

LARAMIE COUNTY COMMUNITY COLLEGE
PRESIDENT'S CABINET RETREAT
Friday, July 11, 2014
8:30 a.m. – 4:30 p.m.
Nagle-Warren Mansion Bed and Breakfast
Mule Shoe Room

Cabinet Present: President Schaffer, José Fierro, Judy Hay, Kim Bender, Lisa Murphy, Carol Hoglund, James Malm, and Peggie Kresl-Hotz

Guests: Jennifer Thompson

1. Welcome Dr. Malm and Ice Breaker

Dr. Schaffer opened the retreat with a warm welcome to Dr. James Malm as the new Associate Vice President at the Albany County Campus. James is very excited to join the team, and thanked everyone for their warm welcome. The Cabinet members then participated in an ice breaker to facilitate comradery and team building.

2. Highlights from Cabinet Member's Area

Dr. Schaffer asked each member of Cabinet to share highlights from the past year in each of their areas.

Carol

- The building projects are sticking pretty close to their timelines, with the student center lagging slightly behind.
- Campus Safety has been very busy. They now have a communication center, and are getting 28 additional cameras. They also just completed their first campus safety academy. There weren't as many outside people as they had hoped to reach, but it went well and was a great experience for our full-time staff. Rob VanCleave was a past fire chief, so he taught the section on fire safety!
- There are now AED's in every building on campus.
- Work continues on changing the locks on outside doors to the electronic key system.
- The Children's Discovery Center has done a lot of fantastic work this year. They have been focusing on integrating classroom instruction into their classes, and have had many students come into the rooms to work with the children. They have seen health care students, nursing students, high school students, and even an intern from UW in the classrooms this year. They are also nurturing a garden, and are working with the new grounds director to plant trees that were donated by a parent.
- The timekeeping system has been a challenging experience, but seems to be going well now. Student workers will be added to the system this fall, and all staff will begin reporting their leave by the end of this year.

Judy

- Our student athletes had a great year! Women's soccer finished third, and three players earned All-American honors. There were also a few rodeo students that earned All-American honors as well.

Athletics reestablished intramural sports, and are currently finishing the first week of the Golden Eagle Sports Institute.

- Student Services recently had a team travel to a Title IX training conference, and are now ready to begin mandatory training for all employees and students. Students will have to complete an online training before they can register for spring classes.
- Student Services implemented mandatory orientation, holistic advising, and priority registration. Financial Aid was brought back into compliance with a lot of hard work by Julie Wilson. LLT is running smoothly, and advisors and academic departments are working together well. The next step is to implement Starfish and Image.

Kim

- Successfully completed the BRAC rubric process. Working with the committee was a very positive experience and the group functioned well together.
- Established a search committee for new assessment software, and Campus Labs was chosen. Kim is currently working with Campus Labs to implement the program for our campus.
- Institutional Effectiveness has been working to develop coherency, with a high focus on cross campus collaboration.

Lisa

- Eighteen months ago the Division of Institutional Advancement was developed. Lisa feels strongly that bringing PR and the Foundation together has been a very positive move. This was shown clearly at the last board meeting.
- It has been a great year! The successful bond election was definitely a highlight. The endowment has been raised from \$17 million to \$21 million. The Foundation Board is engaged and active. LCCC was also given \$1.25 million in match money from the legislature.
- At this time the new website is getting ready to be rolled out. There are some minor tweaks that need to be made, and some of the links were broken. Lisa will have Aimee Inama present the website at an early August Cabinet meeting.
- There are many more wonderful opportunities coming in the next year!

James

- As he steps into his role, James is excited about the restructuring with a new Director of Student Services, Director of Academic Affairs, and the department chairs.
- Looking forward to a great year!

Peggie

- The major accomplishment for HR this year was the implementation and subsequent training on the new Policies and Procedures. In depth training for employees will begin in August.
- New employee orientation has also been a highlight for this year, and Jenny has done a great job with it!

José

- Overall has been very happy with the way the team has worked together!
- The redesign of the Gen Ed certificate and Transfer block was a lot of work, and it is still in the process for implementation
- This was the first full cycle of assessment. Kudos to Kim Bender, Kari Brown-Herbst, and Melissa McAllister for all of their work. Although the data is not yet perfect, it will give the faculty a clear idea of what we are looking for.
- The creation of the Center for Teaching and Learning and the Learning Commons has gone well, and everyone seems to be working together.

