

Governance - Criteria for Measuring Administrative Programs

Identify Program/Service:

1. President's Support Staff
 - a. Support for functions of the president
 - b. Support for functions of the board of education
 - c. Community and Governmental Relations
2. RCC Foundation

Suggested Questions for Administrative Units:

1. What are the main objectives of your unit, and how do you measure success in achieving them?
 - a. President has specific set of measurable goals aligned to the college strategic plan established annually. They are measured monthly and reported in the President's report to the BOE. The president is evaluated by the BOE based on these annual goals (see attachment).
 - b. The BOE establishes areas of focus annually (see attachment) that guide their work. The board conducts a self-evaluation annually.
 - c. Staff set annual goals as part of the Performance Evaluation Process and are evaluated on these each spring.
 - d. The Foundation sets annual goals for outreach and fundraising, and accomplishments are reported to the president and Foundation board.
2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?
 - a. **Operations**
 - i. Students (parents/families): Field incoming phone calls, emails and visits regarding issues and inquires related to financial aid, scheduling, assistance, COVID-19, and student grievance procedure, etc. Schedule student-facing meetings, training and events with the President. Coordinate bi-annual Pizza w/the President events with Associated Student Government leadership.
 - ii. Faculty: Coordinate and schedule quarterly FAMAT leadership meetings, field incoming inquiries and schedule meetings with the President.
 - iii. Staff: Coordinate Senior Leadership Team, Executive Team and Management Team meetings and assist with agendas and prepare meeting minutes. Schedule weekly, monthly and quarterly 1:1 meetings with leadership, other staff and re-occurring and ad hoc committees. Engineer remote bi-annual In-service events for the entire college. Field incoming inquiries and schedule meetings, presentations and events with the President.
 - iv. Donors: Schedule meetings with the President, coordinate events and schedule personalized tours of new construction and facilities. Coordinate with Foundation for prospect list opportunities for the President to leverage.
 - v. Press: Respond to all press inquiries including coordination with subject matter experts, drafting and providing responses and scheduling interviews.

- vi. Community. Field incoming inquiries from community partners, federal and local legislators, other higher education institutions and coordinate and schedule meetings with the President.
- vii. Board Members: Field incoming inquiries and schedule 1:1's and ad hoc meetings with board members.

b. Governance

- i. Performs a variety of executive-level administrative duties in support of the Board of Education such as: schedules board meetings and subcommittee meetings, coordinates registration, participation, and travel for conferences and events, and develops and monitors the Board annual budget.
- ii. Develops and distributes board meeting agendas in accordance with Oregon Revised Statutes.
- iii. Coordinates the preparation and closing of all public meetings by ensuring all public notices are posted and meeting location (whether virtual or in-person) is accessible to all.
- iv. Coordinates press releases when a quorum of the board is expected to be present at a meeting or event outside of the regularly scheduled board meetings and special meetings.
- v. Collects and coordinates reports, resolutions, and materials for all regular and special board meetings from the following groups: Associated Student Government, Classified Association, Faculty Association, Faculty Senate, Foundation, Senior Leadership Team, Business Office, Budget and Finance, Human Resources, and the Grants Coordinator.
- vi. Transcribes and publishes meeting minutes for Board of Education meetings, including regular and special meetings such as work sessions and retreats, as well as the District Budget Committee meetings.
- vii. Coordinates, attends, and records highly confidential Board of Education executive session discussions involving confidential issues governed by Oregon Revised Statutes.
- viii. Maintains Board of Education and District Budget Committee historical and current permanent and non-permanent records and tapes in accordance with State of Oregon Administrative Rule and the office of the Oregon State Archivist for the retention or disposition of public records.
- ix. Coordinates the District Budget Committee and Board appointment of committee members.
- x. Coordinates Board of Education public elections in accordance with State of Oregon and local law and serves as the authorized college contact for the Josephine and Jackson County Clerk Election offices.
- xi. Manages the annual evaluation process of the College President by working collaboratively with the President's Evaluation Committee members.
- xii. Works collaboratively with the Assistant to the President- Operations and the Board of Education Policy Committee on current district governance policies in need of review and revision, or new policies, to be presented for review and action of the Board of Education

- xiii. Manages the annual Board of Education self-evaluation process by assisting the Board Chair with the development of the evaluation timeline, format, process and method use for the evaluation.

