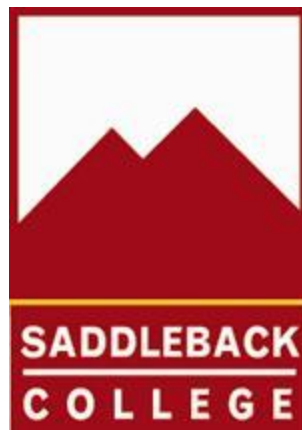


**Saddleback College
Administrative Unit Review for Office
of the President**



Submitted on October 1, 2010

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Administrative Unit Review Team Members

Unit Review Team Chair:

Sophie Miller

Unit Review Team Members:

Sophie Miller

Trish Fain

President Tod A. Burnett

Administrative Unit Review Checklist

	Action
x	Contact EPA Chair for orientation
x	Form Administrative Unit Review Team (AURT)
x	Gather documents (Org Chart/Staffing Profile/AUO Assessment Forms/etc.)
x	Solicit input from students, faculty, staff, and college community
x	Determine if additional research is needed
x	Contact College Research Specialist if necessary
x	Write Administrative Unit Review report
x	Submit report to EPA Chair for review
x	Report posted to the EPA website
NA	Presentation to the Consultation Council

Section I: Unit Overview

A. The Mission of the Unit and its Link to the College's Mission, Vision, and Strategic Directions

The mission of the Office of the President is to support the College President in his work as the chief executive officer of the college. The President's primary role is to ensure that the Mission and Vision of the College are fulfilled and supported.

B. Historical Background and Unique Characteristics of the Unit

In its role supporting the President, the Office of the President is involved in all aspects of the College.

Dr. Tod A. Burnett has served as president of Saddleback College since August 2008. As president, Dr. Burnett is the chief executive officer of the college managing a \$95 million budget and 1,350 employees that currently serve over 40,000 students each year from the south Orange County community.

Founded in 1968 and located in Mission Viejo on 200 acres, Saddleback College is one of the leading transfer and career technical education institutions in California offering approximately 2,000 courses and 300 degree and certificate programs.

C. Progress Since the Last Administrative Unit Review

This is the Office of the President's first program review report, therefore no progress can be reported.

D. Discussion of How AUOs Have Been Utilized by the Unit

Presently, the Office of the President does not complete Administrative Unit Outcomes, however, each of the units reporting the President do complete them.

E. Current Strengths, Opportunities, and Challenges

The Office of the President is presented with numerous opportunities and challenges daily. Our current President has made a commitment to move the college from "very good to great" in 2010-2011 by focusing on solving our infrastructure needs, including scheduled maintenance, and strategic planning and its integration with resource allocation decisions. Over the past 18 months, the college has carefully examined its programs, processes and procedures to identify ways to be more efficient. This effort has already provided significant cost savings, more effective delivery of services, and increased funding sources. Nevertheless, financial challenges still exist, especially in relation to our aging infrastructure.

Section II: Review Report

A. Staffing and Organizational Structure

The Executive Assistant to the President assists the President in a lead capacity managing the Office of the President on a day to day basis, as well as serving as a liaison for the President using independent judgment to develop and provide recommendations, suggestions or information as appropriate to administration, staff, students, district personnel and the public. The Senior Administrative Assistant that reports to the Executive Assistant provides support in the daily operations of the President's office.

We ensure that the office is run in an efficient, timely, and accurate manner while anticipating deadlines and future events throughout the year. We maintain the President's impacted calendar and appointments, and continually updated and informs the President regarding essential timelines. We maintain the office budget, as well as provide funds as allocated by the President for activities and equipment throughout the campus. On behalf of the President, college-wide and District e-mail communications are sent out. All Board Agenda items submitted by the College are submitted and processed by the President's office. We plan and coordinate various college-wide functions and events.

B. Programs and Services

- **Accreditation** – The President has taken the lead from the beginning of the process for the Self Study review, and has been inclusive and transparent. Participation of individuals from across the campus, including students, faculty, classified staff, classified managers, administrators, and district representatives have been encouraged, and the Self Study report has benefited from the input from all constituent groups.

The President's office oversees the preparation for the accreditation visiting team, which entails detailed planning including hotel accommodations, meals, transportation, meeting rooms, and documentation, and equipment. In addition, we coordinate a very complex agenda involving dozens of people on a very tight schedule to ensure that all interviews and meetings are carried out in a timely and efficient manner. Prior to the visit, we provide the college community with biographies and pictures of the visiting team members, allowing the college community to be familiar with the team members.

- **Consultation Council (CC)**

The College President chairs Consultation Council (CC) for the purpose of ongoing planning and decision-making. The Consultation Council serves as the college's main strategic planning and recommending body. The President's office coordinates the weekly or bi-weekly meetings and records the CC minutes. In addition, the CC web page is maintained and kept current with the posting of all CC minutes and other related information so that it is available to all college employees for review and information.

