

Yavapai COLLEGE



Service Area Benchmark Report

Office of the President

FY 2005-2006

**Dr. James Horton, President
Marilyn Yetter, Executive Assistant
Nancy Lupo, Senior Administrative Assistant
Jodie Buehler, Administrative Assistant III**

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A. Introduction

Benchmarking is a process of identifying and sharing best practices. Through this process Yavapai College will use the information gathered to better serve its students and community. Using enrollment, full-time faculty counts, and multiple campus status as selection criteria the following benchmark colleges were selected by the Service Area Review Committee: Arizona Western College, Central Arizona College and Cochise College and Mohave Community College. (Though Arizona Western Community College was selected as a benchmark college, data was not submitted by the Office of the President). Selection was carefully determined to best match Yavapai College characteristics.

B. Mission

The mission statement of the Office of the President is to support the President as directed by the District Governing Board in fulfilling the mission and vision of the College. It is to provide the highest quality of service to all internal and external customers while maximizing resources and striving to direct and support Yavapai College's educational mission in an environment that encourages professionalism and teamwork. The office strives to:

- Provide support and assistance to the President and District Governing Board according to the college policy and governance of the institution,
- Provide logistical support to the President's Leadership Team,
- Function as a repository for Intergovernmental Agreements and various contracts,
- Establish safeguards for and monitor Yavapai College's legal documents,
- Maintain compliance with Arizona Statutes appropriate to the President's office, Board and College
- Provide consistent, exceptional customer service.
- Maximize financial resources available.

Historical Sketch:

As far back as 1985, the Office of the President operated with two full-time employees—an Administrative Assistant and Records & Communication Assistant I. During the academic year of 1986-87 the responsibilities of the communication assistant position was redefined as a part-time records technician and communication assistant. In May, 1991, an additional position titled Records and Communication Assistant III was added to the department. Prior to 1998, the Office of the President reorganized, eliminating the Records and Communication Assistant III position.

In March 2000, three full-time positions were added as a result of several organizational direction changes at the district level.

- Associate to the President for Special Projects
- Development and Grants Officer
- Special Projects Manager

In early to mid year of 2004, the Director of Resource Development position was added along with two administrative assistants: one to assist the Resource Development team

and the other to assist the President's office. During the 2004-05 academic year, there was a major transformation of the leadership team. The Special Projects Manager/Project Director of the Bond Implementation (Master Plan), the Vice President/Chief Financial Officer and Vice President of Instruction and District Provost resigned. In October 2004, the College president resigned and an interim president oversaw the day-to-day operations of the College through September 2005. In efforts to reduce the cost per full-time staff equivalent, both administrative assistant positions became vacant in mid 2005 and were not replaced.

This brought the staff complement to 7 in total to include the following positions:

- President
- Executive Assistant
- Associate to the President
- Senior Administrative Assistant
- Administrative Assistant
- Development & Grants Officer
- Director of Resource Development

Yavapai College reports higher by 3.2 in full-time headcount compared to other peer institutions. With the recalculation of full-time headcount excluding the vice-president position, it should be noted that the other peer institutions may not have calculated the President's position within their staffing. Through further research, it was determined that other institutions may have a grant officer and fundraising development position, however they are not funded through the President's budget. At the end of the 2005-06 academic year, the Associate to the President position became vacant and was not replaced.

C. Service Area Personnel

President

The President has the responsibility for overseeing the day-to-day operations and administration of the College, subject to and in accordance with the direction of the District Governing Board. This position fosters a positive institutional climate and builds strong ties with the community. It is committed to the core mission of the community college by providing student-centered educational programs that enhance and foster student retention and success. It encourages economic growth, anticipates changing workforce needs and seeks partnerships and collaborative initiatives with commerce and industry, government, schools, colleges and universities. The President is committed to shared administrative governance and demonstrates willingness to communicate openly and honestly with the Board, faculty, staff, administration, students and the community.

