

CIO NEWS AND VIEWS

The Newsletter of the CCCCIO
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CIO/CSSO SPRING CONFERENCE, March 21-23

SAN FRANCISCO SURVIVES INVASION OF BRIDGE BUILDERS



Over 175 CIOs and CSSOs participated in this spring's joint conference at the Sir Francis Drake Hotel in San Francisco. Opening speaker **John Rouche**, recalling a gifted history professor from his undergraduate days who changed his life, reminded us that our students can thrive when we care about them, have high expectations for them, and provide them high quality programs. On the closing day, **Rocky Young**, recalling his unsuccessful efforts to unlock the meaning of a rap song's lyrics, reminded us that "change is the law of life," and urged that leaders work to make colleges model communities that champion civility, wellness, and environmental stewardship.

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“STELLAR MENTORS”

Morgan Lynn, the second recipient of the Carter Doran Award, reflects on the people who contributed to her success.

What a special honor, not only to receive the Carter Doran Award, but to follow Julie Hatoff, who was the first recipient and a person I have long admired. Carter had an extraordinary way with people as I learned through many conversations with him when he was a CIO and from a day long visit to his campus. Later, on an accreditation visit to Julie’s college, I learned how much the faculty and staff at her college loved her. The lessons I took from these two extraordinary role models center around genuine respect for faculty and the noble work they do to change students’ lives. That genuineness and authenticity make the difference in long term success as a CIO. As I reflect on a nearly thirty year career in community colleges, I think the perspective that I learned from many stellar mentors has contributed to my own success at each of the colleges I have had the privilege to serve.

I had the good fortune to have been mentored by the best in our business. Kevin Ramirez, who was the president who hired me at Sierra, liked to tell the tale that “Morgan can tell anyone to go to hell in such a way that they believe they will enjoy the journey.” Hyperbole indeed, but it embodies the notion that even when making tough choices—firing someone, cutting budgets, deciding against promoting the internal candidate—all these things can be done in a manner that respects and preserves the dignity of the individuals involved. Kevin created a culture of respect at Sierra College and we worked at it! It doesn’t just happen, and Kevin taught me that it has to be “in your hard drive.”



Many CIOs know and remember Dr. Darlene Pacheco, who was the CIO at Moorpark College in the Ventura District for many years before she retired and took up another career at ACCJC. Dar was my first teacher in 1974 when I enrolled at Moorpark as a returning student—I still have some of her notes of encouragement, which she continued to send me throughout my education to its culmination in a doctoral degree from UCLA. Dar was present at my graduation from UCLA and my daughters’ graduations from Santa Monica College and San Diego State and UC Santa Cruz, and she was an honored guest at both their weddings. Education is exponential—

children are more likely to attend college if their parents do—so Dar gets credit for three of us at this juncture. I’m counting on her to be there for my two grandsons in the future!

I’m not sure if I was mentored or traumatized by Dr. Richard Moore, president of Santa Monica College during my employment there in the 1980s. The urban



legend at that campus was that if “Richard” took you on a walk west on Pico Boulevard you were in trouble (Pico ends at the Pacific Ocean). After an unsuccessful run at a promotion, Richard did take me on one of his famed walks, and gave me some serious advice: Get a doctoral degree from a university that faculty would respect, and get more teaching experience. I set out to do both.

Rocky Young was Santa Monica’s CIO during that period, and he gave me some good advice about avoiding the kind of trouble to which a new and naïve administrator might fall prey. He was also a wonderful role model—faculty loved him, and I still want to be like Rocky when I grow up. Suzie Chock-Hunt came to Santa Monica from the Sacramento area for a brief period, but it was long enough for me to get to know and respect her—she was another person with a great intuitive knack with people. Before Suzie retired as CIO at Sac City, we met for dinner and discussed how it is you know when it is time to go. Years later, our discussion helped me to make my retirement decision. Benita Haley, now on the Board of Governors for the system, was the HR VP at Santa Monica and was responsible for hiring me and giving me my start in the community college business.

At Cerritos College, Fred Gaskin taught me to know the budget as well as the budget guy and to recognize and reward faculty for their efforts. At Cerritos, Diane Keenan, a professor of economics I nominated for the Carnegie US Professor of the Year Award. She won! What great fun we had feting her in Washington, DC and seeing her photo in USA Today. I’ve taken faculty to the NISOD Teaching Excellence Awards for at least 10 years and nominated Rebecca Gregg for the ACCT faculty award from Sierra, and had the privilege of attending her award ceremony with Kevin Ramirez just a few years ago.

I think my success was and is entirely because of others—all the amazing CIOs & CEOs who helped me. Because of that I have really focused on mentoring the

next generation of CIOs. For several years I have brought bright and aspiring deans to our CIO conferences, served as an ACCCA mentor, and done my best to ensure that my seat is filled with someone who loves the job as much as I do. I am fairly certain that two of my mentees will be appointed to CIO positions next fall. The very best job in our organizations is that of CIO—it is the hub of what we do, and as I retire I salute all of you who are dedicated to this role.