CC is composed of all college constituent groups and includes:

- President (Chair; non-voting)
- Vice President of Instruction
- Vice President of Student Services
- Academic Senate President
- 4 additional Academic Senate Representatives
- Classified Senate President
- CSEA Representative
- 1 additional Classified Representatives
- ASG President
- 1 additional ASG Representative
- 2 Deans
- Director of Planning, Research, and Grants
- Fiscal Director
- 1 External Affairs Representative
- 1 additional Classified Management representative

- **Second-Level Interviews with the President and Vice Presidents -**

The President interviews all administrators and full-time faculty hired by Saddleback College. This entails extensive coordination with Vice Presidents, faculty chairs, deans, human resources, and the candidates. We ensure that the second-level interviews run efficiently and in a timely manner. In 2010, the President hired 16 new full-time Faculty and 3 new administrators.

- **Consultation Council Leadership Retreats -** We coordinate details for the day long Consultation Council retreat and the two-day Management Team retreat.

- **President's Chat's -** These chats are conducted throughout the year by the President in order to keep the college community informed. The President's Chat's have been a very successful communication tool for the President.

- **President's In-Service Breakfast/Lunch** - The President's Breakfasts, one for the faculty and one for the classified staff, are hosted twice annually during in-service week, and have grown in popularity each year. We coordinate and oversee all of the details for the two President's Breakfasts. In 2009, we had over 175 faculty members and over 150 classified employees attend these events.
- **College-wide Holiday Party** - The Office of the President started the college-wide Holiday Party to improve moral and promote a collegial atmosphere on campus. This is the only college-wide function where all employees at the college are invited and it has become a huge event. We are very proud to say that this event has become extremely popular and successful, developing good will and camaraderie each year. Over 400 employees attended in 2009, and we oversee every detail each year including rentals, set-up, ordering food, and buying desserts, drinks, and center pieces. We also solicited for the door prizes last year, raising approximately \$3,000 worth of donations which are given away as door prizes.
- **Celebrations** – The President's office has taken the lead on a number of occasions in coordinating retirement celebrations, including our most recent Past President's retirement party for over 140 guests.
- **External Affairs Committee** – We meet weekly with the President and the External Affairs Committee, and participate in the coordination of many community events including the Veteran's Memorial Dedication, President's State of the College Breakfast, and The President's Club.
- **Maintain The Office of the President's Budget**
- **Oversee Institutional Memberships College-wide**

C. Student/Constituency Satisfaction

Many challenges have turned into opportunities to enhance and improve the function of the Office of the President in serving its constituencies by implementing new processes or improving upon existing ones. We continually examine and implement new ways to improve office procedures to better improve efficiency. Some examples are:

- Streamlining the tracking of all Human Resource forms by the Office of the President.
- Creating an agenda item submission process which was implemented college-wide, as well as assisting in the development of agenda items. Workshops were held for both the administrators and staff.

- Implementing a College-wide process for “Speaker Requests” that has been very successful.
- The implementation of college efficiencies to better serve the students with the budget constraints.
- Ensuring that the college perspective is presented at District meetings.
- Improving the logistics for Accreditation team visits.

D. Facilities, Technical Infrastructure, and Resources

The fiscal health of our college and district is sound. However, our budget does not provide enough resources for meeting many of our funding needs, particularly in dealing with our substantial facility maintenance backlog that has accrued over the past two decades.

This past year the college participated in the completion of a 20-Year Capital and Scheduled Maintenance plan which addresses scheduled maintenance, renovation, and new capital projects for Saddleback College, Irvine Valley College and our Advanced Technology Education Park (ATEP) in Tustin. For our college, this plan identifies \$276 million for scheduled maintenance needs alone, comprised of \$33.1 million for maintenance backlog, \$70.3 million for deferred renovation projects, and \$172.7 million for scheduled maintenance. For 2010-2011, this plan calls for a scheduled maintenance allocation of \$7,281,750 that represents about 9.4% of the college’s revenues. Considering 88% of the college’s revenues are committed to salaries and benefits alone, the college cannot fund such a large amount from its operating budget this year and in future years.

Saddleback College is over 40 years old nestled on 200 acres and has several aging buildings, some with structural problems. Over the past decade, state funding for scheduled maintenance projects has declined steadily, and was eliminated entirely a couple of years ago. Meanwhile, our college has not had adequate financial resources and has received limited support from the district to address these needs. As such, the college cannot maintain a standard scheduled maintenance plan until the maintenance backlog and deferred renovations have been alleviated. The college already spends over \$2 million each year for emergency and unexpected facility repairs that are in addition to the needs addressed in the 20-Year Capital and Scheduled Maintenance Needs plan. The college, in collaboration with the district, must address this serious problem. If this is not properly addressed and resolved, college facilities will continue to deteriorate, backlogs will continue to pile up, and maintenance and repair costs will continue to increase exponentially. In addition, the quality of our instruction will be compromised and our ability to grow constrained.

E. Outreach and Collaboration

One of the focuses of our President is to increase alumni outreach. The college needs to adopt new systems, technologies, and approaches for connecting with our more than 500,000 alumni while improving the fundraising efforts of the Saddleback College Foundation.

Section IV: Appendices

A. Unit Organizational Chart

SADDLEBACK COLLEGE MANAGEMENT ORGANIZATIONAL CHART
(AS OF SEPTEMBER 30, 2011)

