



OFFICE OF THE PRESIDENT
Dr. Joe Schaffer

MEMORANDUM

DATE: July 19, 2023

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: FY23 Self-Evaluation and Proposed FY24 Goals

For the past decade, beginning in FY13, I have worked to facilitate an evaluation process of my performance 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 conducted in varying levels over my tenure as President.

Therefore, similar to my approach in the past, this memorandum serves as my final self-evaluation in alignment with both your policy 1.3.2 and LCCC's performance management process. 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 FY23.

I will conclude this memorandum with my proposed goals for FY24.

Each year, I administer a 360-degree feedback review of every member of President's Cabinet, and I administer the same tool to provide me with some assessment of my own performance. This feedback helps me understand how our productivity, abilities, and behaviors are perceived as we carry out our work. This year I asked numerous individuals, including each member of the Board of Trustees, to anonymously participate in my 360-feedback survey. I only invite those individuals to provide feedback if they have had some significant interaction with me over the past year. I feel this allows them to provide an honest assessment on my performance. This year, 20 individuals responded (35% response rate with $n = 57$). In an effort for authenticity

and openness (two of our core values) I will provide the survey's results, including the open-ended comments, appended to this memorandum for your information and consideration.

I am pleased to say that, like in previous years, the feedback from most individuals suggests 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. This year there were four responses rating me below expectations. While those may be the anomalies in the responses, it helps me to know I have areas to improve upon, helping to motivate and compel my improvement.

It is my natural inclination to focus more on what we need to improve, and often 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. I will try to address these things in the following.

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 do some basic things first and foremost. These include implementing your Board Policies through effective Administrative Procedure, assuring the College's operations remain effective and running smoothly, maintaining a strong financial environment and stable fiscal resources, creating a relevant and effective 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.

Overall, I believe I have met these expectations. To the relevant items in my 360-degree review, those providing feedback would also suggest that I either meet or exceed these expectations. That is reassuring and heartening to know I can effectively carry out the functions of my position. One area though that is a challenge in my feedback was my noticeable lack of presence on campus over the past year. While I knew, and hopefully communicated to you, that this would be a challenge this year given my responsibilities as chair of the American Association of Community Colleges (AACC) Board of Directors, it doesn't change the fact that my absence was noted. I am fortunate to have an exceptional leadership team in the President's Cabinet and that allowed me some peace of mind when I was absent knowing that the College was in their capable hands.

Looking into the next year though, it is important now that I "double down" on opportunities to be seen and engaged with the campus community. I will re-start my annual meetings with each functional area, and also focus on being present in settings to ensure I am helping communicate the "why" behind our current and planned initiatives. You have been gracious in supporting my involvement locally, regionally, and nationally, and I appreciate that beyond measure. I also believe that my time spent in those circles has benefited LCCC substantially through resources and support that many institutions simply do not have access to.

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. These elements are addressed throughout the questions in my 360-feedback report.

Overall, I am thankful and humbled by the positive comments and feedback that is included in this year's 360-degree evaluation. It is assuring to see that the majority of individuals believe I meet or exceed expectations as it pertains to the behavioral elements. As in the past though, I recognize there are areas I can improve upon.

You know me well enough, and I know me well enough, that those areas are not necessarily a surprise or something new. Which tells me I perhaps need to work harder on improvement in these areas.

They say that one of the biggest challenges a leader faces is always relying on what has worked in the past to help you succeed in the future. I have been fortunate to have had good luck with my instincts and decisions that lead towards actions. Thus, I do, generally, have strong conviction about what we should do at the College to help us achieve our goals and succeed as an institution. Comments in my 360 make it clear though that I am perceived at times as not being open to the perspectives and ideas that others present. I do try to remain open and actively seek alternative perspectives, new ideas, and even constructive feedback. My behaviors though may suggest that others would disagree. This is an area I need to remain focused on improving.

