

CIO NEWS AND VIEWS

The Newsletter of the CCCCIO
Ed Buckley (ebuckley@sonic.net) Editor

May 2008

Volume III, Number 4

A MESSAGE FROM CCCCIO PRESIDENT LORI GASKIN

PRESIDENT RECAPS ORGANIZATION'S PROGRESS



As my term as president of this wonderful organization comes to a close, I wanted to take this opportunity to update you on the status of our goals for the year. You should be very proud of your Executive Board and all the wonderful CIO representatives from across the state who serve on key committees and represent your interests with dedication

and professionalism. Through their efforts, we are able to work collaboratively with other constituent groups to truly make a difference for our system, our colleges, and most importantly, our students. Thank you to all!

And thank you for allowing me the honor of serving as your president this year. This experience has been deeply rewarding and enriching – particularly because I've had the opportunity to get to know many of you. You are amazing leaders – extremely dedicated, enthusiastic, and passionate! The work you do day in and day out focuses on the heart and soul of our institutions and for that, I feel privileged to call you colleagues.

Here's a brief recap of our accomplishments this year:

Goal 1: Represent the CIOs with integrity, commitment, and a strong sense of purpose.

- The CIO President strives to represent this goal in all interactions, most notably through her role as a member of Consultation Council representing the CIOs.
- CIO representatives strive to honor this goal through their participation on nearly two dozen statewide committees.

Goal 2: Champion academic excellence.

- Three CIOs serve as members of the *System Advisory Committee on Curriculum* (SACC). This year, SACC addressed the program and course approval process, two phases of Title 5 revisions and implementation, stand-alone course implementation process, and noncredit repetition.
- CIOs presented sessions at the summer 2007 Academic Senate Curriculum Institute and will serve again as presenters at the Institute this upcoming July.
- CIO representatives are actively engaged in the statewide launch and guidance of the Basic Skills/ Student Success Initiative as well as efforts to create a centralized resource for our basic skills efforts: the Basic Skills Resource Network.
- CIO representatives serve on the Chancellor's Office Budget Workgroup to give voice to our interests as budget change proposals are considered and as state-level budget development takes place.
- CIO representatives brought forward issues related to minimum qualifications, advocated for an examination of these issues, and are now serving on a Consultation Council work group to consider changes.

Goal 3: Promote and monitor issues of student access, equity, and removal of barriers to diversity.

- CIO representative served on a panel at the Student Success Conference in October 2007 discussing the findings of the ETS report entitled "*America's Perfect Storm: Three Forces Changing Our Nation's Future.*"

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- CIO representatives serve on the Basic Skills Steering Committee, the Textbook Summit meetings, and the Consultation Council's Assessment Task Force.
- The CIO President is co-leading a statewide working group convening to examine barriers to student access and success.

Goal 4: Promote and address issues of diversity in the CIO organization and foster a climate of inclusion for all CIOs (incumbent, new, aspiring)

- CIO representative serves on the statewide Diversity and Equity Committee.
- The CIO Executive Board implemented the *Partners in Academic Leadership* (PAL) program to provide peer-based mentoring to new CIOs.
- The CIO organization sponsored the 411 Academy at the fall conference to provide leadership development.
- The CIOs and CSSOs conducted a joint presentation at the annual ACCCA conference to support and encourage aspiring leaders.
- The CIO organization co-sponsored a Consultation Digest calling for a work group to study ways to encourage faculty leaders to move into administration.

Goal 5: Build upon the collaborative relationships that have been forged with key statewide organizations and groups.

