



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 (TREX) 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 TREX 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 TREX 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.

President Schaffer FY23 360 Feedback

Description:

Date Created: 5/5/2023 2:02:46 PM

Date Range: 5/8/2023 10:00:00 AM - 6/2/2023 2:29:00 PM

Total Respondents: 20

Q1. SECTION 1.) FOCUS ON MISSION & STUDENTS Mission Statement: The mission of Laramie County Community College is to transform our students' lives through the power of inspired learning. - Frequently refers to the College's Mission Statement in meetings and interactions.

Count	Percent		
0	0.00%	<div></div>	Below expectations
6	30.00%	<div></div>	Meets expectations
12	60.00%	<div></div>	Exceeds expectations
2	10.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
20	Respondents		

Q2. SECTION 1.) FOCUS ON MISSION & STUDENTS Mission Statement: The mission of Laramie County Community College is to transform our students' lives through the power of inspired learning. - Clearly connects his/her decisions and directives to the Mission and student success.

Count	Percent		
0	0.00%	<div></div>	Below expectations
5	25.00%	<div></div>	Meets expectations
15	75.00%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
20	Respondents		

Q3. COMMENTS:

Count	Percent		
6	100.00%	<div></div>	
Count	Percent		
1	16.67%	<div></div>	Dr. Schaffer continues to be student focused and Mission driven. This is evident in everything he does.
1	16.67%	<div></div>	Dr. Schaffer has the mission of the College at the forefront of his mind during meetings, town hall presentations and day-to-day conversations. He has transformed the culture to be mission-focused during his time here.
1	16.67%	<div></div>	I appreciate the way President Schaffer always considers and thinks about the students, whether it be a decision for the College, a meeting request, a phone call, etc. As someone who does not work directly with students, it's helped redirect my focus as to the why behind what we do.
1	16.67%	<div></div>	Joe is always guided by the mission, vision, and values of the college.
1	16.67%	<div></div>	Joe leaves no doubt in the mind of his audience that he believes in the mission of the College.
1	16.67%	<div></div>	So many years in to his tenure, Dr. Schaffer impresses with his continued ability to prioritize students and to prioritize the College's Mission. He does not pay it lip service, and he is ready to defend his decisions, always, by being able to pivot to the Mission.
6	Respondents		

Q4. SECTION 2.) BEHAVIORAL JOB PERFORMANCE This section pertains to how the executive reflects interpersonal and culture-based employee behaviors. Behavioral job performance pertains to HOW an employee gets things done. Core Values Authenticity: With purpose and without pretense, we are steadfast in our dedication to deliver on a promise, product, or service meeting the needs of individuals we serve. Desire to Make a Difference: We engage in and pursue our goals for the opportunity to create better lives, better communities, and a better world for those who are here today and the generations that follow. Passion: Our institution is wholly dedicated to engaging in our work, sharing our beliefs, and debating the merits of any course of action as we strive to transform our students' lives through inspired learning. Openness: We are committed to transparency through shared governance, where our best work fosters a culture of trust and respect as a college of choice. - Frequently displays the value of Passion when carrying out his/her work.

Count	Percent		
0	0.00%	<div></div>	Below expectations
3	15.79%	<div></div>	Meets expectations
16	84.21%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q5. SECTION 2.) BEHAVIORAL JOB PERFORMANCE This section pertains to how the executive reflects interpersonal and culture-based employee behaviors. Behavioral job performance pertains to HOW an employee gets things done. Core Values Authenticity: With purpose and without pretense, we are steadfast in our dedication to deliver on a promise, product, or service meeting the needs of individuals we serve. Desire to Make a Difference: We engage in and pursue our goals for the opportunity to create better lives, better communities, and a better world for those who are here today and the generations that follow. Passion: Our institution is wholly dedicated to engaging in our work, sharing our beliefs, and debating the merits of any course of action as we strive to transform our students' lives through inspired learning. Openness: We are committed to transparency through shared governance, where our best work fosters a culture of trust and respect as a college of choice. - Frequently displays the value of Authenticity when carrying out his work.