There are other specific comments in my feedback that give me places to reflect and improve. I will admit that some I agree with, some I do not, and some I simply don't quite understand. The latter is especially true with those responses that appear to be outliers. However, 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, or at least do my best to minimize their presence in my behaviors. 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 be forthright and forthcoming in letting me know and holding 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. Given the challenges we still face, I am truly proud of the progress we have made, mostly because of the great work of others here 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. President's Advisory Council** – The economic future of Laramie County will be increasingly dependent on our ability to develop, recruit, and retain talent. LCCC will be one of the primary players in making this happen. This requires an even deeper, and more purposeful connection between LCCC and business and industry. To facilitate this connection, I will continue my work in establishing 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.

Outcome: Although the completion of this goal took me far longer than anticipated, I am very pleased to report on the formation of the LCCC President's Advisory Board (PAB). The creation of the PAB has been a concept for some time, and a personal goal for me over the past couple of years. I am excited to see it coming to fruition. The purpose of the PAB is to help me in the development of strategies to strengthen the College within the context of our mission and reflective of the needs of the communities we serve. Through the PAB, I will be leaning members to advise me on strategic issues and opportunities facing LCCC and beyond, while also asking the PAB to serve as a conduit to express the needs of the community. To date, the PAB is comprised of 24 individuals who are big thinkers and represent a diversity of industries and perspectives. The inaugural meeting of the PAB will be held in early August. Per the PAB Bylaws, they will meet twice per year, once in the Summer and once in the Winter. The Chair of the LCCC Board of Trustees is an ongoing, ex-officio member of the PAB.

- 2. Campus Renewal Planning and Implementation** – I would like to focus on two elements under this goal. The first is to work with the Board of Trustees to establish a Capital Renewal Plan. This plan would create a more formal place to communicate major maintenance activities, prioritize the order of exterior building renewals and neighborhood entry nodes, as well as other major campus renewals and or replacements associated with the campus master plan. The second component of this goal is to secure legislative

funding for the first phase of the exterior building renewal and prepare them for implementation. This phase would include renewal of the CCI, Training Center, Administration, and Fine Arts Buildings, along with new entry nodes for each.

Outcome: Phase 1 of the Exterior Renewal initiative (including the Administration, Training Center, Center for Conferences and Institutes, and Fine Arts buildings) has been authorized and ranked by the Wyoming Community College Commission (WCCC). They are ranked as the top priorities for all community college CapCon projects. SF146: State Funded Capital Construction, was passed by the Wyoming Legislature this session, and with the Governor's signature, it appropriated \$5.8 million to the first phase of our Exterior Renewal initiative. We have set aside \$1.5 million in the proposed FY24 LCCC budget to begin implementing the initiative, likely focusing first on the CCI building. You will see the timeline for implementation in the Capital Improvement Plan within the FY24 budget. With some funding secured, initiation of the Exterior Renewal initiative and implementation of Phase I of the plan will be a focused goal for me in FY24.

Speaking of the Capital Improvement Plan, you have already seen the first iteration of the plan integrated within the proposed FY24 LCCC Budget. I am very pleased with the way this has been developed, and more importantly the mechanism it provides to gather many disparate, yet significant aspects of the College's fiscal and physical planning for items pertaining to facilities, technology, and more. I want to extend my deep gratitude to Senior Vice President Rick Johnson for his leadership in developing the Capital Improvement Plan, and more importantly the process through which it is developed and updated.

Key Contributors: Rick Johnson, Bill Zink, Lisa Trimble, Courtney Roberts, Trustee Erickson, Trustee Soto.

- 3. Fill Openings in the Executive Team and Rebuild the President's Cabinet** – This year I will need to make two successful hires for members of the College's executive team, the President's Cabinet. This includes hiring and onboarding a new Vice President of Human Resources and a new Vice President of Performance and Planning. In addition, I have recently moved the reporting of the Chief Information Officer (formerly Chief Technology Officer) to the President and making this position a member of the President's Cabinet. I will work for a smooth transition to allow senior members to help me shape the newer team and its newest members.

