



**LARAMIE COUNTY
COMMUNITY COLLEGE**

OFFICE OF THE PRESIDENT

Dr. Joe Schaffer

MEMORANDUM

To: Laramie County Community College Board of Trustees

From: Dr. Joe Schaffer, President

CC: President's Cabinet

Date: August 17, 2016

Subject: CORE Initiative

As we are all painfully aware, the State of Wyoming's financial picture is struggling. We have been tracking various activities associated with potential budget reductions, which ultimately culminated in an official letter from Governor Mead informing the community colleges and the Wyoming Community College Commission that the State Aid to the community colleges would be reduced by nearly eight percent. While we have implemented a plan to balance the FY17 budget, the work is now before us to reduce our expenditures by \$2.5 million for FY18.

Depending on how the state's revenue is impacted in the coming years, and based upon your guidance, we will plan contingencies for reducing our FY18 budget by an additional \$1 million should those reductions be necessary. Per your action, we will have a plan for how we propose to reach these targets presented to you at your December 7, 2016, Board meeting.

In preparation for the development of our plan, the President's Cabinet has spent many hours collaboratively preparing a framework for our approach. Your discussion and guidance at previous Board meetings has proven indispensable in helping guide our thinking and decisions.

Our intent then is to have deliberate, well-planned, thoughtful solutions for achieving the \$2.5 million and contingency \$1 million reductions. To achieve these goals, we have developed a framework for what we have titled critical optimization, realignment, and efficiencies, or *CORE* Initiative. *CORE* involves reducing our expenditures, finding efficiencies, and/or increasing our revenues, but we must do so while preserving the core of LCCC's mission and establishing strategies to increase the value the College brings to our stakeholders.

Between now and the end of November, I will be asking all College employees to take part in the process of identifying solutions to this budget dilemma. The campus community is encouraged to work with two committees we're creating – the Efficiencies Committee and the

Revenue Committee. These committees will be charged with working with the campus community to identify feasible, significant areas of increasing efficiency or generating sustainable revenues that positively impact the bottom line while still providing a quality educational experience for our students.

At the same time, a program prioritization process will be conducted to help guide efficiency and reduction decisions based on evidence. This process will examine both academic programs and all non-academic service/support functions of the campus.

From this interactive and inclusive process, viable and evidence-based concepts will be advanced to the President's Cabinet, and we will develop a draft plan that will be shared with College Council for their consideration and feedback. With input from the Council, the Cabinet will finalize the plan and present it to the Board of Trustees.

It should also be noted that the *CORE* Initiative is not just about budget reductions to manage lost revenue. We must also focus on the reallocation of existing resources into areas that will position the College to meet current and future needs of our primary stakeholders (e.g., students, employers, educational partners, etc.). Therefore, this initiative will also guide decisions and solutions to ensure the College does just that.

I am enclosing a two page brief that provides an overview of the most salient components of the *CORE* Initiative. In this document you will see the primary goals of the initiative, our guiding principles, the budget targets, key definitions, and a visual representation of the three primary processes that will be employed to successfully complete our work this fall.

Thank you again for your guidance and support as the College undertakes this challenging and necessary effort. I have no doubt we will make the right decisions and that LCCC will emerge even stronger with a renewed focus on transforming lives through the power of inspired learning.

Enc. Draft CORE Initiative Overview

CORE INITIATIVE

CRITICAL OPTIMIZATION, REALIGNMENT, AND EFFICIENCIES (CORE) INITIATIVE

Initiative Goals

Goal 1. Balance the FY18 annual budget to meet known and anticipated revenue shortfalls by examining and addressing the following:

- a. reducing expenditures;
- b. finding efficiencies; and/or
- c. increasing revenues.

Goal 2. Ensure LCCC meets the needs of our students, our community, and the state by:

- a. Preserving the Core of LCCC's Mission
- b. Establishing and, where feasible, implementing strategies to increase value

Guiding Principles:

