

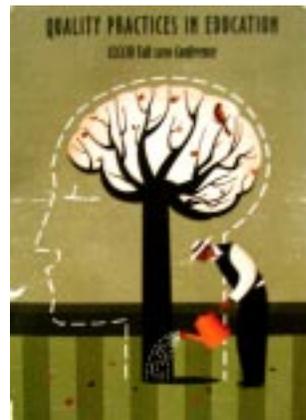
CIO NEWS AND VIEWS

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

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Volume VI, Number 2

The Fall 2010 Conference, October 27-29: “QUALITY PRACTICES IN EDUCATION”



ROCKY’S ROAD IS PAVED WITH YELLOW BRICK

Conference keynote speaker **Rocky Young** used “The Wizard of Oz” to exhort some 120 CIOs and instructional administrators to exert visionary leadership at the conference’s opening luncheon. Dorothy, the Scarecrow, the Tin Woodsman, the Cowardly Lion, the Munchkins, and the Wizard himself—all provide important lessons for us in Rocky’s exegesis of the story. He boiled the lessons down to a top ten list:

1. Learn to be a good and authentic listener. (Listen more than you talk.)
2. Ignore or at least challenge conventional wisdom. (Read the laws and regulations yourself.)
3. Don’t fear failure.
4. Set aside time to work on the big ideas.
5. Never be satisfied with the status quo.
6. Determine the largest unit that can make a successful change.
7. Communicate frequently, accurately, and in a transparent way. (I.e., *teach*.)
8. Take pride and satisfaction for the quality of your effort. (Hold yourself accountable for the effort, not the outcome.)
9. Build as many named partnerships as possible.
10. Instill hope and optimism in the people in your organization.

OTHER CONFERENCE HIGHLIGHTS

Tuesday

- Preceding the conference once again was the 411 Academy, with **Randy Lawson** (Santa Monica), **Pam Deegan** (MiraCosta), and **Dona Boatright** (College Brain Trust).

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OTHER CONFERENCE HIGHLIGHTS

Wednesday

- **Randy Lawson, Sharon Lowry** (Antelope Valley), and **Beth Smith** (Academic Senate), along with Academic Senate President **Jane Patton** and **Barry Russell** (Chancellor's Office), offered us "Hot Topics in Curriculum," an update on the work of the System Advisory on Curriculum (SACC).
- **Jane Patton** and **Barry Russell** presented a detailed explanation of how the academic component of SB 1440 will be implemented, engendering considerable discussion.
- **Barry Russell** drew on his experience as a musician in a presentation entitled "The Future is Ours to Change," opening with a video of an inspired maracas player soloing in front of a symphony orchestra as a metaphor for pursuing excellence (and elegance).
- The general meeting and regional meetings took place at dinner Wednesday evening, and included acknowledgement of the fine leadership of CIO President **Renee Kilmer** (Cabrillo) last year, as well as introductions of the following new CIOs: **Robert Frost** (Siskiyous), **Utpal Goswami** (Redwoods), **Arturo Reyes** (Solano), **Thomas Greene** (Lake Tahoe), **Eileen White** (Laney), **Rebecca Kinney** (Alameda), **Krista Johns** (Berkeley), **Marilyn Behringer** (Reedley), **Deborah Harrington** (L.A. Trade Tech), **Barbara Harris** (Compton/El Camino), **Nabil Abu-Ghazaleh** (Vice Chancellor, Coast CC District Offices), **Araceli Mora** (Santiago Canyon), **Barbara Blanchard** (Grossmont), and **Robin Steinbeck** (Cuyamaca). NB: *New* means first time CIOs, interim CIOs, and CIOs who have moved to a new college.

Thursday

In a departure from previous CIO conferences, the entire day was given over to "Institutionalizing Continuous Quality Improvement," a kind of crash course for CIOs and accreditation liaison officers.

- A panel consisting of ACCJC President **Barbara Beno**, Yosemite District Chancellor **Joan Smith**, **Dave Bolt** (West Hills), and **Jane Patton** discussed the role and function of the accreditation process.

