



LARAMIE COUNTY  
COMMUNITY COLLEGE  
Cheyenne | Laramie | Online

# State of the College

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DR. JOE SCHAFFER, PRESIDENT

MONDAY, AUGUST 16, 2021

# LCCC Board of Trustees

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Wendy Soto, Chair



Bob Salazar, Vice Chair



Don Erickson, Treasurer



Janine Thompson, Secretary



Jess Ketcham, Trustee



Carol Merrell, Trustee



Brenda Lyttle, Trustee



# Leaving a Legacy

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**BILL DUBOIS**  
**SEPT 8, 1936 – JULY 17, 2021**

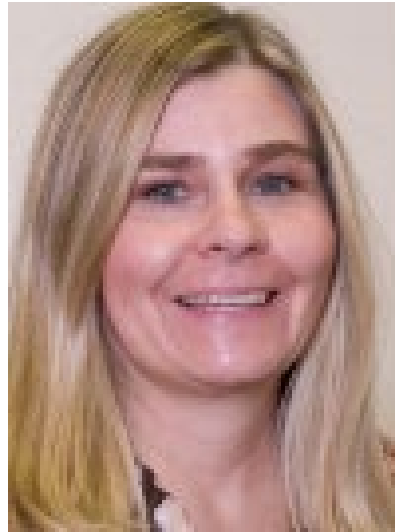


**JOHN CLAY**  
**MAY 19, 1923- AUG 7, 2012**



# Celebrating Someone Special

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**Jayne Myrick, Budget Director**

**39 Years!**



# Budget



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# Fiscal Environment - Chaos

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## Tale of Two Realities

1. Less and less ongoing (stable) funding.
2. Massive influx of one-time funding.



# Budget Challenges

## State Funding for the Community Colleges

- 2011/2012 Biennium - \$192 million
- Next (2023/2024) Biennium - \$147 million

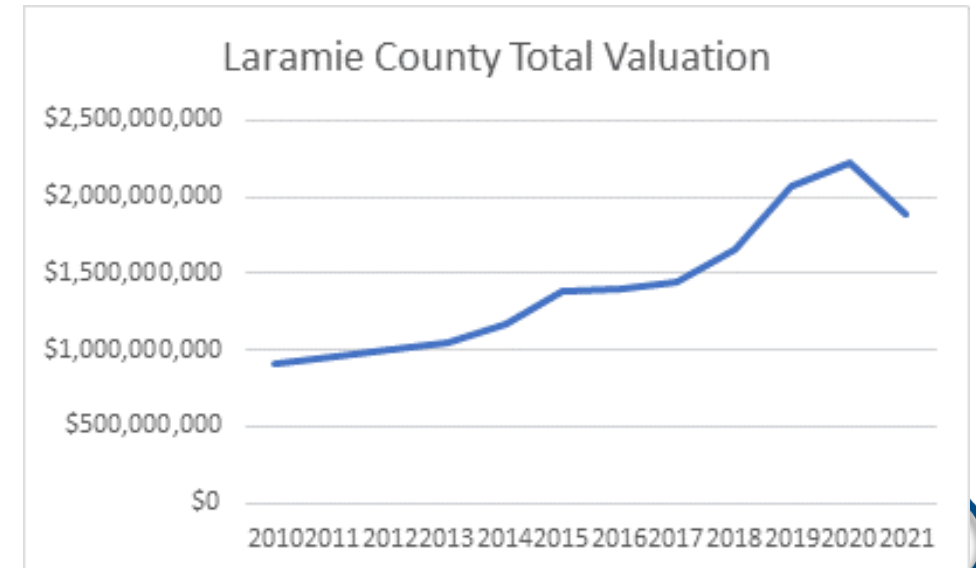
## Impacts to LCCC

- Since FY16, State aid to LCCC has been reduced by more than 25%.
- Budget cuts last fall alone have resulted in cutting \$8 million out of LCCC's biennial budget.

## Local Funding Remains Strong, But...

**-\$45 Million**  
**-\$98 Million**

In current dollars



# One-Time Funding

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## Legislature

- One-time Appropriation of \$8 million to the Community Colleges (about \$1.6 million to LCCC)
- \$10 million Appropriation for the RAC Project

## Higher Education Emergency Relief Funds (HEERF)

- CARES: \$750,000
- CRRSAA: \$2.6 Million
- ARPA: \$3 Million

## Federal Stimulus Funding to Wyoming

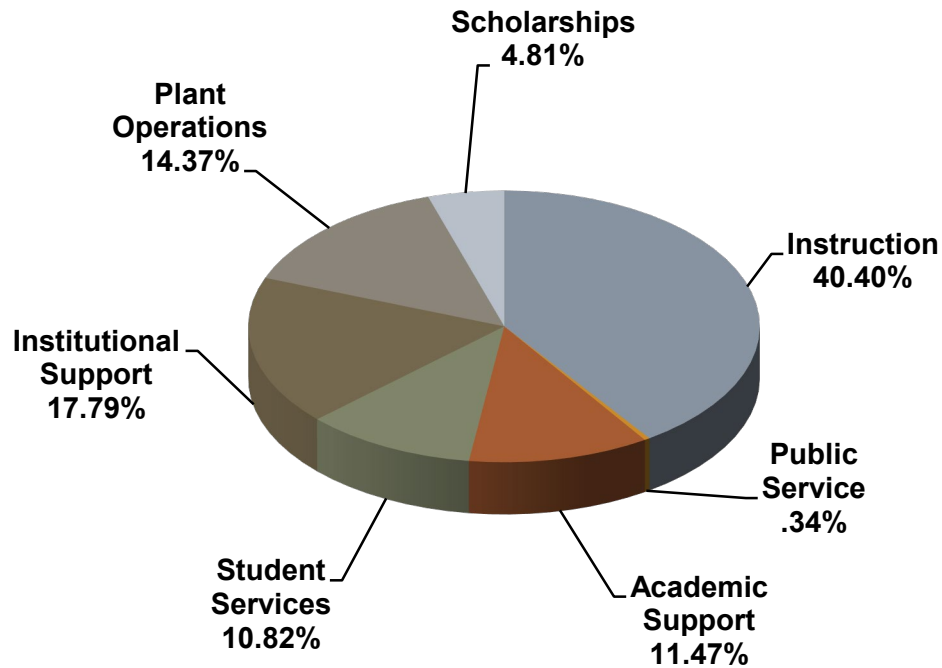
- Governors Emergency Education Relief (GEER)
- State CARES Act Funding
- ARPA Funding