There are so many in our midst who deserve the Doran award more than I. For years I have called on Randy Lawson (another old friend from Santa Monica days) and John Nixon (from my Southern California RUMP group days), who are in my view the most knowledgeable CIOs in the business. And Lori Gaskin, our new CIO leader, is absolutely the best. Vicki Morrow, who has gone on to a presidency, is another in our CIO group who had the gift. And OMG—so many retired greats: Don Bertz, Claire Biancalana, Dona Boatright, Ed Buckley, and Peggy Moore.

This reflection would not be complete without special recognition of my dear friend Ron Martinez, who has been my confidante and supporter at Sierra College. Ron started as a student at Sierra, went on to achieve a Master’s Degree and has taught, been the Dean of Science and Math, and is now the VP of Human Resources. He knows the culture and pitfalls at Sierra and has done his best to help me avoid them. He is the best colleague one could ask for.

Ed Buckley and his enormous staff are going to edit the hell out of this¹, but I hope he includes that my retirement plans include travel and grandchildren for at least the next six months. After that, I’m told there’s a life of interim and consulting work—so I hope to see some of you in the not so distant future. It’s been a great run!!

¹Not really! -- ed.

CIOs RESPOND WITH OPINIONS & ADVICE IN ONLINE SURVEY ABOUT REGIONAL GROUPS

Over seventy CIOs responded to our survey of opinions on the effectiveness of the regional groups, providing a lot of information that might be useful in the coming months as discussions about improving the system take place both within the regional groups and within the CCCCIO Board. Herewith, a summary of the multiple-choice responses, followed by the written responses to the open-ended questions. Thanks to Barry Russell for providing technical assistance to the technically challenged staff of News & Views, and thanks to all of you who participated.

SUMMARY OF MULTIPLE CHOICE RESPONSES

PARTICIPATION IN THE SURVEY

- A total of 73 CIOs “signed in” to the survey by identifying their region, with between 53 and 60 responding to each multiple-choice question.
- There were 160 responses to all the “additional comments” questions combined.
- The three open-ended questions generating the most responses had to do with regional meetings (34 responses), regional group effectiveness (33 responses), and recommendations to the CCCCIO to improve the regional group system (26 responses).

■ REGIONAL GROUP MEETING ATTENDANCE

Of the 44 people who responded to the question about attendance at meetings, 13 said they attended five or more over the last twenty-four months, 24 said they attended four or less, and 7 didn’t know how many they had attended.

■ REGIONAL GROUP CHAIR COMMUNICATION

Of the 57 people who responded to the question about the regional group chairs’ communication about statewide issues, 27 people said their chairs keep them well-informed and seek CIO opinions, 17 said their chairs report periodically in summary fashion, and 13 said their chairs rarely makes contact.

■ RELATIVE WORTH OF THE REGIONAL GROUP

The question asked how your CIO world would be different without the regional group. Of the 54 people who responded, 18 people said their CIO world would be quite different without the group interaction, information exchange, and opportunity to impact CCCCIO positions at the state level. Twenty-two people

said the regional group has value but they had alternative ways to get general information. Fourteen people said there would be no practical difference in their CIO world without regional groups.

■ CONFIGURATION OF REGIONAL GROUPS

The question dealt with concerns about geographic distance of some groups and the lack of alignment with the regions of other organizations. Respondents could select more than one response. Of the 56 people who responded, 14 people said their groups were not affected by these concerns, 21 people said that geographic distances makes interaction difficult in their groups, 21 people said they would like their regions aligned with the regions of other major organizations, 3 people said they want a change in the make-up of their regional group, and 11 people said they would oppose a change in their regional groups.

■ REGIONAL GROUP PERFORMANCE OF SELECTED ACTIVITIES

In two separate questions, respondents were asked to reflect on three activities of regional groups: providing a local network of CIOs to exchange ideas and learn from each other about the “nuts and bolts” of the CIO job; providing a forum for discussing and impacting issues affecting the region; and providing a forum for discussing and impacting statewide issues. In response to one question, the responses of 56 responses indicated that all three activities are “very important.” In response to the other question, a small plurality of people (21 of 56 respondents, or 40%) thought that their regional groups performed the best in providing a local network of CIOs to exchange ideas and learn from each other. By a small majority (51% and 55%, respectively), the CIOs thought their regional groups performed the other two activities at the “average” level.

RESPONSES TO “OPEN ENDED” SURVEY QUESTIONS

(Editor’s Note: All responses are included, except those such as “none” or “no comment.” Minor grammatical corrections have been made, and references to specific individuals or regional groups have been deleted or made anonymous.)

▼ If you have additional comments regarding regional group meetings, please use this space to respond.

