

Nick Strobel's report to his constituents posted at <http://www2.bakersfieldcollege.edu/nstrobel/collegecouncil/mar0714.htm> will be used as the official minutes for this meeting of the College Council. These minutes were approved by College Council on March 21, 2014.

College Council -- March 7, 2014

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Attendance of College Council members was low. Some were attending the Common Core State Standards meeting at CSUB and some were attending the [C6 meeting](#) in Fresno.

3CBG

The new Assistant Director of Admissions and Records, Michelle Pena, reported about the [3CBG \(California Community College Banner Group\) Conference held in conjunction with CISOA \(Chief Information Systems Officers Association\)](#) held in Anaheim from February 23rd to 25th. Other attendees at the conference included Primavera Arvizu, Barbara Braid, and Todd Coston. Four major areas of the conference: MIS Data Elements, Degree Works, Student Success & Support Plan (SSSP) Implementation, and Financial Aid Technology. To meet the requirements of the Student Success Initiative (SB 1456), changes will need to be made in Banner (across the state) and new types of student contact codes in order that we can keep track of all of the various points of student contact in the matriculation process (including orientation and placement). Information from the 3CBG/CISOA conference was very timely for all the work we're currently doing to create our SSSP and [Student Equity Plan](#) and to determine the technology we need to implement the plans.

In the Degree Works session, she noted the work that San Mateo Community College is doing to automatically pull out student progress data in order to automatically award degrees and certificates if students had reached the requirements. Using the [Argos software](#) with Degree Works, San Mateo is even able to automatically generate a Student Education Plan for students who haven't created a SEP yet using the major identified by the student when they enrolled at the college. Funding is attached to various points of the matriculation process, so we need to record all of the various points of student contact including when students get an abbreviated SEP (first two semesters only) and when they get a comprehensive SEP (all semesters). The Argo software also automatically sends an email to the students once the SEP has been generated and also when they have earned the certificate or degree. In our work on the SSSP and Student Equity Plan, we're also considering multiple avenues to communicate with the students (email, text, phone, hardcopy letter, etc.) at various steps in their matriculation and degree/certificate since our students are not so diligent in checking their campus email. Like San Mateo, Bakersfield College will also automatically grant degrees and certificates and the students will have to manually "opt-out" of not getting the degree or certificate. The question is how we will do it.

There is also work underway in coming up with a common placement assessment across the state with pilot projects occurring from April to September next year, followed by full implementation statewide in 2016.

Reorganization

We viewed the [latest iteration of the proposed BC Organization Chart](#). The chart is in the [supporting documents for the today's meeting](#). President Christian focussed on the [needs identified by the three work teams](#) in coming up with the draft we looked at. The color-coded boxes in the org chart indicate which

positions are a change in classification from classified to management, which positions are new, and which positions are funded by non-GUI (not general fund). Keep in mind that this [org chart](#) is a draft and it would be filled out over the next few years to help absorb the cost of the new administrative positions.

Finance & Administrative Services

For the Finance & Administrative Services branch, we found out that [Dr. Anthony Culpepper](#) has accepted the position of vice-president of Finance and Administrative Services. His first day will be March 24th. Dr. Culpepper has 25 years of experience in both the private sector as well as academia. He is currently the Vice Provost at [Ashford University](#) and prior to that he was the Dean of the Colleges of Business Administration and Information Systems at [Trident University](#). He is a licensed CPA and CMA (Certified Management Accountant) and prior to joining the academic world was Controller/Vice President of Finance at [DHX/DLS](#). He has significant experience in accreditation gained from a variety of WASC and AACSB development workshops. He has also been serving as a WASC evaluator for several years and will continue this accreditation work as an ACCJC evaluator.

The Director of Events position will eventually be net revenue generating (or at least budget neutral) based on the extra events we hope to bring to Bakersfield College but it is coded as a new GUI funded position for now (yellow box instead of blue box) to be fiscally conservative. The position itself is in a sort of trial or interim mode as we try it out to see if the position will indeed bring in extra revenue. Mary Jo Pacek has moved from being the Human Resources Manager at BC to work as the interim Director of Events. She has extensive ties with the community and should be able to drive more business our way. With her move from Human Resources, the HR manager position at BC is vacant and HR vice-chancellor Abe Ali will help take care of the BC HR duties on an interim basis. As we develop the Director of Events position we need to tighten up our finance systems to better track or quantify our profits from various events than we have done in the past. Dr. Culpepper will be quite helpful in this respect!

Side note about Human Resources: there is some re-organization going on with district Human Resources. There are some issues that BC and the district are hashing through with respect to campus HR, including how much authority the campus HR manager can have to problem-solve at the campus level. The screening committee for the Human Resources BC manager is waiting for the discussion of those issues to conclude. Nan Gomez-Heitzeberg and Corny Rodriguez are the BC reps on the HR committee.

