

COMMUNIT

About half of the participants responded. I have appended the survey's results, including the open-ended comments, to this memorandum for your information.

From this information, my tendency is to focus on the areas where I believe I have not met someone's expectations 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 most individuals have overwhelmingly provided feedback that I am at least meeting expectations, and in many cases exceeding them. I try not to lose sight of that as I consider what I can do to improve. Here are the general themes I have pulled from the feedback I have received.

1. **Altruism at Whose Expense?** – Evident across many themes within the 360 feedback are concerns with the level of my involvement, or perceived involvement, on campus. Similar to last year, this may resonate with the theme of \_\_\_\_\_ on campus. No doubt, this past year's commitments re-directed much of my time away from campus. Sh octed I c

try to identify those individuals who have contributed significantly to these efforts. I look forward to discussing the progress on these goals in more detail should you have questions or would like additional information.

*1. Academic & Enrollment Master Planning*

## 2. *Building Forward to Completion*

**Self-Evaluation:** After licking my wounds and regrouping from the unsuccessful bond election last November, I believe we are back on track and making progress with regard to our final capital construction projects. I realize you are well aware of these individually and collectively, but for the record I will just share a few status updates in this memorandum. First, it is worth noting that we are making progress on two projects that are finally underway—the Ludden Library’s expansion and the Crossroads Building’s remodel. Also, while we delayed moving forward with the ACC classroom expansion because of the WyoTech conversation, we have the authority, and I believe the funding, to move forward with this project in the fall.

LCCC has much to celebrate from the actions taken during the 2018 legislative session, and so I have enumerated these below.

- The development of strong and timely relationships with LCCC’s legislative delegation
- The “all-in” support of LCCC’s legislative leadership for the College’s requests and other interests that surfaced during the session
- The new life given to our new residence hall and our Fine Arts Building remodel/expansion
- The creation of the community college dormitory loan program and a \$7 million match for the Fine Arts building project have both provided us the boost we need to move another step closer to these projects’ completion. Although we do not have the same sense of direction for our RAC remodel, some opportunities are being explored that may also

this new model soon.

**Key Contributors:** Jonathan Carrier, Pam DeMartin, Nate Huseman, Rhonda Priest, Stacy Shultz-Bisset, Dave Vinatieri, Janet Webb, and special recognition of HR staff Tammy Maas, Bobby Baker, Jennifer Hooke, Amber Lopez, Marina Malatesta, Dorothy Moen, and Lucas Yosten

4. *Solidify the Continuous Improvement and Assessment Infrastructure*

**Self-Evaluation:** I do not have substantial updates from the mid-year evaluation on this goal. However, I continue to be very pleased with the progress we have made in the development of a "program review" type of



## **5. Personal and Team Development**

I will continue to work on my own personal leadership abilities, specifically as they pertain to active and participatory listening with others. I will try to find that balance between active engagement on campus while also ensuring others are empowered to lead in their capacity without my hindrance. Finally, I will work to strengthen my leadership team, the President's Cabinet, by helping the newer members succeed in accomplishing their goals and preparing them for the transition of other members as necessary.

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 a promising future of student completion and success. I look forward to your feedback on my performance appraisal and to any additional modifications of my FY19 goals.