Count	Percent		
0	0.00%	<div></div>	Below expectations
8	42.11%	<div></div>	Meets expectations
11	57.89%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q6. SECTION 2.) BEHAVIORAL JOB PERFORMANCE This section pertains to how the executive reflects interpersonal and culture-based employee behaviors. Behavioral job performance pertains to HOW an employee gets things done. Core Values Authenticity: With purpose and without pretense, we are steadfast in our dedication to deliver on a promise, product, or service meeting the needs of individuals we serve. Desire to Make a Difference: We engage in and pursue our goals for the opportunity to create better lives, better communities, and a better world for those who are here today and the generations that follow. Passion: Our institution is wholly dedicated to engaging in our work, sharing our beliefs, and debating the merits of any course of action as we strive to transform our students' lives through inspired learning. Openness: We are committed to transparency through shared governance, where our best work fosters a culture of trust and respect as a college of choice. - Frequently displays a Desire to Make a Difference in the lives of our students and College.

Count	Percent		
0	0.00%	<div></div>	Below expectations
3	15.79%	<div></div>	Meets expectations
16	84.21%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q7. SECTION 2.) BEHAVIORAL JOB PERFORMANCE This section pertains to how the executive reflects interpersonal and culture-based employee behaviors. Behavioral job performance pertains to HOW an employee gets things done. Core Values Authenticity: With purpose and without pretense, we are steadfast in our dedication to deliver on a promise, product, or service meeting the needs of individuals we serve. Desire to Make a Difference: We engage in and pursue our goals for the opportunity to create better lives, better communities, and a better world for those who are here today and the generations that follow. Passion: Our institution is wholly dedicated to engaging in our work, sharing our beliefs, and debating the merits of any course of action as we strive to transform our students' lives through inspired learning. Openness: We are committed to transparency through shared governance, where our best work fosters a culture of trust and respect as a college of choice. - Frequently displays the value of Openness when carrying out his work.

Count	Percent		
0	0.00%	<div></div>	Below expectations
7	36.84%	<div></div>	Meets expectations
12	63.16%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q8. COMMENTS:

Count	Percent		
4	100.00%	<div></div>	
Count	Percent		
1	25.00%	<div></div>	Dr. Schaffer is impressive in his tireless advocacy of LCCC. So many years in to his tenure, he still comes across as having a true faith in the legitimacy and purpose of LCCC and its connection to the community. Dr. Schaffer also must, by virtue of his position, be both transparent and guarded. I do not have any special insight into high-level decision-making and the stresses that is bound to cause, but seems to balance these two forces well.
1	25.00%	<div></div>	Joe is an amazing leader that able to relate at different levels with different audiences without compromising his sense of self or his sense of duty to the students he serves.
1	25.00%	<div></div>	One thing that I have always appreciated about Dr. Schaffer is his openness and willingness to tackle difficult conversations. He remains passionate and steadfast and his desire to make a difference has not waned over the years.
1	25.00%	<div></div>	President Schaffer is a walking example of the core values of the College.
4	Respondents		

Q9. Aspirational Values Commitment to Quality - We are committed to promoting a culture of evidence that compels us to continuously strive for greater competence, productivity, and excellence in serving our students and community. Inclusion - Leveraging the diversity of our talents, we engage in the practice of wide-ranging, open-minded discourse with civility and respect. Our work is objectively grounded in what is best for our community and the provision of equitable opportunity for all. Innovative Agility - We embrace the notion of adaptability, where our curiosity leads to forward-looking and unique actions. We are unencumbered by convention, endeavoring to discover improved ways of serving our students and community. We strive to make the impossible possible. - Frequently displays a Commitment to Quality when carrying out his work.

Count	Percent		
0	0.00%	<div></div>	Below expectations
4	21.05%	<div></div>	Meets expectations
15	78.95%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q10. Aspirational Values Commitment to Quality - We are committed to promoting a culture of evidence that compels us to continuously strive for greater competence, productivity, and excellence in serving our students and community. Inclusion - Leveraging the diversity of our talents, we engage in the practice of wide-ranging, open-minded discourse with civility and respect. Our work is objectively grounded in what is best for our community and the provision of equitable opportunity for all. Innovative Agility - We embrace the notion of adaptability, where our curiosity leads to forward-looking and unique actions. We are unencumbered by convention, endeavoring to discover improved ways of serving our students and community. We strive to make the impossible possible. - Frequently exhibits a sense of Inclusion for diverse perspectives, beliefs, and ideas.

Count	Percent		
0	0.00%	<div></div>	Below expectations
9	47.37%	<div></div>	Meets expectations
9	47.37%	<div></div>	Exceeds expectations
1	5.26%	<div></div>	DON'T KNOW- UNABLE TO RATE
19 Respondents			

Q11. Aspirational Values Commitment to Quality - We are committed to promoting a culture of evidence that compels us to continuously strive for greater competence, productivity, and excellence in serving our students and community. Inclusion - Leveraging the diversity of our talents, we engage in the practice of wide-ranging, open-minded discourse with civility and respect. Our work is objectively grounded in what is best for our community and the provision of equitable opportunity for all. Innovative Agility - We embrace the notion of adaptability, where our curiosity leads to forward-looking and unique actions. We are unencumbered by convention, endeavoring to discover improved ways of serving our students and community. We strive to make the impossible possible. - Frequently brings a spirit of Innovative Agility when carrying out his work.

