



**LARAMIE COUNTY
COMMUNITY COLLEGE**
OFFICE OF THE PRESIDENT
Dr. Joe Schaffer

MEMORANDUM

DATE: May 29, 2017

TO: LCCC Board of Trustees

CC: President's Cabinet

FROM: Dr. Joe Schaffer, President

RE: President's FY17 Self-Evaluation

It is difficult to believe that this self-evaluation is the sixth one I have completed over the past five-and-a-half years at LCCC. The opportunity you have given me to lead this institution has been a privilege, even with the challenges we have tackled along the way. But as I frequently mention to others, while this is hard work, it is good, meaningful work, and we should all be proud to have a role in it.

As in the past, I am providing you my self-evaluation. The following is a comprehensive, yet succinct summary of what I perceive to be my performance over the past year. In general, I have distilled the evaluation of my performance into two distinct areas:

1. Whether or not I have fulfilled the responsibilities of the position; and
2. Whether or not I have achieved the goals we set for me this past year

I will conclude this memorandum with proposed goals for me as we look to FY18.

Have I fulfilled the responsibilities of the position of President?

To me, fulfilling the basic requirements of any position is the lowest level of expected and appropriate performance. You have hired me to do some basic things first and foremost. These include ensuring the College is operating, maintaining a stable fiscal and academic environment, representing the institution to external constituents, and conducting other basic operational activities as necessary to keep the doors open to the students and community being served.

I believe that I have continued to meet these expectations, even as we have encountered some difficult fiscal times this past year, but I will discuss that in more detail under the next section. In all other regards, I believe I continue to be a competent chief executive, and the institution continues to progress and operate as we would expect.

In addition, as I do for all of my direct reports on the President's Cabinet, I have taken the initiative to facilitate a 360 degree review of my performance. This feedback helps me understand how my conduct, abilities, and behaviors are perceived, as I carry out my work as President. I asked 61 individuals to

participate, anonymously, in my 360 feedback survey. These were primarily LCCC employees, but also included some external individuals. I purposefully included individuals who I knew would be honest, yet likely critical of my performance. In all instances, these people had some significant interaction with me over the past year. About half (36) responded. I have appended the results of this survey, including the open-ended comments, to this memorandum.

With this type of information, my tendency is to focus on the areas where I believe I have let individuals down or where I can improve most. Therefore, I will focus my comments on those here. Before doing so, I will say that I am pleased that overwhelmingly most individuals have provided feedback that I am at least meeting expectations, and in many cases exceeding them. I will try not to lose sight of that as I dig in a bit deeper into what I can certainly do to improve. Here are the general themes I have discerned from the feedback I have received.

- 1. Change and Change Management** – It is natural that when change is happening, and a lot of it, that it rarely gives the feeling of stability or certainty. So I expect some feedback that deals with how we are managing and communicating change. That said, there is no reason to just ignore the feedback. Change will continue to be with us, so I likely need to double down on my efforts to help create systems to make change more manageable, establish clarity in what we are doing and why, and continue to encourage communication about change, especially when what one area is doing impacts another.
- 2. Empower Others to Lead** – There continues to be a small, but persistent undercurrent that suggests people are not given the ability to take risks, to innovate, or to try new things (all of which are part of our values and vision). I don't know how wide-spread this is, but it prevails. I have become aware that my tendency is to be a "fixer" and when I develop ideas I tend to see those as definitive. This perhaps creates too big of dependency on me to lead, and perhaps sets the tone that it is only acceptable for leadership to come "top-down" at LCCC. I do believe leadership has good ideas and solid instincts, but if we do better to leverage the collective intelligence of the entire campus, we will get more stability in leadership and perhaps broader engagement, while whittling away at the belief that others cannot take the reins and lead.
- 3. Having a Meaningful Presence** – I'll admit, at times I struggle with how best to use my time. The job can be all-consuming, which means I have to prioritize and make decisions on what I should be doing. In my feedback though, it is clear that some people believe I need to be more present across the institution. I don't interpret this as being around, and having small talk (although that part of relationship building appears to be appreciated), but rather having me involved in meaningful ways. Some of this seems to stem from challenges with clarity in vision and change (see #1 above), as well as concern over stability and effectiveness of mid-level management.