- **Joan Smith** shared her experiences in the Yosemite District, outlined the process for "Institutionalizing Integrated Planning," and described the essential components for a good integrated planning process. **Dave Bolt** described the planning process at West Hills Lemoore. He emphasized the need to make institutional planning as simple as possible so that everyone understands how it works, and to take good ideas from other colleges and adapt them if they can work in yours.
- **David Longanecker**, President of the Western Interstate Commission for Higher Education (WICHE), made the case for "Whopping Big Quality Improvements," drawing upon a number of demographic and economic studies indicating that the relative decline in the quality of education in the United States compared to that found in other developed and developing countries must be reversed if we are to maintain our political and economic leadership in the world. He concluded by presenting a number of suggestions for a "New Business Model" for higher education.
- **Dorte Kristoffersen** (ACCJC) and **Rob Johnstone** (Skyline) provided a refresher course on the effective use of data based research.
- **Susan Clifford** (ACCJC), **Michele Pilate** (Academic Senate), and **Dennis Gervin** (Columbia) led a discussion of the accreditation requirements for reporting "substantive change."

Friday

- **Dennis Gervin** and **Debbie Ikeda** (State Center) led "A Genuine Dialog Among CIOs," in which the group engaged in an informal evaluation of the conference and a follow up discussion of the topics that were presented.
- **Stephanie Low** provided her predictably excellent presentation of the Chancellor's Office "Hottest Topics," also throwing in topics that were "Lukewarm," "Warm," "Hotter," and "Most Important" (no more furlough Fridays!) for good measure.

NB: Meanwhile, the **Giants** were winning the World Series.

FALL CONFERENCE PHOTO GALLERY

WEDNESDAY



Pam Deegan, Randy Lawson, and Dona Boatright (front row left), with 411 Academy members.



Your Board at work before the conference.

Networking before lunch.





President Nish opens the conference.



Keynoter Rocky Young

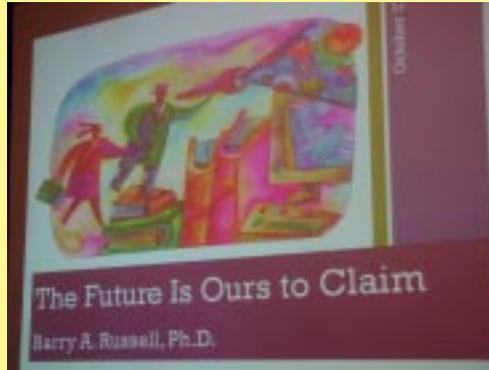


"Hot Topics" Session





Ex CIO Pres. Renee Kilmer thanks Jane Patton for Senate updates.



VC Russell pumps us up!



On behalf of all CIOs, Melinda Nish recognizes ex Pres. Renee Kilmer for her great work.



Dinner Wednesday night. Did we catch you??



THURSDAY



The Dana grounds



Accreditation Panelists Joan Smith, Barbara Beno, Jane Patton & Dave Bolt.

Break Time.....





Barry Russell makes what appears to be a very big point before Thursday's lunch.



Dennis Gervin thanks David Longanecker for his luncheon presentation urging CIOs to help make "whopping improvements" in the planning at their colleges.



Pam Deegan is flanked by Dorte Kristofersen and Rob Johnstone after their presentations on using research effectively.

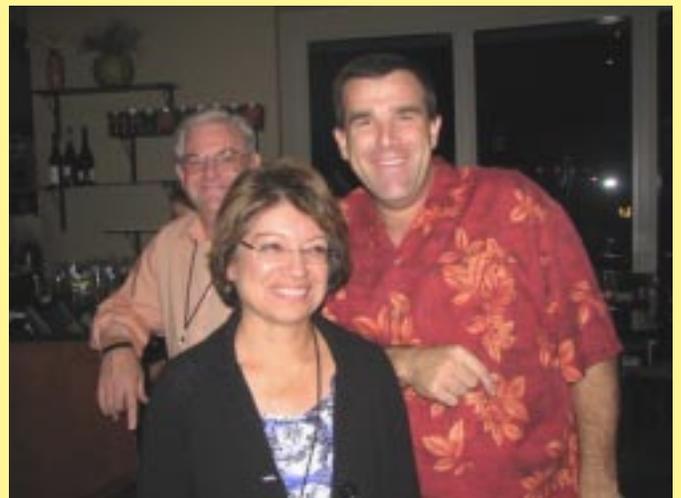


Larry Buckley with the substantive change trio: Susan Clifford, Michelle Pilate, & Dennis Gervin.