Count	Percent		
0	0.00%	<div></div>	Below expectations
5	26.32%	<div></div>	Meets expectations
14	73.68%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19 Respondents			

Q12. COMMENTS:

Count	Percent		
6	100.00%	<div></div>	
Count	Percent		
1	16.67%	<div></div>	Again, President Schaffer is a walking example of these aspirational values.
1	16.67%	<div></div>	Dr. Schaffer always strives for quality in every task, and makes sure to give credit to others for the work they do.
1	16.67%	<div></div>	Dr. Schaffer asks for and considers other's perspectives and ideas genuinely in meetings and decision making environments. It seems healthy to conduct work in this way and makes others feel confident in bringing ideas forward.
1	16.67%	<div></div>	I have had cause to work with Dr. Schaffer on a variety of projects and initiatives in the past year, and I find him to be positive, hard-working, and endearingly intense in his commitment to projects. Don't misunderstand -- he's not authoritarian, but he leads by forceful example, and he balances well a respect for various perspectives with an overall vision of what he wants.
1	16.67%	<div></div>	Joe is always open to new ideas and perspectives, and will take the time to listen and give them thought. He is very adaptable, and has the ability to pivot when needed.
1	16.67%	<div></div>	The positive impact of Joe's leadership can be seen across the college's departments and collateral. He is able to direct without micromanaging and allows the people in his charge to do contribute effectively.
6 Respondents			

Q13. Personal Competence - Remains consistently friendly with coworkers, demonstrating high energy levels, remaining composed during stressful periods, and remaining upbeat throughout the workday.

Count	Percent		
0	0.00%	<div></div>	Below expectations
2	10.53%	<div></div>	Meets expectations
16	84.21%	<div></div>	Exceeds expectations
1	5.26%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q14. Personal Competence - Makes decisions without allowing emotions to exert undue influence.

Count	Percent		
0	0.00%	<div></div>	Below expectations
8	42.11%	<div></div>	Meets expectations
9	47.37%	<div></div>	Exceeds expectations
2	10.53%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q15. Personal Competence - Volunteers constructive input into the decision-making process and offers support. Puts the good of the institution before oneself and accepts accountability for success within one's role.

Count	Percent		
1	5.26%	<div></div>	Below expectations
6	31.58%	<div></div>	Meets expectations
11	57.89%	<div></div>	Exceeds expectations
1	5.26%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q16. COMMENTS:

Count	Percent		
7	100.00%	<div></div>	
Count	Percent		
1	14.29%	<div></div>	Dr. Schaffer has a way of offering constructive input and feedback that helps to clarify situations and offers clear direction on appropriate next steps, without taking away from the work that has already been done.
1	14.29%	<div></div>	Dr. Schaffer is competent in his role beyond most anyone's expectations.
1	14.29%	<div></div>	I have always been impressed with President Schaffer's abilities in all areas. Specifically, watching him remain composed throughout the ebbs and flows of the College is something I personally strive for. I've recently been thinking, "WWJD, what would Joe do?" when in a heated discussion, a stressful situation, etc.
1	14.29%	<div></div>	Joe is great at listening to others, and this in turn helps colleagues feel comfortable voicing their perspective. He is always friendly toward others, and make people feel welcome.
1	14.29%	<div></div>	Joe is humble and straightforward in his approach. He is friendly and brings good energy to any situation.
1	14.29%	<div></div>	Joe needs either an executive VP who manages his team or more hands-on management and understanding of the work and impact of his direct reports.
1	14.29%	<div></div>	One thing I like about Dr. Schaffer is his ability to not only hold others accountable for the important work we tackle but to also hold himself accountable. Again, he leads by forceful example, and I respect this philosophy, even if I tend to adopt a different approach. Dr. Schaffer is also one of the most impressively positive individuals I have ever met. His job requires a high level of friendliness, extroversion, and composure -- at all times. I frankly don't know how he does it.
7	Respondents		

Q17. Social Competence - Shows high concern for the rights, values, and worth of others. Directs appropriate attention toward the concerns expressed by others by empathizing with their emotions and considering things from their perspectives.

