

CIO NEWS AND VIEWS

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

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“AAARGH!!” CIO PIRATES INVADE SAN DIEGO



In spite of pirates and recession, and other headaches, CIOs manage to have fun

CIOs attending the fall conference managed to seize three beautiful October days in San Diego as they debated strategies to survive disastrous budgets, negative accreditation reports, and ever growing demands for data. They were also given advice: stick to your mission, stay serene under fire, and act like a pirate.

The **Lawson & Boatright** team once again directed the 411 CIO Academy preceding the conference. On Wednesday, Chancellor **Jack Scott** returned to us for the opening luncheon, accompanied by his wife **Lacreta**. Acknowledging the tremendous fiscal issues the community college system faces, he warned that colleges should avoid offering courses that do not appear essential to the mission. **Renee Kilmer** (Cabrillo) and **Irene Malmgren** (Citrus) facilitated a session on budget strategies, after which Kilmer returned with **Melinda Nish** (Orange Coast) and **Pam Deegan** (Mira Costa) to share their experiences with less than stellar accreditation evaluations. **Cindi Miles**, Grossmont-Cayamaca District Chancellor, energized us at dinner, urging upon us the piratical virtues of democracy and equity and the piratical wisdom of staying focused and tacking through storms.

Thursday morning's General Meeting included a discussion of proposed mission and goals led by President Renee Kilmer and the introduction of new CIOs. **Ian Walton** (Mission), former ASCCC President, Pam Deegan, and **Rob Johnstone** (Skyline) talked about the use of data to increase the effectiveness of decisions. Former State Justice **Cruz Reynoso**, now a professor at UC Davis, gave a moving speech contrasting the opportunities he was offered by California's higher education system compared to the present situation. **Ron Manzoni** (Cuyamaca, retired) and **Mary Kay Rudolph** (Santa Rosa) offered another round on data, this time in terms of program and course scheduling. Three long term CIOs, Randy Lawson (Santa Monica), **Ed Buckley** (Santa Rosa, retired), and **Julie Hatoff** (Mira Costa, retired), facilitated a discussion about management and leadership in perilous times. The day concluded with the President's Reception, hosted by WLC Architects.

Friday morning opened with updates from CCCCIO and ASCCC, thanks to **Stephanie Lowe** of the Chancellor's Office and Senate President **Jane Patton**. The conference concluded with a session with the oxymoronic title "More Fun with Numbers: the Math Behind Attendance Accounting." Randy Lawson and Pam Deegan joined consultant **Peter Morrison** in this tour de force. Who says CIOs can't have fun?

To see the conference photo gallery, go to page 11.

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Fifteen Minutes of Fame Feature #2

CERRITOS COLLEGE

Editor's note: This is the second story in our exciting FIFTEEN MINUTES OF FAME LOTTERY. We carved the names of all the colleges on recycled bingo balls, and this time the Cerritos ball popped up. Will your college be next???



Mission Statement:

The Cerritos College mission is to serve the community by building futures through learning.



CERRITOS COLLEGE AT A GLANCE

- ◆ Established on June 10, 1955, when citizens of the Bellflower, Norwalk, Artesia, Carmenita, and Bloomfield elementary districts voted four to one in favor of forming a junior college district
- ◆ Highly diverse student body—the fourth largest Hispanic-serving community college in the nation, and home to more than 300 international students representing 34 countries
- ◆ Offers online courses providing custom training for American tribal governments across the country
- ◆ Credit FTES of 19, 801; Non-credit FTES of 795 (2008-2009)

THE STUDENTS

(Spring, 2009)

Headcount	26,201
Hispanic	54%
White Non-Hispanic	13%
Unknown	12%
African-American	7%
Asian	9%
Filipino	3%
Pacific Islander	1%
American Indian/ Alaskan Native	1%
Other Non-White	1%
Female	53%
Male	43%
Unknown	3%

BILL FARMER: CERRITOS VPAA AND HEAD CHEERLEADER

Cerritos VPAA Bill Farmer's teaching background includes English, Speech, and Theatre. He is a former member of the CIO Executive Board and has been at Cerritos College for four years.



N&V: Bill, you've had a long and distinguished career as a community college educator. Describe the road that took you to your present position.

