



## BOARD OF TRUSTEES PLANNING CALENDAR

*New items are in BOLD*

### January 2007

- Tues., Jan 16            Regular Board of Trustees Meeting
- Wed., Jan 17            Men's Basketball – 7:30 p.m./Women's Basketball – 5:30 p.m.  
Grand Rapids Community College  
Lansing, MI
- Wed., Jan 24            Men's Basketball – 7:30 p.m./Women's Basketball – 5:30 p.m.  
Muskegon Community College  
Lansing, MI
- Jan. 26 – 28**            LCC Performing Arts Program  
January S'Moves  
Dart Auditorium – (Fri – Sat) 7:30 p.m. & (Sun) 2:00 p.m.
- Sat., Jan 27            Men's Basketball – 3:00 p.m./Women's Basketball – 1:00 p.m.  
Lake Michigan Community College  
Lansing, MI

### February 2007

- Feb. 2 - 3            MCCA Board of Directors Winter-In Service\*  
Macomb Community College  
Warren, Michigan
- Wed., Feb 7            Men's Basketball – 7:30 p.m./Women's Basketball – 5:30 p.m.  
Glen Oaks Community College  
Lansing, MI
- Feb. 9 - 10**            LCC Performing Arts Program  
A Village Moving  
Dart Auditorium – 8:00 p.m.
- Feb. 12 - 14            ACCT/AACC National Legislative Seminar\*  
J.W. Marriott Hotel  
Washington, D.C.
- Tues., Feb 13**            LCC Performing Arts Program  
My Funny Valentine  
Creole Gallery – 7:30 p.m.

*(As of 4/12/06)*

\*Please call 483-5252 for tickets or reservations no later than one week prior to event.

1218 Turner Street, Lansing

Wed., Feb 14 Men's Basketball – 7:30 p.m./Women's Basketball – 5:30 p.m.  
Kalamazoo Valley Community College  
Lansing, MI

**Sun., Feb 18** LCC Performing Arts Program  
Lansing Concert Band  
Dart Auditorium – 3:00 p.m.

Mon., Feb. 19 Regular Board of Trustees Meeting

**Sat., Feb 25** LCC Performing Arts Program  
La Batterie 2007 Drum Extravaganza  
Dart Auditorium – 3:00 p.m.

**Tues., Feb 27** LCC Performing Arts Program  
LCC Jazz Ensemble  
Dart Auditorium – 7:30 p.m.

**March 2007**

Mon., Mar 19 Regular Board of Trustees Meeting

**April 2007**

Apr. 14-17 AACC Convention  
Tampa Florida

Mon., Apr. 16 Regular Board of Trustees Meeting



**NOTE: Dinner will be served at 5:00 p.m. in the Administration Building, Room 306.**

***\*Note: Bob Anderson and Caterine Fisher will be joining the Board for Dinner.***

## **AGENDA**

Board of Trustees Meeting  
January 16, 2007  
6:00 p.m.

### **Regular Meeting**

#### **Policy**

- I. Call to Order by Chairman
- II. Roll Call by Secretary to the Board
- III. Pledge of Allegiance
- IV. Additions/Deletions to the Agenda
- V. Limited Public Comment Regarding Agenda Items
  - A. College-Wide Awards/Recognition
- VI. Chairman, Committee and Board Member Reports
  - A. Chairman's Report GP-303
    - 1. Draft Proposal 2 Resolution
    - 2. Draft Naming of Facilities Policy
    - 3. Calendar of Meetings GP-306
    - 4. Inappropriate Use of Campus Communications
    - 5. Information and Announcements
    - 6. Other
  - B. Committee Reports GP-304
    - 1. Finance Committee – Trustee Rasmusson
    - 2. Personnel & Compensation Committee – Trustee Smith
    - 3. Audit Committee – Trustee Brannan
  - C. Board Member Reports
    - 1. Trustee Proctor
      - a. Presidential Search Update
      - b. Report from Lyn Beekman

c. Workforce Development Board

VII. President's Report

A. Informational Items

EL-206

1. AQIP Update
2. Strategic Goals
3. Strategic Communications Plan
4. Human Resource Audit Update
5. Sole Sources Purchase Report
6. Human Resources Appointments
7. Enrollment Update
8. Virtual College Update

EL-201

EL-206

EL-201

B. Action Items\*

1. Approval of Minutes – December 11, 2006 Regular Meeting
2. Renaming of the Gannon Vocational Technical Building
3. Alcohol Permit Request
4. Proposed Course Fees Summer/Fall 2007
5. Community Education Non-Standard Tuition Course Pricing
6. Finance
  - a. Amendment to Capital Project Outlay – (Banner)
  - b. Proposed Capital Project Outlay – (HHPS 3<sup>rd</sup> Floor Renovations)
  - c. FY07 Budget Amendment

EL-202

VIII. Closed Session\*

IX. Public Comment

X. Board Evaluation

XI. Adjournment

*\*Motion to accept.*

**LANSING COMMUNITY COLLEGE  
STATE OF MICHIGAN  
RESOLUTION ON EQUAL OPPORTUNITY AND DIVERSITY FOR ALL  
STUDENTS AND EMPLOYEES**

A regular meeting of the Board of Trustees of Lansing Community College was held in the Paula D. Cunningham Administration Building, 610 North Capitol Avenue, Lansing, Michigan 48933 in the Community College district, on January 16, 2007, at 6:00 o'clock p.m., prevailing Eastern Time.

PRESENT: \_\_\_\_\_

ABSENT: \_\_\_\_\_

The following preamble and resolution were offered by Trustee \_\_\_\_\_ and supported by Trustee \_\_\_\_\_.

Lansing Community College exists to serve the community and all its members. Therefore, LCC values the uniqueness of each person and is committed to creating an environment that supports equal opportunity for all students and employees. The U.S. Supreme Court has ruled on diversity and recognized that inequality due to race or ethnicity still exists and we must continue to support the value of ensuring that every person in Michigan has an opportunity to better herself or himself.

WHEREAS, assuring access to educational opportunity to all is a core value of our college institution and community;

WHEREAS, diversity in our workforce and education institutions benefits all citizens:

WHEREAS, discrimination still exists;

WHEREAS, on November 7, 2006, a majority of electors adopted Proposal 06-02, a proposal to amend the Michigan Constitution of 1963 to prohibit government programs that grant preferential treatment to groups or individuals based on their race, gender, color, ethnicity or national origin for public employment, education or contracting purposes;

WHEREAS, the adoption of Proposal 06-02 may impact the programs and activities of educational institutions, i.e., Lansing Community College;

WHEREAS, no ballot initiative can take away Lansing Community Colleges' core values;

WHEREAS, the college is resolved to maintain our active role in addressing the inequalities, both large and small, that plague our society and that from time to time manifest themselves on our campus;

WHEREAS, the continued promotion of diversity at the college is a vital component in our educational efforts;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Lansing Community College, will continue to support equal opportunity and efforts to enhance cultural diversity at Lansing Community College.

Ayes: \_\_\_\_\_

Nays: \_\_\_\_\_

Absent: \_\_\_\_\_

RESOLUTION DECLARED ADOPTED:

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Secretary, Board of Trustees  
Lansing Community College

I hereby certify that the attached is a true and complete copy of a resolution adopted by the Board of Trustees of Lansing Community College, State of Michigan, at a regular meeting on January 16, 2007, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976, and that minutes of the meeting were kept and will be or have been made available as required by said Act 267.

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Secretary, Board of Trustees  
Lansing Community College

## **POLICY TITLE: NAMING OF FACILITIES POLICY**

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### **I. Purpose**

This policy serves as a guideline for the Lansing Community College Trustees, the President, the Directors of the Lansing Community College Foundation, and other staff, volunteers, and outside advisors who assist in the solicitation of gifts. It is established to assure an appropriate reflection of the history of the College as well as consistency, fairness, fitting recognition and good value in exchange for the honor or privilege of name association with a program, fund, or physical aspect of the College. As gifts can encourage others to give or do the opposite, this policy is intended only as a guide and allows for flexibility on a case-by-case basis.

### **II. Scope**

This policy is effective as of the date of approval and will supersede all prior policies relating to this matter.

### **III. General**

#### **Philanthropy at Lansing Community College**

Lansing Community College (hereafter referred to as “the College”) Trustees and President, as well as the Directors of the Lansing Community College Foundation, seek private funds to enhance the College’s ability to meet the higher education needs of its community, particularly toward a level of excellence that would otherwise not be possible given state funding levels and restraints on student tuition and fees. To that end, the College seeks to provide appropriate recognition to donors for their generosity. Although such recognition may take many forms (thank you letters, press conferences, etc.), this policy seeks to establish guidelines for the naming of facilities, campus spaces and programs as donor recognition.

This policy is to establish the criteria to guide the process for naming facilities at Lansing Community College.

## A. Guidelines for naming tributes

1. Naming in recognition of distinguished service may honor a gift of time or talent that has had a significant positive impact on the institution over an extended period of years. This honor is usually reserved for a College President or member of the College Board of Trustees.
  - a. A period of not less than one year shall lapse between the end of the individual's service to Lansing Community College and consideration by the Board.
  - b. The President of the College, or a committee appointed by the President, is charged with determining whether the person proposed is worthy of the honor, as well as the *degree* of internal and external support for the proposed naming, prior to submitting to the Board of Trustees for approval.
  - c. The Board will generally not name buildings for living political figures or for current employees of the College.
2. A significant monetary contribution to the actual construction cost, if for new construction; a major portion of the replacement or major renovation cost, if for an existing building or facility; or the fundraising goal.
  - a. The donation may be made in cash or a legally binding pledge and should be paid within five years of naming the facility, unless other arrangements are made.
  - b. A portion of the gift may be in the form of an irrevocable trust or a contractual bequest.
  - c. The Board reserves the right to remove names from facilities when the gift remains unpaid beyond the five-year limit or the agreed upon date. Should this occur the Board may seek a naming opportunity that would be proportionate to the value of the gift received.
  - d. The Board requires that the following information be submitted:
    1. Donor name and amount of gift.
    2. Current and proposed name of facility or room.



3. Justification, including the nature and duration of the individual's affiliation with the College.
  4. If the naming is a stipulation of the gift, the request must explain the proposed arrangement.
3. Specific contribution levels may be established with either fixed or minimum dollar amounts for sponsorship of other physical property on campus.
    - a. Such property may include, but is not limited to pavers, benches, planters, fountains, gardens, equipment, musical instruments, artwork, and outdoor plazas.
    - b. Amounts for these naming opportunities shall be reviewed periodically by the Lansing Community College Foundation and the College Board of Trustees.

