



OFFICE OF THE PRESIDENT  
Dr. Joe Schaffer

## MEMORANDUM

DATE: June 13, 2024

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: FY24 Self-Evaluation and Proposed FY25 Goals

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During my tenure at LCCC, I have made it a practice to comply with the assessment of my performance in a fashion that aligns with the Board's Policy 1.3.2 *CEO Evaluation and Accountability*. This policy describes five components of the evaluation process that include goal setting, reporting on institutional effectiveness, a mid-year progress update, an annual self-evaluation, and a comprehensive review of the President's performance by the Board. I have focused on ensuring the first four components are delivered each year, whereas the latter is in the purview of the Board, and I am pleased that you have endeavored to engage in and improve the CEO Evaluation process of the Board of Trustees.

This memorandum serves as my final self-evaluation in alignment with your policy. In the past I have incorporated aspects of a 360 Feedback Survey I have done to assess my performance on a more comprehensive level, however that will be excluded in this self-evaluation in anticipation of that type of feedback system will be incorporated into the Board's new evaluation process for the President. Within this document 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 we evaluate of all employees:

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 the goals we set for me in FY24.

I will conclude this memorandum with my proposed goals for FY25.

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

As I have shared in the past, to me, fulfilling the functional requirements of any position is the lowest level of expected and appropriate performance. You hired me as the president of LCCC to do some basic things first and foremost. These responsibilities are effectively outlined within my contract for employment. They include

fourteen specific “duties as president” which are then compiled into areas for the Board’s evaluation of my performance with the section titled “Term of Appointment and Evaluation.” The areas for evaluation as stated in the contract state:

*The evaluation shall include, but not be limited to: Board-President relationships; community relations; staff, student, administrative and faculty relationships; educational programs; business and financial matters; professional and leadership achievement; and the achievement of previously set goals and objectives.*

I will address the goals and objectives aspect later in this memorandum. The other areas are what I would consider the general function-based components associated with my role as President. Overall, I believe I have met these expectations. It is my hope that affirmation of my beliefs, or clarity of where my beliefs may be misaligned with how you, and those I work most closely with in my role as President, perceive I am performing in these areas, will be illuminated through the results of the new evaluation process for the president that the Board is implementing this year.

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

Often, our most significant performance challenges are not grounded in our abilities to fulfill the functions of our position, but rather how we behave when we are carrying out the work. Functional performance looks at the “what” whereas behavioral performance focuses on the “how.” Thus, behavior-based performance pertains to how others perceive I behave while I am carrying out my duties as President, especially as it pertains to the College’s mission, vision, values, and how I lead and interact with others. Historically, these elements have been addressed throughout the questions in my 360-feedback report. I anticipate this feedback will come through the new evaluation process you are implementing this year.

Overall, I hope that I continue to “walk the talk” and behave in a way that is both aligned with our organizational culture, our values, and the general expectations for an executive to lead in the times we are living. That isn’t to suggest I don’t have areas to improve, or at least some behavioral characteristics to be aware of and mitigate because of the potential for negative perceptions or impact to my influence in this work. As I have shared in the past, I know some of these do exist – my conviction that can be perceived as an unwillingness to listen or include, my need to make sure expectations are clearly stated and supported, my tendency to just want to fix issues rather than supporting others to find their path to solutions, etc. I continue to work on and manage these shortcomings and always welcome timely reminders when these behaviors emerge.

### **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. I am very proud of the progress and success we have had on our goals, but I want to be clear that much of the outcomes I will share are the direct result of the efforts of many, many others at LCCC. To that end, and as I have in the past, I want to highlight those individuals and groups who have helped make the accomplishment of these goals possible.

- 1. *Unlocking Opportunity*** – *LCCC has the exceptional opportunity to continue our work towards excellence in student success, building upon our Guided Pathways efforts to now be included in Aspen’s Unlocking Opportunity. The focus of this work is starting to shape itself, with a series of priority strategies we will implement to improve equitable, post-completion outcomes of our students. Specifically, we will act to increase the number of students enrolling in high-value programs and help ensure they have real access to post-graduation outcomes of securing a living wage or advance standing as a student at a transfer institution.*

**Outcome:** After Guided Pathways, I thought the College had tackled some of the most challenging work in our history and was likely in need of a break. So, it is with extreme pride and pleasure that I have been

able to witness our unfolding efforts around Unlocking Opportunity (UO). This past year we have witnessed deep organizational design, campus-wide engagement, and now the deployment of efforts to research, create, and plan for the implementation of seven very comprehensive strategic priorities that frame our collective UO work. The path ahead for the campus is still long, and it will be difficult at times, but I have complete confidence that UO is going to be as, if not even more, transformative to LCCC and our student experience than Guided Pathways was.