Outcome: I am very pleased to report that the President's Cabinet is fully staffed. The addition of two new Vice Presidents – Dr. Dustin Eicke as the VP of Performance and Planning, and Nancy Olson as the VP of Human Resources – has been smooth and impactful. With the addition of the Chief Information Officer, Chad Marley, the executive team is again arguably one of the strongest in the region. Look for good things to come from all members of this team.

Key Contributors: Auri Fermelia, and screening committee members Trustee Bob Salazar, Nick Colsch, Julie Gerstner, Starla Mason, Jennifer McCartney, Alli McCown, Dr. Erin Nitschke, Melissa Dishman, Jennifer Hooke, Rick Johnson, and Meghan Kelly.

- 4. Support the Wyoming Innovation Partnership** – LCCC has been fortunate to be involved with and benefit from Governor Gordon's Wyoming Innovation Partnership. I want to continue and support his office, as well as our colleague community colleges and UW in continuing to advance Phase I efforts and ensure a successful launch of Phase II efforts. LCCC will be primarily focused on the entrepreneurship and workforce development components of the WIP initiative.

Outcome: I continue to try and be a champion for the Governor's Wyoming Innovation Partnership (WIP). This fall I had the honor of serving on the search committee formed by the Governor to hire WIP's

executive director. I have also been actively involved in the WIP's presidential steering group (PSG), as well as helping shape some of the initiative's materials. These include the use of LCCC's project management structure, specifically our charter tool, to help shape the understanding and evaluation of Phase I initiatives. I am very proud to see so many touches by LCCC in the structure of WIP.

In Phase I of WIP, LCCC has specifically had the launch of the Echocardiography Program, the development of our Fab Lab and Concept Forge within the Advanced Manufacturing and Materials Center (AMMC). Phase II appears even more promising for LCCC with the successful award of three major efforts that align perfectly with our 2030 Strategic Plan. As I have reported in the past, these include:

- An expansion of our manufacturing efforts, in partnership with Sheridan College and Central Wyoming College. We will focus on the revitalization of our Integrated Systems Technology (IST) Lab by implementing a "Smart Factory" setting that includes robotics/cobotics;
- A collaborative project with Western Wyoming Community College, focused on building cybersecurity programs at Western, and standing up a Artificial Intelligence for the Workforce programming here at LCCC linked to a partnership with Dell and Intel corporations; and
- The creation of a unique Licensed Practical Nurse program that will allow us to utilize compressed and virtual delivery of nursing curriculum to create paths for place-committed students into the nursing profession while living, working, and hopefully advancing in facilities in their home communities.

I am especially proud of the fact that LCCC led the development, collaboration, and submission of all of these proposals, demonstrating our ability to not only lead, but to do so through partnership, bringing value to others within Wyoming. In all, these three proposals total \$2.15 million of revenue to help LCCC advance ours, and the State's priorities.

Key Contributors: *Jen McCartney, Kari Brown-Herbst, Starla Mason, Maryellen Tast, Dave Curry, Karen Bowen, Bryan Wilson.*

5. **Represent LCCC and Wyoming Nationally** – Although this may be something already set in motion, I have the opportunity to play a significant role in representing the College on the national level with my chairmanship of the AACC Board of Directors and other places I am or anticipate being engaged. This will take me away from campus a bit more than I would like, and it will come with a resource requirement, but I hope that I can not only contribute more but also bring more back to LCCC as a result of my involvement in these organizations and efforts.

Outcome: I believe my tenure and time as Chairman of the AACC Board of Directors has been successful and beneficial to the community college industry as well as to LCCC. Though my involvement there, I believe this has also generated significant new opportunities and exposure for the institution – from helping us with the recruitment of the best talent in the community college industry, to new connections with companies and opportunities.

In February I had the opportunity to preside over major components of the ACCT/AACC National Legislative Summit, and then again at a very successful AACC Annual convention in Denver this past April. It may also be notable, although I haven't spent much time discussing this, that I also serve on the Phi Theta Kappa President's Advisory Board, as well as on the Center for Community College Student Engagement (CCCSE) National Advisory Board. In addition, our success in Guided Pathways has allowed me to present frequently at the national level on the work we have done at LCCC, on change management, and on general leadership in community colleges. I feel proud that people know LCCC across America, and more importantly that they know us because of the exceptional work we are doing and how we are helping others who aspire to the same.

