

CIO NEWS AND VIEWS

The Newsletter of the CCCCIO
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March 2007

Volume II, Number 3

“RULES OF THE GAME” SPARKS STATEWIDE DEBATE

Report faults community college policies for impeding student success

The Institute for Higher Education Leadership & Policy at CSU Sacramento has released Rules of the Game: How State Policy Creates Barriers to Degree Completion and Impedes Student Success in the California Community Colleges, by Nancy Shulock and Colleen Moore. Shulock, the Executive Director of the institute and the lead researcher for the report, spoke to CIOs at last fall’s conference in San Diego.

The researchers analyzed a data set of 520,407 community college students who initially took one or more credit courses in 1999-2000 and tracked them over a six-year period. They concluded that less than a quarter of those who enrolled with a genuine intent to earn a degree or complete a certificate actually did so.

They also analyzed the “rules of the game”—the set of policies and regulations every CIO must contend with—and identified five broad categories of policies that they believe impede student success:

1. Enrollment-based funding (“This leads to what many college officials disparagingly call the ‘FTE chase’....”)



Author Nancy Shulock with Randy Lawson at last Fall’s CIO Conference

2. Regulation of expenditures (e.g. the 50% rule, “elaborate” spending regulations for categorical programs, requirements to document inputs instead of outcomes)
3. Restrictions on hiring (e.g. the 75-25 regulations, limitations on workload and hiring of part-timers)
4. Student fees and financial aid (“Various fee policy provisions encourage colleges to view fees only as a barrier to enrollments...rather than a source of revenue that could enhance services to students.... Low fees mean that total per student funding levels are well below national averages.”)
5. Institutional role in guiding student course taking (e.g. the regulations arising out of the MALDEF challenge in 1988 have caused colleges to “avoid providing necessary guidance to students” and “avoid mandates relating to course-taking” [such as prerequisites])

Community college leaders reacted swiftly. Chancellor Drummond issued a written response stating that the report “sorely underreports our student success numbers, and misses the mark relating to what works and what doesn’t.... To deny students the opportunity of succeeding by reducing the rates of college enrollment as the report suggests would be to shut the door on the dreams of countless thousands of Californians.” Drummond also listed several actions

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RULES OF THE GAME

from the System Strategic Plan that are designed to address many of the issues raised in the Institute report. The Mercury-News quoted CCLC's Scott Lay as saying, "We were insulted by the report. The report shows a real misunderstanding of the mission of California's community colleges." FACC President Dennis Smith linked the timing of the report with the effort to gain approval for the Community College Initiative, warning that "we can expect attacks such as these to mount as the Initiative moves to the voters."

But Sacramento Bee columnist Peter Schrag defended the report: "It didn't suggest that the open doors be slammed in the huge community college system," he wrote. "It didn't blame the colleges or the staffs. It simply

said, as an earlier report from the Public Policy Institute of California also found, that in the effort to maximize enrollment, the system was failing to provide enough information, counseling, financial aid and other resources to get students through to completion.... After all the sniping is done, California better invest a lot more in success."

(Rules of the Game, which is only sixteen pages long, can be downloaded from the Institute's website: <http://www.csus.edu/ihe/PDFs/Rules%20of%20the%20Game%20FINAL.pdf> Read it over and send News & Views your comments, care of ebuckley@sonic.net.)

DATES AND DEADLINES THAT CIOs SHOULD KNOW

JANUARY 15, 2007	Curriculum Reporting for the Community Colleges (CRCC) Project, Phases I & II
FEBRUARY 15 – MAY 15, 2007	Curriculum Reporting for the Community Colleges (CRCC) Project, Phase III
FEBRUARY, 2007	Program Inventory (Credit) Certification
MAY, 2007	AVAILABLE: Transfer Center Annual Report with Articulation Officers Addendum
MAY 15 – JULY 31, 2007	Curriculum Reporting for the Community Colleges (CRCC) Project, Phase IV
JUNE 30, 2007	Flex Calendar
AUGUST 21, 2007	Institutional Distance Education Surveys
AFTER AUGUST 2007 (to be determined)	Program Inventory (Non-credit) Certification
NOVEMBER 2007	DUE: Transfer Center Annual Report with Articulation Officers Addendum

