

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 to date are summarized below.

FDLTCC's Primary Actions

- July 2008: Larry Anderson appointed Interim President
- October 2008: Appointed new Chief Financial Officer
- February 2009: Created Sponsored Programs position and appointed director
- July 2009: Appointed new Interim Vice President of Academic Affairs
- July 2009: Leadership Team attended introduction to educational lean efficiency model
- August 2009: Hired two intermittent workers to assist with special projects, clerical work, and coverage in offices experiencing heavier traffic
- August 2009: Partnered with the Cloquet Work Force Development Center to address shared needs
- August 2009: Planning of summer 2010 student services staffing began
- September 10, 2009: Larry Anderson raised to President
- September and October 2009: Staff attended lean efficiency model training
- October and November 2009: Administrative review of organizational structure and meetings with MnSCU Chancellor's office to assess possibilities
- November 2009: Staff began work on implementing ideas generated at lean training sessions

Results of Actions:

- 2008: Created broad-based (campus-wide), transparent budget process
- 2008 – present: Operational budget posted publicly at Business Office service window
- 2008 – present: Strategic plan posted publicly at Business Office service window, including contact information of leaders in each work group
- 2008 – 2009: Moved from \$236,000 deficit to balanced budget and small reserve
- 2008 – 2009: Reduced audit findings from 19 to 12. Of the twelve:
 - 4 demonstrate significant progress
 - 3 currently being tested
 - 4 include processes or subject matter that is currently under discussion with the MnSCU system
- August – September 2009: Served students efficiently and during regular hours during the significant fall enrollment increase with no increase in comp time
- September – October 2009: Identified time-saving, labor-reducing options for Student Services
- September 2009: Received Title III grant
- September 2009: Received NSF grant
- Currently working on two energy-related grants for EUT/Clean Energy program
- Currently reinvigorating involvement with U.S. Department of Agriculture
- Currently meeting fall 2009 goals for building institutional level of general education assessment