



OFFICE OF THE PRESIDENT  
Dr. Joe Schaffer

## MEMORANDUM

DATE: June 10, 2021

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: FY21 Self-Evaluation and Proposed FY22 Goals

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It has been anything but a typical year, and that is saying something from someone that does not believe in being typical. Yet this past year's challenges – economic crisis, social unrest, and of course a global pandemic – has proven incredibly challenging and a constant struggle to find progress when we have tried to simply sustain. And yet here we are looking forward to a brighter future, although one where challenges still exist. It is that juxtaposition from which I share this self-evaluation and my proposed goals for the coming year.

Similar to the past, and in alignment with our 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 FY21 goals.

I will conclude this memorandum with my proposed goals for FY22.

Each year, I facilitate a 360-degree review of every member of the executive team (President's Cabinet) as well as for my own performance. This feedback helps me understand how our conduct, abilities, and behaviors are perceived, as we carry out our work. This year I asked numerous individuals to anonymously participate in my 360-feedback survey, including all of the Trustees. In all instances, these individuals had some significant interaction with me over the past year. About 69% of the participants responded (n=40). I will provide the survey's results, including the open-ended comments, appended to this memorandum for your information.

My natural inclination is to focus more on what we need to improve, and often times at the expense of the opportunity to celebrate what is working well. This is a habit I need to change, although for this document I believe it is most useful to focus on the areas where I believe I have not met someone's expectations or where I can improve. However, and in the spirit of celebration, I am pleased to say that the feedback from most individuals responding to my feedback survey overwhelmingly suggests that I am meeting expectations, and in

many cases exceeding them. While I don't want to lose sight of that positive affirmation of my performance, I also recognize that I am far from perfect and knowing I have areas to improve motivates and compels me. I will try to address these things in the following.

### **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, serving students effectively, 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.

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

Often, our most significant performance challenges are not grounded in WHAT we do, but HOW we behave when we are doing the work. Thus, behavior-based performance pertains to how others perceive I behave 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 throughout the questions in my 360-feedback report.

Again, I don't want to discount the positive feedback on my performance. In all honesty I am humbled and heartened to see how my leadership is appreciated, and more importantly, allows others to fulfill their own functions or achieve their own goals. However, there are three things that I have concluded from the feedback I have received, validated more upon my own reflection. I'll call them three P's: Pace, Patience, and Participation.

- 1. Pace** – Every individual has a pace at which they optimally function. Others push their pace because of motivations or aspirations. While it is a poor excuse, I tend to believe it is my motivations and aspirations for LCCC that compels me to continually push the pace. Unfortunately, I know that this can result in me moving beyond my optimal performance. More of concern to me, and evident in the feedback I have received, is that this can push others beyond their own optimal performance area, or send the message that all should function in the way I espouse. It is clear I need to find ways to manage the pace and provide the right opportunities for respite and reflection for my direct reports.
- 2. Patience** – In some ways, this is a re-occurring theme about my performance, and tied to the item above. I am goal-oriented and truly fueled by the belief that we have one shot at this thing called life. Tie that to my convictions, ideas, and beliefs, and it can easily appear that I am never satisfied, always looking for the things that need to be addressed, and that I am not patient to listen to other perspectives or to allow others to contribute as they are able. This is something I have struggled with over my adult life, and while I know I always will, I need to allow my awareness to influence my behaviors so this does not have a negative impact on the ability for LCCC to succeed.
- 3. Participation** – There is a compelling interest for others to be involved more broadly. This is especially true when looking at other College leaders' involvement in local, state, regional, and national activities that may bring external perspective and opportunity to LCCC. I know I take the responsibility to represent LCCC to the external community with great sincerity, however it is a shortcoming of a leader to assume s/he are the only ones capable of doing so. We have amazing individuals on the President's Cabinet and across the campus, and I need to discover ways to get them more fully engaged to ensure that the community context is brought back to LCCC to ensure we are meeting the needs of the communities we serve.

It is my commitment to you, the Board of Trustees, as well as to the campus community, that I will purposefully work to improve in these areas. They say that those behaviors, which are an integral part of our being, are

sometimes the hardest to change, and also the most difficult to recognize. Thus, I would ask that you let me know and hold me accountable when you see these behaviors creeping back into my performance.

