



ADMINISTRATIVE LEADERSHIP PERFORMANCE ASSESSMENT

Administrator Name: Lorraine Morales Title: President

Campus/Department: Community Campus Date of Review: June 2015

Reviewer: Lee Lambert Title: Chancellor

Instructions: Comments should focus on competency in meeting the College's Strategic Plan, Chancellor's Goals and Objectives listed below, and Campus/Department goals, as they align with the mission and vision of the College.

- Goal 1: Engage the College community in efforts to "Reaffirm HLC accreditation and fully commit to the HLC guiding values."
Goal 2: Facilitate programs and services leading to increased focus on access and student success.
Goal 3: Increase the level of community engagement by the Board of Governors, the Chancellor and administrative leadership team to foster partnerships and strengthen educational opportunities in response to community needs.
Goal 4: Enhance and improve the College's engagement, alignment and responsiveness to the needs of the business community, and to economic development opportunities.
Goal 5: Strengthen, enhance and increase diversity, inclusion and global education.
Goal 6: Strengthen, enhance and develop a culture of organizational and employee learning, accountability, compliance and professional development that supports student success, community engagement and diversity.
Goal 7: Strengthen the College's financial position by searching and establishing partnerships to attract more resources at the local, state, national and international levels in support of its vision, mission and strategic directions.
Goal 8: Assess, review and strengthen the College organizational structure, facilities and operations in order to fulfill its mission.

Administrator Self-Assessment (attainment of Goals 1, 2, 3, 4):

Community Campus strategic directions are directly tied to each of the college goals. A campus community advisory committee was created to ensure each of the campus strategies are progressing; the chair of the group reports regularly to the campus cabinet. Selected items throughout the attainment of goals include: cross departmental partnerships (adult education, workforce and PimaOnline); stronger outreach and recruitment of AE students.

Goal 1: I participated and encouraged CC staff and faculty to participate in various HLC work teams; I led and actively participated in the district interviews with reviewers and campus visits.

Goal 2: My personal goals are tied to the college goals as well as the Chancellor's goals. Each of the items were written to ensure programs/services were student centered. This included aligning Campus to College strategic directions. Reorganize the campus and restructure the divisions to be more effective and efficient, hire new leadership and educate the college community about the functions of community campus. In the absence of a VP of Distance Education, I led the team to implement the PimaOnline program. The team has made significant progress and I am proud to say it is shaping up to be a strong, high quality program. Several items are ongoing projects and significant markers have been accomplished and will soon be ready to roll out the pathways between AE and Dev Ed.

Goal 3: Community engagement: I currently serve on the Bond Advisory Commissioner and committee member, Steps to Success with TUSD and the Mayor's office, Women Leading United, AZ Department of Education Superintendent Latino Advisory Council member; Created a strong external President's Advisory Committee to advise me.

Goal 4: My goal 5 (workforce) is directly to this college goal as well as chancellor goals 3 and 4. Although we are moving in the right direction, this has been a slow process. Hiring the VP took longer than anticipated, but in the short three months he has been here, he has brought the division to a much higher level. The reorganization of the workforce division is almost complete and will be much more efficient and effective. This will help us become a true self-sustaining division and eventually lead to increased revenues that will serve to benefit the college.

logged 10-8-15 BOB

**Reviewer's Assessment of Administrator (attainment of Goals 1, 2, 3, 4):**

**Administrator Self-Assessment (attainment of Goals 5, 6, 7, 8):**

**Goal 5:** Although not explicitly written, my personal goal is to always enhance diversity and inclusion by my actions through campus, college and community discussions.

**Goal 6:** My goals 4 (distance education) and 6 (employee engagement) contribute to this goal. Development of high quality training for online instruction; full financial support of administrator, staff and faculty leadership training and conference participation. In addition, I often suggest specific conferences and trainings.

**Goal 7:** Community Campus programs have been effective in securing significant grants and contracts (\$5.5 mil) that serve to strengthen partnerships within the community and provide excellent training opportunities for students. I have actively participated in various local, state and national events that have led to the establishment of consortium and partnerships for the college.

**Goal 8:** Two of my divisions will have direct impact to college operations: the redesigned PimaOnline program is going to help pave the way for significant changes to how the college operates (district-wide scheduling, department chair structure, quality standards for courses, textbook options for students, to name a few); the restructured workforce and business development division (and a single point of contact) has already begun to change the perception of the College to the external community.

Although there is much work to be done to fill in the gaps and strengthen the foundation of Community Campus, I feel much has been accomplished in the time I have been here. I have a great team that works very hard to meet the needs of both of our external and internal communities.