(Beginning with this issue, News & Views will publish a calendar of important dates. All the dates above were provided by the office of Vice Chancellor Carole Bogue-Feinour. If there are other dates and deadlines from other sources that CIOs need to know, or if you believe any of the above dates are not accurate, please notify me at ebuckley@sonic.net. We aim to please—and improve. –Ed)

NEW CIO PRESIDENT IS 'DOWN TO EARTH'



*Lake Tahoe's Lori Gaskin,
CCCIO President, 2007-2008*

NEWS: What led you to a community college career?

GASKIN: The calling of community colleges enveloped me early – I had just received my master's degree from UCLA in 1980 and was fortunate to obtain adjunct faculty teaching positions at Barstow College and Victor Valley College in geology, geography, and mathematics. For four years, I was a freeway flyer in the middle of the Mojave Desert – really quite a thrill for an earth scientist! Four years later, I was selected for a full-time position at Barstow College and remained there for eight years teaching in the earth sciences and mathematics. I have wonderful and fond memories of teaching geology and geography using the Mojave Desert as a laboratory – it was a most fulfilling and stimulating teaching environment.

NEWS: It sounds like it was a great setting for an earth science professor. It was more than that.

GASKIN: Believe it or not, I met my future husband in Barstow! At that time, David had recently retired from the Navy as an officer and had been taking a few months off to climb all the high mountain peaks in the desert. Here was this MIT graduate in aeronautics/astronautics roaming around the desert climbing mountains! He had a keen interest in geology (obviously) and we hit it off immediately.

Later, I was presented with a wonderful opportunity in the form of an instructional dean position at Lake Tahoe Community College. We moved from one geological paradise to another (Lake Tahoe) in 1992, and I have been here ever since. In 2001 I began serving as the Vice President, Academic Affairs and Student Services. This "blended" position has enabled me to better understand and appreciate the impact of student support on student achievement.

NEWS: Tell us more about your family.

Since our move to Lake Tahoe, David has been employed by the state of Nevada as the person responsible for regulating all the mining in the state. (Factoid: Nevada is the third largest gold producer in the world!) Our son had a great childhood growing up in

Tahoe – skiing, sailing, mountain biking, and of course, studying, and now he's a freshman at Stanford. I'm trying very, very hard not to be a classic "helicopter" mom – but it's tough.

NEWS: Have you enjoyed your return to the Executive Board of the CCCIO, this time as the President-elect?

GASKIN: Very much so. I find it immensely satisfying to be on the Executive Board representing my region. Being on the Board broadens your perspective. It's fulfilling to be able to work with the other Board members on issues of importance and significance to students, faculty, and the instructional programs. I urge all CIOs to consider chairing your regional group at some point – it's a great experience and you get to meet wonderful colleagues from around the state.

Being President-elect broadens your perspective even more. I'm learning so much from Randy, Claire, and the entire Board. We have a very strong professional relationship with the leadership of the Academic Senate and I am finding that to be most rewarding and stimulating.

NEWS: Since "assessment" is such a buzzword now, let me ask you to assess the effectiveness of the CIO organization. In what ways is it succeeding?

GASKIN: I think the CCCCIO organization is doing an extraordinary job representing our collective wisdom and voice. Across the state, you will find that our voice is robust, persuasive, informed, sought after, well regarded, and collaborative. Because of this we are succeeding in championing the values that we believe are central to providing the best we can for our students. Just look over the past few years – our leadership has collaboratively paved the way in so many important areas – not the least of which have been basic skills and noncredit enhancement. We are succeeding in large part because of our voice – it’s trusted and measured.

Another gauge of our success is our positive relationship with the Academic Senate leadership, the System Office, and the other professional organizations around the state. As all of us know, relationships are core to what we do and who we are as academic leaders. All of us should take great pride in the relationships that have been cultivated and nurtured by our own CCCCIO leadership!

NEWS: How could we improve?