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

The last area of my self-evaluation pertains to my objective-based performance. In the following, I will provide you with the outcomes of the goals we collectively established for this year. Although I am proud of the progress we have made, unfortunately the situations created by the pandemic, the state's fiscal challenges, etc. have influenced how far and how quickly I have been able to achieve these goals. Any shortcomings herein are mine to own alone. Those areas that have succeeded, however, are truly the result of many, many others and their contributions to these efforts. To that end, and as I have done in the past I will try to identify those individuals who have contributed significantly to these efforts.

#### **FY21 Goals: Finish What We Started**

- 1. A Safe and Successful Return to "Normal"** - Nothing will be more pressing as we start this coming fiscal year than to chart a path forward for LCCC to return to some semblance of normalcy in the Fall of 2020, and through the end of the academic year. The context around COVID-19 remains uncertain and ever-changing, but I am confident that we can find a path forward to have students and employees back on campus in the fall semester, even if it looks different than what it has in the past.

**Outcome:** It seems like ages ago when we established this goal and were contemplating what our academic year would look like under the global pandemic caused by COVID-19. Nearly a year ago we set forth a plan to open LCCC and "Return to Business" for the year. Having recently celebrated commencement, in person and on campus, I feel so very proud of how we navigated the complexities and completed an academic year successfully. We focused on meeting three primary goals: (1) keep people safe, (2) deliver a quality education/service, and (3) ensure the sustainability of LCCC. I believe we have met those objectives, and even more importantly are now looking at the brighter side post-pandemic and what we are calling our "Better Normal."

There is so much more I could say about this past year, and more importantly how we have collectively sustained LCCC's mission and survived the worst of the pandemic. But I know you all have lived this with us. You have been working alongside, sharing support and leadership, and most importantly providing the guidance needed for us to overcome a year that will never be forgotten. Thank you.

*Key Contributors: President's Cabinet, Jesse Blair, James Miller, Diana Newman, Melissa Dishman, Julie Gerstner, Chad Marley, Victoria Steel, Bill Zink and the entire Return 2 Business Team.*

- 2. Navigating State Budget Challenges** – It is no secret that Wyoming is facing significant revenue challenges. These are both a result of the current COVID-19 pandemic, but also that continued pressure on the cornerstones of the state's economy: Coal, Natural Gas, and Oil. We have already been directed to plan for reductions in state funding, ranging from 10 to 30 percent. Even at the lowest ends, this level of budget cut will severely impact LCCC, our people and our offerings. Proactively tackling this challenge will ensure we command the trajectory of our future, but it will be difficult.

**Outcome:** As if navigating a global pandemic isn't enough, this fall LCCC had to face some of the most significant budget challenges in our 51-year history as a community college. Over the course of the fall semester, we worked diligently, objectively, and inclusively to advance what equates to \$4 million in budget reductions for our next fiscal year for your approval, which you gave unanimously at your December meeting.

While it is hard to find anything worth celebrating in this type of endeavor, I want to say that I believe LCCC has proven itself capable of tackling the most difficult challenges with financial issues. In my nine years here at the College, we have had two large, significant budget reduction efforts, and another few smaller-scale ones. Although there is pain, loss, and service impact that stem from each of these, I believe we approached them in a way that actually has made the institution stronger and more resilient. The future is still a bit uncertain, and I don't think we have seen the last of the state's fiscal challenges, but I believe LCCC is positioned well to navigate this uncertain future. We face a new fiscal year with a balanced budget, and even a significant amount of one-time funding that will be put to strategic use.

*Key Contributors: President's Cabinet, Lucas Yosten, Jenn Hooke, Jayne Myrick, Faculty and Staff Senates led by Teresa Authier and Linda Herget, and the parents of the Children's Discovery Center for their advocacy.*

- 3. Finalize Capital Construction** – As we push near a decade of physical transformation at LCCC, I hope to bring the majority of our capital construction projects to a close. This would include the successful completion and opening of the new Residence Hall, as well as moving our Recreation and Athletics Complex (RAC) from dream, to funding, final design, and construction. Smaller efforts, such as our continued rehabilitation of existing building facades will also be a focus, pending release of state major maintenance funding.

**Outcome:** Our focus on capital construction projects has resulted in nothing short of a true transformation of LCCC's physical environment. As with everything this fall, nothing seems to come easy, and that included the completion of our two major capital construction projects – the new residence hall and the Fine Arts building renovation and expansion. The COVID-19 pandemic had impacts on both of these projects, but especially on the construction and a delayed opening of the new residence hall. We have also seen impacts to timelines as a result of supply chain issues on both projects, as well as impacts to the labor force and trades given the pandemic.