BF: I began my career at Pasadena City College, where I worked for twenty years, twelve as an English faculty member and eight as an administrator. I was Dean of English and Foreign Languages, Dean of Academic Affairs, and Director of Research and Planning during my eight years as an administrator. Then I left to become Vice President of Academic Affairs at Los Angeles Mission College in the Los Angeles Community College District, where I served for four years. I made the move to Cerritos College to be Vice President of Academic Affairs four years ago. For fourteen months (July 2008-September 2009), I served as interim president, and now I am back in my old familiar job.

N&V: What do you like about your work at Cerritos?

BF: I like best working on a campus where creative faculty members are constantly trying to solve the mystery of student learning. This faculty is consistently creative in seeking grants and other opportunities to improve our practices. We just received a Title 5 grant for an innovative program to instill habits of mind of successful people into our students. This is the part of our student success plan that focuses on students' responsibilities for their learning. We have four other components that focus on faculty development, program excellence, infrastructure excellence, and student support systems.

N&V: What's tough about your job?

BF: Two things: one is our current budget problems—duhh!—and the other is having to create wonderful programs amid a blizzard of regulations. I often liken being an administrator working to create successful programs to a poet writing a sonnet. You have to follow all the rules and still create something wonderful. I imagine that Shakespeare never complained about poetry-writing regulations when he was crafting his magnificent collection of sonnets. He just got the job done, and that's what we should do too.

N&V: What makes Cerritos unique?

BF: Cerritos was built on former dairy land and exists in a community that has many descendants of Dutch heritage. Now, demographics are changing and a majority of our students are Hispanic, with a large group of Korean, Chinese, and Indian students also in the mix. Our district serves “Little India,” located in the city of Artesia. So, like most urban community colleges in Southern California, our student body is very diverse.

About two thirds of the students come from outside our district, which has recently seen the closure of elementary schools because of declining enrollment. Until this recession, we had trouble making our enrollment targets and now we are overwhelmed with students who want our classes. As you can imagine our efficiency rate has gone up considerably. We are located near the intersection of the 5, 605, 91 and 105 freeways and not too far from the 710 and 405 freeways, so it’s not difficult to get to us.



N&V: What makes you proud to be at Cerritos?

BF: I’m really proud of the programs here. We’re constructing a shared use building on campus which will house not only our automotive programs, for which Cerritos is well known, but also the offices of the Southland Motor Car Dealers Association and Northwood University, a four-year school that offers management degrees for the automotive industry and other technical areas. I have a stunning cabinet and desk in my office that was built by students in our woodworking classes. We think our teacher prep program is extremely important, given the need for high performing teachers in the K-12 system. Our athletic programs are well run and well supported, and last year we won four state championships. And our wonderful student activities program gives students extraordinary

opportunities to connect with the college and learn leadership skills. As an example, every year, student clubs build floats for homecoming (this year we had twenty of them) and they are judged and awarded in various categories—our own version of the Rose Parade!

Like all places, people make the difference here. The faculty are wonderful. Frankly, I’ve never worked with a faculty that is so consistently caring and innovative about student learning. We don’t have all the answers but we keep asking the right questions and trying new things if something doesn’t work.

N&V: Why should students choose Cerritos over other choices?

BF: As I said, we have terrific faculty. Students should come here because there are so many opportunities to succeed. We have terrific faculty. Good faculty, fabulous programs, good location, and plenty of

parking! What’s not to like?

N&V: Why should people want to work at Cerritos?

BF: We treat employees well. We have deep community support and a good board that has learned and practiced its proper role. We have not laid anyone off or asked employees to take salary cuts or furloughs during this horrific budget crisis. We have good leadership in upper management and a solid group of middle managers who generally hire good people and let them do their jobs.

N&V: What major challenges has the college addressed over the last ten years?

BF: Here’s the list:

- An enrollment drop that has now reversed itself. We were in stabilization year before last and then the current tsunami of students came flooding over us. Unfortunately, we’re now turning away students.

- We passed a bond issue and are now building new structures. Our new aquatic center opened last fall, and a new classroom building and the automotive partners building should open this spring or early summer. The campus has fifty year old buildings, most of which were not well constructed to begin with.
- Cerritos has been known over the years for its difficult boards of trustees. We currently have a great board that understands and adheres to its ideal role—policy makers. They were very supportive of me when I was interim president and I greatly appreciated their guidance and wisdom.
- We're still working on the conundrum of improving student success. Our ARCC numbers are not where we want them to be, so we have adopted a number of new initiatives to improve them.

