



ADMINISTRATIVE LEADERSHIP PERFORMANCE ASSESSMENT

Administrator Name: William R. Ward II Title: Vice Chancellor

Campus/Department: Facilities 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):

- The Facilities Master Planning consultant (Smith Group) was selected and approved by Board of Governors. Currently we are working with the consultant to gather data including a visit in mid-July to meet with the newly formed Facilities Planning Committee.
Supporting staff members involved in Enrollment Management, Compliance and Budget Development Sub-Committees.
Participating actively on the Operational Cabinet that is addressing major issues with a key focus on access and student success.
Accompanied the Chancellor to China to promote the benefits of attending Pima Community College to Chinese students and agent representatives in Beijing and at Qinghua University. Also, to explore Strategic Partnerships of establishing a Pima Language Institute (high school level) in Chongqing that would provide future international students for the College and spearhead the development of an International Student Housing project.
Provided management of construction and renovation at campuses throughout the College District to better meet the needs of students including Student Service area remodels. The new instructional building at the Northwest Campus was honored with inclusion in American School & University's 2014 Architectural Portfolio, an annual nationwide competition of educational design and effective learning environments.
Signed a Solar agreement (Energy Power Purchase Agreement) that will also provide curriculum and opportunity for students to learn first-hand about solar energy management.
Worked with TEPC, Trane and ASHRAE to sponsor the first College Conservation Nationals 2015. Engaged participation including students and placed in the top five nationally.
Reviewing Solon building and other properties for facilities investment/economic development opportunity for potential future student program success.

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- Remained engaged with needs of the business community and fostering partnerships such as K-12 schools and Trane for quarterly Symposiums. Also, continued to serve as the College representative member of the YMCA Tucson Metro District Board, Tucson Historic Preservation Foundation Board and Co-Chair of the APPA Association's National Community College Engagement Group.
- Conducted a Clery Compliance audit and training to help create awareness and develop procedures regarding Clery reporting.
- College Police received training regarding behavioral assessments and is working with a new vendor (SIGMA) to obtain more training for the BAC.
- College Police personnel will continue to implement and establish a community policing model that is student centered and addresses the safety needs and concerns of the students through education and presentations.

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

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

- Have increased employee skills and sharing of institutional knowledge by cross-training staff to learn new skills and restructuring some operations to improve efficiencies.
- Facilitated a culture of learning and professional development by conducting quarterly Symposiums for staff and the community to interact and learn from each other.
- Encouraged and support Staff in convene to solve problems and suggest new ideas through groups such as the Facilities Focus Group, Institutional Climate Cooperative, etc.
- 100% Staff participation in college-wide Sexual Harassment and Civility training.
- Worked closely with Human Resources to ensure that the work force of Facilities and Law Enforcement personnel are properly classified and reflect the diversity of our unique community.
- Directed College Police to conduct Clery training and created a new Clery Compliance Officer position within the department.
- I/staff participated on the selection committee for the new Presidents/VC for Human Resources and other senior positions throughout the College to develop and strengthen the organizational structure and increase accountability, diversity and compliance.
- The College-wide Locks & Security Repair/Replacement/Upgrade project in nearing completion and will go live in the fall of 2015.
- Environmental Health and Safety developed specifications to conduct a thread party assessment and recommendations (will be completed in the summer) for improvement of the current chemical management program
- Improved College Police operations and technology by purchasing mobile data terminals that are being installed in all police vehicles.
- Facilities Operations continues to utilize the FAMIS system to manage PM/work orders. The College uses this system, along with the BANNER system, to perform statistical analysis of operations and the utilization of resources.
- Fiscal and Management Operations develop new standardized procedures for receiving to be implemented over the FY15/16.
- Conducted a new bid for Global Positioning Systems to determine the best fit for monitoring College vehicle mileage, locations, and telematics.
- Facilities Operations created and hired a new energy manager to focus on energy conservation through managing energy usage, College-wide training on energy conservation and project management focused on energy efficient equipment.
- Improved the College's financial position by prioritizing and postponing facilities renovation projects that could be delayed until FY16 to reduce expenses posted towards FY15 statutory expenditure limitations.

- Working with the Strategic Planning committee and on the Facilities Master Plan for a direction that is aligned with the college's mission, including utilizing facilities and operational data in the FAMIS system to aid in the development of a culture of organizational learning.
- Conducted regular site visits and walkabouts to assess and review the status of college facilities, operations, and college police coverage.

