

# Office of the President: Program Review 2021-2022

## **I. Program/Service Area Description – provide an overview of the work of your department, including how your work supports the mission of the college Program/Service Area Details**

A. The Office of the President oversees the operation of the College, works directly with the Board of Education, and is the main connection with the communities in Tillamook County. The President represents the college in many local, regional, and state meetings and events. He leads the college Leadership Team, College Council, and full staff meetings. Work through this office impacts all three core themes.

### B. Staff (Individual and FTE)

- i. The Office of the President has 2 full time employees: The President and Executive Assistant to the College President and Board of Education.

### C. Duties & Responsibilities

#### i. The President:

1. The President shall be the chief executive officer of the College. As such, the President shall have the primary responsibility for execution of board policy, whereas the Board of Education, hereinafter referred to as “Board,” shall retain the primary responsibility for formulating and adopting that policy.
2. As chief executive officer of the College, the President shall perform the duties of President that are consistent with Board policies and regulations, state law and federal law.
3. Subject to Board policies, bylaws, and regulations, the President shall be responsible for administration of instruction, student success, business/college operations of the College and the selection, placement, transfer and termination of College personnel.
4. The Board individually and collectively will promptly refer all criticisms, complaints, and suggestions, called to its attention (except involving the President) to the President for investigation and resolution and the President shall promptly report to the Board on the actions on those matters. Those involving the President will be promptly addressed by the Board Chair with the President.
5. The President shall faithfully perform the duties and responsibilities and, shall devote all his professional time, attention and knowledge and skills solely to the affairs and interests of the college.

6. The President shall:
  - a. Oversee the periodic and regular evaluation of all College employees;
  - b. Establish and maintain an appropriate community relations program;
  - c. Endeavor to maintain and improve his professional competence by all available means, including subscribing to and reading appropriate periodicals, joining appropriate professional associations and participating in activities of such associations. The College shall pay for such memberships, subscriptions and related expenses but shall be limited to budgeted amounts; and
  - d. Work with the leadership of the College Foundation to ensure that Foundation funding goals are met.
- ii. The Executive Assistant:
  1. President's Office Administration
    - a. Maintain the President's calendar and scheduling of meetings
    - b. Coordinate various meetings and event logistics such as securing rooms/venues, ordering food, rentals and other necessary preparations as directed
    - c. Prepare travel arrangements, expense reports, mileage reimbursements, and payment requisitions for the President
    - d. Verify invoices and create requisitions for payments
    - e. Attend various meetings such as Leadership, College Council, Staff and Extended Staff Meetings, In-Service, and more as requested
    - f. Take the lead on the College Events Committee which plans staff events throughout the year.
    - g. Produce professional level meeting minutes of groups like Leadership Team, College Council, Staff, and others, and organize the storing of all meeting minutes on college hard drives and SharePoint
    - h. Coordinate and maintain college administrative rules and updated policies in Policy Tech and serve as contact person for all Policy Tech related questions
    - i. Assist with budget preparation for the President's Office and track expenses for the Office of the President account
    - j. Assist with College official documents as needed and under direction of the College President

- k. Under the direction of the College President, compose, edit, proofread, and distribute both internal and external communications
  - l. Prepare mailing lists, invitations, printed programs, and other promotional materials as requested to support special events and activities for the President's Office
  - m. Create draft standard operating procedures under the direction of the College President
  - n. Respond to inquiries from the public and other constituents as directed
  - o. Manage the Board of Education and Governance and Leadership sections of webpages under the About TBCC menu item in Word Press.
  - p. Manage all the SharePoint sites under the control of the Office of the President
  - q. Attend and be a full active member of the College's Leadership Team
  - r. Supervise work-study students.
  - s. Maintain confidentiality with sensitive information shared in the Office of the President and in Leadership Team.
  - t. Perform other duties and special assignments as requests/authorized by the President.
  - u. Other duties as assigned.
2. Board of Education Administration
- a. Keep current board rosters, contact information, biographies, oaths of office, elected zone information, election information, board member application, nameplates, board member photos, business cards, etc.
  - b. Manage Board Policies in Policy Tech
  - c. Create and distribute Board packets, public board notices and meeting materials as directed
  - d. Prepare agendas, set-up, attend, take notes and provide accurate and complete minutes for Board meetings each month
  - e. Coordinate meeting and event logistics such as securing rooms/venues, ordering food, rentals and other necessary preparations as directed

- f. Prepare travel arrangements, conference registrations, and mileage reimbursements and submit payment requisitions for Board members
- g. Manage Board of Education and Board Archives Webpages (WordPress)
- h. Communicate regularly with Board members.
- i. Maintain confidentiality with information covered with the Board of Education.