N&V: What major planning initiatives will the college implement over the next five or ten years?

BF: The major ones are improving our student success measures, developing a way to do faculty development with minimal resources, completing the physical transformation of our campus, finding new sources of income that will supplement our budget, and replacing an increasingly aging faculty with talented new faculty.

N&V: Thanks Bill. I've run out of questions. Any final thoughts for your CIO colleagues?

BF: Yes. Come visit Cerritos!



BB on DC

ACCJC PRESIDENT TALKS ABOUT WASHINGTON, THE FEDS, OBAMA, AND CRABCAKES



Barbara Beno has been the President and CEO of the Accrediting Commission for Community and Junior Colleges since August of 2001. She has a Ph.D. and a M.A. in Sociology from Stony Brook University (New York State), and a bachelors degree with a wonderful double major: Sociology and Medieval History. Prior to coming to ACCJC, she served for twelve years as President of Vista College (now Berkeley City College) and one year as Assistant Chancellor at the San Mateo Community College District. Before beginning her community college career as Director of Research and Planning for the Peralta Community College District, she taught at the four-year college level on the East Coast. News & Views was curious about Barbara's impressions of the Washington DC scene after almost one year of the Obama administration.

N&V: Barbara, thank you for finding time to talk to you us. You seem to be everywhere at once, so I imagine your life occasionally gets a busy.

BB: That would be an understatement....

N&V: About how much of your working life is devoted to federal regulatory issues?

BB: A good deal of time in the last few years. In 2007, the ACCJC underwent its federal recognition process and we had to spend a lot of time examining federal regulations and evaluating and adjusting ACCJC policies and practices. During the last five years, as Congress conducted hearings and then considered various drafts of what became the Higher Education Opportunities Act (passed in fall 2008), all of the regional accrediting commission executives spent many hours visiting with congresspersons and their staffs in Washington, analyzing language proposals, discussing regulatory issues with other higher education associations, and developing proposed language. During three of those years, I served as Chair of the Council for Regional Accrediting Commissions (CRAC), so I spent a bit more time coordinating the CRAC activities around influencing the final legislation.

N&V: Has the pace slowed down now?

BB: Not really. After the law was passed, the time commitment eased a bit, but then ramped up again

earlier this year as the Department undertook negotiated rulemaking sessions to develop new regulations. That meant that ACCJC had to adapt policies and procedures to respond to those regulations. For some of these regulations, we were given an August 1 deadline to respond, even though they were not finalized until the end of October!

N&V: Are we finished with negotiated rulemaking?

BB: No. After a lull of a few months, the Department has initiated negotiated rulemaking again on topics of "institutional integrity," and regional accreditors are again involved. Current negotiations will try to establish definitions of "credit hour" and "program length," and establish the entities that will be responsible for the definition and enforcement of the definitions. These are matters critical to higher education's integrity, and so deserve a good deal of attention.

N&V: As you reflect back on your Washington adventures, which of them has been the most difficult or challenging?

BB: I think that I and other regional accreditors found it challenging to work with some of the advisory groups that former Secretary Spellings put together to discuss—and critique—higher education and accreditation. We found that many critics did not really know how regional accreditation works. They didn't seem to understand

the rigor of the standards that institutions have adopted through their regional accrediting commissions and were skeptical about the quality of American higher education and the efficacy of self-regulation. Changing their skepticism with facts and information was an uphill battle.

N&V: Some people have said that community colleges are getting more positive attention from the federal government than ever before. Do you agree? If so, how hopeful are you that it will lead to good things for the CCs?

BB: It looks to me like the Obama Administration recognizes the critically important role that community colleges can play in dramatically increasing the number of citizens with meaningful college education – certificates and degrees – as well as preparing a workforce with new and important technical skills to support a competitive US economy. It's great that Secretary Duncan chose Dr. Martha Kanter as Under Secretary; that choice makes an important statement about the importance of community colleges to the goals and direction of our national policy leaders. I can already see that the attention focused on community colleges has helped raise their profile among all the providers of higher education.

N&V: But will that attention translate into support?

BB: I think so. I anticipate we'll see increases in direct funding to community colleges, as well as funding provided to community colleges through job training programs. We will see increased grants in STEM (Science, Technology, Engineering and Mathematics) and technical fields. But of course there will be a set of expectations for performance attached to these.

