Self-evaluation  
ASC President  
David Svaldi  
2010-11

This self-evaluation is comprised of 4 sections: an update on the overarching goals of improving student enrollment, student success and enhancing the financial position of the college, on-going President’s Goals, a review and evaluation of my 2010-11 “to do” list and a summary of the progress on strategies and tactics of ASC’s Strategic Plan.

I. Overarching goals:
Remaining Overarching Goals (approved by Board of Trustees, August 1, 2008):

Promote student success:
• Improve Freshmen to Sophomore student persistence by 2% each year for 5 years (09-13).
  Evaluative Statement: Progress was made from 50.9% in the Fall 08 to 57.17% Fall 09 to 60% in Fall 2010.

Promote the financial position of the college
• Continue to average at least 500 new first time students each year for 5 years (09-13)
  Evaluative statement: Achieved for Fall 09 & fall 10 and on target for Fall 11 with a potential for the largest Freshmen class ever.
• Increase private giving to the College by 10%
  Evaluative Statement: Achieved with McDaniel Scholarship gift and Foundation financials continue to improve.

II. On-going President’s goals from original 4 year plan:
• Continue Institutional Planning function to preserve, continuously update and maintain HLC materials and assessment of all institutional outcomes. Provide yearly report on planning efforts. (6)
  Evaluative Statement: Ongoing; new strategic plan was released to campus and 2 campus roundtables held on April 26 and 29, 2010. Intern in Assessment and HLC Liaison selected March 1, 2010. Planning report scheduled for August Board Meeting. See below for update on strategic plan tactics and strategies.
• Conduct at least two Community Forums in two different SLV Communities. (4, 5)
  Evaluative Statement: 2 Community Forums held in Alamosa Feb 2 and Feb 6, 2010. Additional community forums will be held during 11-12.
• Review and assess all current academic programs; propose at least one new academic program. (1, 3, & 7)
  Evaluative Statement: Scheduled Program Reviews completed; HEAL Program approved by Trustees per above—new MA in Music Education approved in 2011 to be implemented in Fall of 11.
• Implement Year 3 comprehensive enrollment plan; assess outcomes of year 2
Evaluative Statement: delegated to Senior VP for Enrollment Management, Fall and Spring enrollment increased by 18%.—on track for similar increase for Fall 2011.

- Carefully monitor College finances with a goal of balancing the General fund budget via general fund income within 4 years. (7)

Evaluative Statement: Not currently probable because of on-going state budget reductions.

- Continue with Comprehensive Training programs; assess outcome of year 2 (6)

Evaluative Statement: some individual training opportunities provided but resource limitations have stalled a comprehensive program.

- Continue with Crisis Response plan training; have at least one dry run (6)

Evaluative Statement: Fire drills held for all dorms and academic buildings during this AY. Incident management team continues to meet. New Threat Assessment Group also established.

- Implement year 3 Diversity objectives; set objectives for year 4. (1, 2, 3, 4, 6)

Evaluative Statement: Not achieved as recent court decisions have made the use of numerical ratios illegal but the search process has been redesigned to insure all diverse candidates are carefully reviewed by the OEO Officer.

- Continue to implement Marvel house and Casa Del Sol recommendations (4, 5)

Evaluative Statement: Controlled maintenance on-going for Marvel House; Casa del Sol demolished per Board action at April 2010 Board meeting.

- Submit Renovation of Music building for State Funding (1, 2, and 5)

Evaluative Statement: State funding not available, Music and Leon concert hall improvement part of planned capital fee remodel schedule for 2011; Leon remodel complete and Music remodel on-track for completion in August 2011.

- Implement recommendations for Old Public Safety and KASF buildings and 4-plex (1, 2, and 5)

Evaluative Statement: demolished 2 years ago. New parking lot complete.

- Continue with Gingerbread House project (2, 3, 5 & 7)

Evaluative statement: achieved as this organization operates as a separate 501C3 entity apart from ASC and is currently viable and providing an important service for employees and students of ASC.

- Address any individual inversion issues caused by implementation of Faculty HB raises (2, 6)

Evaluative Statement: while budget reductions make a comprehensive implementation not possible, faculty salaries were partially addressed in Business and Biology with completion of the equity adjustments scheduled for 2011-12. Additionally a comprehensive study of administrative salaries has been conducted with the more serious equity cases addressed.