- The CIO President has worked closely with the president of the CSSOs to promote and strengthen the relationship between our two groups and our relationships with key leadership in the Chancellor's Office.
- The CIO Executive Board held a joint meeting with the CSSO Executive Board in March 2008 to identify and discuss issues of mutual import.
- The CIO organization participated in the Community College League of California Annual Conference in November 2007 by being a sponsoring organization and presenting three conference sessions.
- CIO representative conducted a presentation at the Council of Chief Librarians annual meeting in April 2008.
- The CIOs and CSSOs issued a joint position statement in March 2008 regarding the proposed cuts to the community college system delineated in the Governor's preliminary budget released in January 2008.
- The CIO President conducted a study session with two colleagues at the annual California Community College Trustees Conference in May 2008.

Goal 6: Foster communication within and across all levels of our organization.

- The CIO President has sent out timely email summaries of Consultation Council and Board of

Governors meetings.

- Current information is uploaded to the CIO website in a timely and responsive manner.
- Members of the CIO Executive Board conducted orientation training for new regional chairs in July 2007.

Goal 7: Implement the Partners in Academic Leadership (PAL) program as a sustainable peer mentoring program.

- The CIO Executive Board adopted the structure of the PAL program and appointed a PAL Coordinator.
- The PAL Coordinator has implemented the program and approximately 17 pairs of PAL teams (comprised of a mentor and mentee) have been matched and are part of the program.
- A CIO *Body of Experts* list has been compiled and disseminated by the PAL Coordinator. The PAL Coordinator published a FAQ document pertaining to Education Code and Title 5.

Goal 8: Serve as a resource to CIOs as colleges implement key initiatives.

- This goal is principally accomplished through the breakout sessions held at our fall and spring conferences.

Goal 9: Continue to advance the visibility of the CCCCIO organization and promote it as a prominent and important voice in academic matters.

- CIO representatives serve on nearly two dozen statewide active statewide committees (including Basic Skills implementation, System Strategic Plan APGs, key Academic Senate committees, CTE, and technology-related groups).
- CIO representatives conducted presentations at the following conferences this year: Academic Senate Curriculum Institute (July), Student Success Conference (October), Community College League of California Annual Conference (November), ACCCA (February), and California Community College Trustees Annual Conference (May).
- See also Goals 2 and 5.

Goal 10: Serve in an instrumental role in influencing legislation which will benefit the California community college system and the goals, mission, and purpose of the CCCCIO organization.

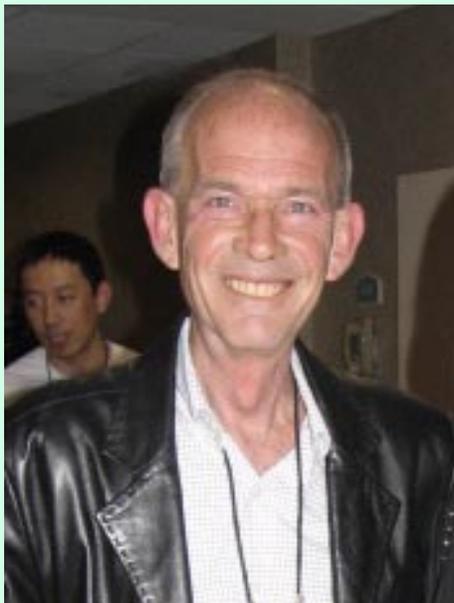
- CIO representation on two statewide committees dealing with legislative issues serves to promote this goal.

— Lori Gaskin

AN INTERVIEW WITH RANDY LAWSON, DORAN AWARD WINNER, 2007-2008

From Concert Pianist to Consummate CIO: Randy Plays Our Song

Randy Lawson is currently the Executive Vice President of Santa Monica College and has been the CIO there for ten years. He served two terms as CCCIO President, once in 2002-2003 and again in 2006-2007. A graduate of Oklahoma City University and the University of Southern California, he began his career in higher education as a music professor and later a dean and associate vice president before assuming the CIO job. Randy is an avid collector of DVDs and CDs and enjoys attending concerts, opera, and musical theatre—as well as committees, apparently!



News: Randy, I know you were initially training to be a concert pianist. What was it that led you into teaching?