Executive Assistant to the President

This position oversees the function of the President's office through positive, independent and teamwork processes and provides day-to-day communication with Board members, community members, students, faculty and staff. Manages scheduling, calendar and correspondence. Performs special assignments and

provides administrative support for the President and District Governing Board (DGB) members on highly confidential and sensitive information. Works jointly with Assistant III in developing DGB meeting agendas and coordinates logistics for monthly meetings according to policy governance and open meeting law. Logistic coordinator and recorder for numerous meetings. Supervises the Senior Administrative Assistant and Assistant III.

Vice President (Not counted in full-time headcount)

The interim Vice President/Provost position was filled by the Vice President of the Verde Campus, but was never funded through the President's office.

Associate to the President (Vacated and not replaced)

Manages complicated projects and administrative matters. Serves as member of the President's Leadership Team. Consultant and resource to implementing and sustaining responsible governance for the College's District Governing Board leadership. This position was instrumental in implementing the OurBoardroom software for the District Governing Board. This position became vacant in June 2006, which was not replaced.

Senior Assistant to the President

Provides administrative support to the President, Executive Assistant and District Governing Board. In the absence of the Executive Assistant, this position provides back-up support. Budget Liaison for the President's office. Oversees all travel arrangements. Provides administrative support as requested by the President's direct reports. Assists with logistical coordination of meetings.

Administrative Assistant

This position provides first-contact with the public in the Presidents office, administrative support to the President's office and the Grants and Development team. Assists the President's Executive Assistant in the development and technology of District Governing Board (DGB) meetings. Performs research and data gathering functions in a variety of areas.

Development & Grants Officer

Research opportunities for grants, coach faculty and administrative staff in the writing of proposals. Keeps policies and procedures updated and monitors college employees to make sure they are in compliance. Emphasizes the mission and vision of the college in the grant-seeking process.

Director of Resource Development

This administrative position is responsible to create, maintain and enhance a comprehensive fundraising program. The Yavapai College and Yavapai College Foundation's Development program will be comprised of a variety of fund seeking strategies. The Director of Resource Development is responsible to plan, execute, evaluate and acquire support which includes corporate, foundation and individual major gifts, an Annual Gifts program, a Capital/Special Projects Fund program, an

Endowment program and Special events. This position also assumes a leadership role in stewardship, community outreach and other related major donor annual special event activities.

D. Service Area Outcomes

General Services Offered

The President's Office serves the District as the primary resource center for the Board, community, students, faculty and staff. It provides administrative support to many areas (District Governing Board, President's Office, Academic Affairs, Administrative Services, College Foundation, Facilities Director, Grants Office, Research and Development and Workforce Development) that directly report to the President. On an average, the Yavapai College President's Office staff provides service support to 9 areas whereas the peer institutions indicated they support 3.

Products and Services

Some District Governing Board members were identified in violation of Open Meeting law in 2004 by the Attorney General and the following measures were implemented.

In 2005, Caroline Oliver Communications (consultant) was hired to assist the Board in defining its expectations for its new President regarding what the College should produce, for whom and at what cost/relative worth. She engaged the trustees in developing their objectives and processes as well as consulted with staff on development of strategies to provide support for the Board.

The District Governing Board agreed to participate as a beta test site for the OurBoardroom™ Board Management System. OurBoardroom™ provides the ability to manage agendas and meetings according to policy governance. The Arizona Attorney General approved OurBoardroom as being Open Meeting Law compliant. This sophisticated software program is available at an annual cost of \$18,500.

E. Strengths, Weaknesses, Opportunities, Threats Analysis

The President's Office's Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis revealed the following information.

Strengths

- One of the President's office staff's most important strengths is that it supports the president by providing exceptional customer service to the college and community.
- It assists in the efforts that all President's and District Governing Board's matters are in legal compliance with Arizona Statutes. It assures that all Board agenda items align with college policy and policy governance.
- The office serves as a gatekeeper of legal documents. A database of all legal contracts/documents related to Intergovernmental Agreements, Memorandums of Understanding and Leases had been created to allow for tracking the

originator, status, dates of renewals and required signatures. Board meeting minutes are bound and filed in a fire-proof safe cabinet.

