



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

MEMORANDUM

DATE: July 5, 2019

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: FY19 Self-Evaluation and Proposed FY20 Goals

As I am nearing my eighth year at Laramie County Community College (LCCC), it is important for me to stop and recognize just how much has been accomplished because of the dedication of the College's faculty, staff, volunteers, and supporters. Each year as I write my self-evaluation I am moved to reflect on our progress as a college, to learn what others believe I did well as president, and to understand what I can do better to keep the institution progressing and my own performance improving.

In alignment with our developing performance management process, I will provide a succinct, yet comprehensive, self-assessment of how I believe I have performed over the past year. This assessment will focus on three primary performance domains:

1. Function-Based Performance – how I have fulfilled the primary functions of my position and the expectations for a chief executive.
2. Behavior-Based Performance – how I have behaved in carrying out my work, especially as it aligns with the College's mission, vision, and values.
3. Objective-Based Performance – how I have satisfied my FY19 the goals.

Like in the past, I will conclude this memorandum with my proposed goals for FY20.

As I request of all of my direct reports on President's Cabinet, I have taken the initiative to also facilitate a 360 degree review of my performance. This feedback helps me understand how my conduct, abilities, and behaviors are perceived, as I carry out my work as president. I asked more than 80 individuals to anonymously participate in my 360 feedback survey. These were primarily LCCC employees but also included some external individuals. I purposefully included individuals, who I knew would be honest, yet likely critical of my performance. In all instances, these individuals had some significant interaction with me over the past year. About 84% of the participants responded (n=52). I will include the survey's results, including the open-ended comments, along with this memorandum for your information.

I am naturally inclined to examine the areas I need improvement most, rather than those areas I do well in. Therefore, from my 360 feedback, I will focus my comments on the areas where I believe I have not met someone's expectations or where I can improve. Before doing so, I am pleased to say that the feedback from

most individuals overwhelmingly shows that I am meeting expectations, and in many cases exceeding them. I did not to lose sight of these responses, as I considered what I can do to improve. Here are the general themes I pulled from the 360 feedback, and my own perception of my performance.

Have I fulfilled the Functional Performance expectations of the position of President?

To me, fulfilling the functional requirements of any position is the lowest level of expected and appropriate performance. You hired me to do some basic things first and foremost. These include assuring the College is running smoothly, 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 to the students and the community being served. In these regards, I believe I continue to be a competent chief executive and that the institution continues to operate as you would expect.

Digging deeper into the results from my 360 feedback (Section 3: Questions 21-40), I am overall pleased that most of those individuals providing feedback believe I am meeting, and in many cases exceeding, the functional expectations of my position and my leadership (over 50% of all responses are at the Exceeds Expectations level). That said, it would be easy to just consider the majority opinion. However, I know from the comments expressed by a few of the respondents that some areas clearly need more work. From those ratings and comments, the following are the areas on which I must address.

- Legitimate concern was shared regarding the ability of President's Cabinet members to produce outcomes and organize their teams effectively around our work.
- Frustration was expressed about my ability to correct or my unwillingness to address the performance of my team in a timely manner. Some see this as a deficiency and one of the top areas on which I should work.
- Some feedback suggests that my ability to develop trust and loyalty is contingent on my ability to directly connect and spend significant time with individuals on campus. While this is optimal, it is also difficult to manage with the number of employees we have. Thus, the concern is perhaps about the ability of my direct reports, and then theirs, to create an environment of trust and loyalty.

My overall impression of the feedback is that there is concern about my ability to develop and manage an effective executive team. I do probably err on giving too much time in trying to develop, coach, and improve my employees. From the outside, this may look like inaction, especially when my coaching may take longer than thought necessary. But I also must realize that some of this may very well be my weakness in developing effective teams, although that has not been a challenge in the past. My guess is most of this feedback is isolated to one area that I will have to address sooner than later.

Have I fulfilled the Behavioral Performance expectations of the position of President?

