



**LARAMIE COUNTY
COMMUNITY COLLEGE**

OFFICE OF THE PRESIDENT
Dr. Joe Schaffer

MEMORANDUM

TO: LCCC Board of Trustees

FROM: Dr. Joe Schaffer, President

CC: LCCC President's Cabinet

DATE: June 18, 2014

RE: FY14 Self-Evaluation and Proposed FY15 Goals

It is my pleasure to provide you with this self-evaluation of my performance over the 2013-2014 Fiscal/Academic Year (FY14). This is my third evaluation cycle, and the first time of having comprehensive 360 degree feedback on my performance, and I find that breadth of perspective beneficial as I consider improving my abilities as President.

In the following I will provide you with a comprehensive, yet succinct summary of what I perceive to be my performance over the past year. In general, I have distilled the evaluation of my performance into three distinct areas:

1. Whether or not I have fulfilled the responsibilities of the position
2. Whether or not I have achieved the goals we set for me this past year
3. How well I have carried out my work and conducted myself in accomplishing the two above

Have I fulfilled the responsibilities of the position of President?

To me, fulfilling the basic requirements of any position is the lowest level of expected and appropriate performance. You have hired me to do some basic things first and foremost. These include ensuring the College is operating, 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 and students/community being served.

I feel confident in saying that I am fulfilling the basic expectations of president. I believe LCCC is not only operational but also in strong standing from many perspectives. We are in strong financial standing, our programs continue to operate and provide numerous educational opportunities for our students and community, and the reputation of the College in the community appears to be significantly improved from where it was a mere two years ago. We also celebrated the largest graduating class ever for the College – a notable accomplishment given declining enrollment. The results of my 360 feedback also suggest I am at least meeting the basic expectations of performing my functional role and responsibilities (please see page 18, question #20 of the favorable/unfavorable report).

Have I achieved the goals we set for me this past year?

Next, I will provide an analysis of how well I believe I did at achieving the goals we set out for me this past year. Please note that while I may identify key outcomes or successes in the following, I hope this does not leave the impression that I attribute them solely to my performance. Rather, the collective efforts of so many at LCCC are to be thanked for any positive outcomes, whereas any area where my performance falls short is my responsibility alone.

1. Initiate the Implementation of the New LCCC Strategic Plan

Last fall, you approved the LCCC 2013-2020 Strategic Plan. This plan is focused on four broad goals and numerous underlying strategies and is comprehensive in design. In the time since your approval, we have been working to operationalize the plan and its strategies. Bringing on board Dr. Kim Bender, our new Associate Vice President of Institutional Effectiveness, has helped us find ways to incorporate the strategic plan in many of our activities that drive resource allocation and human effort at LCCC.

For example, we have gone through the process of prioritizing the strategic plan directives into four different tiers of priority. The prioritization process includes members of the President's Cabinet, as well as you, the Board of Trustees. The priority tiers have been incorporated into the tools we use to assess proposals for new resource investment, to prioritize investments in new human resources, and to review and assess programs. Finally, we are in the process of developing an LCCC Project Management model and accompanying guidebook to bring some level of consistency, rigor, and sophistication to the way in which we tackle major projects at the College, primarily the strategies within the strategic plan and other major initiatives such as our Innovation Funds projects. The project management model will prove very beneficial in the coming years as we continue to roll out our strategies.

Speaking of strategies, we have made considerable progress on many of those incorporated within the Strategic Plan, and we still have much more work ahead. You are familiar with many of the efforts in Student Services led by Vice President Judy Hay, such as our new, mandatory orientation program, the development of our new freshman seminar/student success course, and our work on the advising model (discussed more later on). We have made great strides in our strategies under our goal for revamping the College's physical environment, including major success on our Building Forward campaign (also discussed later). The faculty and academic leadership have revamped our general education core curriculum and progress has been made on changes to our development education in English and Mathematics. I could go on, but would rather give you these as a prelude to our planned strategic plan updates coming this fall.

2. Reform/Reinvent the College's Curricula to be designed for Student Success

This goal was and is a significant undertaking for the institution as a whole. I cannot say it is fully completed, and perhaps it is my naiveté to have presented it as something that could be done within a year. We have, however, made considerable progress towards the ultimate achievement of this goal's intent, which is to ensure all of our programs and offerings are designed to help students attain their educational goals at a higher rate and with greater efficacy.