You may discover other themes as you read through the feedback, and if so, I would encourage you to guide me accordingly. Other than what you provide though, I will focus on these three areas for improvement in my own personal performance.

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

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

the key contributors to these efforts below with the summary of our work. However, any area where my performance falls short is my responsibility alone, and I take the full responsibility.

LCCC President's FY17 Goals

1. Create and implement a plan to develop LCCC employees, so they may be prepared and ready to step into opportunities of advancement and institutional need.

In the coming year, I will work with LCCC leadership and the Trustees as appropriate to create a plan and begin its implementation for the purposeful development of LCCC employees, so they may be more competitive when advancement opportunities present themselves. In addition, the plan needs to prepare more existing LCCC employees for stepping into advanced roles at the College when the institution is in emergent need. This process should develop abilities and attribute profiles for leadership positions at the College, as well as suggest different approaches for internal professional development of employees who may aspire to taking on increasing responsibilities and/or levels of leadership. The process should also define institutional approaches for tracking and inventorying skills and attributes developed.

Self-Evaluation: We are making slow, but steady progress in this arena. I cannot say that I have made any major formal improvements or develop a formal plan to date, but we have been trying to create opportunities for development of individuals who seem to have an interest and penchant for the work at higher levels. And it seems to be working. Using competitive searches for internal interim appointments has brought individuals to light that are interested in advancement. As a result, we have had three recent hires of internal individuals into key positions on campus (Library, Physical Plant, and the School of Math and Sciences).

In addition, I have been working with individuals in Human Resources to develop a competency-based framework for our different levels of employment here at LCCC. This will provide guidance to employees as to what competencies are required when we seek to fill these positions, as well as to help employees and their supervisors design purposeful development opportunities as part of the performance management/evaluation process of the College. I hope to have this framework available to present to you sometime in the near future.

Key Contributors: Tammy Maas, Bobby Baker, Lucas Yosten, and Terry Harper

2. Incorporate a compensation analysis component into the LCCC budget development process.

Personnel, specifically in the areas of compensation and benefits, make up nearly 80 percent of the College's annual operating budget. Over the next year, we will be working through the development of a comprehensive salary and classification study that was launched in FY16. The results of this work will lead toward a strategic model and process for placement and adjustment to employee compensation and classification at the College. This should include market analyses, inflationary assessments, or merit-based compensation components, as well as job families and titling, and administrative processes with accompanying documentation. This goal continues to tie nicely to our strategic plan and our strategy to update the College's compensation policy, procedure, and practices.

Self-Evaluation: As you are aware, we have been working with Evergreen Solutions on a comprehensive compensation and classification study. This project has had its ups and downs, and I will be the first to admit my frustration for the delays in getting it completed. Part of the delay was the impact of the CORE Initiative on our employees that required us to move some of the study's work further into the year. In all honesty though, some of it has just been a lack of timely response from our

consultant. I am pleased to report that we are back on track, and I am looking forward to sharing an overview of the study and the recommendation's for changes to our compensation model at your retreat. As you also know, we are incorporating at least the first phase of the study into our FY18 budget with the money we have set aside to deal with market adjustments for employees/positions that we feel are not competitively placed to ensure recruitment of the best employees and/or retention of the employees we currently have.

Key Contributors: Tammy Maas, Lucas Yosten, Committee Members (Jonathan Carrier, Jeri Griego, Pam DeMartin, Meghan Kelly, Dave Vinatieri, Dorothy Moen, and Bobby Baker)

3. Develop an Academic Master Plan for LCCC.

Over the past few years, the College has been focusing efforts on establishing a strong, underlying structure for LCCC's programs and curricula. We have focused on much of the "how" to offer academic programs, with an emphasis on the inclusion of general education, program size, sequence, scope, master syllabi for courses, and a framework for course, program, and institutional learning competencies and assessment. It is now time that we build strategy behind "what" we offer in regard to our programs. Thus, it is time for us to begin a comprehensive academic master planning process to help us develop a vision for the offerings of our academic schools and the academy as a whole.

Self-Evaluation: Progress is and continues to be made on this goal, although it has taken some interesting turns as a result of our acceptance into AACC's Pathways 2.0 project. We launched the Academic Master Planning (AMP) process this past spring and have assembled a comprehensive, interdisciplinary steering committee for this work. The group has met a couple of times, however with our submission to the Pathways 2.0 project and because the majority of its focus aligned so well with the AMP process, and our collective interest in improving student success, we are now in a short holding pattern until that work formally begins this summer.