Count	Percent		
0	0.00%	<div></div>	Below expectations
9	47.37%	<div></div>	Meets expectations
10	52.63%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q18. Social Competence - Treats others fairly and consistently.

Count	Percent		
0	0.00%	<div></div>	Below expectations
13	68.42%	<div></div>	Meets expectations
6	31.58%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q19. Social Competence - Cooperates with others to achieve team results.

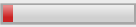
Count	Percent		
0	0.00%	<div></div>	Below expectations
7	36.84%	<div></div>	Meets expectations
12	63.16%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q20. Social Competence - Is approachable, trustworthy, and friendly by consistently demonstrating respect, fairness and understanding for others.

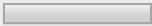
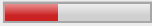

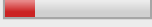
Count	Percent		
0	0.00%	<div></div>	Below expectations
6	31.58%	<div></div>	Meets expectations
13	68.42%	<div></div>	Exceeds expectations
0	0.00%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q21. COMMENTS:

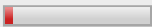

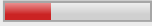
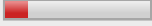
Count	Percent		
6	100.00%	<div></div>	
Count	Percent		
1	16.67%	<div></div>	Dr. Schaffer is a kind and considerate leader.
1	16.67%	<div></div>	Dr. Schaffer is eminently approachable, which all the more impressive given the significant demands on his time. He also values collaboration and cooperation, which I respect.
1	16.67%	<div></div>	Joe is always incredibly fair when interacting with colleagues, and shows a professional amount of concern.
1	16.67%	<div></div>	Joe is very good at distilling the important elements of a situation and moving the conversation/situation forward in a positive way. He is capable of bringing together disparate parties and synthesizing issues well.
1	16.67%	<div></div>	One thing I have noticed with Dr. Schaffer is related to cooperation to achieve team results. He really works to impose his desired results rather than what a team has identified. This does come across as not being fair or consistent. He is a fantastic leader when things are going they way he wants. Otherwise, he often tries to get every one to change to his perspective or he simply loses interests and signals that the team's directions and efforts

are not important.		
1	16.67%	
There is a reason why President Schaffer is admired by many! Always lending a listening ear, a creative solution that shows concern for others, and with that good ole Joe Schaffer smile, is approachable for all!		
6 Respondents		


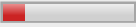
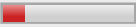
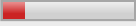
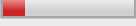
Q22. SECTION 3.) FUNCTIONAL JOB PERFORMANCE This section pertains to how well executive performance in fulfilling their core responsibilities or essential functions. Functional job performance is What an employee is asked to do and is reflected in one's expectations for the role he/she holds, their position description and/or job summary. Operational Quality - Produces high quality work without the need for rework.

Count	Percent		
0	0.00%		Below expectations
7	36.84%		Meets expectations
8	42.11%		Exceeds expectations
4	21.05%		DON'T KNOW- UNABLE TO RATE
19 Respondents			

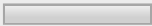


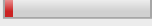
Q23. SECTION 3.) FUNCTIONAL JOB PERFORMANCE This section pertains to how well executive performance in fulfilling their core responsibilities or essential functions. Functional job performance is What an employee is asked to do and is reflected in one's expectations for the role he/she holds, their position description and/or job summary. Operational Quality - Monitors the quality of all products and services to ensure that high standards are met.

Count	Percent		
1	5.26%		Below expectations
9	47.37%		Meets expectations
6	31.58%		Exceeds expectations
3	15.79%		DON'T KNOW- UNABLE TO RATE
19 Respondents			

Q24. COMMENTS:

Count	Percent		
4	100.00%		
Count	Percent		
1	25.00%		I understand and respect why Dr. Schaffer pushed back against the initial SEM plan; he had valid criticisms and suggested revisions that ultimately resulted in a better overall structure and plan.
1	25.00%		Joe is not visible on campus and that inhibits his ability to know what it happening and where the pain points are for his employees.
1	25.00%		The quality of President Schaffer's work is always on point. He intentionally produces work that is well thought through and has considered all angles and all those affected.
1	25.00%		Working closely with Joe and his team on thought leadership articles for national publication, he is prepared, well spoken, and timely in his assignments. His work showcases his commitment to quality and high standards.
4 Respondents			

Q25. Service & Support - Anticipates, recognizes, and remains dedicated to meeting the needs and expectations of others.

Count	Percent		
0	0.00%		Below expectations
10	52.63%		Meets expectations
8	42.11%		Exceeds expectations
1	5.26%		DON'T KNOW- UNABLE TO RATE
19 Respondents			

Q26. Service & Support - Delivers on all commitments.

