



**LARAMIE COUNTY
COMMUNITY COLLEGE**

OFFICE OF THE PRESIDENT

Dr. Joe Schaffer

DATE: May 25, 2016

TO: LCCC Board of Trustees

FROM: Dr. Joe Schaffer, President

CC: President's Cabinet

RE: FY16 Goals Self Evaluation and Proposed FY17 Goals

It is my pleasure to provide you with this self-evaluation of my performance over the 2015-2016 Fiscal/Academic Year (FY16). This is my fifth evaluation cycle since becoming President.

In the following I will provide you with a comprehensive, yet succinct summary of what I perceive to be my performance over the past year. In general, I have distilled the evaluation of my performance into two distinct areas:

1. Whether or not I have fulfilled the responsibilities of the position
2. Whether or not I have achieved the goals we set for me this past year

Have I fulfilled the responsibilities of the position of President?

To me, fulfilling the basic requirements of any position is the lowest level of expected and appropriate performance. You have hired me to do some basic things first and foremost. These include ensuring the College is operating, maintaining a stable fiscal and academic environment, representing the institution to external constituents, and conducting other basic operational activities as necessary to keep the doors open and students/community being served.

I believe I continue to meet these basic expectations for the presidency. The College remains in good, if not high regard in the community, our legislative relationships are growing stronger and those with the broader system of community colleges and the WCCC are effective. LCCC is in strong operating condition. Finances, even during declining revenue times, are still strong and being leveraged towards moving the institution forward. The academy and our programmatic offerings improve each year, and our services to the students, our communities, and our employees are also sound and growing stronger. The physical plant and campus grounds are clean and look to be in some of the best condition they have since I arrived at LCCC. Most importantly, our campus is safe and provides an environment conducive to conducting the work we are here to do.

All said, I hope you agree with me that my abilities as president have at least brought stability and a base fulfillment of the core responsibilities you have tasked me with in this position. That said, I will always strive to do better in my role as president and am always open to feedback on how I might do so.

Have I have achieved the goals we set for me this past year?

Next, I will provide an analysis of how well I believe I did at achieving the goals we set out for me this past year. Please note that while I may identify key outcomes or successes in the following, I hope this does not leave the impression that I attribute them solely to my performance. Rather, the collective efforts of so many at LCCC are to be thanked for any positive outcomes, whereas any area where my performance falls short is my responsibility alone. To this end, I will offer some of the key contributors to these efforts below with the summary of our work.

LCCC President's FY16 Personal Goals

1. Update the Campus Master Plan.

Per State statute, the community colleges are required to update their campus master plans every five years. LCCC's most recent one was updated in the Fall of 2011, shortly before I began my tenure at LCCC. Thus, the master plan will need to be updated by the Fall of 2016, necessitating work on this during the Spring and possibly Summer of 2016.

JANUARY UPDATE: Vice President of Administration and Finance Rick Johnson is leading the coordination efforts to update the campus master plan this spring. At this juncture, what we have planned is a significant update to the existing plan, rather than the development of a completely new, comprehensive plan. This decision is primarily driven by the facts that the current plan is still relevant, and there are still projects in the plan that align with the Building Forward facilities plan that are yet to be completed.

The approach being developed would be to update key areas of the plan, such as the campus master plan map to illustrate completed projects (e.g., Gateways), and to identify actual placement of projects under construction (e.g., Flex-Tech Building and University/Student Center Building). In addition, the facilities condition inventory will be updated, space needs and utilization data updated, enrollment and enrollment projections updated, consideration of how LCCC's facilities activities interface with Laramie County's development plans for property around us, ACC updates as appropriate, and some focused conversation will take place on repurposing vacated space as a result of new buildings and on the College property in the Vedauwoo area.

An RFP will be let within the next few weeks to secure a consultant to facilitate the update process. Please note, as I have referenced previously at your Board meetings this past fall, this work will likely require an investment from the College needing your approval. You can look forward to the details coming to the Facilities and Finance Committee and the full Board later this spring.

MAY UPDATE: The campus master plan update process is well underway. The College is working with JJR, Inc., the same firm that completed the master plan back in 2011 for LCCC, and we are approximately mid-way through the update process. To this juncture, the Board and the campus community have been engaged in the process, and the Cabinet and other critical individuals/groups are involved in moving the project forward. One side benefit of this work has been the collection of space needs information from across campus that helps our consultants provide recommendations for how to repurpose vacated spaces once we occupy the new Flex Tech and Pathfinder buildings. Collectively, these requests have painted a picture of the vision many of our areas have for their people and programming.

