

LCCC Outreach Site on Francis E. Warren Air Force Base Operational Analysis

(20 May 2014)

➤ Purpose

- This analysis has been conducted at the direction of the LCCC President, Dr. Joe Schaffer in a letter sent to Stan Torvik and the Laramie County Community College cabinet members dated September 3, 2013. This letter contained a specific goal and outlined four objectives for this report. This operational analysis has been developed to carefully document answers to these specific requests. The following pages provide a thorough overview and assessment of the current state of operations conducted at the LCCC Outreach Site on Francis E. Warren Air Force Base (FEW AFB).

➤ Introduction

- LCCC has enjoyed a rich and lengthy partnership with the FEW AFB, 90th Missile Wing since the initial development of the program in 1979. Thirty four plus years of productive, grass roots support for the base personnel, their families, and the Cheyenne Community as a whole.
- The mission of Laramie County Community College at F. E. Warren Air Force Base is to be an active partner that directly links the LCCC comprehensive community college strategic plan with the USAF Mission Support Education function. This partnership is designed to provide all Department of Defense personnel (civilian, active and Guard), along with their family members, the opportunity to attain educational objectives and enhance their job skills training. This is made possible by flexible class scheduling, computerized testing opportunities through the College Level Examination Program and the offering of required general education classes for a wide range of educational goals.
- Historically LCCC has endeavored to accommodate the needs of a highly mobile military organization by offering classes that enable military members and their families to further their educational goals as rapidly and as flexibly as possible. This process is made possible by conducting the majority of class sessions in two eight-week sessions in a 16-week semester on the base. This format allows students to complete basic education courses at an accelerated rate, thus helping those who move often to complete their degree requirements. These classes provide much needed flexibility for working adults both military and civilian. Easy, convenient, and needed classes for our military, their families, and Cheyenne residents who need the same flexibility to attend classes
- LCCC operates on FEW AFB under the auspices of two substantial support documents. The first is a Memorandum of Understanding (MOU) which outlines in detail the responsibilities of the 90th Missile Wing, FEW AFB and Laramie County Community College – expectations and responsibilities. Additionally, in September 2011 the Department of Defense initiated a Voluntary Education Partnership Memorandum of Understanding which all educational institutions that participate in Tuition Assistance (TA) must comply with. This MOU articulates the commitment

and agreement educational institutions provide to the Department of Defense by accepting funds via each Service’s tuition assistance program in exchange for services. Please see attached MOU’s for details.

- WAFB MOU -- attached
- DOD MOU -- attached

- Enrollment trends – Enrollment trends for the last five years (data provided by the LCCC Institutional Research Office) who are the Primary Users, their Characteristics, and Educational Goals

Five-Year History of Full-Time Equivalent, Census Enrollment, and Unduplicated Enrollment student counts

FE WARREN	2008 TO 2009	2009 TO 2010	2010 TO 2011	2011 TO 2012	2012 TO 2013	TOTALS
Full Time Equivalent	152.42	159.83	183.25	170.92	151.42	817.83
Census Enrollment	573	585	683	663	596	3100
Unduplicated Enrollment	417	431	497	490	425	2260

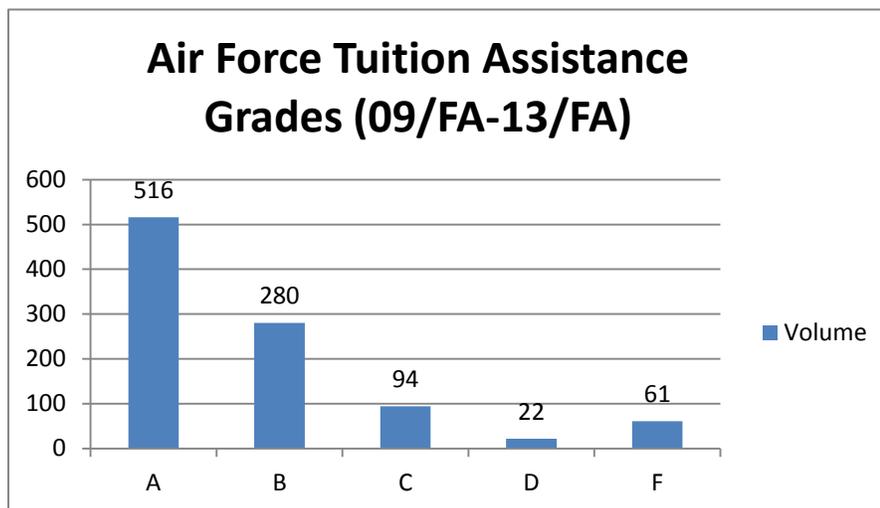
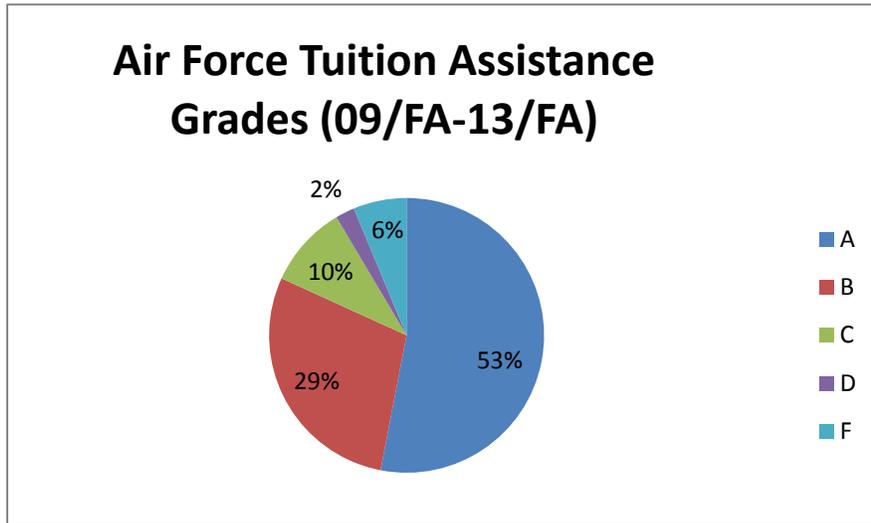
NOTE: Unduplicated enrollment counts are based on the current student type as of 3 Jan 2014, not the type when the student enrolled

