



**LARAMIE COUNTY  
COMMUNITY COLLEGE**

**OFFICE OF THE PRESIDENT**

Dr. Joe Schaffer

**MEMORANDUM**

DATE: August 17, 2016

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: President's FY17 Personal Goals

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First, thank you for taking a proactive approach to the evaluation of my performance over the last fiscal/academic year, as well as your judicious consideration of my personal goals for the coming year (FY17). Per our discussion, I believe the following are appropriate reflections of the goals you have set for me in the coming year.

**LCCC President's 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. Focus on Increasing Student Enrollment**

In conjunction with the Academic Master Plan work we will undertake this year, it is also time to begin correcting the downward trend of student enrollment at LCCC. Through a variety of immediate activities, as well as the longer-term efforts of developing a strategic enrollment plan, I will commit to working with the institution to achieve some immediate gains in student enrollment in the 2016/2017 academic year, while also helping set the stage for sustained, incremental growth for the near future at LCCC.

**5. Implement a strategic, objective, and inclusive process for meeting \$2.5 million 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. I will also try to play a positive, but influential role in the state discussions and decisions pertaining to reductions in funding, or future funding for Wyoming's community colleges.