N&V: In addition to (former Foothill-DeAnza Chancellor) Martha Kanter's appointment, Laney President Frank Chong is about to be appointed Assistant Secretary for Community Colleges. Do you anticipate working with these two new Obama appointees? What would you like to persuade them to do?

BB: I am sure that I will be working with both of these individuals on issues of higher education quality, as well as on the ways in which the administration's policy

initiatives are impacting accreditation and quality assurance practices. I hope to persuade them both to develop policies and incentives that help higher education institutions improve. I'd also like them to help to address the crisis of funding for higher education by improving federal support, and by helping states improve state support as well.

N&V: In terms of educational policy, how is the Obama administration similar to the Bush administration?

BB: Both administrations see the importance of increasing the number of persons that participate in and complete a meaningful portion of higher education for improving the nation's economy as well as the lives of individuals. Both have expressed concerns about the achievement gaps that exist among population subsets, and concerns about retaining American global competitiveness. Both administrations have called for more accountability of higher education and of accreditation to the public, and both have asked higher education institutions to focus on improving student success and student outcomes.

Both administrations have provided special funding to states to develop state policies and programs that will increase accountability for student outcomes, such as special funding to some states to develop and use a student unit record system to track student cohorts, and better identify effective educational practices.

N&V: How do they differ?

BB: The Bush administration seemed more critical of and skeptical about the quality of higher education, but perhaps its criticisms served to galvanize the academy to be more responsive to the changes that are needed to meet national goals. The Obama administration has, in my view, expressed more confidence that American higher education is fundamentally sound and can make needed changes to priorities, focus, and outcomes.

However, the present administration is growing more concerned with fraudulent higher education practices, and is seeking more than its predecessor to devise regulations to control problematic areas that are more evident among entrepreneurial institutions of higher

education. The Obama administration is also voicing more concern with student outcomes, and more interest in incentivizing activities that promote accountability for student outcomes and dis-incentivizing activities that simply provide more varied educational opportunities.

N&V: Assuming that Obama is successful in his efforts to improve community college education, what change should we prepare for over the next five to ten years?

BB: There will definitely continue to be a strong emphasis on improving K-12 education, and on creating articulation or information exchange that will help ensure that high school graduates are college-ready. This emphasis will be accompanied by more financial incentives for higher education to work with K-12, and for the respective accrediting organizations of higher education and K-12 institutions to do the same.

I think there will be a strong push, and some incentives, for community colleges to improve the success of students who enter college at remedial levels, and to move those students on to completion of college level work. The country cannot afford to leave the underprepared populations behind.

There will be strong pressure to keep the students in attendance until they complete a meaningful job training sequence or a certificate or degree. The loss of students who drop out before completing a college program is seen as a waste of both opportunity and institutional resources.

There will be lots of opportunities for institutions to experiment with educational services in the effort to find what combinations of services best work to maximize student completion.

There will be increased interest in comparing institutional outcomes across like kinds of institutions. Institutions and accreditors should expect that there will be strong pressures for some common definitions of student success, of acceptable general education outcomes, and of useful measures of institutional success.

There will be pressures for accreditors and institutions to focus more on student outcomes as the key indicators of institutional quality.

Finally, I think there will be continued pressure on the accreditation process to drive or lead institutions toward greater commonality of metrics as well as toward greater emphasis on producing students who have appropriate and certified knowledge, skills and competencies in the areas for which they have been awarded certificates and degrees.

N&V: Washington D.C. can be an exciting place. Do you every get Potomac Fever?

While it is often fun to go to D.C. and to interact with policy makers, it is always good to come home to the Western Region. The congressional staffs are very intelligent and articulate, and it is fun discussing policy with them. We are lucky to have Congressman George Miller, from Contra Costa County, serving a key role in the House of Representatives. He is a person of great professional integrity, and it is always a pleasure to work with his staff. The exposure to the thinking and the politics in Washington helps me get a good sense of what may be coming in the future, and that helps ACCJC as we develop our own approaches to higher education policy.

N&V: If a California CIO was going to Washington for the first time, what should she see or do while she is there?

BB: I'm usually working too much to see the sights! But the Capitol is a beautiful and intriguing building to explore, and the secret corridors in its basement might provide you with an adventure. The National Museum of the American Indian is truly impressive, both as a museum edifice and for what can be seen within the building. And everyone should try Chesapeake crab cakes in season!

