SECTION ONE

Purpose and Overview

The Office of the President of Cabrillo College encourages and supports the college mission, ensuring that Cabrillo College is a dynamic, diverse and responsive educational community dedicated to helping all students achieve their academic, career and personal development goals. The primary purpose of the Office of the President is to support faculty and staff in improving student outcomes by maximizing the resources available to serve students and leading the most effective allocation of those resources possible. The Administrative Unit Outcomes (AUOs) in the following section provide a framework for achieving this purpose.

The President’s Office has a unique role in facilitating effective communication and collaboration across the various, complex components and constituent groups of the college. The Office of the President provides support for the seven-person elected Governing Board of the college and prepares all materials for the monthly meetings of the Board. The Office of the President coordinates the Board’s Annual Retreat, at which the Board identifies its annual goals for the college. The Office of the President also is responsible for updating, collecting and implementing Board Policies.

The Office of the President is responsible for coordinating shared governance at Cabrillo. The President’s Office prepares the agenda and facilitates the bi-weekly meeting of Cabrillo’s College Planning Council (CPC), a group composed of representatives from the Faculty Senate, CCFT (the faculty union), CCEU (the classified union), administrators, and confidentials. The CPC provides recommendations to the president on a variety of issues of college-wide concern.

The President’s Cabinet, consisting of the President and the Vice Presidents of Administrative Services, Instruction, and Student Services, is the vehicle for coordination of college-wide operations by the senior leadership team. The President’s Office facilitates the weekly meeting of the Cabinet. The Office of the President coordinates bi-weekly meetings for the Administrative Council, a subset of the broader management staff. The President’s Office also conducts a meeting of the full management staff at least once a month.

In addition to providing supervision and support of the college’s three Vice Presidents, the Office of the President includes the Office of Marketing and Communication, the Planning and Research Office (PRO), and the Cabrillo College Foundation.

• With the support of Marketing and Communications, The Office of the President is the primary contact for external communications with the broader community the college serves. Marketing and Communications regularly provides news releases about college initiatives and successes, and also fields inquiries from the media and the community. The president speaks frequently before a variety of civic groups representing the college. Marketing and Communications also leads the college advocacy efforts locally at the state level to maximize public funding and the development of policies that support Cabrillo and California’s community colleges.
• The Office of the President is responsible for the development of college-wide planning through PRO. In addition to developing the College Master Plan, PRO provides research to allow the college to make data-informed decisions. PRO is at the forefront of providing useful information to the faculty and staff to help improve student outcomes.

• The Cabrillo College Foundation is an independent auxiliary organization whose mission is to provide support for the college through private donations. The Office of the President provides support to the Foundation. The president serves on the Foundation Board and participates in a variety of fundraising activities, including major gift solicitations.

The Office of the President is integrally involved in building and developing partnerships in Santa Cruz County and throughout the region, state, and nation. The President’s Office has led the development of a collaborative effort known as the Santa Cruz County College Commitment that includes all of the public schools in Santa Cruz County as well as the University of California at Santa Cruz, San Jose State University, and California State University at Monterey Bay. The collaborative, known as the Santa Cruz County College Commitment (“S4C”), is an umbrella initiative to increase the preparedness of students who come to Cabrillo and also increase the numbers of students at Cabrillo who successfully complete their goals.

Building on the success of S4C, the Office of the President is involved in coordination of an initiative to bring together leaders from every sector in the community, including business, education, and health. Through the Santa Cruz Chamber of Commerce, Cabrillo is leading a Community Leadership Visit to San Luis Obispo that provides a unique opportunity for 100 community leaders to spend time together and explore the successes and challenges of a similar community. The Office of the President also represents the college through a wide variety of civic organizations and community boards.

The Office of the President also represents the college at the state and national level. Involvement in statewide and national organizations is crucial in the development of policies that are supportive of the mission and goals of Cabrillo College.