- Implement year 2 faculty and exempt staff salary benchmarks assuming resources available (2, 6)

See above
III. Review and evaluation of to-do list for 2010-11:

1. I/we need to do a better job communicating with the campus. Too often we have made last minute decisions and simply sprung them upon the campus. Examples of such decisions are the decision to change our cash funded graduate programs to state funded programs and the closure of the undergraduate tuition window.  
   Evaluative Statement: This continues to be a challenge. I have implemented 2 campus town hall meeting during each semester and will continue to do so. Last year I held 4 such meetings—varying the days and times. The meetings were well attended by staff but there was not much faculty participation.

2. I/we need to do a better job insuring day to day operations of the college are efficient and effective. We are doing a good job working on future projects like capital projects, Federal earmarks, and enrollment based programs, but too often day to day issues like personnel evaluation and supervision and watering the grass end up being merely crises control.  
   Evaluative Statement: We have reduced staff and at the same time increased our enrollment—current staff are spread too thin and we have also increased the number and size of off campus groups who come to ASC for conferencing. We have no choice but to add back some custodial positions and to also plan for a more efficient conferencing function. We still have a ways to go on day to day issues

3. I/we need to do a better job hiring and mentoring new administrators. As of this writing only 3 externally hired administrators hired during my first and second year as President remain out of 7 hired. I/we are doing a poor job mentoring new administrators.  
   Evaluative statement: There has been little progress on this issue. We lost another externally hired administrator and will need to consider a mentoring program for new hires—currently we are not filling vacated administrative positions in central administration so we have some time to plan a process.

4. I am working on a new organizational plan designed to enhance individual administrator’s strengths and to distribute duties more evenly so that day to day operations improve. I will make this plan available as a draft to the Board at our July retreat.  
   Evaluative statement: New organizational structure implemented during Fall 2010. 360 degree evaluations of impacted administrators seem to show more efficient and focused performances for the Fall of 2010.

5. I intend to complete a legal and approved Parental Leave Policy.  
   Evaluative Statement: The new policy is in place and available. It has been used one time and a second use is pending.

6. I intend to complete a legal and approved Background Check policy.  
   Evaluative Statement: The policy has been approved and is in place with a new vendor. All hires after July 1, 2011 will be required to have background checks.

7. I intend to complete a legal and approved violence in the workplace policy.
Evaluative Statement: National expert Brett Sokolow met with our Threat Assessment Group during the first week of July and a new policy will be written, approved and in place ASAP.

8. I/we need to complete for Board Approval to be submitted in compliance with Senate Bill 3, a plan which explains how ASC will address a possible 50% reduction in State Support.
Evaluative Statement: Complete –although Budget reduction was less than 50%.

9. I/we need to complete and implement a new strategic plan—working draft will be made available to Trustees July 1, 2010.
Evaluative Statement: Complete and in place; see below for first year review.

10. I/we need to sustain our enrollment growth and to enhance our retention results. The responsibility for institution-wide coordination and measurement will be assigned to Dr. Mumper as an emphasis area for his new focused duties.
Evaluative Statement: Dr. Mumper and his staff are doing outstanding work on these two topics with another record enrollment year likely. The Noel-Levitz research will be reviewed and implemented with Board approval to insure sustainability into the future.

11. I/we need to continue the improvements in the Marvel House to insure it is an attractive and useable residence for the next ASC President. For 2010-11 projects include: new roof for the garage area, fresh paint and sealing of floor in garage and estimate for abatement of asbestos in external house peeling paint and a repaint of the exterior of the house.
Evaluative Statement: The garage roof was replaced and has a 20 year warranty. Completion of other projects will await Board recommendations on the future uses of the Marvel House per the committee appointed at the July retreat.

IV. Implementation Summary of New Institutional Strategic Plan

Attached is a copy of the ASC Strategic Plan and updated strategic plan tactics spreadsheet. Statistics at the end of the last fiscal year are as follows:

25 Strategies and 150 tactics were outlined.

- Tactics completed: 94 (63%)
- Tactics in Progress 31 (20%)
- Tactics Tabled 15 (10%)
- Tactics not started 3 (2%)
- Duplicate tactics 7 (5%)

All Cabinet members participated in writing the Strategic Plan and in implementing tactics specific to their area. Special thanks to Mike Nicholson for his leadership in keeping us on task. Last year I mentioned that I have been nominated for various other presidencies—that continues to be the case. But I appreciate the Board’s continued support, and as we discussed, I plan to complete my career in higher education at ASC.

Dave Svaldi
President, ASC