As I shared in my mid-year progress update, we have had significant progress already in our work. Seven teams have been formed with interdisciplinary leadership at their helm. We are implementing a strong project management framework to guide the development and deployment of each team's work towards accomplishing the objective they have been given. Teams have been conducting research, and where necessary strategic convenings with others (e.g., UW on transfer work, K12 partners on dual enrollment work, other institutions to learn about best practices, etc.). A full communications effort and strategy has been developed and is being led by an interdisciplinary communications team. And so much more.

Full information on the work, progress, and activities of UO are available in myLCCC by clicking on the Unlocking Opportunity icon. One last point of pride, as one of just two rural institutions in the UO effort, and arguably one of the smallest institutions by any measure, we have continually been recognized for the structure and progress we are making on UO by leaders at the Aspen Institute and Community College Research Center. This should make us all very proud as LCCC continues to shine on a national stage.

**Key Contributors:** *Dr. Kari Brown-Herbst, Dr. Melissa Stutz, Dr. Dustin Eicke, Lisa Trimble, Chad Marley, Sheridan Hanson, Bryan Wilson, Sarah Hannes, the 18 UO Strategy Co-Leads, the 27 members of the UO Steering Committee, Julie Gerstner, and her Project Coordinators.*

- 2. SEM Plan Operationalization** – *With a comprehensive Strategic Enrollment Management (SEM) plan in place, the College must now shift to implementing it. LCCC is forming a standing SEM oversight committee to help guide this work, and each focus area (marketing, recruitment, and retention) will develop operational plans, based upon our project management structure, that will ensure successful implementation of our tactics and achievement of our SEM goals.*

**Outcome:** I am pleased that the LCCC SEM plan has successfully been operationalized this year. As a reminder, last Fall, you approved a policy (Policy 10.5 Strategic Enrollment Management), and we developed an administrative procedure (Procedure 10.5P) that codified the SEM planning, implementation, and evaluation process. This included the formal establishment of the standing LCCC SEM Committee. The Committee, along with subcommittees structured around the three primary areas of the plan (marketing, recruitment, and retention) completed a prioritization process for the plan's strategies, to focus implementation.

Given the prioritization, the three committees have begun implementation of the work associated with the respective areas (e.g., marketing, recruitment, and retention). For example, we have launched a broadened marketing campaign targeting traditional-aged students from border states with a strategic focus on Colorado prospects. Enrollment services is implementing an aggressive applicant conversion campaign to increase the numbers of applicants from outside of our service area who enroll at LCCC. Finally, the retention efforts have focused on identifying critical skills courses (a.k.a. gateway courses) and implementing best practices to improve the rates at which students complete those.

I believe the cadence of activity is helping institutionalize the SEM processes, and the current SEM plan has had the intended effect of helping LCCC strategically focus our efforts. While I cannot suggest direct causality, I am pleased to report that we are seeing some positive signs aligned to these efforts.

Application numbers, especially from target market areas (e.g., border states and non-service area Wyoming counties) are increasing, our continuing student enrollment numbers remain up and strong indicating improvements in retention, and we are just beginning to see jumps in applicant conversation rates, again in targeted student groups. We will continue the implementation and evaluation of the success of our SEM efforts and ensure the institutionalization of the process for the future.

**Key Contributors:** *Dr. Melissa Stutz, Lisa Trimble, Dr. Dustin Eicke, Sarah Hannes, Justin Joiner, Stacy Maestas, Amanda Brown, Blake Paintner, Tracy Perko, J. O'Brien, Sarah Smith, Julie Gerstner, Damien Kortum, Jamie McKim, Melissa Nelson, Sam Graham, Alex Barker, Alli McCown, Meghan Kelly, Trent Morrell, Zac Roehrs.*

- 3. Strategic Plan Update and Implementation** - *The first years of our 2030 strategic plan included work that helped set a foundation. Much has already been discovered, some things accomplished, and new plans/initiatives have emerged. Early in FY24 the College will go through a strategic plan update to capture our success and codify the new or emerging efforts within the plan.*

**Outcome:** This year, LCCC went through a comprehensive “refresh” process for our 2030 strategic plan. You received the final 2024 progress update and refresh at your March 2024 meeting. The refresh process engaged the campus community in looking at each of the Plan’s goals through five distinct focus areas: (1) verify the initiatives that have been completed; (2) review, discuss, and provide status update for initiatives and projects that are in progress; (3) review, discuss, and combine/consolidate initiatives in the current plan that we want to keep, but need to be articulated more clearly; (4) review, discuss and remove initiatives that may be duplicated or no longer relevant; and (5) identify, discuss, and add (as appropriate) new strategies and initiatives that should be included into the strategic plan.