GASKIN: Every person, every entity, and every organization can be improved. At our fall conference, we asked the regional groups to develop a list of priorities for our organization. That list constitutes areas in which we can improve as a body. I hope that News & Views will do an article on these priorities soon....

NEWS: We have our chief policy

wonk working on it now.... What major issues will the organization need to address in the coming year?

GASKIN: Many of the issues I see on the horizon are ones we have begun developing initiatives to address already. While the foundational work has been done, the work to sustain the initiatives will deserve our ongoing attention. Here are the ones I see as crucial:

- *Maintaining our strong voice and our relationships as I mentioned already*
- *Continuing the extraordinary efforts begun this year with the redirected basic skills funding*
- *Working to refine and make permanent the regulations regarding noncredit funding enhancement*
- *Participating in reviews to key areas of Title 5 having to do with curriculum and instruction*
- *Participating in the review and revision to the System Office’s Course and Program Approval Handbook and working to implement any new guidelines/ approaches that may emanate from this project*
- *Participating in the dialog concerning the spirit and intent of assessment and placement*

NEWS: Many CIOs are fairly new to the positions they hold. Is the organization doing enough to help them learn the ropes?

GASKIN: I’ll answer this in a circuitous manner. First a word of advice to the new CIOs: please, please carve out time to get involved at the regional or state

level. In other words, travel away from your campus, meet the wonderful people who comprise our multi-faceted system, volunteer for a committee that allows you to pursue your passion, jump headlong into something you don’t know much about, and seize an opportunity to make a difference beyond your college. Sometimes, we can get very parochial in our vision if we sequester ourselves on our campuses because “I have too much to do.”

I urge all of us as members of the CCCCIO, but particularly new CIOs, to promote and support our collective efforts, to be there for one another, and become a part of the big picture. Just say “YES” the next time someone asks you to serve on a statewide committee. You will find it fulfilling and meaningful. Service such as this will provide direct benefits to you and your college as you seize the opportunity to grow as an academic leader.

NEWS: Lori, it sounds like you have a full plate in front of you for next year. How do you manage to get things done and still have a life?

GASKIN: Well, outside of the job, my husband and I focus on our son and on travel. (How many people— besides geology nuts— honeymooned in Iceland and Greenland?) Other than that, I am pretty much a workaholic. However, I have such an intense love for what I am doing, it’s really not work. It’s a calling. So maybe I’m a “callingaholic.”

CIO RETIREMENTS, 2006-2007

Thus far, to our knowledge, there are two CIO retirements this year: Jackie Ireland and Morgan Lynn, each an experienced veteran whose wisdom and leadership will be missed. In our next edition, *News & Views* wants to feature other CIOs who make the same choice. Don't be shy—people want to hear about you!



Morgan Lynn



Jackie Ireland

FAMILY & COSTA RICA BECKON MORGAN LYNN

MORGAN LYNN (Sierra College) received her B.A. and M.A. degrees in Psychology at CSU Northridge and her Ed.D. in Higher Education & Organizational Change at UCLA. Except for two stints as an interim superintendent-president, she has been a CIO since 1997, first at Cerritos College and since 2001 at Sierra College.

NEWS: Morgan, What do you plan to do after you retire? Or, if “plan” is too strong, what fantasies about retirement do you indulge in?

LYNN: This coming July, I will celebrate my 63rd birthday and at this age, I have the wisdom to know when it is time to go. There are books to be read, gardens to plant, long walks and sunsets to enjoy. I'm looking forward to cooking gourmet meals for my partner, Pam Walker, who is the CSSO at American River and not yet ready to retire. And I plan to spend a lot more time with my sweet daughters and my two precious grandsons, Grant who is seven, and Gavin, who is four.

NEWS: It sounds like a full agenda.

JACKIE IRELAND RECALLS APRIL FOOLS, CHOCOLATE, AND “UNBELIEVABLY ENTERTAINING” 36 YEAR CAREER

JACKIE IRELAND (Los Angeles City College) did undergraduate and graduate work at the University of Utah and later earned a Ph.D. in Speech at UCLA with an emphasis in small group communication. She started her CIO career at L.A. City ten years ago—on April Fools' Day, 1997.

