

CIO NEWS AND VIEWS

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

October 2008

Volume IV, Number 1

CIOs Open the Golden Gate



October 29 - 31, 2008
Sir Francis Drake Hotel
San Francisco

THE CONFERENCE AT A GLANCE...

Pre-Conference

Tuesday, October 28

12 noon to 8:00 p.m.

411 CIO Academy

Randal Lawson, Santa Monica College,
Dona Boatright, retired California Community
College Chancellor's Office Vice Chancellor for
Academic Affairs

Wednesday, October 29

8:00 to 11:30 a.m.

411 CIO Academy Continued

Randal Lawson, Santa Monica College,
Dona Boatright, retired California Community
College Chancellor's Office Vice Chancellor for
Academic Affairs

9:00 to 11:45 a.m.

CIO Executive Board Meeting
Presiding: CCCCIO President **Lori Gaskin**,
Lake Tahoe Community College

Conference Begins

12:00 to 1:30 p.m.

Chancellors' Transition and Vision

Lunch and Welcome

Senator **Jack Scott**, Chancellor Elect, CCCCIO

1:45 to 3:00 p.m.

Basic Skills Showcase: Best Practices

Presenter to be announced

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THE CONFERENCE AT A GLANCE... *continued*

3:30 to 4:45 p.m.

K-12 Requirements for Teaching Credentials
Tiffany Miller, Renee Kilmer, Cabrillo College

6:30 to 8:00 p.m.

Martha Kanter, Chancellor Foothill
DeAnza District

Thursday, October 30, 2008

9:00 to 9:30 a.m.

Update on the California Community College
Academic Senate
Mark Wade Lieu, President

9:30 to 10:30 a. m.

Minimum Qualifications for Faculty: A
Discussion of What is and What Might Be
Mark Wade Lieu, President
Lori Gaskin, Lake Tahoe Community College

10:45 to 12:00 noon

The Greening of the Curriculum
Barry Russell, College of the Siskiyous

12:00 to 1:30 p.m.

Lunch with **Ward Bushee III**
San Francisco Chronicle Editor and California
Community College Graduate

1:45 to 3:15p.m.

CIO Scenarios
Pam Deegan, MiraCosta College

3:15 to 3:30 p.m.

Refreshment Break

3:30 to 4:00 p.m.

CCCCIO General Meeting
Lori Gaskin, Lake Tahoe Community
College, Presiding

4:00 to 5:00 p.m.

Regional Meetings
Hosts: Regional Chairs

5:30 to 7:30 p.m.

President's Reception
Hosted by eCollege

Friday, October 31, 2008

8:00 to 9:00 a.m.

Breakfast



***DON'T MISS THIS SESSION!!!! MYSTERIOUS
SECRETS REVEALED!!!***

9:15 to 12:00

Everything you need to know about MIS,
Student Attendance
Accounting, Apportionment, Academic
Calendar but Were Afraid to Ask
Randy Lawson, Santa Monica College;
Carole Bogue-Feinour, Myrna Hoffman,
Elias Regalato, System Office



“SOPHOMORE” CIOs REFLECT ON THEIR EXPERIENCES

We persuaded three brave chief instructional officers who are in their second year on the job to talk about their experiences and share their advice. We thank them profusely for their thoughtful and candid reflections. Santa Ana, Napa Valley, and West Hills are in good hands....



*Norman Fujimoto
Vice President of
Academic Affairs
Santa Ana College*

N&V: How long have you been a CIO?

NJ: I started in January of 2007.

N&V: What areas of the job have been the hardest to master?

NF: Managing district and college meetings while still trying to be available to those that I supervise, as well as to others on campus.

N&V: Where do you go to find help?

NF: My president, vice presidents, and deans at Santa Ana as well as the other administrators from our sister college and the district office. I also solicit advice from other CIOs and other administrators that I know from other institutions. Our regional CIOs meeting is one of my best resources.

N&V: How have you changed? What, if anything, have you learned about yourself?

NF: I think the job has made me more patient and reflective. I've found that I need to make sure I have all the facts and that I get good input, since there are many areas in which I am not an expert. I've also had to become more dependent on people to get the job done. Willingness to let go sometimes is still difficult for me.

N&V: What institutional barriers or challenges keep you from being as effective as you would like to be?

NF: I think the barriers do not keep us from being able to do things but they often slow us down significantly. That can be very frustrating at times.

N&V: What do you draw upon from within yourself to exert leadership within your institution?

NF: I always try to work from a positive attitude. I draw upon the skills and experiences that I have gained over the last 22 years.