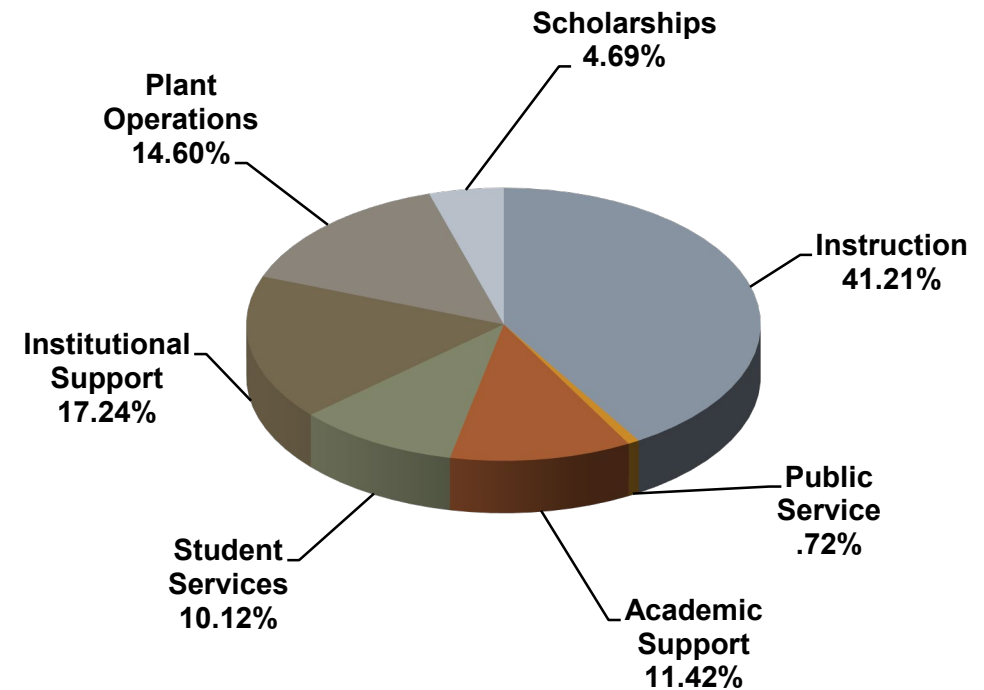


# LCCC FY22 Budget

## FY21 EXPENDITURES BY AREA



## FY22 EXPENDITURES BY AREA



# FY22 Budget: Use of One-Time Funds

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1. **Employee Investment** - One-Time funding spent on LCCC employees.
2. **One-Time Investments** - To allow for purchase of equipment, other one-time investments.
3. **Strategic Plan Implementation** – One-Time funding to help launch the new plan.
4. **Construction/Renovation** - One-Time funding for strategic construction or reno projects.
5. **Strategic Savings** - One-time funds saved for strategic purposes and future stability.

*Process for Requesting Funds Coming Soon*



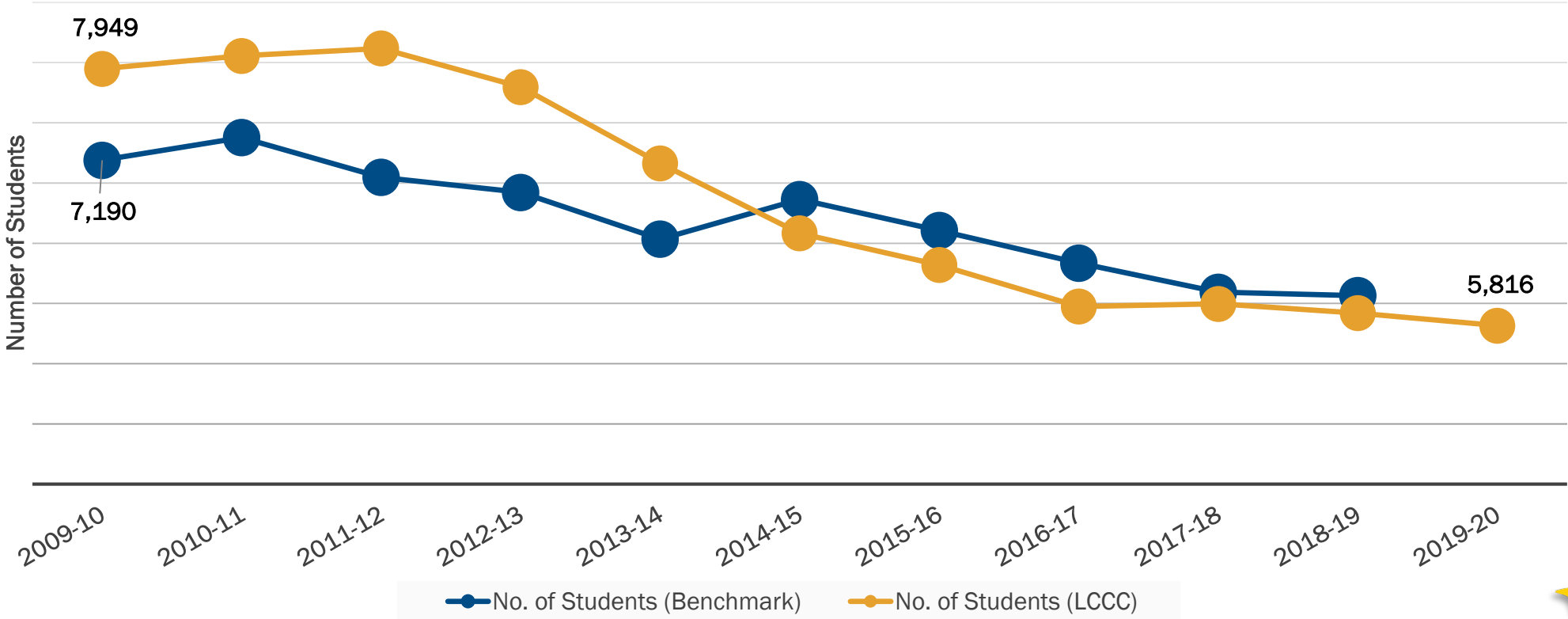
# Student Success



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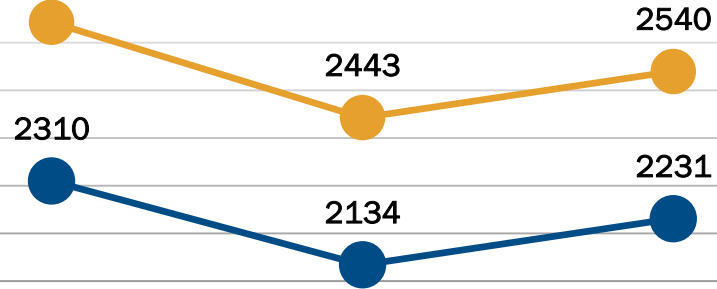
# State of Our Enrollment

## Benchmark Comparison: Annual Unduplicated Enrollment

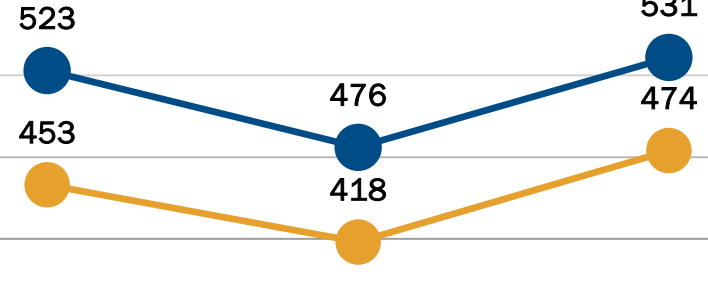


# Fall Enrollment

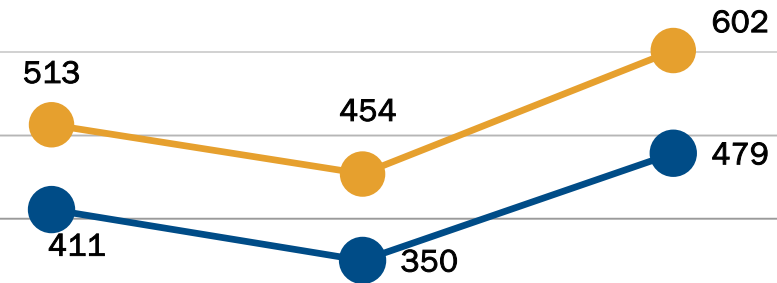
**Total Fall Enrollment**



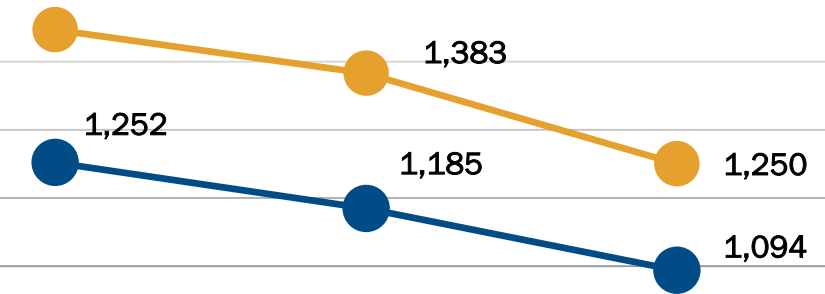
**First-Time Freshmen**



**Re-Enrolled Students**



**Continuing Students**



2019

2020

2021

FTE

Headcount

2019

2020

2021

FTE

Headcount



# LCCC Pathways

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Agriculture  
& Equine



Business &  
Accounting



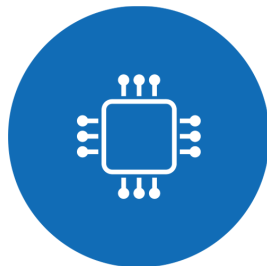
Communication  
& Creative Arts



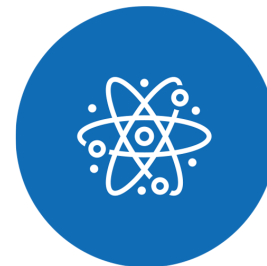
Health Sciences  
& Wellness



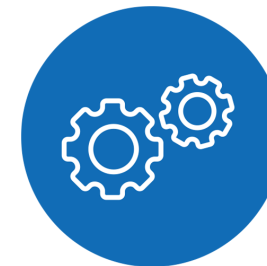
Human &  
Public Services



Information  
Technology



Science, Technology,  
Engineering & Math



Trades & Technical  
Studies



# LCCC Pathways

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## 4 Pillars of Guided Pathways