RL: Well, I was at least practical enough to acknowledge that very few people are able to make a living solely as a performer, so teaching was always part of the plan. However, I had always pictured myself as a university professor teaching piano majors in a one-on-one studio format, and my early teaching experience at USC and Mt. St. Mary's College was exactly that. I knew next to nothing about community colleges until I was hired at the very last minute as a one-semester sabbatical replacement in the spring of 1976 at Los Angeles Valley College. This was my first experience as a classroom teacher, and I thoroughly enjoyed it. I really fell in love with the concept of the community college and the diversity, in all respects, of the students in my classroom. I continued to teach there part-time until I was hired as a full-time faculty member at Santa Monica College in 1979.

News: What led you to decide to leave teaching and go into administration?

RL: I have always considered myself an "accidental administrator," though since I've been at it for twenty years now, I suppose that claim is no longer credible! In my final interview for my full-time teaching position at Santa Monica, I remember almost stumbling over my answer when I was asked about my willingness to serve on committees. At the time, performing was still my primary interest, and I could not imagine finding service on committees the least bit interesting.

However, during my nine years as a faculty member, I took this responsibility seriously and gradually became more and more involved. By 1987, I was the President-Elect of the Academic Senate and the Music Department Chair. When the Dean of the Arts Division (Suzie Chock-Hunt, later CIO at Sacramento City College) left Santa Monica to take another position, the president asked me to

assume the position on an interim basis. When I turned him down because of my senate and department commitments, an absolutely wonderful colleague reluctantly took the job and soon discovered he hated it. In my role as the Music Department Chair, I learned first-hand—and the hard way—how much better it would be to have a truly effective and committed division dean. So a year later, I applied for the permanent position myself, and was selected.

News: Was that a tough move?

RL: Actually, the transition was very easy for me. I had loved teaching, but knew that I could go back to it at any time. I really enjoyed the challenge and adventure of doing something completely different and something I had never aspired or trained to do. Probably the hardest adjustment was the move from senate leadership, through which I had been involved with collegewide policy issues, to being limited to the issues within the six departments of my division. But really, from the very beginning I really enjoyed the primary tasks of the position, particularly scheduling of classes and curriculum development. I also found it very stimulating to learn more about the other disciplines in the division.

News: You say you came in with no training, a challenge more than one CIO has experienced. Who did you go to for help? Have you had some important mentors in your professional life?

RL: I had the extraordinary good fortune of having Rocky Young as my

CIO when I became a dean. Of course, both Rocky's leadership skills and his generosity as a mentor are legendary across the state, but I had the unique experience of working with him on a daily basis for over ten years. I vividly remember being at lunch in the staff lounge shortly after I had become a department chair and asking Rocky a question about scheduling time patterns. Rocky launched into a full-scale explanation of WSCH, the 50-minute hour, and FTES calculation, complete with illustrations on a napkin. Now I wish I had the napkin!

Aside from his generosity in sharing his considerable knowledge, he served as a wonderful leadership model. He is so skilled at the art of team building and bringing out the very best in people. He is a superb manager, but management is always secondary to leadership. I learned from him how very important it is for us to develop authentic and trusting relationships with faculty leaders and work with them as partners. I also learned from him how to transform uncomfortable presidential directives into initiatives you can live with and even own.

News: How about colleagues from outside your own college?

RL: Oh, there have been lots of them. Having spent my entire career at one institution, participating in CCCIO has allowed me to broaden my perspective. I have been helped by so many CIO colleagues, both past and present, that I cannot possibly list them all, but I'll mention two in particular. First—John Nixon, if for no other reason than we seem to have made something of a career over the last eight years of serving together on an endless number of

committees, task forces, and workgroups. I so admire John's command of the language, his incredible knowledge of Education Code and Title 5 regulations, and his ability to bring people together and work through issues.