We are on target to complete the master plan update by the end of July and will have it approved and to the WCCC with plenty of time to meet the statutory timelines.

Key Contributors: Vice President Johnson has done the vast majority of this work, with assistance from Tim McNamara, Sheri Johnson, and the Physical Plant team.

2. Develop an LCCC Succession Planning Process.

It has become a national agenda to better prepare for significant transitions in community college leadership. LCCC is not immune to this, and the Board clearly and rightfully desires a planned approach to mitigating reductions in institutional performance and stability when vacancies occur, as well as to providing incentives for employees to further develop themselves professionally.

In the coming year, I will work with LCCC leadership, and the Trustees as appropriate, to develop a Succession Planning Process and document it clearly to aid in implementation. This process should include items such as abilities and attributes profiles for leadership positions at the College, as well as suggest different approaches for internal professional development of employees, who may aspire to taking on increasing responsibilities and/or levels of leadership, and institutional approaches to tracking and inventorying skills and attributes developed.

JANUARY UPDATE: As you are aware, we have held some policy-level, and clarification conversations during past Board meetings to help guide the discussion regarding this goal. Based on that feedback, my approach has been to focus on the concepts of professional development of College employees to help ensure continuity of institutional knowledge, stabilize the College in times of transition, and to prepare exiting faculty and staff to be competitive candidates when opportunities for advancement arise at LCCC.

Over the course of the spring semester, I will be inviting interested individuals to help identify areas of most interest for advancement, develop general leadership and management competencies, identify and assess existing professional opportunities, and recommend new areas for professional development for College employees solely focused on preparing them to be competitive in advancing to other leadership positions. This information will be the foundation of an employee development/leadership plan. Human Resource Executive Director Tammy Maas and her staff have been and will continue to be valuable partners in this endeavor.

MAY UPDATE: This is one goal on which I have not made much progress. Yet, the necessity of this work has become very evident as we work through various transitions and interim appointments across the institution. Please note though, the College and I have been researching and gathering information on how to develop a process or plan for strengthening the entire workforce of the institution so that our employees can more readily and successfully step into opportunities as they arise at LCCC. For example, HR has been working on various training components such as supervisor training that will roll out next year. I have been identifying, researching, and connecting with institutions that have developed successful programs and plans, and we will continue to explore these and plan visits to some campuses in the coming months.

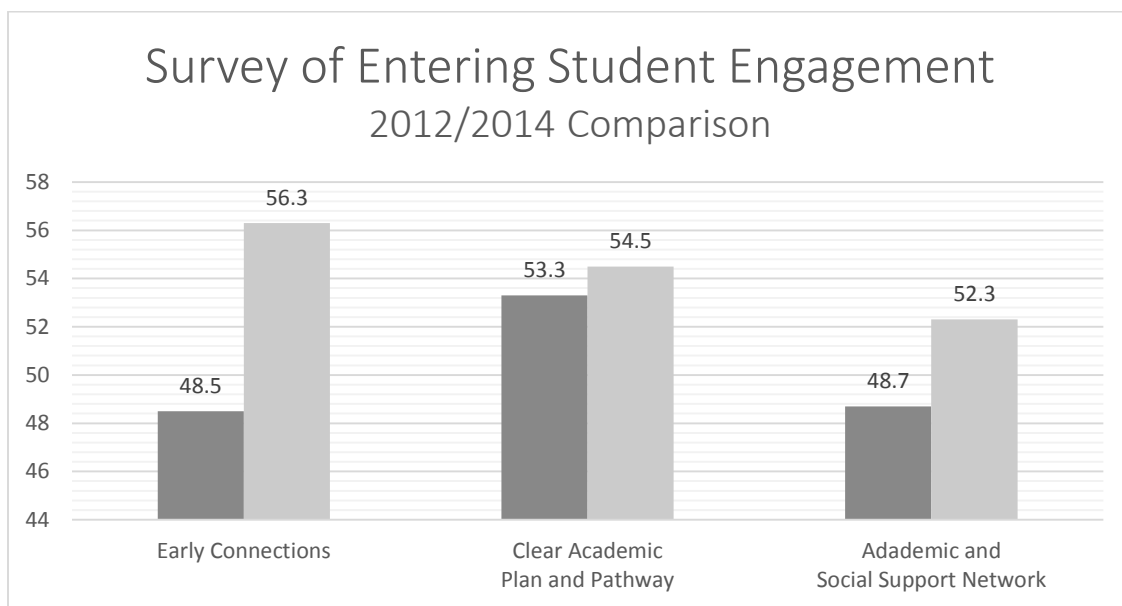
My preference is to carry this goal into FY17 and continue the work in developing this plan, as well as launch some of the program offerings that will be essential for implementing the plan.