I won’t reiterate here what is covered within our 2024 Progress Update and Refresh, as it provides a robust analysis of progress on goals and initiatives, as well as the work currently underway. I will share that I am very pleased with how we continue to advance the goals and strategies within the LCCC 2030 Strategic Plan. It is also worth noting that we have provided stronger alignment with Unlocking Opportunity by incorporating it purposefully into the strategic plan. LCCC will continue to use the plan to guide our efforts, our resource allocation, and evaluate our progress towards our big goal.

**Key Contributors:** *This goal has been supported by far too many wonderful individuals at LCCC than I can include here. Special recognition though should go to Dr. Dustin Eicke and Julie Gerstner for helping facilitate the refresh process, as well as Lisa Trimble, Nancy Olsen, Dr. Melissa Stutz, and Dr. Kari Brown-Herbst for their role in leading the refresh work for each goal.*

- 4. Exterior Renewal Initiative Phase I** – *With initial funding in place, this year LCCC will initiate the Exterior Renewal Phase I. To do this, the College will focus on first establishing an exterior master plan that will guide all phases of the initiative through the establishment of design principles, standards, and guidelines. The second component will be the successful initiation of Phase I by accomplishing the design and early-stage construction of at least one building included in Phase I.*

**Outcome:** I know you have been intimately involved with the Exterior Renewal Initiative and our progress thus far. I am pleased to report that we have made great progress in achieving our goals for the initiative this year. To summarize, we have engaged campus and consultants to help us create a “master plan” of sorts for the entirety of the exterior renewal effort. This includes establishing design standards (e.g., materials, colors, schema, etc.), updating cost estimates, creating mock-ups for each building within the scope of the plan, and re-prioritizing the buildings to be incorporated into each phase.

In addition to the master plan for the initiative, we have completed advance design for the first project we will tackle this summer (2024) – the Center for Conferences and Institutes (CCI). That project is currently in the bidding process, and we anticipate construction beginning mid to late summer. I am pleased to report that the initial bids appear to be in alignment with our cost estimates, and we continue to explore ways to accelerate progress through the entirety of the initiative by looking at project adjacencies, raising/identifying more funding for our matching portion, etc.

We have also submitted the requests for Phase II funding to the Wyoming Community College Commission (WCCC) and onto the Governor and Legislature. The WCCC has ranked community college submittals as part of their annual process, and I am pleased to share that the four buildings in our Phase II have been identified as the top four projects for this year’s rankings. I will continue to help shepherd our Phase II requests through the State Building Commission, the Governor’s Budget process, and into the Legislature late in 2024 and into the 2025 session.

**Key Contributors:** *Significant recognition should go to Rick Johnson for leading this effort, as well as Bill Zink, Mark McGuire, and others in the Physical Plant.*

5. **Unfinished Business** – *There remain some existing efforts, projects, or goals that will continue into FY24. It is incumbent upon all involved that these do not slip, but rather come to some successful outcome. For example, we know we must bring the RAC Renovation and the Board Room projects to completion in this next year. In addition, we have committed to review the entirety of the LCCC Scholarship process to discover and implement ways to increase the efficacy of the functions associated with the management and distribution of scholarships. In addition, we must remain focused on the further implementation of our strategic plan, continue supporting state initiatives such as Wyoming’s Tomorrow scholarship funding, the Wyoming Innovation Partnership, and others.*

**Outcome:** As I mentioned in my mid-year progress update to the Board, I am pleased to report that we have made substantial progress on most of our “unfinished business.” For example, thanks to great tenacity, the RAC project is advancing towards completion in its entirety, and as you know the Board Room renovation is fully completed. Our efforts during the legislative session were productive, including inflationary funding, securing two new nursing faculty positions for LCCC, and the crowning outcome being the final funding necessary to put the Wyoming’s Tomorrow Scholarship into effect for the coming years.

