

## **Administrative Structure**

Approximately two percent of Fond du Lac Tribal and Community College's budget is allocated to administration; the remaining ninety-eight percent is devoted to teaching, learning, and the facilities in which teaching and learning take place.

The Higher Learning Commission has placed FDLTCC on notice in this area of operations, specifically with regard to Criterion 1, Core Component 1D, of the five criteria for accreditation, which states: "The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission."

To adequately resolve this area of concern, FDLTCC must take the following necessary action: "The review and re-allocation of resources to ensure that an adequate administrative structure is in place that possesses the necessary experience and expertise to address the college concerns identified" (p. 27, Assurance Section, *Final Report*).

FDLTCC's self-study process during spring 2008 identified some of the concerns expressed by Commission evaluators in spring 2009, and thus, the college had already begun work in the area of administrative reorganization. The college's primary actions and the results of those actions from January to May 2010 are summarized below.

### **FDLTCC's Primary Actions, January – May 2010**

- Created and posted Dean of Workforce position
- Created and posted Director of Institutional Research and Planning position
- Created Director of Athletics and Student Preparedness position
- Created Interim Dean of Student Services position
- Did not renew two probationary faculty positions
- Appointed one probationary faculty as unlimited full-time faculty
- Complied with MSCFA bargaining unit requirements, and posted three new unlimited full-time faculty positions
- Reviewed and revised FDLTCC organizational chart
- Held Default Management meetings with U.S. Department of Education (USDE) representatives regarding USDE's new calculation of student loan default rates
- Complied with Perkins' Monitoring Site Visit by Minnesota Department of Education and representatives from Minnesota State Colleges and Universities (MnSCU) system
- Created and implemented 5-year campus-wide budget planning
- Calculated and reported budget outlook for 2012 and 2013
- Hosted Minnesota Senator Al Franken for a Sunday lunch and introduction to FDLTCC
- FDLTCC President took lead for 2010 – 2011 Northeast Region Presidents' group
- FDLTCC Vice President of Academic Affairs took lead for 2010 – 2011 Northeast Region Chief Academic Officers group
- Attended and participated in MnSCU Labor Relations summits
- Attended and participated in MnSCU Leadership Council
- Attended and participated in MnSCU Chief Academic Officers' Winter assembly
- Attended and made presentation at the Minnesota Institute on Student Engagement
- Attended annual meeting of the Higher Learning Commission: Presidents' Program, Consultant-Evaluator Program, Self-Study Workshop, and General Program
- Reviewed and reported 2008 – 2010 progress on FDLTCC Strategic Plan
- Reviewed and reported progress on 2009 – 2010 Lean Plan
- Reviewed and reported progress on President's Work Plan 2009 – 2010 to MnSCU Chancellor's office

### **Results of Actions, January – May 2010:**

- Positioned the college to focus more effectively on priority areas, including data-driven decision making and planning, student preparedness, retention and completion, fiscal health, and building collaborations with external constituencies
- Aligned faculty hiring with priority areas, including planning, assessment of student learning, retention and completion, and student preparedness
- Determined faculty hires based on instructional budget data regarding adjunct credits
- Revised position postings to align with priority areas, including planning, evaluation, and improvement based on evaluation
- Estimated reserve in excess of \$150,000 at end of FY10
- Projected positive FY2011 budget

- Continued to build campus awareness of the financial challenges posed by 2012 and 2013 and laid groundwork for future decision making related to how such challenges will be met
- Continued to build relationships and practice exercising our responsibilities with our external stakeholders
- Received positive feedback on FDLTCC's "intrusive advising" and retention projects
- Proposed, wrote, and submitted three projects related to "intrusive advising" and retention projects for potential funding through MnSCU-led initiatives
- In partnership with FDL tribal college education director, submitted portions of retention-related projects for AICF funding
- Registered to deliver SENSE survey of first-year students during fall 2010
- Continued preparation for fall 2011 HLC focus visit and possible HLC comprehensive site visit in 2013 - 2014
- Established close working relationship with U.S. Department of Education financial aid team
- Shifted Foundation position duties to include assistance to Financial Aid office
- Acknowledged the positive achievements on the 2008 – 2010 strategic plan, learned that not achieving some benchmarks is also "good data," and produced a more specific strategic plan for 2010 – 2012
- Folded aspects of Lean Planning into 2010 – 2012 Strategic Plan
- Implemented a portion of Lean-related projects, including office redesigns, revisions of forms, summer coverage plan, and staggered lunch hours