- Geographically, it’s almost impossible to meet in person, but conference calls work.
- I am new to the region and do not know the history of meetings.
- We have tried to meet in the summer at least once. We also have regional meetings twice a year as part of the CIO bi-annual conferences.
- One conference meeting. Two phone meetings (not very helpful) But I’ve only been doing this for the past eight months.
- We meet approximately twice a semester and I find it to be invaluable as we assist each other in many ways.
- I just joined this region 2 months ago so although I wanted to respond to this survey there is much I may not be able to answer
- Group is so wide spread it requires a 2 or 3 hour commute for some of us depending on the location of the meeting.
- The Region X Rump Group meets the Monday prior to the State Executive Board meeting.
- The LACCD CIO’s meet once a month.
- Have attended most of the meetings as my schedule on campus allows. I find them meaningful and supportive at a time when there is so much unfolding.
- In the last two years, there have been very few meetings except at the CIO conference - maybe 5 at the most. I have attended all but one.
- I was gone all last year and so base my response on my experience for 2005-2006.
- I just started January 1, so am not aware of how many times the group met. In fact, I’m not sure if I belong to [this group] or [that group].
- Input for agenda items was solicited. Agreement on agenda items completed prior to meeting. Actual meetings were beneficial and productive.
- My group meets at the CIO conferences. I am a new CIO this year and have attended once. Busy schedules discourage members from participating.
- New to the group so have not yet attended, but do have a history on the meetings.
- They are very informative and worth the time—if one can find it.
- Our regional group rarely meets. We are spread out so far and wide - it is difficult to get together.
- I’ve only been a CIO for 8 months. There have been two meetings scheduled, one was canceled and I attended the other. The one I attended was very poorly attended.
- Distances and busy schedules make attendance difficult,
- We are in the wrong region. My college needs to be in XX region. We should align with the Voc Deans, etc.
- Very hard to schedule due to districts’ varying meeting needs...
- Due to the geographic distances, the regional group meetings were very hard to organize and attend. The phone conference meetings have made a difference.
- I am a new member.
- I didn’t include the regional meetings at the conferences.
- I am currently serving as the Interim VPI from January 2007 to June 2007; therefore I have not attended any of the meetings in the past two years.
- I don’t think our region meets as often as it should. I’m also concerned not everyone attends on a regular basis. I don’t recall at least two CIOs ever attending a meeting.
- I have been deployed to Iraq from April 2005 to Oct 2006. Therefore, I did not attend any meetings and have no idea how many were held.
- Recently, fewer CIOs seem able to attend the meetings so many have either not been scheduled or have been cancelled at the last minute.
- There’s a bug in the survey - I can’t pick the same number for ‘scheduled’ as ‘attended’. I added one more to schedule to make it work. I scheduled and attended 3, I think.
- Communication happens via email as well.
- Since so much of the information and communication pertaining to state issues that the CIOs need to be aware of is communicated via e-mail, there has not been a need for the region to meet on a regular basis. However, this past year there has been an absence of communication from [CCCCIO] about the topics discussed at BOG and other state meetings that some members of the CIO Board have attended.

- There have been no meetings except at the conferences. I think that there would be value in meeting at least one day during the summer.
- The region meets on Monday evenings for dinner at a central location in San Diego.

▼ **If you have additional comments regarding communication with your regional chair, please use this space to respond.**

- When XX was the chair she communicated effectively via e-mail.
- We have not received any information from the chair this entire academic year.
- Previous regional chair was very effective and the current chair is doing the same.
- Our chair is involved but new to the system. We can anticipate more turnover in CIO positions so more systematic training will help.
- As the regional chair - I try to keep the group informed through email communication. I solicit input/agenda items for upcoming Executive Committee meetings but rarely receive anything.
- There is little to no communication aside from through the CIO list.
- Information is shared when the group meets but that has not been often.
- XX is in her first year as our regional representative. I am not sure if the limited communication to us about what is taking place at the state level is due to her not being provided with the information or because there has been nothing to report to us that we would not already be aware of from e-mails sent to us from the Chancellor's Office and/or CLCC.
- XX does a very good job of keeping us informed.

▼ **Other thoughts about region geography, etc.**

- Our CIO group makes more sense than our vocational dean group, which includes Sacramento. We have very little in common with Sacramento schools. That said, it is still difficult to travel to meet even within our own districts that are somewhat geographically close; also those of us at districts often have district meetings on the days the region meets
- [Our district] is remote from all other locales except Victor Valley
- I believe the regions are aligned with the CSSO groups. Since the CCCAOE is a subgroup of the CIO Groups, it ought to consider aligning with the parent group.
- We never seem to be able to meet with Glendale, which is the only other college in our particular region

- I think that time constraints are the most important think affecting our region, as it means a whole afternoon when we do meet.
- Geographic separation limits physical meetings but allows for diversity of perspective. We don't communicate enough as regional groups more likely because we don't have a listserv than because we are far apart. Consider something like CIO-All@listserv.
- We should do virtual meetings.
- I would strongly support realigning the regional groups - particularly for our region.
- Since I am new I don't know that alignment is an issue. There is a failure to schedule meetings and keep contact. This could be based on past poor attendance. When I was involved in the system as a Dean, we used CCC Confer and Video conferencing for our meetings. Not sure why the CIO's do not make use of the available technology that the system has invested in.
- For SF/East Bay, we need to concede that the bay itself is a dividing line, and organize groups that way...
- When I entered our group 6+ years ago I was told that the group was made up in such a way as to put large colleges with small so that the two could share their experiences and see what issues are similar etc. I feel that this has been a real asset to our group.
- When I was a CIO a number of years ago, the distance did not make a difference.
- I think this should be an agenda item at one of our conferences.
- I see no reason to change at this time.
- Being aligned with the CSSOs and CCCAOE regions would make joint regional meetings possible.