N&V: Good advice. Barbara, thanks again for talking to us, and giving our chief instructional officers much to think about.

BB: You're very welcome.

PRESIDENT'S MESSAGE

Renee Kilmer



First, Congratulations to Barry Russell, who is now officially our Vice Chancellor of Academic Affairs! Barry is a great addition to the Chancellor's Office.

Next, thanks to all of you who attended our Fall 2009 conference in San Diego. We had an impressive showing despite the dire economy and the limitations we are all facing in our administrative travel budgets. I hope those of you who attended would agree that it was well worth the expenditure of precious district funds and perhaps even more precious time. Based on the evaluations, we think the fall 2009 conference was a success, with good reviews on the interactive nature of the sessions and the quality of our guest speakers. Also receiving good reviews were the accommodations, the conference room, meals, and service at The Dana on Mission Bay. In fact, we liked the location so much that the Executive Board voted to hold our fall 2010 conference again at the Dana on Mission Bay. It is a beautiful site, with good weather and a convenient location just a short shuttle ride from the airport.

One of the topics at the conference that drew considerable interest was the surveying that the CCCCIO conducted on budget reduction strategies. Results for the most recent survey are on the CCCCIO website, with responses from 48 colleges. This follow up survey, based on the first survey in August, asked questions in more detail about the number of sections cancelled, the areas (Transfer, CTE, Basic Skills), and specific disciplines identified by the LAO as "PE & Recreational." Everyone seemed to agree that it is helpful to read first hand what other colleges in our system are doing in response to the budget cuts, partially to learn new strategies, but also to have actual data to share with our colleagues on our own campuses. We've all heard the mantra: "We're the only college doing this," whatever "this" is. I certainly have found the survey data useful in dispelling claims that no one else in the system is cutting! Also, there seems to be support for our using more surveys to keep abreast of what all of us are doing. The CCCCIO Executive Board voted to subscribe to Survey Monkey, and we will be sending out about one targeted survey every other month, so keep your eyes open for them.

Perhaps the most challenging issue of all has been the attack in Sacramento on PE and "recreational" courses. While according to the survey most of us have reduced our PE offerings at a higher rate than other courses, to some people that is still not enough. We need to be prepared for a further assault by Sacramento next year. In preparation, the Chancellor's Office is forming a PE/recreational course Task Force to review this issue and to be prepared in advance with a response to critics. I've talked to Barry Russell about our participating on the Task Force and conducting a survey specifically about PE and recreational courses. I will send you more information as soon as it is forthcoming. However, neither Consultation Council nor the CCCCIO Executive Board meets in December, so you won't hear much from me prior to late January.

While it might seem early to think about spring, it isn't too early to plan for attendance at the spring 2010 conference, which will be a joint conference with CCCAOE at the Hilton Inn, in the Financial District in San Francisco, March 17 – 19. So Save the Date!

The Tradition Continues:

FIFTH CARTER DORAN LEADERSHIP AWARD TO BE PRESENTED

It is time to start the nomination process for the person who will follow in the footsteps of Julie Hatoff (2005), Morgan Lynn (2006), Randy Lawson (2007), and Pam Deegan (2008), becoming the fifth annual *Carter Doran Leadership Award* recipient.

This award, presented at the spring conference, recognizes an active instructional administrator who exemplifies leadership by showing qualities that Carter Doran embodied in his role as teacher/dean at Mt. San Antonio and Vice President of Instruction at Santa Ana and College of the Canyons:

- ◆ Integrity, compassion, kindness
- ◆ Devotion to excellence without elitism
- ◆ Sense of humor, wit, and charm
- ◆ Generosity with time and talent
- ◆ Dedication to the common good
- ◆ Loyalty to friends one and all

It is expected that the recipient of the award will have 1) led with heart, 2) demonstrated creativity, 3) shown sustained commitment to addressing instructional challenges, and 4) made a profound impact on a college and/or professional organization. Areas of achievement may involve faculty development, diversity, curriculum transformation, institutional effectiveness, enrollment management etc.

Nominations are encouraged from co-workers and colleagues, superiors and subordinates. Nominees may hail from the ranks of program coordinator, chair, division head, dean, or chief academic officer.