The other CIO I will single out is Carter Doran. I first met Carter when he hosted, at College of the Canyons, the first "rump group" meeting I ever attended. I can still feel the warmth of his welcome and remember coming away from that meeting with the desire to become involved in this organization. When I served as CCCIO President the first time in 2002-2003, Carter was our Executive Secretary. It was such a pleasure to get to know him well during that year, and he was unwavering in his support for me and the organization. Carter had a way of making each person with whom he connected feel valued and supported, and he truly accomplished this with practically every CIO in the state. We spoke often that year, and I remember being struck by how much genuine concern he expressed for anyone who might be having a problem at his or her institution and how willing he was to help in any way he could.

I am so honored to have been selected for this award by my colleagues, but the fact that the award is named after Carter makes it even more meaningful for me. In so many ways, I think of Carter as the spirit of our organization.

News: What's difficult about the CIO job? What's the most rewarding?

RL: I would say that dealing with personnel issues tends to be the most discouraging part of the job. In most other aspects of our work, problems can be solved or issues addressed over time so that there

is some feeling of closure and moving on. But with many personnel issues, the best you can do is treat the immediate symptoms with full knowledge that the root of the problem remains. Also, in 2002-2003, our college was forced to deal with a severe budget problem by discontinuing academic programs and laying off employees. Once in a career is enough for that experience!

I really enjoy all aspects of institutional planning, particularly enrollment management/development and linking this to overall resource planning for the college. I find it stimulating to develop new strategies, implement them, and then observe the results. Although it is much more enjoyable when the strategies prove successful, even those that don't work tend to lead you toward an alternative plan.

I also enjoy curriculum development and find that, after all these years, I still find curriculum committee meetings to be among the most positive experiences. After all, this is the heart of what we do. Working with entertainment industry representatives to develop the curriculum for our Academy of Entertainment and Technology ten years ago remains one of the highlights of my career.

News: You've been an observer and participant in the state level politics, issues, and battles of the California community colleges for many years now. Have you seen any particular trends or evolution over, say, the last decade, either within the "system" or beyond?

RL: I'll start with the positive. The evolution of the CIO organization over these last years to its current status of being a central voice within the community college system has

been a significant development, and it has been gratifying to be a part of that. “What do the CIOs think?” is now a standard question on most issues, and it is regularly asked by the Chancellor’s Office, the CEOs, CCLC, and the Academic Senate. This simply was not the case ten years ago.

Meaningful collaboration, particularly with the Academic Senate, is another very positive development. We have enjoyed great success in approaching significant issues we have in common as true partners, rather than focusing so much on our historical areas of disagreement. This collaboration has now developed to the point that we have actually been able to reach acceptable resolutions on issues on which we started with opposing views—the “Transfer AA Degree,” for example.

The Basic Skills Initiative would not exist had it not been for a grass-roots collaboration of the CIOs, the CSSOs, and the Academic Senate, developed under the outstanding leadership of Pam Deegan, Robin Richards, and Ian Walton. The development of the System Advisory Committee on Curriculum (SACC) has solidified our partnership with the Academic Senate and significantly enhanced our influence on the system policy issues that affect us most. I can’t mention SACC without crediting former CIO Dona Boatright, the “mother of SACC.” Her last act as Vice Chancellor of Educational Services has proven to be one of lasting impact and significance.

News: You said you were starting with the positive, suggesting there’s another angle....

RL: Yes. Unfortunately, we are a

system that is extremely vulnerable in terms of its reliance on the health of the state economy. We are now entering yet another period of budget constraints. Although I’ve been through enough of these to be confident that we will come through this once again, I am painfully aware that we may not do so without significant scars. As we deal with budget reductions, we need to be aware that our temporary solutions to immediate problems can produce repercussions that may have a lasting impact. Too often in the past, we have re-entered the “good times” only to spend significant time and energy addressing the damage of these temporary solutions. Rather than moving forward, we have simply had to work to restore what we had before. Since our funding model values numbers over quality, competition for resources among districts can lead to questionable practices—both in terms of achieving the numbers and in compromising quality. For obvious reasons, such practices are more likely to surface in times of budget constraints. We need to do our very best to police ourselves and therefore protect the system from the potential harm that comes when such practices are inevitably discovered.