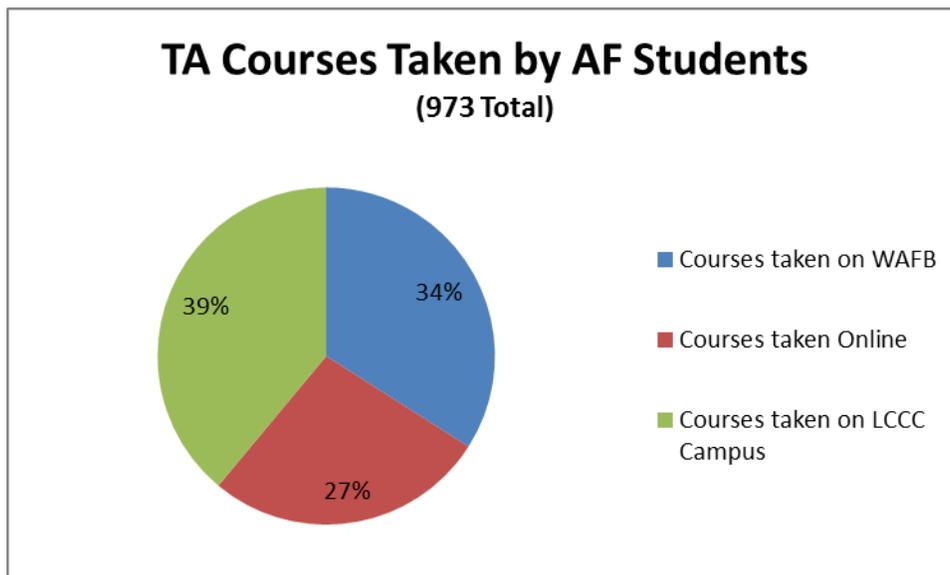
NOTE: Although the enrollment trended upward through 2011 the current enrollment numbers are still solid. In recent years all military services in general have been constantly undergoing “down-sizing”, “right sizing”, “manpower reductions in force”, etc. Each time the 90th Missile Wing undergoes these manpower changes there are a number of enlisted manpower slot reductions—a reduction in potential students. Additionally, unit staff organizations have been impacted and in the LCCC Outreach Site’s case the Education Center’s, education advisors have been reduced by over 50% (from 4 to 2). These are just two events that could be impacting enrollment student counts. Nevertheless, enrollment remains strong at the FEW AFB Outreach Site.

- The primary customers served are active duty, guard and reserves from primarily the United States Air Force and United States Army stationed within the Cheyenne Community. USAF Tuition Assistance (TA) plays a key role in the funding of classes for eligible participants. TA pays for tuition and fully refundable fees for eligible military participants. This funding is provided and monitored by military agencies and is provided within specified guidelines and students must meet those guidelines for both eligibility and course completion to keep funding for their current classes and be eligible for additional funding. Just as importantly are their family members, civilian personnel from within the greater Cheyenne area, and local veterans who are also served. The characteristics of active duty and veteran students have been well documented and include, being reliable, dependable, trainable, respectful, and very mature for their age, very experienced - especially with basic necessities of life, they have a global perspective, a heightened sense of awareness, and are goal-driven. In light of these characteristics the following final grade statistics are offered;

<u>Grade</u>	A	B	C	D	F	Total
<u>Volume</u>	516	280	94	22	61	973
<u>Percent</u>	53.00%	28.80%	9.70%	2.30%	6.20%	

Passing w/ C or Higher: 890 91.47%
 Total student enrollment was 355





NOTE: All data represented above in the three charts has been collected from 09/FA through 13/FA. All courses reflected were passed with a grade of: A, B, C, D, or F. Courses with a grade of "W" were not calculated into any of the data.

- These statistics indicate the following;
 - In general, USAF TA students do very well academically – 92% passed with a C or better regardless of when they enrolled
 - As stated in the following paragraphs, the first stop for the majority of the 355 military students who enrolled in these 973 courses was the LCCC Outreach Site on FEW AFB. Enrollment was completed after all the various pieces of the preparatory work was completed for each student.
 - Lastly, this information is taken from just a small snapshot in time within the almost 35 year history of the LCCC Outreach Site’s Operation. What’s been happening for the past four years is indicative of what’s been occurring since the Outreach Site was established.

- Military personnel who are enrolled in both WAFB classes and on main campus – the LCCC Outreach Site is usually the first stop for all of them. The majority of the enlisted personnel who come to the Outreach Site are in the process of completing their Community College of the Air Force (CCAF) degrees. These are the various professional degrees conferred on enlisted personnel as they progress through their careers and are approved through the Southern Association of Community Colleges. Core requirements for these degrees are awarded through the completion of Basic Training, Air Force Technical Schools, Career Development Courses (5,7, and 9 skill levels), and finally as they increase in rank, progressive levels of Professional Military Education. All of these various parts are focused on developing a professional, educated, highly skilled, and very capable enlisted corp, which is the key to the success of all military services.
 - Within each CCAF degree are general education requirements that each service member must complete. These general education requirements are;
 - 3 credits in Humanities
 - 3 credits in a Social Science
 - 3 credits in Written Communication
 - 3 Credits in Oral Communication

- 3 Credits in Math
- 6 Credits in Leadership/ Management
- 12-15 elective credits

➤ NOTE: There's a numerical difference between the overall number of courses taken (listed on page #3) and those classes taken for CCAF requirements in the chart below.

Course Type	Oral Comm	Written Comm	Mathematics	Humanities	Social Science	Electives	Leadership Mgt
# of courses	108	98	197	70	151	136	9

*Data was extracted from Colleague for only TA funded courses from 09/FA through 14/SP-courses commonly taken **for CCAF only**, campus-wide – a total of 769 courses focused on CCAF requirements.