Administrative Unit Outcomes: Goals and Measurement

The Office of the President has three Administrative Unit Outcomes:

Administrative Unit Outcome 1: Faculty, classified and confidential staff, students, administrators, and the Governing Board will collaborate in the design of governance processes that value the contributions of leadership throughout the organization and facilitate decisions that support student success and institutional effectiveness.

Administrative Outcome 2: Students will achieve their academic and personal goals with the support of strategically deployed human, physical, technological, and financial resources.

Administrative Outcome 3: Students will achieve their educational goals through programs and services that undergo an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the institutional mission is accomplished.
To help improve the effectiveness of the Office of the President, the Office has identified measurable, specific goals to evaluate areas of strength and areas for improvement of the Administrative Unit Outcomes. The following chart outlines the ongoing, continuous assessment process for the Office of the President based on the purpose and goals of the Office outlined above.

<table>
<thead>
<tr>
<th>Service/Activity and AUO</th>
<th>Goal to Achieve Outcome</th>
<th>Outcome Measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governing Board Support</td>
<td>Effectively Plan and Coordinate Meetings of the Governing Board</td>
<td>• Timely preparation and distribution of board packet and materials</td>
</tr>
<tr>
<td>Administrative Outcome 1</td>
<td></td>
<td>• Provision of all board materials electronically</td>
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<td></td>
<td></td>
<td>• Survey board for areas of improvement at annual retreat</td>
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<td></td>
<td>• Implement Board Goal to transition to paperless Board Book</td>
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</tbody>
</table>
| Governing Board Support | Coordinate and Organize Annual Governing Board Retreat | • Board Self-Evaluation  
• Development of Annual Board Goals |
|--------------------------|--------------------------------------------------------|------------------------------------------------------------------|
| Shared Governance Support and Leadership | Coordinate and organize meetings of the College Planning Council | • Timely development and distribution of agendas and minutes  
• Facilitation of collegial and productive meetings |
| Administrative Outcome 1 | | • Evaluate effectiveness of communications efforts by survey when appropriate |
| Shared Governance Support and Leadership | Provide effective college-wide communications on matters of importance and interest | •  |
| Administrative Outcome 1 | | |
| Operational Leadership | Coordinate and lead Cabinet | • Timely development of agendas and topics  
• Annual Cabinet Retreat to review effectiveness |
| Administrative Outcome 2 | | |
| Operational Leadership | Coordinate and Lead Administrative Council | • Timely development of agendas and topics  
• Annual survey to review effectiveness |
| Administrative Outcome 2 | | |
| Operational Leadership | Coordinate and Lead Managers Meetings | • Timely development of agendas and topics |
| Administrative Outcome 2 | | |
| Marketing and Communications | Develop and implement plan for supportive and accurate media coverage of the college | • Regularly evaluate media coverage  
• Solicit feedback and build relationships with local reporters, editors and publishers |
| Administrative Outcome 2 | | |
| Marketing and Communications | Develop process for effective internal communications and assist in the implementation | • Evaluate effectiveness of communications efforts by survey when appropriate |
| Administrative Outcome 2 | | |
| Planning and Research Office | Develop College Master Plan (CMP) and update as appropriate | • Engagement college community in development and revisions of CMP  
• Formation of plan that is integrated with other college planning processes |
| Administrative Outcome 3 | | |
| Planning and Research Office | Provide rich data to support data-informed decisions across the college | • Continued implementation of the Faculty Inquiry Network |
| Administrative Outcome 3 | | |
| Cabrillo College Foundation | Secure private donations to support the mission of the college | • Assist Executive Director and Foundation staff in meeting annual fundraising goal of $2 million established by Foundation Board |
| Administrative Outcome 2 | | |
| Santa Cruz County College Commitment | Build collaboration across the educational community | • Develop infrastructure for ongoing collaboration with S4C partners  
• Identify funding streams to support the work of S4C |
| Administrative Outcome 3 | | |
| Board Support Administrative Outcome 1 | Maintain and Update Board Policies | • Utilize League Policy Service to align policies with current best practices  
• Continue transition to electronic formatting for Board Policies |
|-------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Community Leadership Visit (CLV) Administrative Outcome 2 Administrative Outcome 3 | Build strong relationships with leaders from all sectors of the college service area | • Coordinate broad participation from across the region  
• Use the CLV as a vehicle to build broader understanding and support of education throughout the community |
| Community Outreach Administrative Outcome 2 Administrative Outcome 3 | Represent the college on a wide variety of civic organizations and community boards | • Santa Cruz Chamber of Commerce Board (President Elect)  
• AgriCulture Board (Vice President)  
• Dominican Hospital Board  
• Rotary Club of Santa Cruz  
• Business Council of Santa Cruz |
| State and National Leadership Administrative Outcome 2 Administrative Outcome 3 | Represent the college on a variety of state and national organizations | • California Community College Athletics Association (Chair of the Board)  
• League Committee for Educations Services (Co-Chair)  
• NCAA Community College Advisory Board for Transfer and Success |

