



**LARAMIE COUNTY  
COMMUNITY COLLEGE**  
**OFFICE OF THE PRESIDENT**  
Dr. Joe Schaffer

## MEMORANDUM

DATE: January 24, 2018

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: FY18 Presidential/Institutional Goals Progress Update

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In the following, I will provide you with a brief update of my efforts and progress on the goals we established for FY18. As I have mentioned in the past, while these goals reside at the level of the President's Office, the hard work and commitment of so many others here on campus made the achievement of these goals a reality. Therefore, I will try to identify those individuals who have contributed significantly to these efforts. I look forward to discussing the progress on these goals in more detail should you have questions or would like additional information.

### 1. **Academic & Enrollment Master Planning**

*This goal will likely have to span multiple years, as the Pathways 2.0 project will span three years at a minimum itself. But at this juncture, I do not believe there is more important work than this for LCCC. We have built strong foundations and structures, but now it is time to provide a student experience that will set the institution apart. This goal will be broken into four primary sub-goals. They Include:*

- a. **Guided Pathways** – Successfully participate in and achieve the outcomes associated with the AACC Pathways 2.0 Initiative. The focus here is to establish communities, align programs with tangible outcomes, help students get on a path, stay on a path, and successfully transition from that path to their next stage (e.g., work or transfer).*
- b. **General Education** – LCCC has developed a progressive, competency-based framework to our general education curricula. However, it has one challenge that needs to be addressed, and that is the expansiveness of the offerings (which may be at odds with your policy on general education). We also have the opportunity to bring more coherence to the general education by developing thematic elements that provide context to connect general education coursework and develop students from a holistic perspective. For example, the ability to weave the theme of Entrepreneurship across the LCCC general education may help us with economic diversification by graduating students who are naturally innovative, understand basic business principles, etc.*
- c. **Essential Student Experiences** – A community college experience in Wyoming is relatively consistent regardless of which of the seven colleges you enroll at. This may be a value of community colleges, but it also limits what differentiating value coming to LCCC provides, and also limits our ability to develop*

*students more holistically as described above. This goal will be to establish the foundation of incorporating three expected experiences for all certificate and degree seeking students at LCCC: (1) building enduring relationships, (2) immersion experience, and (3) synthesis and application.*

- d. Strategic Enrollment Management** – *Accomplishing the three above will be impactful, however, we will need to accompany that work with a strategic approach to student recruitment and retention. We have made solid progress in aspects of this, but to see enrollment numbers increase positively, we need to develop a strategic enrollment management plan that builds off of our institutional and academic plans.*

**Progress Update:** We are making good progress on our work in regard to this goal. Most all of the components identified above will fit nicely within our Guided Pathways work, except for the Strategic Enrollment Management planning in which we will still engage after we have accomplished more with the Pathways efforts. Much of our time this past fall has been spent setting the stage for the actual Pathways work. As we launch this spring semester, I believe we are positioned for gaining traction behind the various activities within the Pathways project. As I shared with the Board at your December meeting, we are in the middle of what I refer to as Pathways Phase I efforts, which are predominantly focused on establishing structure and philosophical foundations and engaging the human resources to lead the various efforts. Phase I will likely take us to the end of the Spring 2018 Semester.

**Key Contributors:** Trustee Bob Salazar, Clark Harris, Judy Hay, Melanie Young, Bryan Wilson, Stephen Crynes, and members of the AMP (Academic Master Plan) Steering Committee

## **2. Building Forward to Completion**

*This goal is to successfully assist in a campaign to move us into construction and completion of our final capital construction projects at LCCC—the Fine Arts Remodel and Expansion, the Recreation and Athletics Complex Remodel and Expansion, and a New Residence Hall. In addition, there are at least three other projects that are likely to move forward that will require my attention (ACC Expansion, Ludden Library Expansion, and the Crossroads Renovation). The appeal of a fully transformed campus is almost as alluring as the appeal of having all of these major capital improvements completed.*

**Progress Update:** Unfortunately, we all know the outcome of our Bond Election campaign from this past fall. As I have mentioned to many of you in the past, I was prepared to be unsuccessful in this campaign, but was not prepared to see the measure fail by such a large margin. This outcome may very well have been a result of bad timing given the legislative dialog around taxes, the proximity to our 2013 bond election, and a myriad of other reasons. I am, however, very proud of the effort that so many people on campus put towards this campaign, especially Lisa Trimble and the LCCC Foundation. I look forward to working with you a bit more at your January retreat to discuss what options exist for these three projects and how we might achieve them. I do believe they are critical to LCCC's future, especially those that would address our facilities' critical maintenance issues.

I am pleased to report though that we are making significant progress on the other projects listed within this goal. The Ludden Library renovation and expansion project has been launched, and we are still anticipating a construction start date later this spring. The Crossroads Building (old Student Services Building) has moved through the final stages of planning, and pending your final approval and that of the Wyoming Community College Commission (WCCC), we should be moving on that project later this spring as well. The ACC classroom expansion is still moving through the final approval process steps required by the Legislature. That said, given the emergence of our conversations regarding the closure of WyoTech, we may not bid this project early this spring as planned. More to come on that.