1. Clarify the Paths
2. Get Students on a Path
3. Keep Students on a Path
4. Ensure Students are Learning

## Pathways Early Connections

**A – Ask**

**C – Connect**

**I – Inspire**

**P – Plan**



# Student Progress - Momentum

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## Leading Indicators of Student Success

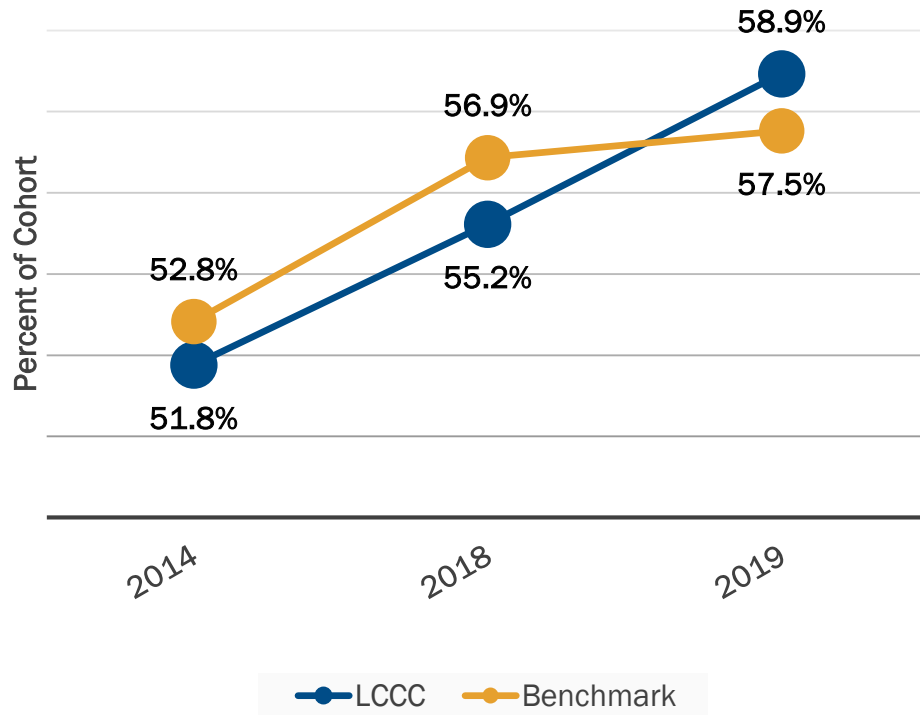
1. Selecting a Program and Developing an Academic Plan
2. First Term College Credit Accumulation
3. First Year College Credit Accumulation
4. Completing College Math and English in the First Year
5. Year to Year Persistence