Count	Percent		
0	0.00%	<div><div></div></div>	Below expectations
12	63.16%	<div><div></div></div>	Meets expectations
7	36.84%	<div><div></div></div>	Exceeds expectations
0	0.00%	<div><div></div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q27. Service & Support - Seeks feedback from coworkers and using this information to improve one's work.

Count	Percent		
0	0.00%	<div><div></div></div>	Below expectations
10	52.63%	<div><div></div></div>	Meets expectations
5	26.32%	<div><div></div></div>	Exceeds expectations
4	21.05%	<div><div></div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q28. Service & Support - Demonstrates a sincere desire to help others.

Count	Percent		
1	5.26%	<div><div></div></div>	Below expectations
8	42.11%	<div><div></div></div>	Meets expectations
10	52.63%	<div><div></div></div>	Exceeds expectations
0	0.00%	<div><div></div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q29. COMMENTS:

Count	Percent		
8	100.00%	<div><div></div></div>	
Count	Percent		
1	12.50%	<div><div></div></div>	ALL is a tricky word to assess.
1	12.50%	<div><div></div></div>	Dr. Schaffer is willing and helpful to various groups across campus in their work. He supports them in ways that many individuals at his level would not be willing to do. This is helpful and we are thankful he is willing to take the time and share his expertise to help us meet our goals.
1	12.50%	<div><div></div></div>	During an increasingly heavy workload, Dr. Schaffer still remains committed to his role and our institution. He manages his tasks effectively and remains organized and available even when he is off-campus or traveling.
1	12.50%	<div><div></div></div>	I am particularly pleased with Dr. Schaffer's willingness to join the ACC Leadership team to talk through the strengths and weaknesses we had identified following implementation of the new model. He anticipated that we might need him to provide his wisdom and counsel, and he was sincere in his desire to help us improve our team-building.
1	12.50%	<div><div></div></div>	Joe is always great at seeking constructive feedback from others, and has a desire to grow as a President.
1	12.50%	<div><div></div></div>	Joe's focus is recognition for the institution and his teams' management style doesn't always account for the human cost to get there.
1	12.50%	<div><div></div></div>	President Schaffer definitely delivers on all commitments! I sometimes worry that he over commits himself and it could potentially lead to burnout. More importantly, it may interfere with time with family, hunting, etc.
1	12.50%	<div><div></div></div>	The sincere desire is a challenge as he often wants to help others as long as they agree with him.
8	Respondents		

Q30. Organization - Efficiently assembles and uses resources (e.g., materials, equipment, etc.).

Count	Percent		
0	0.00%	<div><div></div></div>	Below expectations
7	36.84%	<div><div></div></div>	Meets expectations
7	36.84%	<div><div></div></div>	Exceeds expectations
5	26.32%	<div><div></div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q31. Organization - Coordinates multiple activities simultaneously by arranging information and materials in a practical and effective fashion.

Count	Percent		
0	0.00%	<div><div></div></div>	Below expectations
3	15.79%	<div><div></div></div>	Meets expectations
11	57.89%	<div><div></div></div>	Exceeds expectations
5	26.32%	<div><div></div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q32. Organization - Demonstrates responsible behavior and dependability.

Count	Percent		
0	0.00%	<div><div></div></div>	Below expectations
4	21.05%	<div><div></div></div>	Meets expectations
15	78.95%	<div><div></div></div>	Exceeds expectations
0	0.00%	<div><div></div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q33. COMMENTS:

Count	Percent														
2	100.00%	<div><div></div></div>													
<table> <tr> <th>Count</th><th>Percent</th><th></th><th></th></tr> <tr> <td>1</td><td>50.00%</td><td><div><div></div></div></td><td>I find Dr. Schaffer to be responsible and dependable in all my interactions with him. Again, the demands on his time make this all the more impressive.</td></tr> <tr> <td>1</td><td>50.00%</td><td><div><div></div></div></td><td>President Schaffer's ability to coordinate multiple activities and switch gears from one activity to the next is beyond impressive.</td></tr> </table>				Count	Percent			1	50.00%	<div><div></div></div>	I find Dr. Schaffer to be responsible and dependable in all my interactions with him. Again, the demands on his time make this all the more impressive.	1	50.00%	<div><div></div></div>	President Schaffer's ability to coordinate multiple activities and switch gears from one activity to the next is beyond impressive.
Count	Percent														
1	50.00%	<div><div></div></div>	I find Dr. Schaffer to be responsible and dependable in all my interactions with him. Again, the demands on his time make this all the more impressive.												
1	50.00%	<div><div></div></div>	President Schaffer's ability to coordinate multiple activities and switch gears from one activity to the next is beyond impressive.												
2	Respondents														

Q34. Leadership - Earns the trust, loyalty, and best effort of followers and molds them into a high-performing team(s).

