consistent framework that includes an overview of pre-COVID, COVID impacts that affected them and their sustainability, FY2022 financials, and then a look forward to FY2023 projections.

1. [Outreach & Workforce Development](#) – Dr. Kari Brown-Herbst, Senior Vice President of Academic Affairs, and Maryellen Tast, Dean, School of Outreach & Workforce Development

Dr. Brown-Herbst introduced Dean Maryellen Tast, who has a plethora of operations underneath her in terms of her budget and work.

Dean Maryellen Tast walked through the linked presentation.

2. [Facility Rentals and Events](#) – Rick Johnson, Senior Vice President of Administration and Finance, and Arlene Lester-Carlson, Manager, Facilities & Events

Arlene Lester-Carlson walked through the linked presentation.

3. [Children's Discovery Center](#) – Rick Johnson, Senior Vice President of Administration and Finance, and Beth Storer, Director, Children's Discovery Center

Beth Storer walked through the linked presentation.

4. [LCCC Dining Services](#) – Rick Johnson, Senior Vice President of Administration and Finance, and Shawn Eby, Director, Dining Services

Shawn Eby walked through the linked presentation.

5. [Residence Halls](#) – Dr. Melissa Stutz, Senior Vice President of Student Services and Dr. James Miller, Dean of Students

Dr. Stutz walked through the linked presentation.

6. **Board Discussion** – President Schaffer, and Rick Johnson, Senior Vice President of Administration and Finance

None.

**5. PROGRESS UPDATE ON 2030 LCCC STRATEGIC PLAN** – President Schaffer, Julie Gerstner, Director of the Project Management Office (3:30 p.m.)

1. [Strategic Plan Overview and Project Timeline](#)

Julie Gerstner provided a brief overview and project timeline for the 2030 Strategic Plan.

2. [Projects Summary](#)

**i. Goal 1: Become the best-known higher education opportunity within 350-miles of Cheyenne.**

1. Public Perception Poll – Lisa Trimble, Vice President of Advancement
2. Awareness Campaign – Justin Joiner, Manager, Creative Marketing
3. Brand Study – Lisa Trimble, Vice President of Advancement

Vice President Lisa Trimble and Justin Joiner summarized their progress under Goal 1, which is listed in the linked Projects Summary.

The Public Perception Poll and Brand Study will run at the same time, and they have reached out to business partners and polling companies to provide bids to do both. The perception poll is a general awareness of what people think, feel, and perceive when they hear LCCC, in the service area and a 350-mile radius of Cheyenne. The brand study will also be in the service area and a 350-mile radius of Cheyenne. It will focus on terms such as, community college, logo recognition, brand of the College, etc.

The Awareness Campaign launched about a year ago, and ran September 2021 through July 2022. These types of campaigns are a little different from traditional marketing as these are more of a high-level view in regards to quality, affordability, flexibility, etc. Additionally, these campaigns take multiple years for a payoff. The target audience included the 16 to 23-year-old age range in the 350-mile marketing radius. They used a variety of tactics like Google Ad Words, billboards, TV and radio ads, etc. After one year, the industry average for click through rate is 0.22% and LCCC came in at 0.318%. Overall, they delivered over two million ads out, such as ad impressions. One number that stood out, they had 817 individuals who clicked on the ads head over to the apply now or more information sections on the website. Lastly, visits from other states have increased as well.

**ii. Goal 2: Engage substantially greater numbers of individuals in the intentional pursuit and achievement of post-secondary outcomes at LCCC through strategic enrollment management.**

1. SEM Recruitment Plan – Dr. Melissa Stutz, Senior Vice President of Student Services (Sarah Hannes, Director, Enrollment Services and Stacy Maestas, Registrar)
2. SEM Retention Plan – Dr. Melissa Stutz, Senior Vice President of Student Services (Sarah Hannes, Director, Enrollment Services and Stacy Maestas, Registrar)

Dr. Melissa Stutz summarized progress under Goal 2 regarding the SEM Recruitment and Retention Plan, which is listed in the linked Projects Summary.

3. SEM Marketing Plan – Lisa Trimble, Vice President of Advancement
4. Digital Retargeting – Justin Joiner, Manager, Creative Marketing

Vice President Lisa Trimble summarized their progress under Goal 2 for Digital Retargeting, which is listed in the linked Projects Summary. Once the SEM Plan is finalized, they've identified the specific population to recruit and will begin their work at that time.

**iii. Goal 3: Transform the College's academic offerings into innovative programming with paths to viable opportunities for social mobility.**

1. Program Advisory Boards – Dr. Kari Brown-Herbst, Senior Vice President of Academic Affairs

Dr. Kari Brown-Herbst summarized progress under Goal 3 for Program Advisory Boards, which is listed in the linked Projects Summary. This advisory board brings internal expertise together to inform the community on program development, curriculum development, etc.

2. President's Advisory – President Schaffer

President Schaffer summarized progress under Goal 3 for the President's Advisory Council, which is listed in the linked Projects Summary. President Schaffer has drafted the bylaws and started developing a slate of candidates for membership. First meeting will be set for this fall.

3. Advanced Manufacturing – Maryellen Tast, Dean, School of Outreach & Workforce Development

Dean Maryellen Tast summarized progress under Goal 3 for Advanced Manufacturing, which is listed in the linked Projects Summary. Thank you to those involved in securing the funding! The facility has started and machine orders have been placed! A big thanks to the industry partners for their support and guidance!

4. Entrepreneurship and Innovation – Minden Fox, Instructor, Marketing/Business

Minden Fox summarized progress under Goal 3 for Entrepreneurship and Innovation, which is listed in the linked Projects Summary.

5. Healthcare Programs Expansion – Starla Mason, Dean, School of Health Sciences & Wellness

Dean Starla Mason summarized progress under Goal 3 for the Healthcare Programs Expansion, which is listed in the linked Projects Summary.

6. IT Pathway Development – Troy Amick, Program Director, Information Technology

Troy Amick summarized progress under Goal 3 for the IT Pathway Development, which is listed in the linked Projects Summary.

7. Transition Experience – Jill Koslosky, Dean, School of Business, Agriculture & Technical Studies

Dean Jill Koslosky summarized progress under Goal 3 for the Transition Experience, which is listed in the linked Projects Summary. The Transition Experience will assist students with the transition between a community college into a four-year institution or the workforce.

**iv. Goal 4: Continue to cultivate an environment intentionally designed where employees can do the best work of their lives.**

1. Service Area CQI (Continuous Quality Improvement – Julie Gerstner, Director, Project Management

Julie Gerstner wrapped up the conversation with summarizing progress under Goal 4 with Service Area CQI.

**6. ADJOURNMENT** - Board Chair Wendy Soto

Trustee Merrell moved and Trustee Lyttled seconded,

**MOTION:** That the Board of Trustees adjourns the August 17, 2022, Board Retreat meeting.

**DISCUSSION:** None

**MOTION CARRIED** unanimously, and Chairman Wendy Soto adjourned the Board Retreat meeting at 5:12 p.m.

Respectfully Submitted,  
Dallas Bacon  
Board Recording Secretary