CIOs share their thoughts on integrated planning with panelists Joan Smith and Dave Bolt.



Balmy evening makes for great candid photos at President's reception.





FRIDAY



Dennis Gervin and Debbie Ikeda lead "Genuine Dialog"



Fifteen Minutes of Fame Feature #6

IRVINE VALLEY COLLEGE

VISION STATEMENT

Irvine Valley College is an institution of higher learning that seeks to deliver innovative instruction and student services programs, provide opportunities for student success and enter into dynamic community partnerships. The college maintains high educational standards as measured by student learning outcomes including skills and knowledge gained.

MISSION STATEMENT

Irvine Valley College is committed to serving members of the community, who seek to transfer, obtain degrees and certificates, acquire career and basic skills, and pursue lifelong learning. The college also provides student support services, opportunities for cultural experiences, and activities promoting partnerships with the community.

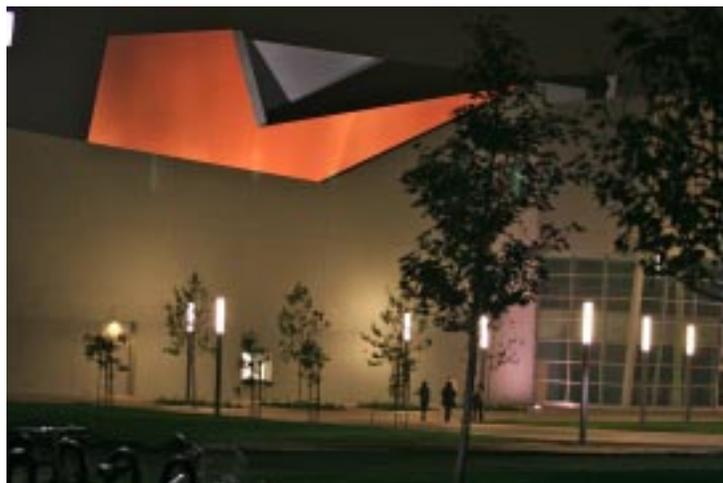
The college is dedicated to successful and measurable student learning through the commitment of exemplary faculty and staff who offer a variety of traditional and innovative teaching methods, and provide access to state of the art technologies and facilities.

The college is guided by a strategic plan based on data regarding changing student needs, evolving community diversity, and a rapidly changing economy.



HISTORY

- 1979: Opened as the “North Campus,” a satellite site for Saddleback College. Originally served 2,600 students in about 20 programs, with 13 full-time faculty members.
- 1983: Became “Saddleback College North,” expanded to 80 acres.
- 1985: Became Irvine Valley College, joining Saddleback what is now the South Orange County CCD. Irvine Valley serves the communities of El Toro, Irvine, Laguna Beach, Laguna Hills Newport Beach, Santa Ana, and Tustin. Site expanded to 100 acres in 1987.
- 1988-present: Rapid growth, expansion, and facilities development. In Fall 2009 there were approximately 123 full-time and 344 faculty members, nine administrators, 4 classified managers, and 160 full-time classified staff members serving 15,000 students (unduplicated).



STRATEGIC PLANNING GOALS (2006-2010)

- To meet the current and future learning needs of our diverse community.
- To foster a college environment that is dedicated to attracting and supporting excellent faculty, staff, and students.
- To develop and implement curricula that prepare students to transfer, obtain degrees and certificates, improve basic skills, and pursue life-long learning and community education.
- To provide exemplary support services focused on student success and retention.
- To provide programs and activities that promote economic development and partnerships with the community.

- To focus college processes on providing programs and services that educate students to think critically and prepare them for making career and academic choices.
- To provide leading edge instructional and administrative technologies to facilitate student success.
- To promote IVC as an institution of higher education dedicated to student access and success.
- To ensure institutional effectiveness through systematic assessment, intentional dialogue, and continuous improvement.
- To continue integrating the strategic planning process with budget development in a systematic cycle of evaluation for effective resource allocation.
- To promote environmental stewardship in college planning and decision-making.



