

1. Today is day 13 of my tenure as your Interim Superintendent/President not including extensive weekend work. Collectively, it has been and continues to be an intense time of listening, learning, and reacting. It is an honor and pleasure to be entrusted with this role. There is much to do, but it's going well.
2. I am engaging in many one-on-one conversations with college administrators and managers, shared governance and union leadership, staff, and faculty and will continue to do so. There are significant and legitimate concerns that require extensive study and understanding leading to resolution and improvement in support of our students and the programs Palo Verde College provides. In truth, this college is divided. The division stems from a lack of collegiality, collaboration and leadership. With the help of the Academic Senate, our CTA and CSEA colleagues, faculty, staff and others, the urgent need to improve campus climate will be achieved.
3. As I speak to many people, I recognize the deep-seated frustration and in some instances anger, many are feeling. Our PVC family is hurting, and we must return to a culture of hope, grace, and laser-focused service. A culture that nurtures our students and the communities served. A culture focused on student success and meeting the students and communities where they are -- not where we think they are.
4. It's a joy to be at Palo Verde College. I see myself as a servant leader, collaborator, and relationship builder. Everything in life is based on relationships. My job is to assemble the best team that I can and then do the blocking and tackling so they can excel. So they can be the best versions of themselves, in support of our students.
5. Our goal is to help students advance in their lives. To climb the economic and social mobility ladder as the world continues to struggle with equity, social justice, racial tensions, and prejudice. Education changes lives for generations to come. Education lifts people out of illiteracy and poverty not only for themselves, but for generations to come.
6. Community colleges light the way. Palo Verde College lights the way.
7. Education is the single greatest determiner of social and economic mobility. Access to quality education brings economic and social mobility to our students and moves them to levels not seen before. We are in the business of changing lives. There is nothing better.
8. I have spoken at length to our college leaders regarding things I have heard and witnessed and requested a different approach, an open mind, and a recognition that it is time to turn the corner and move forward. That means we will collectively make a series of easy to difficult decisions. We will focus on what is best for our students and the communities we serve with commitment and purpose. Already, we are seeing progress as we slowly develop trust and mutual respect.
9. I am pleased to report we have added a highly experienced, student and faculty focused, interim Vice President of Instruction and Student Services to our team. We have also added a highly skilled institutional research and planning professional. We will continue to move aggressively to bring in the new perspectives and expertise required to take PVC into its future – a future full of

promise and hope – a future that adjusts to the change that is inevitable yet necessary to serve our students.

At our November meeting, I will ask Interim Vice President, Instruction and Student Services Dr. Terri Long and our professional expert in the areas of institutional research and planning, Nga Pham, to attend so you may meet them and welcome them to the Palo Verde family. One or both will undoubtedly have some things to share with the Board as well.

10. We are addressing the major challenges that exist and will continue to do so until the day the next Superintendent/President is seated. My goal is simply to help move this college forward. To hand over a college that is more collegial and collaborative, functioning better, and dealing with its challenges head-on in a healthy and responsible way.
11. As I meet, listen, and engage in fact-finding and research, I am aware of the decade-long issues that have challenged this college and community and learn more every day. Much was left unresolved or in some cases ignored, resulting in the urgent issues impacting our students, faculty, and staff today. I have and will continue to share these observations and my thoughts with the Board and college community. I will make it clear that change is needed and that the changes must occur partially under my watch and then under the college's next Superintendent/President.
12. Some of the conversations experienced have not been easy. Communication styles are being learned and the conversations are frank and difficult given the strain some of our faculty and administration continue to experience. However, our goals are the same. Do the best we can for our students.
13. My hope and pledge are that the work we do will improve this college and position it well for the uncertain future that lies ahead as the needs of our students and the communities we serve evolve. It is my fervent wish – and I pledge to work hard to make this wish a reality – that we stand shoulder to shoulder working towards this goal.

As James Carvill, President Clinton's colorful but very effective campaign strategist once said in his quest to help Clinton get elected, "it's the economy, stupid". A simple phrase that communicated clearly and contributed mightily to the unseating of incumbent President George H.W. Bush.

In our case, I would substitute the word **leadership**. It truly is about leadership as we face the future head-on. I look forward to working with all campus leaders – students, faculty, staff, managers, administrators, and the Board -- to be the leaders we need to be at this critical juncture to help move this college forward.