Weaknesses:

- Lack of knowledge in job responsibilities among coworkers to support job sharing concept.
- Better distribution and delegation of job responsibilities among coworkers.
- Improve distribution of Board packets to members in a more timely and efficient manner.
- Lack of an organized file system.
- Disposal of old documents per college retention policy.

Opportunities:

- Provide more in-depth staff training regarding policies and procedures for Board operations, District office and purchasing liaison duties.
- Continue to train staff and educate staff about the District Governing Board in policy governance software application.
- Delegate workload as staff exhibits the ability to process assignments.
- Obtain training on how to handle disgruntled visitors/callers.
- Reorganize and maintain integrated filing system related to college administration and District Governing Board as stated in ARS, county, and local government and college regulations.

Threats:

- Safety and security issues being confronted by an angry citizen while at the front desk.
- Budget constraints could restrict the ability to provide adequate support for the college and external communities and the Board.

F. Budget and Staffing

Yavapai College President's Office staffing numbers were higher compared to the other colleges in total. Note: That at the time of the Benchmark study it included a vice-president position that did not exist at that time. Yavapai College had a full-time staff of 6 compared to the average of other institutions at 2.8, or 47% difference. In regard to specific positions (known outside the Benchmark Survey), most of the other colleges do not include the Development and Grants Officer and Director of Resource Development positions. It should also be noted that by the end of 2006 academic year, the President's office reduced its staff by 3 full-time positions (administrative assistants to the President's office and Grants and Resource Development offices and the Associate to the President).

The President's Office full-time salary budget is higher than the average surveyed due in part to having two additional full-time positions more than the average as mentioned above. Although the salary budget is higher, other expenses are about 48% lower than the average of other colleges. This is speculated in part that Yavapai College has a separate Board budget for Board supplies and travel.

G. Benchmarks

Findings:

Below is a summary of the findings from the analysis of the President's Office benchmark data (refer to the appendix).

Administrative Support Services

It appears that the President's staff of all colleges that participated in the Benchmark survey, provide 100% support to the District Governing Board, the President's Office and President's Cabinet. Yavapai College provides on an average 92% additional administrative support to other departments as listed on the benchmark survey while other institutions provide only 59.1%.

Average Number of Meetings Scheduled/Coordinated per Month

On an average, Yavapai College coordinated and conducted 43% more meetings compared to peer institutions. This is a result of the President conducting 48% more meetings and the President's staff supporting the vice president(s) which was on the average 15% higher. One could conclude that a number of meetings were conducted due to the transition of leadership at the time of the study and the search for a President. It can also conclude that the vice president's office in the peer institutions work independently from the President's office. When analyzing the number of meetings along with the travel arrangements, it is important to note that Yavapai College has six campuses/centers that extend over a 50 mile radius.

Average Number of Travel Arrangements Made per Month

There is no substantive difference in this area except that the Yavapai College President's office provided administrative support to the vice president(s).

Services Performed by the District Office

All institutions agree in providing 100% administrative services to the District Governing Board, and the President's Office. Yavapai College performs on an average 88% of the service areas listed on the benchmark survey while other institutions provide 61.4%.

H. Recommendations

As mentioned previously, the President's office has been through many changes since the 2005-06 SWOT Analysis and the data capture for the Arizona Community College Benchmark Study Report. Many of the more noteworthy problems and issues uncovered during the data collection have already been addressed or are in the process of being addressed.

1. Reduce the cost per Full-time Staff Equivalent.
2. Assist the Board in evaluating the OurBoardroom™ software.

3. Define job parameters and strengthen the team by assuring that there is knowledge of all job responsibilities to assure smooth job succession.
4. Provide professional growth opportunities for staff to better support the college's vision, goals and strategies.
5. Assure that an emergency plan is implemented and updated annually with routine practice exercises.

I. Action Plan

Recommendation #1

Objective

Reduction of cost per Full-time Staff Equivalent (FTSE). To consolidate and define job responsibilities that provide the highest quality and most efficient service to all internal and external customers in an environment that encourages professionalism and teamwork.

Activities

Recommend not to replace the following positions as they become vacant--full-time Administrative Assistants to the President's office and the Grants and Development offices and full-time Associate to the President.