While substantial progress was not made in reformation of our program curricula, considerable progress was made in laying the foundation for this work. Mentioned previously, a group of dedicated faculty and academic leaders helped lead the revamp of the LCCC General Education program. We started this effort with three goals in mind: (1) to ensure our general education was outcomes-driven and aligned with our institutional competencies, (2) to recognize completion of

general education as a successful milestone in progress towards an associate's degree, and (3) to articulate general education as a block transfer with the University of Wyoming. At this point we have accomplished the first two and are on our way to completing the third.

As you also know, this year we have established a policy and procedure framework for our degree and certificate programs. These guiding documents have outlined the parameters for the programs we offer at LCCC that lead to a higher education credential. They will provide the necessary direction for the faculty and academic leadership of the College, and where necessary, change their programs to be designed for student success. The work we have done in this regard aligns well with broader efforts such as Complete College Wyoming's efforts to develop "Pathways" that will help students move towards the attainment of their educational goals and ultimately complete at higher rates.

In other areas pertaining to curriculum, we are making progress in student learning assessment, albeit not to the extent I had hoped. On the brighter side though, we have pushed through the historical stopping points for the assessment of student achievement of institutional learning outcomes. Not only have our institutional competencies been fully developed, including proficiency criterion rubrics, but progress has also been made in the implementation of course assessments that tie to these competencies and help us collect evidence of student learning through an analytics programs within our learning management system. Our next efforts must be to drill down into program level learning outcomes and ultimately course level outcomes. Much of this work will be done in the coming year, guided again by Dr. Bender and Dr. Fierro's experience in the development of assessment plans at these two levels.

I do want to be clear that we are making progress beyond what the campus has been able to do in the past. Our new structure for master course syllabi, the Master Course Outline of Record (MCOR), has moved us towards a formalized curriculum with learning outcomes/competencies defined for courses and with common assessments across all delivery modalities, instructors and locations. A new program review model that will be integrated into an electronic/online system is currently being developed. The model will capture assessment plans and data that will lay the foundation for ensuring our programs and instruction are effective.

Work continues on many other initiatives and progress is being made. I believe LCCC is truly leading the way in Wyoming to push program-level articulation agreements with UW. This work will make it clearer and less difficult for our students to move through our community college and onto the University towards the completion of their baccalaureate degree. Also, the efforts of our new Center for Teaching and Learning and the inaugural New Faculty Learning (NFL) development program has made a big impact on how new faculty are being developed and how senior faculty are approaching issues such as curriculum mapping, assessment, and more.

The areas of academic reinvention will stay high on my list of priorities over the next year or more. We simply cannot risk letting up on this momentum when so much groundwork has been done, and we are already seeing some of the positive outcomes associated with that work.

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

This is one area where I am not so humble as to brag just a little. We have done an absolutely amazing job with moving our *Building Forward* agenda along. I say "we" because it really has been an impressive team effort, especially on the part of Lisa Murphy and the LCCC Foundation staff and Board members. Not only was our planning for the University/Student Center and Flex-Tech

Building projects on time and in detail, but also our execution of a community campaign to pass a bond election was textbook with an impressive outcome. We passed the bond question in a special election this past November by nearly a 20% margin, bringing \$25 million in community support to our two projects.

But we didn't stop there. We had staunch support from our local legislative delegation during the past budget session. It was not an easy process, and hurdles seemed to arise around every corner, yet we were still able to secure an additional \$18 million in State appropriations for these projects. Today we are well on our way into final design of the University/Student Center, and the Flex Tech building won't be far behind.

Our efforts were not focused solely on these two buildings. Even though the request for Level II planning funds was not approved by the Legislature, we made progress on our University of Wyoming/Albany County Campus facility in Laramie. We will continue that effort in partnership with UW or explore other options for relieving our space issues at the ACC. We have also begun "facelift" efforts on the Cheyenne campus with the construction of our new gateways, the completion of the campus wayfinding plan, and the implementation of the first phase of the new signage coming soon. Last, we have initiated the information gathering and early planning stages for our next priority, our Performing and Fine Arts Building.