NEWS: So Jackie—now what?

IRELAND: I plan to serve a mission for my church. This is probably the main reason that I plan to retire now. I have a person living in my home – an architect who is overseeing my home remodeling – who makes it possible for me to just leave and do what I want without having to worry about renting my home. He won't be there forever, so now is the time for major travel. There is no way I would rent my home out after remodeling – especially since I plan to stay in Los Angeles. I know some people may think it's odd (especially you Northern Californians), but I love L.A.!

NEWS: That's a major shift from your work as a college administrator.

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LYNN: Yes—and I have turned one fantasy into a plan: July 7 is my last date of employment, and on July 8 I'm off to Costa Rica for three weeks!

NEWS: Over the course of your career you have had an amazing breadth of assignments—in personnel, extension programs, and vocational education at Santa Monica College; as area dean, CIO, and interim CEO at Cerritos College; and as CIO and interim CEO at Sierra College. As you look back, what makes you proud?

LYNN: Earning the respect and trust of my colleagues at each of the colleges I've worked for and maintaining my integrity, despite risk to my career. Every position has provided me with an opportunity to grow personally and professionally and along the way I have forged many, many treasured friendships that will stand the test of time.

NEWS: What was the toughest or least pleasant part of your job as a CIO?

LYNN: The 2003-2003 mid-year budget cuts, firing incompetent, nice people—oh, and stepping in behind a successful, twelve-year president who “retired” unexpectedly when a new Board was elected.

NEWS: You've witnessed and been involved in lots of change in your career.

LYNN: Well yes, but in most respects the challenges are pretty much the same over time. The biggest change is, I got old! All my peers are retiring!

NEWS: Do you have role models or mentors who provided you with inspiration or assistance in your career?

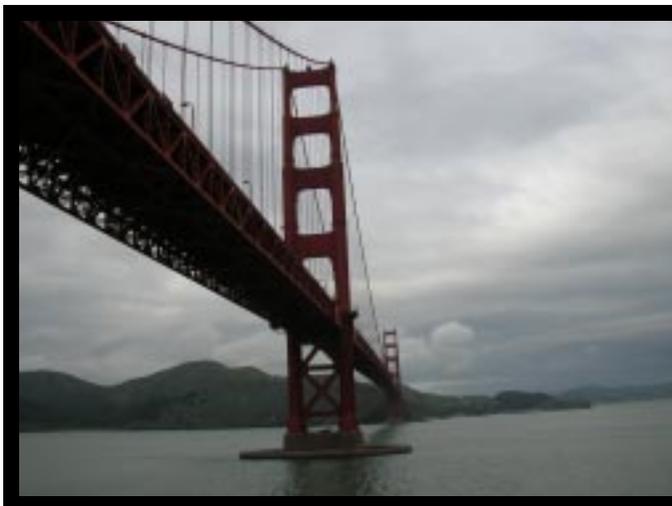
LYNN: Darlene Pacheco was my first teacher when I returned to college at Moorpark in the Women's Reentry program. She has been a friend and mentor for over 30 years. I admire her integrity and her brains—she is the smartest person I know, and I still seek her advice when dealing with a “sticky wicket” on accreditation. I was fortunate to get to know Carter Doran and Rocky Young and learned a lot from both—mostly about dignity and grace under fire.

NEWS: What advice would you give to someone who just got appointed to her first CIO job?

LYNN: Find a good mentor and develop thick skin. And remember that the CIO job is the best in our organizations—it's the hub of what we are about and provides opportunities to foster the best that we can be.

NEWS: Any regrets?

LYNN: None!



***CIOs and CSSO's
Spring Conference
March 21-23
Sir Francis Drake Hotel
San Francisco***

IRELAND: Yes it is. I have thirty-six years in the Los Angeles Community College District, starting as a teacher of public speaking and coach of forensics before beginning my administrative career in community services. I served as president of the both the state and national community services organizations and also was the Dean of Voc Ed and Special Programs and Academic Affairs.

NEWS: Looking back, are there certain projects or achievements that make you especially proud?