The full-time Administrative Assistant III position will be redefined to provide administrative support to the President's office and to the Vice President of Administrative Services.

Responsibilities

President and Vice President of Administrative Services

Timeline

January 2007

Resource Allocation

Total savings to the college is \$113,204.00. No additional resources are required.

Assessment

Report

Recommendation #2

Objective

Assist the Board in evaluating the sophisticated, current OurBoardroom™ (Board) software. Is it a user-friendly system for the majority of Board members? Does it accomplish what it was purchased for? Is it worth the cost? Is there an alternative solution at a lesser value?

Activities

Gather feedback from the Board members to determine the pluses and minuses of the system. Compile the data that will assist the Board in making a decision. Current contract is through December 2007 and the system costs \$18,500 per year.

Responsibility

District Governing Board and President's staff

Timeline

December 2007

Resource Allocation

Additional resources may be needed, if the yearly contract increases in price.

Assessment

Survey

Recommendation #3

Objective

Define job parameters and strengthen the team by assuring that there is knowledge of all job responsibilities to assure smooth job succession.

Activities

In developing future goals for performance management, articulate job responsibilities, review overlaps and revise as necessary. Streamline administrative support given to departments that could do it on their own. Each team member will be responsible for developing best practice manual. Implement the four T's (talent, teamwork, training, and trust) in measuring success of staff.

Responsibility

Executive Assistant to the President and the Board, Senior Administrative Assistant and Administrative Assistant III.

Timeline

November 2007 - continuous

Resource Allocation

No additional resources will be needed.

Assessment

Report

Recommendation #4

Objective

Provide professional growth opportunities for staff to better support the college's vision, goals and strategies.

Activities

As part of performance management, each staff member will develop a long-term professional growth improvement plan that will include training on policy governance and training in areas, as they deem important, to improve their knowledge and communication skills amongst each other and constituents.

Responsibility

Executive Assistant to the President and the Board, Senior Administrative Assistant and Administrative Assistant III.

Timeline

May 2008

Resource Allocation

No additional resources at this time are requested.

Assessment

Report

Recommendation #5

Objective

Assure that an emergency plan is implemented and updated annually with routine practice exercises.

Activities

Campus Safety, Communications and Presidential Leadership Team are working to have a plan and communication devices in place by January 2008. Sirens, door locks, telephone devices and computer alerts will be implemented as quickly as possible. Once all devices are in place, emergency exercises will be scheduled on the Prescott Campus and Verde Campus. For security of the President's building, the position that is located at the front desk of the main office needs to show a continuous presence during regular operation hours..

Responsibility

Presidential Leadership Team, Campus Safety, Communications, IT, Executive Assistant to the President and the Board, Senior Administrative Assistant and Administrative Assistant III.

Timeline

No later than January 2008

Resource Allocation

Additional resources are being determined at this time.

Assessment

Debriefing exercises after the practice activities will determine effectiveness.

Conclusion:

As mentioned previously, the Office of the President has been through many changes since the 2005-2006 SWOT Analysis and the data captured for the Arizona Community College Benchmark Study Report. Many of the more noteworthy problems and issues uncovered during the data collection have already been addressed.

Under the direction of Dr. Horton, the leadership of the College has taken on a new perspective focusing on student success and economic development as noted through the strategic priorities for 2007-2008.

- Students seeking transfer to universities will have the qualifications to make a successful transition. Develop strategies and targets to increase the number of Yavapai College students transferring to four-year colleges and universities.
- Strengthen and develop intervention programs and services to increase student retention to assist students in completing a degree or achieving their individual academic and/or social goals.
- Integrate learning outcomes assessment into all instructional programs, courses, and initiatives to document student achievement of learning outcomes. 100% completion of year-end assessment reports.
- Encourage and support scholarly inquiry. Implement Centers for Excellence and Learning with locations on the Prescott and Verde Valley campuses.
- Implement a new enterprise resource planning (ERP) software system to include student, finance/HR/payroll, alumni development and housing modules.
- Develop a culture of customer service to support student recruitment and retention, and effective internal operations.
- Develop long-range expansion plans for Yavapai College. Elements of the plan should include possible land acquisition and programmatic emphasis for each campus.