Our new residence hall was completed successfully, and even had a soft opening for the Spring of 2021 that allowed a select few students to reside there while the project went through the final stages of its schedule. The Fine Arts building remodel is complete, and the Surbrugg-Prentice Auditorium (SPA) is open and housing events. Both of these buildings represent truly remarkable spaces for LCCC, our students, and the communities we serve.

The final project, the remodel of the Recreation and Athletics Complex (RAC) has received a blessed boost to have it moving forward. With an allocation of \$10 million dollars from the state, access to one-time funds, and funds already available through the LCCC Foundation, or those that will be raised, this project finally has a path forward to completion. I look forward to seeing it unfold in the coming year.

I'll recognize the primary contributors to this goal below, but I want to make a special note of appreciation and credit to Vice President Rick Johnson. Rick has done nothing short of working miracles in advancing these projects, keeping them moving, working through challenges, and ensuring they come in on budget. In short, most all of the credit for achievement of this goal should be attributed to Rick's attention, professionalism, and tenacity in managing these projects. He certainly has my gratitude.

*Key Contributors: Rick Johnson, Bill Zink, Tim Macnamara, Melissa Stutz, James Miller, Diana Wilson, Damien Kortum, Lisa Trimble, and the Fine Arts Faculty.*

4. **Strategic and Campus Master Planning** – This fall, even amidst the challenges we face with a global pandemic, we will celebrate the completion of our current LCCC strategic plan, as well as plan to launch our next one. In addition, per statute and rule, we are required to conduct and produce an updated campus master plan. Having both of these, as well as our strategic academic programming plan, launch of Guided Pathways, and conducting strategic enrollment management planning, all occur in concert would be complex, but also advantageous. This goal will be to have a completed strategic and campus master plan by the end of the academic year.

**Outcome:** It is a blessing to be afforded the opportunity again to think about the future. Between budget reductions and managing in the pandemic, there has been little time for anything beyond reaction, retrenchment, and putting out the proverbial fires. This spring though we are back on track and planning for the future.

The strategic planning process was launched successfully early in 2021 and has moved through a significant portion of the process. This included conducting a complex environmental scanning effort that brought in leaders from the national level and partners who work alongside us here in Wyoming. We have validated the LCCC Mission, reviewed and updated our Values, and have established a preliminary Vision for our future. We are in the process of drafting goals, strategies, and initiatives. I fully anticipate that we will have a draft of the 2021-20XX Strategic Plan for your review at your August 2021 retreat.

Per the Board of Trustee’s feedback, we are also conducting an abbreviated update to our Campus Master Plan, with a focus on updating the Facilities Condition Indices (FCI) and simple progress updates to the overall master plan. We are nearly ready to award the contract to a firm who will work with us on this update over the coming months. Although not completed in FY21, we are on a path to have it completed by late fall, with your consideration and approval before we break for the Holidays.

*Key Contributors: Dallas Bacon, Rick Johnson, Bill Zink, the Strategic Planning Team (Bob Salazar, Jess Ketcham, Butch Keadle, Billie Addleman, Karyn Forbes, Tylor Purdy, Rick Johnson, Lisa Trimble, Tammy Maas, Dr. Kari Brown-Herbst, Dr. Melissa Stutz, Dr. Clark Harris, Dr. Kim Bender, Dr. Marie Yearling, Sheridan Hanson, Dr. Frank Cook, Caleb Perriton, Maryellen Tast, Maggie Swanger, Chad Marley, Blake Paintner, Jamie McKim, Bill Zink, and Julie Gerstner).*

5. **Implementation of New Program Planning** – My hope is to complete the strategic programming plan by late summer of 2020. This plan should guide some purposeful efforts to launch new programs that will be essential to the College’s, as well as our communities’ economic futures. Part of this will be a year-long effort with our Albany County Campus as we help focus its purpose and future, and part will be to help drive Laramie County’s economic development, diversification, and recovery.

**Outcome:** This goal is one that has gotten considerable attention, but I would say has fallen victim mostly to timing. As you know, we have discussed and even initiated various aspects of the developing academic plan for LCCC’s future, including a conversation at your winter retreat and various program related discussions. Our focus remains consistent and perhaps even validated more strongly, for what our strategic approach to programming will look like. This includes a few broad, general themes that we will expect all programming at LCCC to address:

- A. Applied Learning- Incorporating work-based applied learning (Internships, apprenticeships, etc.) and project- or problem-based learning activities (undergrad research, production, co-curricular, etc.) – Synthesis and Application.