## Joe Schaffer FY18 360 Feedback Survey

**Description:** Please make this active as soon as you review. Thank you.

**Date Created:** 5/4/2018 11:03:58 AM

**Date Range:** 5/4/2018 12:00:00 AM - 6/8/2018 11:59:00 PM

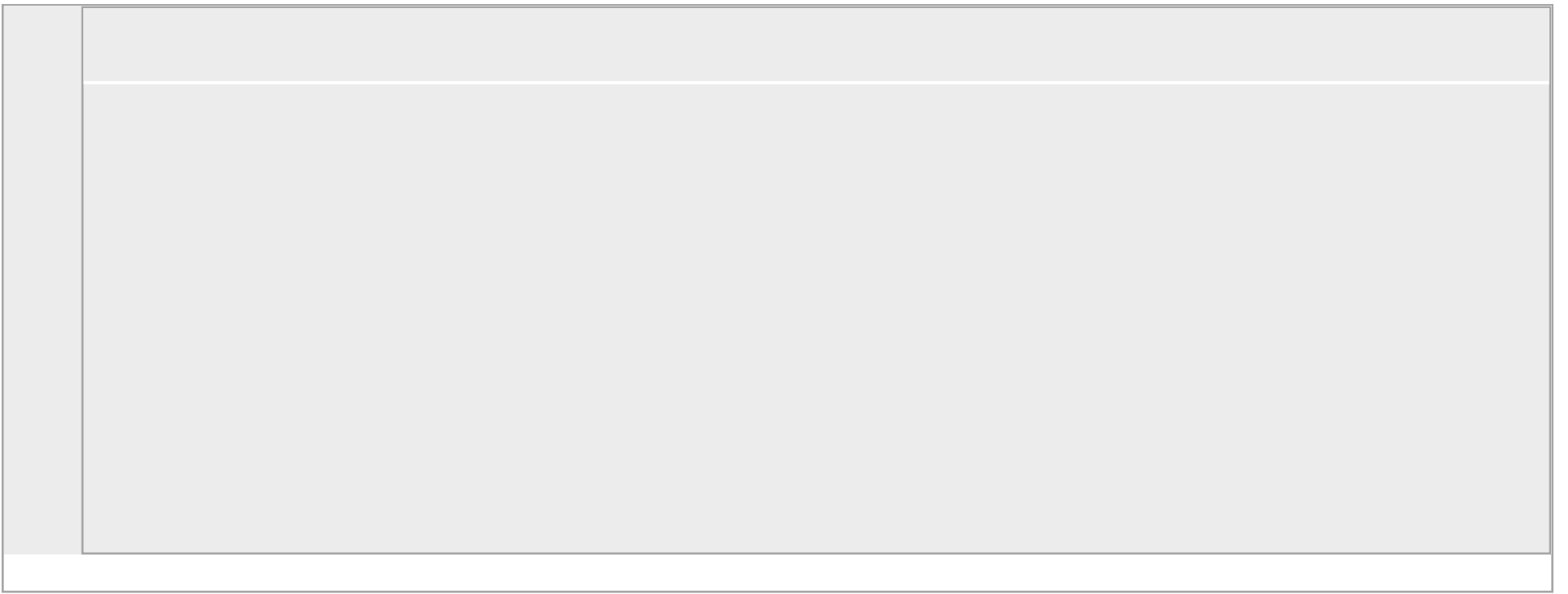
**Total Respondents:** 40



1

10.00%











Q21. LEADING AND COMMUNICATING Please rate the following: - Sets clear objectives for the team/group.

Count	Percent		
0	0.00%	<input type="checkbox"/>	Below expectations
14	35.00%	<input type="checkbox"/>	Meets expectations
23	57.50%	<input type="checkbox"/>	Exceeds expectations
3	7.50%	<input type="checkbox"/>	DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q22. LEADING AND COMMUNICATING Please rate the following: - Demonstrates skillful facilitation of group discussions, problem solving and decision-making.

Count	Percent		
2	5.00%	<input type="checkbox"/>	Below expectations
10	25.00%	<input type="checkbox"/>	Meets expectations
28	70.00%	<input type="checkbox"/>	Exceeds expectations
0	0.00%	<input type="checkbox"/>	DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q23. LEADING AND COMMUNICATING Please rate the following: - Actively listens and considers the ideas of others.

Count	Percent		
3	7.50%	<input type="checkbox"/>	Below expectations
11	27.50%	<input type="checkbox"/>	Meets expectations
26	65.00%	<input type="checkbox"/>	Exceeds expectations
0	0.00%	<input type="checkbox"/>	DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q24. LEADING AND COMMUNICATING Please rate the following: - Expresses thoughts clearly and concisely.

Count	Percent		
0	0.00%	<input type="checkbox"/>	Below expectations
6	15.00%	<input type="checkbox"/>	Meets expectations
34	85.00%	<input type="checkbox"/>	Exceeds expectations
0	0.00%	<input type="checkbox"/>	DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q25. LEADING AND COMMUNICATING Please rate the following: - Shares relevant information in a timely manner.

Count	Percent		
2	5.00%		Below expectations
14	35.00%		Meets expectations
22	55.00%		Exceeds expectations
2	5.00%		DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q26. LEADING AND COMMUNICATING Please rate the following: - Encourages feedback from others on his/her performance.

