Dear Members of the Solano Community College Family:

You may wonder how I am doing in the midst of our last Board of Trustees meeting prior to Spring Break. Over the past few weeks, we have witnessed a turbulence of activities raising all kinds of issues that are or may be wrong with Solano Community College. As the college’s president, I take the barrage to heart, although not personally, for to do so would make me feel under attack and defensive. I recognize that any time there are difficult negotiations with a large labor union, one can expect many dormant issues to bubble up and at times for attacks to become vigorous. In the end, leadership is partly about remaining focused and not reacting in haste to the current movement. Nevertheless, I have received all the messages to heart.

I have acknowledged that my administration made a mistake when Facilities staff were ordered to pick up signs that were considered inappropriate. I denounced the action and pledged that this would not be repeated here as long as I am president. That was a distraction that was not necessary in the middle of impasse with the faculty association. I also take responsibility for promising to negotiate a raise with and for the faculty at the end of the October 2013 session. I have NOT reneged on the promise; even though the financial conditions of the College have changed.

There are times, regardless of how we feel about certain issues, when we still need to practice restraint to avoid doing permanent damage to our institution. In moments when we want to find everything that is wrong with an institution, we need to be guided by facts and not simply by rumors, half-truths and made-up stories. Solano Community College is an excellent institution and describing it in public pronouncement as less than a desirable place has the potential to erode our good image and make us less appealing. It takes more effort to build than to destroy. As Kent Keith said, “What you spend years building may be destroyed overnight.” So, as we make inflammatory statements about the College, we need to make sure that we are not destroying what many spent years building. It could take us years to rebuild the image we are now destroying. To me, it is quite appropriate to blame the president and the administration; however, let us protect the institution. At the end of the day, everything will be fine eventually.

Here are some of the issues that have surfaced recently and my response to them:
**Administrative Turnover**: No president likes to have turnovers in her/his administration and I am no exception. It is difficult to bring in new employees and having to start over again is a disadvantage. Going through searches is difficult, costly and time-consuming. It is difficult to find good administrators because of the shortage, the challenges of the jobs, and the lack of interest of potential good candidates to step up to new leadership positions. While the perception is that our administrative salaries are high, we are NOT competitive enough with some of our sister institutions. SCC is not unique in turnover in administration and I would like to share with you some of the reasons:

1) Administrators are not tenured or eligible for tenure. Their interest to stay at the same institution in the same job for a long time is less than that of the faculty. Administrators can be terminated easily and often serve at the pleasure of the board.

2) There is an administrative ladder and some administrators have ambitions to ascend to higher level positions. A president mentors his/her administrators for these higher level positions. It is not a tribute to have an administrator who could not work anywhere else. An administrator who is attractive to other institutions often is doing a good job where she/he is employed.

3) There are times and despite the shortage of administrators that it is in everyone’s best interest that an administrator moves on or is not retained.

Nevertheless, the longevity of an administrator at an institution is beneficial to the institution and can have lasting effects on the institution. At SCC we have experienced:

- Administrative changes for higher level positions: VP becoming president and dean becoming VP.
- We have had faculty who have successfully become deans at the College and faculty who have become successful deans at other institutions.
- Some deans have left because of the workload we put on them.

We constantly evaluate our administrative structure to ensure balance of workload and weight of workload on our administrators to make sure that we run the College the best we can.

- While we are making changes to the reporting line of our current Chief Technology Officer, he is remaining with us and we look forward to offering him a long-term contract. Part of my responsibility as president is to encourage my direct reports to look at the next level of positions to which they may ascend. While it may be viewed as turnover, it may not be a negative situation for the individual or the College. Supporting the upward mobility of faculty, staff, administrators and students is a normal way of operating in a supportive manner.