**Reviewer's Assessment of Administration (attainment of Goals 5, 6, 7, 8):**

**Instructions:** *Comments should focus on competency in meeting the Chancellor's Expectations for Successful Leadership, as they align with the College's Strategic Plan, Chancellor's Goals and Objectives, and Campus/Department Goals, and the mission and vision of the College.*

- *Open & Honest Communication*
- *Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes*
- *Informed Decision-making & Planning*
- *Accountability*
- *Leadership & Management*

**Administrator Self-Assessment (Open & Honest Communication):**

In an effort to meet strategic goals one of the first items I had to do was reorganize and restructure the Community Campus. I realized that this type of change in the midst of all of the College challenges with HLC, probation, low enrollment and budget cuts was going to be difficult and communication would be key. My objective was to implement various ways to keep the campus and district fully informed on all aspects of the changes relevant to the reorganization of the community campus. I had to create a safe environment that promoted an open exchange of ideas and suggestions. In an effort to meet this objective, in addition to email messages on listservs, I hosted four all campus meetings, hold traveling cabinet meetings and invite staff to attend the first 15 minutes to share information, send cabinet meetings notes to all CC, resurrected the CC Weekly for announcements, I spend time each day walking/driving around (announced office hours) and talking with staff about various issues, getting to know them better, and asking for suggestions. This has resulted in a higher level of trust and better relationship with each of the staff. An internal President's advisory committee has been formed. I've also done a bit of tweeting about various events

**Reviewer's Assessment of Administrator (Open & Honest Communication):**

**Administrator Self-Assessment (Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes):**

I consistently apply policies and procedures and serve as a resource to employees in interpreting policies. I make every effort to involve employees in decision-making, asking for suggestions and recommendations to improve processes. I understand the significance of having solid knowledge of policies and procedures. I conduct personal research, consistently use my contacts with various groups and at district, as well as consult with colleagues in order to assure compliance with college processes. I make every effort to lead by example. I realize I must direct the efforts of a large number of faculty and staff, and must ensure that each has fair and open access to me to discuss issues and to try new ideas. This year, I have been working within the parameters of College policy to work with HR on the reorganization and restructuring of the CC staff and faculty. This has required significant reclassifications, repurposing of positions and relocating faculty and staff.

**Reviewer's Assessment of Administrator**

**(Fair, Reasonable & Consistent Policies, Procedures, Practices & Processes):**

**Administrator Self-Assessment (Informed Decision-making & Planning):**

Any employee who works with me has a complete understanding of why things are being considered and the reasons certain decisions are made. It is my practice to share information as I learn it. I include solid data analysis in my decision making process, I assure that those impacted by decisions are included in the process to reach decisions, I communicate the reasons for decisions, and strive to resolve problems as they arise during the process. Hiring a research analyst three months ago for the campus has proven to be extremely beneficial. He conducts benchmarking research, design surveys to help us gather input to improve programs and services decisions. The next step will be for him to begin analyzing D2L, Pearson Vue (GED analytics), labor market data and present to cabinet members. I consistently expect that student success and student interests drive my decisions.

**Reviewer's Assessment of Administrator (Informed Decision-making & Planning):**

**Administrator Self-Assessment (Accountability):**

I ensure that the College and Chancellor's Goals remain front and center in the activities and operations under my purview. I share chancellor's cabinet information during Cabinet and Department meetings, and fully support our faculty and staff engaged in HLC self-study activities and college committees. I carry the responsibility for two significant college initiatives and actively participate in the planning of said initiatives.

**Reviewer's Assessment of Administrator (Accountability):**

**Administrator Self-Assessment (Leadership Management):**

I lead by example. I possess a solid work ethic and am person of integrity. I am present, accountable, engaged and follow through with my commitments. I support my direct reports, all faculty and colleagues to help them achieve their goals. Based on my interactions with college employees, I believe I am respected by my peers as I am often asked to participate and/or lead projects. I possess the reputation of understanding the college, an organized, effective and overall good team player with a strong commitment to the college and the higher education profession. I feel fortunate to have a career in a field I am so passionate about, I am committed to this institution and believe in the work we do for our community.

**Reviewer's Assessment of Administrator (Leadership Management):**

Lorraine has been a welcome addition to the senior executive leadership team. Her knowledge of the college has been an indispensable to the team. She has done an excellent job of redefining the role of community campus so that it is better understood throughout the College. This is leading to the recalibration of Pima online, workforce and adult education.

Lorraine will continue to engage in crucial conversation with her colleagues, the campuses she is in direct charge of (Community and East campuses) and the College as a whole. She is in the process of leading an organizational restructure as part of a larger change effort. Her in-depth knowledge of the College will be vital during this major transformation period

**Overall Assessment / Comments:**

Although I believe I am exceptionally knowledgeable in the field of higher education, as I have served in each capacity (from cradle to career), in my new role as President, there is still much for me to learn. Every day, I strive to further develop ideas about the critical management issues facing community colleges, increase my skills and knowledge of budgeting, human resource management, strategic planning, and generally providing more effective leadership.

Lorraine Morales

Administrator: Print Name



Administrator's Signature / Date

9/29/15

Lee D. Lambert

Reviewer: Print Name



Reviewer's Signature / Date