### 3. Project Management

- a. Organize and manage complex projects in the Office of the President.
- b. Determine the steps needed to successfully complete complex projects and communicate with other people that have a role in completing the project.
- c. Research the information needed to successfully complete the project and use that information to complete each step of the project.
- d. Use writing skills to prepare results of each project.
- e. Ability to manage multiple projects at one time.
- f. Report out results of project work to Leadership Team, College Council, Staff, and Board of Education

### D. Professional Development

- i. President
  - a. Leads Leadership Team meetings 3 times a month
  - b. Facilitates and leads Extended Staff meetings
  - c. Accreditation meetings
- ii. Executive Assistant to the President and Board of Education
  - a. Will be joining NAPAHE (National Association for Presidential Assistants in Higher Education)
  - b. Will be training in Docuware.

## II. Program/Service Area Outcomes

### A. Faculty, Staff, Students, Board Members, and Community Members will receive timely, accurate, and regular information.

#### a. Assessment Tools

Faculty and Staff Climate Survey Question – Employees respond positively to the statement “I receive timely, accurate, and regular information from the President’s Office.”

Thresholds: Green > 80%, Yellow 60%-79%, Red <60%

b. 2019-2020 Activities

1. Monthly half-hour Staff meetings.
2. Monthly Board update reports.
3. Monthly Faculty and Staff Update reports in an email.
4. Send Students a message update each term in an email and meet with FCS and C2C students each term. Include question on Student survey about communication with the President.

c. 2019-2020 Results

1. Results from the 2020 Faculty/Staff Climate Survey covering the 2019-20 academic year on the question of "I receive timely, accurate and regular information from the President's Office."

51 % Strongly Agree

37% Agree

12% Neutral

Total: 88% Strongly Agree or Agree = GREEN Threshold.

d. 2019-2020 Analysis

1. The results show the SAO was achieved at well above the minimum level for the GREEN threshold and was therefore successful this year.
2. The COVID disruption had an impact on these results. Went from sending a monthly email to staff along with having a face to face staff meeting each month and two extended staff meetings each term to sending weekly email updates to all faculty and staff, along with notes to all students on a weekly basis. We had fewer staff meetings and were all on Zoom.

e. 2020-2021 Activities

1. Two Extended Staff meetings each term
2. Weekly update emails to Staff, Faculty and Board

f. 2020-2021 Results

1. Results from the 2021 Faculty/Staff Climate Survey covering the 2020-2021 academic year on the question of "I receive timely, accurate and regular information from the President's office."

62% Strongly Agree

30% Agree

9% Neutral

Total: 92% Strongly Agree or Agree = GREEN Threshold

g. 2020-2021 Analysis

1. The results show the SAO was achieved at well above the minimum level of achieving the GREEN threshold and was therefore successful this year.

Continued holding two extended staff meetings each term (on Zoom all year) and continued sending weekly email updates to all faculty and staff. Continued to hear from staff they like the weekly emails, so those will continue, especially with the results of the survey. We plan to have face-to-face meetings beginning in the fall term. We will send out extended staff meeting days and times to all faculty and staff for the upcoming academic year sometime during the summer.

h. 2021-2022 Activities

1. Two Extended Staff meetings each term
2. Weekly update emails to Staff, Faculty and Board

i. 2021-2022 Results

1. Results from the 2022 Faculty/Staff Climate Survey covering the 2021-2022 academic year on the question of “I receive timely, accurate and regular information from the President’s Office.”

50% Strongly Agree

35% Agree

11% Neutral

4% Strongly Disagree

Total: 85% Strongly Agree or Agree = GREEN Threshold

j. 2021-2022 Analysis

1. The results show the SAO was achieved at above the minimum level for achieving GREEN threshold and was therefore successful this year.
2. We continued holding tow extended staff meetings each term (on Zoom all year) and continued sending weekly updates.