➤ **Additional information for CCAF Requirements:**

- General Education (15 credit Hours) - Must be obtained through non-AF sources
- Oral Communication (3 Credits) - CO/M1010 Public Speaking
- Written Communication (3 Credits) – Any remedial courses & ENGL1010 English I: Composition
- Mathematics (3 Credits) – Any remedial courses & MATH1000 or MATH1400 or Higher
- Humanities (3 Credits) - PHIL, RELI, SPAN, LATN, ART, MUSC, JAPN, THEA
- Social Sciences (3 Credits) - PSYC, ANTH, GEOL, POLS, HIST, ECON, SOC
- Electives (1-15 Credit Hours) - Can be obtained through AF training, commonly need 12 credits
- Permitted & Commonly Taken Courses: ENGL1020, ACCT, BIOL, CHEM, ZOO, COSC, HIST, SOC, PSYC, ECON
- Leadership Management (6 Credits) - Can be obtained through AF training
- LCCC Courses: MGT 1000, MGT 2100

➤ **Additional Information to Keep in Mind:**

- Written Comm., Humanities, and Leadership Management are often obtained through CLEP/DSST exams taken through LCCC testing center on WAFB.
- Data includes remedial classes in English, reading, and mathematics, as TA covers any courses required for the member to complete CCAF requirements.
- Data includes courses that were taken, paid for, and passed OR failed.
- Data includes ONLY those courses paid for by the member using TA. (self-pay students exist due to AF term/course caps and active members may use GI benefits to cover courses beyond their annual TA cap and GI benefit students contact the Veterans Certifying official on the main campus
- As of 1 Oct 2013 the new TA policy limits students to one degree at each academic level-members must choose between pursuing their CCAF OR a civilian associate degree. Prior to FY14, members had the option of working on both goals simultaneously. Some of our students were grandfathered into that niche and continue to work on their CCAF and a degree with LCCC, or another academic institution.
- Other AF/military programs exist that drive/allow students to take courses with LCCC outside of the typical CCAF requirements. Warren AF base firefighters have gone through the EMT and FIRE certificate programs, which are often funded by monies separate from

TA. There have been enlisted members taking medical related courses (mathematics and various lab sciences) in an effort to apply and be selected for AF physician assistant, nursing, and optometry programs.

- These requirements have served as the foundational basis of the Outreach Site's scheduling efforts on WAFB. As already stated in the brief historical perspective the classes offered are designed to help further the military member's educational goals as rapidly and as flexibly as possible. The two primary and key thoughts are "rapidly" and "flexibly". To fulfill the rapidly requirement, the WAFB site conducts the majority of class sessions in two eight-week sessions within a 16-week semester on the base. This encourages students to complete basic education courses at an accelerated rate, thus helping those who move often to complete their degree requirements. The flexibility requirement has been historically met in several ways. First, by conducting classes that meet two days a week where the course content taught each day is the same, thus allowing military member's whose schedules are subject to sudden change to attend once a week. This enables them to stay current in class, attend on a different day each week based on schedules, and yet provides a great deal of scheduling flexibility. Additionally, customized classes are routinely conducted within units and outside the Education Center for the convenience of primary users. These classes are normally scheduled around the military duty day, some are taught within their unit facilities, and instructors are accustomed to the sometimes erratic schedules of these students. Additional classes are sometimes taught within the WAFB Museum (i.e. Wyoming History). What better place to teach history than the base museum. All combined, these offerings provide a well-structured and yet very flexible schedule for all student types.
 - See attachment #1 and #2 – Typical Schedules
- As previously mentioned, USAF Tuition Assistance (TA) plays a key role in the funding of classes for eligible participants. TA pays for tuition and fully refundable fees for eligible military participants. This funding is provided within specified guidelines. Students must meet those guidelines for both eligibility and course completion to keep funding for their current classes and be eligible for additional funding. The percentage of Tuition Assistance students attending classes at the WAFB LCCC Outreach site varies each semester. These variations are a result of fluctuations in the assigned enlisted strength at the base, the educational level of those assigned, the current operational tempo at the base, and during the summer months many take vacations. These factors impact the participation percentage throughout the academic year. For this very reason classes in the aforementioned formats provide much needed flexibility for ALL working adults both military and civilian. This flexibility along with required enrollment rates are the core reasons why civilian students were allowed and encouraged to attend classes on the base. These classes also meet the specific scheduling and academic needs of our working adults. For the most current completed academic year (just a snapshot in time) the average percentage of USAF Tuition Assistance (TA) students attending on-base classes is 17.73%. These same TA students remain consistently engaged in their educational pursuits and over this same period of time have achieved a 97.09% class completion rate. It is also interesting to note that civilian students attending classes on WAFB who are not sponsored achieved a 94.56% class completion rate over the same period of time. These very high class completion rates are indicative of a strong and well developed caring environment and strong, consistent student support from both instructors and Outreach Site personnel. The information contained in the charts below was collected from the most recent completed academic year (12/SU, 12/FA, and 13/SP). Data has been tentatively analyzed for the

13/SU, 13/FA and the 14/SP academic year with very similar results. Thus it seems reasonable to assume that over time the enrollment and class completion percentages seem to hold steady.

NOTE: Information contained in the following charts has been derived from colleague and was provided by the LCCC Institutional Research Office (Ann Murray)

Total number of students enrolled in FE Warren AFB Sections			
USAF TA Sponsored			
Term	Yes	No	Grand Total
12/SU	10	56	66
12/FA	49	265	314
13/SP	44	157	204
Total	103	478	581

Retention/course completion of all students enrolled in FE Warren AFB Sections			
Retained			
Term	Yes	No	Grand Total
12/SU	93.94%	6.06%	100%
12/FA	94.59%	5.41%	100%
13/SP	96.02%	3.98%	100%
Total	95.01%	4.99%	100%

Percentage breakdown of students enrolled in FE Warren AFB Sections			
USAF TA Sponsored			
Term	Yes	No	Grand Total
12/SU	15.15%	84.85%	100%
12/FA	15.61%	84.39%	100%
13/SP	21.89%	78.11%	100%
Total	17.73%	82.27%	100%

Retention/course completion of USAF TA sponsored students enrolled in FE Warren AFB Sections			
Retained			
Term	Yes	No	Grand Total
12/SU	100.00%	0.00%	100%
12/FA	93.88%	6.12%	100%
13/SP	100.00%	0.00%	100%
Total	97.09%	2.91%	100%

Retention/course completion of civilian students (not USAF TA sponsored) enrolled in FE Warren AFB Sections			
Retained			
Term	Yes	No	Grand Total
12/SU	92.86%	7.14%	100%
12/FA	94.72%	5.28%	100%
13/SP	94.90%	5.10%	100%
Total	94.56%	5.44%	100%

- The Outreach Site diligently conducts several operational activities. LCCC staff members concentrate on every student who comes in their door—it's all about student engagement—

focused on key customers – the Military and their families (active duty, guard and reserves—mainly Air Force and Army). Educational options are discussed and recommendations are provided based on each student's individual needs. All required office actions to get a student into LCCC are conducted routinely at the FEW AFB Outreach Site including data entry into Colleague. Students are also provided an Eagles Eye program overview/orientation after enrolling in a class. Lastly, after the first day/evening of classes LCCC WAFB instructors provide LCCC Outreach Site staff with the names of students who did not attend their first class session. The following day WAFB Outreach Site staff contact every student who did not attend to ascertain their future attendance status -- from A to Z totally student focused.