**B. Guidelines for naming based on monetary contributions**

<b>Facility Commemoration Opportunities</b>	<b>Gift Minimums and Ranges</b>
New Building	51% of cost of construction
Existing Building	\$2,000,000 minimum
Classroom or Laboratory	\$50,000 to \$250,000, a range of options is available
Entrance hall, lobby, student lounge, staff or faculty office	\$100,000 to \$250,000, a range of options is available
Athletic facility (or parts of)	\$50,000 to \$500,000, a range of options is available
Endowed Chair or Faculty member	\$500,000
Endowed Scholarship	\$25,000 minimum
Conference Room, Divisional offices or departments	\$25,000 to \$100,000, a range of options is available
Outdoor area, bench, commemorative tree,	\$500 to \$25,000, a range of options is available

\*This list will be reviewed for currency periodically.

**C. Permanency of Names**

1. When a gift from an individual or family is involved, a facility receives a designation that shall last the lifetime of the facility, subject to

paragraph 4 of this rule.

- a. Demolition or significant renovation shall terminate the designation.
  - b. The individual or family involved in the initial naming may be offered an opportunity to retain the naming before any other naming gifts are considered.
2. When a gift from a corporation is involved, the corporation shall be given the opportunity to purchase a naming license with a name subject to approval by the Board for a period of time to be negotiated between the College and the Donor.
  3. When a name is to be removed from an existing facility, approval shall be sought through the same procedures as are required for naming a facility.
  4. Any legal impropriety or other act which brings dishonor to the College on the part of the donor or a corporate donor who is no longer in existence shall make the gift and naming subject to reconsideration by the College.

#### **IV. Responsibility**

- A. Prior to approval, the College Board shall have reasonable assurance that:
  1. The proposed name shall bring additional honor and distinction to the College.
  2. Any philanthropic commitments connected with the naming shall be realized.
- B. The College President, upon advice and consent from the College Board of Trustees, may require that a background check is performed on a donor (living or deceased) or designee based upon particular facts and circumstances.
  1. The donor, donor's executor, or designee shall be required to sign an authorization allowing the background check, if a background check is determined to be necessary.

- C. The College President, in collaboration with the LCC Foundation has the right to:
  - 1. Determine content, timing, location and frequency of any public announcements associated with the gift.
  - 2. Approve the color, design, and size of any physical marker that provides information about the designee or donor and/or the nature of the gift or honor.
  - 3. Determine and carry out the exact nature of any ongoing care and maintenance of any memorial or tribute gifts or their physical markers.
- D. The final authority of any naming, memorial or tribute decision rests with the President and the College Board of Trustees.
- E. The Guidelines set forth in this policy statement shall not be deemed all-inclusive.
- F. The College President and/or the College Board of Trustees reserve the right to consider any and all factors regarding the privilege of name association with the program, fund or physical aspect of Lansing Community College as particular acts and circumstances warrant. Decisions will be made consistent with the stated mission of Lansing Community College.

## **Board of Trustees Meeting Calendar 2007 – 2008**

Monday, September 17, 2007

Monday, October 15, 2007

Monday, November 19, 2007

Monday, December 10, 2007 (2<sup>nd</sup> Monday due to Holiday)

Tuesday, January 22, 2008 (MLK Holiday on Monday)

Monday, February 18, 2008

Monday, March 17, 2008

Monday, April 21, 2008

Monday, May 19, 2008

Monday, June 16, 2008

## Strategic Goals

During the past semester, the President's Executive Leadership Team spent significant time on creating, reviewing, and defining five (5) new strategic goals for Lansing Community College.

After several one-day workshops to cultivate and refine these goals, the President and ELT presented these five goals to members of the institution's academic leadership, labor organizations, and other College-wide leaders for review and input.

Listed below are the five strategic goals:

- LCC will be increasingly accessible to students, the community, and educational and business partners.
- LCC will enhance the ability of our students to succeed in meeting their learning goals.
- LCC will enhance the economic vitality and quality of life of the region and state.
- LCC will operate as a fiscally responsible institution.
- LCC will embrace a culture of quality and continuous improvement to realize our mission and vision.

# *Lansing Community College*

## *Strategic Communication Plan*

*January 2, 2007*

## *Executive Summary*

As it prepares to celebrate its 50<sup>th</sup> anniversary as a cornerstone of education and economic development in mid-Michigan, Lansing Community College seeks to enhance its visibility in the community in a way that helps the college achieve its strategic goals. To do so, it must re-define and re-focus its communication strategies and tactics in a way that connects to, and builds upon, the various strategic goal-setting and planning initiatives the college has undertaken in the past 12 months.

During that time, the college has faced a variety of highly visible challenges that have the potential to affect its image in the community it serves, although its reputation as a provider of cost-effective, career-focused educational opportunities remains sound among students and potential students. To ensure that the college's image is consistent with its substance and that its reputation remains intact, it has asked Lezotte Miller Osburn Public Relations Inc. to assess current communication strategies and tactics and to recommend changes to improve them.

A careful assessment of campus-wide communication activities indicates that:

- The current structure of positions and functions related to communication does not support a strong, strategic approach to communication.
- Communication activities at various levels throughout the two main campuses are not grounded in a commonly known or understood story that positions LCC most effectively in the community.
- Those in positions of leadership at all levels welcome the opportunity to influence the image of the college through both internal and external communication activities and would benefit from continued focus on and guidance related to communication in the upcoming year.

Based on its assessment, LMO believes that a true strategic communication approach requires that LCC simultaneously separate oversight of the communication strategies and tactics from the advancement function while integrating the core messages and responsibility for delivering those messages throughout all communication initiatives undertaken, both centrally and at the college and departmental level. This approach will require:

- A concurrent focus on both internal and external audiences, with the internal audience “leading” initially as the college rebuilds its leadership team, works through current challenges, regains its focus on its mission and formulates its messages.
- Acknowledgement of the fact that strong communication skills and the commitment to focusing on a common LCC story of excellence are among the core competencies expected of and sought among those in leadership positions at all levels of the college hierarchy.
- The restructuring of key communication functions among several top-level positions to allow for the time and resources necessary to truly undertake a strategic approach to communication.

This plan provides details on the assessment of current communication activities as well as recommended changes – both strategic and tactical. It includes definitions of target audiences and core messages, as well as recommended functions and positions to help carry out the plan. It is meant to be implemented internally over a 12-month period with the appropriate oversight and approval of the president or her designate, and with appropriate external counsel as the president or her designate deem appropriate.

LMO strongly recommends that the college re-assess the effectiveness of its communications initiatives after a 12-month period to gauge progress and effectiveness. At that time, additional recommendations can be made to help the college continue to build on its successes or create additional strategies to deal with new challenges.



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## *Situation Analysis*

As it prepares to celebrate its 50<sup>th</sup> anniversary, Lansing Community College is poised to re-position itself in the mid-Michigan community and among its peer institutions as a college that understands the changing role of the community college in today's economy – and indeed, as a college that is on the cutting edge of defining that role. As it does so, however, it is emerging from a series of divisive episodes in which members of its Board of Trustees have been visibly critical of one another as well as publicly critical of college leadership and structure. The subsequent sweeping changes at the administrative level have placed the college in the precarious position of undertaking a search for a permanent, long-term president and building a cohesive executive leadership team to guide the college through unpredictable times while simultaneously struggling to define itself in a positive fashion to various publics and stakeholders.

In fact, in the past year the college has been in the public eye as much for controversy as for its strong, positive role in the community. Earlier this year, LCC dominated headlines in the *Lansing State Journal* and local broadcast media for weeks following the resignation of then-President Paula Cunningham and the resulting community backlash. Media also have run stories focusing on the dismissals of several executives, on software problems that hampered students' ability to receive financial aid in a timely manner and on accusations of improper accounting and management of funds. In each case, the college has worked meticulously to answer questions and solve problems, but some members of both the internal and external LCC communities remain skeptical about the facts and about the college's ability to stay focused on its mission.

Among its peer institutions and to audiences outside mid-Michigan, the college has established a positive profile in several important areas, including as a leader in alternative energy education and as a community college ahead of the curve in forging research relationships with four-year institutions and corporate partners. As the lines blur between local, regional and national economies, these are important and appropriate achievements. However, **as a pivotal partner in the Lansing region's growth and stability, LCC must work to assure the community that the college remains focused on the important work of educating current and future workers, of adjusting to the needs of a changing economy and thus helping to position the Lansing region for new economic development, job creation and continued quality of life for local residents.**

Clearly, the college has a track record of such success in mid-Michigan, which still is hurting from a manufacturing downturn locally and statewide. The responsiveness of the college to changing employer needs in the Lansing region was an important factor, for example, in the successful community-wide campaign to retain the confidence and investment of mid-Michigan's largest employer, General Motors, when that company

considered pulling most of its investment out of the region several years ago. The college also has active, vibrant programs to support small businesses and entrepreneurship in the area, and trains the majority of health-care workers – ranging from nurses to phlebotomists – who are employed in the region.

In light of its dedication both to serving the needs of the community and to broadening its impact throughout the region, Lansing Community College’s current president, Judith Cardenas, is leading the institution through a strategic planning process to guide it into the future. The process includes the formulation of clear, measurable goals to help define and prioritize the work of the college. Key to the strategic planning process has been the definition of the core LCC story, which now must be central to the implementation of integrated, message-centric communication strategies and tactics that allow all employees of the college to speak confidently and effectively about the college’s mission and accomplishments to diverse internal and external audiences, and that reach out to stakeholders and community members in new and innovative ways.

To help achieve its communication goals and to supplement the overall strategic planning process, Lansing Community College sought assistance from Lezotte Miller Osburn Public Relations Inc. to develop a strategic communication plan. The plan can help inform or be incorporated into the general strategic planning process, and can be implemented immediately as the overall strategic planning process progresses.

This strategic communication plan is designed to help LCC remain focused on the core components of its mission, regain its momentum in the community and shift into high gear as it enters its next half-century. It also is designed to “build community” within the institution itself as the college continues its administrative transition processes. Based on an assessment of current communication initiatives and practices as well as input from executive leaders, it outlines goals and challenges, identifies key messages and core audiences, and provides suggested strategies, tactics and structures to effectively guide communication efforts as the college moves forward.

## *Assessment of current initiatives*

LCC's current institutional communication initiatives are based either in the Office of Institutional Advancement or in the Office of the President. Initiatives include both structured and informal communication activities for campuswide internal communication; media relations; communication with the Board of Trustees; and communication with and from the LCC Foundation. In the past six months, the core media relations activities have been moved to the President's Office to allow for greater access to the president and top administrators on the part of the media relations staff member, who also is charged with planning and managing special events. Formal communication at all levels with the Board of Trustees has been hampered by staff changes, restructuring of administrative positions and competing workloads.