**B. Faculty, Staff, and Board Members will report that the President has exhibited strong and effective leadership in helping the College to accomplish its mission and vision.**

a. Assessment Tools

Faculty/Staff Climate Survey Question – Employees respond positively (strongly agree or agree) to the statement that measures the effectiveness of the President’s leadership – “The College President is a strong and effective leader of the organization.”

Thresholds: Green > 80%, Yellow 60%-79%, Red <60%

The Board of Education evaluation tool for the President rated the President on 20 goals using a scale of 1-3 (1 Unsatisfactory, 2 – Good, 3 – Excellent).

b. 2019-2020 Activities

1. This was not an SAO during 2019-2020

c. 2019-2020 Results

1. Results from the 2020 Faculty/Staff Climate Survey covering the 2019-2020 academic year on the statement “The College President is a strong and effective leader of the organization.”

53% Strongly Agree

26% Agree

16% Neutral

5% Disagree

Total: 79% Strongly Agree or Agree = YELLOW Threshold

2. Results from the Board of Education 2020 Presidential Evaluation: 2.82 Average Rating of 20 goals by Board Members = GREEN Threshold.

d. 2019-2020 Analysis

1. This was not an SAO during 2019-2020

e. 2020-2021 Activities

1. Facilitated and lead leadership team meetings.
2. Facilitated and lead extended staff meetings.
3. Represented the College in the community and during events.

f. 2020-2021 Results

1. Results from the 2021 Faculty/Staff Climate Survey covering the 2020-2021 academic year on the statement “The College President is a strong and effective leader of the organization.”

45% Strongly Agree

33% Agree

18% Neutral

4% Strongly Disagree

Total: 78% Strongly Agree or Agree = YELLOW Threshold

2. Results from the Board of Education 2020 Presidential Evaluation: 2.83 Average Rating of 22 goals by Board Members = GREEN Threshold.

## g. 2020-2021 Analysis

1. The results from the Faculty/Staff Climate survey were very close to being a GREEN threshold. This is a subjective measure and it is hard to know how to impact the result with my actions (the presidents). It is probable that the College COVID response was a factor in the results, yet it was virtually the same as last year. I plan some changes in the Leadership Team structure over the coming year, which will have an impact on the strength and effectiveness of my leadership.

Also very important to me is the response of the Board of Education members who are ultimately the supervisors of the President. I feel the Board and I have a very strong relationship and that I am meeting their expectations of a strong and effective president.

## h. 2021-2022 Activities

1. Facilitated and lead leadership team meetings.
2. Facilitated and lead extended staff meetings.
3. Represented the College in the community and during events.

## i. 2021-2022 Results

1. Results from the 2022 Faculty/Staff Climate Survey covering the 2021-2022 academic year on the statement “The College President is a strong and effective leader of the organization.”

39% Strongly Agree

28% Agree

15% Neutral

13% Disagree

4% Strongly Disagree

Total: 67% Strongly Agree or Agree = YELLOW Threshold

2. Results from the Board of Education 2020 Presidential Evaluation: 2.87 Average Rating of 20 goals by Board Members = GREEN Threshold.

## j. 2021-2022 Analysis

1. The results from the Faculty/Staff Climate Survey at the Strongly Agree and Agree levels were down from last year by 11%. This is likely due to the many changes we made in the organizational structure and in the Leadership Team (LT) over the past year, along with many changes in staff and difficulty in filling positions. This has been a rough year for us at the college even with all of the positive outcomes we have had. I acknowledge that the LT and I



have to do better in the coming year to exhibit strong leadership and work on building trust and confidence among staff.

2. Also very important to me is the response of the Board of Education members who are ultimately the supervisors of the President. I feel the Board and I have a very strong relationship and that I am meeting their expectations of a strong and effective president. The results of the evaluation even exceeded last year by a small amount. I will continue to work to engage the board members as much as possible into college events and schedule more informal get-togethers.

