



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

**MEMORANDUM**

DATE: July 17, 2017

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: FY18 Presidential/Institutional Goals

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FY18 looks to be a challenging, yet promising year for Laramie County Community College. It is an exciting time to be working in community colleges, and I am continually honored to have the opportunity to work with a strong Board of Trustees, an excellent Leadership Team, and a committed faculty and staff. As a result of those, I am pleased to present an aggressive slate of goals for the coming year(s). I appreciate the feedback and contributions you have made to the development of the following goals, and most importantly your commitment to helping us accomplish them.

**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.

## **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.

## **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.

## **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 learning.

## **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.