- B. Transfer Innovation - Improving the rate at which students successfully transfer to 4-year institutions, and their success after.
- C. Credit for Prior Learning - Engaging more adults through the opportunity to earn credits, accelerate progress, from recognition of prior experience/learning.
- D. Value-Added & Skills-Based Credentials - Repackaging or pairing existing curricula to add values to other areas or to align with interdisciplinary, skills-based learning.

We will prioritize building capacity or expanding programming in four key areas. These include expansion of healthcare related programming, expansion of our information technology offerings as part of our newly approved IT Pathway, building greater capacity for impact in our Entrepreneurship programming and services, and building capacity in the area of Advanced Manufacturing. I realize you have been involved with, and monitoring progress on many of these areas.

The foundational work we have laid will continue into the coming year. And while I have not yet succeeded in developing an actual plan, there is good reason. Entering into the strategic planning process it became clear that expansion and alignment of our programmatic offerings must be a central component to our next strategic plan. Therefore, it is more appropriate that these components have their origins first in that plan, with additional plans stemming from it.

Key Contributors: *Maryellen Tast, Clark Harris, Kari Brown-Herbst, Bryan Wilson, Starla Mason, Jill Koslosky.*

Upon reflection and typing this memorandum, it is clear to me that the past year has been a challenging one, but also a successful one. Now we look to the future. Thus, I would like to conclude this self-evaluation with my suggestions for the goals I might pursue in the coming year. My suggestions are just that, suggestions. I hope the Board will join me in a conversation to refine, add, or redirect my proposed goals, so that we are of the same mind for the priorities set for FY22.

### **Proposed FY22 Goals**

- 1. Strategic Plan Implementation** – There is no better time than now to be launching our plans for a better future at LCCC. That future will be focused on the over-arching aspiration of ensuring equitable outcomes of good jobs and/or successful transfer for all students. With a newly minted strategic plan, assuming the Board’s approval in September, a primary focus of mine will be the implementation of that plan and its various strategies and initiatives. At this juncture I anticipate this including the Strategic Enrollment Management planning process, programming associated with our academic plans, etc.
- 2. Recreation & Athletics Complex Renovation** – Given the opportunity presented to us with significant state funding, the path to the completion of the Recreation & Athletics Complex (RAC) is beginning to materialize. However, the current environment will still present challenges for funding, and when we get to that stage, construction of the facility.
- 3. Manufacturing Workforce Initiative** – Of all academic program initiatives LCCC can work on now, one that will have the most significant to the campus and the community will be the establishment of the Advanced Manufacturing and Materials Center (AMMC). There are many positive elements in momentum, including a place on the 6<sup>th</sup> Penny ballot for November, as well as anticipated federal grant funds, but it is far from a guarantee and it will take purposeful attention and effort to succeed here.

4. **President's Advisory Council** – The economic future of Laramie County and the broader region holds promise, but it also lacks clarity on how business and industry will develop and grow. One thing is certain though, talent and workforce availability will be critical to business success. These things require an even deeper, and more purposeful connection at the executive level between LCCC and business and industry. To facilitate this connection, I would like to establish a President's Advisory Council to create that linkage and ensure our programming and services are aligned tightly to the workforce needs, and job opportunities, of our primary industries.
5. **Albany County Campus Future** – Uncertainty seems to be a theme across many of my proposed goals for FY22. That is also true for what the future of our Albany County Campus (ACC) will be. While we have had some successes in partnership with Laramie High School (e.g., growth in automotive, launching of culinary arts, etc.), and a few new online programs being launched (e.g. Craft Brewing), the trends for enrollment, the uncertainty of the specific needs the ACC should be addressing in Laramie, and the reduction in funding for LCCC, have all necessitated a deeper examination of the branch campus. Significant decisions must be made about the future of the ACC, and these need to occur next year.
6. **Community Engagement of President's Cabinet** – Although I will work on the other behavioral areas I identified previously in this document, one thing I can do objectively is to help create greater opportunities for the executive members of LCCC to get connected to the community. Their engagement will not only be rewarding for their own growth and development, it will also benefit LCCC by having more eyes, ears, and voices bringing the external needs and context back to the College to help ensure our programs and services respond accordingly.

I say this every year, but it is even more heartfelt after the challenges we have overcome this past year. It is truly an honor and a privilege to lead Laramie County Community College and to work with such a fine group of trustees, executive leaders, faculty, staff, and students. Thank you for providing me this opportunity. I will continue to give 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 building a better normal in FY22.