### Project list for current year

2021-2022 Project List

Department/Service Area: President's Office

Lead: Ross Tomlin

Project	Description	Intended Outcome	Budget Requirements	Year	Progress	Completion
Community Engagement	Continue to engage the community throughout Tillamook County by speaking to groups about TBCC and continue to solicit feedback and suggestions on programming and other student success initiatives. Spread the word about the TBCC FMP and next steps. Continue to serve on multiple community	Faculty, Staff, Students, Board Members, and Community Members will receive timely, accurate, and regular information.	Ross \$0	2	Continue to serve on all the same boards and committees. Face to Face meetings have been suspended in most cases due to COVID surge, so most are still by Zoom. Actively working where appropriate to increase number of partnerships in the community.	Most groups went back to face to face during winter and spring. Talked to many new groups from Feb-April about the bond campaign. Lots of supportive people in the county for the college. Have new partnership with Rinehart Clinic. I was elected chair of the NWRESB board. Still

	boards and groups that are working to improve Tillamook County. Continue to look for ways to expand community partnerships.					on all other boards and committees.
Capital Campaign Development	Plan out and implement a capital campaign to raise the remaining money needed to build the new building and do the renovations to the current main campus building. .	Faculty, Staff, and Board members will report that the President has exhibited strong and effective leadership in helping the College to accomplish its mission and vision.	Ross, Heidi \$?	1	The Friends of TBCC Committee has been put together and we are developing the list of venues for speaking to community members about the capital campaign and new building. We are on track with the project to have a successful vote in May.	We had a great campaign and it was successful. We passed the bond measure in May and will now have the funds to construct the new Healthcare Education Building.
Accreditation Visit and Follow-up	Works with the Leadership Team to ensure that TBCC has a successful Accreditation Visit in October 2021.	Faculty, Staff, and Board members will report that the President has exhibited strong and effective leadership in helping the College to accomplish	Ross Teresa Erin \$5000	1	COMPLETED. This was very successful. Just completed our visit in January with the NWCCU Board of Commissioners and got many kudos and compliments for the work being done at the college. We also got our one	Very successful outcome for our accreditation visit. I chaired an accreditation visit in April to Dawson College in Montana for NWCCU.

		its mission and vision.			recommendation satisfied prior to the meeting. SUCCESS!	
Develop New Strategic Plan	Work with the Leadership Team, staff, and community members to develop a new strategic plan for TBCC, including a new mission and vision statement with the help of the community.	Faculty, Staff, Students, Board Members, and Community Members will receive timely, accurate, and regular information.	Ross Leadership Team \$1000	1	Erin is doing a wonderful job coordinating the work done by the consultant to collect data from faculty, staff, students and the community. All work is on track to be done by end of academic year.	Work was completed on time and board will formally approve the new strategic plan at the September 2022 board meeting.
Faculty, Staff, Student, Board Member Communication	Continue weekly email updates to faculty and staff. Include email notes to students in each term. Continue monthly board reports.	Faculty, Staff, Students, Board Members, and Community Members will receive timely, accurate, and regular information.	Ross \$0	2	All of these are continuing and are an important part of making sure communication with staff and board members is continuous and relevant.	Continued weekly emails all year and will continue this following year even with more face to face staff meetings. Also sending the board more update emails in addition to the staff ones to keep them informed.
	Provide regular	Faculty, Staff, and	Candi/Sommer		COVID has made this more	Sommer has jumped in

Employee Events	opportunities for staff and faculty to get together in an informal way.	Board members will report that the President has exhibited strong and effective leadership in helping the College to accomplish its mission and vision.	Events Committee \$350	1	challenging, along with loss of staff. This will be a focus as positions are filled, especially with the hiring of the new Exec Asst to the President.	and taken this task to heart. She is chairing a new Events Committee that is organizing staff events to engage and show appreciation to staff. This will continue into next year.
-----------------	---	---	------------------------	---	--	---

A. Which projects will carry over to next year?

- a. The projects that will carry over to next year, 2022-2023, are Community Engagement, Capital Campaign, Faculty, Staff, Student, and Board member Communication and employee events.

**III. Project list for next year**

A. Make the case – based on the college-wide goals for 2021-2022, your analysis of emerging trends, performance on the SAO’s, and progress on the current year projects, what projects are vital to complete in 2022-23?

