



PCC HR OCT 8 '15 AM 11:48

ADMINISTRATIVE LEADERSHIP PERFORMANCE ASSESSMENT

Administrator's Name: Title:

Campus/Department: Date of Review:

Reviewer's Name: Title:

Instructions: Comments should focus on competency in meeting the College's Strategic Plan, Chancellor's Goals and Objectives listed below, and on 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, 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's organizational structure, facilities and operations in order to fulfill its mission.

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

Goal 1: From day one of my tenure at PCC, I collaborated with faculty, staff, and administrators to finalize the HLC report and coordinate the site visit which led to the College being removed from probation. My has facilitated with my team the creation of an infrastructure that will institutionalize accreditation and program compliance. I led the creation of an Office of Accreditation and hiring an AVC of Accreditation to have direct oversight of accreditation. I led the implementation of other high impact practices that led to the correction of sanctions with the Department of Education. Through revisions of policies and procedures, we have set the foundation for compliance and future reporting requirements. The quality and quantity of work completed this year greatly impacts the sustainability of the College now and in the future.

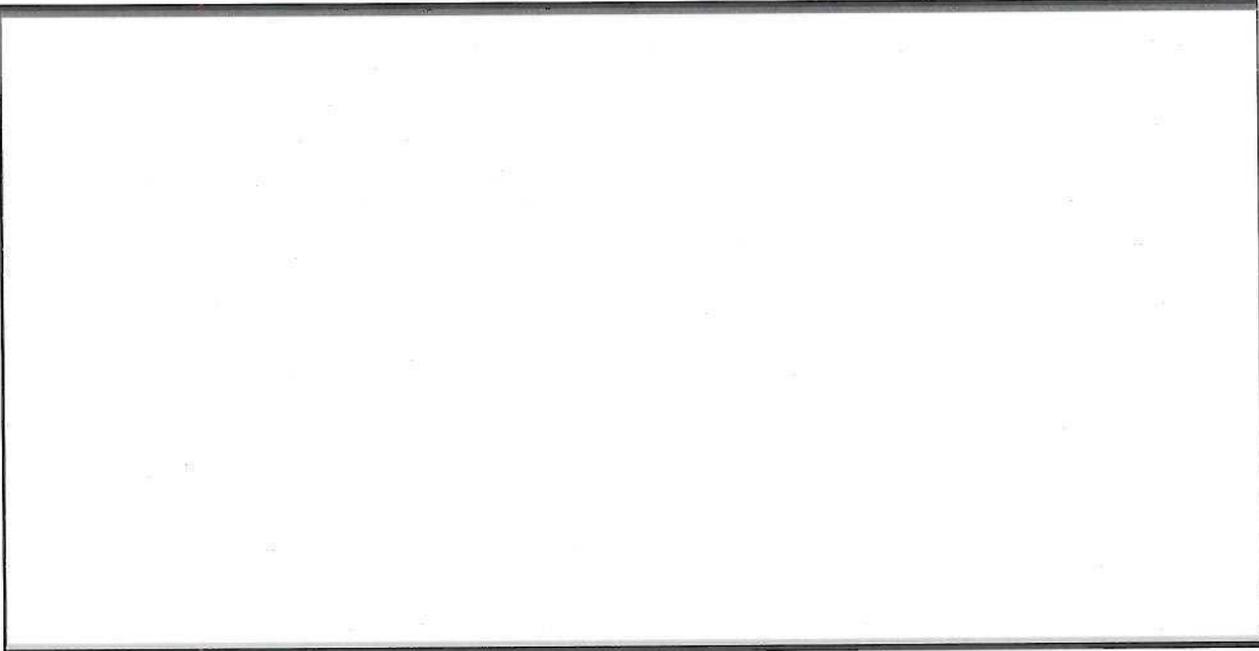
Goal 2: This year I led my team through a review of all policies and some procedures related to academic affairs, student services, and institutional effectiveness with the goal of identifying and removing barriers to student success. As a result, we have made several changes to increase access and student success including elimination of the auto classification of students to out-of-state status, updating the procedures for reciprocity, mandatory student orientations, revision of SAP and Title IX policies, and removing blocks from the admissions application processes. I worked with faculty and staff to implement on-time registration, a standardized syllabus template, and we are in the initial stages of creating degree pathways.

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Goal 3: This year I was directly involved with creating a new partnerships between the College and community organizations. I also reviewed all of the existing partnerships related to internships, externships, student co-operative learning experiences, and site placements.

Goal 4: My team is currently leading the initiative of building an Education Master Plan for the College. The plan will align curriculum and student services to the needs of the business community and highlight economic development opportunities.

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



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

Goal 5: I arranged for members of my staff and myself to obtain diversity leadership certifications. The diversity certification strengthens our knowledge of cultural competence, diversity and inclusion, resources, recruiting and retaining a diverse workforce, and legal issues. The knowledge base will also be instrumental for sustaining a high impact diversity plan for the College. We worked closely with the international program and facilitated solutions to issues related to international curriculum and student services.