I am hopeful with the concerns that have been expressed for administrative changes that both faculty and staff will be fair and objective and supportive of our administrators so they may find our environment a pleasure to work in. As a speaker at the board meeting said, “Your people are your brand.” Let’s protect and be fair and kind to ALL of our brands.
**Plan for the $2.1M deficit:** We have a structural deficit that has been shared a lot with the College community. In sharing it as much as we have, we have not taken the time to share how we will deal with it. There are three main ways to deal with a deficit: grow enrollment, cut expenses, or grow revenue. We are looking at all these options:

1) We are growing our enrollment and have as a strategy to bring it to at least 8500 FTES for the coming year. That will bring us additional revenue. The enrollment blitz I have envisioned requires that we look at new sources and strategic partnerships within Solano County. We need to embrace them and help move them forward as opposed to resisting them as doing too much. If anyone has other workable ideas, we will be glad to consider them and for the sake of ensuring a bright future for the College, bring up workable ideas.

2) We have targeted expenses to cut and envision cutting more to bring the budget in line.

3) Though I am hearing some opposition to new ideas and what we can do to bring in additional revenue, it is our intention to increase our efforts in grants, contract training and continuing education. To be able to afford more faculty positions, to provide raises and offer more classes and not cancel classes, we need to build a budget base that does not rely solely on state funding. Those who have better or additional workable ideas are welcome to bring them forward and please do so for the future and wellbeing of our institution.

**New Administrative Positions:** It has been shared at public comments and other venues that we are advertising for new positions. I would like to provide some clarity on the positions:

1) **Vice President for Student Services:** The 2013 Accreditation Team Report suggested that we take care of leadership within Student Services. If we do not, we have the potential of being cited by the Commission for lack of administrative capacity in Student Services. As I looked at what can happen to us with an accreditation visit, I made the decision to REALLOCATE (not new) resources to hire for this position. Furthermore, we lack the capacity to deal with Student Success Support Program initiatives without a strong leader over the entire Student Services unit. That represents the potential loss of millions of dollars for the College. Taking some 3SP funds and using a created vacancy, we are able to afford this position. This position is mission critical.

2) **Dean of Social and Behavioral Sciences:** This is a replacement of a vacancy that was created when Dr. Leslie Minor became our Vice President for Academic Affairs.

3) There is a call to freeze positions and at the same time faculty are asking for more full-time faculty and others are asking for enrollment increases. This is what we have decided to do to ensure we can solve some of our issues:
   a. We will seek input into whether the following positions can be frozen:
      i. Dean of Social and Behavioral Sciences
      ii. Accounting Director or alternatively explore other funds to cover the cost temporarily.
b. These administrative positions must be filled for good reasons:
   i. *Fire Science:* This is required for student training. If we do not fill the position, we will lose healthy enrollment in the Fire program.
   ii. *VP of Student Services:* Accreditation and 3SP.
   iii. *Director of Records:* For state and federal compliance issues.
   iv. *Dean of Health Sciences:* Board of Registered Nursing requires we have a director.

**Community Outreach:**

1) Vacaville Trustee Dr. Sarah Chapman and I serve on the Board of Directors of the Solano Coalition for Better Health (SCBH). Dr. Chapman has been on this committee for many years prior to my arrival at the College. She has done some in-depth work with them in regard to the disparity of access to healthcare treatment among groups in the County. She provided a lot of leadership that culminated in a special meeting for the board of the SCBH in Vallejo. At issue is a dental clinic that has benefitted youth in Northern Vallejo for four years. The grant that funds this project is non-renewable and ends in September. The attitude that existed is that there was nothing we could do, except to shut down the program. This program served over 800 individuals annually.

   Through a long conversation and discussions, we came up with an alternative to potentially save the program and most importantly to expand to South Vallejo. This was quite a win for the community. The SCBH board is to be commended and Dr. Chapman’s leadership was noticeable in arriving at this solution.