N&V: What makes the job fun?

NF: Interaction with all the people that I encounter. Being able to accomplish a positive change. These positions are very challenging, but at the same time they can be very rewarding.

N&V: What advice would you give new CIOs?

NF: Be patient and reflective. Don't be in a rush. There is always tomorrow. Don't lose sight of the big picture. Know who is on your team.

N&V: What advice would you give old CIOs?

NF: Hang in there!



*Sue Nelson,
Vice President,
Instruction, Napa
Valley College*

N&V: How long have you been a CIO?

SN: Since January 2007.

N&V: What areas of the job have been the hardest to master?

SN: It feels like I am on every committee, so time management has been difficult. I feel one of the most important parts of my job is connecting with faculty and staff. Between putting out fires and attending committee meetings, it has been difficult to regularly do this.

N&V: Where do you go to find help?

SN: I was promoted from a dean position that it took us 1 1/2 years to fill. Thus, I really didn't have anyone to go to for help with the actual work, as I was in some ways filling both roles. It has gotten better now that we have hired a dean who is my "right hand" person. Regarding help in problem solving/decision making, I have three retired vice presidents whom I use as sounding boards for issues. Our President's

Cabinet is also a safe place to get feedback. And the current statewide CIO's have been very helpful when I've asked questions.

N&V: Have your relationships with faculty or former peers changed? In what ways?

SN: I feel my relationships have remained fairly strong. However, there are three things that have changed. First, because of the confidentiality issues that a VPI deals with, I can't share with my coworkers like I used to, and I find they don't share as much with me. Second, I have little time left for relationships and that has put a strain on some of them. Third, making decisions that are contrary to recommendations made by those who were my peers, and now I supervise, is difficult. I've always been able to work through them, mainly because of the strength of the relationship. It is lonelier at the top!

N&V: How have YOU changed? What, if anything, have you learned about yourself?

SN: I've change a lot! I'm stronger and thicker skinned. My skills in mediation and problem solving have strengthened. I've had to learn about the legal aspects of the job, although this is probably the least enjoyable part. I've learned to listen to my "gut feeling" because it is usually right.

N&V: What institutional barriers or challenges (at the college level and/or in terms of state regulations, etc.) keep you from being as effective as you would like to be?

SN: There are many barriers, but I think lack of funding and union contracts are the two that I would change if I could.

N&V: What do you draw upon within yourself to exert leadership within your institution?

SN: I know it is cliché, but the attitude that keeps me focused is "students first." When I make decisions, show leadership, or solve problems, I find that if I think about what is best for students it keeps me grounded and strong.

I believe relationships are everything. It doesn't mean everyone has to like you, or you have to give everyone what they want. I find to be successful, a VPI must be supportive and appreciative as much as possible, while being consistent, fair, and truthful (including being willing to change a decision if necessary). I also think coming from a position of trust is important...trust those who work for you, the faculty, and your fellows administrators.

It is also important to make sound decisions, so I find taking time to investigate the history, the current situation, and the impact on the future is crucial. However, you sometimes have to go with the information you have and your "gut feeling," because waiting too long to make decisions is deadly.

N&V: What makes the job fun?

SN: I'm not sure if I've found the "fun" part yet, but the rewarding part is making changes to help faculty be more effective and helping students learn. I also love being able to mentor others. Since we are the first community college to have a bonded winery, I'm invited to some fun events that involve wine. And on Monday I'm helping pick Chardonnay grapes!

N&V: What advice would you give new CIOs?

SN: Well, I wish I had listened to others when they told me I can't do everything. Don't agree to things you just don't have time to do. Also, I haven't been able to find balance in my life since I've had this job. I have felt the effects physically. So, I say "take care of yourself right from the start."

Also, go to the CIO conference break out session for new CIO's. It is very helpful.

N&V: What advice would you give old CIOs?

SN: Keep giving us new CIOs tips...we need them!



Jill Stearns, Dean of Student Learning, West Hills College

N&V: How long have you been a CIO?

JS: This is year two.

N&V: What areas of the job have been the hardest to master?

JS: Curriculum—I came on board in the middle of significant changes at the system level.

N&V: Where do you go to find help?

JS: I go to Dave Bolt, Vice President of Educational Services at our sister college and chair of Region 5.

N&V: Have your relationships with faculty or former peers changed? In what ways?

JS: My relationships have changed each time I've changed position. I previously served as the CSSO and had direct interaction with the faculty only within my assigned areas.