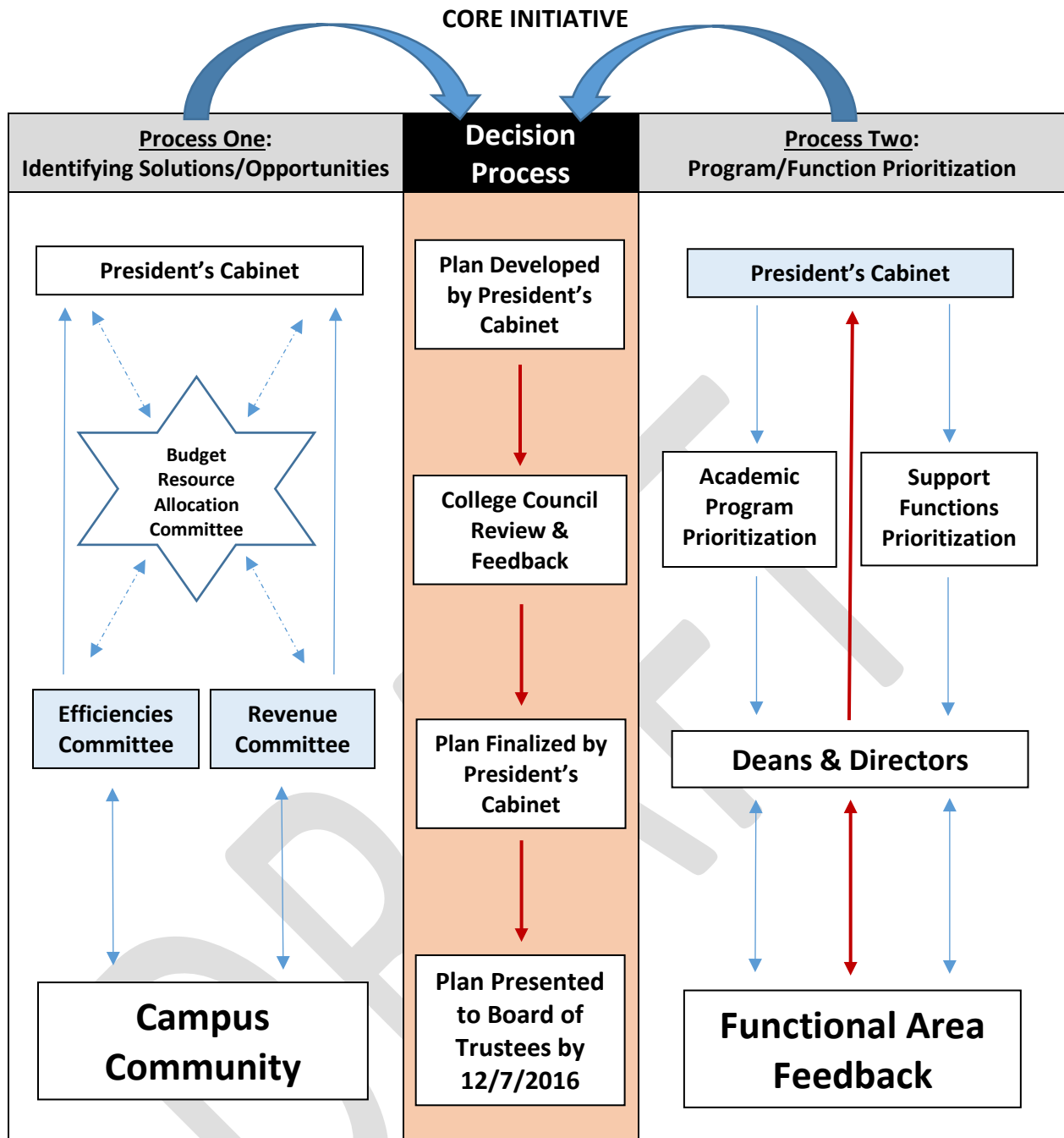
1. ***Students and Stakeholders First*** perspective demonstrated through a process centered on meeting the current and anticipated needs of our students, communities and state.
2. ***Encouraging Commitment*** through transparency, inclusiveness, providing the opportunity to be heard while respecting diverse perspectives.
3. ***Disciplined Decision Making*** with courage, resolve, and through evidence-based understanding.
4. ***Humanistic Approach*** that preserves the dignity, and where applicable, confidentiality of those individuals impacted adversely by decisions made.

Budget Target:

The CORE Initiative will identify **\$2.5 Million** in savings (through reductions, efficiencies or new revenue) for the FY18 budget. In addition, the Initiative will also identify contingency actions that could result in an additional **\$1 Million** should they be required.

Definitions:

- A. Core –academic programs that meet the four prongs of our mission (academic prep, workforce prep, transfer prep, community develop) or the functions (e.g., services and activities) provided that directly support the successful delivery of these programs.
- B. Value - the level at which something helps LCCC meet its mission.
- C. Quality – Having high-value outcomes that are effectively and efficiently met.
- D. Critical – Something so important as to be indispensable; without it, we couldn't keep the doors of the College open.
- E. Essential – Something with significance that without it, or with major reduction, it would fundamentally and negatively change the essence of the College.
- F. Advantageous – Something the College has or provides that creates favorable circumstances that increase the chances of success or effectiveness.



How Proposed Strategies will be Evaluated:

Proposed strategies (ideas) will be vetted against the following parameters/criteria:

1. The feasibility of implementing the strategy by July 1, 2017 (FY18).
2. The extent to which the strategy will have a positive impact on the operating budget.
3. The level of risk the strategy may present in the successful implementation of the College's strategic plan or other key institutional plans.
4. The extent to which the strategy would negatively impact the core of LCCC's mission.
5. The long-term sustainability of the strategy.
6. The extent to which the strategy provides added value in meeting current and future needs of LCCC's external stakeholders (e.g., students, employers, educational partners, etc.).
7. The ability for the strategy to eliminate unnecessary duplication.