▼ **Are there activities taking place in the regional groups that we did not cover in the previous questions?**

- The networking and support is invaluable.
- I am assuming the meetings are productive, I never attend, no time and too much traffic in LA area.
- Regarding questions 8 and 9: I wish that our regional group functioned more effectively regarding the statements in question #8 - but it just doesn't happen.
- Since I'm in the wrong region I don't know.
- Provides an opportunity for mentoring activities (a job-shadow day etc.)
- Collaboration on some issues with CSSOs in the region.

▼ Are there expectations of the regional chair that you would like to add?

- No, but some of the expectations are equally important. For example, it does no good to seek input for representation if he/she doesn't participate in state-level meetings.
- The check boxes in the previous question didn't work
- Q. 11 should not be in rank order since they are dependent on each other (e.g., I expect the chair to communicate with us about statewide issues but he can't do that if he doesn't attend meetings and seek input from us.)
- Please note that the survey will not allow me to check all the responses above.

▼ What recommendations would you make to your own regional group to make it more effective?

- Have a dedicated listserv for the region to allow CIOs to post regionally related questions; set up meetings a year in advance.
- I don't have any idea how to remedy the fact that we are all too busy to attend without guilt; I think we do really well considering that fact.
- My geographical location makes it difficult. But I think the group is helpful and provides a documented function for the region
- While the region covers a wide area, it has been great to interact with well-respected leaders like XX and YY.
- Set up monthly phone 'conferences' and at least one face to face, preferably in the summer.
- I think we function very well and discuss immediate concerns and compare how we manage different issues. The support is great. I learn from my fellow CIO's at every meeting. I also know I can call upon them if I have questions.
- None, it is effective.
- Have LACCD as one region or pressure larger group to meet.
- Promote regional staff development between colleges.
- Hold regular meetings.
- Maybe some mentor programs for new VPIs.
- Real time, on-line/teleconferencing.
- Continue to strive for 100% participation.
- Hold regular regional meetings outside CCCCIO conference.
- Go virtual.
- Re-alignment so that the CIOs in the region feel there is a benefit to meeting together as a regional group.

- Realign the region, separating at LA County line.
- It would be nice to have more opportunity to meet with colleagues, discuss issues, visit one another's campus, etc. Having said that, time, cost, and distance constraints would limit my participation.
- Concerted effort to talk with each of our CEOs about the importance of these meetings, and to make a definite monthly time slot for them (which would be used every couple of months).
- Resume occasional teleconference meetings, even if attendance proves to be limited.
- I believe that we are doing fine given the constraints of distance, time and money.
- Our meetings are a bit haphazard; we're busy as are all CIOs. We need more nudging from our chair to make the commitment to meet regularly, since we are quite a collegial group.
- Try to make attending the meetings a priority all the time so we will have more people there most of the time.
- Have a very focused agenda for part of the meeting (e.g., a timely item or two about which the group can share strategies). Time for keeping in touch and some key announcements or opinion gathering will happen naturally.
- Reconvene the group - particularly if there are new CIOs who could use mentoring.
- Meet on a regular basis. Too often we meet only because input is needed from the region and the chair needs to report at the state level. At other times, it's a meeting to present information that was discussed at the exec meeting. We could do that via email.
- Quarterly meetings set ahead of time would work better than monthly meetings.
- 1. Meet more often. 2. Reflect statewide issues in more detail.
- We might discuss how we can partner on grant initiatives and other efforts such as basic skills.

▼ What recommendations would you make to the CCCCIO as a whole to make the regional group system more effective?

- To look at the question the other way around.... What recommendation would you make to the regional group system as a whole to make the CCCCIO system more effective?
- Realign the regions to minimize distance.
- Mentoring for region leaders, if there is not some already; outline expectations of the regional groups and/or prepare a handbook for regional groups.
- Insist that the above be done.

- [!] Question the need for regional groups. CCCCIO Newsletter, web page and conference each semester are good substitute for regional group meetings.
- None.
- Inject more national best practices into the dialog.
- Encourage those who don't meet regularly to meet.
- Empower specific regions the opportunity to lead the CIO response to statewide issues.
- Some kind of basic reference booklet to help those new to the position. Sometimes, after a few years, it seems that what we know is common knowledge, but that is not the case when one is new to the position.
- Gauge the value of regional groups. Has our organization outgrown that model? Is our collective voice more powerful at the state level as compared to a regional level?
- I know we try to communicate as often as possible and yet I still would love more; maybe a latest news link on the website that would allow us to know what is going on monthly?
- Clarify info-sharing roles for emails and forwarding web links etc.
- I enjoy meeting with my colleagues, but rarely see the regional meeting as a crucial activity. It will be interesting to hear if other individuals and regions have the opposite opinion.
- Training on how to use a listserv and the proper etiquette on when to 'reply/respond all' versus responding to the individual email author.
- Highlight the importance of professional development as an active member of your regional group.
- Configure regions like the CSSO group so that there can be more regional collaboration.
- Possibly reduce the size of the group and align with the CSSO groups so that common meetings might be held once or twice per year.
- Virtual meetings
- Find out from other regions what they do to get full participation at local meetings. Do they come up with timely topics or invite other guests to discuss issues?
- Some local professional development activities would really help cement me into the organization.
- I have found everyone supportive, willing to share ideas, offer solutions, and be collaborative.
- CCCCIO needs to move toward more accountability for regional group chairs; perhaps a bylaw that specifies that the President shall replace any

regional group chair who does not fulfill participation requirements.