- Although primary users have automatic access to WAFB, many civilian working adults do not. This is of little concern as this issue has been discussed and worked successfully with the military Pass and ID office. A detailed process has been developed which facilitates access for civilian students and adjunct instructors. LCCC Outreach Site contact information is clearly listed in class schedules and student enrollment services on the main campus direct students to contact the Outreach Site immediately after they sign up for class. This process facilitates fast, easy, and consistent access for non-military affiliated students.
 - See attachment # 3 – Entry Authorization List process for details
- Adjunct instructors are well taken care of at the WAFB Outreach site. Instructor classroom assignments, appointment forms, scheduling and student evaluations are all conducted by LCCC Site staff. Instructors are assisted as needed with equipment and any classroom technology issues. LCCC staff also proctor student testing on a scheduled basis—helps instructors and students be successful.
 - Working in conjunction with the main campus, adjunct instructor evaluations are scheduled and routinely completed through the student questionnaire process (including those who are attending PEAC golf classes). Results are tabulated by the FEW AFB Outreach staff and all required offices are provided copies.
 - The results of this type of support are long term adjuncts with a great history of caring for students with effective instruction.
- The Site also operates and maintains the WAFB/LCCC National Test Center. This center was activated in April 2004 and has served hundreds of students since its inception. Outreach Site personnel advise military members and civilians alike regarding their opportunity to complete internet College Level Examination Program (iCLEP), internet Prometric Electronic DANTES Subject Standardized Tests (iDSST), and Pearson VUE testing. These tests are used by students to complete some of their required general education requirements for the completion of their Community College of the Air Force degrees--educational objectives can be reached quicker and if students are unsuccessful, they routinely return to the Outreach Site office, fill out the registration paperwork and enroll in one or more LCCC classes working toward their degree completion. Each year over 500 students take these tests. Additionally, COMPASS testing is conducted for students new to LCCC. Furthermore WAFB Adjunct instructors and some Main Campus instructors are assisted in the proctoring of various subject specific testing (i.e. Psychology pre and post-tests, and Math on-line tests). Most of the students who request proctoring services on the base are military or their immediate family members who reside on-base. It's much easier and more convenient for them to take their tests at the Outreach Site. The national test center is located within a dual-use classroom that is also used to teach English I and Computer Science classes.

- Staff members manage the USAF active duty Tuition Assistance (TA) process which includes providing advice to military members regarding the Tuition Assistance (TA) process, providing timely responses to questions, posting of TA forms, review of students billing with the FEW AFB point of contact and the final billing through the Department Of Defense (DOD) budget office at the end of each semester.
 - An additional requirement under the DOD MOU requires LCCC to provide/post student final grades for all USAF active duty TA participants
- Office staff personnel serve as the LCCC liaison to the FE Warren AFB education office and also as a focal point for program questions regarding LCCC to the general base populace.
 - Conducts marketing of LCCC educational programs to assigned active duty, their family members, and other government employed civilian personnel.
- Staff members evaluate the need for new classes on base and provide those recommendations to the appropriate academic division. Routine class schedules are developed and new classes are added as the need arises. Direct contact with primary users is the key to these recommendations.
- An important aspect is publicity of services offered at the Outreach Site and the main campus. FEW AFB LCCC staff conduct educational briefings at various base functions and attend base events to publicize educational opportunities at LCCC —i.e. monthly newcomer Right Start meetings, yearly base picnics, semi-annual educational fairs, etc..
- Outreach Site personnel have worked extensively with the LCCC IT department working toward providing the same technology services available on the main campus to include internet access for all classrooms. Ease of access for all education center instructors.
 - Provides wireless connectivity for the entire education center, once again outside of the base firewall – ease of access for instructors and students alike
- Outreach Site staff have been trained in a multitude of support processes. In light of this and when time allows they have been a very effective LCCC team player. During the 2012 holiday Christmas break the student services division was overwhelmed with new student registrations. When this situation came to the attention of the WAFB Site staff they took it upon themselves to carve out time to assist the student services division in loading those back-logged student applications into colleague. The end result was students were taken care of and the main campus student services staff returned to “normal” operations sooner.
- Although the Wyoming Guard students do not process their TA forms through the Outreach Site office, there’s a consistent Wyoming Guard presence in the LCCC offices. From all administrative actions to CLEP testing they frequent the LCCC Outreach Site for assistance.
- The following section will provide the fiscal analysis of the LCCC FEW AFB Outreach Site. This funding analysis was provided by the LCCC Budget Director and includes:
 - A current picture of the revenue that funds the site
 - Direct Cost/Expenses
 - Variable and Administrative costs are included as indicated in the final total of profit/(loss)
 - Profit/(loss) of operations

