

COMMUNITY COLLEGE DISTRICT NO. 536  
BOARD OF TRUSTEES  
October 16, 2020  
SPECIAL BOARD MEETING MINUTES

The Special Meeting of the Board of Trustees of Lewis and Clark Community College, District No. 536, for a Board Retreat was called to order at 1:00 pm on Friday, October 16, 2020, online in a virtual format by teleconference via ZOOM  
<https://lewisclark.zoom.us/j/99931465348?pwd=RmRRM1k0WDZhNTZpZmI2SkJ2TkVidz09>  
or by phone at 312-626-6799 with Meeting ID 999 3146 5348 and Password 004955.

ROLL CALL

Present

David Heyen, Chair  
Julie Johnson, Vice Chair  
Kevin Rust, Secretary  
Charles Hanfelder, Assistant Secretary  
Robert Watson, Member  
Dwight Werts, Member

Ashtyn Britt, Student Member

Absent

Brenda Walker McCain, Member

Also present were Ken Trzaska, Dennis Weedman, Jen Fuhler, Shannon Shepard, Deb Witsken, Travis Jumper, Bobbie Brown, Moselle Ash, Tim Bell, Kathy White, Sarah Rankin, Joe Genslinger, Terri Hilgendorf, Ashley Harris, Sue Keener, and other faculty, staff, and community members.

No public comments were submitted.

President Trzaska opened the meeting recognizing the last 50 remarkable years of the college and introduced the Board retreat as a way to lay a strong foundation of values, alignment, expectations, and direction as we look toward the next 50 years. To guide our strategic plan going forward, Dr. Trzaska previously asked each Board member, member of the Cabinet for faculty and administration, and will ask the entire campus to respond to two questions:

1. What should we START, STOP, and CONTINUE doing as a College?
2. What are your expectations of me as president?

If we are able to see in real time where we are in the moment and why we may not be meeting or exceeding expectations, we can respond with actions to correct the lack of performance to ensure our progress. The Board's expectations of me as president and my expectations of the Board will help us to determine if we are in alignment so we are able to move forward constructively.

Dr. Trzaska reviewed the Summary of Expectations submitted by the Board (indicated by the arrow) stating he felt the expectations were spot on and he will hold himself accountable.

- Rebuild trust among board members and between board and faculty, board and staff
- Keep the entire board informed but don't let the Board micromanage the college
- Manage the college
- You run the college
  - implement a strategic plan approved by the board.
  - regularly report to the board what we need to know to make sound decisions.
  - show us how you are moving toward the strategic goals that we have set as a board.
  - build a relationship of trust so that we can rely on what you say and do.
  - work with everyone in the community to build a positive view of the college.
- YOU ARE LCCC.
- Transparency
- You report to the board.
- dedicated and keep open and honest communication with both the board's concerns as well as the student body's and to do his best to satisfy the needs of both
- take this job very seriously in terms of active involvement
- Create an inclusive vision for the college and a strategic plan for achieving the vision
- Review the job descriptions and performance of the cabinet members to determine whether they meet the administrative skills needed by the college
- Stay "above board" with no politics pitting board members against one another
- Stop the enrollment decline
- Ensure students are prepared for the jobs of the future and jobs in our area.
- Question the "status quo" i.e. "we've always done it this way"
- Additional borrowing is highly unlikely
- Work closely with LC Foundation and make joint calls on possible donors
- Ensure resources are in line with the enrollment with appropriate change as needed
- Increase revenue sources such grants and non-traditional revenue such as rentals, naming rights and partnerships
- Dispose of non-student focused assets
- Reduce non-student focused activities
- Remember that the taxpayer is a very important stakeholder
- Create a "dashboard" for the BOT so that we all know we are going in the right direction
- Establish a succession plan for NGRREC leadership
- A comprehensive review and evaluation of the high school partnership program
- be ready to make hard decisions in a new world for all of us.

Dr. Trzaska then provided some Expectations of the Board by the president:

We may need to remind each other as decisions need to be made, we are making decision that have been fully vetted, discussed, and in the best interest of moving the college forward.

I expect the Board to ask questions and questions people are asking you. This helps to inform our decisions with the best structure

To be open to continued development and aligning training as a Board to develop into a Board team over time. Having this retreat introduces the process, but it has to be an ongoing transformational experience. It is important to come together from time to time.

We are all doing this because we care about Lewis and Clark, our community, and our students so each of you become better Board Members and a better team.

Following a short break, the meeting resumed at 2:25 pm.

Dr. Trzaska introduced the exercise of Stop, Start, and Continue. The purpose is to gather feedback from everyone to get a sense of what is happening on campus. Looking at "What should we Stop" can help us step back and do something else. Continue gives insight into what is working well but perhaps we can do better. This is about building a team focused on the best interest of the institution. Following are the responses previously submitted by the Board members (indicated by the arrow).

### START

- We should start an initiative that has everyone on campus focused on our customers. Each person should work by the ideal: "I AM LCCC" and their behavior/work should reflect that.
- We should review every program, every dollar spent with the question "is this serving the needs of our customers (students, communities, and taxpayers) in the best way possible?"
- We should reign in spending so that we do not have to issue bonds to pay operating expenses.
- Property evaluations
  - A study of the building and room utilization
  - maintain our current buildings and divest of buildings that we are not using.
  - Lincoln School sale
  - Nelson Campus
    - Is it needed
    - Does it serve the LC community
    - Are there ways the campus could be better used
  - Scott Bibb
    - Is it needed
    - Is it utilized well
    - Can it be sold
    - Could Nelson College for Life be moved to Scott Bibb?
  - Brown Street Homes
  - East St. Louis project
    - Should it be cancelled
- Personnel
  - Evaluate Organization chart
  - Lower number of VP's
  - Consolidate job descriptions to decrease costs
  - Is the policy of L&C to allow 260 days of sick leave accumulation? Is that too many or is that standard?
  - Support the effort to include performance reviews as an integral part of our compensation structure.