2) On Wednesday night, ten Rotarians, including Cynthia Garcia (SCC grants writer) and I interviewed ten local students to whom three local Rotary clubs will provide five scholarships to attend Solano Community College. The students, primarily from Fairfield and Suisun, attend the Police Activity League (PAL) supported by the Matt Garcia Foundation. They were extremely bright young people who are overcoming difficult situations in their lives, including gang violence and years of moving around in foster homes. With the interviews over, the clubs are looking for ways to support all the students. There are currently two of these students at Solano Community College. The club adds what is needed after financial aid is used to ensure that there are no barriers to their access to college. Each club identifies the students it will mentor.

**Meeting with President Armiñana and Provost Rogerson:**

I met with our Sonoma State partners to discuss expanding opportunities for more bachelor’s degrees from Sonoma State at the Vallejo Center. They agreed to make the implementation of 1440 more relevant for SCC and Sonoma State by offering greater access to the degrees we have in common. There is some funding available that Sonoma will apply for, but with or without the funding the two institutions will move forward with the implementation.
Campus Forums:
Please join me as I will be hosting two opportunities to speak to the SCC community about our budget, plans for the upcoming academic year, and provide opportunities for participants to have a Q & A with me. You are welcome to participate in one of the following forums:

Thursday, April 16th
3 pm – 4 pm,
Back-Half of the Cafeteria, Building 1400

The forums will be broadcast at the following Center locations:

Vacaville Center: Conference Room
Vallejo Center: Room 136 (Lecture Hall)

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Wednesday, April 22nd
11 am - 12:30 pm
Honeychurch Board Room, Building 600

The forums will be broadcast at the following Center locations:

Vacaville Center: Conference Room
Vallejo Center: Conference Room 204

A message from Jeff Cardinal highlighting a phenomenal athlete:

As we approach the 2015 FIFA Women's World Cup Soccer Tournament in Canada in June, I thought you would like to see our very own Sissi do Amor featured as one of the Icons of the Women's Game.

Below is a link to an article that was done featuring the all-time greats including Sissi:


Also here is another article, although in Portuguese, that just features Sissi and also mentions that she is currently working at Solano Community College!

Shared Governance Council  
Agenda  
April 15th, 2015  
2 pm – 4 pm  
Denis Honeychurch Boardroom, Room 626

Voting Members  
Faculty:  
Michael Wyly, Academic Senate President  
James DeKloe, SCFA  
  
Local 39:  
Jeff Lehfeldt  
Richard Crapuchettes  

Advisory Members:  
Dr. Leslie Minor, Vice President, Academic Affairs (Chair)  
Yulian Ligioso, Vice President, Finance and Administration  
Peter Cammish, Dean, Research, Planning and Institutional Effectiveness  

Minority Coalition:  
Kevin Anderson  
Karen McCord  

Students:  
Casey Bess  
Jolleena Lewis  

CSEA:  
George Olgin (President)  
Tina Abbate  

ALG:  
Shirley Lewis  
Christie Speck

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| 1. Call to Order  
   (a) Approval of Agenda  
   (b) Approval of Minutes  
   March 11, 2015  
   (c) PUBLIC COMMENTS | Action  
   Action | 2:00 p.m. |
| 2. Superintendent-President’s Report  
   J. Laguerre | Information | |
| 3. Human Resources Update  
   W. Larson | Information | |
| 4. Budget Update  
   Y. Ligioso | Information | |
| 5. Institutional Effectiveness Indicators  
   P. Cammish | Information/Action | |
| 6. Reaffirmation of Mission and Strategic Goals  
   P. Cammish | Information/Action | |
   P. Cammish | Information/Action | |
| 8. Student Success and Equity Council  
   D. White | Information/Action | |
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<td>J. Lehfeldt</td>
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<td>10. Branding Campaign</td>
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<td>11. Caesar Chavez Day Resolution</td>
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<td>12. Governing Board Meeting Agenda – April 15, 2015</td>
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<td>Y. Ligioso</td>
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<td>13. Adjournment</td>
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“We are the Ones we’ve been waiting for. We are the change that we seek.”
-President Barack Obama

Jowel C. Laguerre, Ph.D.
President-Superintendent