Warren Air Force Base

Profit/Loss -- FY 2014

	Summer	Fall	Spring	Total	Annualized	
	2012 FTE	2012 FTE	2013 FTE	FTE	FTE	Percent
Warren Air Force Base	18.50	79.75	53.17	151.42	75.71	1.8%
Total FTE	708.33	3,720.67	3,876.58	8,305.58	4,152.79	
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State Aid x 1.8%		\$ 27,938,607	\$ 502,895			
Local Appropriation x 1.8%		5,002,351	90,042			
Tuition (Actual)			146,044			
Fees x 1.8%		2,044,562	36,802			
WAFB CLEP Testing (502 students @ \$20/each)			10,040			
Total Available				\$ 785,823		
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Allocation:						
Direct				\$ 268,376		
Profit/(Loss)-Does not include variable or administrative costs				\$ 517,447		
<hr/>						
Total Available				\$ 785,823		
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Allocation:						
Direct				\$ 268,376		
Variable Cost Allocation 1.8%						
Student Records		\$ 411,967				
Financial Aid		574,671				
Admissions		568,193				
Human Resources		909,454				
Computer Services		981,960				
AV/Compressed Video		121,779				
Accounting Services		875,741				
Purchasing		183,862				
Public Relations		1,307,771				
Library		852,583				
		\$ 6,787,981	1.8%	\$122,184		
Administrative Cost Allocation 1.8%						
Board of Trustees		\$ 133,100				
President		473,854				
VP of Academic Affairs		538,087				
VP of Student Services		277,434				
VP of Administration and Finance		339,380				
AVP of Institutional Advancement		122,096				
AVP of Institutional Effectiveness		144,074				
Institutional Research		186,858				
Student Learning Assessment		22,707				
Central Services		471,575				
Counseling		163,894				
Advising and Career Services		651,234				
		\$ 3,524,293	x 1.8%	\$63,437		
Total Allocation				\$ 453,997		
Profit/(Loss)-Includes variable and administrative costs				\$331,826		

The final analysis clearly indicates that the LCCC WAFB Outreach Site is fiscally sound. Listed below are other factors that directly contribute to the fiscal stability of operations on WAFB.

- A note regarding the CLEP/DSST income
 - For the period 12/SU to 13/SP, 502 students took iCLEP, iDSST, tests
 - LCCC receives \$20.00 per test for all personnel who are eligible under the Defense Activity for Non-Traditional Education Support (DANTES) program
 - The vast majority, almost 100% of the tests are taken by active duty military students through DANTES. There are a few spouses and civilian students who have access to the base which also take the iCLEP and iDSST tests, but these numbers are very small. All students are charged the same amount for testing regardless of status. The only thing that changes is how the testing is funded for each individual.
 - FEW AFB provides all the classroom and office space at no cost to LCCC. WAFB personnel also maintain the facility at no cost to LCCC.
 - This maintenance includes upgrades to the electrical system as needed, additional internet lines as needed, new carpet, etc. All the routine maintenance needed to keep a facility operational and functioning smoothly.
 - Electrical service, heat, air conditioning are also provided at no cost to LCCC
 - WAFB also provides technology in the classrooms which do not yet have LCCC smart boards in them. Flat screen TV's, overhead projectors, computers and all associated hardware are provided, maintained, and upgraded at no cost to LCCC
 - Lastly, with the exception of a couple full-time faculty who teach periodically on WAFB, all other instructors are pure adjuncts without benefits and so their employment is very cost effective
 - WAFB adjuncts have a long history with LCCC, some having taught over 20 years as adjuncts at LCCC mostly on WAFB. They obviously enjoy the work, the environment, and the students.
- Strengths
- The LCCC Outreach Site exemplifies strengths in various areas. Because of the location, the main strength is the working relationship which is maintained by the Outreach Site between the Air Force base and LCCC. The Site is an educational life-line for many active duty members and their spouses/dependents that are pursuing their academic goals. The military's emphasis on education makes the LCCC-WAFB Outreach Site a popular place for many local airmen to begin their academic inquiries. With the Air Force base as a permanent fixture, the Outreach Site will have a constant flow of new or returning airmen who need to enroll in classes or take college level credit examinations. Another strength in this regard, is the role of the LCCC-WAFB Outreach Site as a prime gateway for retiring service members who need to transition back into the civilian workforce. In all of these aspects, the Outreach Site is bringing in revenue for the college, while continuing to represent the college's investment in the military community.

- As previously mentioned in the activity section. The diversity of support provided to students is another strength – virtually every function from A to Z... student engagement is top priority and this process is worked consistently every day. From discussing educational options, to enrollment, to explaining how their Eagles Eye accounts works, and lastly following up on students who do attend their first class session. A relationship is developed and that relationship is nurtured and encouraged through each semester. The Site's role in advising military students in particular has expanded over the past two years. Staff reductions within the Education Center have reduced the number of DOD Education counselors from four to two and soon to be one. The results are that the LCCC Outreach Site has seen an increase in students looking for assistance and the number of students looking for assistance will most certainly increase even more as the Education Center manning drops to only one counselor who's only available from 0800-1200 hrs. Monday through Friday.
- Services provided to Civilians: The daily flexibility of the Outreach Site to provide services to civilian students, in addition to the military is another key to its success. With the cooperation between the Outreach Site and the AFB, civilian students can easily obtain access to the base to take courses as they work toward completing their academic plans.
- Scheduling: The LCCC-WAFB Outreach Site offers accelerated courses for students who are working to finish their requirements quicker than what a traditional 15-16 week course would allow. The Site has the ability to schedule classes based on the needs of students because of easy access to classrooms all day.
- Marketing: The LCCC-WAFB Outreach Site allows for the college to be represented and marketed to the public/military in places or ways that would not be as readily accessible without the outreach presence on base.
- Operating Benefit: The Outreach Site completes processes which alleviates some of the work for other departments on campus.
- Retired Military Program Manager and a military spouse as LCCC staff members. These close military ties enable them to build and maintain connections base-wide and they generally have an excellent understanding of the military which is very beneficial to the military that frequent the Outreach Site and also serve as a very effective information bridge to the LCCC community. As part of the FEW community, they are well known and interact with interested or potential students even when they are not on the clock (at the gym, Base Exchange, Commissary, pass and ID, etc.). They are the on base face of LCCC;
 - Located within the base community - ability to put things in motion effectively and as efficiently as possible (on base classes- computer classes, registering/assisting students with EMT class, marketing of campus programs, etc.)
 - Community service/networking: other agency use of the computer lab (VITA and other training sessions), Frontiercade, Right Start (a monthly event which every new military member must attend and a brief LCCC educational

presentation is made - all activities provide opportunities for LCCC to be represented and interact with various base organizations.

- Location-being on the base allows members to get quick assistance during short breaks or lunch hours. With a two person office staff the office is always open during these peak hours. This process sets the stage for effective and high-quality customer service.
 - Cooperative functioning with other universities on base- they will send their students to take classes with LCCC for the face-to-face instruction, more affordable tuition, and ease of transferring credits.
 - Outreach Site staff members' direct potential students to other campus programs, who may otherwise not have found out about the services offered by LCCC- Adelante, SAGE TRio, concurrent enrollment, ACES/GED programs, ESL courses, etc.
- For the past four years an organized and detailed operational plan has been developed and followed. Many improvements have been made and the current instructors and students reap the benefits.