c. President

- i. Reports to the Board of Education and provides operational and fiscal oversight of the college.
- ii. Leads the college in collaboration, partnership, innovation, decision making and effective communication with internal and external constituencies.
- iii. Present and visible on all college campuses, connecting and communicating with faculty, staff, and students in service of the core values of the college.
- iv. Fosters a culture of optimism, collaboration, and success while implementing effective change strategies.
- v. Advocate with all local, state, and national political circles, proactively promoting the college and its need for resources and capital funds.
- vi. Build relationships with the community and works with the RCC Foundation to raise funds in support of capital improvements, program development, and student access.
- vii. Advocate for students, faculty, and staff while simultaneously promoting equity, diversity, and inclusion.
- viii. Provide leadership in the community and proactively promote RCC throughout the district.
- ix. Lead successful accreditation efforts and guide the college in transfer, career/ technical, small business development, and developmental education programs.
- x. Develop strong relationships with K-12 partners and universities to increase student access to higher education.
- xi. Create a compelling vision and strategic plan for the college that is data-informed and allows measurement of progress.
- xii. Leverage technology to improve the learning environment and operations of the college.
- xiii. Promote leadership development within the college.

d. Community & Governmental Relations

- i. Establishes positive relationships with the media and serves as the initial point of contact for all media requests.
- ii. Ensures consistent messaging from the president's office. Coordinates with Marketing Department to create press releases and all official communication from the President's Office.
- iii. Leads college crisis communication using the RCC response plan. Coordinates messaging to the media with the president, senior leadership, and risk management.
- iv. Serves as spokesperson for the college, at the president's discretion. Proactively pitches stories to the media related to college activities and accomplishments.
- v. Ensures timely and accurate public notice regarding Board of Education meetings and decisions and creates public service announcements regarding the Board of Education.

- vi. Establishes a community relations plan with the president that builds and maintains links to business, civic, and other groups in the regions.
- vii. Assists with outreach activities in coordination with the college president such as participating in community organizations that bring business, government, and professional leaders together.
- viii. Assists president and board members with consistent messaging, data, and college branding for presentations, meetings, interviews, and events in the community.
- ix. Confers with Coordinator of Equity, Diversity and Inclusion to remain current on internal and external EDI successes and challenges and promote EDI appropriately.
- x. Leads college legislative relations efforts, working with the president and Board of Education to determine strategy and procedure for state and federal legislative matters.
- xi. Coordinates with state (OCCA) and national (ACCT) organizations on development and implementation of a community college legislative plan, tracks legislation, and advises the president and senior leadership on legislative matters.
- xii. Establishes and maintains contact with elected officials (local, regional, state, national) and their staff and communicates college priorities. Coordinates meetings of the college president and board members with elected officials regarding legislative matters.
- xiii. Coordinates college testimony at legislative committee meetings and hearings, engaging employees, students, and board members in lobbying efforts with consistent messaging.
- xiv. Coordinates special legislative events such as town hall meetings for state and national legislators.
- xv. Coordinates special strategic planning events such as focus group meetings and/or surveys.
- xvi. Coordinates bond levy events such as community forums.

e. RCC Foundation

- i. Develops, executes, and assesses the Foundation's Strategic Fundraising Plan.
- ii. Directs and oversees all aspects of fund development by cultivating a growing base of individual, corporate, government and foundation donors; identifies, cultivates, tracks and solicits prospects for donations to the foundation. Assures that complete and timely records are kept of contacts, and that regular follow-up occurs with each potential donor.
- iii. Works closely with the College President and Foundation Board to coordinate fundraising programs.
- iv. Designs and implements strategies for fund raising campaigns. Conducts the solicitation of major gifts and develops a planned giving program. Develops appropriate materials to further development purposes and provides guidance on various types of giving, including planned giving, bequests, gifts of property,

endowments and scholarships. Must foster understanding and support for college, programs, students and foundation.