***Key Contributors:** Dallas Bacon, Alexa Temte, and the entire Presidents Cabinet for keeping the institution running smoothly while I have been away.*

6. **Continue the Implementation of the Strategic Plan** – This year I will continue shepherding and supporting the successful implementation of LCCC’s 2030 Strategic Plan. Much of our time and attention will be devoted to Strategic Enrollment Management, marketing and awareness, programmatic innovation and new program launch, as well as employee engagement, empowerment, and a campus climate that continues to foster the strong culture we have at LCCC.

Outcome: Of all the things I am most proud of this past year, the progress we are making on our Strategic Plan is truly at the top. There is simply so much I could report on under this goal, but in the spirit of brevity I will touch only on a few high notes. In short, I am very pleased with the progress we have made on all four of our goals of our 2030 Strategic Plan, and the key strategies and initiatives within those.

Goal 1: Become the best-known higher education opportunity within 350-miles of Cheyenne.

- Our Awareness Campaign continues to yield impressive results, with above-average engagement in our marketing deployment in target areas such as Northern Colorado, the Black Hills, and Western Nebraska. This is an area I hope to invest more heavily in over the next few years.
- The Public Perception and Brand Awareness poll has been completed and key individuals at LCCC have already seen a presentation of the results. This will help our consultant (Clarus) complete the final report and recommendations. I plan to bring the same presentation and a final report to the Board in the very near future. In general, the poll results validate some things we already knew, but exposed some areas we did not.
- We have initiated various “push” marketing campaigns (e.g., residence hall, fall enrollment, etc.) for immediate impact. These efforts are a significant contributor to the nice bump in enrollment that LCCC has seen this summer and what appears to be up for the fall semester.

***Key Contributors:** Lisa Trimble, Justin Joiner and the Marketing and Communications Team.*

Goal 2: Engage substantially greater numbers of individuals at LCCC through strategic enrollment management.

- The final Strategic Enrollment Management (SEM) plan has been completed. Although it took longer than I had hoped, I am very pleased with the outcome of the plan. The SEM plan includes high level goals, accompanying strategies, and a series of initial tactics that will guide the implementation of the plan. These are grouped into three areas of (1) marketing, (2) recruitment, and (3) retention. Developing a process through which we will operationalize the plan is currently in progress, and this will be one of my focused goals for the coming year.

***Key Contributors:** Melissa Stutz, Dustin Eicke, Lisa Trimble, Sarah Hannes, Justin Joiner, Stacy Maestas, Amanda Brown, Tracy Perko, J. O’Brien, Sarah Smith, Julie Gerstner, Damien Kortum, and the individuals who served on the recruitment committee, the marketing committee, and the retention committee.*

Goal 3: Transform the College’s academic offerings into innovative programming with paths to viable opportunities for social mobility.

- The College has completed and is piloting a “Program Vital Signs” process and tool to help faculty, advisory boards, deans, and you as Trustees, to assess program health on an annual basis. This mechanism will allow us to conduct short-cycle (annual) review and improvement planning of all programs.