- I think the CCCCIO needs to be more proactive in communicating with the CIOs. It depends too much on the regional groups to do this.

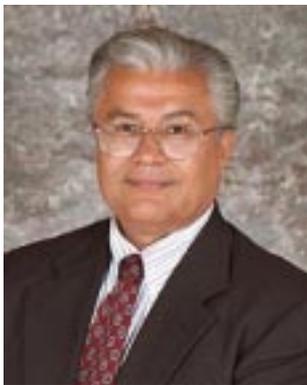
▼ Final comments?

- Our leader, XX, has done a good job without much support from the rest of us — but more consistent communication would help. The problem is that small-college CIOs have little time to devote to this effort...
- Clearly, I do not have any major issues. I feel that I have developed rapport within my group and feel free to call on my colleagues for advice and guidance.
- I am not a new CIO...but the regional system has not helped me at all. I tend to use my personal network of CIO friends...
- Leave the regional groups alone; they are fine.
- Thank you for surveying the CIOs but do keep these valuable groups.
- I find most communication with fellow CIOs to have value.
- As a new VPI, I am very much interested in attending regional group meetings. I think the ability to meet and network with my fellow CIO's is very much needed for my success.
- Thank you for seeking information. I hope other people can share some better ideas.
- I am leaving the CIO group this fall thus the region group but want to say that the Region X Rump Group has been great and I have had the opportunity to gain experience from some of the best; but I have found the large group tends to get a little cliquish and tends to promote from within that group.
- I enjoy being part of CIO and the information I receive at our conferences. I do feel, however, that as a group the CCCCIO is too cliquish and fails to consider the needs of the whole and focuses instead on what's important for some of the regions.
- We are all so busy, it would be nice to have an executive summary of key issues happening at the state level that affect us...especially pending legislation.

CIOs Reflect on the “Rules of the Game”

*Three CIOs responded to our invitation in the last issue of News & Views to comment on Shulock and Moore’s Rules of the Game. **Ray Maghroori** (Riverside) provides a summary review and commentary of several recent reports about our system, to which **Ron Taylor** (Chabot) and **Mark Meadows** (Barstow) add their unique perspectives. Much thanks to all three.*

California community colleges have been the subject of five major reports during the last several months. One, issued by the State Chancellor’s Office and titled Report on the Community Colleges (ARRC) does not seek to render an opinion, but provides statistical information about community colleges’ performance indicators and is a compilation of MIS data provided by each college related to student progress and achievement, persistence rate, and basic skill improvement rate.



RAY MAGROORI

A second report, California Community Colleges: Making Them Stronger and More Affordable, from the San Jose-based National Center for Public Policy and Higher Education, points out that in California, tuition cost is only 5% of the total cost of education. It concludes that “state officials’ single-minded pursuit of low fees has led them to shortchange financial aid spending and other policies that might actually help more low income students afford and complete a higher education.”

The remaining three reports focus on the performance of community colleges by analyzing various indicators, and each argues that California community colleges are not doing an adequate job of educating their students. The report by the Public Policy Institute of California (California Counts: Community College Students, published in November 2006) concludes that “...only about a quarter of students who were focused on transfer courses in their first year eventually transferred to a four-year institution,” and only 12% earned a certificate or a degree. Further, the report points out that nearly half of community college students do not return to college after their first year. This study is based on a six-year study of some 539,241 students who enrolled for the first time in a community college in 1997-1998.

CPEC’s California Higher Education Accountability: Goal – Student Success, Measure: California Community College Students’ Degrees and Certificates Awarded and Successful Transfers indicates that from 2001-2005, only 17% of students earned a two-year degree or certificate and only 22% of students transferred to one of California’s public universities. Further, according to this report, about half of the students left the system without earning a degree or transferring to a public California university.

The report that has generated the most discussion is Rules of the Game: How State Policy Creates Barriers to Degree Completion and Impedes Student Success in the California Community Colleges, published by the Institute of Higher Education and Leadership Policy at Sacramento State University. Authors Nancy Shulock and Colleen Moore suggest that only a small fraction of students who are seeking a degree or certificate, or about one-fourth of California community college students, “succeed in transferring to a university and/or earning an associate’s degree or certificate within six years.” And since colleges are paid for their enrollment and not the degree completion rate of their students, the authors argue that “We are buying college enrollment but not college completion.”