Goal 6: Leadership assessment was conducted throughout the Office of the Provost to include demonstration of administrative competencies of all areas of responsibility. Some reorganization occurred to leverage the knowledge and expertise within the College. The result of the organizational review and reorganization is we have highly competent people in all key roles who exercise responsibility and accountability for assigned duties. A performance-oriented culture is supplemented by training, workshops and seminars. Some staff also attended professional development conferences to further develop and strengthen a culture of employee learning and accountability. Through SWOT analysis, I involved staff in a comprehensive diagnosis of departmental strengths and weaknesses which involved the use of data to determine strengths and weaknesses.

Goal 7 and 8: I participated in the College's financial planning and reorganization that ultimately resulted in cost savings. I also conducted a detailed assessment of all areas reporting to my office and reorganized our offices and staff to fit the current needs of the College. Through strategic planning, I participated in aligning the budget with initiatives that directly support the vision and mission of the College and managed the budget and finances to maximize student achievement and staff growth.

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

[Empty box for Reviewer's Assessment of Administrator]

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 the mission and vision of the College.

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

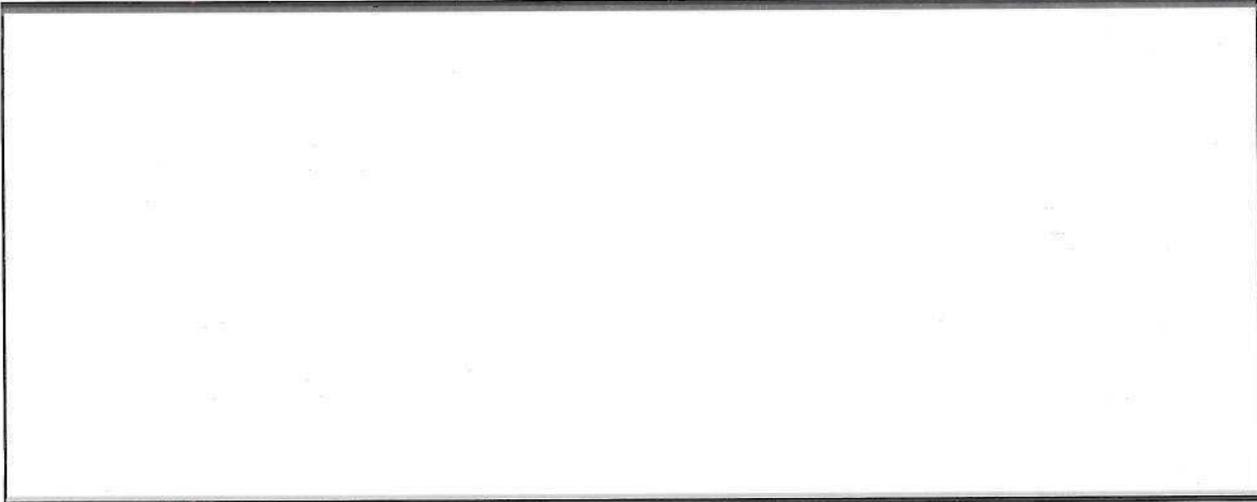
Administrator's Self-Assessment (Open & Honest Communication):

I consistently use a variety of means to communicate goals and information with others, (e.g., face-to-face, email, memos, newsletters, websites). Communications regarding various topics were regularly sent to students, faculty, and staff. I led transparent discussions regarding highly sensitive topics regarding accreditation, compliance, financial resources, job requirements, and improvements of processes and procedures. This year we have reached a higher level of detailed awareness regarding the state of affairs at the College.

All information communicated was truthful and provided information and updates. I am transparent about how and why decisions were made, involving many stakeholders whenever possible. I also provided venues for openness and free exchange of thoughts and ideas with employees through meetings, surveys, and forums to show employees that their opinions are heard and respected. When there is an apparent gap in agreement and/or understanding on specific issues among constituents, I still always communicated truthfully providing facts, even when the information was viewed unfavorably. As a leader in the College, I have had to deliver difficult messages and have done so with integrity without blaming others and provided advising and offered solutions.

Recognizing that communication can always be better, especially when stakes are high, opinions vary, and emotions run strong, our team is developing several communication plans for the district to address consistency of messaging at various levels. We will continue to be unwavering in delivering honest assessments of situations.

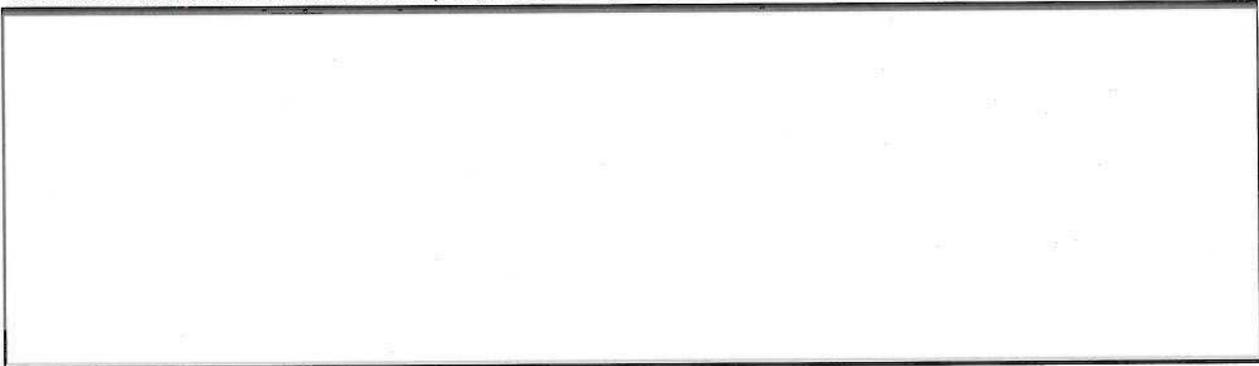
Reviewer's Assessment of Administrator (Open & Honest Communication):