THE STUDENTS

2009/10 Total Student Head Count: **26544**

Ethnicity	Headcount	%
African-American American	492	1.85%
American Indian/Alaskan Native	61	0.23%
Asian	6806	25.64%
Filipino	699	2.63%
Hispanic	3144	11.84%
Pacific Islander	101	0.38%
Two or More Races	461	1.74%
Unknown/Non-Respondent	2173	8.19%
White	12607	47.49%

Gender	Headcount	%
Female	15279	51.56%
Male	11009	41.47%
Unknown	256	0.96%





Irvine Valley CIO Craig Justice

GIVE ME JUSTICE!

Craig Justice has a Ph.D. and a M.A. in Economics and is completing his fourth year as the Vice President of Instruction at Irvine Valley College.



N&V: Where did you begin your community college career?

CJ: At Chaffey College. I started teaching economics there in 1974, and got active in the life of the college over the thirty-plus years I was there, serving as union president, faculty senate president, and curriculum chairperson, among other experiences. When I became curriculum chair in 1992, I was mentored by Chaffey's VPI at the time, Don Berz, and in 2001, I became Dean of Instructional Programs. I made the move to the Irvine Valley job in 2007.

N&V: Why Irvine Valley?

CJ: I was interested in IVC because of its strong reputation in transfer and honors programs and its commitment to technology. Also, with fewer than 10,000 FTES at the time it had strong growth potential. It had endured significant problems in the past, but its accreditation reports documented a real trend of improvement.

N&V: What sort of problems?

CJ: Well, it's hard to summarize. Before I arrived, the college and the district suffered from the results of over ten years of turmoil. As a result, many of the governance and procedural processes were dysfunctional.

N&V: That's a tough position to be in. What did the college do about it?

CJ: People began to realize that the renewal of accreditation could be jeopardized, and they began to focus on improving communication and trust, as well as the development of the effective participation practices needed to be a successful college.

N&V: Problem solved?

CJ: Hardly! But we're going in the right direction. For the first time in many years, the results of campus climate surveys are positive. We have a new chancellor now, and trust levels are building, but the institution and its people are still very, very fragile. Even more challenging—and time consuming—is rebuilding effective practices and processes, but as you know, it's got to get done.

N&V: What makes Irvine Valley College unique?

CJ: We have a higher than average socioeconomic profile in our student population, and a relatively large percentage of Persian and Asian students. We don't have football, but the men and women Lasers (not Banana Slugs, Panthers, or Tiger Sharks!) do well in soccer, basketball, and volleyball. We have the highest transfer rate in Orange County and the third highest transfer rate in California. Our outdoor sculpture program has attracted artists from all over the country.

VC is relatively young – we're celebrating our 25th anniversary this year, as the second of two colleges (along with Saddleback) in the South Orange district. Like MiraCosta and Marin, South Orange is a "basic aid" district. This means that all apportionment is locally funded from property taxes. While the state budget cuts influence our decisions, we have not had to make the kinds of deep cuts in sections that other colleges in the state have had to make. It may sound rosy, or rosier, than in other places, but there are not enough basic aid funds to embark on a major facilities construction and rehab programs. We need more

funds than are available, but because our property tax rates are relatively high, support for a special bond issue is difficult to get.

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

CJ: Three reasons come immediately to mind: our faculty, our technology, and our learning environment. We have a wide variety of programs that meet students' needs: honors, transfer, career technical, and basic skills. The faculty are highly dedicated and spend extra time with their students. The technology support is excellent. The classrooms and labs are augmented with a number of student support programs, including tutoring, writing and math centers, as well as a high computer-to-student ratio in computer labs and the library.

Another nice thing: being close to Laguna Beach and Newport Beach means that our climate is mild, and sunny, and students can surf in the morning and still take classes the rest of the day. All of this makes IVC a wonderful place to live, learn, work, and play.

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

CJ: We have three very big ones: implementing our technology plan, updating the education and facilities master plan, and improving communication and effective participation with our district services.