Often, the biggest challenges are not a result of WHAT we do, but HOW we behave when we are doing the work. Thus, behavior-based performance pertains to how I have behaved in carrying out my work, especially as it aligns with the College's mission, vision, and values, and how I lead and interact with others. These elements are addressed in my 360 feedback in Section 1 and Section 2 (Questions 1-20).

Again, I am humbled by the significant positive feedback in these areas. Nearly all questions have more than 50% of the respondents rating my behavioral performance as exceeding expectations, and the clear majority stating I meet or exceed expectations. The positive comments are even more humbling and so appreciated, and I am grateful people see value in my work and leadership.

More appreciated, though, is the constructive feedback that is delivered in these comments. These demonstrate mutual respect, and I hope display a sense of safety that people can share very candid feedback with me. Other than the reoccurring theme pertaining to the performance of my executive team (articulated above), there are a few other areas in which I can improve my performance. These include:

- Having a greater presence on campus. One commenter summed it up by saying that I need to balance being away from campus for LCCC, and being on campus at LCCC. Like last year, this is something I try to do but continue to experience difficulty in achieving given the roles I have played in the state and opportunities I have had to represent LCCC nationally. I am pleased that my involvement in the Pathways Initiative has helped increase my visibility and connections on campus, but it is clear people would still like more.
- I am results-driven and a problem solver, which means I am actively searching for how the College can improve. Unfortunately, that has resulted in some people having the impression that I only find the faults in our work, because I fail to stop and recognize the accomplishments of people in a meaningful way, and that I push our campus at a pace perhaps too fast and hard to sustain. I see opportunity for excellence, and I need to balance the pursuit of that with attention to people, so they understand this comes from a place of commitment and passion and not dissatisfaction or disdain. This includes being even more open to alternative perspectives and not pushing so hard to move on an idea, especially when it is my idea.

Have I fulfilled the Objective (Goals) Performance expectations of the position of President?

Finally, the last area of my self-evaluation pertains to my objective-based performance. In the following, I will provide you with a brief synopsis of my progress on the goals we established for me this year. As I have mentioned in the past, while these goals reside at the level of the President's Office, the hard work and commitment of so many others on campus made the achievement of these goals a reality. Therefore, I will try to identify those individuals who have contributed significantly to these efforts. I look forward to discussing the progress on these goals in more detail should you have questions or would like additional information.

1. Guided Pathways 2.0

FY19 will essentially represent year two of our three-year involvement with Guided Pathways 2.0. Year one (FY18) focused primarily on the first two phases of our work (Phase I - Design and Engagement, Phase II - Planning and Preparation). In year two (FY19) we will roll out Phase III - Implementation. This is where the most people will be involved and where the most difficult work will begin to emerge. I will continue to dedicate my time to this work and will have an increased presence, as the work is taking place.

Progress Update: As I know you have seen this year, LCCC is making incredible progress on our Guided Pathways effort. In fact, we have been recognized nationally for how we are tackling institutional transformation, and this achievement shows internally. Evident in many of the presentations provided to the Board is the leadership we have across campus, as we work on our nine "must-haves" of the Pathways project. This progress is far too great to summarize here, but I am so very impressed with the great work happening at LCCC on behalf of our students. This year alone we have established the seven pathways, fundamentally reshaped general education, implemented/implementing new processes and technologies that are improving student entry and advising, and so much more.

Key Contributors: For the work accomplished thus far, leaders include Kari Brown-Herbst, Jonathan Carrier, Caitlyn Cox, Stephen Crynes, Julie Gerstner, Brady Hammond, Sarah Hannes, Kelly Humphrey, Adam Keizer, Meghan Kelly, Jill Koslosky, Chad Marley, James Miller, Arshi Nisley, Zac Roehrs, Ann Shelby, Zeke Sorenson, Josh Thein, Janet Webb, Bryan Wilson, and Melanie Young.

2. Building Forward Projects

My hope is that by the completion of next year, we will have some finality and closure on the remaining projects associated with our Building Forward and Campus Master Plan. We know we will be engaging in a final campaign to seek \$6 million of community support, and that the Foundation will be raising an additional \$1 million to match the \$7 million in State appropriation. In addition, we have set a path for the new residence hall, but significant work will be required between now and early spring 2019 to enter construction.