Key Contributors: HR Executive Director Tammy Maas and her HR Team, specifically Development and Training Specialist Bobby Baker and Recruitment and Hiring Specialist Tara Rood.

3. Continue to strengthen and improve key student services with specific focus given to the new LCCC Advising Model and Center.

Last year was the first full launch of the new advising model and center at LCCC. As with any new program or service, initial implementation is never perfect from the onset and can always be improved. This is inherent in our commitment to continuous improvement. In the coming year I will work closely with leadership in student services to improve and strengthen the most recent high impact practices in the area of student advising and student engagement with specific attention given to areas such as student and advisor interaction, academic plans, orientation, etc. The Board can expect to see reported outcomes pertaining to student-reported satisfaction on early connections, advising and such.

JANUARY UPDATE: Under the leadership of Vice President of Student Services Judy Hay we continue to make solid progress in strengthening our student services arm of the College. While still developing, many of the key functions associated with changes in student services are creating the right environment for our incoming and current students. This is most evident in improvements in our Survey of Entering Student Engagement (SENSE) that assesses student perceptions about how the College engages them early on to help them be successful. The following chart provides a visual analysis of our survey data from 2012 (prior to many changes in Student Service) and from 2014 when our changes were taking shape:



Early Connections examines how well we are engaging students early on through activities such as orientation and initial advising. Clear Academic Plan and Pathway examines our students' perspective on how well we assist them in developing clear academic goals and their path to achieving those. Academic and Social Support Network examines the support environments we provide for our students through key functions that we know will help them succeed. As you can see, we made improvement in our mean scores on all three of these, and I anticipate that trend continuing when we conduct the survey again this coming fall.

There have been other highlights in the Advising Center this fall. A successful and growing implementation of an early alert system (called Starfish) helped provide a stronger network of support for our students that includes their academic advisor, faculty, and the students themselves.

As the participation in Starfish grows among faculty, the benefits will be increasingly seen in our student retention rates and I believe through to completion.

The Advising Center has also established advisor liaisons for each school and program areas. We have established these to ensure better connections between advising and the academic program faculty. The various programs and departments each have an advisor they invite to their regular meetings and communicate with (back and forth) so that we have strengthened linkage between the two and to keep any changes on either end communicated well with the other.

There are still some areas we have focused on for improvement in the Advising Center. The two that are of most importance include the need to be fully staffed with advisors. I do not believe the Center has been fully staffed since we originally redesigned the Center. Turnover in staff has been a result of some departures, but more so because advisors have successfully applied for and moved into other positions with the College. However, we need stability in the advising staff to meet students' needs, as well as to sustain our commitment of providing each student one person with whom they will have a connection throughout their time at LCCC.

The other area we are working on is finding better ways to gather feedback from students to ensure the Advising Center is responsive to their needs. Dr. Kathryn Flewelling, the Director of Student Success and Planning, is doing a few things to advance us in this area. First, she will be meeting with SGA this spring to seek their feedback and assistance in making the connection to students at that level. In addition, Dr. Flewelling and the advisors are implementing a short survey for students to complete as they leave the Advising Center, or at a later time, to collect better information on how students' interactions with their advisors have gone. They also have plans to work with our Web team to update the Advising web page to include pictures, bios, and contact info for Dr. Flewelling and all advisors, as well as a link to submit concerns or suggestions so that students have a few ways to communicate their issues easily and quickly.

Finally, Dr. Flewelling and key staff will be attending a customer service skills training and higher education certification program in Denver this spring. This program is focused on developing individuals, teams, and programs to provide exceptional service to students.