Count	Percent		
0	0.00%		Below expectations
11	27.50%		Meets expectations
24	60.00%		Exceeds expectations
5	12.50%		DON'T KNOW- UNABLE TO RATE
40	Respondents		

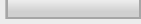
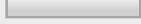
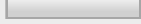
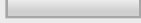
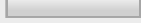
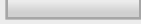
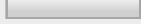

Q27. LEADING AND COMMUNICATING Please rate the following: - Conducts himself/herself with professionalism in all situations (respectful, calm, objective, thorough, sensitive and businesslike).

Count	Percent		
0	0.00%		Below expectations
3	7.50%		Meets expectations
37	92.50%		Exceeds expectations
0	0.00%		DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q28. COMMENTS:

Count	Percent	
13	100.00%	



1	7.69%		Has a tremendous capability to redirect and summarize conversations and intent of persons' opinions This 360 substantiates "Encourages feedback from others on his/her performance."
1	7.69%		He is wise beyond his years.
1	7.69%		Joe clearly demonstrated his leadership skills (listening, facilitation, presentation, professionalism) when he prepared and delivered an amazing presentation to the ENDOW Executive Committee. He made everyone proud.
1	7.69%		Joe has established a reputation of data and information use at strategic points to convince the campus to move in planned directions.
1	7.69%		One of Joe's greatest attributes, in my opinion, is his ability to articulate an idea, thought, or vision to others.
1	7.69%		The President is always professional, courteous, and makes a considerable effort to seek out feedback even when the results are likely to be uncomfortable.
1	7.69%		Videos, emails, etc. were all ways Joe used to communicate with college campus; that doesn't happen anymore. At times it seems that Joe isn't actually here; he isn't visible so when I do see him it is almost like a surprise for me. I would like for him to be more visible around campus not just dining hall or at student forums; at beginning of year seemed like Joe was uninterested and unattached to us. that spewed lots of rumors.
1	7.69%		With any large entity and workforce communication is the key and Dr. Schaffer seems to include everyone in the conversation. His ability to listen and remain objective when challenged is admirable. Furthermore, he continues to be thorough and detailed oriented when it comes to relaying complex information.

13 Respondents

Q29. INNOVATION, PROBLEM SOLVING AND RESULTS Please rate the following: - Sets priorities to focus/optimize resources.

Count	Percent		
0	0.00%		Below expectations
12	30.00%		Meets expectations
24	60.00%		Exceeds expectations
4	10.00%		DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q30. INNOVATION, PROBLEM SOLVING AND RESULTS Please rate the following: - Empowers people and holds them accountable for achieving results.

Count	Percent		
4	10.00%		Below expectations
9	22.50%		Meets expectations
18	45.00%		Exceeds expectations
9	22.50%		DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q31. INNOVATION, PROBLEM SOLVING AND RESULTS Please rate the following: - Demonstrates resolve and urgency to get things done.