IRELAND: One of the most enjoyable things I did was to serve four terms as chair of the Council on Academic Affairs in the LACCD. I thoroughly enjoy my association with my colleagues. And, I think you can take pride in something you really enjoy. I am also proud to have started a new nursing program by securing enough special funds so that we could start the program with zero expenditure of general fund monies.

NEWS: What was the toughest or least pleasant part of your job as a CIO?

IRELAND: The only part of the job I found truly unpleasant was checking references for faculty hires. Too many references were dead, in a foreign land, or refused to give a number where they could be reached evenings. Thus, each individual reference check took an average of five phone calls. Calling three references for each of three final candidates for each of thirty-five faculty positions is not my idea of a good time!

NEWS: What have been the most significant changes to occur in higher education/community college education since you first entered the field?

IRELAND: I think that the many changes in the way community colleges are funded has had the most impact on what we all do. I started in the pre-Prop 13 era, when local funding was the name of the game. Now, we enter a new era of growth driven funding, just when many of us find growth to be a major challenge. And, then there has been everything in between.

NEWS: Is there any one person who stands out in your mind for providing you with inspiration or assistance in your career?

IRELAND: Yes. The first president I worked under as an administrator, Morrie Heldman at West Los Angeles College, gave me the best advice I have received as an administrator. He told me that an administrator's job was to take every "no" and find a way to turn it into a "yes."

NEWS: What advice would you give to someone who just got appointed to her first CIO job?

IRELAND: Three things come to mind. First, eat chocolate and lots of it. I'm the only woman in my family not to have high blood pressure, which I attribute to the large amounts of dark chocolate that I consistently enjoy. Second, be persistent. I developed an early commitment to persistence when I was locked in Arlington Cemetery and opted to scale the wall and hitchhike back to Washington rather than spend the night with corpses. On a more serious note, and this is the most important, work closely with the faculty and gain their respect.

NEWS: Any regrets?

IRELAND: None. I have worked with wonderful administrators and faculty and have learned and grown so much. My favorite quotation is "Let us relish life as we live it and find joy in the journey." I have found joy in my career journey. Despite challenges and difficult situations to address, Los Angeles City College, the Los Angeles Community College District, and the community college system has been good to me. The good far out-shadows the bad. And, some of the bad has at least been unbelievably entertaining....

RANDY'S REFLECTIONS



*Randy Lawson
CCCCIO President
Vice President of Academic Affairs
Santa Monica College*

Greetings, CIO Colleagues! It was wonderful seeing so many of you in November at our very successful CCCCIO Fall 2006 Conference in San Diego. The conference evaluations were very positive, particularly in terms of the relevance and quality of the presentations. Following closely on the heels of that event was CIO Day at the CCLC Convention in Costa Mesa, and I want to thank the CIOs who joined me in making our organization's contribution to that event so effective through their participation in several presentations that were very well received by the various constituencies represented there.

My Sacramento travels continue, as the meeting schedule seems to be accelerating to make up for a brief December respite. Since I last reported to you, Consultation Council has been engaged primarily in the resolution of one issue—the emergency Title 5 regulations to implement the enhanced funding for noncredit Basic Skills, ESL, and Short-Term Vocational course sequences authorized through SB 361. In this instance, Consultation Council came to consensus on recommended regulations, but it was the Department of Finance that found the proposed regulations unacceptable. This resulted in the proposed regulations being pulled from the November 2006 Board of Governors agenda and initiated an intense dialogue among the System Office, the Department of Finance, and the various constituencies represented on Consultation Council, as twelve different versions of the regulations were debated over the next two months. The Board of Governors finally approved “Version 12” of the emergency regulations at its January 2007 meeting, just in time to enable distribution of the funds through college reporting at P2 (Second Principal Apportionment) in April. Although most agree that we can “live with” these emergency regulations, the

Department of Finance requirement that course sequences must culminate in a Certificate of Completion or Certificate of Competency presents what seems to be an unnecessary hurdle that exemplifies a lack of understanding of the wide variety of student success standards that exist in our complex “world of noncredit.” It is now believed that only legislative clarification can have an impact on the Department of Finance position before the adoption of permanent regulations, and these efforts are underway. The “two Johns” (Nixon and Spevak) are coordinating a presentation on noncredit issues for our Joint CIO/CSSO Spring Conference in March.