### *Presidential communication initiatives*

Current communication initiatives from the president's office have been undertaken for a variety of purposes, including team-building among campus leaders and as a way to introduce the current president – whose title was recently re-cast by the board to remove the “interim” qualifier – to the campus and the community. Major initiatives include:

- **Weekly leadership discussions:** To enhance communication through all levels of the campus community, the president holds weekly discussion meetings with the executive leadership team, which includes both academic and administrative representatives. Each Monday meeting is devoted to one of four core topics: strategic enrollment management; planning and budgeting; Board of Trustees meeting preparation; and operations and strategic updates. All members of the leadership team participate in the meetings and each can bring items to the table for discussion, although meetings are designed to cover the designated core topical issue. Once information is exchanged, leadership team members can share information at their own departmental or unit meetings as deemed appropriate.
- **Individual meetings:** Each leadership team member also meets individually with the president once a month to discuss issues and initiatives pertinent to his or her leadership area. Team members also can submit items to the president to be included in the president's report to the Board of Trustees.
- **Management memos:** The president issues a monthly management memo to the executive leadership team. She also meets with them following Board of Trustees meetings to recap and discuss the potential impact of board actions.

- **Board of Trustees initiatives:** The President communicates frequently and regularly with the seven members of the Board of Trustees and provides written material that is included as part of her formal report to them during their monthly meeting. She periodically sends them various written items through her administrative assistant or through the administrative assistant to the board. The board is in the process of hiring a liaison who will answer directly to the board and whose role may include tasks related to communication between the board and the president's office and the board.
- **Designated campus site meetings:** In the past year, the president has hosted a series of "building meetings" that allowed all employees who work in each campus building the opportunity to engage with her in a group discussion about issues of general interest. The meetings initially were set up to allow employees to meet the new president and to express to her their concerns and ideas.
- **Community meetings:** The president also has participated in by-invitation community meetings organized by the advancement office. Dubbed "Java with Judith," the meetings allowed community members – typically business leaders, educators and policy makers – to exchange ideas with the president in an informal setting. Most meetings were held on campus.

### *Communication among executive leadership team members*

In addition to the regular meetings with the president, executive team members have met numerous times during fall semester to discuss common goals and challenges, to set direction and to formulate messages. The meetings have allowed a broad-ranging exchange of information focused on long-range planning. They have been facilitated by outside counsel to foster a non-judgmental, mutually respectful environment.

Leadership team members also underwent media training in a format that allowed them to think about core messages and their roles as key communicators to both internal and external audiences.

Other communication among leadership team members takes place on an informal basis as deemed appropriate by the members themselves.

### *General internal communication initiatives*

Current internal communication tactics are generally designed to push information of all types out to all employees as quickly as possible once it becomes known. It is designed less to create an understanding of the LCC story than it is to inform employees of information they may need or want to know. Information typically is collected and

distributed by the advancement office, although occasionally the president will issue a campuswide e-mail. All campuswide communication currently occurs electronically.

The college drafted an internal communications plan in May 2006. The plan was of particular interest as the college undertook its presidential transition and prepared for an accreditation visit. The plan included a variety of suggested strategies built around accreditation requirements as well as ideas that take into account what are commonly called the “seven ‘c’s of effective communication (typically, those are: command attention; cater to the heart and the head; clarify the message; communicate a benefit; create trust; convey a consistent message; and include a call to action). Some of the strategies suggested in the report have been implemented. Others are reflected in the recommendations of this report.

Major current initiatives include:

- **Campus Communications:** The major proactive campuswide communication initiative, Campus Communications, is a frequent e-mail to all LCC employees that is created and disseminated by the advancement office. Content of the e-mail ranges from on-campus events and activities in which employees may be interested to updates on critical issues affecting the campus. Any employee can submit information to the office for inclusion into Campus Communications. E-mails typically are distributed at least once a day, and on some days multiple e-mails are issued. Since so much information is distributed in this fashion, the advancement office is seeking ways to help employees prioritize it. The office also is considering surveying the campus to determine whether these e-mails are useful, and is undertaking a new monthly Web-based version of the e-mail, tentatively entitled News to Use, that would take a more substantive look at high-impact topics of general interest.
- **LCC Web home page:** LCC also posts informational updates on a variety of topics on its Web site, [www.lcc.edu](http://www.lcc.edu). Often updates are posted on the “News and Events” section of the site. Oversight of what is deemed appropriate for posting on the Web site does not lie in the president’s office or in the advancement office, and content updates are not in line with strategic goals or core message strategies. There is no home for news releases generated by the media relations liaison and those releases are not currently posted anywhere on the LCC site.
- **Departmental employee communication:** Members of the LCC executive leadership team meet weekly with the president for informational updates and then disseminate information as appropriate to their own units or divisions. Leadership team members are working to set up consistent parameters to help them to determine when and how information should be shared. Meanwhile, communication through each division tends to be structured at the division level – occurring mostly through interactive staff meetings – but random in terms of common goals. Examples of current tactics include:

- Weekly or biweekly staff meetings at which information is sought and exchanged on various topics.
- Personal meetings with individual staff members to address specific ideas or concerns.
- E-mail exchanges to keep employees updated on current issues or projects.

## ***Media relations***

The Vice President for College Advancement oversees media relations activities and serves as the chief spokesperson for LCC on almost all issues of public interest. The college has implemented a highly centralized approach to media relations with a general policy that all LCC employees refer media calls to the vice president or to her designee, and that anyone contacted by a reporter fill out a media intake form that includes details about the media request.

A media relations specialist/special events coordinator who works out of the president's office regularly disseminates news releases about LCC events and activities to mid-Michigan media outlets and, when designated by the president or the vice president, also serves as spokesperson on certain topics. Releases typically are related to events and activities, to programmatic changes and to awards or honors, although when time permits the specialist pitches stories designed to focus on the academic substance and community impact of the college.

The vice president and the media relations specialist typically attend and are visible to media at all major LCC activities and at Board of Trustees meetings. However, the current workload prevents the media relations specialist from undertaking typical relationship-building initiatives with local reporters who cover the college. Workload and procedural roadblocks also often prevent the office from distributing news releases in a timely fashion, and releases often are written in a style that appeals to campus officials but does not effectively serve the needs of the media.

Although there is a visible "news and events" link on the LCC home page, it designed to serve the campus community. No specific resources for media are visible on the home page, and news releases are not regularly posted or archived there.

## ***Communication with members of the LCC Foundation***

Communication activities associated with the LCC Foundation and with LCC donors are initiated from the Office of Advancement. A designated staff person organizes regular meetings of the board and oversees two publications: Foundation Focus, which is an impact-oriented magazine, and a regular newsletter. Foundation board members also receives occasional e-mails on issues or crises if they arise, with a goal of keeping

members proactively informed and aware so that they can respond knowledgeably to questions from the public.

Foundation board members have expressed concern about the operations of the college and to what they refer to as “PR problems.” The president has met with the Foundation board to reassure members of the integrity of the college’s processes and personnel.

### ***Communication with the Board of Trustees***

The Division of College Advancement in April of 2006 suggested a variety of goals and strategies to enhance communications with the Board of Trustees. The suggestions were focused on updating the board regularly and frequently on ongoing issues, projects and initiatives. Those suggestions have been reviewed and not been formally implemented pending preparation of the larger strategic communications plan.

The media relations office distributes a monthly “LCC in the Media” report to the board so that board members are aware of both proactively placed stories and stories that develop independently of the college’s efforts. On stories of an urgent nature, the office occasionally sends an e-mail link.

LCC managers can request time at board meeting to present information on high-impact topics of potential interest. Such presentations usually are offered early in the board meetings and allow for board members to ask questions or make suggestions related to the topics.



## *Goals and challenges*

As framed by the situation analysis and information gathered during the assessment process, it is clear that LCC's communication strategies need to be centered on a common story of excellence and impact. The core LCC story should be at the center of all communication initiatives, both internal and external, undertaken by the college.

***Communication strategies must be focused on the telling of a consistent story to all audiences – and by all who represent the college.***

This does not mean that the institution dictates from “on high” what people are allowed to say and how they are allowed to say it; such a strategy is inconsistent with the diversity of thought and opinion that is sought and welcome in institutions of higher education. Instead, it means that people throughout the college must be knowledgeable about and familiar with “the LCC story” to the extent that it becomes a matter of course for them to tell it in their day-to-day dealings with various audiences. Thus, communication strategies should be built from the inside out, creating a common understanding of the core LCC story among the college's 2,745 employees, who then serve as key liaisons of the story in their everyday contact with others both within and outside the campus.

To effectively enhance its image and reinforce its reputation in the community, LCC's communication strategies and tactics also must reinforce the fact that LCC plays a critical role in preparing a qualified workforce that attracts jobs to the Lansing region. Strategies also must work to draw together the Board of Trustees and college leaders so that all can effectively work together to advance the college's mission, enhance its image and bolster its reputation.

Key to the success of such an approach is the understanding that:

1. LCC needs to present a united front to the community in order to retain or regain the public's trust.
2. LCC needs to proactively define its own identity and reputation, rather than allow external forces to do so.
3. The college must embrace the expected diversity of voices and opinions on its campus while ensuring that all employees and students are aware of “the LCC story” so that they can help carry it to various audiences in both formal and informal ways.

## ***Audiences, Goals and Messages***

***Definition of Audiences:*** Through various executive team meetings and goal-setting sessions in the past four months, college leadership has generally agreed on critical stakeholders or constituent groups that comprise target audiences for communication initiatives. Audiences are not ranked or rated in terms of importance, since each is critical to the college's overall success. Audiences include:

- Current and potential students
- The Board of Trustees
- Donors and affiliates of the LCC foundation
- Faculty and staff
- Media
- Legislators and other opinion leaders
- Current and potential business and community partners
- Residents of the region served by LCC

***Definition of Strategic Goals and Messages:*** The president and members of the executive leadership team worked throughout the fall semester to establish strategic goals and develop related core messages. Both the goals and the messages are rooted in the understanding of LCC's vital role in the community, the region and the state, and both the goals and the messages take into account Michigan's changing economy.

Strategic goals developed by the team are:

- LCC will be increasingly accessible to students, the community, and educational and business partners.
- LCC will enhance the ability of our students to succeed in meeting their learning goals.
- LCC will enhance the economic vitality and quality of life of the region and state.
- LCC will operate as a fiscally responsible institution.
- LCC will embrace a culture of quality and continuous improvement to realize our mission and vision.

Key message points developed by the team are:

- LCC is a valuable leader and community partner in mid-Michigan.
- LCC has a track record of success and is accountable to its stakeholders.
- LCC's programs and initiatives are market-driven.
- As an educational institution, LCC is a great place for students to embark on their academic and professional careers.
- LCC is student-centered.
- LCC is accessible.

## *A Structure for Storytelling*

A true strategic communication approach requires that LCC simultaneously separate oversight of the communication strategies and tactics from the advancement function while integrating the core messages and responsibility for delivering those messages throughout college leadership. While the current structure was appropriate when LCC was smaller and more local in its view and impact, today's LCC requires a structure that will free up time, talent and financial resources to focus on communication strategies that are most likely to advance the college's mission, enhance its image and maintain its reputation.