While this slight detour has delayed this work, as the Committee began to understand the magnitude of what we were undertaking with AMP, it has become clear that we need to take more time and seek some additional help. The Pathways 2.0 project will do just that.

You can read more about the Pathways Project at:

<http://www.aacc.nche.edu/Resources/aaccprograms/pathways/Pages/default.aspx>

Key Contributors: AMP Steering Committee (Bobby Baker, Rob Benning, Bob Salazar, Kari Brown-Herbst, Sarah Hannes, Terry Harper, Clark Harris, Judy Hay, Cindy Henning, Bess Hewitt, Nate Huseman, Jill Koslosky, Andy McKamey, Lisa Nordyke, Josh Peterson, Daniel Powell, Denise Rogers, Maryellen Tast, Josh Thein, Melanie Young, Janet Webb, and Kim Bender)

4. Focus on Increasing Student Enrollment

In conjunction with the Academic Master Planning work we will undertake this year, it is also time to begin correcting the downward trend of student enrollment at LCCC. Through a variety of immediate activities, as well as the longer-term efforts of developing a strategic enrollment plan, I will commit to working with the institution to achieve some immediate gains in student enrollment in the 2016-2017 academic year, while also helping set the stage for sustained, incremental growth for the near future at LCCC.

Self-Evaluation: Enrollment challenges have been on all of our minds. In fact, this is a challenge across the entire state of Wyoming, as well as a national trend. When the economy strengthens,

and unemployment drops, so goes enrollment in higher education, specifically community colleges. Although Wyoming's economy is struggling, in some districts where there are significant layoffs because of the downturn in the energy industry, colleges may be seeing an up-tick in enrollment, two things are challenging the typical cycle. First, is the strength of Laramie County's economy. We continue to see a strong job market and lower unemployment and that keeps many individuals from enrolling in higher education. The second is the continued strengthening of the nation's economy, which is pulling workers who find themselves unemployed in Wyoming to other states (a trend that worries me quite a bit).

Although the numbers are down, LCCC is working hard to mitigate the trend, and we are seeing some successes. For example, in partnership with Albany County School District #1, our launch of a dual fusion program (dual credit, but offered on the high school campus) has led to a significant enrollment bump in the automotive technology program at Laramie High School. Our admissions team has also been very successful in recruiting large new student cohorts to LCCC. In the fall of 2016 our new student numbers were up nearly 21 percent from 2014. In looking across all colleges, LCCC was one of only two institutions whose enrollments were actually up in the number of in-state students.

I/we are far from satisfied with these outcomes though, and enrollment is still something on which we continue to work. As you know, we will be piloting an expansion of our merit-based scholarship programs to try and pull in more students from surrounding states and other Wyoming counties. Our efforts towards adding another residence hall on campus will also help in growing student participation. Finally, I believe our work as part of the Pathways 2.0 project will help us in keeping more students from semester to semester, an area that will likely have the greatest impact on our overall enrollment.

Key Contributors: Sarah Hannes and the Admission Team, Kelly Humphrey, Talisha Mottinger, Jamie McKim, and others at the ACC, Maryellen Tast, Rakhshi Hamid, and Seth Robbins

5. Implement a strategic, objective, and inclusive process for meeting \$2.5 million of budget reductions.

The College will be facing significant reductions in its State revenue over the biennium. Given the Board-endorsed plan to balance the FY17 budget, we will have to establish a plan to reduce the operating (Current Fund) budget of the College by at least \$2.5 million during the fall of 2016 and implement that plan prior to the beginning of FY18. This will be a top priority for me and the executive leadership of LCCC next year. I will also try to play a positive and influential role in the State discussions and decisions pertaining to reductions in funding or future funding for Wyoming's community colleges.