➤ Weaknesses

- The base education center is a building of limited size—especially classroom space in the evening hours – LCCC has to share space with two other schools. However, LCCC currently uses over 90% of the available space.
- With the downsizing of Ed Center Staff (as previously described) – more questions from more potential students – stretches capability of even a two person office
 - Familiar with AF processes but have no direct access to AF computer programs
 - It's difficult to explain how something should work without having done it themselves (i.e. USAF TA applications and processing, USAF educational plan development... etc.)
 - Staff members have worked with the WAFB Education Counselors to obtain computer screen shots and Power point presentations that describe and outline most of these important process which can be shared with potential students.
- With the exception of two main venues (FEW AFB Right Start program, and the Annual Base Picnic where LCCC Outreach Site staff are allowed to set up an informational table) there is no direct access to potential students (active duty, family members, or other civilians). DOD/USAF directives dictate that all advertising/access be accomplished via the base Education Office and they do the best they can, but are limited by manpower, time, funding, and what venues are available to them.
 - Outreach Site staff are currently working on an initiative to provide career type information through the WAFB spouse's newcomer orientation.
- Due to recent security concerns some (certainly not all) international students have limited access to the base and the courses taught at the Education Center.
 - All international students who contact the Outreach Site office well in advance of the class start are processed through the Pass and ID office. The student is then contacted about the results of this pre-approval.

- Opportunities – weaknesses looked at from a different perspective
 - Outreach to spouses
 - Site staff are currently working on an initiative to provide career type information through the WAFB spouse's newcomer orientation. This is being coordinated through the Education Center Staff and the LCCC HUB
 - Possible Career exploration using the Kuder software system
 - Job skills preparation
 - Veterans Affairs Training
 - Although Outreach Staff are very familiar with the Active Duty key user, additional training to better help veteran students could be useful especially in the area of GI bill options and applications.
 - Additional Technology in more classrooms – instructors and students alike should be afforded the same access to technology as provided on the main campus -- all deserve this
 - One of the goals for 2014 is to work with IT and Audio-visual staff to install at least one more Smart Board in a classroom
 - Additional Customized classes for units
 - A customized class request process has been established and is being publicized by the Outreach Site manager in meetings with the Enlisted Senior Leadership for all military services.
 - A current customized class for the 14/SP semester was successfully launched – follow-up course(s) are currently in the discussion phase.
 - The addition of daytime (lunch hour) classes -- daytime course offering expansion is an area of opportunity that has been explored and is constantly being evaluated by the LCCC WAFB staff - classroom space during the daytime hours (7AM – 4:30 PM) is readily available.
- Threats
 - There's always the possibility of base closure—this possibility seems remote and even if the decision were to be made to close the base that process would take at least 3-5 years to accomplish.
 - With the current state of security there is always the possibility of additional limitations on base access for civilian students. However, the Outreach Site's staff has an excellent rapport with the base officials who approve access and have been able to work out the constantly evolving security issues thus far, and so there's every reason to believe that the current process will continue to operate well and students will see little impact on access.
 - Unstable Government budgets and fiscal realities may dictate further cuts to education center staff with the end result being a more limited education program overall which could impact facility use and availability – this is not an immediate threat nor has it been discussed but... it's a possibility.

- There's always the possibility of some type of USAF Tuition Assistance (TA) reduction, realignment, or cuts. However full tuition is something relatively new and when TA was set at 75% military students came to LCCC for the cost savings factor based on LCCC's traditionally low tuition rates. The results of any changes of this type are very unpredictable and may even drive more students to LCCC because of more affordable courses.
- Any abrupt change from the main campus that may limit/restrict dates of registration etc. could cause difficulty for military students who are just arriving at FEW AFB and want to enroll in classes just prior to class start. This also applies to other working adults who make a last minute decision to attend class.
- Executive Summary and possible actions/recommendations for strengthening the site;
 - The Outreach Site on WAFB is very well managed and is in a good position to continue LCCC's service to the WAFB personnel, their families, the other local military services, and the Cheyenne Community as a whole. LCCC site staff work very hard to be a full-service office – the list of activities previously documented clearly illustrate this fact. The Outreach Site has an excellent reputation on WAFB, with LCCC students, and the community.
 - The most important and pressing need that the FEW AFB Outreach Site has is to change the classification of the Program Assistants position from a full-time temporary funded and filled position, to a full-time, filled, and current funding position. The funds necessary for this move are already included in the cost analysis as described in the Direct Costs portion of the Profit/Loss statement on page #8. The expanded services provided and managed by the site staff along with the customer/student expectations which have been cultivated and nurtured over the past three years require constant and predictable attention to detail. It takes two full time staff members to accomplish this task.
 - Continue to fund technology upgrades/improvements within the Education Center classrooms to help bring them up to current standards.
 - Additional LCCC PR publicity to market WAFB classes and the Fast Track program could serve to strengthen enrollment. Explore regular marketing in the weekly on-base Sentinel newspaper.
 - Considering the reduction in education counselors previously mentioned within the Education Center, it may be feasible to pursue some type of educational counseling contract between LCCC and WAFB to bridge the gap and provide additional educational counseling opportunities (like the HUB... or something similar to that). This would be in addition to the current LCCC Outreach Site operations for military personnel assigned to WAFB.
 - Establish a once a year WAFB update process with the LCCC Advising Center which would be held at the WAFB Outreach Site. This update would bring the advisors to the base to provide them with information regarding the services offered by the base outreach office and what the students experience when taking classes on WAFB. It

could also serve to broaden the advisors perspectives and increase their awareness of what the Outreach Site has to offer LCCC students.