LMO recommends re-structuring the key communications functions at the highest level of the administration to allow for a team approach while still providing a central communication resource for the college as it progresses:

### *Vice President for College Advancement*

- **Reports to President**
- Has campuswide oversight of the Foundation; may serve as its executive director
- Oversees special events and major milestone celebrations, such as the 50<sup>th</sup> anniversary
- Oversees all communication to donors and to alumni
- Speaks for the foundation
- Chief adviser to the president and Board of Trustees on fund-raising, donor relations, alumni relations, governmental relations
- Chief college-based fund-raiser and "friend-raiser" for the college
- Functions as chief alumni relations strategist
- Oversees marketing and paid media strategies
- Oversees community relations; supports governmental relations in partnership with lobbyist and executive director

### *Executive Director for Strategic Communication*

- **Reports to President**
- Plans and oversees implementation of college-wide communication strategies
- Serves as chief communication and public relations adviser to the president
- Serves as chief communication counsel to LCC leadership team
- Oversees media relations and supervises staff who implement media strategies
- Is a campuswide resource for those seeking advice on communication
- Plans and oversees internal communications strategies and tactics
- Serves as chief media liaison for the college
- Plans for and oversees news releases generated by Board of Trustees actions
- Often (but not always) serves as college spokesperson; works to prepare others who may serve in spokesperson's roles.
- Proactively builds strong working relationships with core media
- Develops measurements for success; evaluates communication programs

### ***President's Chief of Staff***

- **Reports to President**
- Assists with presidential communications (in conjunction with executive director)
- Prioritizes president's visibility in community (in conjunction with VP for Advancement, executive director)
- Enhances communication processes from campus to president, and from president to campus
- With strategic communication goals in mind, reviews all communication from or regarding president prior to distribution
- Drafts remarks for president or assists other in doing so
- Assists executive director with news releases related to Board of Trustees actions; consults with executive director on upcoming Board actions

## *Storytelling Strategies and Tactics*

***Providing the core LCC story to the campus:*** Initially, the executive director's office should create a "tool kit" of information that is made available to all executive leaders, directors and managers – both as a printed desktop reference and via the LCC Web site. While it is not necessary to provide the desktop reference to all LCC employees, all should be provided with the URL that can provide them the information. The tool kit should include, but not be limited to:

- A brief history of the college.
- A set of LCC "brag points" that are updated quarterly with new information and accomplishments.
- A one-page background sheet on the strategic goals.
- A one-page background sheet covering the core messages.
- An "elevator speech" that provides language that can be used to describe the college's mission and impact in common, engaging language in 30 seconds or less.
- An "FAQ" sheet that covers common questions people might get about the college and provides quick, informative, message-centric answers.

This tool kit helps ensure both accuracy and consistency as LCC employees talk about their college to various internal and external audiences.

As the college moves forward, it should provide regular and frequent updates to the tool kit and should designate channels through which campus employees can engage communication professionals to raise questions, add information or ask for additional information. For example, if employees on the west campus find they are being asked questions about a topic not included on the Q and A or in the brag sheet, they can e-mail or call the communications office to ask that the information be added – and to ensure that they are providing accurate and timely information.

***Integrating board and administrative communication:*** To allow the new structure to be most effective, LMO recommends that the college merge Board of Trustees communication initiatives with those undertaken through the president's office. Currently the college and the board have separate communication representatives, advisers and staffs – a structure that by its very nature fosters confusion within the college and the perception externally that the board and college have different goals and priorities. The structure also makes it difficult for message-centric communication initiatives to be undertaken in a timely fashion.

A more seamless approach acknowledges that both the board and college administrators share a goal of moving the institution forward, and recognizes that this goal can more effectively be reached if the two entities combine resources to streamline general institutional communication in a way that carries one strong, common story to both internal and external audiences.

Because the board functions as a publicly elected decision-making body in a state where public scrutiny is expected and welcomed, the college media relations office should work with the president's chief of staff and with the board liaison prior to each meeting to determine which board actions will most likely warrant media coverage. They also should work to determine which board actions are most closely related to the core LCC story – in other words, actions consistent with the core messages and strategic goals. It then should work to prepare news releases on these stories in advance of the meeting, so that they can be distributed immediately following the official board action. In the event that an anticipated action is not taken, the prepared releases are not distributed and are instead destroyed. Should action be modified during the approval process, releases can immediately be updated on-site and distributed immediately following the meeting.

### ***Presidential communication initiatives***

These suggestions are designed to allow the president to be more visible on campus and in the community and to allow her to keep both internal and external stakeholders accurately informed as she continues to make changes. They also allow her to announce news and accomplishments in a way that directly delivers information to those most important to the college, rather than relying on media or general “word of mouth,” which may frame the information in a way that is not central to the college’s mission.

- **Create or designate a chief of staff.** This senior management position would report directly to the president. He or she would manage the day-to-day operations of the office, would help all staff prioritize requests and projects and would serve as the “hub of the wheel” for the flow of information to and from the office. He or she also would be charged with working with office staff, the media relations staff and the advancement office on communication initiatives based in the president’s office, and would streamline the processes of moving news releases, key e-mails and other critical documents information through the office for review or approval. He or she would also initiate or oversee many of the tactics recommended here.
- **Issue a quarterly letter from the president to key stakeholders and constituents.** Although many current, widely distributed publications include a letter or message from the president, this quarterly update from the president would be broader in content and would be distributed to opinion leaders, designated donors, college partners and others who have invested in the college in a variety of ways. It would keep these key stakeholders updated on initiatives and accomplishments, offer information on upcoming things to watch and would offset rumors and correct misinformation if necessary. Recipients would be determined through discussions with the executive leadership team and others involved in external affairs activities.
- **Formalize key aspects of communication with the Board.** The president should issue each Monday an e-mail informing the board about key activities or initiatives to be undertaken during the week, and should issue each Friday an e-mail re-capping the week.
- **Revitalize or refresh informal campuswide meetings.** Initial building meetings were held as a way to introduce the president to the campus and to allow employees to voice concerns or uncertainties. Continuing the meetings now would allow employees to continue to view the president as accessible and knowledgeable and also allow them

the opportunity to informally let the president know about their divisions' accomplishments and points of pride.

- **Re-institute by-invitation community meetings.** These meetings with community leaders serve the president by offering diverse sets of “eyes and ears” in the community. Both informal and informative, they allow those with a keen interest in the college to keep the president informed of their ideas and concerns as well as to let her know what they hear from others in their peer groups. In addition, the meetings allow the president to keep these opinion leaders accurately informed on college issues, helping control rumors and correct misinformation when necessary.

### ***Communication among executive leadership team members***

These suggestions acknowledge that the leadership team has functioned very effectively in recent months to define – and to gather around – common goals and messages that advance the college and help define the important role it plays in the community and the region. They assume that the regular large group meetings and the regular meetings with the president will continue to be held, and that they will continue to be productive.

- **Utilize the “tool kit” and ensure that it remains up to date and accurate.** The tool kit should be considered a central resource for public and internal presentations and discussions, for rumor control and for outreach activities. Executive leaderships should share responsibility in making sure it includes the most up-to-date information possible and that their departments are accurately represented. In doing so, they should keep in mind that they are advancing the college, not their own individual departments, and should provide information clearly related to the strategic goals and messages.
- **Devote quarterly meetings to review of core messages.** While messages should not change frequently, they occasionally may need to be refreshed or updated. The executive leadership team, with the counsel of the executive director for strategic communications and the vice president for college advancement, is best positioned to determine this.
- **Consider monthly “brown bag” lunches to share information informally.** Team members are effectively working together during formal meetings, and those meetings now can be supplemented by monthly informal, come-if-you-can meetings that may or may not include the president. Executive leadership team members can take turns hosting the meetings at their offices or facilities, thereby helping those from other parts of campus stay up to speed on what’s happening campuswide.

### ***General internal communication initiatives***

These suggestions are designed to provide accurate, timely, message-centric information to LCC employees so that they become strong links in the college storytelling process. As they speak to others both within and outside the college about the daily activities there, they do much to frame the public’s view and to define the institution to others. They are more likely to relate strong, positive stories if they have a high level of awareness of those stories; feel informed about and invested in daily LCC happenings; and have a keen interest in talking about the college.

- **Issue a Monday “LCC This Week” e-mail to all employees.** To help recipients of Campus Communications prioritize the various e-mails they receive through the course of the week, the advancement office should issue a regular Monday e-mail campuswide that is similar to the e-mail from the president to board members. It should give the campus a heads-up on key initiatives or actions to be undertaken at the college in the upcoming week and, when possible, provide links for those who need more information.
- **Issue a Friday news-of-the-week e-mail to all employees.** The advancement office also should issue a regular Friday e-mail recapping important news or announcements from the week, such as major awards received by faculty; student accomplishments; important policy decisions; or student achievements. This can function as an internal news report and likely will be based in large part on information disseminated from the media relations office. Because some important news stories may not be published by the general media or may be framed in a way that pulls attention away from critical information, this “self-publishing” of news allows the important information to be delivered directly to a critical audience.
- **Issue a daily news report to members of the executive leadership team, members of the Board of Trustees; and all directors.** This report, which should be issued before 11 a.m. each day, should recap where LCC has appeared in the news in the last 24 hours and should put each news story within a context. Each recap of a story should include a link to the story if it appears in any online media. This news report allows those in management positions be aware of how LCC has been portrayed in the news so that they can seek further information about the story if necessary and then respond accurately to questions they may get from their staff regarding the news of the day.

### ***Media relations***

Since the news media can function as the primary framework for the general public’s knowledge of the LCC story, it is critical that the college take the necessary steps to foster strong, positive relationships with local media who regularly cover the college; establish a more proactive approach to engaging the media; and broaden the scope of media currently reached. While a highly centralized approach to media relations, as currently undertaken by the college, is essential in crisis management and is appropriate as a part of presidential communication initiatives, it tends to bog down the college in its day-to-day ability to effectively tell a strong, positive story to the general public via the media. In addition, combining the media relations function with donor relations, special events and other important college priorities dilutes the ability of the media relations specialist to accomplish larger goals with the media.

- **Assign more resources to media relations.** The current media relations director should have at least a part-time assistant to help with distribution of information to media, to distribute news reports to internal audiences and to prioritize requests. Expanding the assistant’s position to full-time would allow the assistant to also draft news releases and move special projects forward. The current media relations specialist then would be able to focus on proactively building strong, affirmative relationships with reporters and on defining and pitching stories that frame in a positive way the institution’s scope and impact.