- Evaluate Catering
  - Is LC Catering profitable
  - Is LC Catering needed
  - Is LC Catering competing against businesses in the area
  - Should other businesses be allowed to cater on the Nelson campus
  - How much money are we receiving from Bella Milano
  - Where do we spend the money from Bella Milano
- Evaluate Debt
  - Is it possible to accelerate the debt repayment?
  - Would there be a penalty if debt acceleration happened?
  - Should a guideline be established to limit debt?
- Evaluate Dual Credit Program to determine if it is negatively affecting enrollment
- New programs
  - Status of Diesel program
  - New Ag Tech Training Program—mechanics, fertilizer, chemical applicators
  - Could the Ag program be part of the Diesel program
  - Do we have a Cybersecurity program
    - If not, could this be part of our IT program
  - Auto collision repair
  - Expand academic programs at NGRREC<sup>SM</sup>. This is the only facility in the US dedicated to studying these bodies of water.
- Reaching out to underserved populations
  - Rural communities such as Greene County
  - Urban, black communities such as Alton and East St. Louis
  - A stronger, more public effort to recruit minorities, especially African-American faculty, security, et al who are visible to our students, prospects, and the public.
  - Non-credit learners to learn what course offerings would appeal to these populations and in what format
- Build Relationships
  - Closer cooperation and coordination with SWIC, SIUE, and other higher learning institutions.
  - Local high schools, have a rep on campus on a regular basis to answer student questions
  - Utilize our students for more work/study and special projects
  - more open communication between the board and students so that they may have their concerns more frequently addressed in relation to the steps being taken to maintain safety during the Coronavirus crisis.
  - A review of the athletic program
  - Ensure that all students receive a firm foundation in civics and financial literacy
  - Appropriate oversight over the East St. Louis Higher Education Center

Dr. Trzaska noted the Board wanted a snapshot look at each location, program, and division of the college to look at ways to review growth opportunities. Points were made at what we should start looking at as considerations. Out of respect, Trzaska noted, as we make every decision the question should be, “Is this in the best interest of the stakeholders—students, taxpayers, team members?”

## STOP

Dr. Trzaska reviewed the “Stop” items submitted by the Board (indicated by the arrow with Dr. Trzaska’s comments indicated by the “o”).

- Housing Scholarships
- Allowing the Board to manage the college
- The deterioration of our historic structures
- Holding meetings via zoom only. Try to get the meetings back open to the general public and getting more people engaged in college activities
- Investing in expensive new buildings
- Incurring debt
- Spending time and money on efforts that do not educate the students of our district directly

Board discussion included information about the Athletic Program and Housing at Seward which is certainly an area that will be reviewed. Reviewing and realigning all of our programs and staff is a good exercise to ensure we are student-centric. Dr. Trzaska reiterated the “Expectations” piece was pretty clear the Board and the president are on the same page with working together to advance the college. The President is expected to run the college and the Board allows the president to make decisions within his authority.

## CONTINUE

Dr. Trzaska reviewed the “Continue” items previously submitted by the Board (indicated by the arrow with Dr. Trzaska’s comments indicated by the “o”).

- Using research to determine the success of new practices
- Working with student groups to learn what services would enhance their experiences
- being as student-focused as possible and keeping people safe, while also listening to everyone's concerns during these uncertain times.
- Writing grants to support promising ideas
- Researching the viability of academic programs, support services, athletics, etc.
- pride and teamwork feeling shared by our faculty, staff, etc.
- Complete and report on the "labor market analysis" that was referred to in the Spring 2019 Discover.
- The good exposure in the media
- Meeting and expanding relationships with community leaders.
- Using NGRREC<sup>SM</sup> as a world class facility and to draw attention to LC as more than a community college
- employ people who are dedicated and care about the college.
- meeting the education needs of our district. We do this now but I feel we are way too slow at changing and implementing new programs.

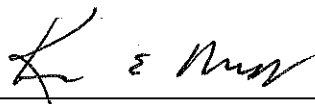
Dr. Trzaska noted these are items we are doing well and there are always ways to improve. The need to respond quickly to the demand for Diesel technicians was discussed as well. Creating

deliberate pathways and accessibility through program review, feasibility, and expansion must have a streamlined process from idea to implementation. Centralizing grant development and management is an organizational structure discussion.

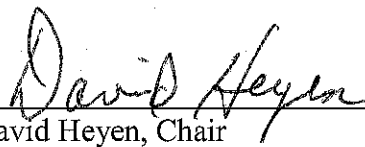
CLOSING COMMENTS

Dr. Trzaska's intent is to bring a realigned and refocused Strategic Plan to the Board for approval in April which will incorporate the feedback from internal and external stakeholders. The plan will provide directions and very clear, measurable goals/aspirations that are grounded in benchmarks. The tricky part is at times the cart will be before the horse. We want our decisions to be relevant to the strategic direction. Trzaska's plan is to have a three-year strategic plan. At about the two-year mark, will begin planning for the next three-year plan. The purpose of this exercise and retreat was to help us to begin to inform that resource. Thank you for reflecting and offering your perspective on how we can make LC better and work as a team focused on the best interest of the students.

There being no further business, Mr. Werts MOVED and Mr. Watson SECOND the meeting be adjourned. Following vote by voice the Chair declared the meeting adjourned at 3:08 pm.



Kevin Rust, Secretary



David Heyen, Chair

DATED: 11-10-20