I am very pleased to report that the Basic Skills Initiative has entered its implementation phase. (It is hard to believe that it has now been almost a year since the joint CIO/CSSO resolution that started it all!) The Center for Student Success (RP Group), under the auspices of Mt. San Antonio College, has completed a thorough literature review and has developed a comprehensive self-assessment tool to be administered by each of the community colleges. The Foothill-DeAnza Community College District was the successful applicant in the RFA process for the basic skills statewide professional development grant and is working very closely with the Academic Senate (through a subcontract) on the planning and delivery of this key phase of the initiative. This process is being guided by the Basic Skills Initiative Steering Committee, which is chaired by faculty Project Director Barbara Illowsky and includes faculty, CIO, CSSO, and CEO representation. (Pam Deegan, John Nixon, and I are the CCCCIO representatives, and Foothill College CIO Rob Johnstone, who serves as the grant's fiscal manager, is also a regular participant.) Members of the steering committee are participating in a series of conference presentations to “roll out” the research results and the self-assessment tool, and the first of

these presentations—at the Academic Senate Teaching Institute on February 17—was enthusiastically received. Ten “Teams of Specialists” (each consisting of two faculty members, a CIO, and a CSSO) will be trained in April to assist our colleges in using the research and the self-assessment tool as the basis for specific college plans to enhance the success of the growing number of students who come to us in need of basic skills instruction. Appropriately, the entire first day of our CIO/CSSO Spring Conference will focus on Basic Skills.

At the moment, the only real “fly in the ointment” is the fact that the Governor’s January Budget, which was otherwise very positive for community colleges, failed to include the System request that \$33 million in Basic Skills Overcap funds be permanently redirected to support the Basic Skills Initiative. (The funds were redirected, but for the restoration of matriculation funds and another proposed student services initiative.) Efforts are underway to address this issue in time for the May Revise.

The System Advisory Committee on Curriculum (SACC) continues its good work and is currently overseeing a substantive revision of the *Program and Course Approval Handbook* to make it a better resource for all of us, and a SACC subcommittee is working with Assistant General Counsel Ralph Black on a reorganization and revision of various Title 5

regulations governing curriculum and instruction. In addition to the ambitious goal of including, for the first time, noncredit approval processes in this handbook revision, the group is seeking to reorganize the document and to clarify and make more efficient the various approval processes that are currently included. In light of the Academic Senate’s Fall Plenary Session resolutions regarding the “transfer” associate degree, the associate degree section of the handbook has “taken center stage.” While it seems to some of us that we may be finding some common ground with the Academic Senate in terms of reconciling some current college practices with existing Title 5 regulations, I realize that CIOs have very strong feelings about this issue. Academic Senate Vice President Mark Wade Lieu and I will be presenting a general SACC Update at our spring conference, and I also want to take time at the CCCIO Business Meeting to provide an update on the “transfer degree” issue and seek direction from you.

Well, I hope this update has given you a sense of today’s major community college instructional issues and initiatives. As I have indicated, all of these topics will be covered in greater depth at our joint CIO/CSSO Spring Conference March 21-23. Please join us for *Bridges to the Heart of Student Success* in San Francisco!

– Randy

SURVEY TO PROBE CIO ATTITUDES ABOUT REGIONAL GROUPS

As issues and challenges confront us with increasing frequency, and as many new people have entered the CIO ranks, the role and effectiveness of the regional groups in facilitating communication has become a topic of discussion, both within the Executive Board and within some regional groups. Consequently, the Board asked your intrepid News & Views editor to develop and distribute a questionnaire to you, with the hope that the data generated can inform discussions in the coming months about how well the groups are functioning and what changes, if any, could improve their effectiveness.

You should be receiving this survey via email soon. You are hereby entreated to fill it out thoughtfully and get it back on time, so that we can share the results with you by the end of the academic year and discuss them at the conference in the fall. Your prompt response will also take you off the list of those receiving pesky reminders about it...

–Ed Buckley