MAY UPDATE: I do not have much more to report from what I provided back in January. We continue to make very good progress in our student services areas. Here are just a few highlights:

- Alli McCown, the One-Stop Coordinator at LCCC, is the winner of the prestigious WyDEC Master Distance Educator Award for her development of LCCC's Online Student Orientation.
- We have successfully implemented Ellucian's Recruiter allowing students to apply online, and their applications are loaded directly into Colleague. Recruiter also functions as our Client Relationship Management (CRM) platform. Admissions is already using this to more effectively work with prospective students.
- The advising center is fully staffed and stable and has already improved many of its processes to better serve students. In addition, Ellucian's Student Planning module will be up and available this fall. Student Planning is a tool that will allow us to create an academic plan for each student, electronically, and this will help students register more seamlessly for classes they need to complete. Student Planning will also help the College more effectively plan for the courses we need to offer and when to meet student needs.
- Student Records has partnered with the National Student Clearinghouse to offer eTranscripts at LCCC. This means students and alumni can request transcripts to be sent

electronically in addition to paper and fax. Electronic transcripts can be delivered within 24 hours of the request. This partnership reduces the time and cost to our students.

- In Financial Aid, Financial Aid Director Julie Wilson has been awarded Ellucian's eContributor of the Year. She and her team have also helped our students capture more of the Hathaway Need-Based Aid than any other institution in the state, in part due to their tenacious efforts to increase the number of LCCC students completing the FAFSA.

These are just a few examples of the work being done in Student Services that have continued to improve the experience and support students can expect from LCCC.

Key Contributors: Vice President Judy Hay, Financial Aid Director Julie Wilson and Financial Aid staff, Admissions and Welcome Center Director Sarah Hannes and Admission staff, Dr. Kathryn Flewelling and the Student Success and Planning staff, One-Stop Coordinator Alli McCown, Student Services Business Analyst Julie Gerstner, IT Services staff, and Registrar Stacy Maestas and Student Records staff.

4. Continue to improve communication within the College, specifically focusing on the sustainment of major change efforts (e.g., strategic plan).

Communication requires constant attention, especially in times of change. I will continue to focus on improved communication, both formally and informally, especially where it centers on major change initiatives of the institution. Through the continued practices started this previous year, as well as new approaches to change management planned for the coming year, I am committed to working with the LCCC leadership to improve and maintain sound communication.

JANUARY UPDATE: As I have mentioned before and continue to believe, organizational communication must be an effort continuously engaged in by all employees. As it has been over the past couple of years and will likely continue to be into the near future, our communication challenges continue to center around two areas: (1) organizational change in our goals, procedures and practices and (2) bringing on new employees. Thus, communication continues to be an area of emphasis across the College. However, some updates are worth mentioning.

First, we are working on two items to help keep communication flowing and recorded pertaining to our organizational change efforts. The first is the hiring of our Institutional Projects Coordinator Janet Webb and the development of the LCCC project management process. Janet has been hired to help individuals at LCCC who have been tasked with leading major projects or initiatives by using the project management process. I believe this has and will continue to help create transparency and more effectively and accurately communicate the various aspects of our change efforts that are primarily focused on the LCCC strategic plan.

Also in this domain, we are working through the LCCC Strategic Plan refresh process. I'll admit, I had naively thought this process would go much more quickly. However, it has taken time to develop tools and ask various individuals to provide comprehensive updates to the various strategies and goals associated with the plan. While the process is taking some time, it has provided for strong documentation and formative assessment of where the various strategies are at in terms of their implementation. This in turn will assist in better awareness across campus on various change efforts underway at LCCC.

The second area pertains to how we are helping new employees transition to LCCC. I have asked all of the President's Cabinet to focus on continuity of understanding and messaging around institutional actions, specifically with newer employees, but also with those that have been here for

some time. Many areas have developed communication tools (e.g., websites/pages, newsletters, etc.) to keep people informed. In addition, Executive Director Maas has successfully filled the Human Resources Development position with Dr. Bobby Baker and has already set this position in motion for the development of supervisor and management training that will incorporate organizational orientation as well as helping develop communication skills.

MAY UPDATE: Communication will always be an area on which we can work to improve. I believe we are making some progress from a variety of perspectives.

First, we have completed our strategic plan refresh process. With some final work in June of this year, we will have an updated strategic plan including progress reports on our various goals and strategies. This process, while taking longer than I had originally anticipated, brought the campus back together with a focus on truly assessing and communicating our progress on the plan. This has helped reconnect individuals and groups around our various change initiatives on campus, and to some extent, aid in our communication around these various changes.