- v. Responsible for donor stewardship through development and effective management of the data base system and other appropriate means. Over sees donor relations and stewardship programs.
- vi. Maintains ongoing relationships and communications with interested parties, matching the financial interests of both the prospective investor and the College.
- vii. Maintains a rigorous schedule of contacts with prospective donors with action plans related to them.
- viii. Instructs staff on criteria developed by the foundation board for funds raised to support college scholarships and projects. Provides oversight of scholarship criteria, endowment agreements and procedures, and be sure they are distributed and resources are maximized. Works directly with donors to develop endowment agreements and answer criteria questions.
- ix. Responsible for all administrative functions of the RCC Foundation. Makes certain all business dealings are conducted with optimum integrity and due diligence and that all records are accurate and up-to-date. Hires, supervises and evaluates the Director of Operations for the Foundation. Administers the scholarship and projects programs. Coordinates special projects and events that are appropriate for fulfilling the Foundation's mission. Makes certain the Executive Committee and the Board of Directors are kept current on legislative, organizational and legal issues that may impact the Foundation. Takes a proactive stance on such issues, does research and recommends action steps when potential problems are anticipated. Serves as a member of and/or attends appropriate committee meetings. Works with the foundation scholarship coordinator to conduct an annual recognition of donors and student recipients.
- x. Works collaboratively and cooperatively with the College President and appropriate college faculty and staff. Works with college president to ensure strong relations between the college and foundation. Serves as primary liaison to college staff about the foundation and make sure the college and foundation are working together to reach college goals.
- xi. Develops the annual capital and operating budget for the Foundation and monitors receipts and expenditures with Finance & Investment Committee. Monitors investment performance and communicates with investment advisers in support of the Finance & Investment Committee. Maintains the fiscal integrity of the Foundation by directing and overseeing the foundation's accounting, investment, and other functions that relate to foundation assets and operations.
- xii. Ensures the Foundation is in compliance with all foundation, state and federal rules, processes, procedures and guidelines. Ensure the foundation Bylaws, policies and Articles of Incorporation are followed, updated and maintained according to the direction of the foundation board. Periodically review policies and stay informed about new policies that need to be developed.

- xiii. Provide leadership to assure foundation marketing and public relations program meets needs of internal and external constituencies and creates an image that contributes to the identity of the foundation and college and enhances public awareness of strengths and opportunities of the college. Serve as primary contact for the foundation and college through public speaking engagements and community contacts. Provide leadership in the design, implementation, maintenance and evaluation of the college's resource development strategy and plans, which include an awareness of the external environment and the institutional perspective.
- xiv. Serves as liaison and "public face" of the foundation to the community, including public speaking on behalf of the foundation and college.
- xv. Assures development of effective foundation public relations. Works with the College to create special events, activities, and all other fund-development efforts and programs.
- xvi. Contributes to image building, community recognition and support for College by serving on complementary boards and community associations/groups.
- xvii. Responsible for all foundation media relations, inquiries and interviews.
- xviii. Responsible for design, writing and content of all foundation fulfillment pieces including foundation press releases, Annual Report, brochures, etc.
- xix. In conjunction with the board of directors, develops, implements, assesses and communicates a strategic plan for the organization to ensure that community, institutional and organizational needs are being met.
- xx. Assures a dynamic, influential Board of Directors by seeking out community activists and supporters for potential Board membership. Works closely with the Nominating Committee to determine which members of the community would best complement the existing Board and develops a plan for recruitment of these individuals.
- xxi. Continue to make sure multiple and diverse interests are represented including veterans, geographic diversity and age and occupation.
- xxii. Together with committee chairs and the Foundation president, develops committee and board agendas reflecting specific strategic objectives.
- xxiii. Coordinates and facilitates activities for the Board of Directors and its committees.

3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours.

a. President

Responsible for visionary leadership, administrative oversight and accountability to the RCC Board of Education. Represents the college in the community, to the legislature, and to other community colleges both state and national. Develops strategic partnerships to improve college access and success as well as regional economic development.

b. Assistant to the President – Operations

Coordinate daily operations of the President's Office and serve as confidential assistant to the College President. Coordinates, schedules, researches and prepare President for meetings, speaking engagements, events, and travel. Facilitate P&P process and migration from old to new systems and records maintenance and management. Manage an efficient flow of communication and information between all levels of President's internal and external contacts on a wide spectrum of plans and priorities.

c. Assistant to the President – Governance

Assists the College President in the performance of college governance by serving as a highly confidential executive-level assistant in the President's Office. Manages the daily operations and duties of the seven-member, publicly-elected, District Board of Education. This position also coordinates Board committees and subcommittees and the District Budget Committee.

