



**LARAMIE COUNTY
COMMUNITY COLLEGE**

OFFICE OF THE PRESIDENT

Dr. Joe Schaffer

MEMORANDUM

DATE: July 25, 2014

TO: LCCC Board of Trustees

FROM: Dr. Joe Schaffer, President

RE: FY15 Personal Goals

The following are my personal goals for the FY/AY 2014-2015 year. I believe we can make significant progress on each of these over the coming year. The goals as presented were accepted by the Board at their retreat on July 18, 2014.

FY15 Personal Goals

1. Improve Internal Communication and Messaging

Significant change will continue at LCCC over the next year and possibly longer. We have accomplished much and successfully navigated change in the previous year. If the pace of change is to continue, there needs to be improved communication, especially from the President, the President's Cabinet, and key managers (e.g., Deans and Directors) in order for individuals to keep abreast and positively contribute. This communication needs to be clear, consistent, reinforced and validated across the campus, and the appropriate background and context for the changes needs to be provided. I will work in this regard to implement both formal communication expectations and to participate/create informal communication venues.

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that would illustrate specific examples and outcomes demonstrating new or improved approaches to internal communication (e.g., establishment of communication standards, frequent informal and formal communication activities, etc.). I would also suggest the Board use interactions with faculty and staff to ascertain if this is improving at LCCC through questions such as: "What have you been surprised to learn about that directly impact your work here at LCCC?"

Summative Evaluation: The Board should monitor the efficiency indicators in the College's KPIs (Key Performance Indicators), especially those pertaining to campus climate, as an indication of improvement in this area. These include KEIs (Key Efficiency Indicators) 13, 14, and possibly 15.

2. Improve Human Resource Functions and Responsiveness

First and foremost I want to work with our HR department to help provide ways to increase the actual and perceived responsiveness of the unit to the campus. A campus wide position analysis needs to be conducted under the new HR classification framework. In addition, a compensation model needs to be revamped and implemented, and the new performance management system needs to be finalized and fully deployed.

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that provides tangible evidence of progress being made or completion of the named initiatives in the goal (e.g., position analysis, compensation model, etc.). I would also suggest the Board use interactions with faculty and staff to ascertain if this is improving at LCCC with questioning such as: "Have you reviewed your job description recently?"

Summative Evaluation: The Board should monitor the Efficiency Indicators in the College's KPI's, especially those pertaining to campus climate and employee complaints, as an indication of improvement in this area.

3. Reinvent the College's Program Offerings to be Designed for Student Success

This year the focus will be on bringing all academic programs into compliance with the Degrees and Certificates Policy and Procedure, which are intended to provide student success-oriented parameters for programs to be structured in clear, coherent, and completion-focused pathways. This will require significant time by the faculty and other academic leadership to redesign programs, move away from "general studies" degrees to more focused "meta-majors," and to facilitate program articulation agreements with our university partners where we preserve majors.

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that provides tangible evidence that LCCC programs have been redesigned to come into compliance with the procedure on degrees and certificates, includes the new LCCC general education core, and provides clear pathways for students. The Board should also be able to see substantial progress on the "meta-major" concept as these move through the formal approval process.

Summative Evaluation: Success in this goal area should equate to improvements in various key performance indicators such as student retention rates, completion of general education and degree and certificate attainment, as well as transfer rates for programs that have majors articulated with university partners.

4. Continue to Advance the "Building Forward" Facilities Plan

We are making great progress and will likely have our Flex Tech and University/Student Center buildings under construction over the course of FY15. But our work on the *Building Forward* plan and our campus master plan must continue. I will remain focused on ensuring we advance planning on the Performing and Fine Arts Building, implement the first stages of the campus wayfinding plan, and seek to move on other projects as we are able (e.g., the Ludden Library and Learning Commons renovation and expansion, PE Building renovation, student housing, etc.).