4. Strengthen Key Areas of the College's Operations

Evident from my past goals, as well as some of those above, much of our work at the College over the past couple of years has focused on creating strong foundations for many aspects of the institution's core operations. This goal focused on various areas that needed work in establishing these foundations. Progress in each of the primary areas is highlighted below.

a. Continue to establish a strong human resources structure (HR Policies and Procedures and Compensation Model)

I realize you are aware of our significant work associated with the overhaul of nearly all of our human resource policies and procedures. I would not call this work a success or a failure but rather a necessity. We spent considerable time in developing these, vetting these, and yes even debating these. While I anticipate we will continue to refine them as we move forward, I believe they do establish a base for greater clarity in how we recruit, retain, benefit, and manage our employees. I also believe, when fully institutionalized, these policies and procedures will allow our HR staff to be more responsive and proactive in working with the employees of the College. I know this is an area of keen interest of yours.

Because of the time invested in the development and ultimately implementation of the new HR policies and procedures, we did not make progress on a new compensation model for the College. This may be somewhat fortuitous in that there is a movement with all seven community colleges to conduct a state-wide salary study in the coming year, and the outcomes of this study will help inform the structure of a new LCCC compensation model. Regardless, LCCC will tackle the work of developing a new compensation model for our employees in the coming year.

b. Develop a new advising program

We are making solid progress towards the development of LCCC's new holistic advising model. Under the direction of Dr. Flewelling, our Director of Student Success and Planning, we have begun building an advising program grounded in best practices for early and continual

engagement of our students. Early successes include the creation of; a holistic model that contains outcomes and assessment metrics; standardized methods and resources for consistency among advisors; and a system for assigning students to advisors that connects each new student with an advisor that stays with them throughout their time at LCCC. We have also begun the early implementation stages of the Starfish Early Alert System for retention tracking that will incorporate all employees within a student's success network.

c. *Review student fees and establish a new system for fees*

I cannot offer any true progress on this element. For the most part, we have continued to "freeze" student fees and have kept them from being raised in the past two years. But the development of a system for the comprehensive review of student fees and the vetting of proposed increases or new fees have not progressed as I had hoped. We have been working with a mock student fee matrix that is showing promise as a tool within the system we will develop, and individuals in Accounting Services have been working on new accounting approaches to separate student fee revenue and expenses from general fund dollars to better track the fees. That said, completing this priority remains an area of need for the College, and I will commit to accomplishing this goal in the coming year.

d. *Continue to improve the mechanisms in which we strengthen campus and community relations to advance the institution*

I won't spend significant time addressing this one as I believe we have made considerable progress in strengthening our connections to the community. The awareness generated through our campaign efforts associated with the bond election has breathed life into many new relationships and strengthened existing ones. It is truly motivating to interact with the public and hear them sing the praise of LCCC and offer their support. Outside of the bond election we continue to engage the community in a variety of ways, ranging from cultural events to participation on boards of numerous community-based organizations. We have also taken progressive steps in increasing our relationships with our legislative delegation, something that proved very helpful in this past session.

e. *Improve internal relations and communication.*

I'll admit this specific goal vexes me. On the one hand I believe we have implemented a variety of mechanisms to improve internal relations and communications. Most recently, these include my video updates to campus, but more ongoing are the semesterly and/or annual meetings with each school/division/department on campus, my participation in faculty forums, regular attendance at Faculty Senate, etc. Many members of my executive staff have also worked to improve communications through additional measures, including numerous open houses held by Vice Presidents Fierro and Hay, meetings held by Vice President Hogle regarding the transition to electronic timekeeping, meetings held on the Albany County Campus (e.g., in addition to the first LLT meeting being held on the Albany County Campus), the vice presidents have been making regular trips to the Laramie campus).

Yet communication issues remain. I recognize the symptoms of poor communication may derive from numerous issues – the uncertainty of the why's, how's, who's and when's of the myriad of changes underway, changes in our management and employee coaching practices, new personnel in key management areas, and our own deficiencies as leaders. Stepping back and looking at this from a broader perspective though, there is no doubt that I would do better by not only continuing the formal communication mechanisms above but by increasing the level of informal communication (e.g., walking around and just connecting with people on

a personal level) and also by incorporating targeted connections to reinforce and re-explain the context behind the changes being proposed and being made. It is also clear from my 360 feedback that much of our communication breakdown happens between the messaging I initiate and what is effectively disseminated by President's Cabinet, the Deans and Directors. I am deeply committed to improving this in the coming year(s).