d. Coordinator of Community and Governmental Relations

Assists the president with developing and maintaining beneficial relationships between the college and community. The coordinator works with the president to prepare and execute a comprehensive and proactive plan that advances the college mission and reputation with the media, college partners, government organizations, the state legislature, and the federal government.

e. Executive Director of the RCC Foundation

Manages at the direction of the college president and in consultation with the Foundation Board, all aspects of the RCC Foundation: leads and develops fundraising activities; manages funds and the distribution of those funds through scholarship and granting processes; carries out Foundation Board policies; assists with Board recruitment, communicates with the community regarding the Foundation and the college; and manages the Foundation budget. Serves as the primary contact for media and other public requests for Foundation information. Develops and recommends policies and procedures to the Foundation Board, as appropriate to support the college's overall mission. Participates on and works collaboratively with various management teams, councils, and committees. Supervises, evaluates performance, and supports professional growth of assigned staff. Maintains knowledge of and exercises judgment in the application of college policies and procedures, collective bargaining procedures, and state and federal laws and regulations

4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the college mission?
 - a. Currently lacking ability to build long-term communication plans for internal and external advocacy efforts (CCGR). We need to ensure that our communication plans are directly tied to our college mission, vision, and goals and are consistent across the various divisions of the college and the community.
 - b. Currently lacking ability to communicate effectively with the press, press releases, community presentations, and engagement with OCCA Campus Advocacy Coordinators (CCGR). We need to ensure that our communications are directly tied to our college mission, vision, and goals as well as statewide goals for community colleges.
5. How could the college help your unit do its job better?

- a. Provide us with accurate and comprehensive Executive Team reports that reflect the current activities, future planning, partnerships, and other needs.
 - b. Provide us with accurate and timely data support and budget numbers for board meetings, presentations, state meetings, partnerships, negotiations, etc.
 - c. Create divisional and departmental goals and targets consistent with the college strategic plan and document progress toward goal achievement.
 - d. Communicate staffing issues, opportunities, and trends.
 - e. Communicate advocacy needs at the local, state and national levels.
 - f. Communicate progress and needs related to accreditation and institutional effectiveness efforts.
 - g. Provide us with monthly board meeting materials that are accurate, timely, and publication-ready.
 - h. Fundraising and friend raising scope, schedule, strategies, and tracking from the RCC Foundation.
 - i. Coordination between Marketing and Community/Governmental Relations on internal and external messaging and advocacy.
 - j. Coordination between Foundation, Finance and Operations, and President's Office on fundraising for the Transportation Technology Center match, Rogue Bowl, and other capital construction projects.
 - k. Keep us aware of confidential and/or time sensitive activities occurring on behalf of the college. Ascribe to the philosophy of "no surprises" for the president and BOE.
6. In what ways does your unit relate to other units of the college, academic and non-academic? For example, what services do you provide to other units? What services do other units provide you? On what tasks do you collaborate with other offices?
- a. The president is the only direct to the BOE and the President's Office is the pathway to communication with the BOE.
 - b. Facilitate the update of policies and procedures for the entire college.
 - c. Facilitate institutional strategic planning for the entire college.
 - d. Facilitate community college advocacy at the local, state, and national levels
 - e. We support the SBDC in Josephine County which is administered in Academic Affairs.
 - f. We provide oversight of bond-funded capital construction and facilities master planning.
 - g. We maintain membership and participation of the RCC District Budget Committee.
 - h. We facilitate meetings of Senior Leadership Team, Executive Team, and BOE subcommittees.
 - i. Represent RCC in Southern Oregon Higher Education Council, Southern Oregon Educational Leadership Council, Rogue Workforce Partnership, Rogue Valley Council of Governments, SOREDI, Business-Education Partnership, Chambers of Commerce, service organizations, etc.
 - j. Negotiate MOUs with regional partners like Providence Medford Medical Center, SOU, OIT, KCC, etc.
 - k. Represent RCC at HECC, OCCA, and OPC meetings.
 - l. Advocate for RCC and community colleges with the Oregon legislature and congressional leaders, including hosting town hall meetings.