Second, most of our areas have established formal communication vehicles such as websites or newsletters. By now, you all should have received at least a few editions of the newly minted HR Newsletter. This creation, spearheaded by our new Executive Director of HR, Tammy Maas, has already helped communicate critical HR information, while also highlighting our HR staff, and even celebrating and recognizing individuals from across the campus community. Student Services has also implemented a great newsletter (in fact some of the information in goal No. 3 report above came from the last edition), and Academic Affairs continues to utilize the WordPress software to communicate the critical work in the various schools and departments. Of course we also use a similar approach in Administration and Finance for keeping the campus apprised of construction work through our weekly construction updates.

A few other noteworthy efforts include the following. The members of the President's Cabinet and I try to get out and meet with various areas and groups on campus on a frequent basis. For example, we held a President's Cabinet town hall meeting during spring in-service days to provide an opportunity for the campus to hear from, and ask questions of, the executive leadership of the institution. Working with Staff Senate, I have continued to have brown bag lunches with the campus community. I have also been very pleased by an initiative of Vice President Johnson and Executive Director Maas who agreed to hold joint meetings of the combined HR-Payroll working group. They brought this group together to help strengthen tenuous communication and relationship channels between HR and Payroll and have already collectively identified many process improvements that have made important, positive changes in the way they work together and conduct business.

Finally, we continue to administer the employee satisfaction survey as part of our KPI system. Executive Director Maas took leadership over the survey this spring in partnership with Institutional Director Ann Murray. Communication continues to be an area on which the results suggest employees want us to continue to work. Tammy, Ann, Bobby Baker, and a team of others are working on analyzing results and shaping strategies to continue to improve the efficacy of our communication practices at LCCC.

Key Contributors: Executive Director Tammy Maas and the HR Team, Vice President Rick Johnson, the HR-Payroll Working Group, Vice President Judy Hay, Interim Vice President Terry Harper,

Institutional Research Director Ann Murray, Institutional Projects Coordinator Janet Webb, Employee Satisfaction Survey Committee, Staff Senate, and many more.

Incorporate a compensation analysis component in the LCCC Budget Development Process.

Personnel, specifically in the areas of compensation and benefits, make up nearly 80 percent of the College's annual operating budget. This past year the College has participated in various salary/wage studies, and conversations about compensation and benefits adjustments—whether cost of living, market, or merit—continue to arise and therefore give reason for consideration. Over the next year, I will work with LCCC leadership to develop and implement a component into the budget development process that would assess for needed adjustments to employee compensation and benefits. This may include market analyses, inflationary assessments, or merit-based compensation components. This goal also ties nicely to our planned work in updating the College's compensation policy, procedure, and practices.

JANUARY UPDATE: As you know, we have spent a considerable amount of time this fall discussing and framing your policy perspectives on compensation. This work has been extremely helpful in guiding me and the College's leadership in the development of updated compensation procedures and processes. The review and update of the College's compensation system and models is one of the strategies under Goal #3 in the strategic plan, so this work is both timely and appropriate.

For the short-term, Executive Director Maas and I have been working on some market adjustment considerations to help advise the College in the development of the FY17 operating budget. This is a singular approach for considering changes to the budget for this year, and I recognize where we are headed will have to be much more complex.

To that end, under the leadership of Executive Director Maas, we have developed a scope of work that will be incorporated into an RFP for the solicitation of a firm to help us review and develop our compensation, classification, and titling system at LCCC. The RFP is currently being drafted and we anticipate its release in the next few weeks. Once a firm has been identified, we will begin the process of reviewing and updating the compensation system of LCCC. This work, along with your earlier policy work, will lead to updated policies, procedures, and processes pertaining to employee compensation at LCCC, through which we will be better positioned to inform the annual budget process on compensation adjustments pertaining to cost of living, market, and advancement.

A final note on this work, I anticipate that the Board, as well as various individuals and groups on campus, will be engaged in the activities associated with this goal over the spring semester.