Now I work directly with faculty in all areas and meet regularly with the college leaders including the SLO Coordinator, Curriculum Chair, Faculty Senate President, and Accreditation Chairs.

N&V: How have YOU changed? What, if anything, have you learned about yourself?

JS: I am more aware of the importance of taking care of myself. As a first-born type-A, I have a difficult time leaving anything incomplete or unanswered—there is no way I can miss a deadline! It has taken some reflection and goal setting for me to adapt to a position where there is always more to be accomplished than can possibly fit into a day—even a very long day!

N&V: What institutional barriers or challenges keep you from being as effective as you would like to be?

JS: The volume of work prevents me from being as effective as I would like. Last year, the routine administrative tasks squeezed out almost everything else, so this year I have scheduled special time on my calendar to work on creative and innovative projects. It is significant that small

colleges have the same reporting requirements, accreditation self study, budgeting, planning, and evaluation as large institutions, but with more limited human resources!

N&V: What do you draw upon from within yourself to exert leadership within your institution?

JS: I try to be “fair, firm, and fun.” I am collaborative and committed to the team, and I definitely strive to lead by example.

N&V: What makes the job fun?

JS: Finding the humor in daily activities and implementing new programs that make a difference for students!

N&V: What advice would you give new CIOs?

JS: Develop a network of support. It is important to have a mentor, but it is also important to have a place to vent!

N&V: What advice would you give old CIOs?

JS: Share your knowledge and experience with developing CIOs.

THE TRADITION CONTINUES:

FOURTH 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), and Randy Lawson (2007), becoming the fourth annual *Carter Doran Leadership Award* recipient.

This award, given annually 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
- ◆ Dedication to the common good
- ◆ Generosity with time and talent
- ◆ Sense of humor, wit, and charm
- ◆ Devotion to excellence without elitism
- ◆ 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 **Monday, January 12, 2009**. Send electronically the nomination form accompanied by a maximum of three additional support letters to Claire Biancalana at claire.biancalana@cabrillo.edu. You may contact Claire to obtain the forms and more information. The President, in concert with CIO officers, shall select the recipient of the Carter Doran Award.

“ALTERNATIVE PLAN” LEAVES LORI G. AT THE HELM

Dear Colleagues,

First, I wish to take this occasion of the President’s first message of the new year to thank you for allowing me the opportunity to serve you and this wonderful organization again. Despite the best “succession” planning in our organization – life sometimes presents alternative plans! My focus has been and will continue to be on representing the CIOs with integrity, commitment, and a strong sense of purpose.

I am particularly honored to be able to serve the organization in concert with such a dedicated Executive Board. It’s worth pausing for a moment in this message to recognize the following individuals who are serving as regional chairs and thus Executive Board members:

- *Nabil Abu-Ghazaleh*, West Central Regional Chair Pierce College
- *Linda Berry*, San Francisco Bay Regional Chair/**Secretary**, Merritt College
- *David Bolt*, East Central Regional Chair/**Treasurer**, West Hills College-Lemoore
- *Berta Cuaron*, San Diego Regional Chair Palomar College
- *Leige Doffoney*, Los Angeles Regional Chair Los Angeles Southwest College
- *Dave Fishbaugh*, Southwest Bay Regional Chair West Valley College
- *Irene Malmgren*, Desert Regional Chair Citrus College
- *Melinda Nish*, South Coast Regional Chair Orange Coast College
- *Barry Russell*, Far North Regional Chair College of the Siskiyous

North Central region – no need to feel left out – you do have a regional chair – it’s me!



Gaskin continues as CIO President

In addition to the regional chairs, the following individuals round out the Executive Board:

- *Renee Kilmer*, **President Elect**, Cabrillo College
- *Randal Lawson*, **Immediate Past President** Santa Monica College

I truly thank these wonderful CIOs for serving their regions and our organization so effectively!! And I would be remiss if I did not mention the glue that keeps this organization together – Claire Biancalana – our Executive Secretary! We are so fortunate to have her helping us move forward as a professional statewide organization!

As I look to the academic year ahead, I believe there are a number of important issues that we, as CIOs, will need to take note of:

Assessment and Placement

On the heels of a number of reports recently released by external entities critiquing the efficacy of our system and the publication of the “Poppy Copy,” as well as the Board of Governors’ continuing interest in the assessment and placement process, we will likely

see additional effort put forth to explore ways to improve this multifaceted process. Can it be made more meaningful (and perhaps more directive and prescriptive) for students? How can the various assessment and placement processes become more coordinated across our system? The Chancellor's Office recently formed a new Assessment and Placement Action Plan Group (APG) devoted to many of these complex issues. I'll keep you posted!

