

Dr. Joe Schaffer

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.

– 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.

– 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 to have a « th B s e thic c he

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.

*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 incre*



and unemployment drops, so goes enrollment in higher education, specifically community colleges.

*Students and Stakeholders First*  
*Encouraging Commitment*  
*Disciplined Decision Making*  
*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.

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.

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.

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.

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