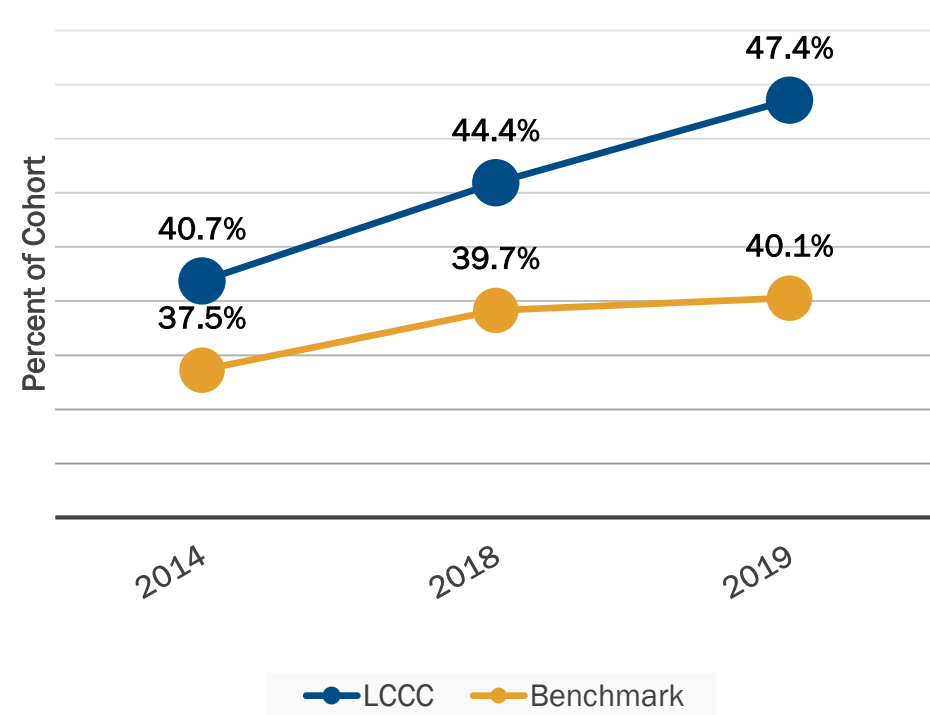


# First Term Credits

### Earned 6+ College Credits in First Term

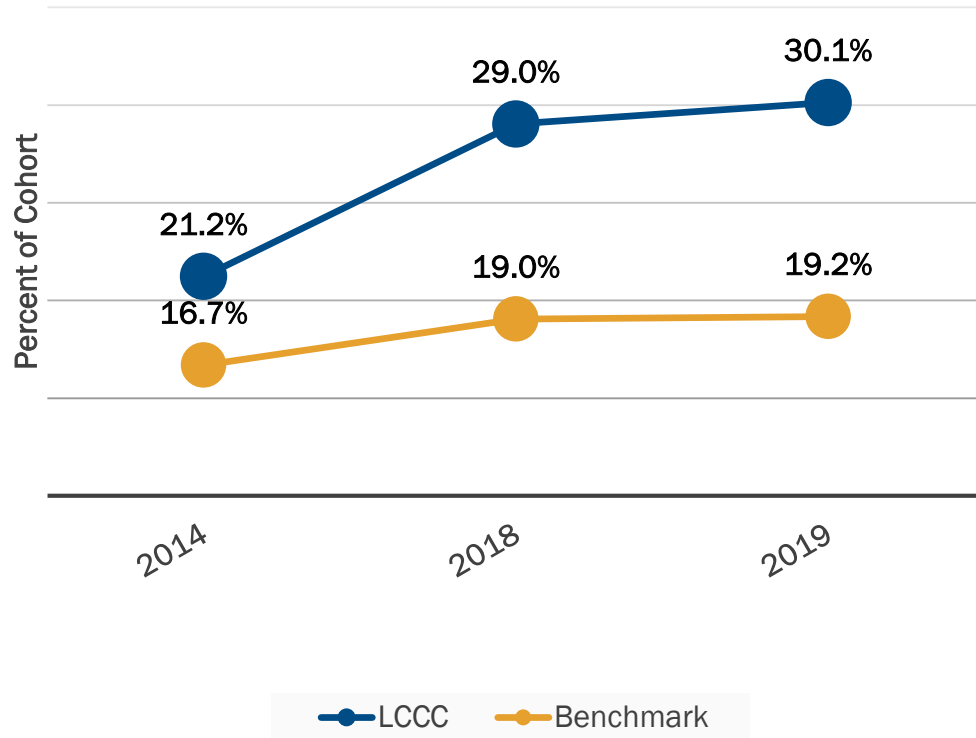


### Earned 12+ College Credits in First Term

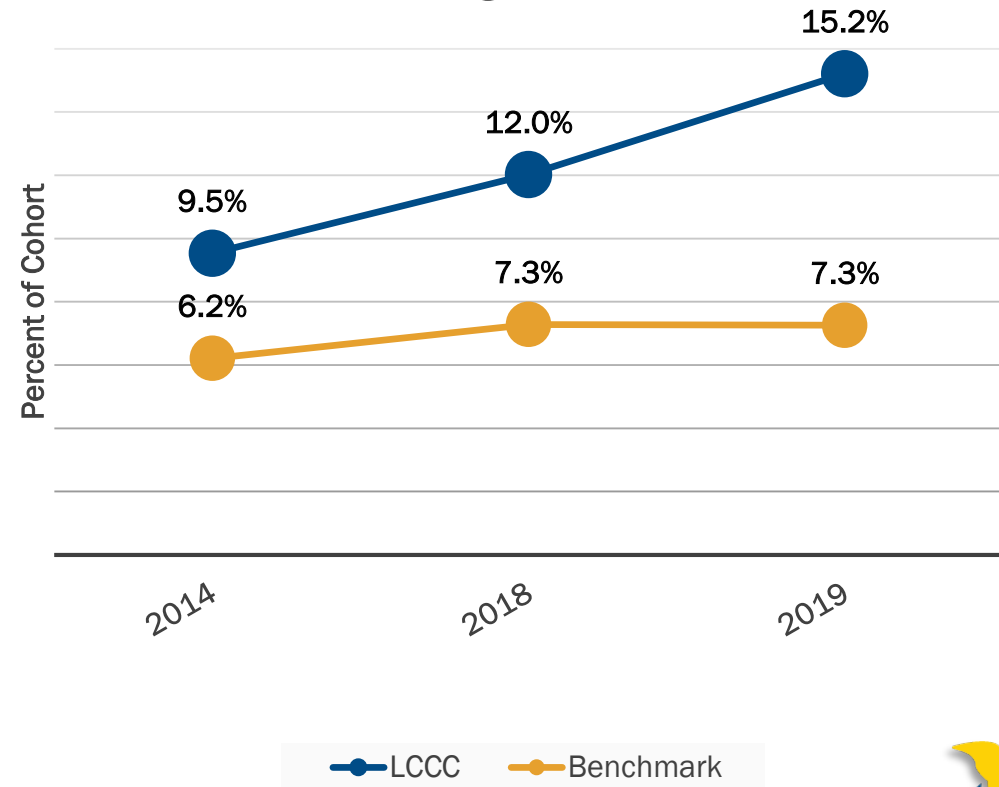


# First Year Credits

### Earned 24+ College Credits in First Year

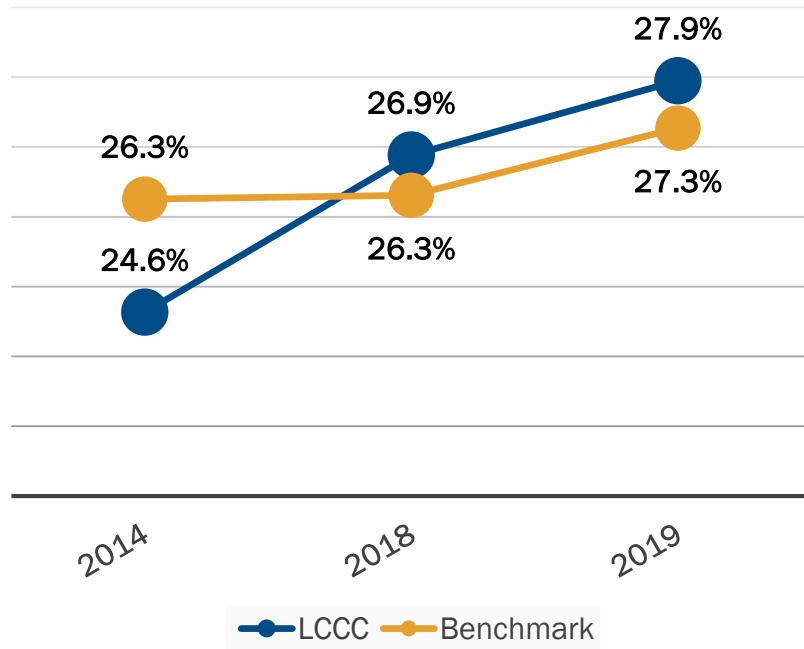


### Earned 30+ College Credits in First Year

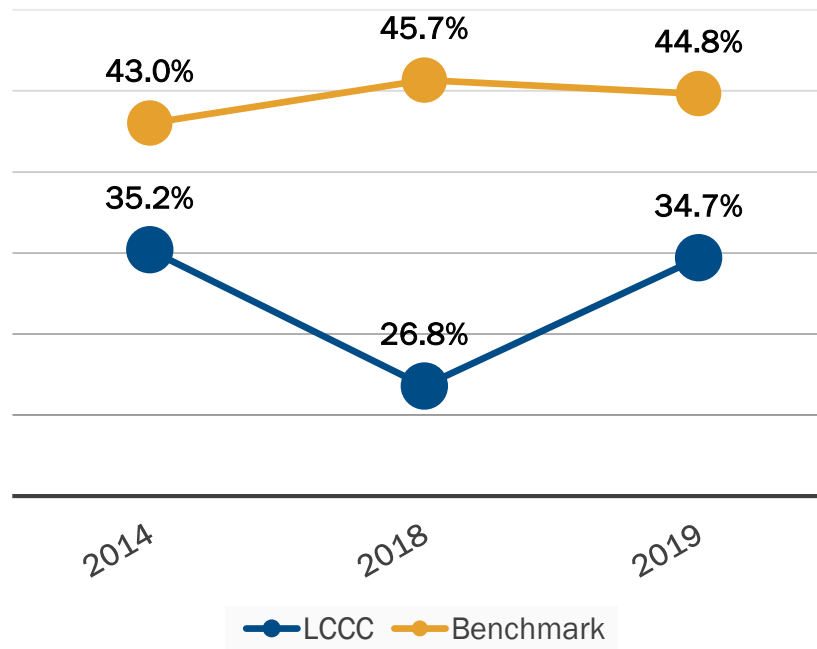


# College Math/English in First Year

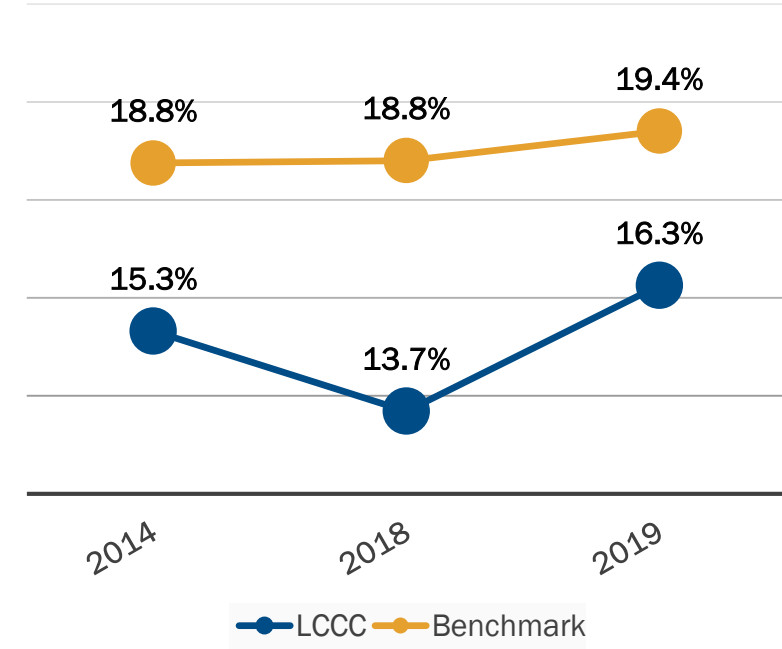
### Passed College Level Math in First Year