Other updates on outcomes and progress here include the securing and launching of additional efforts around the Wyoming Innovation Partnership (e.g., smart factory, artificial intelligence, entrepreneurship, etc.), and we have submitted continuation proposals and one new one for WIP Phase III that was funded by the Legislature. I have also worked closely with the LCCC Foundation and our Financial Aid office to review and improve various aspects of the scholarship process here at LCCC. This includes the updating of the application process, implementation of actions to find greater efficiencies in our systems to allocate funds and working with donors to help them consider their needs with the need to make access to financial assistance as smooth as possible for our students. I anticipate seeing improvements in the number of applicants, the timely distribution of scholarship aid, and overall numbers of students at LCCC who receive this aid. My hope is to bring you a report on these metrics early in the fall.

**Key Contributors:** *Justin Gorman, Brandi Payne-Cervera, Lacey Shandara, Dr. Melissa Stutz, Lisa Trimble, Dr. Kari Brown-Herbst, Rick Johnson, Bill Zink, Mark McGuire, Tim McNamara, Jennifer McCartney, Bryan Wilson, Dave Curry, Minden Fox, Jeff Shmidl.*

## PROPOSED FY24 GOALS

As I have done in the past, I will conclude this self-evaluation with my suggestions for the goals I would like to pursue in the coming year. My suggestions are just that, suggestions. I work at your pleasure, and thus I will defer to you for concurrence or redirection on my proposed goals. It is my hope that the final goals, which you ultimately approve, demonstrate we are of the same mind for the priorities set for FY25. Overall, most of my proposed goals will focus on prioritized aspects of the LCCC 2030 Strategic Plan.

**1. Unlocking Opportunity** – As you know, the Unlocking Opportunity Network is focused on closing equity gaps and increasing the number of students enrolling in high-value programs to help ensure they have real access to post-graduation outcomes of securing a living wage or advance standing as a student at a transfer institution. We have focused our efforts on the following seven (7) strategic priorities, and these individually and collectively will remain at the top of my priorities for FY25.

- 1) Clear Transfer Pathways
- 2) Value-Added Student Paths in the HSW Pathway
- 3) Pathways-Aligned, Equitable Dual/Concurrent Enrollment
- 4) Individualized Success Plans
- 5) STRT 1000: Strategies for Success Reboot
- 6) Student-Focused Course Scheduling
- 7) The LCCC Student Experience

**2. Strategic Plan Update and Implementation** – In addition to the work associated with the Unlocking Opportunity components within the LCCC 2030 Strategic Plan, I will remain focused on the implementation and completion of other aspects of the plan. Under each goal, there are some strategies and initiatives that I will give specific attention to in the coming year to ensure their success. These include the following:

- 1) Goal 1: Guiding the institution through a comprehensive brand refresh/reset process based on the analysis and recommendations from our awareness and perception polling.
- 2) Goal 1: Research and implementing initiatives to help use financial aid strategically and more equitably to achieve institutional goals in areas such as tuition waivers, improvements to scholarship application and distribution, and targeted need-based aid programs.
- 3) Goal 2: Continuing to help the key areas on campus with implementation of strategies aligned to our SEM plan that result in increases in target population applications and the conversion of those applicants to enrollees at LCCC.
- 4) Goal 3: Advocating for changes to rules and/or statutes that allow community colleges to offer more than two applied baccalaureate degrees, and if successful initiating the planning for additional offerings at LCCC.
- 5) Goal 4: Utilizing the findings from our inaugural participation in the *Great Colleges to Work For* survey, develop an employee engagement/empowerment plan to sustain areas of strength and improve areas where LCCC must improve.

**3. Exterior Renewal Initiative** – In FY25 we will remain focused on the implementation of Phase I projects, and at a minimum, the completion of the CCI Building Exterior Renewal and the initiation of the Training Center and Administration buildings' renewal. In addition, a significant component of this goal will be to help shepherd the Phase II funding requests through the State Building Commission, the Governor's Office, and in the 2025 Legislative Session.

4. **Learning Spaces Master Plan** – Included within the proposed FY25 budget is funding to engage the campus community in a planning process to assess, design, and plan for renovations and addition of learning spaces. Given your approval of the budget, I will focus my efforts on a goal leading to the creation of a Learning Spaces Master Plan that would shape our collective interests in considering how our current instructional spaces need to be updated, renovated, and aligned with the future of teaching and learning at LCCC.

I look forward to your feedback on these proposed goals, as well as the summary from the new CEO evaluation process you are implementing. Of most interest to me, however, will be your assessment on my performance this past year as your President. While I say this every year, it is with deep sincerity that I share just how much of an honor and a privilege it is to lead LCCC and to work with such a fine group of trustees, executive leaders, faculty, staff, and students. Thank you for providing me with 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 we collectively set for the coming year.