- **Enhance and expand story distribution.** Because of the intense nationwide interest in educational issues, LCC’s signature programs can – and should – receive broader regional and national media attention. By distributing releases of broader interest more widely throughout the state, the college eventually will be seen as a resource for reporters in other media markets. In addition, the careful building of relationships with a core group of targeted media that focus on higher education can further position LCC to occasionally be included in more broad-reaching markets on a more regular basis.
- **Empower and train others to respond to media inquiries when appropriate.** As top administrators of the college, all executive leadership team members are critical to the telling of the LCC story to both internal and external audiences, and thus should be ready, willing and able to speak to media on topics that clearly lie within their areas of expertise or oversight. So, too, should faculty who are expert on particular topics. However, it is critical that administrators and faculty who work with media do so with the core messages of the college in mind and with the interests of the college at heart. They should inform the chief media liaison of their intent to work with media prior to doing so whenever possible, should seek the advice of the liaison if needed and should then inform the liaison of how the interview went afterward. The college also should offer media training to designated groups of faculty whose topical areas are likely to foster media coverage, as well as to all incoming top administrators.
- **Create a robust presence targeting the media on the LCC Web site.** The home page should include a prominent link that takes media directly to a section designed to provide current, message-centric information and accurate data. It should include, but not be limited to, current and archived news releases; a schedule of upcoming meetings of interest, such as those to be held by the Board of Trustees; information on achievements and accomplishments that serve as “brag points;” and a media guide directing reporters and editors to faculty who have strong expertise in various areas and can serve as expert resources. The page is used to enhance, not replace, the day-to-day contact reporters currently have with advancement and media relations staff.

## *Timeline*

LMO recommends the following timeline for the implementation of the strategic plan:

### **January 2007:**

- Presidential review and approval
- Executive leadership team review
- Board of Trustees review
- Begin incorporating core messages into current activities

### **February 2007:**

- Make structural changes
- Begin hiring or re-assigning staff as necessary
- Begin “LCC This Week” distribution
- Begin leadership team “brown bag” if desired

### **March 2007:**

- Create toolkit
- Issue first presidential letter to stakeholders
- Implement integrated board/administrative communication suggestions
- Begin weekly news/media updates
- Leadership meeting to review progress, core messages

### **April 2007:**

- Post and distribute toolkit
- Make changes to LCC Web site to include a separate page for media
- Begin posting all news releases to Web site and archiving releases in a searchable form
- Revise campuswide presidential meetings with first “building meeting”
- Begin structuring format and delivery system for daily news report

### **May 2007:**

- Hold first of new presidential community meetings
- Implement daily news report

### **June 2006**

- Issue second presidential update to stakeholders
- Leadership meeting to review progress, core messages

### **July 2007:**

### **August 2007:**

- Hold second of new presidential community meetings

**September 2007:**

- Issue third presidential update to stakeholders
- Hold second “building meeting”
- Leadership meeting to review progress, core messages

**October 2007:**

- Hold third “building meeting”

**November 2007:**

- Hold third of presidential community meetings

**December 2007:**

- Issue fourth presidential update to stakeholders
- Review progress with executive leadership team
- Review progress in expanded meeting with directors
- Define changes or modifications to be made for 2008
- Compile year-end media relations report

**Lansing Community College  
Purchasing Department  
Sole Sources Purchase Report  
January**

Date of Purchase	PO Number	Supplier Name	Amount	Items Purchased	Unique Performance Factors (description of unique features and unique qualifications this vendor possesses)	Maintenance Agreement (Y=yes; N=no)	Comments
11/30/06	11801	Abel Cine Tech Inc	\$62,815.20	High definition camera package - consists of four cameras and all the peripherals	Abel Cine Tech Inc is the only authorized supplier within the United States.	N	
11/30/06	11802	Zacuto USA	\$7,214.00	Zeiss Film Lenses	Zacuto USA is the only authorized supplier within the United States.	N	
12/5/06	11836	Apple Computer	\$76,975.00	Apple Computer/Apple Care Protection Plan for MAC	Apple sells direct only to educational entities	N	
12/11/06	11891	Liebert Global Services	\$8,725.00	Maintenance Contract for Liebert Global Services Uninterrupted Power Supply.	Liebert Global Services is the only available source for the maintenance contract.	Y	

## ADMINISTRATIVE POSITIONS

- Name:** **Jamia K. Dunckel**

**Position:** Program Director, Diagnostic Medical Sonography

**Dept/Div:** Diagnostic Medical Sonography/Human, Health and Public Services Careers

**Education:** M.B.A., Baker College  
B.A., Baker College

**Experience:** Diagnostic Medical Sonographer (2000-present)  
Holland Hospital

Emergency Medical Technician (1998-2001)  
Owosso Township Rescue

Radiographer (1998-1999)  
Michigan Diagnostic Imaging

**Effective Date:** January 4, 2007

## FACULTY POSITIONS

- Name:** **Gordon A. Belt**

**Position:** Advanced Manufacturing Engineering Technologies Faculty

**Dept/Div:** Manufacturing Engineering Technologies/Technical Careers

**Education:** B.B.A., Baker College  
A.A.S., Lansing Community College

**Experience:** Program Supervisor (1996-present)  
Dart Container Corporation

Project Engineer (1995-1996)  
Chelsea Industries

Drafting Supervisor (1986-1995)  
Dart Container Corporation

**Effective Date:** January 8, 2007

2. Name: **John R. Suckow**

Position: Accounting Faculty

Dept/Div: Accounting/Business and Media Information Technologies

Education: M.A., Aquinas College  
B.A., Michigan State University

Experience: Adjunct Faculty (2004-present)  
Lansing Community College

Director of Administrative Services (1998-2003)  
State of Michigan, Department of Consumer & Industry Services

Director of Administration (1975-1998)  
State of Michigan, Office of the Auditor General

Effective Date: January 11, 2007

LANSING COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
December 11, 2006

**Regular Meeting**  
Unadopted Meeting Minutes

**CALL TO ORDER**

The meeting was called to order at 5:04 p.m.

**ROLL CALL**

Present: Canady, Pelleran, Proctor, Rasmusson, Smith, Laverty  
Absent: Brannan

**PLEDGE OF ALLEGIANCE**

Trustee Pelleran led the pledge of allegiance.

**ADDITIONS/DELETIONS TO THE AGENDA**

None

**LIMITED PUBLIC COMMENT REGARDING AGENDA ITEMS**

Beckie Beard, Director of Purchasing. Ms. Beard presented the Board with the Achievement of Excellence in Procurement Award for 2006. Ms. Beard stated that in 1995 the National Purchasing Institute established a program to recognize organizational excellence in public procurement. The program is a benchmark for national standards for purchasing with criteria being designed to measure innovation, professionalism, productivity, e-procurement, and leadership in the procurement organization. There are several national organizations that support this award and Lansing Community College was recognized with its fourth achievement of excellence for 2006. Lansing Community College is one of only 72 organizations to receive this award at least four times. Wayne Kasper, who is the APE Chairman, stated that receiving an award from the APE in consecutive years demonstrates an organizational culture of continual improvement. Ms. Beard stated that while this award is given to the Purchasing Department, they realize that purchasing is a team effort here at Lansing Community College and they want to thank the Board of Trustees, President Cardenas, all of the Deans and all of the personnel in the divisions that they work with each and every day and they would like to share this award with the Board.

## **CHAIRMAN, COMMITTEE AND BOARD MEMBER REPORTS**

### **CHAIRMAN'S REPORT**

#### ***President's Contract***

Chairman Lavery reported that a copy of the contract was sent via email to the Board for review.

MOVED by Trustee Pelleran and supported by Trustee Smith to approve the Presidential Contract.

The floor was opened for discussion.

The following was raised from the motion.

- After Judith's term as President is up, Trustee Pelleran would like to allow her the option to extend her Vice President term for 2-years. She would like the contract to state a term not to exceed two years.
- Trustee Smith questioned if this statement would bind the new leadership.
- Melissa Jackson stated that currently the contract is indefinite. It could extend beyond a year or not.
- Trustee Canady stated he would support the request by Trustee Pelleran.

It was moved and supported to state within the contract a Vice President term not to exceed two years.

The floor was opened for discussion.

The following was raised from the motion.

- Trustee Smith does not want to bind the Board. She stated that she does support the President. She just has concern with the language and believes that the language in the current contract will cover what the Board is trying to do.

MOVED by Trustee Pelleran and supported by Trustee Canady to guarantee the current Interim President a 2-year contract as a Vice President of Planning, Quality, and Economic Development Corporate College.

Roll call vote:

Ayes: Canady, Pelleran, Rasmusson

Nays: Proctor, Smith, Lavery

Absent: Brannan



Motion failed.

Chairman Lavery repeated that it was moved by Trustee Pelleran and supported by Trustee Smith to approve the Presidential Contract.

Roll call vote:

Ayes: Canady, Pelleran, Proctor, Rasmusson, Smith, Lavery

Nays: None

Absent: Brannan

Motion carried.

### ***Information and Announcements***

Chairman Lavery attended the following event:

- The MI Works Annual Dinner. He reported that Dean Roberta Peterson received an award on behalf of Lansing Community College. This award honored her for all the work she has done to get the Regional Skills Alliance (RSA).

### **COMMITTEE REPORTS**

#### **Trustee Smith – Personnel and Compensation Committee**

##### ***Discussion on Board Liaison's Contract***

MOVED by Trustee Smith and supported by Trustee Proctor to approve the employment contract agreement for James Humphries.

The floor was opened for discussion.

The following was discussed about the motion:

- Trustee Pelleran stated that this was the first time she had seen the contract and had the opportunity to review. She requested to have the opportunity to review the contract.
- Trustee Smith responded that at the last meeting the Board approved that the Personnel and Compensation Committee as well as the Human Resource Department put together a contract for Mr. Humphries.
- Trustee Rasmusson stated that it is a good contract.
- Melissa Jackson, of Foster Swift, worked on the contract with Trustee Smith.

MOVED by Trustee Canady and supported by Trustee Smith to call the question.

Roll call vote:

Ayes: Canady, Proctor, Rasmusson, Smith, Lavery

Nays: Pelleran

Absent: Brannan

Motion carried.

Chairman Lavery repeated that it was moved by Trustee Smith and supported by Trustee Proctor to approve the employment contract agreement for James Humphries.

Roll call vote:

Ayes: Canady, Proctor, Rasmusson, Smith, Lavery

Nays: Pelleran

Absent: Brannan

Motion carried.

## **BOARD MEMBERS REPORT – TRUSTEE PROCTOR**

### ***Presidential Search Update***

Trustee Proctor reported that they have scheduled some teambuilding workshops for February 17<sup>th</sup> and 18<sup>th</sup>, 2007. There will be a notice posted on the Presidential Search website suspending the Presidential Search until the workshops have been conducted. The purpose of the workshops are to build teamwork within the Board and to market them as a Board that is capable of recruiting the best qualified candidates for the Presidential position. The Presidential Search Committee will get back on task once the workshops have been completed.

Trustee Proctor presented the Board with a proposed budget of \$247,209 for the Presidential Search. He reported that the actual expenditures to date are \$82,477. A detail of this budget is on file with the official Board meeting materials.

MOVED by Trustee Proctor and supported by Trustee Canady to adopt the proposed budget for the Presidential Search.

Roll call vote:

Ayes: Canady, Pelleran, Proctor, Rasmusson, Smith, Lavery

Nays: None

Absent: Brannan

Motion carried.

Trustee Proctor stated that he would be forwarding an approval of the consultants that Greenwood and Associates are contracting to help with the Board Teambuilding workshops.

Discussion followed.