Count	Percent		
1	5.26%	<div><div></div></div>	Below expectations
5	26.32%	<div><div></div></div>	Meets expectations
12	63.16%	<div><div></div></div>	Exceeds expectations
1	5.26%	<div><div></div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q35. Leadership - Adheres to LCCC values to think, speak, and act in the interest of one's followers and the institution.

Count	Percent		
0	0.00%	<div></div>	Below expectations
5	26.32%	<div></div>	Meets expectations
13	68.42%	<div></div>	Exceeds expectations
1	5.26%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q36. COMMENTS:

Count	Percent		
7	100.00%	<div></div>	
Count	Percent		
1	14.29%	<div></div>	I always admire President Schaffer's ability to act in the interest of the institution, and to also help others act and think that same way.
1	14.29%	<div></div>	Joe has assembled a formidable team and has provided them with the freedom to do their jobs while upholding the values of the institution.
1	14.29%	<div></div>	Joe's leadership makes his colleagues want to do the best work they can, and he has recently been giving Cabinet more space to discuss college affairs and make some decisions if he is out of the office. This will better prepare them for the future by giving them the experience they need.
1	14.29%	<div></div>	Joe's one weakness is in people management.
1	14.29%	<div></div>	My concern with Dr. Schaffer is regarding trust, loyalty, and best of effort. He does sometimes come across as having an underlying motive with actions that sometime follow. Overtime, this has lead to some lack of trust and questionable loyalty when people question what he is really trying to get at. But, there is no doubt that he demonstrates that he truly believes his underlying motive is the best interest of the college and Wyoming. As such, he is a fantastic president and wants the best for LCCC--its just some perceive his motives as not initially transparent or he has demonstrated that he will pursue his motives as the right way even if others do not agree.
1	14.29%	<div></div>	Part of the reason why I like working at LCCC so much is because of the stellar leadership structure. Dr. Schaffer sets that tone and that culture, and that trickles down to the other mid-level leaders at the college. I am grateful to him for both creating and maintaining an environment that is comfortable to work within and for serving as a model himself of effective, humane leadership.
1	14.29%	<div></div>	The leadership provided by President Schaffer has earned his respect across the country, and has elevated LCCC onto the national radar. Over the years he has successfully molded and grown members of his team, and remains supportive of them even when that success takes them elsewhere. His broad vision has allowed the campus culture to shift and improve - even through the difficult pandemic.
7	Respondents		

Q37. Strategic Planning - Prioritizes objectives, develops appropriate action plans, and leverages resources to achieve strategic imperatives.

Count	Percent		
0	0.00%	<div></div>	Below expectations
5	26.32%	<div></div>	Meets expectations
12	63.16%	<div></div>	Exceeds expectations
2	10.53%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q38. Strategic Planning - Monitors success via Key Performance Indicators (KPIs) or other clearly defined metrics.

Count	Percent		
0	0.00%	<div></div>	Below expectations
8	42.11%	<div></div>	Meets expectations
6	31.58%	<div></div>	Exceeds expectations
5	26.32%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q39. Strategic Planning - Adjusts to changing circumstances by adjusting plans or objectives.

Count	Percent		
0	0.00%	<div></div>	Below expectations
8	42.11%	<div></div>	Meets expectations
10	52.63%	<div></div>	Exceeds expectations
1	5.26%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q40. Strategic Planning - Ensures that plans and solutions meet the needs of the institution while accounting for associated risks.

Count	Percent		
0	0.00%	<div></div>	Below expectations
7	36.84%	<div></div>	Meets expectations
11	57.89%	<div></div>	Exceeds expectations
1	5.26%	<div></div>	DON'T KNOW- UNABLE TO RATE
19	Respondents		

Q41. COMMENTS:

Count	Percent		
4	100.00%	<div></div>	
Count	Percent		
1	25.00%	<div></div>	Dr. Schaffer's thoughtful comments and guidance, when he joined ACC's Leadership Team and Cabinet for our regular debriefing, was helpful and useful. He committed toward ensuring that we have the means for continuing our success and for growing our efforts, and his commitment was echoed by his Cabinet members.
1	25.00%	<div></div>	He is simply excellent as this. Unquestionable.
1	25.00%	<div></div>	Joe's work on the Strategic Plan has been very focused, and he always keeps it in mind when making decisions.
1	25.00%	<div></div>	President Schaffer's work and commitment to the previous strategic plans has brought the College so far in terms of facilities, programs, on campus living, morale, etc. There is no doubt in my mind that his work on the current strategic plan will be just as great, if not greater.
4	Respondents		

Q42. What are the executive's greatest strengths? Or the things he/she should be commended and complimented for?