Last, we continue to explore and advance alternative paths for the RAC Remodel, and I will continue to dedicate my time there.

Progress Update: I am continually amazed at the progress we have made on Strategic Goal No. 4: Campus Transformation. Construction on campus continues to progress, even though our primary projects are facing hurdles at almost every turn. We have been able to work through major budget challenges, tackle major timeline challenges, and deal with the “messiness” of construction, while keeping a positive eye on the outcome. This is the hardest work, but it is also work that we know will result in a continued transformation of our campus. A new residence hall, the renovation of Fine Arts, and the addition of the long-desired performance hall are the big ones. Not to be denied their own success are the ACC expansion, renovation of EEC and Crossroads, the Andrikopoulos Business and Technology Building façade renewal, and more.

Key Contributors: Rick Johnson, Tim Macnamara, Daniel Powell and the Fine Arts Building faculty and staff, Nola Rocha, Lisa Trimble and the LCCC Foundation, and Bill Zink and the Physical Plant staff.

3. Strategic Programming Plan

Guided Pathways will help us focus on the programs and services we currently offer. We need to proactively think about which existing programs should be expanded and what new programs should be developed. In collaboration with the Vice President of Academic Affairs and the Dean of Outreach & Workforce Development, I will work to establish a multi-year plan for program expansion and additions that will align with local and state efforts and help grow enrollment.

Progress Update: Last fall, we presented a draft of the LCCC Strategic Programming Recommendations to the Board of Trustee’s Academic and Student Affairs subcommittee. The plan incorporates significant background research, environmental scanning, data, and other context to establish a series of recommendations for programs to be expanded, programs to be developed, and programs to be transitioned from non-credit to credit. These programming recommendations align with state-wide initiatives such as ENDOW, local efforts such as Forward Greater Cheyenne, and your interest in growing enrollment at LCCC. This plan has not advanced to final approval and still needs to come before you as a Board. My hope is that we will be able to finalize it yet this summer, but thus far the complexity of the Pathways Project and other initiatives continue to take priority. The good news, though, is that many of the recommendations in the plan are already underway and being deployed.

Key Contributors: Clark Harris, Jill Koslosky, Starla Mason, Daniel Powell, Rhonda Priest, Jacob Sones, Maryellen Tast, and Bryan Wilson.

4. Local, State & National Leadership

To the extent I am able, I would like to continue to take on leadership roles at the state and perhaps national levels. In Wyoming, I will be involved with establishing state-wide strategies for increasing higher education attainment. I will also be contributing to the implementation of ENDOW and Forward Greater Cheyenne planning efforts to ensure LCCC is prepared for the impact of these initiatives and also benefit from these initiatives. Nationally, I hope to continue to bring LCCC positive recognition and benefits from our engagement with broader initiatives.

Progress Update: I continue to be engaged in local, state, and national initiatives, all worthy of attention because they do or will affect LCCC’s operations and students. As above, this engagement also comes at a cost, in that these commitments require me to be away from campus. I still struggle with how to balance it all, but believe I am doing a fair job of having LCCC play a bigger role in the state and the nation, while also providing internal leadership to LCCC I concluded a successful two-year term as President of the President’s Council, the membership of which includes Wyoming’s community college presidents. I was elected to a three-year term on the AACC Board of Directors and currently chair AACC’s Commission on Small and Rural

Colleges. At the same time, I remain involved and engaged in many state-wide initiatives. Most importantly though, I believe I have supported and facilitated the opportunity for many other individuals at LCCC to serve in leadership capacities and represent LCCC locally, in Wyoming, and across the nation.

5. Personal and Team Development

I will continue to work on my own personal leadership abilities, specifically as they pertain to active and participatory listening with others. I will try to find that balance between actively engaging on campus and assuring others are empowered to lead in their capacity without my hindrance. Finally, I will work to strengthen my leadership team, the President's Cabinet, by helping the newer members succeed in accomplishing their goals and preparing them for the transition of other members as necessary.