News: You have been so active at the state level while serving as the CIO of a large, complex community college. Where do you get your energy? How do you recharge?

RL: Actually, I’m not quite sure that I ever completely recharge! Seriously, I have found the involvement at the state level to be a healthy diversion from the demands of my “day job.” No matter how serious statewide issues may become, it is still possible to maintain a healthy

distance and not take them as personally as issues on my own campus, and without question, the perspective gained from statewide involvement has enhanced my ability to deal with issues back home.

I have also been very fortunate in having two college presidents—Piedad Robertson and Chui Tsang—who have valued my statewide activities and been generous in supporting them. Also, I have developed very positive relationships with faculty leaders, other administrators, and Chancellor’s Office staff, and those people actually make spending time in Sacramento enjoyable.

News: What advice would you give to new instructional deans and new CIOs?

RL: This is simple. You have been entrusted with the instructional program, which is the heart of the institution. Therefore, the integrity of the institution is in your hands. Although your daily life seems to consist entirely of putting out fires, in the end, your success will be measured by how well you focus on the college’s mission—high quality student learning.



SIX NEW CIOs SELECTED BEFORE YEAR'S END

Here they are! Please welcome them, if you haven't already.



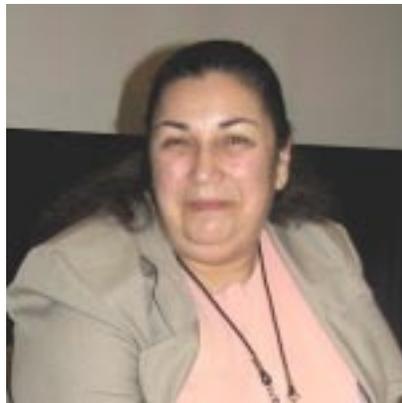
*Kathleen Burke-Kelly
Vice President, Academic Affairs
Los Angeles City College*



*Paul Parnell
Vice President, Academic Affairs
Rio Hondo College*



*Kathleen Hart
Interim Assistant Superintendent/
Vice President of Instruction
Delta College*



*Tina Pitt
Vice President, Academic Affairs
Grossmont College*



*Robin Steinback
Vice President, Academic Affairs
Solano College*

*Alma Johnson-Hawkins
Vice President, Academic Affairs
Los Angeles Mission College*

CLASSIFIEDS

HELP WANTED! GREAT BENEFITS!

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PAM DEEGAN REPORTS ON HER *PALS*

Well, here we are. June is in sight and all of us are hopeful that the end-of-term pinnings, ceremonies, events, and graduations will soon be a mere happy memory. This year was perhaps more hectic than other years due to the many mandated changes such as Title5, that we CIOs were called upon to magically perform. Even without these new requirements, our jobs are difficult. That is why we started our PAL (CIO mentoring) program in October of 2007.

Many experienced CIOs kindly offered to share their expertise with new CIOs. These mentors offered their mentees the opportunity to have a friend whom they could call to ask anything, whether the issue be enrollment management, legal issues, personal issues, or anything else related to the task of being a Chief Instructional Officer. We all know how frustrating it is to have a nasty campus problem, yet not have a network of people with whom we can share our concerns. That is what has been wonderful about the PAL program. New CIOs not only had the opportunity to ask their mentors about content, but also had a veteran of the street wars who could empathize, sympathize, counsel, and offer sage advice.