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):

I have continued to conduct bi-weekly meetings with my staff leadership to discuss accomplishments, challenges, and assignments related to each employee's area of responsibility. In addition, I conduct bi-weekly one-on-one meetings with my senior leadership personnel to ensure that all are kept informed of pertinent information related to their areas. I also meet on alternate weeks with all the Directors and senior leaders as a group to keep them all informed of on-going issues. I continue to have an open-door policy with all College personnel and I feel that they are very comfortable and visiting me for advice and direction.

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

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

I have always considered adherence to College policies and procedures to be of paramount importance to all the areas that I am responsible for. This has become an area of greater importance since I have assumed the role of providing senior leadership for the College Police Department. I cannot overstate to all our employees the importance of adhering to all rules, regulations, and laws and for the Department to be a shining example of professionalism. As we carry our duties in support of the College, we must always be mindful of following the rules. When in doubt, we call the appropriate departments within the College for clarification and interpretation of policies. My staff continue to be involved in reviewing, updating, and in some cases creating procedures that will improve productivity and provide guidance to other areas within the College.

With all this said, I'm still of the strong opinion that the College's policies, procedures, practices and processes that affect Facilities/College Police are not consistent, create continuous roadblocks and confusion and are not in-sink with today's operational standards. (will discuss).

Reviewer's Assessment of Administrator

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

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

As a leader, one has to make decisions that will affect others. This is especially true in the world of Facilities Management and Police Department operations. I utilize my staff as an asset to help contribute data and other information to help during the decision-making process. The institution is very unique in having a highly skilled group of personnel with a wealth of experiences and skills. For example, during the annual Capital Project planning period, their expertise is highly useful in determining the correct cost estimates to ensure the proper funding for proposed College improvements. This work is then used as a tool for the College Administration to evaluate the needs of the College in a more professional and informed manner.

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

Administrator Self-Assessment (Accountability):

Being accountable is one of the most important assets that a person can possess. As Vice Chancellor I must be and I am held accountable for all the activities within my areas of responsibility. Any College leader must have a vision with the key values in the forefront at all times. I work very hard to lead by example and by my actions to emphasize the importance of being a good leader and supervisor to all my subordinate personnel. As a leader, I am always looking for ways to modernize and improve our operations. As a result of my leadership, in May, 2015, I was awarded the NISOD Award of Excellence for my efforts (was nominated by staff).

Reviewer's Assessment of Administrator (Accountability):

Administrator Self-Assessment (Leadership Management):

I share information with my employees to keep them informed of events and issues. I worked diligently to build trust by working with my staff to resolve problems as they occur, taking an interest in their concerns, listening to their ideas, and supporting them in implementing their ideas. I believe that open and honest communication is a great way to gain trust amongst staff and management. I also try to pro-actively look for various means to constantly increase the knowledge, skills, and abilities of our staff. The end result will help the College attain its goals and allow me to manage my staff in a highly professional and efficient manner.

Reviewer's Assessment of Administrator (Leadership Management):

Bill's strong foundation in project management makes him a valuable asset to the senior executive leadership team and the College. He possesses strong leadership skills that allow him to manage through difficult situations. This was evident in his ability to develop a comprehensive approach to safety and security, and strengthening and clarifying the role of the police department. His leadership on threat assessments, clear compliance and in improving the climate of the College has been quite evident.

Bill's expertise and background will be important as the College moves through this difficult period of change and transition. He will work more closely with the academic side of the College to lend his project management background to their efforts. It has been a pleasure working with Bill.

Overall Assessment /Comments:

My leadership role as a Vice Chancellor is always challenging because of all the various aspects that are involved in an operation as large as Pima Community College. The challenges are what drive me to always seek ways in being a better leader and management example to help move this College forward. My team and I have built one of the best organizations for a Multi-Campus Community College District in the country,

in spite of all the on-going problems at PCC. We are nationally recognized, awarded and respected by our peers and businesses partners and take a lot of pride in what we do. Facilities/College Police is one of the largest operations (24/7) in the College with major budget responsibilities (operating & capital) and some of the highest liability, however after 15 years of service I'm compensated a lot lower than all of my new counterparts (will discuss).

William R. Ward II
Administrator: Print Name

 10/1/15
Administrator's Signature / Date

Lee Lambert
Reviewer: Print Name


Reviewer's Signature / Date