The Rules of the Game examines the graduation rate of degree-seeking students. Students are included in the degree-seeking group if they were age 17-19 at the time of initial enrollment; and/or indicate a goal of degree or certificate completing and further complete 12 units of course work which includes at least one transfer-or degree-level English or math course. By this definition, 60% of California community college students have as their educational objective, either transfer to a four-year institution or completion of a certificate program. And, according to the report’s conclusion, only 24% accomplish their educational objectives within six years.

The low completion rate, the authors argue, can be traced to several policy dysfunctions. These policies developed incrementally overtime constitute the “rules of the game,”

and include financial policy (how colleges are funded and how colleges can use their funds), student fees, and financial aid policies.

Rules of the Game has been the subject of commentary both in the media as well as professional circles. Dan Walter of Sacramento Bee, an ardent advocate of California community colleges, in reviewing the study suggested that: “Blaming community colleges for circumstances that are beyond their reasonable control is just gratuitous nitpicking.”

Many community college leaders are critical of the report, which they argue asks the wrong question about community colleges’ performance. The issue to examine is not whether community colleges succeed in making students transfer or complete a degree. Rather the indicator to examine is the “value added” through the educational experience which is the true measure of the college’s performance. According to this view, value added indicators are a much more accurate indicator of community colleges performance than those that are aimed at measuring transfer or graduation rate. The reason behind this argument centers on the concept of open access. Anyone can enroll in a community college, including those who are deficient in basic skills and who lack motivation to complete a college degree. Thus, to penalize community colleges for their open access or to hold colleges accountable for what may be a failure of the K-12 system sets up an unfair expectation. For example, it is difficult to expect that a person’s who reads at the 9th grade level or lower would be able to do college level work, regardless of his or her stated educational objective in the college application.

Even though Rules of the Game is deficient in some of its underlying assumptions, the report does raise some fair and critical questions about California community colleges. Some of the report’s conclusions appear valid: over-regulation of community colleges removes flexibility and can indeed act as a barrier to innovation and flexibility at the local level. Further, an institutional focus on student retention and outcome may indeed be desirable concerns for colleges.

The real question that confronts leaders of the California community colleges is the following: Given our students and our community’s commitment to open access, are there things that institutions can do differently to facilitate students’ attainment of their academic and career

objectives? Given the structure of community colleges and given the fact that each board of trustee is an independent elected body, there can be various approaches and different answers to this question.

Measured by any standards, and regardless of how one arrives at the efficiency of the California community colleges, it is an undisputable fact that California community colleges are educating students at a lower cost to the tax payers than the University of California, the California State University and even the K-12 system. But even an efficient system like the community college system can benefit from discussion regarding its mission and its policies and procedures. Thus, let’s hope that the publication of such reports as Rule of the Game and the others noted here will stimulate thinking and discussion about how we can do a better job in serving our students. The success of community colleges is not only vital to California’s economic development but that also it is essential to the existence of democratic values and institutions in the state.

Most of us “in the trenches” look to the researchers to be the clear thinkers with impeccable logic leading to solid, indisputable conclusions, and I just have to say, at this juncture, that it is almost heartwarming to see how jumbled and confused the researcher world is at this point. The questions they choose to address, the taxonomies (of



RON TAYLOR

reality, of thought, of education) by which they analyze the situation—these are all questionable themselves, in my view. Thankfully, most of the researchers I know would freely admit this—they’re often asking us for guidance toward questions that need answering.... That said, here is my take on the recent report by Shulock et al., with glancing comments on others:

I am glad Martha Kanter is hosting a dialog about the findings in Rules of the Game (May 9, De Anza)—it is needed. The initial responses were premature and a little, well, over-sensitive. It is true that the wording of the policy brief itself brought this kind of response on. (It speaks of our collective actions creating “barriers,” but I don’t see that at all.) In reaction to the report, we should be careful

(to quote the Chancellor) not to toss the baby out with the bath water. I eagerly await access to the full report (what we have so far is a policy brief)—particularly any elaboration on recommendation #5, touching the heart of what CIOs do—enforce prerequisites, placement/assessment, etc.

I feel for the Chancellor's office. They are in a delicate accountability dance. On the one hand they responded almost hysterically to the Rules of the Game, misinterpreting its objectives and what/who was being critiqued—and on the other, in their own announcement of the ARCC report, they salute the importance to taxpayers of “graduation rates” and “transfer rates.” (http://www.cccco.edu/news/press/press_2007/press_march/press_031907.htm). Dan Walters' response mistakenly interpreted both the PPIC report and Rules of the Game as critiques of the colleges. They are really critiques of the so-called master plan.

The PR consequences are potentially grave, so I do think we need to get our story straight. It is hard to fudge the transfer rates when there are think tanks around to second-guess you. Frankly, I think the PPIC and Rules of the Game assumptions on transfer rate are more common-sense than our system's approach, and the discrepancy will only confuse and infuriate legislators and voters. (See <http://rpgroup.org/RP-eNews-03-2007.pdf> for a concise comparison.) The PPIC report, with its narrower focus on financial aid, may be the more valuable one for practical improvements. But Rules has gotten attention!

I look forward to further dialog on improving student completion rates. We have a good start with our Basic Skills Initiative. This is important work.