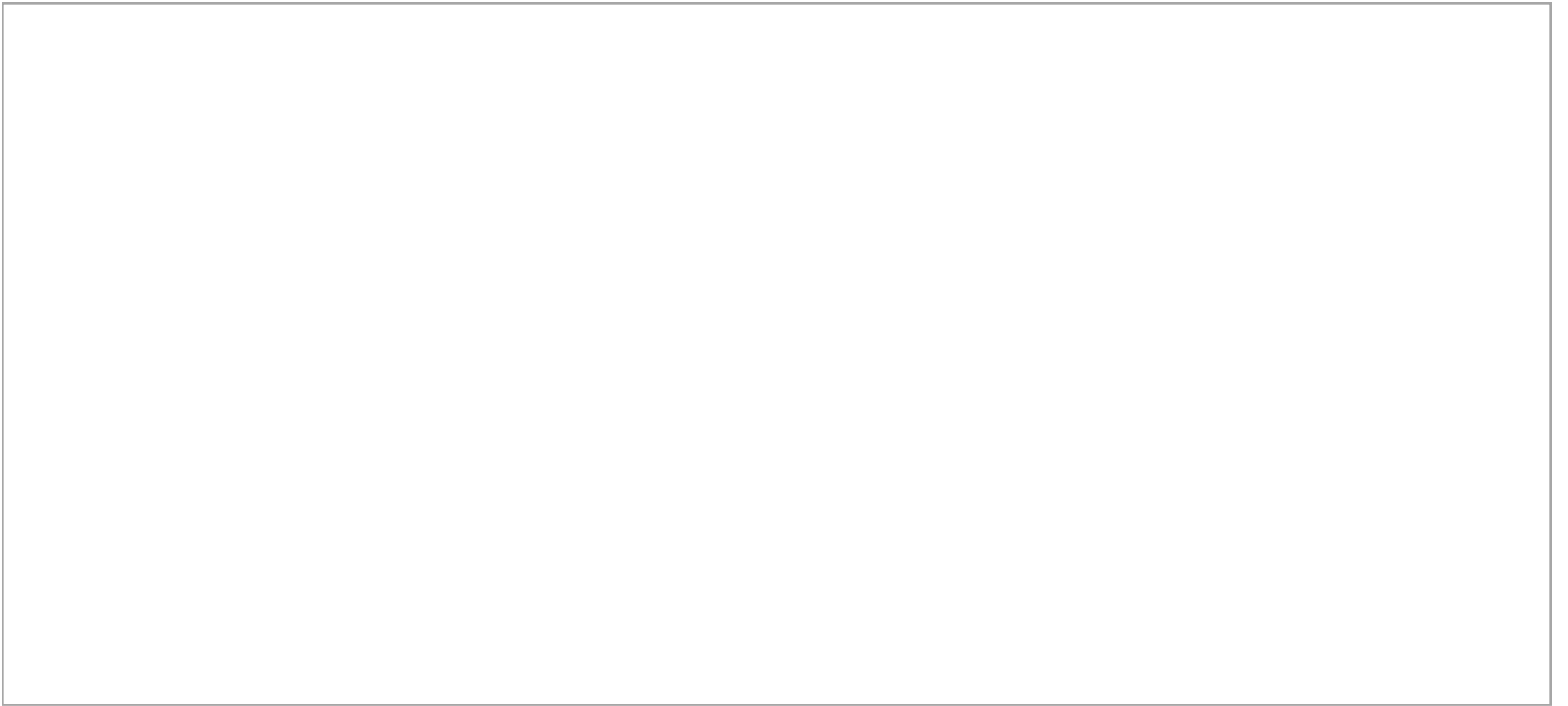
Count	Percent		
0	0.00%		Below expectations
11	27.50%		Meets expectations
28	70.00%		Exceeds expectations
1	2.50%		DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q32. INNOVATION, PROBLEM SOLVING AND RESULTS Please rate the following: - Applies innovative approaches to solve difficult or unique problems.

Count	Percent		
1	2.50%		Below expectations
13	32.50%		Meets expectations
23	57.50%		Exceeds expectations
3	7.50%		DON'T KNOW- UNABLE TO RATE
40	Respondents		

Q33. INNOVATION, PROBLEM SOLVING AND RESULTS Please rate the following: - Seeks ways to continually improve methods, processes, systems and programs.

Count	Percent		



**Q37. STUDENT FOCUS** Please rate the following: - Responds to feedback and builds positive relationships with students.

Count	Percent		
0	0.00%		Below expectations
5	12.82%		Meets expectations
16	41.03%		Exceeds expectations
18	46.15%		DON'T KNOW- UNABLE TO RATE
39	Respondents		

**Q38. STUDENT FOCUS** Please rate the following: - Responds quickly to keep commitments to students.

Count	Percent		
0	0.00%		Below expectations
7	17.95%		Meets expectations
12	30.77%		Exceeds expectations
20	51.28%		DON'T KNOW- UNABLE TO RATE
39	Respondents		

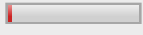
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Count	Percent																									
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exceptional reputation amongst stakeholders and leaders throughout. His involvement with various groups and committees continues to allow him to impact change at a high level.

1 12.50%  Highly visible in his leadership style. Easy to approach.

1 12.50%  Joe's interpersonal skills are exceptional and he seems to develop positive working relationships. An area of improvement to consider would be to be more visible on campus. Granted, he is in LOTS of meetings, but it would be good to seem him out interacting with students, staff, and faculty in a more casual setting.

1

Q47. MANAGING AND DEVELOPING PEOPLE Please rate the following: - Skillfully delegates responsibility, accountability and authority.