MAY UPDATE: Under the leadership of Executive Director Tammy Maas, we continue to make excellent progress on this goal. As a refresher, last winter we released an RFP to solicit consulting assistance in conducting a comprehensive compensation and classification study. Our goal, driven from your draft Board Policy on compensation, is to update/develop our compensation model to include employee classification processes, job re-analysis, job title families, etc., with the anticipation that this will help us better plan for and incorporate compensation elements into the budget process. It will also allow us to remain competitive with the recruitment and retention of employees.

As of my writing of this document, Executive Director Maas and the compensation study committee have concluded their efforts and are in the final stages of awarding the bid to our chosen consulting firm. The next phase of this project will then be launched in early FY17 (July most likely), and as

anticipated, I will carry this goal into the next fiscal year. One thing worth noting: Given our current and pending budget constraints due to revenue reductions from State and local budget cuts, people have asked if it is wise that we move forward with this project because of limitations in our ability to make major salary/wage adjustments. While that may certainly be true to some extent, the project is far more comprehensive and ultimately will help us set the foundation for our administrative procedure on compensation, while also assisting us in the development of operational practices such as a job re-analysis process, desk manuals for the compensation placement, process, creating a dichotomy of job families and titling, etc. Thus, the work of this study is actually more important now as we move forward with the continued structural improvements to our organizational design.

Key Contributors: Executive Director Tammy Maas, Librarian Meghan Kelly, ACC Psychology Instructor Jonathan Carrier, Accounting/Business Instructor Jeri Griego, Accounting/Payroll Services Supervisor Pam DeMartin, Facilities and Events Program Assistant Melissa Gallant, Benefits Specialist Dorothy Moen, Recruitment and Hiring Specialist Tara Rood, HR Specialist Mindy Layson, Development and Training Specialist Bobby Baker, Architectural Maintenance Technician David Vinatieri, Procurement and Contracts Director Jamie Spezzano, and Institutional Projects Coordinator Janet Webb.

5. Continue to advance articulation agreements with regional institutions.

LCCC has taken on a leadership role in the state with regard to curriculum alignment and articulation with our educational partners. This has been driven by elements of our strategic plan, goal two, pertaining to student transitions. In the coming year I will work with the campus to continue the formalization of programmatic articulation agreements, as well as alignment with K12. In addition, this goal will lead us to better documentation, reporting, and promotion of articulated pathways and academic partnerships.

JANUARY UPDATE: I am very proud of the work that continues in regard to articulation agreements. Our academic administration and faculty have worked diligently on shaping and successfully negotiating articulation agreements with our university partners, specifically UW. I believe LCCC continues to lead the state in the number of signed articulation agreements with UW, and as I have shared previously, our initial documentation continues to be the model used by the entire state. To date, there are 19 programmatic articulation agreements in place, out of our 26 programmatic areas.

One update I do want to share is the recent signing of a general education articulation agreement between LCCC and UW. This agreement essentially creates a 1=1 arrangement whereby students who complete the LCCC General Education Transfer Block can transfer to UW having completed the UW University Studies Program (except for one upper division COM3 course). This is the first of this type of agreement in the state and allows for earlier transfer to UW without an associate's degree, but still allowing for a seamless transition and satisfying the general education requirements of both institutions. Interim Vice President of Academic Affairs Terry Harper and the Academic Standards Committee leadership, specifically Crystal Stratton, as well as Kari Brown-Herbst, should be credited for this accomplishment as they helped shepherd it through the prolonged process.

Finally, we are making progress with our articulation work with our school district partners. You are aware of the work we have done in LCSD#2 on the alignment of our mathematics curriculum, and that good work continues. I understand we have plans to take a similar approach with aligning our English curriculum as well this spring.

We have also drafted a joint agenda between LCSD#1 and LCCC. This draft identifies three key areas where the College and LCSD#1 can collaborate to improve student transitions and success. These include curriculum alignment and college readiness, dual and concurrent enrollment with a programmatic focus, and support for students through transitions. Our next steps are to have a focused conversation between the LCCC and LCSD#1 leadership teams to flush out the shared goals and develop strategy for moving forward. Much of this will happen over the next few months.

MAY UPDATE: The accomplishment of this goal to date deserves much recognition. In short, I continue to be very proud that LCCC still leads the state in the community colleges' efforts of articulating programs and curricula with the University of Wyoming, as well as with many other four-year institutions to which our students frequently transfer. All of our articulated programs are now published online in a semi-interactive website. My sincere thanks to the faculty and academic leadership under Interim Vice President Harper for getting this website up and operational in such a short timeframe. The website may be visited at <http://www.lccc.wy.edu/academics/policies/articulation-agreements.aspx>.