Noncredit Repetition

You may recall that a new section of the Title 5, Part 2 revisions (§58161.7) directs the Chancellor to report to the Board of Governors on state apportionment for repetition of noncredit courses (including multiple enrollments in the same course during the same term) by May 31, 2009. A subcommittee of SACC (*System Advisory Committee on Curriculum*) together with Chancellor's Office staff are currently working on this effort. The Board of Governors is to adopt appropriate limitations on multiple enrollments and repetition of noncredit courses by January 31, 2010.

Basic Skills/Student Success

Efforts statewide will continue to guide, coalesce, and support the Basic Skills/Student Success work we are doing at the local level. Specifically, the efforts of many of our statewide organizations to showcase effective practices will continue. Further, the Chancellor's Office released the RFA for the \$1.6 million Basic Skills Professional Development grant (to be funded this fall) for the purpose of providing statewide professional development activities in support of curriculum improvement, instructional strategies, student services and integrated program practices that effectively meet the needs of basic skills and ESL students. A major focus of the grant will also be the implementation of the initial infrastructure for a permanent professional development network or center.

Hours by Arrangement (also known as HBA or TBA)

There have been some questions regarding the structure, delivery, and use of hours by arrangement. The Chancellor's Office is working on a document to help clarify these issues for the field. We will likely receive this clarification sometime in the fall.

Implementation of Title 5 Revisions

All of us are working with the two sets of Title 5 revisions and our own policies and procedures to ensure that we are in compliance the new regulations and with the timelines so noted in these new/revised sections. I have noticed an increased use of our CIO listserv to solicit tips, strategies, and assistance from each other regarding the implementation of these new/revised regulations. I really encourage all of us to continue tapping into the collective wisdom, experience, and sage advice of our colleagues. We have such a wealth of knowledge packaged into the CIOs – let's continue to help each other!

Support to New and Aspiring CIOs

Our organization continues to support new and aspiring CIOs with a set of programs and leadership development activities. We are in the second year of our **PAL** (Partners in Academic Leadership) program which pairs new and veteran CIOs together in a mentee-mentor relationship. We are again offering the **411 Academy** at our Fall Conference in San Francisco for any new or aspiring CIO to help them navigate the many complex issues we work with on a daily basis. Additionally, we are partnering with the CSSOs to conduct a **CIO/CSSO Leadership Institute** in early December in Irvine for new leaders. Stay tune for additional information!

This is but a small set of the myriad issues that we deal with on a daily basis. I can't begin to predict what will surface out of nowhere and require our group's immediate attention as we progress through the year ahead. But I do promise to keep you apprised of issues as they arise and seek your input through your regional chairs.

In closing, I wish you a wonderful 2008-09 academic year filled with much fulfillment as well as a healthy dose of joy!

– Lori

THE NEW CCCCIO BOARD, 2008-09



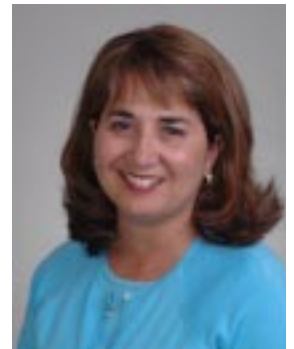
Nabil Abu-Ghazaleh,
*West Central Regional
Chair Pierce College*



Linda Berry, *San Francisco
Bay Regional Chair/
Secretary Merritt College*



David Bolt, *East Central
Regional Chair/Treasurer
West Hills College-Lemoore*



Berta Cuaron, *San Diego
Regional Chair Palomar
College*



Leige Doffoney, *Los Angeles
Regional Chair Los Angeles
Southwest College*



Dave Fishbaugh, *Southwest
Bay Regional Chair West
Valley College*



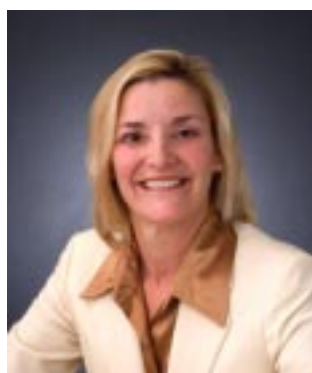
Irene Malmgren,
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Orange Coast College*