***Report from Lyn Beekman of Special Education Solution, L.L.C.***

Trustee Proctor reported that there would be no report at this time from Mr. Lyn Beekman. Mr. Beekman received some additional documentation over the weekend and will need more time to review. The additional work will take approximately a week to ten days.

Discussion followed.

***Other reports***

Trustee Smith commended the Teacher's Preparation Program for the event they hosted last month. The event helped to promote Education Week. Trustee Smith was the speaker for the event.

Trustee Proctor expressed concerns about a donation made to the College and the commitment to name a portion of a structure or building in recognition of the generosity. He asked for an explanation on how this occurred. Trustee Proctor stated that he wanted to make sure that in the future when it is appropriate to give recognition that it be brought to the attention of the Board.

Trustee Canady stated that clarity does need to be made.

Trustee Smith responded that the Board should draft something regarding the naming of buildings or rooms.

Trustee Pelleran thanked Capital Bancorp for their donation to the Foundation.

## **PRESIDENT'S REPORT**

### **Informational Items**

#### ***Sole Source Purchase Report***

Reported per the Purchasing Policy.

#### ***Human Resources – Administrative Appointment***

Ms. Jan Stuart presented the following Administrative Appointment:

Timothy Martz, M.A., Manager, Field Operations, Administrative Services

### **Action Items**

#### ***Approval of Minutes***

November 20, 2006 Regular Meeting

#### ***Sister College Tuition Structure***

President Cardenas presented the Sister College Tuition Structure.

#### ***West Campus Land Acquisition***

Chris Strugar-Fritsch presented the following two resolutions authorizing the College to acquire and purchase the following properties:

- Property consisting of approximately 10 acres on Mt. Hope Road
- Property consisting of approximately 5 acres on Sanders Road.

Chris Strugar-Fritsch reported that all of the due diligence has been completed on both parcels of land.

#### ***Approval of Bids***

President Cardenas presented the following bid for the Board's approval:

Oracle Support Services in the amount of \$530,000. The recommendation was to award the bid to EiS Technologies Inc. to support the Oracle Finance and to Millennium Technical Consultants, Inc. to support the Oracle Student System and Financial Aid modules.

MOVED by Trustee Canady and supported by Trustee Proctor to approve the President's action items.

Roll call vote:

Ayes: Canady, Pelleran, Proctor, Rasmusson, Smith, Laverty

Nays: None

Absent: Brannan

Motion carried.

### **CLOSED SESSION**

MOVED by Trustee Canady and supported by Trustee Proctor that the Board go into closed session for the purpose of discussing negotiation strategy for a collective bargaining agreement.

Roll call vote:

Ayes: Canady, Pelleran, Proctor, Rasmusson, Smith, Laverty

Nays: None

Absent: Brannan

Motion carried.

Trustee Proctor asked for the opportunity to explain his no vote on the 2-year Vice President contract motion made by Trustee Pelleran. He stated that his vote of no was not any indication of dissatisfaction with the President. He felt that the amendment was unnecessary. He further stated that President Cardenas is doing a marvelous job and he hopes that she is one of the candidates for the search.

The Board entered into closed session at 5:58 p.m.

The Board returned to open session at 6:24 p.m.

### **PUBLIC COMMENT**

None

### **BOARD EVALUATION**

Trustee Pelleran stated that as 2006 comes to a close there is a lot to be thankful for and the Board has done a lot to bring more balance between the Administration and the Board by taking responsibility, putting in Board policies and helping to clarify expectation for the Administration. She further stated that

regardless of what else has happened this year the College is seeing more students registered for classes, the College has working out its problem with getting students through registration and financial aid. She said that there is a lot of good that the College and staff does and it's a nice time to look to the future and reflect on the past and the good that has transpired. Trustee Pelleran thanked the staff and students for making this happen.

Trustee Smith stated that she was glad to see the Board evaluation on the agenda and pleased that any Trustee who has any concerns or issues with the way that something was handled in a meeting will now be able to deal with it at that meeting rather than what she has seen historically. She further stated that this gives the Board the opportunity to evaluate how they conduct themselves and that today the Board did a great job at staying on task.

### **ADJOURNMENT**

MOVED by Trustee Canady and supported by Trustee Pelleran for the meeting to adjourn.

Ayes: Canady, Pelleran, Proctor, Rasmusson, Smith, Laverty

Nays: None

Absent: Brannan

Motion carried.

The meeting adjourned at 6:26 p.m.

**LANSING COMMUNITY COLLEGE  
STATE OF MICHIGAN  
Philip J. Gannon Building Resolution**

A regular meeting of the Board of Trustees of Lansing Community College was held in the Board Room of the College, Paula D. Cunningham Administration Building, 610 North Capitol Avenue, Lansing, Michigan 48933, in the Community College district, on January 16, 2007 at 6:00 p.m., prevailing Eastern Standard Time.

PRESENT: \_\_\_\_\_

ABSENT: \_\_\_\_\_

The following preamble and resolution were offered by \_\_\_\_\_ and supported by \_\_\_\_\_.

The Board of Trustees of Lansing Community College resolves as follows:

WHEREAS, Philip J. Gannon served Lansing Community College for over 30 years, having founded the College in 1957 under the auspices of the Lansing School District, after determining a need in the community, and

WHEREAS, Philip J. Gannon, as Dean of the College from 1957 -1964, worked unstintingly toward establishing a Lansing Community College district, with an elected Board of Trustees, an accomplishment endorsed by the voters in 1964, and

WHEREAS, Philip J. Gannon, as President of the College from 1964 through 1989, dedicated his every effort to creating one of the most innovative and diversified community colleges in the nation, and

WHEREAS, Philip J. Gannon provided strong and responsive leadership in guiding the College to the highly respected position it holds today, at state, national, and international levels, and

WHEREAS, Philip J. Gannon, with foresight and perception, guided the College toward the highest standards in career and technological programs, as well as its outstanding transfer programs, and

WHEREAS, Philip J. Gannon is known, recognized, and honored for his selfless and untiring services to the College, his community, his state, and his country,

WHEREAS, Philip J. Gannon was honored with a resolution on May 12, 1980, by the Lansing Community College Board of Trustees, that a structure was inscribed with the

name: PHILIP J. GANNON CENTER FOR VOCATIONAL-TECHNICAL AND PHYSICAL EDUCATION, which has been commonly referred to as the “Gannon Vocational Technical Center”, and

WHEREAS, the vocational and technical programs originally operating in the Gannon Vocational Technical Center moved to new facilities in 2004-2005, with the vacated areas renovated for Liberal Studies and Business, Media, Information Technology classrooms and laboratories,

NOW, THERFORE, BE IT RESOLVED that, in recognition of his devotion to Lansing Community College, and of his many achievements in the name of the College, that the structure commonly known as the Gannon Vocational Technical Center, be forever inscribed with the name: Philip J. Gannon Building, which shall be commonly referred to as the “Gannon Building.”

Ayes: \_\_\_\_\_

Nays: \_\_\_\_\_

Absent: \_\_\_\_\_

RESOLUTION DECLARED ADOPTED.

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Secretary, Board of Trustees  
Lansing Community College

I hereby certify that the attached is a true and complete copy of a resolution adopted by the Board of Trustees of Lansing Community College, State of Michigan, at a regular meeting on January 16, 2007, and that public notice of said meeting was given pursuant to and in full compliance with Act No. 267, Public Acts of Michigan, 1976, and that minutes of the meeting were kept and will be or have been made available as required by said Act 267.

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Secretary, Board of Trustees  
Lansing Community College



**January 5, 2007**

**TO:** Lansing Community College President Cardenas and Board of Trustees

**FROM:** Lansing Community College Foundation Committee for the 2007 Alumni Spring Gala and Campus Auxiliary Services and Police & Public Safety Departments

**RE:** Alcohol Permit request

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The LCC Foundation will host its annual (started 2006) Distinguished Alumni Spring Gala on May 19, 2007. The theme this year will be a celebration of LCC's 50<sup>th</sup> anniversary. This event will be a fundraiser for the Alumni Association, with proceeds going towards a similar themed Endowed Scholarship fund. This will be an annual signature event for the College, which we hope will be a valuable contribution to the reputation of the College and our Alumni in the community. Events with entry cost of \$75 or more offer alcoholic beverages to the guests. The Foundation and the planning committee feel it is very important to offer these guests a cash bar option. It is a social event and thus the guests will expect alcohol at the event. Wine will be served with dinner (one glass per guest), with cash bar option the rest of the evening.

**It is crucial to the success of this fundraiser event to obtain a liquor license. We respectfully request the permission from the Lansing Community College Board of Trustees to obtain this license for the May 19, 2007 event. If a permit is not possible, the planning committee has indicated that it will take this event off campus to allow for alcoholic beverage service.**

**What:** Distinguished Alumni Dinner / Spring Gala Celebration of LCC's 50<sup>th</sup> Anniversary with LCC Alumni and friends

**Cost:** \$75 per person

**Where:** West Campus Conference Center (all four rooms)

**When:** Saturday, May 19, 2007

**Program:** 6:00 PM reception with Hors d'oeuvres  
6:45 PM Welcome and Dinner  
7:30 PM Program  
8:00 - 11:00 PM Dancing and social time  
Music by LCC Faculty Jazz group  
**Above schedule is tentative**

**Goal:** 240 attendees (max in conference center)  
Award the 2007 Distinguished Alumni Award

Celebrate 50 years of LCC success  
Celebrate success that began at LCC for many graduates

**Sponsor:** National City host and lead sponsor (\$25,000)  
Sponsorships will be cultivated as fundraiser event

**Who:** New Distinguished Alumni  
Past D.A.'s  
LCC Alumni  
Foundation Board (past and present)  
LCC Trustees (past and present)  
LCC faculty, staff, administration  
LCC past Presidents  
Media leaders  
"opinion leaders"  
College vendors  
Big donors to the Foundation (\$5,000 and above, over time)  
Partner university reps  
MSU/LCC connection people

### **Auxiliary Services and Police & Public Safety Issues**

#### **Michigan Liquor Control Commission, Special License Application:**

A one day Special License would be required by the Michigan Liquor Control Commission for the Fundraiser event. The Special License would have to be applied for within 10 days of the event and requires a \$25.00 application fee. The following issues would have to be addressed prior to applying for a Special License.

- The Special License applicant would have to be determined. The Foundation or the College would qualify to be an applicant. However, the Commission requires the applicant to both purchase the alcoholic beverages and to be the recipient of the sale proceeds. The College could be the applicant if the College purchases the alcoholic beverages, handles the sales and receipt of funds from the sale of the alcoholic beverages, and after the event cuts a check to the Foundation for the proceeds.
- Special Licensed locations that are within 500' of a church require approval from an authorized representative of the church as part of the application process. South Church may be within the 500' distance. Even if the Church is not within 500', we recommend notifying the Church of the Special License as a good will gesture.
- A \$1,000 60 Day Acceptable Bond is required by the Liquor Control Commission to be submitted as part of the application. There is a portion of the application that must be completed by the bonding or insurance agent issuing the bond.