N&V: Craig, it sounds like you enjoy your work.

CJ: Oh I do! I got to where I am today because of community colleges (I graduated from MiraCosta College and transferred to UCSD), supportive colleagues, and a balanced, realistic view about the role that each of us plays in making a community college work effectively. Here at Irvine Valley, I interact with great people who are completely dedicated to serving students and the college. And sometimes, though not often enough, I am able to help students directly. That is immensely rewarding.



NEW CIOs THIS YEAR

Five individuals have informed us that they have joined the ranks of new CIOs within the last year. (“New” means first time CIOs, interim CIOs, and CIOs who have moved to new colleges.) Please take a moment to welcome them.



Dr. Nabil Abu-Ghazaleh moved in the fall from his CIO position at Pierce College to the Coast Community College District, where he is now the Vice Chancellor, Educational Services and Technology. He has taught engineering, mechanical design and CAD, and has served in dean positions for Engineering/Technology, Arts & Sciences, and DSPS.

“Working off campus for the first time in over two decades, I carry with me the diversity of college CIO experience. In this position, however, I have the privilege of coordinating efforts in student success, planning and institutional effectiveness with CIOs, CSSOs and three unique academic senates.”



Dr. Diane Dieckmeyer is the Interim Vice President, Academic Affairs, at Norco College. She was an associate professor of reading prior to being the Dean of Instruction at the college for the last 3 – years.

“I look at this Interim gig as a win-win opportunity to grow professionally and take on new challenges, and I’m having a blast! Norco College has been my ‘home’ for many years now, so I can’t think of anything else I’d rather be doing or anywhere I’d rather be doing it!”



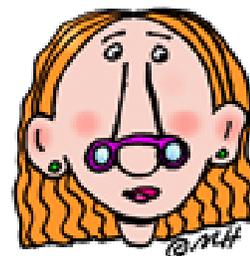
Dr. Robert Frost is the Vice President for Student Learning at the College of the Siskiyous. He has been a faculty member for a dozen years, teaching history, Latin, American Studies, Spanish and ESL. He holds a Ph.D. in Higher Education and most recently was Director of the Oregon State University doctoral program in Community College Leadership.

“In Oregon, after hearing about California challenges from many doctoral students, I had to see it to believe it. (I can only hope folks are laughing).”



Krista Johns is the Vice President of Instruction at Berkeley City College. Her teaching background is in law and political science.

“I had served as Dean of English and Business at Diablo Valley College for years, and wanted to take my experience and talents to a position that is core to influencing change across the college and district. Prior to my arrival, the Berkeley City College community had experienced seven VPIs in five years. There was much about my role that needed definition and refinement (and just plain ‘doing’). It’s been a great first year working with a tremendous faculty and staff!”



Dr. Rebecca Kenney is the interim Vice President of Instruction at the College of Alameda. Her primary teaching field is in education.

“I love my new job as Vice President of Instruction at College of Alameda. Now, I have an even greater ability to provide the broadest opportunities to help transform the learning experiences and lives of our students toward the outcome of achieving a more socially, culturally, and educationally equitable academic environment, workforce, and world.”

More New CIOs?
[Contact ebuckley@sonic.net if you are a new CIO—or if you know of a new CIO—who is not listed here.—E.B.]

PRESIDENT'S MESSAGE

Greetings to All the Chief Instructional Officers: During this past holiday season, I am sure that you found yourselves focusing on family, friends, and all those truly important people, processes, and events that support our individual values and beliefs.

What about our values and beliefs as members of the California Community College system?

The fiscal outlook is grim and we all know that our general fund revenues are expected to continue to decrease, with \$20 billion in deficits predicted through 2015 -2016. The LAO expects that it will be 2015 before we see employment levels reach what we had in 2007, when we entered this current economic downturn. This is an eight-year cycle recession—the deepest and longest that the State of California has experienced since the Great Depression.

There certainly is enough bad news around, but crisis has the potential of enhancing creativity, and I believe that by clearly articulating our core values and using those as our gauge for action, we can advance some new and creative solutions. The core value that we hear from the Chancellor's Office is "student success." The definition of student success has centered on completion, hence the focus on basic skills (to get students to the college level) and then CTE and transfer programs (to move students to completion). There is a clear message from the Chancellor's Office that recreational/avocational courses should not be offered.

