

LARAMIE COUNTY COMMUNITY COLLEGE
PRESIDENT’S CABINET RETREAT
Tuesday, January 6, 2015
9:00 a.m. to 1:00 p.m.
BOARD ROOM

I. Part 1: Preparation for Board Retreat

Resource – Retreat Agenda with Joe’s Comments

The January 9th Board Retreat agenda and the individual roles of each President's Cabinet member were reviewed. The President's Cabinet items are categorized by Strategic Plan Goal Attainment, and the presentations will be based on the Cabinet member’s role in each of the Strategic Plan’s goals. The presentations will educate the Board on the processes the College is using to integrate the Strategic Plan.

Comments

- A Naming Policy is being developed based on what the Foundation Board approved at a recent meeting.
- Tim Macnamara will email the Cabinet a list of buildings that will require a name change because the purpose of those buildings will be changing.
- A January 1 *Wyoming Tribune-Eagle* article suggested the LCCC Fine and Performing Arts Building be developed as a West Edge facility stating, “While we understand the desire to keep all LCCC facilities in one place, the synergy between downtown and a new performing arts center would make it a true winner.”
- A process for claiming vacated building space is being developed by Tim Macnamara.
- The ACC may have an option to acquire the six lots of Crystal Court that are located “behind” the ACC.
- The Foundation has awarded \$1,882,576 in scholarships from earnings on the endowments from 2004 through 2014.

BREAK approximately 10:35 to 10:45

NOTE: DISCUSSION OF “CREATING FOCUS” AND “MANAGING CHANGE” TOOK PLACE SIMULTANEOUSLY.

II. Part 2: Creating Focus

- A. What is the most important thing(s) we can accomplish in the next 6 months?
- B. How are we doing on communication?

“The most reliable and effective way to get an organization moving in the same direction is for members of a leadership team to come out of their meetings with a clear message about what was decided, promptly communicate that message to their direct reports, and have those direct reports do the same for their own direct reports.”

- Patrick Lencioni (2012) *The Advantage: Why organizational health trumps everything else in business.* p. 144

III. Part 3: Managing Change

Resource – *The 4 Disciplines of Execution* by Chris McChesney and Sean Covey (The New York Times Bestselling Author) and Jim Huling

The following comments are employee responses to changes on campus and reflect the opinions of only those employees who have shared their concerns.

- Employees understand why we are doing what we are doing.
- Some employees feel they are working the hardest they ever have.
- Employees do not like the changes.
- Employees believe the changes are not necessary.
- Employees believe policies and procedures are not being consistently followed.

Cabinet Observations on What Can Be Done to Manage Change

- Employees need a clear and logical big picture that shows how the changes on campus interlock and interrelate.
- A few negative media articles are beginning to surface. Media relations need to emphasize positive aspects of the College's accomplishments, its future focus, and its faculty and staff.
- Low enrollment, employee departure (due to retirement, relocation, advancement, and the normal cycling of workforce), and a changing economy are the focus of some conversations. Some departure and attrition is expected. Perceptions of why an employee departs are often negative, particularly when an employee does not wish to have attention given to their departure.
- Onboarding and recruitment is foundational work being used to manage the transitions.
- A retention plan would benefit the College in retaining employees who exceed expectations. Retention is part of performance management. The lack of motivating factors other than financial compensation are often the reason behind employees leaving.
- Why are employees proud of LCCC? Are employees proud of LCCC?
- Causality or predictability of retirement beyond knowing the years of an employee's service is not always possible.
- New employee luncheons with President Schaffer are well-received.
- Student success, innovation, and continuous improvement should be the College's focus on what needs to be perpetuated.
- Increasing enrollment is secondary to increasing student success. The College has more graduates now than at any previous time even with the reduction in enrollment.
- The focus needs to be on innovation and continuous improvement rather than longevity and status quo.
- Acknowledging faculty success in the classroom or a staff member's success in their LCCC career can be construed as rewarding bad behavior because often the two cannot be separated in people's perceptions. Focusing on the truth pieces of an employee's contributions, such as longevity, may help write a better story of an employee's value-added to the institution.
- The College is moving from the transition mode to the maintenance mode. That is, the College will no longer be transforming processes, policies, and procedures but rather tweaking these things.
- Everyone is fatigued. A cap needs to be placed on the major structural shift.
- The College's changes are in a high-paced implementation stage that will be followed by a lower-paced, continuous improvement and normalization stage; i.e., the College is going through a paradigm shift, the goal of which is to perpetuate sustainability into the future. Once that shift is made, the College will enter into a new era of operations.