- All Liquor Control Commission rules must be complied with regarding the sale, furnishing and consumption of alcoholic beverages. The rules address the physical boundaries in which alcoholic beverages can be sold and consumed, as well as other limitations on activities that take place within those boundaries. A diagram of the area where alcoholic beverages would be allowed must accompany the application. The applicant is required to monitor the area to ensure all Liquor Control Commission rules are followed. All wait staff involved in the service of alcoholic beverages to attendees will be trained to Liquor Control Commission standards.
- Law Enforcement approval of the application is required. The College's Police Department could legally sign the application as an approving law enforcement entity. It is recommended, however, that the Eaton County Sheriff's Department fulfill this function to avoid any appearance of impropriety.

**Insurances:**

There are a number of risk management and insurance issues that will need to be addressed. There are premises liability and "dram shop" liability exposures for which all three entities could be named in a legal action. All three entities involved in the event (Aramark, the LCC Foundation, and the College) need to ensure that proper liability insurance coverage is obtained.

**Event Management:**

The following steps will be taken by the College to manage the event.

- Aramark will be providing wait staff from their other contract locations (most likely Central Michigan University) that are trained and experienced in serving alcoholic beverages at events similar to the Fundraiser.
- Additional LCC police officers will be on duty at West Campus during the event.
- The local Fire Marshal will be consulted prior to the event to ensure compliance is maintained with safety regulations.
- The area in which alcoholic beverages will be served and consumed will be limited to the Conference Center portion of the West Campus building and clearly marked as such. Aramark staff will be charged with monitoring this area.
- The bar service will be a cash bar as opposed to an open bar, which may reduce overall alcoholic beverage consumption.

Proposed Course Fee Changes  
Effective Summer/Fall 2007

Course Code	Course Title	Credit	Current Fee	New Fee	Projected Revenue	Comments
ACCG102	Special Topics in Accounting	1-4	New	00-500.00	625.00	Some possible special topics could involve purchasing a site license for software
ADMN205	Legal Vocabulary, Citations and Document	4	New	20.00	0.00	This course combines two existing courses, OADM206 and OADM208, into a single 4-credit course. OADM206, Legal Vocabulary and Transcription, will be deleted and the appropriate course content integrated into the revised course (ADMIN205, Legal Vocabulary, Citations and Documents) This change is driven by the Division's curriculum right-sizing initiative and course enrollment patterns.
AEET270	The Energy Crisis: Business Solutions	3	New	50.00	600.00	This fee will cover the cost of extra copies, maintenance of lab equipment, rental of specialized equipment and field trips.
ARCH233	Autodesk Revit Building	3	New	125.00	1,500.00	New course using Revit Building software and computer/print labs
ARTS103	3-Dimensional Design	3	23.00	35.00	288.00	A digital component is added to the course. Also, craft paper supplies will be used for multiple projects.
ARTS106	Color Theory and Practices	3	New	50.00	250.00	Additional personnel costs, replacement or maintenance of lab equipment
ARTS153	Image and Idea	3	5.00	65.00	720.00	A digital component is added to the course. Also, craft paper supplies will be used for multiple projects.
ARTS162	Type Communications	3	115.00	100.00	-1,125.00	Students will be required to use less consumable print resources with greater emphasis on web projects in the course.
ARTS175	Creative Design and Publishing	3	115.00	100.00	-540.00	Reduction of \$15 to bring courses into a standard fee of a 3 credit course: students print only one project in color.
ARTS231	Computer Graphics/Advanced Illustration	3	140.00	115.00	-300.00	A digital component is added to the course. Also, craft paper supplies will be used for multiple projects.
ARTS251	Graphic Design Communication	3	130.00	100.00	-750.00	Changing credit total by 1 credit results in fewer print resources expended
ARTS252	Graphic Design Publications	3	140.00	100.00	-560.00	Changing credit total by 1 credit results in fewer print resources expended
ARTS253	Graphic Design Branding	3	135.00	100.00	-455.00	Changing credit total by 1 credit results in fewer print resources expended
ARTS267	Interpretive Figure and Environment	3	35.00	85.00	750.00	A digital component is added to the course. Also, craft paper supplies will be used for multiple projects
AUTB230	Custom Paint and Graphics	3	New	176.00	2,112.00	New course fee for supplies and consumables in lab use.
AUTB240	Auto Body Restoration	4	New	230.00	2,760.00	To cover the cost of consumables, tools and lab equipment usage.
AUTO271	Race Engine Machining II	5	New	480.00	5,760.00	This is a new course and the fees are needed to cover the high cost of consumables, tools and lab equipment
AUTO279	Motorsports Dynamometer	5	New	440.00	5,280.00	This is a new course and the fees are needed to cover the high cost of consumables, tools and lab equipment
BIOL201	Human Anatomy	4	26.00	40.00	12,362.00	Additional consumable materials, lab technicians and replacement/maintenance of lab equipment
BIOL204	Microbiology Laboratory	1	31.00	40.00	4,032.00	Additional consumable materials and lab technicians
BLDT123	Remodeling	4	New	35.00	0.00	To cover the cost of consumables and tools for lab work.
BLDT125	Roofing and Siding	4	New	35.00	0.00	To cover the cost of consumables and tools for lab work.
CHDV240	Developmental Discipline	2	New	6.00	72.00	Class handouts beyond the norm.
CHEM145	Introduction to Forensic Chemistry	4	New	26.00	312.00	Consumable materials for lab work, additional personnel costs, replacement/maintenance of lab equipment
CITS121	Computer Support: A+ Essentials	3	New	125.00	1,500.00	Printed/copied materials, replacement/maintenance of lab equipment, and other cost:
CITS131	Computer Support: A+ Technician	3	New	125.00	1,500.00	Printed/copied materials, replacement/maintenance of lab equipment, and other cost:
CIVL135	Soils Technology	3	0.00	20.00	340.00	Practical supplemental material provided by instructor
DANC101	Beginning Ballet	2	25.00	0.00	-1,500.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC102	Beginning Modern	2	25.00	0.00	-500.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC103	Beginning Jazz	2	25.00	0.00	-1,025.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC104	Beginning Tap	2	25.00	0.00	-900.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC161	Dance Repertory	.5	25.00	0.00	-300.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC201	Intermediate Ballet	3	25.00	0.00	-675.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC202	Intermediate Modern	3	25.00	0.00	-300.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC203	Intermediate Jazz	3	25.00	0.00	-300.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC204	Intermediate Tap	3	25.00	0.00	-300.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DANC290	Dance Studio Internship	2	25.00	0.00	-125.00	There is no longer a special charge for cleaning of dance facilities. Cleaning now handled by Physical Plan
DENT240	Anxiety & Pain Control Management	3	201.00	221.00	460.00	Increase in cost of consumable materials. Cost of Nitrous Oxide gas and nasal hoods have dramatically increased since beginning this course. The N2O has tripled in price and the nasal hoods have increased by 40%.
ELTE118	Electric Circuits Study	1	New	25.00	125.00	To cover the cost of consumables and lab technicians.
ELTE136	Digital Basics	2	26.00	47.00	0.00	Renumbered and restructured course. Revised fee will cover costs of copies, tools, consumables and lab equipment.

Proposed Course Fee Changes  
Effective Summer/Fall 2007

Course Code	Course Title	Credit	Current Fee	New Fee	Projected Revenue	Comments
ESOL050	Basic Reading and Speaking Skills	6	New	7.00	84.00	Printed/copied materials and software updates/video tapes
ESOL055	Grammar and Sentence Writing Skills	6	New	7.00	84.00	Printed/copied materials and software updates/video tapes
ESOL070	Intermediate Reading and Speaking Skills	6	New	7.00	84.00	Printed/copied materials and software updates/video tapes
ESOL075	Grammar and Paragraph Writing Skills	6	New	7.00	84.00	Printed/copied materials and software updates/video tapes
ESOL090	High Inter. Reading and Speaking Skills	6	New	7.00	84.00	Printed/copied materials and software updates/video tapes
ESOL095	Grammar and Essay Writing Skills	6	New	7.00	84.00	Printed/copied materials and software updates/video tapes
HONR151	Honors Colloquy I	1	20.00	0.00	-440.00	Historically, this fee helped defray the cost of honoraria for guest speakers. The honoraria are no longer offered.
HONR152	Honors Colloquy II	1	20.00	0.00	-280.00	Historically, this fee helped defray the cost of honoraria for guest speakers. The honoraria are no longer offered.
HVAC280	EPA 608 Certification Review	1	New	45.00	540.00	This is a new course. Fee will cover costs of special textbook and testing costs.
INTR105	Introduction to Design Drawing	3	New	50.00	600.00	To cover the costs of lab supplies/equipment and consumables.
ISCI121	Integrated Science for Education I	4	30.00	35.00	665.00	Additional lab technician costs, equipment maintenance and required field trips
METD120	Planning and Scheduling	3	New	175.00	0.00	This course fee covers the cost of the CAD/CAM software, consumables for the various types of plotters and printers, and maintenance and replacement of lab equipment.
METD230	CAM Data Preparation	2	New	150.00	0.00	This course fee covers the cost of the CAD/CAM software, consumables for the various types of plotters and printers, and maintenance and replacement of lab equipment.
METM150	Advanced Precision Machining	4	New	200.00	0.00	This new course fee includes the cost of consumable steel and tooling, maintenance of equipment and lab technicians. It also includes the cost of using Immersive Engineering software that is exclusive to the program.
METM195	Metrology and Advanced Inspection	2	New	60.00	0.00	The metrology equipment requires yearly calibration and software maintenance and replacement of vulnerable components.
METM200	High Speed Precision Milling	3	New	200.00	0.00	This new course fee includes the cost of consumable steel and tooling, maintenance of equipment and lab technicians. It also includes the cost of using Immersive Engineering software that is exclusive to the program.
METM210	Advanced High Speed Precision Milling	3	New	200.00	0.00	This new course fee includes the cost of consumable steel and tooling, maintenance of equipment and lab technicians. It also includes the cost of using Immersive Engineering software that is exclusive to the program.
METM221	Advanced Mastercam	4	175.00	200.00	0.00	This fee will cover the cost of software and the consumables and maintenance of equipment required for lab work.
METM235	Electrode Extraction	2	New	200.00	0.00	This new course fee includes the cost of consumable steel and tooling, maintenance of equipment and lab technicians. It also includes the cost of using Immersive Engineering software that is exclusive to the program.
METM250	Mold Build Fitting and Spotting	3	New	185.00	0.00	This new course fee includes the cost of consumable steel and tooling, maintenance of equipment and lab technicians.
METM260	Mold Build Assembly	3	New	185.00	0.00	This new course fee includes the cost of consumable steel and tooling, maintenance of equipment and lab technicians.
METS115	Introduction to Mechanical Systems	3	New	50.00	0.00	The course fees are to cover the cost of consumables, maintenance and replacement of lab equipment and printing costs over 20 sheets.
METS295	Mechanical Systems Project Lab	1-4	New	30-395.00	0.00	To cover the costs of lab use and consumables.
MUSC106	Private Music Lesson	2	400.00	500.00	1,800.00	This course is a 1:1 independent study, 2 credits, 2 billable hours. Faculty are paid for 16 contact hours per student. This course fee will bring the tuition and fees closer to cost recovery, while still keeping at or just below the typical costs for individualized private lessons outside of the institution.
MUSC182	Class Voice I	2	30.00	35.00	110.00	This class requires the use of an accompanist on piano. This increase is to cover increases in labor costs. Based on an average enrollment of 16, this fee increase closes the gap to within about \$3.00/student of cost recovery for the accompanist. MUSC 182 is a combination course with MUSC 183, so the fees need to be consistent.
MUSC183	Class Voice II	2	30.00	35.00	25.00	This class requires the use of an accompanist on piano. This increase is to cover increases in labor costs. Based on an average enrollment of 16, this fee increase closes the gap to within about \$3.00/student of cost recovery for the accompanist. MUSC 182 is a combination course with MUSC 183, so the fees need to be consistent.