**Key Contributors:** Lisa Trimble, LCCC Foundation (special recognition of Billie Addleman), Scott Nobel, Rick Johnson, Bill Zink, Judy Hay, Clark Harris, Brady Hammond, Board of Trustees

### 3. **Finalize Compensation and Classification Model**

*While the majority of the work associated with the compensation and classification study will be completed by the start of next fiscal year, there will still be considerable focus needed to formalize the new model on campus and to develop appropriate policies, procedures, and working processes to put these all in place. HR will do the heavy lifting here, but the practical implementation will require my time and attention.*

**Progress Update:** I am extremely proud of the work that HR has done to bring this project yet closer to completion. As you have heard through the presentation and updates I have given at Board meetings this past fall, the classification and compensation study is complete, and our new model has been developed and is moving into the implementation phase. I cannot stress enough how much time, effort, and patience our HR department, especially Tammy Maas and Lucas Yosten, have put into this complex and comprehensive undertaking. As a result, I believe we have developed an aggressive and innovative Classification and Compensation Model that flows from your policy statements. We still have work to do, and as you know significant financial commitments will need to be upheld over the next few years, but for all intents and purposes, I believe we are nearing the completion of this project.

**Key Contributors:** Tammy Maas, Lucas Yosten, Jonathan Carrier, Pam DeMartin, Dave Vinatieri, Dorothy Moen, Bobby Baker, Amber Lopez, Jennifer Hooke, Marina Malatesta, Janet Webb, Nate Huseman, Rhonda Priest, Stacy Shultz-Bisset

### 4. **Solidify the Continuous Improvement and Assessment Infrastructure**

*We have developed a strong foundation for continuous quality improvement, especially within our academic programs. But two initiatives still need to be more fully developed at LCCC. The first is an over-arching structure, language, and approach to tie continuous improvement to both academic programs, as well as service and support functions of the institution. Building from the CORE Initiative's work, we need to then further develop processes for the review and improvement of the various support and service functions on campus. Think of this as a companion process to our academic program review and annual planning.*

*The second initiative is for the College to make more meaningful progress on assessing student learning. Although we have a good start, we have not yet created the framework to truly demonstrate that we are assessing what students actually learn, and more importantly, using the outcomes of those assessments to help improve the effectiveness of our teaching and facilitation of our students' learning.*

**Progress Update:** I have mixed reports on this goal, and perhaps even some mixed feelings. First, I am very pleased with the progress we have made in the development of a "program review" type process for our service and support functions. While many institutions have developed and implemented academic program review processes to assess their degree and certificate programs, very few have invested the time and effort to provide the same level of authentic assessment for their non-academic service and support functions. Building off of the significant work associated with our CORE Initiative and that of a team of faculty and staff who attended a Strategy Forum at the Higher Learning Commission last spring, we are making great progress in the implementation of a robust process to assess how well service and support functions are achieving the purpose for which they exist and to develop plans for continuous improvement of their operations. This work is changing the way everyone at LCCC approaches their work.

I led this progress update by stating I had mixed feelings. While I am proud of the work in the service and support function areas, I still feel we have significant ground to cover with the assessment of student learning, and more importantly, how we use the results of that assessment to improve the effectiveness of our instruction at LCCC. The lack of progress is likely no one's fault but my own for not helping chart a clear enough vision or path for this work. This work is incredibly complex and challenging given the variety of individuals who must be both knowledgeable and vested in doing the assessment. Please don't take my comments here as an indication that we are not already making progress or efforts in this area. In fact,

there has been some solid progress in establishing an expectation, conducting training, and providing a system for faculty to develop assessment plans for their curriculum. In some academic areas there is exceptional work being done on assessing student learning and using those assessments to plan for improvements in the classroom. But this is still the exception rather than the norm, and we have yet to “crack” the code for how we best assess student proficiency on LCCC’s institutional competencies tied to our General Education Program. Fortunately, some of the needed work will be incorporated into our Guided Pathways work, and I plan to invest more of my time this spring to ensure we are getting the traction and making the progress we need.

**Key Contributors:** Kim Bender, Janet Webb, Judy Hay, Rick Johnson, Tammy Maas, Sabrina Lane, Lisa Trimble, Maryellen Tast, Julie Gerstner, Lucas Yosten, Talisha Mottinger, Clark Harris

## 5. Complete Goals in Progress

Last, I need to spend some time and effort towards completing those goals that have been identified and initiated from the past years. This includes finalizing a competency-based framework for succession planning and employee development and establishing a strategic vision for the Albany County Campus.

**Progress Update:** As you know, the Albany County Campus leadership, especially under the direction of Talisha Mottinger and now Brady Hammond, have completed their final draft of the ACC’s a strategic plan. Unfortunately, winter road conditions pre-empted their presentation of the strategic plan draft during your December 6<sup>th</sup> meeting. The strategic plan draft was re-scheduled for presentation during your January 24<sup>th</sup> meeting, and I believe you will be pleased with the strategic plan’s content as developed by the ACC Strategic Planning Committee and the ACC Advisory Board.

In regard to the employee development component of this goal, while some progress was made early on, most of our attention was given to other priorities last fall, specifically, the completion of the Classification and Compensation Model. In many ways, the Classification and Compensation Model set the foundation for how we will proceed with a competency-based employee development and performance management model for LCCC. More specifically, advancement on pay scales for employees, as well as professional development plans for employees who want to progress at the institution, will both be driven by this model. We now have a framework on which to build, and I anticipate we will make significant progress over the course of this spring semester.

**Key Contributors:** Brady Hammond, Talisha Mottinger, Kelly Humphrey, Jonathan Carrier, Katie Gooch, Andy McKamey, Butch Keadle, Andi Summerville, Todd Feezer, Daniel Powell, Jill Koslosky, Anne Alexander

Thank you again for the opportunity to lead this institution and to work with such a fine group of Trustees, executive leaders, faculty, staff and students. I will continue to provide 110 percent effort towards the progress and ultimate achievement of these goals and look forward to reporting again on them near the end of the fiscal year.