What I hear from the field is the desire to serve as leaders on our campuses and a desire to have the opportunity to work on high impact projects – rather than be buried by the operational minutia that seems to dominate our jobs. This is very encouraging because I don't hear depression from the field; rather, I hear a desire to do, to lead, to help. If we can couple that desire with the core value of student success, we can achieve high impact goals.

What is already in the works? Two efforts come immediately to mind: SB 1440 implementation and the CCLC's 2020 Vision for Student Success Report. The Academic Senate has used SB 1440 as a springboard to one of the most ambitious projects they have ever



undertaken. The League clearly views the 2020 Vision as a major project – those of you that have attended 2020 sessions know that Scott Lay portrays this as a "big, hairy, audacious" goal.

What can we as CIOs do? This is a question that came up at our Fall Conference held in October. The session evaluations and the notes that we took during the conference underscored the CIO desire to spend more time on big issues and leadership strategies. Your executive board is working to assist you in this. At our spring conference, March 23 – 25, 2011 in Monterey, we want to take the time to discuss the big ideas, the high impact projects, as well as the ways that we can effectively exert leadership in support of them. Our working title for the conference is "Taking the Lead on Big Agendas."

In anticipation of this event, I encourage you to discuss the "big agendas" concerning student success in your region. Help your regional representative be prepared for our January executive board meeting when we will work to finalize conference plans. We are over 100 of the most dedicated, most intelligent, and most motivated educational administrators in this state. Let's make March our opportunity to come together and discuss how we can participate in creating solutions for our students in the midst of the Great Recession.

I hope you had a wonderful holiday break. Peace and goodwill to all during 2011.

—Melinda Nish



Russell Reflections

CCCCO Vice Chancellor of Academic Affairs Barry Russell briefs us on BSI, SB1143 Task Force, SB 1440 CC Transfer, Library/DE Survey, Non-Credit/Adult Basic Education



What's Happening at the Chancellor's Office

It was great seeing everyone at the CIO meeting in San Diego this past October. Despite the bad budget news and the various problems with enrollment management, it seems that everyone is in good spirits and focusing on the challenging work ahead of us. I really do think that the CIOs are the super heroes of the California Community Colleges so keep up the good work!

Basic Skills Initiative

I am very pleased to announce that Mark Wade Lieu has agreed to come to the Chancellor's Office over the next 18 months to work on the Basic Skills Initiative. As most of you know, Mark was a recent president of the statewide Academic Senate and has served on several committees within the Chancellor's Office. His teaching area is ESL so he will bring an excellent background with him to the job. He has already met with the Basic Skills Advisory Committee and will be taking up his work at the Chancellor's Office in January 2011.

SB 1143 Task Force

California is in a position to review the community college system and develop recommendations that will allow the colleges to be more efficient, effective, and vital to the economic growth of the state. The SB1143 Task Force on Student Success will be officially appointed by the Board of Governors at their January meeting. The Task Force will meet throughout 2011 in order to prepare a report and recommendations that will go to the Legislature in March 2012. More information will be coming out after the first of the year...but you will want to stay tuned in on the work of this task force.

SB 1440 Community College Transfer

Much work is already being done on the SB 1440 project. The Academic Senate is taking the lead on developing model curriculum in a variety of subject areas. Information on their work can be found at www.c-id.net. The Chancellor's Office urges you to withhold any curriculum actions until the Transfer Model Curriculum (TMC) development process has officially identified majors.

The Chancellor's Office approval process will not be developed or available for the submission of proposals for SB 1440 degrees until the Oversight Committee has made some decisions about how the SB 1440 implementation will proceed over the coming months.

We anticipate that the approval process, forms and requirements may be available as early as February 2011.

Please note that suggested catalog language for community colleges and CSU campuses in regard to the availability in Fall 2011 of associate degrees that comply with SB 1440 is being developed as part of the implementation process.