Count	Percent		
18	100.00%	<div></div>	
Count	Percent		
1	5.56%	<div></div>	Dr. Schaffer greatest strength is being able to have depth and breadth of knowledge for his role. He communicates very well and he explains and educate others effectively so we all understand new projects and efforts on campus.
1	5.56%	<div></div>	Dr. Schaffer is a remarkable President. He understands higher education, he navigates the politics that surround higher education, he is smart, and he genuinely cares about the students as well as those who work at LCCC. I am thankful for serving a leader like Dr.

Schaffer.			
1	5.56%	<div></div>	Dr. Schaffer is an excellent president who has done a tremendous job at LCCC and in Wyoming. He is a strategic thinker and uses logic to validate his directions and actions. Unparalleled in strategic planning and actions.
1	5.56%	<div></div>	Dr. Schaffer is an incredible leader. Whether it is a town hall, inservice presentation, Board of Trustees meeting, or just day-to-day conversation, he is inspiring and motivating. He encourages hard work and dedication from his team, and has elevated the College in many ways during his tenure. I respect him as a leader, and also as a person. He has done a great job (especially during the difficulties of the pandemic) of advocating and celebrating his employees as people and not just employees. He is especially skilled at seeing the big picture and cultivating the process and team to help achieve that vision.
1	5.56%	<div></div>	Dr. Schaffer is clearly invested in the success of LCCC on every level. Even with multiple irons in the fire, he seems fully "checked in" to every issue that is brought to him, in my experience. He never appears distracted, and always devotes the needed attention to issues that are in front of him. He's consistently accountable for his commitments.
1	5.56%	<div></div>	Dr. Schaffer is personable and kind. He gives credit freely and takes responsibility when things don't work out. He has great passion for his work and the success of the college and his colleagues.
1	5.56%	<div></div>	Dr. Schaffer leads LCCC with intelligence, kindness, and vision. He is utterly dedicated to the Mission of the College and its students, and this is both comforting and reassuring, particularly during stressful times. His leadership in opening up the Unlocking Opportunity initiative for our campus is but one example of his excellence.
1	5.56%	<div></div>	He is a leader with not only a vision but clear pathways to achieve his personal and LCCC visions
1	5.56%	<div></div>	He is a Visionary! He is leading LCCC and our community into a great future!
1	5.56%	<div></div>	He is able to connect people and ideas to see them to fruition. He is also able to quickly identify the salient needs and synthesize information in a way that simplifies the issues while making people feel heard and welcome.
1	5.56%	<div></div>	His dedication to the institution, its people and it's mission.
1	5.56%	<div></div>	I feel as if he truly takes the time to listen and understand before making decisions. He is not emotional or persuaded by arbitrary arguments.
1	5.56%	<div></div>	Joe is a great leader, and his leadership makes others want to do their best work possible. He is always very kind and professional, despite the pressures of his role. He is great at listening explaining things if people come to him with questions or issues.
1	5.56%	<div></div>	Joe is a great leader. He is compassionate and empathetic to situations presented to him. He demonstrates, by his example, that taking care of our employees and looking out for students is the #1 priority. He brings energy to every situation and trusts LCCC employees to make a difference in the lives of our students and fellow co-workers. He is a great mentor.
1	5.56%	<div></div>	Joe is a tremendously capable and compassionate person. He sets high expectations for teams, but doesn't blow his top when things go awry. He's a fairly direct communicator, but holds a positive outlook. He's also very data-driven with decisions. Numbers almost always back changes he decides to adopt.
1	5.56%	<div></div>	Leadership - Joe is great at getting people to follow him. Quality - Joe does not provide nor accept subpar work.
1	5.56%	<div></div>	Leadership and vision! Joe has transformed the institution and the way we care for and ensure success for students! Regardless of any recognition, Joe is molding this College to do what is right in terms of programs and support for students and the community!
1	5.56%	<div></div>	One thing I have experienced with President Schaffer is his ability to motivate others to do their best work at the College. He exemplifies intentional, quality work and encourages others to do the same. Additionally, he cares so deeply about the people, and I have personally experienced that. Beyond all the wonderful things the College offers, his care for the people will always keep me here.
18 Respondents			

Q43. What are the areas you believe the executive should focus most on improving?