### Passed College Level English in First Year

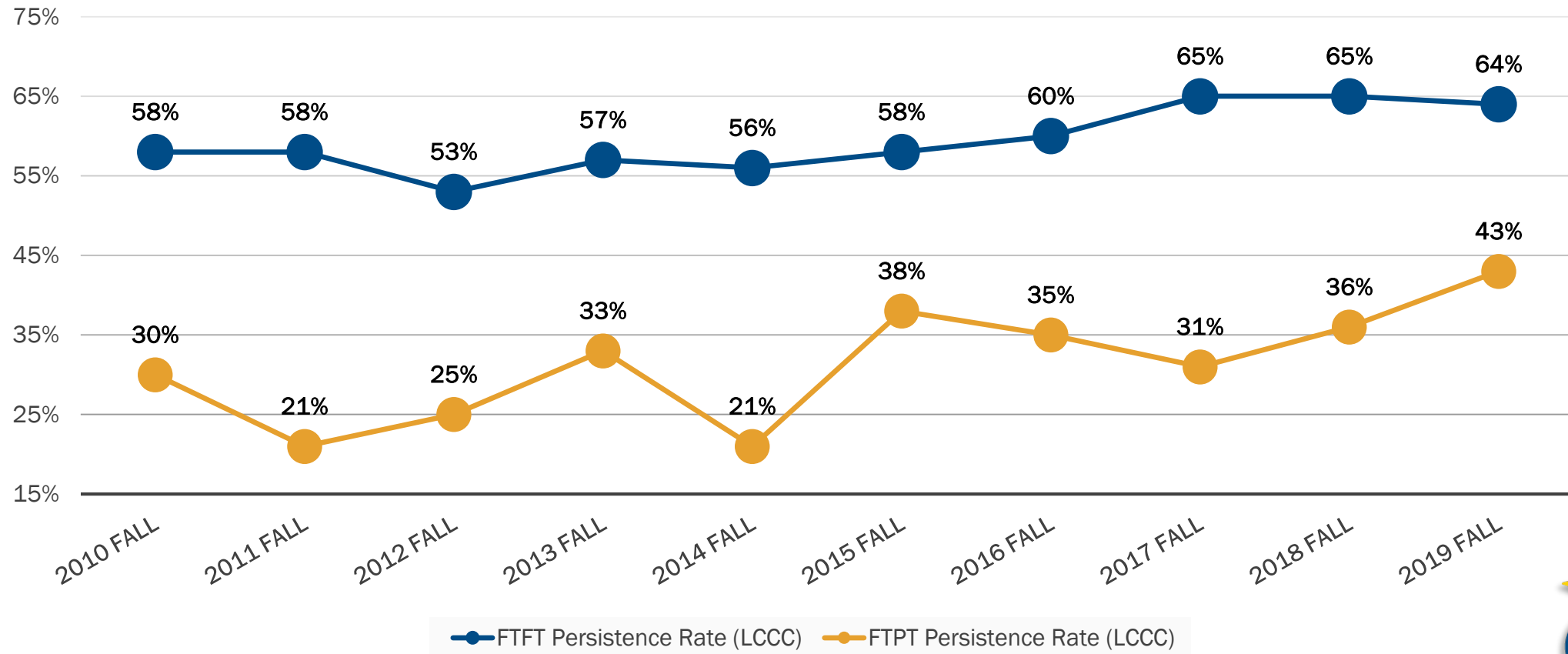


### Passed College Level Math & English in First Year



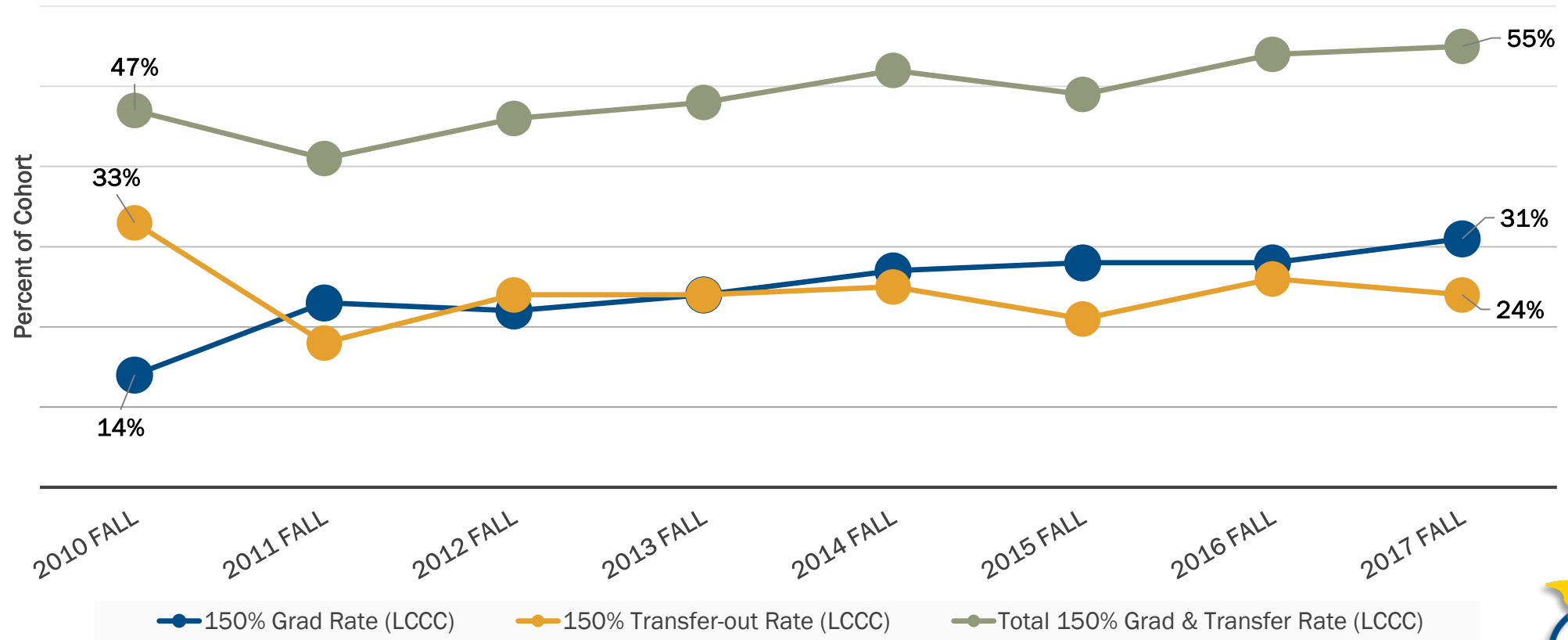
# Student Progress - Retention

## IPEDS Fall-to-Fall Persistence Rates



# Student Completion

## IPEDS Fall Enrollment 150% Graduation & Transfer Trends



# 2030 Strategic Plan



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# Mission Statement

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*The Mission of Laramie County Community College is to transform our students' lives through the power of inspired learning.*

1. To prepare people to succeed academically in college-level learning (academic preparation)
2. To engage our students in learning activities that will prepare and advance them through the pursuit of a baccalaureate degree (transfer preparation)
3. To develop individuals to enter or advance in productive, life-fulfilling occupations and professions (workforce development)
4. To enrich the communities we serve through activities that stimulate and sustain a healthy society and economy (community development)



# Core Values

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1. **Authenticity** – With purpose and without pretense, we are steadfast in our dedication to deliver on a promise, product, or service meeting the needs of individuals we serve.
2. **Desire to Make a Difference** – We engage in and pursue our goals for the opportunity to create better lives, better communities, and a better world for those who are here today and the generations that follow.
3. **Passion** – Our institution is wholly dedicated to engaging in our work, sharing our beliefs, and debating the merits of any course of action as we strive to transform our students' lives through inspired learning.
4. **Openness** – We are committed to transparency through shared governance, where our best work fosters a culture of trust and respect as a college of choice.