We'd all like to thank the mentors who gave of themselves in order to assist their colleagues. Here is a list of all the mentors and the individual whom they mentored:

- Marilyn McBride with Susan Estes
- Anita Martinez with Sue Nelson
- Mary Kay Rudolph with Larry Buckley
- Sue Lorimer with Cheryl Marshall
- Lori Gaskin with Craig Justice
- Ron Manzoni with Bill Vincent
- Francisco Arce with Roger Wagner
- John Spevak with Karen Walters Dunlap
- Abu Ghazaleh with Dawn Lindsay
- Linda Berry with Susan Lamb
- Barry Russell with Steve Sylvester
- Mitjl Capet with John Swensson
- Berta Cuaron with Kathy Berry
- Lori Gaskin with Sandy Mayo

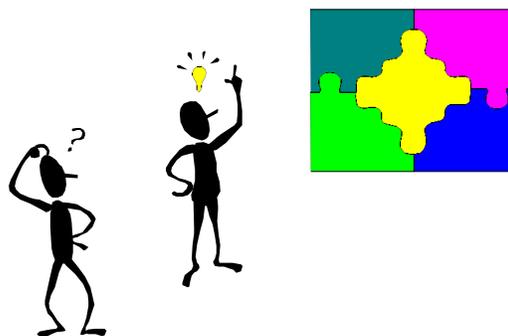
- Pam Deegan with Robin Steinback
- Randy Lawson with Debbie Bud
- Allan Hoffman with Rachael Rosenthal
- Dona Boatright with James Fay

Was the program effective?? Comments from mentees seem to indicate that it was a great success. As Karen Walters Dunlap from Modesto said, "I just want to thank everyone involved in developing and participating in this mentor program. There was absolutely no way that I would be nearing the end of my first year as a CIO without John's help! I was able to talk with him about every little thing that came up in my role as a CIO. John listened and gave great advice and direction. The wonderful CIO and a mentor. I will miss him!"

Stephen Sylvester from Lassen added, "I have an excellent mentor in Barry Russell, and had I more time to work with him, my work would have been immeasurably better. Clearly, this is a worthwhile effort for the mentee."

Well, there you go! We're pleased with our first attempt at a mentoring program and intend to continue the PAL program forever—maybe longer. So, if you are a regional representative and have new CIOs in your group who want mentoring friends, please contact me, your PAL coordinator, at pdeegan@miracosta.edu. Also, contact me if you feel you can serve as a mentor. We really need CIOs who can help our newest members understand that someone is there for them, regardless of the issues they face.

—Pam Deegan



CIOs & CSSOs MAKE LANDING IN SAN DIEGO



The "Star of India" a full-rigged windjammer built in 1863, docked directly across from the conference site.

The third annual joint conference of CIOs and CSSOs drew over 200 participants to San Diego's beautiful harbor. Consultant and author **Gary Pavela** opened the session at Wednesday's luncheon with reflections about at-risk students in the wake of highly publicized campus shootings, followed in the afternoon by a group discussion. Thursday's luncheon featured San Diego's Chancellor and **Constance Carroll**, who managed to weave her expertise in ancient Greek with a thoughtful review of the major economic, demographic, and political challenges that our colleges face. Honorable State Senator **Jack Scott**, who will be leaving the California Legislature this year, joined us for dinner, where he commented on his educational and political career and was presented with a special award in recognition of his work on behalf of education and the California community colleges.

Some other highlights:

- League of Innovation VP **Stella Perez** explained iStream, a portal-based, multimedia resource that can bring the League's conferences, publications, services, partnerships, and networking to everyone on a campus.
- English professor **Tom deWit** (Chabot) and counselor/professor **Donna Colondres** (Chaffey) presented the Umoja Community, a program to improve the success of African American students.
- The Lower Division Transfer Pattern (LDTP) was reviewed by CSU Associate Vice Chancellor **Keith Boyum** and CSU Academic Senator **Barbara Swerkes**, who chairs the LDTP Advisory Committee.

- Riverside Interim Vice Chancellor **Debbie DiThomas** and CIO **Pam Eddinger** (Moorpark) led a discussion of the recommendations of the BOG's Statewide Assessment Task Force.