Count	Percent		
17	100.00%	<div></div>	
Count	Percent		
1	5.88%	<div></div>	Campus visibility - admin is so far from where students and entry level employees congregate.
1	5.88%	<div></div>	Constantly shifting directions in the name of continuous quality improvement. There are so

			many new initiatives, directives, and trainings added every year that gathering reliable information is nearly impossible. Data gets muddled because you have implementation of multiple things, like Pathway Coordinators and expanded use of Credit Diplomas, that could both be driving a higher graduation rate. As a result, we'll have a harder time piecing together what's working and what isn't.
1	5.88%	<div><div></div></div>	I think the executive team, including Dr. Schaffer, are focusing on our strategic plan and having some good success. I do think some of the employee related initiatives in "Goal 4" need more traction in order to retain and strive for higher satisfaction levels for employees.
1	5.88%	<div><div></div></div>	Involvement of the Albany County Campus with the Cheyenne Campus. From my perspective, it can feel like it is almost 2 separate entities.
1	5.88%	<div><div></div></div>	Joe needs help in knowing the impact of his team on their subordinates. Marketing is a significant issue that needs addressed to ensure enrollment stops sliding and better collaborates and supports the efforts of recruiting.
1	5.88%	<div><div></div></div>	Joe should continue to take time to recharge, so he has the energy to focus on his role when he is in the office. He is a great leader, and he deserves to take time for himself and his family.
1	5.88%	<div><div></div></div>	Like I stated earlier in the survey, I worry he over commits, and could potentially become burnt out. Furthermore, I worry it interferes with family time, hunting, etc.
1	5.88%	<div><div></div></div>	Most people don't know the things that Dr. Schaffer knows, and don't have the experience he does. Although we are doing our very best, it often doesn't feel like it is enough.
1	5.88%	<div><div></div></div>	n/a
1	5.88%	<div><div></div></div>	None. He is a great representative of LCCC.
1	5.88%	<div><div></div></div>	Not using his cell phone when he's in a social setting. It discounts those around him.
1	5.88%	<div><div></div></div>	Nothing to suggest. He is a great asset to LCCC and Cheyenne as a whole. And more recently the country.
1	5.88%	<div><div></div></div>	One of Dr. Schaffer's strengths is his zeal for exciting, student-centered initiatives. This can sometimes also come across as a weakness, particularly if there are others who are asked to be involved but don't have the same basic understanding of how / why this new initiative is worth pursuing. I think too that a more measured approach (say, with the TREX roll-out and its resultant challenges) would be warmly received by his colleagues.
1	5.88%	<div><div></div></div>	Recognizing that logic is not what drives politics. Sometimes facts just don't matter. He also might benefit from recognizing that while he may have a chosen perspective that may be welcome in the SE part of the state, extrapolating that perspective statewide does not receive the same reaction.
1	5.88%	<div><div></div></div>	Reconnecting with individuals on campus. I think his role with AACC has taken him away from campus much more this year and it has been noticed.
1	5.88%	<div><div></div></div>	While no one person is perfect, and there are always areas to improve, this year I am just left with overall positive comments and appreciation.
1	5.88%	<div><div></div></div>	While we can all certainly improve, I honestly can't think of specifics areas - in my experience - where Dr. Schaffer doesn't give sufficient effort in the work he is doing. I fully believe that he is doing the best job he can do.
17 Respondents			

Q44. Any other comments you'd like to share?

Count	Percent		
6	31.58%	<div><div></div></div>	Yes (please explain)
Count	Percent		
1	16.67%	<div><div></div></div>	Dr. Schaffer is an outstanding president who has done a tremendous job for LCCC and Wyoming. We are lucky to have him.
1	16.67%	<div><div></div></div>	I appreciate him moving forward on a multiyear capital improvement plan
1	16.67%	<div><div></div></div>	It has been a pleasure to work with Joe during his time on the AACC Board and in his work at LCCC.
1	16.67%	<div><div></div></div>	LCCC is lucky to have Dr. Schaffer as our outstanding President.
1	16.67%	<div><div></div></div>	We are fortunate to have Dr. Schaffer as the LCCC President and that he is the way he is. He makes us better leaders, he makes us a better institution, and he makes LCCC the absolute very best it deserves to be.
1	16.67%	<div><div></div></div>	We are lucky to have a long-standing President who gets things done!
13	68.42%	<div><div></div></div>	No