Let me look at this from multiple perspectives. As an institution, we are an “open system,” subject to both the import and export of information from our environment. As part of this kind of relationship with other systems, we can only adequately understand our function in this context of which we are an integral part. Too understand our function in isolation from this context only complicates



MARK MEADOWS

our development and coordination of activities. So Nancy Shulock is correct, (and I am paraphrasing her based upon the aforementioned perspective) —this is useful information that can lead to the kind of cross-systems evolution we all want to see.

As one reads “Rules of the Game” one is reminded of complexity theory and chaos theory. Complexity theory has application because it reminds leaders that institutional development and process requires an understanding of the true relatedness between the dynamically linked levels. Chaos theory, noting the multiple missions that community colleges assume, would assert that periodic fluctuations, disturbances, and stress on that cluster of missions due to outside feedback can provide for creative consequences and a higher order of functioning.

Pragmatically speaking, responding to this document as a crisis of perception, definitions, and interpretation may be in order. A non-manipulative reframing of this document needs to be presented to the publics for the purpose of delineating different aspects of this single challenge. This is probably essential to an accurate appraisal and strategic intervention.

Finally, because of the uncertainty and overlapping realities of this multifarious scenario of process and structure, we almost certainly need to be aware of our tendency to short-term attention and solutions. Because of our partial view, we could once again be surprised by “unintended consequences” and an ensuing “Rules of the Game, Part II.”

DATES AND DEADLINES THAT CIOs SHOULD KNOW

(This is the second iteration of the [News & Views](#) calendar of important timelines. The office of Vice Chancellor Carole Bogue-Feinour provided all the dates under “Instructional Programs and Services” and “Intersegmental Relations.” The dates under “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)

Instructional Programs & Services

May, 2007

- Available: Transfer Center Annual Report with Articulation Officers Addendum.

May 15 – July 31, 2007

- Curriculum Reporting for the Community Colleges (CRCC) Project Phase 4

June 1, 2007

- Noncredit Enhanced Funding (Vicki Warner, Instructional Programs & Services)
- Stand Alone Course Identification, AB 1943–CCRC Website (Stephanie Law)

June 30, 2007

- Flex Calendar Program Annual Certification (Ken Nather)

August 21, 2007

- Institutional Distance Education Surveys

After August, 2007 (to be determined)

- Program Inventory (Non Credit) Certification

Intersegmental Relations

November 30, 2007

- Transfer Center Annual Report (Chris Yatooma)
- Articulation Addendum to Transfer Center Annual Report (Joanne Vorhies)

Fiscal Services

(deadline dates are the same each year)

July 15

- Apportionment Attendance Report (CCFS-320)
- Faculty Contact Hour Adjustment to FTES (CCFS-320F) (Flex Calendar Districts)
- Apprenticeship Attendance Report (CCFS-321)

August 1

- Maintenance Allowance (Reimbursement Claim, CCFS-355)

August 31

- Quarterly Financial Status Report (CCFS-311Q)

September 15

- 50% Law, Application for Exemption (CCFS-350A)
- Prior Year Enrollment Fee Revenue (CCFS-323)

October 1

- Amended Apportionment Attendance Reports [(CCFS-320) (For Lottery Purposes)]

October 10

- Annual Financial & Budget Report (CCFS-311)
- Gann Limit (CCFS-311)
- Lottery (CCFS-311)
- Part-Time Faculty Compensation (CCFS-367)

October 15

- Participation Report [Contracts Awarded to Disabled Veteran, Minority, and Women Business Enterprise]

November 1

- 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

- Full-Time Faculty Obligation Report (110/FFO)
- Quarterly Fiscal Status Report (CCFS-311Q)
- Financial Statements and Audit Report for Auxiliary Organizations

December 1

- 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

- Part-Time Faculty Compensation Allocation Request (CCFS-367)

December 31

- Contracted District Audit Report

January 15

- 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

- Non-Resident Tuition Fee Worksheet
- Quarterly Financial Status Report (CCFS-311Q)

April 15

- Enrollment Fee Revenue (CCFS-323)

April 30

- Apportionment Attendance Report (CCFS-320)
- Faculty Contact Hour Adjust. to FTES (CCFS-320F) (Flex Calendar Districts)
- Apprenticeship Attendance Report (CCFS-321)

May 15

- Quarterly Financial Status Report (CCFS-311Q)

June 1

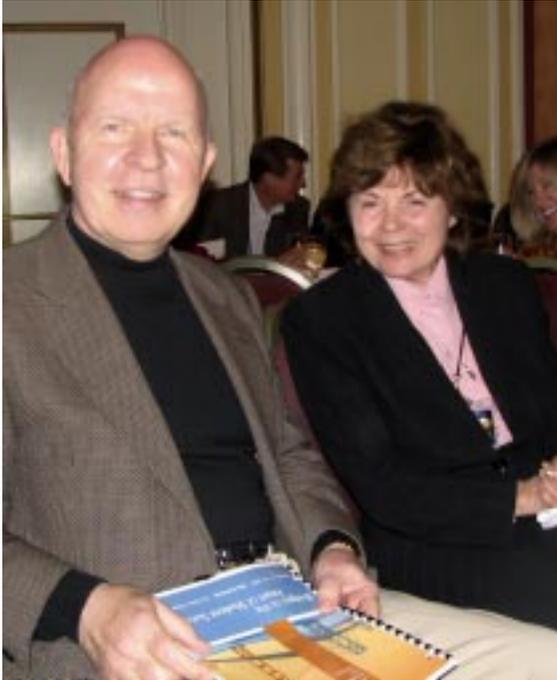
- Part-Time Faculty Health Benefits (CCFS-360)
- Part-Time Faculty Office Hours Estimated Reimbursements (CCFS-365)
- Upon Request "Emergency Condition Adjustment to Apportionment" (CCFS-313)