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

Policies and procedures were evaluated with full recognition of ethical dilemmas and potential outcomes. Minimizing the impact involved changing the knowledge, attitudes and perceptions of why changes are necessary. This year our team was faced with challenges of managing bureaucratic, contractual, accreditation and legal situations and did so with highest respects to the impact on our students, the college and employees. Our team has also assisted colleagues in achieving their goals. Our team has consistently followed the College's process for developing standard operating procedures and the review by constituent groups. We work toward continuous improvement and systematically linking activities toward intended outcomes. Our team frequently solicits and uses feedback and help from students, staff, external partners, and other colleges for comparative benchmarking. We ensure that all teams use summative data from the previous year and comparative data in decision making.

Reviewer's Assessment of Administrator (Fair, Reasonable, & Consistent Policies, Procedures, Practices, & Processes):



I have provided venues for openness and free exchange of thoughts and ideas with employees through meetings, surveys, and forums. Examples are the information sessions regarding assessment, student learning outcomes, and faculty qualifications which were held on every campus. This was the first time that the College had experienced the Provost's team consistently coming out to the campuses with information sessions on key topics. This has encouraged many to participate in informed decision making. It has provided opportunities for the voice of many as opposed to a few. A goal that we set this year was to have our team visible and accessible on campuses. As a result, our team was on campuses attending 600+ meetings, campus cabinets, training and information sessions.

I have led our team to better understand the array of data that is needed for continuous improvement of the College and as a result, our team has transformed the structures and to some degree the culture of the College to enable managers to use research and evidence to make more effective decisions. Management decisions are now both more visible and positively impactful to the College.

We have scheduled standing meetings every Friday to meet with the leadership team for planning and institutional updates. These meetings are instrumental in framing the direction of policy and procedures, reviewing sources of information, assessing accuracy of information and building a culture of making data-informed decisions. We have reporting processes in place whereby managers regularly check in on the status of employee goals, and report that status to others. I actively participate on both the Operational Cabinet and the Executive Cabinet.

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

Administrator's Self-Assessment (Accountability):

I fully accept responsibility for my areas of responsibility and have the knowledge of the professional field to accomplish the goals of the office. Since assuming the role of Provost, my staff have increased awareness of the growing demand for accountability. This year we have successfully established organizational structures and processes for knowledge transfer and we are better able to improve the performance of the College. I accept criticism, advice, and suggestions and acknowledge mistakes or shortcomings. I further demonstrate accountability through good stewardship of College resources, following rules and policies, and taking necessary steps to ensure the viability of the College.

Another aspect of accountability is engaging staff to foster accountability and helping staff to understand how their daily work contributes to the success of the College and delegating responsibilities to their areas as appropriate. I assist my staff with setting clear goals and give them the authority to accomplish these goals.

Reviewer's Assessment of Administrator (Accountability):

Administrator's Self-Assessment (Leadership & Management):

As a leader, I maintain a commitment to high standards. I inherited a team that was somewhat disjointed but we are now a high-performance, cross-functional team, as evident by the colossal amount of work accomplished in one year toward accreditation, compliance, and developmental education. We have a highly qualified team that continually monitors and assesses progress, provides feedback, and connects the operational parts of the College to the overall direction of the strategic plan and mission.

As the leader of the team, through my expertise in various departments, I am able to provide guidance and clarification when they request help. I support the team in all aspects of their jobs, promote professional growth and continuously recognize them for performance, both formally and informally. Our team has experienced a very noticeable leap in morale, confidence and productivity over the past months.

Reviewer's Assessment of Administrator (Leadership Management):

Erica has been an important addition to the senior executive leadership team. She hit the ground running upon assuming the role of Provost. She has addressed a number of thorny issues. Her analytical skills has been an asset in this way. She has already made some important and positive changes in the way the Provost office functions.

Erica will continue to sharpen her focus on the relationship of the Provost office to the campuses. She will work to build an effective communication strategy to address complex and thorny issues. She needs to stress one on one interactions with staff and team building with her office. This is increasingly important as she has hired a number of new team members.

Overall Assessment / Comments

Erica Holmes

Administrator: Print Name

Erica Holmes

Administrator's Signature / Date

Lee D. Lambert

Reviewer: Print Name

[Signature]

Reviewer's Signature / Date