- CCCCCO Vice Chancellor **Linda Michalowski** was joined by CSSO **Kerry Compton** (College of Alameda) and CIO **Sandra Mayo** (L.A. Valley) in an exploration of ways to get textbook costs under control.

- A panel consisting of CIO **Regina Stanback-Stroud** (Skyline), CSSO **Lori Adrian** (Skyline), CIO **Cheryl Marshall** (Crafton Hills), and liberal arts dean **Bruce Smith** (San Francisco) discussed various ways that Student Services and Instructional Services can and do collaborate in support of the Basic Skills Initiative.

- **Tim Bonnel** (CCCCO) and **Kris Shear** (Santa Rosa) joined **Debbie Frankle Cochrane** (Institute for College Access & Success) in presenting ways to make financial aid programs really student-centered.

- Academic Senate Treasurer **Michelle Pilati**, Interim President **John Nixon** (Mt. San Antonio College), and CSSO **Audrey Yamagata-Noji** (Mt. San Antonio College) led a discussion about SACC, associate degrees, and other curricular issues. Pilati then joined **Randy Lawson** (Santa Monica) to review of the most recent changes in Title 5 related to curriculum.

- There were three informative "update" sessions, one from the System Office (**Linda Michalowski**, **Carole Bogue-Feinour**), one from the Academic Senate (Senate Vice President **Jane Patton**), and one on legal issues (Liebert, Cassidy, and Whitmore's **Mary L. Dowell**.)

SPRING CONFERENCE PHOTO GALLERY



Opening Speaker Gary Pavela, with Mandy Davies (VPSS Sierra) & Lynn Neault (VCSS, San Diego District)



League of Innovation's Stella Perez



Barbara Swerkes discusses LDTP

PRESIDENT'S RECEPTION



Mira Costa provides classy music









Leige Henderson updates CIOs on BSI



Retiring John Spevak, apparently stunned by applause



Ron Selge urges CIOs to support CTE



Randy Lawson accepts the Carter Doran Award from Lori Gaskin



"No More Borders" presenters Regina Stanback-Stroud, Lori Adrian, Cheryl Marshall & Bruce Smith



Lynn Neault with Thursday luncheon speaker Constance Carroll



Carol Bogue-Feinour & Linda Michalowski present System update



Senate Rep Michelle Pilati joins John Nixon and Audrey Yamagata-Noji in discussion of T5 changes

THURSDAY'S DINNER



Jack Scott admires his award, along with Mandy Davies and Lori Gaskin





Senate VP Jane Patton (with Renee Kilmer) provides update



Mary Dowell provides us legal advice



Patton: Senate VP Jane Patton shares a laugh with Carole Bogue-Feinour

DATES AND DEADLINES THAT CIOs SHOULD KNOW

(The office of Vice Chancellor Carole Bogue-Feinour provided all the dates under “Instructional Programs and Services”. The dates for “Fiscal Services” came from that office’s web site. If there are other dates and deadlines from other sources that CIOs need to know, or if you believe any of the dates here are not accurate, please notify me at ebuckley@sonic.net. We aim to please—and improve. –Ed)

CALENDAR DATE

EVENT

Instructional Programs and Services

60 Days prior to the start of an Academic Term	<ul style="list-style-type: none"> SB 361 Certificate Applications for Noncredit Enhanced Funding for a term
August 31, 2008	<ul style="list-style-type: none"> Deadline for submission of 2007-08 Distance Education Institutional Surveys
May 1, 2008	<ul style="list-style-type: none"> Deadline for submission of 2007-08 Basic Skills/ESL College Action and Expenditure Plans
June 30, 2008	<ul style="list-style-type: none"> Deadline for submission of 2008-09 Flex Calendar Program Annual Certification
Deadline Waved	<ul style="list-style-type: none"> Deadline for submission of CCC 520 “Request to Convert Non-Compliant Degree to Compliant Degree or Certificate of Achievement”
October 1, 2008	<ul style="list-style-type: none"> Deadline for submission of 2008-09 Basic Skills/ESL College Action and Expenditure Plans
September 30, 2008	<ul style="list-style-type: none"> Deadline for submission of 2008 – 2009 Certification for Local Approval of Stand-alone Credit Courses