- Offer semi-monthly, or other planned writing-center/tutor “workshops” in the base education center for WAFB located LCCC students who need assistance but are limited to attend main campus offerings by duty scheduling. Start small, assess needs of students and format scheduling/topics to meet demand (Mathematics, English, Public Speaking, etc.).
 - To better assist LCCC and the WAFB Outreach Site in meeting the needs of local veterans, it could be very beneficial if the Outreach Site staff were well-informed and trained on the various GI benefits and how they function for LCCC students. Veteran assistance is a somewhat diverse and complicated matter. Although all veterans are served by the same Veterans Administration, each veteran is unique and as such, a one-size fits-all approach does not work. This could be accomplished by providing the LCCC WAFB program manager or program assistant with the opportunity to receive in-depth educational benefits training directly from the VA. Many military members retire with the intent to stay in Cheyenne, and they wish to utilize their earned education benefits, but struggle getting clear information and guidance on using them. Staff members do not necessarily need to become VA certifying officials (Marnie Ott is the main campus point of contact for this), but it would be beneficial to veteran students if WAFB staff members were able to provide more informative guidance for potential LCCC students.
- This document is the result of a collective effort from the following ad hoc advisory committee
- Maryellen Tast
 - Jayne Myrick
 - Carol Hogle
 - Ann Murray
 - Sarah Smith
 - Olivia Williams
 - Terry Cook
 - Stan Torvik
- Attachments
- Typical Class Schedules (attachments 1 and 2)
 - WAFB Access Process (attachment 3)
 - WAFB MOU-how LCCC operates on WAFB (attached —24 page document)
 - DOD MOU (attached —16 page document)

Attachment # 1

Students may register at the F.E. Warren Air Force Base (WAFB) Outreach Office, Building 841, 9 a.m.-3 p.m. All WAFB classes are open to residents of the community. Students taking classes at WAFB must have a state or federal government issued picture ID (driver's license or State Issued ID card), **current** vehicle registration, **current** proof of vehicle insurance and class registration.

***** All students who do not have base access privileges must contact Terry Cook, LCCC/WAFB Outreach Program Manager or Olivia Williams at 307.773.2113 or tcook@lccc.wy.edu /or/ owilliams@lccc.wy.edu immediately after registration to avoid delays for base admittance. If you choose to send an e-mail the following information is required for base access: Lname, Fname, MI, Date of Birth, Drivers license number, Drivers license state of issue, and class(es) enrolled in.*****

TERM/SESSION DATES:

Spring Semester: Jan 13th – May 8th
 1st 8 Week Session: Jan 13th – Mar 7th
 2nd 8 Week Session: Mar 10th – May 8th

2014 SPRING LCCC/WAFB CLASS SCHEDULE

COURSE	TITLE	CREDIT	DAYS/TIME/DATE	Instructor	Room
CO/M 1010.730/ 731 *	Public Speaking	3	T or TH/6-8:45PM/14 Jan-8 May	Widi	24
ENGL 1010.570/571* (HYBRID)	English I: Composition	3	T or F/5:15-9:15PM/14 Jan-8 May	Smith	3
CO/M 1010 700	Public Speaking	3	TTH/1100 AM-1230PM/14 Jan-8 May	Widi	LRS
*Full Semester rotational classes. Meet on EITHER Section 73 or 74 evenings, but not both nights—class content same.					
HIST 1251 700	Wyoming History	3	TTH/1130-12:45 PM/14 Jan-8 May	Taylor	Museum
MATH 0900 700	Pre-Algebra	3	TF/6:00-7:30 PM/21 Jan-7 Mar	Nikolova	8 or 19?
<u>1st Eight Week Session</u>					
ACCT 2010.710	Principles of Accounting I	3	TTH/5:15-8:00PM/14 Jan-7 Mar	Thompson	17
CRMJ 1310.710	Criminal Investigation I	3	MW/5:45-8:45PM/13 Jan-7 Mar	Long	10
ENGL 1010.710	English I: Composition	3	MW/5:15-9:15/13 Jan-7 Mar	Taylor	3
MATH 0920.710	Elementary Algebra	3	M-TH/1130-1:00PM/13 Jan-7 Mar	Fairweather	8
POLS 1000.710	American & WY Government	3	TTH/6-8:45PM/14 Jan-7 Mar	Long	10
SOC 1000.710	Sociological Principles	3	MW/5:15-8:15PM/13 Jan-7 Mar	Edwards	8
<u>2nd Eight Week Session</u>					
ACCT 2020.720	Principles of Accounting II	3	TTH/5:15-8:00PM/11 Mar-8 May	Thompson	17
**COSC 1200.572 (HYBRID)	Computer Info Systems	3	MW/5:30-8:15PM/10 Mar-8 May	Van Cleave	3
CRMJ 2120.720	Intro to Criminal Justice	3	TTH/6-8:45PM/11 Mar-8 May	Long	10
ENGL 1010.572 (HYBRID)	English I: Composition	3	T/F/5:15-7:30PM/11 Mar-8 May	Smith	3
ENGL 1020.720	English II	3	MW/6-8:45PM/10 Mar-8 May	Taylor	10
HIST 1221.720	US History from 1865	3	MW/6-8:45PM/10 Mar-8 May	Beckwith	8
MATH 0930.720	Intermediate Algebra	3	M-TH/1130-1:00PM/10 Mar-8 May	Fairweather	8
MATH 1400 725	Pre-Calculus Algebra	4	TTH/ 5:30-8:15PM/11 Mar-8 May	Rairigh	19
MATH 1000.720	Problem Solving	3	M-TH/1130-1:00 PM/10 Mar-8 May	L Panopoulos	19
PSYC 1000.720	General Psychology	3	MW/5:15-7:45PM/10 Mar-8 May	J. Klumpp	17

***For all PEAC classes (Beginning/Intermediate Golf), see Terry Cook or Olivia Williams in room 2, building 841 or call 773-2113

**HYBRID courses are a blend of face-to-face instruction with a mandatory on-line learning component

Current as of: 1/13/14

Attachment # 2

Students may register at the F.E. Warren Air Force Base (WAFB) Outreach Office, Building 841, 8 a.m.-3 p.m. All WAFB classes are open to residents of the community. Students taking classes at WAFB must have a state or federal government issued picture ID (driver's license or State Issued ID card), **current** vehicle registration, **current** proof of vehicle insurance and current class registration statement. ******* All students who do not have base access privileges must contact Terry Cook, LCCC/WAFB Outreach Program Manager or Olivia Williams at 307.773.2113 or cook@lccc.wy.edu /or/ owilliams@lccc.wy.edu immediately after registration to avoid delays for base admittance. If you choose to send an e-mail the following information is required for base access: Lname, Fname, MI, Date of Birth, Drivers license number, Drivers license state of issue, and class(es) enrolled in.******