Barry Russell, *Far North
Regional Chair College of
the Siskiyous*



Renee Kilmer, **President
Elect** Cabrillo College



Randal Lawson,
Immediate Past President
Santa Monica College



Claire Biancalana,
Administrative Secretary
Santa Monica College

Introducing the new CCCIO Board Members

DAVE FISHBAUGH, IRENE MALMGREN, & NABIL ABU-GHAZALEH

Former librarian **Dave Fishbaugh**, Southwest Bay Region, is the Vice President of Instruction at West Valley College, and has been a CIO for three years. "I am a second-generation community college educator," he says. "My first college degree was an A.A. from Chabot College. Many of my best learning experiences in higher education happened there." He enjoys the variety of the CIO job and the opportunity to exert influence over the college's instructional program. His major challenge, he says, is "keeping pace with stiffening accreditation standards and state regulations while operating with inferior budgets."

Dave hopes to facilitate the organization of meetings and agendas in the Southwest Bay Region so that the group can meet in person more frequently than they have in the past.

Irene Malmgren, Desert Region, is the Vice President of Instruction at Citrus College, and has been a CIO for a little over three years. She decided on a career in community colleges "because community colleges provide access to education for the greatest range of students." Like Dave Fishbaugh, she likes the variety in the CIO job, and also enjoys

her colleagues and the opportunity to exert leadership. She likes challenges too, and cites two major ones: meeting the needs of many with restricted funds, and deciding where to make curricular changes and develop new programs.

Irene plans to facilitate mentoring and sharing information among the members of her regional group.

Nabil Abu-Ghazaleh, West Central Region, is the Vice President of Academic Affairs at Pierce College and has been a CIO for two years. He decided to make education his career when "I fell in love with teaching as an engineer training fellow engineers and wanted to do that forever. I really enjoy creating opportunities for students to reach high and achieve their goals in a changing world." He believes that our colleges need to gain significant support from the public, which can translate into influence on funding, legislation, and challenges from industry and other segments of education.

Nabil sees his major role in the regional group as gathering together the needs and concerns of his colleagues, as well as disseminating CCCIO information back out to them.



“Hey you! Paid your dues??”

OK, so we're all feeling a little broke. All the more reason to take advantage of a GREAT INVESTMENT. For only \$300 a year, your CCCIO dues pay a whole pile of dividends: a fabulous web site, representation in Sacramento, a voice in the development of policies and regulations affecting you and your college, conferences tailored to your interests and needs, and a network of outstanding colleagues! You can include the dues in your check for the fall conference or pay separately.

Not sure you're paid up? Click on <http://cccio.org/renewals/index.php>. Need more information? Contact Claire Biancalana at claire.biancalana@cabrillo.edu.

Vice Chancellor to Moonlight as Advice Columnist!

News & Views Makes Big Score, Edges Out Newsweek, Time, National Enquirer, etc.

In a move that rocked the world of journalism, Vice Chancellor of Academic Affairs Carole Bogue-Feinour agreed to write an advice column for News & Views. "I had a lot of other offers," said the superstar educator, "but in the end I realized that if anyone desperately needs my advice, it's the CIOs." We sat down to talk with Dr. B-F in the News & Views editorial board conference room.

N&V: What, really, is a Vice Chancellor, Academic Affairs, anyway?



C B-F: Good question! While I have a clear sense of my role and areas of responsibility, others may not know the scope of this job. A large part of my time is focused essentially on strengthening, expanding, promoting, and seeking funds for our educational program. That means taking the lead to move initiatives forward that usually require a lot of

collaboration with other segments of higher education and K-12. Often this involves changing parts of Title 5 and then preparing guidelines once the changes are adopted.

In addition, our division is responsible for approving credit programs and noncredit courses and programs. Most recently, I have been assisting with approval of hundreds of applications that have been submitted in the past few months converting noncompliant degrees to those that are compliant. Most of the applications involve degrees with transfer status designed for students intending to transfer.

Our division also awards a number of grants each year. While staff drafts the RFAs, I always take a close look at them before they are distributed. I also prepare Budget Change Proposals (BCPs) in support of initiatives and other needs that require new funds for the system.

Finally, I work with the Governmental Relations division regarding proposed legislation that addresses academic affairs matters such as concurrent enrollment, the Early Assessment Project, among others.

N&V: We published an interview with you shortly after you joined the System Office. At the time you said it's important to get organized "so that time is reserved for personally enriching activities that are not directly related to one's work." Several CIOs would be interested in knowing how you do that.

C B-F: Wow! I sure don't practice what I preach! I feel so strongly about what we are doing for our system and our students that much of my time is devoted to work related matters. Sometimes, though, I take a few days and get out of town to relax. I encourage CIOs to take longer and more frequent breaks than I do.