- Academic Standards and the Gen Ed subcommittee have been doing a great job to make sure courses are following curriculum to maintain a consistent and quality program.
- Online offerings continue to grow, and FTE was increased this summer.
- The School of Arts & Humanities had a successful year. The speech and debate teams cleaned house in their categories. The tournament that was held on campus went very well. The theater department hosted State Drama this year, and that also went well. Kudos to Jason Pasqua who did a great job of organizing this event! The English department has been working very hard on their redesign, and just continues to improve. The Art department had issues with UW, so they developed an articulation agreement with Denver. Mass media and Multimedia cleaned house with awards as well. The music department had fantastic performances and convocations. Modern languages are offering fast track options to offer more lab and speech practice outside of the classroom. Finally the SAFE organization was created by Nate Huseman and Laura Grow, and their Halloqueen event was very fun and well attended.
- The School of BATS also had a great year. The transition of combining the group has been challenging, but they have done a great job with the redesign. Dave Curry just won an award for the Process Technology program. He also had a request from the Budweiser factory to train their employees! There are still slots open for students to receive this 16 week training at no cost, and all students that graduated had a job waiting for them. Welding is becoming a very popular program, and soon will be adding a Pipe Welding Certificate. Radiography, Surgical Technology, and Diagnostic Medical Sonography had 100% pass rate. Physical Therapy Assistant's pass rate was 90%, with a 100% employment rate, and the Nursing pass rate was 92% which is much higher than the national average. We also hosted the WyDEC conference this year, and that was very successful as well.

3. Review of the Strategic Plan

Cabinet members received copies of the Strategic Plan, and reviewed it together as a group. The first item that was discussed was how to institutionalize the Vision Statement. Dr. Schaffer would like to see the vision of LCCC become ingrained within our culture. Cabinet members shared different ideas to achieve this goal. James described how it can be a sort of branding, where the vision statement is seen, heard, and felt throughout campus. Peggie agreed that a brand is helpful for recognition, but that it is also important for actualization of the vision to take place. We must define what it means, and then get that information into everyone else's hands so that they can have a personal response and develop their own idea of what it means to them. Jose would like to see our goals posted across campus. Peggie would also like to see individuals create their own performance goals that lead into the strategic goals. Kim suggested tying the Strategic Plan to specific items on campus (e.g. courses, materials, etc. can be labeled with the Goal they are tied to). A repeated exposure by multiple audiences is how it will become ingrained within the culture. Lisa offered to put together a single page document that lists our mission statement with the four goals that can be widely distributed across campus.

Dr. Schaffer then asked how to get the vision to resonate within individuals across campus. Peggie mentioned that it is important for all individuals to understand how they fit in the big picture. Dr. Schaffer mentioned that we can connect the vision to stories, and implement a storytelling campaign. If our vision statement says we have world-class employees, then we can do a spotlight to recognize our fantastic employees and what they are doing for our college. Judy mentioned that it is important for employees to have a good time, and to be able to laugh at ourselves sometimes. Kim thought that sharing stories of how students have gone from hardship to success would be another way to get the vision to resonate

During the lunch hour, Cabinet members went through each of the priorities to determine what progress has been made in each area. Overall 80% of the priorities have been accomplished, or are being addressed. It will be important to get the Strategic Plan onto the website, and printed copies will be widely disseminated as well. Dr. Schaffer plans to create teams to establish and identify milestones for each goal. In doing so, we can visualize for the community where we are at in our Strategic Plan. Dr. Schaffer will work with Aimee Inama to figure out how to present this information on the website. Campus Labs will most likely be the area where the work is done, and then the information could be imported into the website for reporting.

4. Communication at LCCC

As a follow-up to previous discussions on communication issues, Dr. Schaffer requested a brainstorming session to identify strategies and solutions to create a communication standard within the college. He desires to establish and agree to common practices for communication campus-wide, and even to develop some ground rules for communicating major decisions and issues. Peggie agrees that communication is a campus-wide problem. She suggested providing appropriate context for information, so that individuals understand what is expected from them with each communication. She also acknowledged that people gather information differently, and that we must have a variety of methods for dispensing information to others. Jose observed that addressing communication in this way will be a culture shift that will require effort from everyone. In the past information has been dispersed to mid-level managers, but began to be interpreted differently as it was passed along. Dr. Schaffer specified that communication needs to be crystal clear, so that everyone walks away with the same message. James described his process for communication when he started at ACC. He developed a checkbox system for his direct reports, and then met with each of them to let them know he expects them to adhere to the same standard. Dr. Schaffer requested that James share his checkbox system with Cabinet, as it could be beneficial to employ something similar. Kim also suggested that we add an item to our evaluation form that inquires about the communication strategies each individual currently has in place. If we develop a consciousness about how we approach communication, it will become a part of the culture.

