

# FUSA Informant

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## FUSA FLAME

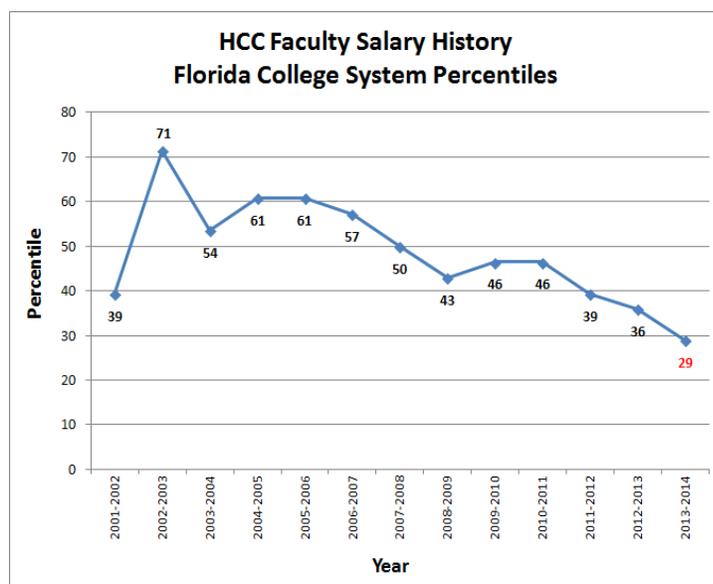
On April 29, 2010, the HCC Board of Trustees held a special meeting to discuss candidates for the position of HCC president. According to the minutes of that meeting, former board member Daniel Coton remarked that he had a sense with Dr. Atwater, that Atwater is the type of leader who doesn't "steer the ship" himself but finds the right people to steer the ship .... Dr. Atwater became the 7th president of HCC on July 1, 2010. Faculty have not begun a school year with a contract in any year since then.

On the night of his first Presidential Showcase, Dr. Atwater spoke about his vision for creating One College. While this slogan sounds great for motivation and team building, many faculty believe that it does not reflect the reality of business at HCC. Campus presidents appear to be pitted against each other for enrollment and funding. The illogical fragmented administrative structure of academic business conducted at the college acts as an impediment to cohesion at the cluster level and stifles collaboration among faculty from different campuses. What, exactly, has been implemented in the past five years to bring all of the campuses together into One College?

Early on in his tenure, Dr. Atwater specifically addressed the need for OIT governance. A formal full-day retreat with outside consultants was held, and many administrators and faculty participated. Multiple teams were constructed to review the OIT governance and processes. A governance model was developed but was never fully implemented. There has been NO follow-up with members of the governance teams for several years, which is evidence that this

initiative lacked leadership. Have we seen any significant positive change in OIT?

Additionally, Dr. Atwater vowed to improve student services, but that department is consistently rated with low (often the lowest) satisfaction by students (these results are publicly available). Failures of student services include (but are not limited to) many unnecessary de-registrations, clerical hold-ups on processing student information and poor advising. Last year, there was a major debacle involving financial aid that resulted in HCC's receiving negative press by local news outlets. Many of these issues not only impede student success and retention, but may directly impact FTE at the college. This has been especially critical given that there is a possibility of declining enrollment. A strong leader would acknowledge the problems and make them a priority. What can we point to as specific improvement made during the past five years in this area?



## Issues Related to Dr. Atwater's Leadership

### Missed Multiple Meetings

- IAC
- Student Excellence Awards
- Faculty In-services

### High Turnover of Key Cabinet Positions (People who have left the college during his tenure)

- Senior Vice President
- Vice President for Information Technology
- Vice President for Administration and CFO
- Multiple Campus Presidents and Deans
- Executive Director of the Foundation
- Executive Director of Human Resources

### Failure to Communicate

- No response to FUSA Council about the faculty salary study conducted after the February meeting.
- Action taken on the Technology Road Map and Blueprint projects that has not been publicly shared with the college community or updated on the college website. Blueprint site has been out of date since 2013.

### Student Services and Customer Service

- The Financial Aid problems in the Fall 2014 that resulted in bad press for the college and a lower morale for students needing aid.

### Funding Outside Consultants

- Hiring consultants to research issues that could be effectively addressed for free or for much less through supplemental contracts by College staff, faculty and administrators.

### Technology

- Problems with the college's website, online registration system, and computer/phone network.
- Problems with the computer system purging students from classes and financial aid.
- No accountability for these problems or getting them addressed in a timely manner.
- The pay-for-print rollout was a disaster and is still not functional.

### Perceptions of Campus Involvement

- Dr. Atwater spends more time traveling to conferences and serving on committees than at the college or on the campus.
- He is not visible to students, faculty, and staff with the exception of certain college wide events.

### Bargaining

- FUSA met with the administration for bargaining September 25. The administration did not bring an Economics proposal or counter proposal. The session adjourned at 11:45 a.m. when the administration was notified that Dr. Atwater was not available to respond to the FUSA proposal.

## SURVEY

Please take a few minutes to respond to the 10-question survey available below. The deadline to complete the survey is **Friday, October 2**.

It is essential that FUSA receive a substantial number of responses, so please act quickly. The responses will be kept anonymous.



To access the survey, scan the QR Code or click the survey icon.

**FUSA membership: It's not expensive; it's priceless!**



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