Self-Evaluation: It is difficult for me to point this out as one of our greatest successes over the past year, especially since it resulted in losing employees and precious fiscal resources. However, I believe that the comprehensive manner in which we approached the budget reductions was an exceptional example of how a collaborative, inclusive, principles-based, objective process can be deployed across a complex organization. Our Critical Optimization, Realignment, and Efficiency (CORE) Initiative had two goals: (1) to balance the FY18 budget to meet known and anticipated funding shortfalls, and (2) to ensure LCCC continued to meet the needs of our students, community, and the state. The CORE Initiative was guided by four key principles:

1. ***Students and Stakeholders First***
2. ***Encouraging Commitment***
3. ***Disciplined Decision Making***
4. ***Humanistic Approach***

Not only do I believe we accomplished our goals, but we stayed true to our principles throughout the process. Our strategic use of reserves to balance the FY17 budget and buy us time to develop and deploy the CORE proved to be a wise approach, and as a result we are now looking to an FY18 budget that is balanced, preserves flexibility for whatever the future throws at us, and continues to provide the stability for LCCC to not only operate but to also progress.

In addition, the efforts we developed and deployed as part of this process have helped us refine and improve our Academic Program Analysis Matrix, as well as provide the foundation for the continuous improvement model for service and support functions at the institution. We are already developing this process in a manner that will build from the work of the CORE and help us focus on continuous improvement for the future.

Key Contributors: President's Cabinet (Rick Johnson, Judy Hay, Terry Harper, Kim Bender, Tammy Maas, Lisa Murphy), Efficiency Committee (Co-Chairs Brian Uzpen and Julie Wilson), Revenue Committee (Co-Chairs Sabrina Lane and Rebecca Reese), Ann Murray, Jane Myrick, and so many others who were involved with the process

Finally, I would like to share with you my suggestions for the goals I might pursue in the coming year. My suggestions are just that, suggestions. I hope we will engage in a conversation where you will refine, add, or redirect my proposed goals so that we are of the same mind for the priorities we set in FY18.

Proposed FY18 Goals

1. Pathways 2.0 – Academic Master Planning

This goal will likely have to span multiple years, as the Pathways 2.0 project will span three years at a minimum. But at this juncture, I do not believe there is more important work than this for LCCC. We have built strong foundations and structures, but now it is time to provide guided, purposeful pathways and supports in our academic programming that lead to tangible, valuable results for our students. The Pathways 2.0 project is designed to do just that.

2. Finalize Compensation and Classification Model

While the majority of the work associated with the compensation and classification study will be completed by the start of next fiscal year, there will still be considerable focus needed to formalize the new model on campus and to develop appropriate policies, procedures, and working processes to put these all in place. HR will do the heavy lifting here, but the practical implementation will require my time and attention.

3. Building Forward to Completion

At the writing of this document, we have begun to explore the potential of a large-scale campaign to move us into construction and completion of our final capital construction projects at LCCC—the Fine Arts Remodel and Expansion, the Recreation and Athletics Complex Remodel and Expansion, and a New Residence Hall. In addition, there are at least three other projects that are likely to move forward that will require my attention (ACC Expansion, Ludden Library Expansion, and the Crossroads Renovation). The appeal of a fully transformed campus is almost

as alluring as the appeal of having all of these major capital improvements completed. Thus, this will be a priority for me.

4. Solidify the Continuous Improvement and Assessment Infrastructure

We have developed a strong foundation for continuous quality improvement, especially within our academic programs. But two initiatives still need to be more fully developed at LCCC. The first is an over-arching structure, language, and approach to tie continuous improvement to both academic programs, as well as service and support functions of the institution. Building from the CORE Initiative's work, we need to then further develop processes for the review and improvement of the various support and service functions on campus. Think of this as a companion process to our academic program review and annual planning.

The second initiative is for the College to make more meaningful progress on assessing student learning. Although we have a good start, we have not yet created the framework to truly demonstrate that we are assessing what students actually learn, and more importantly, using the outcomes of those assessments to help improve the effectiveness of our teaching and facilitation of learning.

5. Complete Goals in Progress

Last, I need to spend some time and effort towards completing those goals that have been identified, and initiated, from the past years. This includes implementing a new compensation and classification process, finalizing a competency-based framework for succession planning and employee development, making more meaningful progress on enrollment growth, and establishing a strategic vision for the Albany County Campus.

In closing, it has been and continues to be my pleasure to lead Laramie County Community College. I am indebted and grateful to have a strong governing board that shares common goals with me and provides the direction and support to continue moving LCCC forward into the future. I look forward to your feedback on my performance appraisal and to any additional modifications on my goals for FY18.