# Aspirational Values

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- 1. Commitment to Quality** – We are committed to promoting a culture of evidence that compels us to continuously strive for greater competence, productivity, and excellence in serving our students and community.
- 2. Inclusion** – Leveraging the diversity of our talents, we engage in the practice of wide-ranging, open-minded discourse with civility and respect. Our work is objectively grounded in what is best for our community and the provision of equitable opportunity for all.
- 3. Innovative Agility** – We embrace the notion of adaptability, where our curiosity leads to forward-looking and unique actions. We are unencumbered by convention, endeavoring to discover improved ways of serving our students and community. We strive to make the impossible possible.



# The Big Goal

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## Aspen Prize Finalist by 2030

The Aspen Prize is awarded to institutions with outstanding achievement in teaching and learning, degree completion, transfer success, workforce success, equity in outcomes, leadership and institutional culture.



1,000 → 150 → 10 → 1

# We Realize:

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1. LCCC can have a direct impact on Wyoming's economic growth and prosperity.
2. To do that, we must embrace our role of ensuring equitable opportunity to postsecondary outcomes for all students.
3. These outcomes must include access to life-sustaining occupations immediately upon graduation or by achieving advanced standing and success at a transfer institution.



# Environmental Scanning - External

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- Population/Demographic Shifts
- Economic Needs/Priorities
- Funding Uncertainty
- Competitive Marketplace
- Employer Expectations/Needs
- Student Needs/Expectations



# Environmental Scanning – Internal

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- Financial Stability
- Enrollment Growth
- Brand/Program Awareness
- Program Relevance
- Student Experience
- Student Success



# Goal 1 (Awareness Goal)

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**Become the best-known higher education opportunity within 350 miles of Cheyenne.**

In an increasingly competitive environment, for our prospective students and families to engage with LCCC they have to be aware of the College and compelled by the value our programs and services provide. For our region to thrive in the future, our reach can and must be far greater than the bounds of our service area.



# Goal 1 Strategies

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- ❖ **Awareness Strategy:** Through comprehensive and purposeful efforts, we will substantially increase the region where people know who LCCC is, what we do, and the value of the programs and services we offer.
  - Public Perception and Awareness Study
  - Awareness Campaign
- ❖ **Branding Strategy:** Assess, determine, and modify as necessary, the overall brand of LCCC to ensure it is recognized favorably and interpreted relevantly to our future students and current stakeholders.
  - Brand Preference, and Confidence study



# Goal 2 (Enrollment/Completion Goal)

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**Engage substantially greater numbers of individuals in the intentional pursuit and achievement of post-secondary outcomes at LCCC through strategic enrollment management.**

Student participation, and ultimately success, will be an essential determinant of the success of LCCC, and more importantly, of our communities and state in the future. Pragmatically, the College's resource stability will be reliant on increasing numbers of students enrolling.

Strategically, these students are the necessary pipeline of talent needed within our workforce to drive economic growth and societal prosperity. (Enrollment and Completion Goal)





# Goal 2 Strategies

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- ❖ **Recruitment Strategy:** Implement strategic recruitment efforts targeted and segmented to the various population markets from where LCCC desires to enroll more students.
  - Develop a Strategic Recruitment Plan
  - Research, explore, and implement mechanisms (e.g., targeted aid, tuition reduction strategies, etc.) that create/restore the affordability competitive advantage for LCCC.
  
- ❖ **Retention Strategy:** Implement effective, innovative strategies that result in increased retention and the persistence to completion of a credential for the students who are already enrolled at LCCC.
  - Develop a Strategic Retention Plan
  
- ❖ **Marketing Strategy:** Research and implement strategic marketing efforts, that generate interest and engagement with LCCC resulting in increased enrollment.
  - Develop an Enrollment Marketing Plan
  - Create and implement a digital retargeting campaign



# Goal 3 (Programming Goal)

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**Transform the College's academic offerings into innovative programming with paths to viable opportunities for social mobility.**

LCCC's degree and certificate programs are the foundation for social mobility of our graduates and economic prosperity for our communities. These programs must be designed to create a unique student experience that differentiates the College, provide pathways to equitable success and outcomes, and align with real opportunities post-completion.

(Programming Goal)



# Goal 3 Strategies & Initiatives

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- ❖ **Stakeholder Engagement Strategy**: Create deeper, purposeful connections with stakeholders to maximize LCCC's alignment of programs and services with identifiable community needs and viable opportunities.
  - Revamp the LCCC Program Advisory Boards
  - Establish a President's Advisory Council
- ❖ **Capacity Building Strategy**: Capacity building efforts at LCCC will focus on creating the capacity where little or none exists by focusing on areas where LCCC can fill a niche and become a premier provider of programs, services, and activities related to these areas.
  - Advanced Manufacturing Initiative
  - Entrepreneurship and Innovation



# Goal 3 Strategies & Initiatives

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- ❖ **Expansion Strategy:** LCCC will expand programmatic offerings in areas where we recognize there is substantially more we can do to better serve our stakeholders and communities.
  - Healthcare/Health Sciences Program Expansion
  - Expand Offerings Within the New Information Technology Pathway
  - Establish LCCC Online
- ❖ **Program Health Strategy:** All programs offered by the College – new or existing – must be relevant and healthy. LCCC will assess, evolve, and adapt our programs to ensure their viability.
  - Annual Program Health Analysis
  - Applied Learning (synthesis and application) Experiences
  - Evidence-Backed Transfer Innovation
  - Interdisciplinary, Skills-Based, and Value-Added Credentials



# Goal 3 Strategies & Initiatives

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- ❖ **Student Experience Strategy:** Provide and deliver an experience that differentiates LCCC from all others and leads to the development of a more well-rounded, better-prepared student after completion.
  - Baseline Analysis
  - Meaningful Immersion Experience
  - Inescapable Experience for Student Transition after LCCC
  - Create Deep Connections to Wyoming



# Goal 4 (Culture Goal)

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**Continue to cultivate an environment intentionally designed where employees can do the best work of their lives.**

Organizations are only as strong as the people who comprise them. Great organizations recruit and retain the best talent, and that talent does their best work. These organizations do four things exceptionally well: (1) they set clear expectations, (2) they engage their employees deeply, (3) they empower their employees, and (4) they focus on life/work integration. (Culture Goal)



# Goal 4 Strategies & Initiatives

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- ❖ **Clarity of Purpose Strategy:** The College's Mission is compelling, and the work is meaningful. LCCC must now focus on outcomes and providing clear expectations and exceptional support for the College's employees.
  - Outcomes-Oriented Position Descriptions
  - Strengthen Supervisory KSA's
  - Deeper Integration of the Mission, Vision, and Values
- ❖ **Work/Life Integration Strategy:** In an increasingly complex world, one connected through technology, it is easy to lose the balance between living and working. LCCC will strive to find ways for employees to feel both through the integration of these two elements.
  - Remote/Alternative Work Opportunities
  - Fully Implement the Compensation Plan
  - Innovative Employee Benefit Enhancements



# Goal 4 Strategies & Initiatives

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- ❖ **Engagement Strategy**: When people feel engaged – with their place, with each other, and with the activities they are committed to – they tend to find greater satisfaction from their work and thus a greater commitment to sustaining it.
  - Engaging Physical Environment
  - Strengthen Campus-Wide Communications
  - Create More Opportunities – Relationships, Participation, etc.
- ❖ **Empowerment Strategy**: LCCC has already created opportunities for broad involvement in key initiatives and processes at the College. The next phase in this cultural journey is to improve the way the College empower employees to act, try innovative ideas, and make decisions that are impactful to the institution.