N&V: Back then you also said that the most important issues facing you were the implementation of the System's Strategic Plan, clarification and alignment of noncredit offerings, the ACCJC procedures for "substantive issues," and articulation concerns involving ASSIST and LDTP. How long did it take you solve all the problems?

C B-F: Some issues, such as the implementation of the Strategic Plan, are on going. But thanks to the CIOs, CSSOs, and the Academic Senate, we are making great progress with some strategies, especially with the ESL and basic skills initiative. It is heartening to see such great participation by all of our colleges at our regional workshops and to see the enthusiasm for making improvements in this area.

N&V: And noncredit?

C B-F: The noncredit alignment work is ongoing as well, thanks to the Noncredit Alignment Committee. The document "Noncredit At a Glance," and the Board report that resulted from their work, describes the categories of noncredit offerings much more clearly than ever before. Thanks to SB 361 and subsequent Title 5 changes having to do with enhanced funding

for certain noncredit offerings, there's better alignment of noncredit and credit programs. To qualify for the funding, colleges must articulate how course sequences and programs prepare students to progress in a career path or to undertake degree-applicable or non-degree applicable credit courses. We will soon have a process in place for colleges to submit noncredit programs for approval, a process that also requires colleges to address relationships of noncredit with other programs.

N&V: How about the Accreditation Commission's "substantive change" requirements?

C B-F: Well, we will have in our revised Program and Course Approval Handbook a reminder that initiating a new program might constitute a substantive change that requires Commission approval. When discussing this matter a couple of years ago, we concluded that creating a common form to be used by both the Chancellor's Office and the Commission was not practical. I've heard that in the past couple of years, the Commission has been fairly flexible when contacted by colleges to determine if changes they're making are considered "substantive."

N&V: And finally, ASSIST and LDTP.

C B-F: Unfortunately, there are a number of concerns that have yet to be resolved, though we did work with CSU to resolve them. Now that articulation and transfer have been shifted to the Student Services division, I have not been the point person for these issues.

N&V: What issues are most pressing for you now?

C B-F: Four major ones come to mind....

- Keeping momentum and enthusiasm for implementation of Action Plan activities for ESL and basic skills, so that our colleges will be able to demonstrate increased success rates of developmental students
- Working with K-12, CSU, UC, Independents, and businesses to address career readiness and college readiness, an effort that we will be undertaking with Achieve's American Diploma Project
- Working to advance other areas of the Strategic Plan—in addition to ESL/basic skills

- Facilitating implementation of teacher preparation pathways in our community colleges in CTE areas and in math/science

N&V: We're pleased that you will be doing a column for News & Views, and in fact we are doubling our advertising rates in anticipation of increased circulation. What will you be writing about?

C B-F: Some possible areas that I may be writing about include ESL and basic skills, K-12 and community college alignment issues, concurrent enrollment, and teacher preparation in the community colleges. However, I would be happy to address any topics that CIOs want to know more about. Of highest priority is providing our CIOs the information they need.

N&V: Thanks for visiting with us Carole.

C B-F: You're very welcome.... May I ask you a question?

N&V: Fire away.

C B-F: Do I get a corner office?

Got a question for Carole's advice column in our next issue? Send it to ebuckley@sonic.net and it will be forwarded to her. There's no such thing as a stupid question. Well, actually, that's not true—but we reserve the right to edit, so please do not hold back.

NEW CIOs JOIN THE RANKS

This list includes new CIOs since the listing last spring, as well as one (Kathy Hart) whose interim position became permanent, and another (Alma Johnson-Hawkins) whose name was under the wrong photo last spring. Welcome all



*Virginia Burley, Ph.D.
Vice President,
Instruction
Mt. San Antonio College*



*Alfred B. Konuwa, DPA
Vice President for
Academic and Student
Services, Woodland
Community College*



*Sherrie Guerrero
Interim Vice President,
Instruction Chaffey College*

*Lois K. Lund
Interim Vice President of Academic
Affairs, San Jose City College*



*Kathy Hart
Assistant Superintendent/
Vice President of
Instruction, San Joaquin
Delta College*



*Dr. Bob Simpson,
Executive Vice President
Cypress College*



*Alma Johnson-Hawkins
(RIGHT PHOTO!)
Interim Vice Los Angeles
Mission College
President, Academic
Affairs*



*Whitney Yamamura
Vice President Cosumnes
River College of Instruction
& Student Learning*