Library and Distance Education Research

The Chancellor's Office is conducting two research projects. The first is focused on the resources being used in community college libraries. This survey is being done in cooperation with the Council of Chief Librarians. In addition, we are doing a follow-up of a survey done previously that focuses on students who have dropped a distance education course. The survey is voluntary but will provide information on why students drop or withdraw from distance education courses. Look for full reports on these two studies during the spring semester.

Noncredit and Adult Basic Education

If you are not already very familiar with the noncredit or adult basic education classes being offered in your area, now is a good time to take an inventory. For some of you, this is a regular part of the day because your campus serves both populations. For others of you, one or the other or both might be offered through the local high school district, community-based group, or parks and recreation district. The bottom line is that we are getting word that these areas are being reviewed for their budget and program effectiveness. Discussions will engage quickly once the new Governor and legislature are in place, so it would be appropriate for you to begin collecting information and getting familiar with the offerings in, and around, your district.

Happy New Year!

I hope that you all managed to take some well-deserved time off to be with friends and loved ones over the holiday break. Have a Happy New Year!

—Barry Russell

The Implementation of Senate Bill 1440 – An ASCCC Update

The state Academic Senate has taken the lead with respect to the curricular component of implementing SB 1440, working to guide and simplify its development and, ultimately, to facilitate the Chancellor's Office approval of degrees that are consistent with the new law.

To this end, the process of developing transfer model curricula (TMC) began in October. TMC are developed by intersegmental discipline faculty and describe what should be part of the major in a CCC degree. By December 1, the statewide vetting process of the first five TMCs was completed through the use of surveys available at www.c-id.net. During the final weeks of 2010, the faculty discipline review groups (FDRGs) for these disciplines were convened to review the feedback received and make any necessary changes to the TMC, and forward recommendation regarding the TMC to a subcommittee of the Senate Bill 1440 Intersegmental Curriculum Workgroup. Most of the subcommittee's members are CCC and CSU faculty, but it also has representation from the Chancellor's Office of each segment, and a CCC CIO (Melinda Nish). In effect, it is the implementation committee for the curricular element of SB 1440.

In early January, the subcommittee will review the recommendations of the FDRGs and it is expected that finalized TMC will be announced for Communication Studies, Psychology, and Sociology. The work of the faculty assigned to Geology, a high-unit major, is not yet completed. Since Math requires further vetting, it will join Kinesiology and Administration of Justice in the 2nd group of TMCs to be vetted. The vetting for the 2nd group of TMCs should be completed by February 24. Many more disciplines will follow in the coming months.

The ASCCC and the Chancellors of the community college and state university segments strongly encourage colleges to review the finalized TMC and seriously consider adopting them for their degrees. The goal is to have a good number approved by the end of the spring and more developed in the fall.

It is critical that all faculty sign-up for the discipline list-servs that have been developed to facilitate communication as these processes move forward. Please encourage all of your faculty to visit www.c-id.net to sign up for the listservs, review existing C-ID descriptors and become informed about the disciplines to be addressed during the spring term. The ASCCC will send regular updates to local senates and has a link to all pertinent information at www.asccc.org.

The 1440 Oversight Committee (Pam Deegan is the CIO representative) has made excellent progress (e.g. in defining some terms like "local" and "similar," although the final determinations are pending). It will meet again in early February and is focusing on the legal and logistical processes of this intersegmental effort.

The Tradition Continues:

WHO WILL BE THE SIXTH CARTER DORAN LEADERSHIP AWARD RECIPIENT??

At their January meeting the CCCCIO Board members made their selection for the sixth annual Carter Doran Leadership Award—but you won't find out who the recipient is until the Spring Conference in March in Monterey.

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

It is expected that the recipient 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.

The latest “Doran Club” member will be joining a group of outstanding educational leaders, pictured below: **Julie Hatoff** (2005-2006), **Randy Lawson** (2007-2008), **Morgan Lynn** (2006-2007), **Pam Deegan** (2008-2009), and **Barry Russell** (2009-2010).



CCCCIO SPRING CONFERENCE MARRIOTT HOTEL, MONTEREY March 23-25, 2011

"Hey Look. The
CIOs are heading
our way!"

"OMG—and I slept
through my marine
biology lab!"

