

**President’s Report to the Board  
September 12, 20118**

1. **Change in campus culture.** We have embarked on an exciting endeavor to create a campus culture that builds trust, collaboration, appreciation and accountability. Using the FISH! philosophy and materials (<https://www.fishphilosophy.com/>), we will center our actions on four tenets: 1. Choose your attitude; 2. Be there; 3. Make their day; and 4. Play. With generous funding from the UCC Foundation, we sent Vincent Rose to “train the trainer” training and purchased materials for every full-time employee. Rollout of the endeavor includes a 4-hour training of the Senior Leadership Team; a 4-hour training of supervisors; introduction to the campus during in-service; two-hour sessions for employees who have no direct reports; one-hour sessions with mixed groups of employees every 4-6 weeks; intro of new employees to FISH! during orientation; incorporation into regular department meetings throughout the year; and a FISH! national speaker in January.
2. **Start of new academic year.** Convocation is scheduled on September 17 and includes presentations on the strategic plan, FISH!, diversity and equity, compassion fatigue (guest speaker), recruitment and retention, matters of compliance, and governance. During the rest of the week, there are sessions on teaching and learning, academic program structure and design, assessment, wellness, volunteerism, budgeting, emergency response, and CPR/first aid. Lunch with the Board of Trustees is scheduled for Wednesday, September 19, 11:30 a.m. – 1 p.m. in the cafeteria.
3. **Organizational changes.** New org charts are available on the intranet that show changes in reporting lines for areas that report to the provost, including a reduction in the number of academic departments, creation of an Office of Enrollment Management, reassignment of the Institutional Researcher from the Information Technology to the Provost, and reassignment of the Director of Athletics from the Provost to the President.
4. **Enrollment Management.** By shifting resources, we created an Office of Admissions staffed with 4 admissions specialists. (For the past several years the College only had one recruiter.) The admission specialists work with potential students from the moment of first contact until matriculation. They have been heavily involved this summer in follow-through with applicants who did not complete the application process as well as conducting orientation for new students.

The creation of an Admissions Office necessitated moving offices within the Student Center. (We had committed last year to not moving offices in the Student Center for three years, but we had not anticipated creating a new admissions function.) Because admissions needs to be a very welcoming, “front door” of the office, we renovated a space to hold four offices plus open reception and meeting spaces. Funds were taken from a budget line of one-time state monies designated for student success.

5. **Enrollment.** For the past several years, annual enrollment has declined.

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Reimbursable FTE</b>	3234	2932	3005	2821	2752	2529
<b>Non-reimbursable FTE</b>	105	110	100	123	93	214
<b>Total FTE</b>	3339	3042	3105	2944	2945	2743

Currently, weekly enrollment updates are showing that we are tracking at or slightly above last year’s numbers.

6. **Advising.** The number of advisors had fallen to two last year. We are now back at four advisors plus a Director of Advising. In addition, faculty will formally begin advising this year after being trained, per the collective bargaining agreement. The personnel in the Offices of Advising and Admissions are working hand-in-hand.
7. **Theater.** Theater now has its own dedicated classroom in Wayne Crooch Hall. (The other art forms – music and visual arts – already have dedicated classroom space.) WCH 20 is a Performing Arts studio; skills learned in this space can easily be transferred to the stage. (Donations restricted to the arts were used to renovate the space.) In due time, the space can also be used for black box theater and a dance studio. Centerstage is also being redesigned so that it can be used for both theater and music performances. An integrated rehearsal and production schedule will be developed to ensure that both theater and music have adequate time to prepare for and deliver shows. Not only will this collaborative process make the best use of our limited resources, but the faculty will model for students how artists of multiple genres work together. (To date, donations restricted to the arts have been used for renovations; ultimately we will have to fundraise to replace the seating.)
8. **Governance assessment.** College Council conducted the first annual assessment of the new campus governance system. College Council created surveys that were based upon assessment criteria included in the College Council charter; surveys were sent to each governance body to be completed. Responses were reviewed and the following recommendations emerged.
  - a. Additional clarity is needed regarding the role of governance, decision-making authority, membership flexibility, distinction between governance and operations, and the meaning of “shared” in shared governance.
  - b. The structure adopted in Fall 2017 requires some modification in order to operate more efficiently and meet the College’s needs.
  - c. All councils need to post their charter, membership, and minutes/notes on the College intranet governance site. More frequent, meaningful outreach to campus groups is desired.
  - d. An intentional effort is needed in all councils to create a culture of open communication without being bureaucratic; encourage questions, broader thinking, and asking questions; present problems and invite effort to solve together; and have everyone take responsibility to have their own voices heard and to listen to the voices of others.
  - e. A new flowchart and guidelines for incorporating the OCCA Policy Service need to be made available on the intranet.
  - f. Modify the charters so that membership reflects the needs of each council/committee. Meet with ASUCC leadership to determine better ways to solicit and assure student participation.
  - g. Council/committee meetings times may be flexed each term to match the availability of members.
  - h. Councils need annual goals.
9. **Legislature.** Legislative days are scheduled in Salem September 24-26. During that window of time, campus reps (including the president) will meeting with legislators to advocate for community college funding to maintain current levels of service, increase CTE programs and numbers of CTE graduates, and fund student success strategies.

10. **OCCA.** Cam Preus, current president of Blue Mountain Community College and former Commissioner and Director of the Oregon Department of Community Colleges and Workforce Development, is the new executive director of OCCA. All the community colleges are excited about her leadership. The annual OCCA conference is scheduled for November 7-9 at Sunriver Resort in Sunriver, Oregon. This year's conference theme is "Pathways to Prosperity: Empowering Communities".
11. **Director of Advancement search.** Interviews with two candidates are scheduled for September 20 and 21.