TERM/SESSION DATES:

Fall Semester: Aug 26 – Dec 19
 1st 8 Week Session: Aug 26 – Oct 18
 2nd 8 Week Session: Oct 21 – Dec 19

2013 LCCC/WAFB FALL SCHEDULE

COURSE	TITLE	CREDIT	DAYS/TIME/Date	Instructor	Room #
CO/M 1010 730/731	Public Speaking	3	T or TH/6-8:45PM/27 Aug – 19 Dec	Widi	24
**ENGL 1010 570/571 (HYBRID)	English I: Composition	3	T or F/5:15-9:15PM/27 Aug – 19 Dec	Smith	3
HIST 1251 710	Wyoming History	3	T/TH/11:30 AM-12:45 PM 27 Aug-19 Dec	P. Taylor	

Classes above are Full semester rotational classes. Meet on EITHER Section 730/731 or 570/571 evenings, but not both nights---class content same.

1st EIGHT WEEK SESSION

ACCT 2010 710	Principles of Accounting I	3	TTH/5:15-8:00PM/ 27 Aug – 18 Oct	Thompson	
CRMJ 1510 710	Police Science I	3	TTH/6-8:45PM /27 Aug – 18 Oct	Long	10
CRMJ 2350 710	Introduction to Corrections	3	MW/6-8:45PM/26 Aug – 18 Oct	Hahn	10
HIST 1211 710	US History to 1865	3	MW/6-8:45PM/26 Aug – 18 Oct	Beckwith	8
MGT 1000 710	Introduction to Supervision	3	MW/6-8:45PM/26 Aug – 18 Oct	Mayo	19
MATH 0920 710	Elementary Algebra	3	M-TH/1130-1:00PM/26 Aug – 18 Oct	Fairweather	
PHIL 1000 710	Introduction to Philosophy	3	TTH/6-8:45PM/27 Aug – 18 Oct	Zwonitzer	8
PSYC 1000 710	General Psychology	3	MW/5:15-7:45PM/26 Aug – 18 Oct	Gearhart	17
ENGL 1010 710	English I: Composition	3	MW/5:15-9:15/26 Aug – 18 Oct	B. Taylor	3

2nd EIGHT WEEK SESSION

ACCT 2020 720	Principles of Accounting II	3	TTH/5:15-8:00PM/21 Oct – 19 Dec	Thompson	
**COSC 1200 570 (HYBRID)	Computer Information Systems	3	MW/5:30-8:15PM/21 Oct – 19 Dec	Rob Van Cleave	3
CRMJ 2400 720	Criminology	3	MW/6-8:45PM/21 Oct – 19 Dec	Korber	8
ENGL 1020 720	English II	3	MW/6-8:45PM/21 Oct – 19 Dec	B. Taylor	10
MATH 0930 720	Intermediate Algebra	3	M-TH/1130-1:00PM/21 Oct – 19 Dec	Fairweather	8
MATH 1000 720	Problem Solving	3	M-TH/1130-1245PM/21 Oct – 19 Dec	Staff (L Pin?)	
MATH 1400 721	Pre-Calculus Algebra	4	TTH/ 5:30-8:15PM/22 Oct – 19 Dec	Rairigh	17
PHIL 2311 720	Philosophy of Religion	3	TTH/6-8:45PM/21 Oct – 19 Dec	Zwonitzer	8
POLS 1000 720	American& WY Government	3	TTH/6-8:45PM/21 Oct – 19 Dec	Long	10
PSYC 2300 720	Child Psychology	3	MW/6-8:45PM/21 Oct – 19 Dec	Gearhart	17
SOC 1000 720	Sociological Principles	3	MW/5:15-8:00PM/21 Oct – 19 Dec	Edwards	24

**HYBRID courses are a blend of face-to-face instruction with a mandatory on-line learning component

***For all PEAC classes (Beginning/Intermediate Golf), see Terry Cook or Olivia Williams in room 2, building 841 or call 773-2113

Current as of 17 Oct 13

Attachment # 3

13/FA Faculty update -- Warren AFB access for LCCC classes

- Base access procedures are very specific, however with WAFB LCCC staff assistance, access is **easy and routine** – 100 to 400 students attend classes every semester
- Entry Authorization list (EAL)–is the compilation of the required information that must be submitted to the USAF AT LEAST one week before classes start to gain access to the base. This list is prepared by the on-base LCCC office--submitted for approval--and barring any problems are in-place prior to class start 100% of the time since 2008
- As you advise students please note that they are given multiple notices to contact the LCCC staff
 - Enrollment for class; there are several times within that process when students are provided information to CALL the LCCC WAFB office – **red lettering** in colleague screens
 - Main office # is 773-2113
 - At least three times students are given the opportunity within colleague to “click” on the class and then they will be given instructions to call the LCCC office
 - The sooner they call LCCC staff the better—takes time to get an EAL approved and posted at the gate—with some recent administrative improvements it’s faster now
 - Emails with access instructions are sent to all students who are enrolled in a class on WAFB, at least two weeks prior to class start
 - Due to stepped up security requirements all international students requesting access to attend class will be closely scrutinized by WAFB security personnel prior to being given permission to enter the base for class
- LCCC WAFB staff meet every student at the visitors control center every semester as **ALL** must stop at the VCC to obtain a pass during the first two weeks of class (info is gathered from those who register late in the process to place them on an EAL)
 - Provide base access – up to 30 day passes (temporary, while EAL is processed)
 - Maps with clear, simple instructions
 - Students who contact LCCC staff early enough to be placed on the initial EAL stop once and all others just stop twice during their class (provided they have current proof of insurance/vehicle registration)... expired info can delay the student’s access.
- While the first pass is being used for access, the EAL is processed. Before the first pass expires the EAL with their name on it is approved and they can pick up new pass
- Base access is for the current semester only. Students do need to contact LCCC WAFB staff for each semester they are enrolled in a class on base (call or email). Once they take a class, their info is retained and can easily transfer that to the newest EAL- quick and simple—provided their info has not changed. If they do not contact the LCCC office for each new semester, that requires them to go through the pass process and stop twice at the VCC—the easy use of the process is their option/responsibility.
- **Bottom line -- EASY, FAST, and RELIABLE access to FEW AFB**