CIO/CSSO SPRING CONFERENCE*Continued from page 1*

In between, there were plenty of substantial sessions:

- Two presentations addressed the basic skills initiative: an eleven-member panel that explained three new tools (research, self-assessment, and cost/revenue) to assist colleges in implementing the basic skills initiative; and a smaller panel (DeAnza math professor **Barbara Illowsky**, Foothill CIO **Robert Johnstone**, and Academic Senate VP **Mark Lieu**) that discussed how teams of specialists will be conducting trainings in effective practices through regional workshops.
- **Pamela Burdman** (William & Flora Hewlett Foundation) and **Rose Asera** (Carnegie Foundation for the Advancement of Learning) provided an overview of their foundations' projects with California community colleges.
- Education Policy Institute President **Watson Scott Swail** spoke about the "First Year Experience."
- At the CIO business meeting, President **Randy Lawson** led a spirited discussion about the issues and conclusions coming out of the System Advisory Committee on Curriculum, especially SACC's recommendation to bar the "transfer degree." The same topics were more formally addressed immediately afterwards in a session with Randy, **John Nixon**, and **Mark Lieu**.
- Also at the CIO business meeting, **Morgan Lynn** was presented with the Carter Doran Award. (See story on p. 2.)
- **Carole Bogue-Feinour** joined **Linda Michalowski** in providing updates from the System Office.
- Business VP **Peggy Ard** and Dean **Wanda Garner** (both from Cabrillo) joined San Diego CIO **Ron Manzoni** to prepare us for our inevitable role in negotiating and/or managing labor contracts.
- **John Nixon** provided advice and led a discussion about the new non-credit regulations and how they might affect and relate to credit programs.
- **Mary Dowell** and **Laura Schulkind**, attorneys with Liebert Cassidy & Whitmore, provided updates and advice regarding various legal matters.
- Additional sessions, primarily dealing with student service related matters: *Educating the Millennial Student*, *Five-Year Voyage Across the SLO Sea*, *Developmental Student Discipline*, *Connecting High School Students to College Opportunities*, *Becoming an iJournal Writer*, and *Retention.... Why Bother?*

SPRING CONFERENCE PHOTO GALLERY



John Rouche, with Carole Bogue-Feinour



Robert Johnstone on Basic Skills



Bob Gabriner on Basic Skills



Nancy Ibarra & John Nixon on Basic Skills



Foundation Reps Pamela Burdman & Rose Asera

No Host BAR



WEDNESDAY'S DINNER



*Wednesday's Dinner
Speaker Scott Swail*





Soon to be retired Jackie Ireland with Randy Lawson



Mark Lieu, Alice Murillo, & Randy Lawson, "Hot Topics"



*Linda Lacy, Allison Jones (CSU System),
Carole Bogue-Feinour & Linda Michalowski*



Morgan Lynn Accepts Carter Doran Award



Ron Manzoni, Pegi Ard & Wanda Garner discuss negotiating



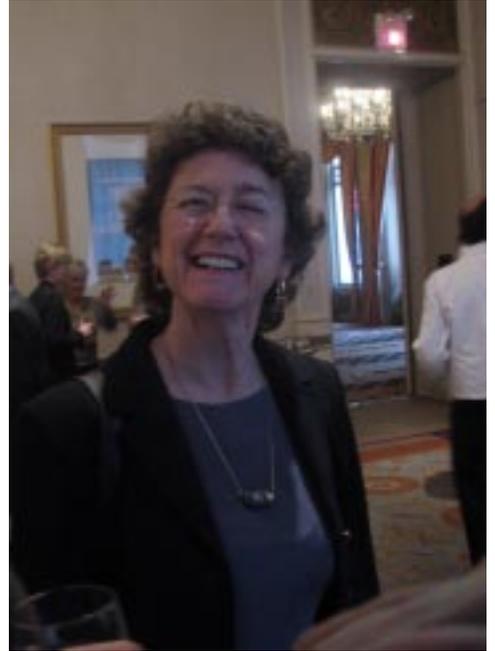
Academic President and New Citizen Ian Walton



Host Leige Henderson with John Nixon on Non Credit Class Issues



Kulintang Musicians at the Reception



President's Reception



President's Reception



President's Reception



President's Reception



President's Reception



Rocky Young on his Final Tour, with two adoring fans



Mary Dowell & Laura Schulkind Provide Legal Updates