Fiscal Services

(deadline dates are the same each year)

July 15	<ul style="list-style-type: none"> Apportionment Attendance Report (CCFS-320) Faculty Contact Hour Adjustment to FTES (CCFS-320F) (Flex Calendar Districts) Apprenticeship Attendance Report (CCFS-321)
August 1	<ul style="list-style-type: none"> Maintenance Allowance (Reimbursement Claim, CCFS-355)
August 31	<ul style="list-style-type: none"> Quarterly Financial Status Report (CCFS-311Q)
September 15	<ul style="list-style-type: none"> 50% Law, Application for Exemption (CCFS-350A) Prior Year Enrollment Fee Revenue (CCFS-323)
October 1	<ul style="list-style-type: none"> Amended Apportionment Attendance Reports [(CCFS-320) (For Lottery Purposes)]

CALENDAR DATE	EVENT
October 10	<ul style="list-style-type: none"> • Annual Financial & Budget Report (CCFS-311) • Gann Limit (CCFS-311) • Lottery (CCFS-311) • Part-Time Faculty Compensation (CCFS-367)
October 15	<ul style="list-style-type: none"> • Participation Report [Contracts Awarded to Disabled Veteran, Minority, and Women Business Enterprise]
November 1	<ul style="list-style-type: none"> • Final Amendments— Apportionment Attendance Report (CCFS-320) (For Recalculation Purposes) • (CCFS-321 and CCFS-320F) • Part-Time Faculty Health Benefits Final Reimbursement Claim (CCFS-360) • Part-Time Faculty Office Hours Final Reimbursement Claim (CCFS-365)
November 15	<ul style="list-style-type: none"> • Full-Time Faculty Obligation Report (110/FFO) • Quarterly Fiscal Status Report (CCFS-311Q) • Financial Statements and Audit Report for Auxiliary Organizations
December 1	<ul style="list-style-type: none"> • 50% Law: Findings of the Local Governing Board Regarding Provisions of EC §84362(CCFS-350B). The Due Date can be extended to 12/15, if an extension is granted by the Chancellor. This form is a follow-up to Form CCFS-350A Due 9/15.
December 3	<ul style="list-style-type: none"> • Part-Time Faculty Compensation Allocation Request (CCFS-367)
December 31	<ul style="list-style-type: none"> • Contracted District Audit Report
January 15	<ul style="list-style-type: none"> • Apportionment Attendance Report (CCFS-320) • Apprenticeship Attendance Report (CCFS-321) • Enrollment Fee Revenue (CCFS-323) • Faculty Contact Hour Adjustments to FTES (CCFS-320F) (Flex Calendar Districts)
February 15	<ul style="list-style-type: none"> • Non-Resident Tuition Fee Worksheet • Quarterly Financial Status Report (CCFS-311Q)
April 15	<ul style="list-style-type: none"> • Enrollment Fee Revenue (CCFS-323)
April 30	<ul style="list-style-type: none"> • Apportionment Attendance Report (CCFS-320) • Faculty Contact Hour Adjust. to FTES (CCFS-320F) (Flex Calendar Districts) • Apprenticeship Attendance Report (CCFS-321)
May 15	<ul style="list-style-type: none"> • Quarterly Financial Status Report (CCFS-311Q)
June 1	<ul style="list-style-type: none"> • Part-Time Faculty Health Benefits (CCFS-360) • Upon Request “Emergency Condition Adjustment to Apportionment” (CCFS-313)