The deadline for nominations is **January 18, 2010**. The nomination form can be downloaded by clicking on "Carter Doran Leadership Award" on the CIO web page. Send the completed form accompanied by a maximum of three additional support letters to Claire Biancalana at clbianca@cabrillo.edu. The President, in concert with CIO officers, shall select the recipient of the Carter Doran Award.

SAVE THE DATE:

**CCCCIO/CCCAOE Spring Conference
Hilton Inn, in San Francisco's Financial District
March 17 - 19, 2010**

FALL CONFERENCE PHOTO GALLERY

CIO ACADEMY



Proud 411 CIO Academy Members



Academy Instructors Dona Boatright & Randy Lawson, with Academy Coordinator Pam Deegan

WEDNESDAY OPENING LUNCH



Wednesday luncheon speaker Jack Scott



CIOs attend to Scott's message



Jack Scott's wife, Lucreta



CIO Pres Renee Kilmer presents gift to Jack Scott

WEDNESDAY: BUDGET STRATEGIES

CIOs ponder budget strategies



Irene Malmgren facilitates budget session

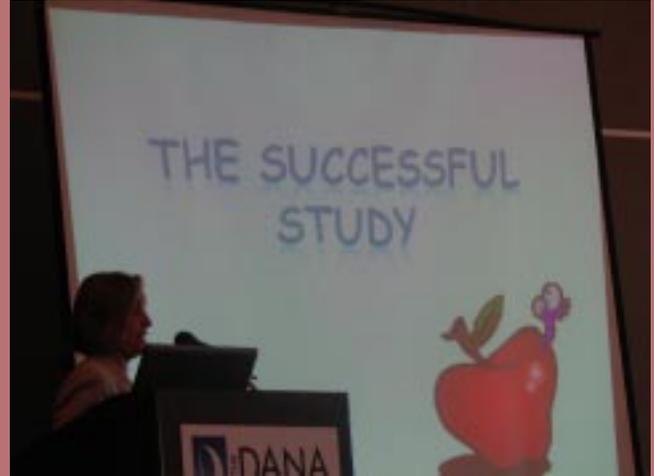


WEDNESDAY: ACCREDITATION SESSION

Renee Kilmer, Melinda Nish, & Pam Deegan share accreditation woes



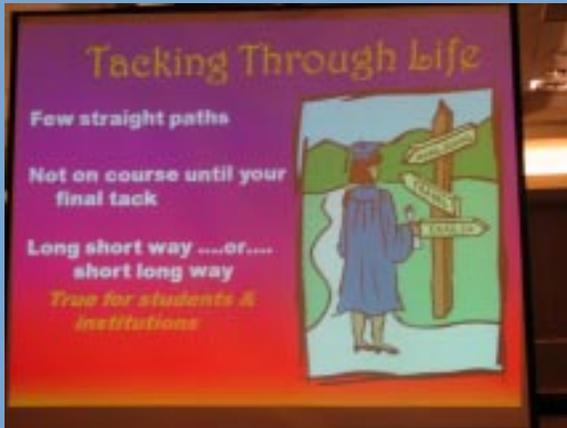
Dave Fishbaugh introduces session on surviving accreditation



WEDNESDAY'S WILDLY SUCCESSFUL UNSCHEDULED PRE-DINNER SESSION



WEDNESDAY DINNER



Cindy Miles: Grossmont-Cayamaca Chancellor waxes piratical, with "tacky" slide at Wednesday's dinner

NEW CIOs



THURSDAY MORNING REGIONAL MEETINGS



South Coast



San Diego-Imperial Valley



Los Angeles



Desert



Southwest Bay



East Central



West Central



Far North and North Central



San Francisco-East Bay

THURSDAY



Data & More Data—Pam Deegan, Ian Walton, and Rob Johnstone look at the facts Thursday afternoon



Thursday's luncheon speaker Cruz Reynoso and his wife, with host Larry Buckley



Still more data after lunch—Presenters Ron Manzoni & Mary Kay Rudolph, & host Larry Buckley lead the session

THURSDAY LAST SESSION



Long Time CIOs Julie Hatoff, Randy Lawson, & Ed Buckley reflect on surviving crises

CIOs join the dialog on crises



THURSDAY EVENING RECEPTION



Lisa Ryker and Mark Graham of WLC Architects, along with CIO President Kilmer at Thursday evening's reception



FRIDAY



Randy Lawson, consultant Peter Morrison, and Pam Deegan have fun with numbers