**Office of the President Program Assessment Processes**

The Office of the President utilizes a variety of assessment tools to measure the Administrative Unit Outcomes outlined in the previous section. The college community completed a survey specifically about the Office of the President in 2009, and repeated the survey in the spring of 2012.

The Governing Board also solicits information about the effectiveness of the Office of the President in its annual evaluation of the president. In 2009, the college community had an opportunity to complete a survey evaluating the effectiveness of the president as a part of the Board’s evaluation of the president. The Board used the feedback from the survey as one tool in developing the annual goals for the president.

In addition to the surveys that are part ongoing processes, the Office of the President also solicits feedback from ad hoc surveys to evaluate specific efforts. For example, the college held a series of “Neighborhood Meetings” within each college component in the fall of 2011 to help communicate difficult, charged information about the budget crisis in Sacramento and the need for further budget reductions at Cabrillo. To evaluate the effectiveness of the Neighborhood Meeting effort, the college conducted a college-wide survey. The survey generally reflected support for the concept and that the information had been fairly presented, and also provided suggestions for improvement for future internal communications efforts.
Who Are Our Customers, and for Which Services?

Ultimately, our students are our most important customers and the reason for our mission. The Office of the President has direct interaction with students through the annual Student Senate retreat and various other activities throughout the year, but the primary service to students is through services provided to college faculty, staff, and administration and to the broader outside community the college serves.

With that context, the Office of the President provides extensive services to the Governing Board, the management team, participants in shared governance at Cabrillo, and to the faculty, staff and administration.

SECTION TWO – Identification of Feedback Themes
Individual Department/Programs and Services directly under the Office of the President

A. Office of the President
B. Marketing and Communications
C. Planning and Research Office (PRO)
D. Cabrillo College Foundation
President’s Office Priorities

One Time Monies

President’s Request: $14,000 for S4C membership

Administrative Outcome 3

Santa Cruz County College Commitment

PRO Request: $10,000 for student assistant

Administrative Outcome 3

The student assistant will enhance the capacity of the Planning and Research Office to support integrated planning, implementation, and evaluation in addition to directly contributing to the student’s learning especially in the Core Competencies of II.C. Research and IV.C. Workplace Skills.

Marketing & Communications Request: $20,000 for Two (2) Targeted Marketing Campaigns

Administrative Outcome 2

Create and implement two targeted marketing campaigns:

Persistence Campaign: The first campaign is a persistence campaign, focused on current students, intended to increase their persistence between fall and spring, and spring and fall. Deliverables would include e-mail content, website banners and internal digital advertisements and on-campus collateral including posters, table tents, banners and direct mail postcards.

Transfer Campaign: The second campaign is a targeted marketing campaign aimed at high school students and their parents, intended to increase their consideration of Cabrillo as a high-quality, economical option for the start of their college career. This campaign would include outreach to area high schools and work in conjunction with our Honors Transfer and AA-T Degree programs. Deliverables would include e-mail content, digital advertisements, printed collateral for distribution to parents and high school students (letters, posters, and direct mail postcards).