7. What skill sets and resources does your unit possess that can be shared with other units at slack times?
 - a. We almost always wear slacks to work.
 - b. These times are rare, but we respond when we can to requests for clerical help.
8. Which individuals in your unit are cross-trained and in what areas?
 - a. Assistants are cross trained in preparing for board meetings and other BOE related activities.
 - b. Vicki is able to function in the PIO role as needed.
 - c. Vicki is able to handle Policy and Procedure meetings in the absence of the president.
 - d. All can write and review press releases.
9. What resources do you need to improve your services to a superior level?
 - a. Time
10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?
 - a. Improved network response time would make us more efficient and effective.
 - b. IT training that provides limited administrative access to updates (Adobe).
 - c. IT training on use of Teams to replace Asana as an organizational tool.
 - d. Correct dropped calls on Zoom when people work from home.
 - e. Explore options for BOE packets.
11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?
 - a. Difficulty filling the CCGR position has had the assistants to the president dealing with the media and external board communications, which can be very time consuming. With the new hire starting in January, we hope to see improved efficiency.
 - b. COVID has impacted our ability to host regular executive administrative assistant meetings to see how this group can work together and help onboard new hires.
 - c. Asana software has not been widely adopted by leaders across the college, making it less useful as a management tool. We need to find something else that works and could be implemented with senior leadership.
12. How do you review and evaluate our department's yearly performance?
 - a. We meet every Monday to address past, present, and future commitments.
 - b. We meet annually to formally review individual performance.
 - c. We discuss progress towards president's goals monthly.
13. Explain how your unit could function with
 - a. A 10% reduction in staff
Not functional. Just getting to a point where CCGR will get us where we need to be.
 - b. A 20% reduction in staff
Not functional
 - c. A 30% reduction in staff
Not functional
 - d. A 10% reduction in non-personnel resources
We lived this during COVID and were able to function. Major reductions in cost of board meetings (travel, food).
 - e. A 20% reduction in non-personnel resources

We lived this during COVID and were able to function because most events were virtual. If we go back to in-person meetings, this will be impossible.

f. A 30% reduction in non-personnel resources

If conferences and meetings go back to in-person formats, this would be impossible to do.

What would be the consequences or other effects on service delivery in each case?

Inflation has created higher prices across the board. Dues and fees represent the largest expense in our department, and these are increasing due to inflation. Our second largest expense, travel, will be more expensive due to rising gas, hotel, and food prices.

Suggested Questions for Analysis:

1. What opportunities exist for greater collaboration and team approaches in the delivery of services?
We are limited in whom we can collaborate with due to confidentiality and the nature of our responsibilities. We can explore expanded cross-training in our area.
2. How many middle managers do we have? Are there opportunities to reduce middle strata in the organization and expand the span of control?
All positions report directly to the president.
We have already moved grants and IR to other areas.
3. What technological improvements could be made that would result in labor savings?
IT improvements suggested in #10.
4. How can our services be more effectively delivered?
Cross training. Continue BOE meetings on Zoom, at least periodically. Continue Chats with President on Zoom. Expand students Pizza with the President on Zoom and in-person.
5. What processes do we have that can be streamlined or eliminated to improve service delivery?
Eliminate E-Team minutes reading and approval. Do it online.
6. Restructuring: What efficiencies might be gained by consolidating similar entities?
We moved IR and grants to Finance and Operations. We added the PIO position and eliminated a part-time administrative assistant.
7. Personnel: Have we “worked around” or “structured around” deadwood and other personnel issues, and is this the time to stop indulging and start confronting them?
Governance does not have an issue with structuring around non-performers. We use the performance review process to coach, counsel, and act.
8. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, or cheaper?
 - a. Most of our work requires confidentiality and cannot be delegated to a private contractor.
9. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?
 - a. Create additional opportunities for direct interaction with the president, including attending sports events, better orchestrated social media interactions, increased interaction with departments, attendance at ASG events, and involvement of students in legislative advocacy. Share information about a featured board member each month. Launch leadership training for ASG officers regarding governance. Return to sending

holiday greeting cards to regional partners. Create a targeted communication plan for internal and external outreach by the president and the Board.

10. Benchmarking: Compare your unit with similar units at other institutions or with national norms.

- a. We can compare our office to colleges of similar size and number of locations in Oregon, keeping in mind the organizational structure, goals, and objectives of the President's Office.