- Employees who have experienced more than one presidency have not experienced sustainability. Significant shifts in operational paradigms has occurred. The same can be said about staffing changes.
- The word “change” should be replaced with “process improvement.”
- Are we part of a team or are we part of family? Being part of a team is conditional and what are those conditions—performance and behavioral expectations; being part of a family is unconditional. The College is shifting to a membership that is conditional, and so is the recruitment process. In line with this thinking then, the question is asked: “They may be able to do that thing, but can they do it here?”
- The College facilitating continuous improvement.
- The implementation of the College goals and priorities needs a finish line and a declaration of victory.
- The accomplishment of each of the strategic directives that lead to the implementation of the overarching goal is a victory.
- The strategic plan’s accomplishments and those responsible for those accomplishments could be recognized individually. Their names could also be added to the strategic plan website. A graphic line showing the percent of completion rate for each of the strategic directives would be a visual motivator.
- Evidence gathered from the evaluation of the College’s continuous improvement infrastructure should be used to determine what changes need to be made to the College’s operations. Policy and procedure overhaul and program review and assessment are examples of these changes.

LUNCH BREAK 12:23 – 12:38

- Employees are either struggling with what we are doing or how we are doing it.
- In terms of the structural work or paradigm shift, are there things being implemented that need to cease? Is the Cabinet still committed to the work? Are we working at cross-purposes?
- Guiding the President's Cabinet are the strategic plan and the priorities set forth by the Board and President along with daily operational activities. Hopefully, the strategic plan and priorities align.
- President's Cabinet agreed the College’s main priorities are transforming the academic programs, advising and the student experience, assessment practices, buildings, and structural design for engaging, coaching and removing employees. They also agreed work toward the accomplishment these priorities should continue.
- Academic Affairs and Student Services are set on the path for accomplishing the priorities for their respective areas and should continue toward accomplishing those priorities. Resistance is more apparent when the work in one area is dependent on change in another area that is not part of the Academic Affairs or Student Services divisions.
- Institutional Advancement gets a lot of input from the Foundation Board, which offers an outside perspective and feedback. The Foundation Board is recommending Dan Furphy as the ACC representative to the Foundation Board. (POSTSCRIPT TO MINUTES: Dan Furphy is now the President and CEO of the Laramie Area Chamber of Commerce and the Laramie Economic Development Corporation. His first meeting with the Foundation Board will be May 14th and he will be joined by James Malm.)
- Public Relations (Lisa Murphy, Ty Stockton or Troy Rumpf) needs notice of any campus activity or circumstance about which the media may be calling. Public Relations also needs good news items and story suggestions for the next Talon.

The Cabinet will ask their teams two questions related to the College’s priorities and processes.

- 1) Are they committed to what the College is doing?
- 2) Are there ways to improve the way the College’s priorities are being implemented?

President Schaffer emphasized work on the major structural changes is nearing completion and employees should be encouraged to continue their efforts. That is, don't quit the race when we're so close to the finish line.

Referring back to *The 4 Disciplines of Execution*, President Schaffer stated the book offers a prescriptive way of producing behavioral changes that focus on results. Noting the College will be in a continuous improvement cycle, he asked for the Cabinet's feedback on whether the book's concept is an approach worth considering to help employees maintain their focus. He will ask the Cabinet in a month or two to suggest how the College's time and resources could be invested during the summer. He would like the Cabinet to consider how employees could individually contribute to the accomplishment of the College's goals and priorities.

President's Cabinet will continue their discussion on how to focus campus efforts to achieve tangible results at the January 13, 2015, meeting.

Respectfully submitted,

Vicki Boreing