5. Address My Own Professional Development

There is little question that I can continue to improve and develop my abilities as a manager, a leader, and ultimately a president. I had hoped to engage in a more intensive development program this year, but alas the time has seemed to go by allowing little opportunity for me to do so. In the near future, I would like to apply to Leadership Wyoming and participate in more rigorous development programs such as those offered by Harvard in their Higher Education development series.

In my commitment to professional development I continue to be a voracious reader and try to spend time each day reading emerging research, books and other materials that may help me improve the institution and myself. I also continue to be involved in various leadership positions at the regional and national level. I am a member of WICHE's Alliance of Community College Academic Leaders executive committee and have participated and helped plan for the offering of the Alliance's annual meeting and workshops. I am also a member of the AACC's President's Academy Executive Committee and have been on the planning side of that group preparing for this summer's President's Academy Summer Institute – a development program specifically for community college presidents (which I will be both attending and presenting at this July).

In addition, I will be traveling to Washington, D.C. this month to serve on the faculty of AACC's Future Leader's Institute. I will also be facilitating a panel discussion, and will be involved in a convening of representatives of several higher education initiatives focused on transfer this July. The purpose of this convening is to expand understanding of how various initiatives align and to learn about other work on transfer issues that might lead to a collaborative effort with greater benefit for students. The meeting will be co-convened by the Western Interstate Commission for Higher Education (WICHE) and the Association of American Colleges and Universities (AAC&U).

In summary, the agenda we set forth in my goals for this year was aggressive. In hindsight, perhaps it was a bit too aggressive to be completely accomplished in a single year. And yet, significant progress was made in many areas along with and some very large successes as well. While I cannot take singular credit for this work, I do believe that I have been able to continue building an environment where these types of outcomes are not only possible, but also probable. For what amount I have contributed, I am extremely proud.

How well have I carried out my work and conducted myself in fulfilling my role and approaching the goals set for me in the past year?

The 360 degree feedback has provided me with a rich set of evidence of how my performance is perceived by those who work with me and around me. I value that feedback and want you to know I take each bit seriously. When examining the feedback, I have considered first and foremost the four question areas on which I was scored the lowest (page 3 of the favorable/unfavorable report). Interestingly, these four all pertain to my goals for the past year on which I also scored myself low mostly because of lack of progress in each area, except perhaps the work in human resources.

When I step back and look at the feedback overall, including the results from the frequency report, some general themes arise that I feel are worth addressing in the coming year. Clearly, there is some

level of dissatisfaction in regard to how I have improved human resources. Some of that is likely a result of varying opinions and beliefs among different constituent groups on the outcome of the new HR policies and procedures. But it is evident there remains a heightened level of concern over HR's responsiveness to the campus community and as a result dissatisfaction in my ability to improve on that area. I believe we have seen some improvement over the past months, and I am committed to working with HR and the campus to improve responsiveness as well as perceptions on campus.

In addition, there seems to be two other themes that arise that I need to address in regard to how I carry out my/our work at the College. First, it is evident that many individuals participating in my 360 review believe that I am not effectively managing, developing, and coaching those who work directly for me. I do not know specifically what drives these beliefs, but the belief is fairly consistent across the questions that would be relevant to this area. I will have to spend more time working with my direct reports on how they carry out their work (and please note, not the work itself) to help to alleviate some of the concerns raised here.

The second area seems to be the clarity and consistency of communication regarding our actions at the institution. There are numerous areas and comments to suggest greater attention needs to be given to ensure my messaging is congruent and consistent with that of my executive team and their deans and directors. It is apparent I will need to spend more time with these key levels of management to reinforce and clarify how the messaging of our direction is to be relayed to the campus. I believe these results suggest a need to spot-check and validate how our messaging is being received at all levels and will provide opportunities to clarify issues and respond to questions.

Finally, I would like to share with you 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 where you will refine, add, or redirect my proposed goals so that we are of the same mind for the priorities we set in FY15.

Proposed 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. Yet, 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., Dean's 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.

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.

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.

4. Continue to Advance the “Building Forward” Facilities Plan

We are making great progress and will likely have both our Flex Tech and Student/University 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.).

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.

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.

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.

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.