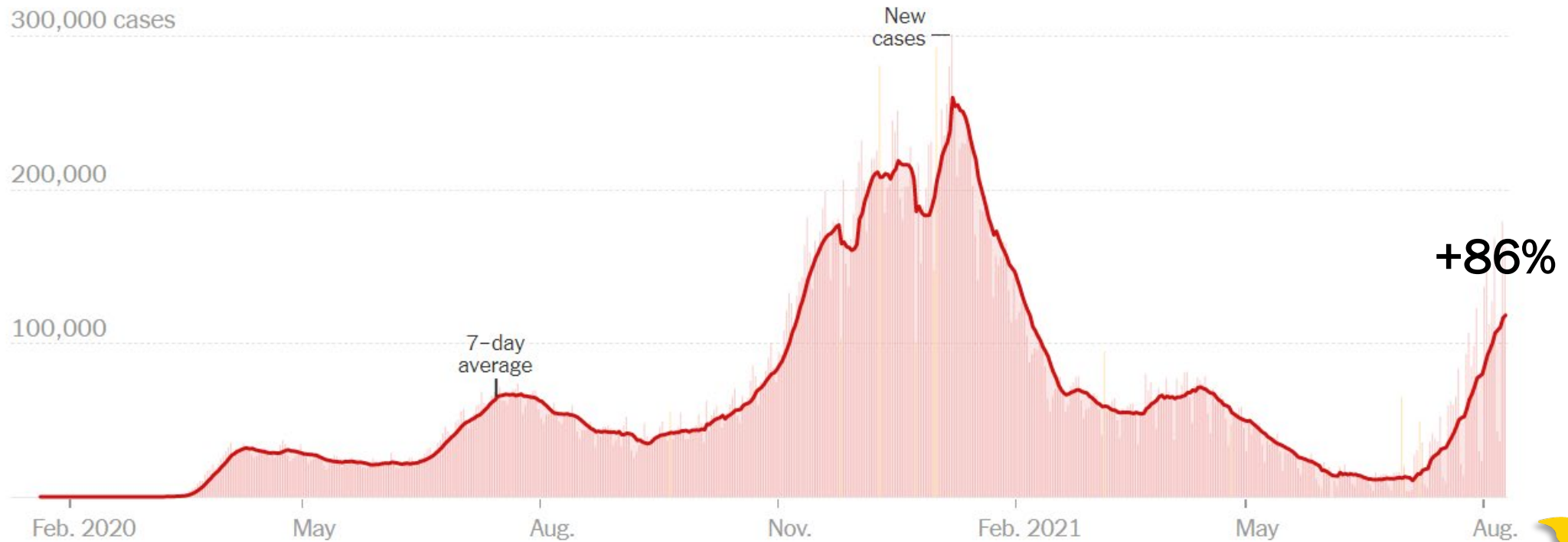
# The Pandemic



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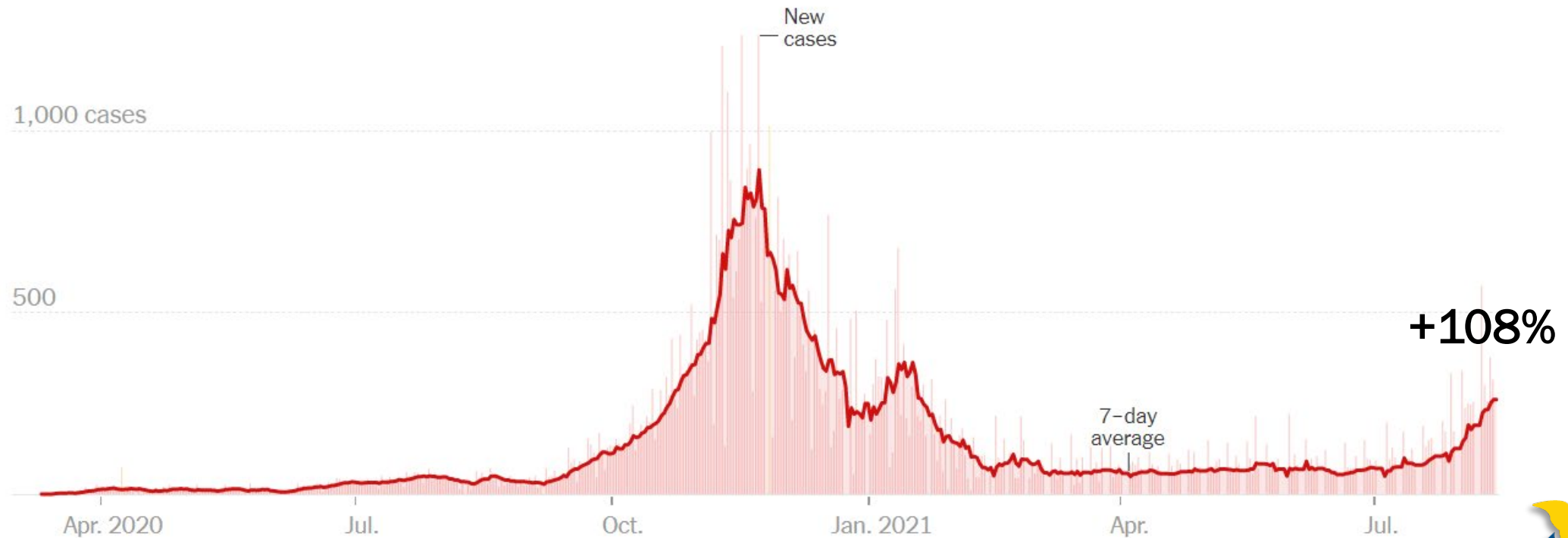
# COVID-19 in the U.S.

## New reported cases



# Wyoming COVID-19 Case Count

## New reported cases

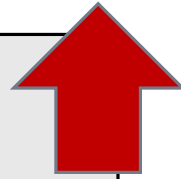


# COVID-19 in Wyoming

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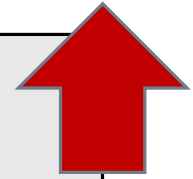
**1,540**

Active in WY



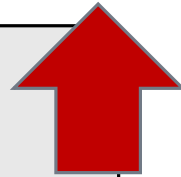
**793**

Deaths



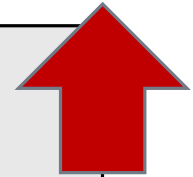
**307**

Active Laramie Co.



**64**

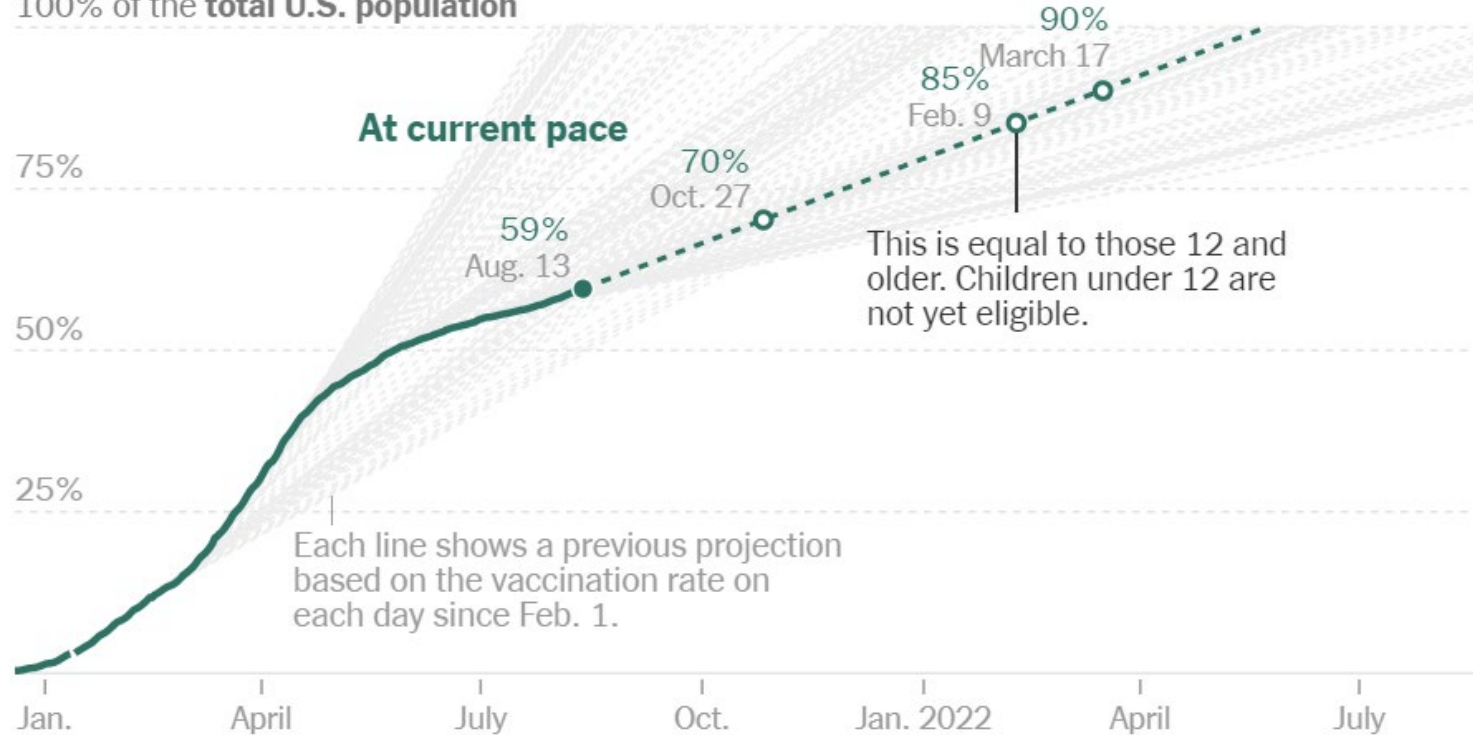
Active Albany Co.