- a. With the passage of the bond in May 2022, there is a lot of work to do to get the construction project started. The President’s office will take the lead on getting the work started by hiring a project manager to oversee the process.
- b. With the development of a new strategic plan for the college and after passing the bond, it will be important to go back out into the community and thank the groups for their support on the bond and update them on our new strategic plan.
- c. The internal communication with faculty, staff, students, and the board will continue as in past years and remains a critical part of the president’s job.

B. Revised Project list form – include remaining and new projects

2022-2023 Project List

Department/Service Area: President’s

Office Lead: Ross Tomlin

Project	Description	Intended Outcome	Budget Requirements	Year	Progress
Community Engagement	Continue to engage the community throughout Tillamook County by speaking to groups about TBCC and continue to solicit feedback and suggestions on programming and other student success initiatives. Spread the word about the TBCC FMP and next steps. Continue to serve on multiple community boards and groups that are working to improve Tillamook County. Continue to look for ways to expand community partnerships.	Faculty, Staff, Students, Board Members, and Community Members will receive timely, accurate, and regular information.	Ross \$0	2	
Capital Campaign/New Building	The Bond passed in May, will be putting out RFP for architecture firm to start work on new building design over the summer and work on construction starting as soon as is feasible during the 22-23 fiscal year.	Faculty, Staff, and Board members will report that the President has exhibited strong and effective leadership in helping the College to accomplish its mission and vision.	Ross, Pat, Heidi	1	
Faculty, Staff, Student, Board Member Communication	Continue weekly email updates to faculty and staff. Include email notes to students in each term. Continue monthly board	Faculty, Staff, Students, Board Members, and Community Members will receive timely, accurate, and	Ross \$0	2	

	reports. Hopefully able to have face-to-face staff meetings in 22-23.	regular information.			
Employee Events	Provide regular opportunities for staff and faculty to get together in an informal way.	Faculty, Staff, and Board members will report that the President has exhibited strong and effective leadership in helping the College to accomplish its mission and vision.	Events Committee \$350	1	

#### IV. SWOC Analysis – include an assessment of emerging needs and trends

##### A. Strengths

- a. We are a smaller college - easier for college president to communicate with Board, staff, faculty, adjuncts and students.
- b. Office of the President helps coordinate many community events/meetings at the College - updates community on college events, projects, and progress.
- c. Having a strong Leadership team that works closely together to advise and make recommendations to the president and make most of the important decisions that move the college forward.

##### B. Weaknesses

- a. Struggling with employee recruitment and retention.
- b. Not having a large voice at the state level due to our small size.

##### C. Opportunities

- a. Developing a new nursing program for our community.
- b. Creating new committees to address morale/work environment issues.
- c. Holding luncheons between college council and leadership team to break down some perceived barriers.
- d. Bringing back the Events Committee to help build morale and staff engagement.
- e. Working with the college faculty and staff to implement the new strategic plan.

- D. Challenges
  - a. Staff recruitment and retention
  - b. Constructing a new Healthcare Education building within budget
  - c. Working with EDA to renovate CIT facility
  - d. Working with legislators and HECC staff to get maximum funding for community colleges
- V. **Budget**
  - A. Facilities and equipment needs
    - a. We should be all set for the coming few years. Possibly a new laptop computer at some point.
  - B. Staff needs
    - a. None.
- VI. **Using all the information you've gathered and described above (goal/SAO setting)**
  - A. Where should your department focus its improvement efforts in the coming year?
    - a. Focus on processes and how to do the ongoing tasks more efficiently.
    - b. Continue work on communication, internal and external, to keep morale high internally and keep the public trust high externally.
  - B. How will your work impact and/or support the work of other departments?
    - a. Most of the work done in the office of the president impacts other departments, but with the reorganization, most of those efforts will run through the divisions now.
  - C. How will your work impact and/or support the college's WIGS?
    - a. We will not be doing WIGS starting in 22-23. The Office of the President will focus on supporting the initiatives being worked on in the new strategic plan.
  - D. Should you update, add or edit your SAO's? If so, how?
    - a. We are planning to keep the same two SAOs moving forward in 22-23.