We have also started making progress in implementing a shared agenda with Laramie County School District No. 1 (LCSD1). This agenda has three primary objectives for the coming year:

1. Identify and offer sufficient concurrent enrollment courses allowing LCSD1 students to achieve the LCCC General Education Core, which is also aligned with the University of Wyoming's University Studies Program (USP).
2. Convene curriculum alignment/articulation committees comprised of LCSD1 teachers and curriculum coordinators and LCCC faculty to ensure seamless alignment of curriculum, specifically in mathematics and English.
3. Design and implement a voluntary mechanism for students that allows the sharing of academic and personal information between LCSD1 schools and LCCC to provide continuity in institutional awareness of specific student needs, goals, and other details that may help them succeed.

Teams have already begun meeting and plans are in place to accomplish these objectives in the coming year. Overall, I have been very pleased with the progress with Laramie County School District No. 1 and of course our continued relationship with Laramie County School District No. 2.

One last note, and while not specifically related to articulation with K12, we have some promising developments in Laramie. Albany County School District No. 1 has been working with our Albany County Campus to develop an agreement through which LCCC faculty will deliver our programming to high school students in the new Laramie High School. If this partnership pans out as we anticipate, we could be teaching our Automotive Technology Program to Laramie High School students in the new Laramie High School this fall.

Key Contributors: Interim Vice President Terry Harper, the Academic Leadership Team and the LCCC faculty, Vice President Judy Hay, Outreach and Workforce Services Development Dean Maryellen Tast and High School Programs staff, Associate Vice President James Malm, ACC Academic Affairs Director Shawn Holtz, and Vice President Rick Johnson.

Finally, I would like to share with you my suggestions for the goals I might pursue in the coming year. My suggestions are just that, suggestions. I hope we will engage in a conversation where you will refine, add, or redirect my proposed goals so that we are of the same mind for the priorities we set in FY17.

Proposed FY17 Goals

1. Create and implement a plan to develop LCCC employees, so they may be prepared and ready to step into opportunities of advancement and institutional need.

In the coming year, I will work with LCCC leadership and the Trustees as appropriate to create a plan and begin its implementation for the purposeful development of LCCC employees, so they may be more competitive when advancement opportunities present themselves. In addition, the plan needs to prepare more existing LCCC employees for stepping into advanced roles at the College when the institution is in emergent need. This process should develop abilities and attributes' profiles for leadership positions at the College, as well as suggest different approaches for internal professional development of employees who may aspire to taking on increasing responsibilities and/or levels of leadership. The process should also define institutional approaches for tracking and inventorying skills and attributes developed.

2. Incorporate a compensation analysis component into the LCCC budget development process.

Personnel, specifically in the areas of compensation and benefits, make up nearly 80 percent of the College's annual operating budget. Over the next year, we will be working through the development of a comprehensive salary and classification study that was launched in FY16. The results of this work will lead toward a strategic model and process for placement and adjustment to employee compensation and classification at the College. This should include market analyses, inflationary assessments, or merit-based compensation components, as well as job families and titling, and administrative processes with accompanying documentation. This goal continues to tie nicely to our strategic plan and our strategy to update the College's compensation policy, procedure, and practices.

3. Develop an Academic Master Plan for LCCC.

Over the past few years, the College has been focusing efforts on establishing a strong, underlying structure for LCCC's programs and curricula. We have focused on much of the "how" to offer academic programs, with an emphasis on the inclusion of general education, program size, sequence, scope, master syllabi for courses, and a framework for course, program, and institutional learning competencies and assessment. It is now time that we build strategy behind "what" we offer in regard to our programs. Thus, it is time for us to begin a comprehensive academic master planning process to help us develop a vision for the offerings of our Schools and the academy as a whole.

4. Implement a strategic, objective, and inclusive process for meeting \$2.5 of budget reductions.

The College will be facing significant reductions in its State revenue over the biennium. Given the Board-endorsed plan to balance the FY17 budget, we will have to establish a plan to reduce the operating (Current Fund) budget of the College by at least \$2.5 million during the fall of 2016 and implement that plan prior to the beginning of FY18. This will be a top priority for me and the executive leadership of LCCC next year.