- The Advanced Manufacturing and Materials Center has been completed and we celebrated its grand opening this past spring. Our first group of CNC Students have completed the initial programmatic offerings, and future cohorts are anticipated given a recent announcement of a large Workforce Services grant LCCC received to offset the training costs. I am so incredibly proud of the way LCCC, and our people overcame challenge after challenge to make the AMMC a reality and help position the College to create a manufacturing workforce pipeline for SE Wyoming.
- Healthcare expansion is well underway with the expansion of the Sonography Program, launch of the Echocardiography Program, and the great progress on the establishment of the Respiratory Therapy Program. We are also presenting to the Board the creation of a unique Licensed Practical Nurse (LPN) program that will allow us to reach place-bound populations and provide them a path to a nursing credential while hopefully training and staying in their home community and at the facilities where they currently work.
- You have seen some of the early plans for the expansion of our Information Technology offerings, and while those have had to take a bit of a slow down because of the scope and scale of the aggressive plans, progress continues. Our most recent program, IT Fundamentals, will be before the Board of Trustees this summer. The IT Fundamentals credential represents an expansion of programming in our Information Technology Pathway which aligns with our Strategic Plan. It has been developed collaboratively with K-12 partners and with the recommendation and endorsement of our IT Advisory Committee. The program is designed for students and professionals who need to acquire a basic to intermediate level of understanding of IT principles, systems, and concepts to enhance their employment or education potential, and it will enhance our concurrent class offerings making the credential accessible to high school students seeking entry-level employment in the IT industry.
- Activities associated with our Entrepreneurship programming and services continue to emerge. We have become one of the few *Entrepreneurial Colleges of the Future*, designated by the National Association of Community College Entrepreneurship (NACCE). We have won recognition for our Pitch for the Trades including the use of Virtual Reality in our Trades and Tech Pathway, earning not only recognition but a \$50,000 award for our Z Lab – AR/VR Experience. The roll out of our Fab Lab and Concept Forge (located in the AMMC) has been going smoothly. More recently we were awarded NACCE’s Everyday Entrepreneur Venture Fund grant to help seed capital programs that would provide funding to entrepreneurs LCCC has the opportunity to develop and work with.
- We have been developing an inescapable transition experience course (TRES) designed to ensure all credential-seeking students are prepared to succeed in their next steps when they leave LCCC. The Board has already received a presentation on this and TRES is being rolled out this fall through a handful of programs that have agreed to be the first to implement.

Key Contributors: *Kari Brown-Herbst, Starla Mason, Adrienne Wade, Karen Bowen, Lori Arnold, Troy Amick, Dustin Eicke, Sarah Smith, Bryan Wilson, Jeff Shmidl, Minden Fox, Maryellen Tast, Dave Curry, Sheridan Hanson, David Stokowski, Hadley Jolley, Dana McCammon, Justin McCarrel, Jill Koslosky and the TRES coordination team (Andy Brasile, Stephanie Fiedler, Dana McCammon, and Sheridan Hanson).*

Goal 4: Continue to cultivate an environment intentionally designed where employees can do the best work of their lives.

- We have re-launched an updated Supervisor training program to better equip these individuals with the tools, skills, and awareness needed to successfully manage the programs, services and people who they have the honor of overseeing.
- As you know, we are moving forward with the establishment of a comprehensive alternative work policy, procedure and structure. This process is near completion, with the final reading of

the policy before the Board in July. The procedure, and anticipated implementation of the opportunity, is ready once the policy receives final approval.

- I am very pleased that in the FY24 LCCC Budget we will have the ability to complete Phase III of our Compensation Plan and finally move into maintenance mode. This will also allow us to focus on the development of the performance criteria associated with higher levels in the salary band.
- Our facilities work continues to move forward, even in the most challenging of times. This year the Auto Tech facility renovation was completed, the Advanced Manufacturing and Materials Center (noted above) was completed, and other smaller projects were also finished. You are aware of our progress to continue and advance the Board Room project, as well as our continued work on the Recreation and Athletics Complex (RAC). I am also pleased that we were able to secure initial funding from the Wyoming Legislature to begin Phase I of the Exterior Renewal Initiative, which will be a proposed goal of mine for this coming year.
- I continue my monthly virtual town halls, and many across campus have implemented other ways of ensuring multi-modal communications are being deployed to keep the LCCC community aware and engaged. Communication is something that will always be worked on and likely never perfected.

Key Contributors: *Nancy Olson, Auri Fermelia, Shereen Watson, Jesse Begin, Edie Cox Co-chair, Jen McCartney, Justine Essex, Tyrell Garton, Meghan Kelly, Joel Funk, Abbie Connally, Dawn Williams, Jenna Groendal, Aaron Olsen, and Jennifer Querry.*

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 FY24.

- 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.
- 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.
- 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.

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.

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.

I look forward to your feedback on my performance this past year and my proposed goals for the next. 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 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.