Lisa stated that with all of the change that has been taking place, it is important for campus to receive a message of stability. All of the change that has occurred was necessary, and we are moving forward with great expectation. Peggie agreed and followed up with the thought that sharing our focal point and where our energy is being directed would be a great way to communicate our goals. In that respect, there seems to be a feeling on campus that the administration is only bringing in outsiders, and internal applicants cannot move up within the college. Dr. Schaffer agreed that it is important that we help our employees so that they can be successful during internal interviews. At this time many of our searches rely on what a person has accomplished, but Dr. Schaffer also believes that commitment to the community and the campus are equally important. Peggie stated that if commitment to the campus/community were added to the criteria, then HR could develop a set of interview questions along those lines. The questions could even be weighed based on importance. Judy feels that if this is something that we are going to make happen, all employees need to be made aware. We must create a common language, so that employees know what things they can do to help them compete for jobs.

Dr. Schaffer noted that the majority of the organizational change is behind us. We have stable leadership and have developed a strategic plan. At this point our focus is on continuous improvement. There are some assumed practices that we can implement to assist communication as we move forward. Some ideas for assumed communications practices were discussed. First, each functional unit needs to meet on a regular basis. During these meetings, it would be helpful for someone to take notes/minutes, so that there is an official record of the conversation that can be shared with others. All meeting minutes for groups/committees that meet on campus will be kept in a single location (Eagles Eye) so that everyone will have access to what

has been happening across campus. Dr. Schaffer plans to develop a group to determine some types and definitions for communication, as well as to specify some assumed practices for working with our direct reports, as well as campus wide communication.

5. Cabinet Member Priorities for FY15

President Schaffer asked each member to share three-five top priorities for FY15.

James

- Complete an organizational analysis of ACC.
- Develop full integration with town and gown.
- Continue work on campus expansion.

Jose

- Curriculum alignment – wants to pre-align all academic programs and develop them into majors.
- Continue to push for articulations.
- Focus on communication and collaboration with others.

Judy

- Work to get all of the data cleaned up.
- Continue to mature and follow through on high impact practices – orientation, advising, etc.
- Put together a co-curricular program evaluation - will rely on new admissions director for assistance with this.
- Full implementation of Starfish.

Carol

- Construction – planning, building, and working with the state.
- Balance major maintenance money.
- Conduct an operational review in accounting and payroll in the fall.
- Work on communication issues with mid-level managers.

Lisa

- The first goal encompasses the five priorities listed in the Big Five that was presented to the Board – possible naming opportunity, funding to Ludden library, growing new scholarship programs, strengthening athletics, and cultivating new donors.
- Get the website migrated and make sure it is user friendly.
- Develop a new image ad campaign – also need to do a view book.
- Process improvement – continue to build and strengthen the team.

Kim

- Develop continuous improvement infrastructure – will roll out annual assessment.
- Continue work on Program Review.
- Work to advance continuous improvement – feedback report.
- Develop second systems portfolio that defines solid improvements from the 2010 report.

Peggie

- Work on recruitment processes.
- Continue work on performance management.

- Conduct a classification study on compensation.
- Finish up the policies and procedures.
- HR dashboards – get them in front of teams on a regular basis.

Joe

- Communication – determine methods for communicating what is happening, and how it impacts/effects individuals on campus.
- Academic curriculum alignment – will work with Jose and eventually all members of Cabinet.
- Empower Human Resources in our organization – will work closely with the HR team.

6. Updates and Information Sharing (*as necessary and as time will allow*)

Judy requested that Cabinet members attend student events, and urge their employees to do the same! Lisa also asked that Cabinet come out and participate in Highway Cleanup on July 17 before the arrival of the Thunderbirds the following week.

The retreat adjourned at 4:57 p.m.

Respectfully submitted,
Jennifer Thompson