Proposed Course Fee Changes  
Effective Summer/Fall 2007

Course Code	Course Title	Credit	Current Fee	New Fee	Projected Revenue	Comments
MUSC197	Introduction to Music Technologies	3	25.00	35.00	400.00	MUSC 197 and 298 use the same lab and the same software packages; however, the fees are not equal. To make the fees more equitable, we are dropping the course fee on MUSC 298 and raising the course fee on MUSC 197 to \$35.00. This lab requires the use of 4 software packages, and maintenance and upgrades for 12 student stations which consist of Mac computers, peripherals and keyboards.
MUSC237	Musical Theater Performance	2	New	40.00	200.00	This fee would cover the cost of accompanists for rehearsals, as well as up to 4 hours of a guest dance or theatre instructor to present movement exercises.
MUSC280	Private Composition	1	240.00	280.00	200.00	This course is a 1:1 independent study, 1 credit, 1 billable hour. Faculty members are paid for 11.2 contact hours per student. The fee has not been changed since Fall 1996. This increase brings MUSC 280 in line with the fees for Applied Lessons, which are also 1:1 studies (students pay \$25 per contact hour with the faculty)
MUSC298	Electronic and Computer Music	3	50.00	35.00	-255.00	MUSC 197 and 298 use the same lab and the same software packages; however, the fees are not equal. To make the fees more equitable, we are dropping the course fee on MUSC 298 and raising the course fee on MUSC 197 to \$35.00. This lab requires the use of 4 software packages, and maintenance and upgrades for 12 student stations which consist of Mac computers, peripherals and keyboards.
NURS101	Nursing Directed Study	3	60-180.00	00-543.00	675.00	This variable credit course is used to update returning Nursing students or to remediate current students on an individual basis. It may include independent study, lecture/lab sessions, and/or scheduling into a supervised clinical component. This new fee range is comparable to current costs and will allow the program to set a fee that will cover the instructional activities of a student's individual learning contract.
PFFT134	Mind/Body Fitness-The Nia Technique	1	New	6.00	72.00	Specialty facility/equipment renta
PFSP130	Judo: A to Z (Kata)	1	New	6.00	72.00	Specialty facility/equipment renta
PHOT191	Photo Imaging Special Topics	1-3	125.00	125-500.00	625.00	We want to be able to offer Photo Field Trips under this course code. Our old course was lost in the change over to the new curriculum.
SDEV107	Getting Started in College	1	New	3.00	36.00	Many of the modules that are being developed for this course will depend on created materials that will require additional copying.
SOWK205	Social Welfare	3	0.00	15.00	165.00	Fee is to cover printed handouts for students and in-class videos.
THEA110	Introduction to Theatre	3	5.00	0.00	-535.00	There is no additional cost to students in the delivery of instruction for this course
THEA285	Stage Makeup	2	30.00	63.00	396.00	The program has tracked the true cost of consumable and make-up kits provided to the students. This fee change will put the course on par with STEC 140, in which the same supplies are utilized.
				Total:	37,268.00	

**Extension and Community Education  
Community Education Non-Standard Tuition Course Pricing  
Calendar Year 2007**

Course Code	Course Title	Credit/ Non-Credit	Contact Hours	Tuition	Cost	Comments
ARWS 120	Basic Drawing	Credit (1)	24	\$139	\$1,393	Tuition set by BCI. Includes books for 15 students. Students purchase supplies
ARWS 137	Intro to Adobe Photoshop	Credit (1)	16	129	1,024	Tuition set by BCI.
ARWS 141	Watercolor Workshop	Credit (1)	24	139	1,450	Tuition set by BCI. No book. Students purchase supplies
ARWS 145	Landscape Painting and Drawing	Credit (1)	24	139	1,210	Tuition set by BCI. No book. Students purchase supplies
BLDT 298	Builder's License Review	Credit (1)	16	139	1,173	Tuition set by BCI. No book.
CABS 100	Design Your Own Web Page	Credit (.25)	6	74	443	Tuition set by BCI
CABS 100	Intro to Dreamweaver/Flash	Credit (1)	16	129	1,356	Tuition set by BCI
CABS 100	Computers for Beginners	Credit (.25)	6	74	546	Tuition set by BCI
CABS 100	Get to Know Your Computer (Intro to PCs)	Credit (.25)	6	74	643	Tuition set by BCI
CABS 100	Computers for Senior Citizens	Credit (.25)	6	74	546	Tuition set by BCI
CABS 100	Beginning MS Word	Credit (.25)	6	74	438	Tuition set by BCI
CABS 100	Advanced MS Word	Credit (.25)	6	74	438	Tuition set by BCI
CABS 100	Beginning MS Excel	Credit (.25)	6	74	535	Tuition set by BCI
CABS 100	Advanced MS Excel	Credit (.25)	6	74	535	Tuition set by BCI
CABS 100	Beginning MS Access	Credit (.25)	6	74	535	Tuition set by BCI
CABS100	Intro to the World of Weblogs	Credit (.25)	6	74	504	Tuition set by BCI. No book
CABS 100	Creating Exciting Web Pages w/CSS	Credit (1)	16	129	1,380	Tuition set by BCI
CABS100	Maintaining Your Computer	Credit (.25)	7	74	464	Tuition set by BCI. No book.
NCCE100	Digital Camera/Scanning Photos	Non-credit	2.5	39	151	
NCCE100	Basics of Buying & Selling on the Internet	Non-credit	3	39	181	
NCCE 200	Concert Choir	Non-credit	48	79	0	Offered in conjunction with credit version. Humanities and Perf. Arts pays cost
NCCE 200	Lanswingers Ensemble	Non-credit	48	79	0	Offered in conjunction with credit version. Humanities and Perf. Arts pays cost
NCCE 200	Jazz Ensemble	Non-credit	48	79	0	Offered in conjunction with credit version. Humanities and Perf. Arts pays cost
NCCE 200	Guitar Ensemble	Non-credit	32	79	0	Offered in conjunction with credit version. Humanities and Perf. Arts pays cost
NCCE 200	Percussion Ensemble	Non-credit	48	79	0	Offered in conjunction with credit version. Humanities and Perf. Arts pays cost
NCCE 200	Lansing Concert Band	Non-credit	48	64	0	Offered in conjunction with credit version. Humanities and Perf. Arts pays cost
NCCE 200	Interior Design Basics	Non-credit	4	39	180	
NCCE200	Decorating Basics for the Home	Non-credit	4	39	189	
NCCE 200	Basic Photography	Non-credit	9	65	437	
NCCE 200	Basic Photography for Scrapbooking	Non-credit	9	65	437	
NCCE 200	Special Effects Photography	Non-credit	9	65	437	
NCCE 200	Photography: Individual Expression	Non-credit	24	140	1,239	Cost includes \$62.30 for instructor mileage and \$12 for admission to Meijer Gardens.
NCCE200	Film Exploration	Non-credit	9	59	423	Cost does not include film development time
NCCE200	Fall Colors Photography Safari	Non-credit	16	165	1,481	Course held at off-site location. Tuition and cost estimated, pending location
NCCE 200	Beyond the Box Office	Non-credit	3	7	134	Could enroll up to 60 people.
NCCE 200	Beyond the Box Office	Non-credit	3	7	170	Could enroll up to 60 people.
NCCE 200	Oriental Watercolor and Calligraphy	Non-credit	18	105	908	Students purchase supplies
NCCE200	Oriental Painting and Drawing	Non-credit	21	109	\$1,112	Students purchase supplies

NCCE 300	Language Fest: Beginning Spanish	Non-credit	18	115	1,000	Tuition based on cost of all Language Fest classes
NCCE 300	Language Fest: Beginning Japanese	Non-credit	18	115	761	Tuition based on cost of all Language Fest classes
NCCE 300	Language Fest: Beginning Chinese	Non-credit	18	115	889	Tuition based on cost of all Language Fest classes
NCCE 300	Language Fest: Beginning French	Non-credit	18	115	1,051	Tuition based on cost of all Language Fest classes
NCCE300	Lang. Fest. Beginning Sign Language	Non-credit	18	120	849	Tuition based on cost of all Language Fest classes
NCCE 400	Can You Afford to Retire?	Non-credit	6	69	573	Instructors split teaching 50/50
NCCE 400	How to Design Your Own Spending Plan	Non-credit	1.5	0	0	CASE offers these at no charge; ECE can charge students if we desire
NCCE 400	How to Repair Bruised Credit	Non-credit	1.5	0	0	CASE offers these at no charge; ECE can charge students if we desire
NCCE 400	How to Save When Buying Your Next Car	Non-credit	1.5	0	0	CASE offers these at no charge; ECE can charge students if we desire
NCCE400	Employment Transitions	Non-credit	1.5	0	0	CASE offers these at no charge; ECE can charge students if we desire
NCCE 500	Michigan Birds and Birding	Non-credit	13.5	85	744	
NCCE700	Yoga	Non-credit	6	45	363	
NCCE800	Intro to Ballroom Dancing	Non-credit	3	39	128	
NCCE 800	Introduction to Recreation Vehicles	Non-credit	5	39	183	
NCCE 800	Concealed Weapon/Pistol License	Non-credit	9	130		Per contract, ECE pays \$100 per student
NCCE 800	Concealed Weapon/Pistol Renewal	Non-credit	3	42		Per contract, ECE pays \$30 per student
NCCE 800	Community Emergency Response Team Training	Non-credit	24	185	2,128	Offered as a community service. J. Imeson is working on obtaining grant funding.

**Notes**

For CABS classes, cost includes instructor pay, benefits, books, and CDs for 12 students.

For ARWS 120 and 137, cost includes instructor pay, benefits, and books for 15 students.

Benefits are calculated at 27% for part-time instructors and 45% for full-time instructors.

Non-credit courses are costed based on the LERN formula.