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that provides tangible evidence progress continues on the advancement of projects in the "Building Forward" plan. This includes evidence of construction beginning on the Student Services/University Center building, the Flex Tech building, completion of the campus gateways, implementation of the first phase of the new wayfinding, etc. In

addition, there should be evidence of progress made in the planning and research behind the Fine and Performing Arts Building, as well as toward remedying the space constraints at our Albany County Campus.

Summative Evaluation: The Board may want to look towards an update of the Campus Master Plan in 2016 as a way to measure progress in key facilities areas at the summative level. For example, the Board may want to monitor the change in space utilization and surplus/deficiency, overall facilities conditions indices, etc.

5. Develop Mechanisms to Better Implement, Manage and Monitor the Strategic Plan

Our strategic plan is the guiding document behind the changes and initiatives we should be focusing on at all levels of the College. Many of the plan's strategies are embodied in these goals. To ensure successful implementation we need to implement a system for managing and monitoring projects related to these strategies. I will work with the campus to implement this mechanism, as well as to create ways to communicate and report on the progress we are making on the strategic plan.

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that provides tangible evidence the College has implemented a mechanism to communicate the strategic plan and progress towards it (e.g., a Strategic Plan website), as well as being able to demonstrate that various plan strategies are being managed and monitored through consistent approaches (e.g., project management), and that actual progress can be easily reported.

Summative Evaluation: The Board will want to ensure that progress on the strategic plan is being made and reported. Improvements should be illustrated across many of the College's performance and efficiency indicators (as reported in the 2015 institutional report card and State of the College address).

6. Make Substantial Progress on the Assessment of Student Learning

The College is off to a good start on the assessment of student learning, and progress is being made at the institution, program, and course level. This year, though, we must implement a structure for the development of assessment plans at each of these levels, collect student-learning evidence, and transform that into actions we deploy to improve our instructional effectiveness.

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that provides tangible evidence the College has created a system for the collection and analysis of assessment data, that programs and academic schools have active assessment plans in place, that the College can produce data on student learning at each of the three levels, and that plans exist or are being created for implementing strategies to improve student learning in under-performing areas.

Summative Evaluation: The Board may want to monitor Measure A.5 in the Key Performance Indicators. This measure is the achievement of LCCC Core Institutional Competencies. The College should have data for this measure, and the Board will want to use this data to monitor how well students are achieving of these competencies.

7. Implement Methods for Academic and Co-Curricular Program Review

The College is making great strides towards a culture of systems-thinking and continuous improvement. We need to continue that progress by ensuring we implement mechanisms for the

frequent review of our academic programs, as well as our key co-curricular and non-academic service areas. This coming year we will initiate a new academic program review process and develop a process for the review of non-academic areas.

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that provides tangible evidence the College has implemented policies and procedures pertaining to program review, that a system for the administration of program review is implemented, and that the first group of academic programs has moved through the new process. The Board should also expect to receive a presentation and/or report pertaining to completed program reviews.

Summative Evaluation: The Board may want to monitor the annual program analysis system that is currently being piloted and finalized at LCCC. This analysis provides an overall picture on individual program health as it pertains to quantitative input and outcomes measured within the context of all programs at LCCC.

8. Continue to Improve and Add Needed Policy and Procedures

Policy and procedure work must continue at the College. This will certainly include those areas referenced in the HR goal above, as well as numerous other areas spanning academic affairs, student services, continuous improvement, and administration and finance.

Formative Evaluation: The Board should expect a report back over the course of the year and at the end in my self-evaluation that provides tangible evidence the College is making progress in updating or adding new policies and procedures. The Board should expect to see the completion of the HR policies and procedures on compensation and performance management and on tuition and student fees, as well as some pertaining to curriculum approval and development, program review, conflict of interest, institutional planning, and scholarships.

Summative Evaluation: I do not have well-defined concepts for summative evaluation on this goal, in part because of its breadth. The Board may want to monitor how the College appears to be functioning in many of these areas by asking the faculty and staff questions like: "If you work with this, how well is the process working for XX at the College?" Where people intersect with these processes, they should be able to describe and comment on how well they are being implemented and working.

c: Peggie Kresl-Hotz, Human Resources Director