APPENDIX

**2006 Community College Benchmark Survey
President**

President				
President – FY 2005-2006 Budget				
Function	YC Budget	Average Budget w/o Yavapai	Difference	% of Difference
Salaries	\$450,796	\$310,928	\$139,868	45%
Part-time Salaries		14,053	(14,053)	-100%
Benefits	109,918 490,918-(error)	74,906	116,012	47%
Other Expenses	26,153	66,767	(40,614)	-61%
Totals	\$667,867	\$466,654	\$201,213	26%
Staffing				
	Yavapai	Average w/o Yavapai		
Full-time Headcount*	6.0 7.0	2.8 3.8		

This survey was compiled relative to Yavapai College's organizational structure. It may not compare directly to your college. Included in the above headcount are the following positions or departments: President, Executive Assistant, Vice President, Administrative Support and Associate Projects.

*Grants and Development: Positions include Grants, Fundraising and Development (Non-Foundation)

Name/Department	Yavapai	# of Colleges that Responded	Average w/o Yavapai
Survey completed by (print name)	Marilyn Yetter		
Phone number of individual completing survey	928-776-2024		
Instructions – Please respond as indicated.			
Use "X" to indicate work performed.			
Use "n/a" if the function is not applicable.			
Use "n/d" if the function is performed, but no data is available.			
Use "O" if the function is outsourced (outside vendor).			
Does your office provide administrative support services for the following (check all that apply):			
District Governing Board	Yes	3	100%yes
President's Office	Yes	3	100%yes
Academic Affairs – Vice President/Provost	Yes	1	0%yes
Administrative Services – Vice President	Yes	2	50%yes
College Foundation	Yes	2	50%yes
Facilities Director	Yes	1	0%yes
Grants Office	Yes	2	50%yes
Research and Development (fundraising efforts)	Yes	2	50%yes
Workforce Development	Yes	1	0%yes
President's Cabinet	Yes	2	100%yes
President's Council	n/a	2	50%yes
Other Vice Presidents or departments	Yes	1	0%yes

**2006 Community College Benchmark Survey
President**

Name/Department	Yavapai	# of Colleges that Responded	Average w/o Yavapai
Average number of meetings scheduled/coordinated per month for:			
District Governing Board	2.0	3	1.7
President	80	3	38
Vice President(s)	20	1	3
President's Cabinet	4.0	2	2.5
President's Council	n/a	0	
Other areas		0	
Average number of travel arrangements made per month for:			
District Governing Board	1	2	1
President	3.0	3	1.7
Vice President(s)	2	0	0
Average number of miles traveled by vehicle both in/out of district	2,000	1	2,000
Other areas		0	
Please check all services performed by your District Office:			
Calendaring	Yes	1	50%yes
District Governing Board	Yes	3	100%yes
President	Yes	3	100%yes
Vice President(s)	Yes	1	50%yes
Other areas	Yes	1	25%yes
Meeting minutes/agendas for:			
District Governing Board	Yes	3	100%yes
President/President's Cabinet	Yes	3	100%yes
Other areas	Yes	1	25%yes
Maintain permanent records/archives for:			
District Governing Board	Yes	2	75%yes
President	Yes	2	75%yes
Vice President(s)	n/a	1	0%yes
Other areas	n/a	1	0%yes
Maintain website(s) for:			
* District Governing Board	Yes	2	25%yes
President	Yes	2	25%yes
Vice President(s)	Yes	2	25%yes
Other areas	n/a	2	0%yes
Collect and distribute mail	Yes	2	75%yes
Grant writing	Yes	2	50%yes
Fundraising	Yes	1	25%yes
Process invoices for payment	Yes	2	75%yes
Prepare requisitions	Yes	2	75%yes
Event planning	Yes	2	75%yes
Publications/writing	Yes	1	25%yes
Presentations	Yes	2	75%yes
Other		1	

*I post minutes and agendas to the website, but I am not the web administrator.