Progress Update: My emphasis this year has been on transition. As you know, we have had two major transitions in the President's Cabinet. With the retirement of Judy Hay, I am pleased to have made a very successful hire of Dr. Melissa Stutz as Vice President of Student Services. Unfortunately, we have not had a successful search for the Vice President of Administration and Finance, and we are currently in the process of conducting our second search for this position this year. Fortunately, we have solid leadership from the division's department directors, allowing us to maintain stability and still advance in some strategic areas. Once we have stability on Cabinet, I will refocus my energies to assure these new hires have the direction, resources, and support needed to function at the highest levels.

Finally, I would like to share 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 as you refine, add, or redirect my proposed goals, so that we are of the same mind for the priorities set for FY20.

Proposed FY20 Goals: Finish What We Started

- 1. Guided Pathways** – FY20 will represent the final year of our three-year initiative to bring Guided Pathways to scale here at LCCC. Our goal is to transform our institution into a cohesive experience for students under the Guided Pathways model. This means that all students entering LCCC will experience a guided pathways structure beginning Fall 2020.
- 2. Capital Construction** – While underway, the construction of the new residence hall and the renovation and expansion of the Fine Arts Building will substantially occur during FY20. The completion of these major construction projects will require consistent focus and hard work to assure they are completed on-time and on-budget. In addition, we will move forward with navigating the legislative and funding processes to bring our final, major capital construction project to fruition – the renovation of the Recreation and Athletics Complex.
- 3. Applied Baccalaureates at LCCC** – With the approval by the Legislature, and direction of the Forward Greater Cheyenne initiative, we will move forward with the design and approval of the first bachelor of applied science degrees to be offered by LCCC. I will play an active role in helping support, and where necessary, lead our efforts to establish at least one, if not two, Bachelors of Applied Science degrees at the College, with an anticipated date for the first enrolled class to occur in Fall 2020.
- 4. Finalize the Strategic Program Plan** – This goal is directed at bringing the substantial work done in FY19 to conclusion. I will work closely with Academic Affairs to finalize our short-term and long-term plans for changes to our academic program offerings at LCCC. My goal is to have this presented and approved by the Board of Trustees in Fall 2019.
- 5. Golden Eagle Athletics** – With a transition in both the Vice President of Student Services and the Director of Athletics and Campus Recreation positions, I have the opportunity to help stabilize and

position LCCC athletics to rise from being good to great. In collaboration with the Interim Director of Athletics, the coaching and athletics staff, the LCCC Foundation, the Golden Eagle Booster Club, and you, I will aspire to help establish a strategic vision and focus for LCCC athletics and assure this is translated into a comprehensive analysis to include short- and long-range plans for competitive sports at LCCC. This work should result in a formal plan to be approved/adopted by the Board of Trustees in the late Fall 2019 or early Spring 2020.

- 6. Reaffirmation of Accreditation** – FY19 includes substantial work on preparing for our reaffirmation of accreditation. Much of this effort was involved in the successful completion and submission of our 2018 Systems Portfolio. However, this fall we will have one of the most significant steps leading up to our reaffirmation of accreditation, and that is a Quality Checkup site visit from the Higher Learning Commission (HLC). Thus, this goal is focused on assuring a successful visit, and from there, successful reaffirmation of our accreditation from HLC.

- 7. Strengthening LCCC's Leadership** – I will continue to work on strengthening the executive leadership of the College. This will start with me by focusing on campus involvement and engagement and becoming better at building, developing, and strengthening the President's Cabinet. It will also include securing the best candidate for the Vice President of Administration and Finance position.

I sincerely thank you again for the opportunity to lead Laramie County Community College and to work with such a fine group of trustees, executive leaders, faculty, staff, and students. I will continue to provide my utmost effort towards the progress and ultimate achievement of our mission, our strategic plan, and the goals set for me in the coming year. I look forward to yet another successful year at LCCC in FY20.