# Vaccine Progress

Based on the seven-day average of people receiving a first or single dose each day.

100% of the **total U.S. population**



Sources: Centers for Disease Control and Prevention; Andrew Beveridge, SocialExplorer | Note: Total population includes states, territories and three countries with [special agreements](#) with the United States: Palau, Micronesia and the Marshall Islands.



# This Fall is Different

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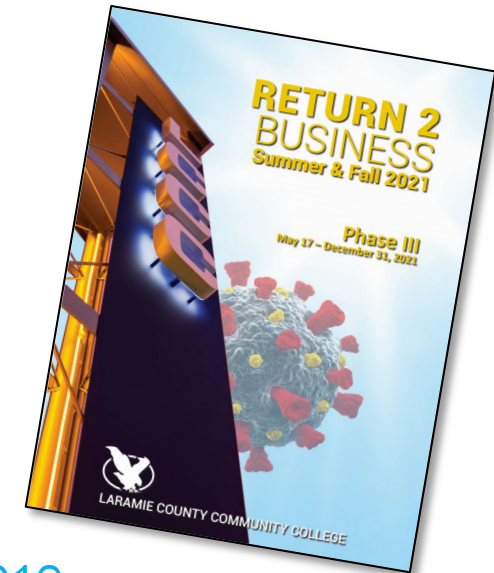
We know how to manage this and keep people safe.

We need you to do your part.

- Get vaccinated
- Wear a mask/face covering
- Stay home when you are sick
- Practice social distancing when possible
- Practice good hygiene and wash your hands regularly

Inform yourselves with good information.

- Myths and Facts about Vaccines - <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/facts.html>
- Things to Know about COVID-19 Vaccines - <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/keythingstoknow.html>
- Vaccine Science Brief - [https://www.cdc.gov/coronavirus/2019-ncov/science/science-briefs/fully-vaccinated-people.html?CDC\\_AA\\_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fmore%2Ffully-vaccinated-people.html](https://www.cdc.gov/coronavirus/2019-ncov/science/science-briefs/fully-vaccinated-people.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fmore%2Ffully-vaccinated-people.html)

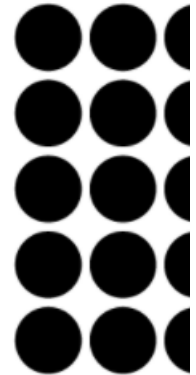


# Our Community, My Request

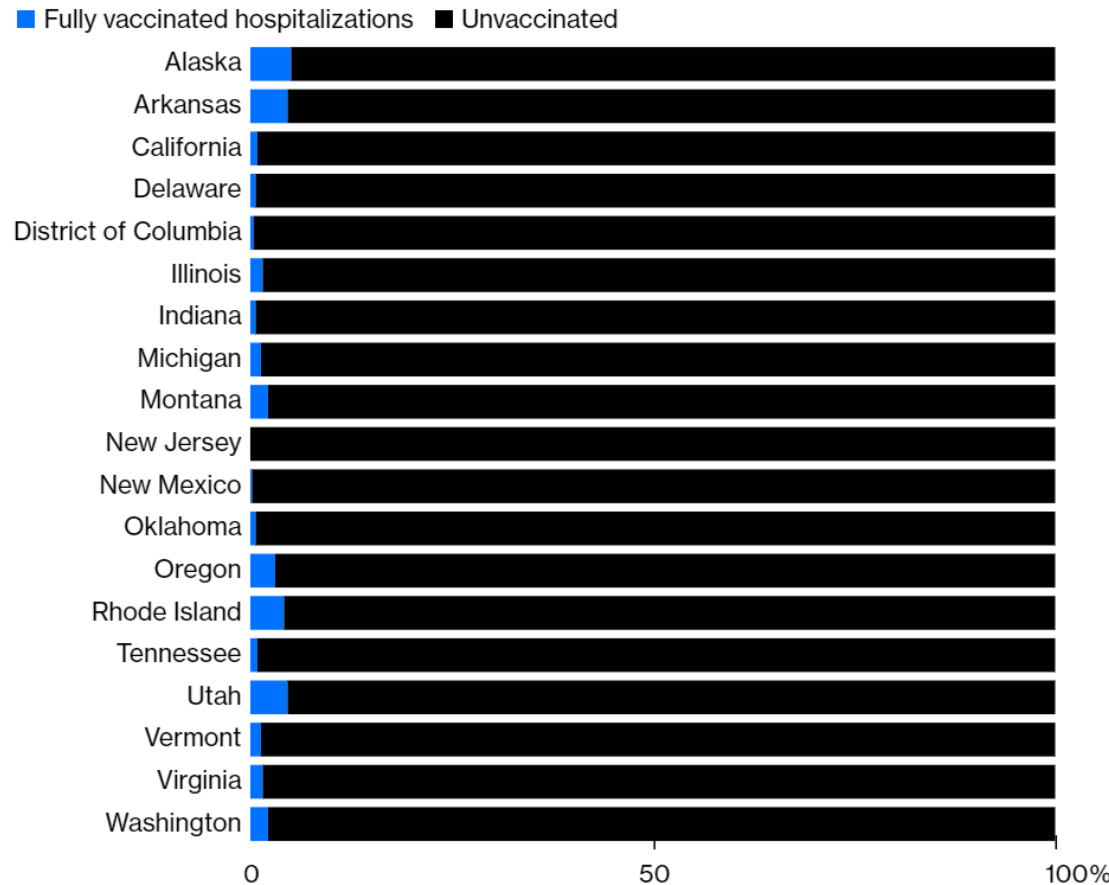
## 1. Get Vaccinated - They Work

**Breaking**  
For every  
people

● Confirm



Source: Kais  
Note: Based



ed



# Our Community, My Request

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## 1. Get Vaccinated – They’re Safe

- Millions of people in the United States have received COVID-19 vaccines under the most intense safety monitoring in U.S. history.
- That’s after tens of thousands were given it in clinical trials.
- Serious safety problems are incredibly rare.
- Long-term side effects are unlikely.

**Report your vaccination status!**

**Vaccine Clinic on Campus**

Friday, 8am - Noon in Blue Hall

Free to all LCCC Employees, Families, and Students





# Our Community, My Request

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## 1. Get Vaccinated

## 2. “Masks for a Month”

- Masks suck. But they work.
- August 16 – September 17

## 3. Be Gracious

- We are in this together.
- Our individual experiences with COVID-19 are unique.