Instruction

For the Instruction branch, there are three new GUI-funded positions (Director of Culinary Arts under the CTE Dean, Director of Nursing under the Allied Health Dean, and a Dean of Academic Technologies who will handle much of the same things as the former LRIT Dean position, including distance learning and faculty development in the effective use of technology) plus a reclassification of the MESA Manager from classified to management [*note: later development* after the meeting is that this reclassification of the MESA manager will NOT happen---remains classified staff]. There will be a close linking of the Food Services with the Culinary Arts program with the Manager of Food Services reporting to the Director of Culinary Arts in order to promote collaboration with student internships and efficiencies in purchasing as well as to increase revenue. Alex Gomez is working with Pat Coyle to flesh out the link and to develop a business plan with the help of Laura Lorigo and Leah Carter (Dean of CTE) to make it more revenue generating. Once the business plan is completed, it will come to College Council for discussion and then we will start the search for the Director of Culinary Arts position.

The Director of Health and Wellness will be funded by the Student Health Fee and will be responsible for more than just managing the Student Health Center, but will working with wellness on the campus as a whole. The Dir Health & Wellness will be under the Allied Health Dean. In addition to the current nursing program, the Director of Nursing will also be responsible for the new Health Information Technology

program that will be coming online soon. The Director of Nursing will be involved in faculty evaluations and will have some teaching responsibilities too.

The Dean of Academic Technologies position is still being worked out in discussions between the district office and the college so we're not ready to post that position. This position is included in the 2014-15 budget but will probably be hired late in the fiscal year or later. Another point in favor of the position is that the dean would lead the college efforts in fulfilling the [Actionable Improvement Plan #2 from the 2012 accreditation self-study report](#) (see page 198 of the self-study). The CTE Program Manager will be funded by VTEA and Leah Carter is just wrapping up the search process for that position. We're also hiring permanent Dean of STEM and Dean of CTE which have been filled on an interim basis for the past 18 months by Liz Rozell and Leah Carter, respectively. Cindy Collier (Dean of Allied Health) has been chairing the screening committees for those dean positions.

Dean of Institutional Effectiveness

A new GUI-funded position Dean of Institutional Effectiveness will report to the President directly at the start for the first one or two years but eventually the dean will probably report to a vice-president. The person will focus on accreditation and institutional effectiveness efforts, so the person will be the administrative chair of the revised Accreditation Steering Committee (becoming Accreditation and Institutional Quality Committee) and the Program Review Committee. This position is also still being worked out in discussions between the district office and the college as we figure out how the person would work with the Institutional Research and Planning at the district office. The new accreditation standards are going to necessitate having the institutional research functions on campus, so the person is embedded here in the conversations as we figure out how to improve student success. This position is included in the 2014-15 budget but will probably be hired late in the fiscal year or later.

Student Affairs

Director of Student Life is currently an interim and the position will be posted soon for a permanent hire. The Dean of Student Development & Success is currently being done by Sue Granger-Dickson. We were not able to complete the search for a permanent hire.

The Associate Director of Athletics is a new GUI-funded position currently being done by Reggie Bolton with some release time from his teaching duties. This position will be focussed on the community outreach while the Director of Athletics will be focussed on managing the program and provide the support to the coaches. The finances of the athletics are quite complex with 18 sports and private fundraising through the Foundation accounting for as much as the GUI funding. President Christian noted that the athletics finance systems are "not completely developed and set up". Two management positions are needed in athletics (dir and assist dir) to get our arms around all of the requirements/regulations for the program, including compliance issues. Once we get the finance systems in order and better guidance from the college, more supporters will be willing to donate to the program. The academic department of Health/PE will continue under the Athletics umbrella (in Student Affairs).

The Assistant Director of Financial Aid is now reclassified as a management position under the Director of Financial Aid along with the Assistant Director of EOPS & CalWorks, who will be funded by categorical funds.

Foundation

We are in the process of hiring an Executive Director of Institutional Development, Foundation & Alumni to replace Mike Stepanovich who is retiring.

Budget

The budget impact of this proposed org chart is a spreadsheet in the [supporting documents for the today's meeting](#). The spreadsheet shows the budget impact broken down into the four areas of: President's Office, Academic Affairs (Instruction), Student Services (Student Affairs), and Administration (Finance & Administrative Services) for the years 2011-12, 2012-2013, 2013-14, and 2014-15 years. The spreadsheet also shows a comparison with the three proposals from the [Reorg Taskforce last fall](#). The budget for the new org chart will be 28% increase over the 2012-13 (lowest point of the administration expenses in past three years) and 13 more FTE than that year (for a total of 42 FTE) but the new org chart for 2014-15 has a *lower* budget than any of the three proposals from the Reorg Taskforce and a FTE equivalent to the *lowest* of the three proposals, so President Christian is being as conservative as she can.

Accreditation

ASC Retreat on Feb 28th

A group of twenty people from [Accreditation Steering Committee](#) and a few faculty outside ASC gathered last Friday (February 28th) to look at expanding the scope of ASC to include evaluating and improving institutional quality. The new committee will be called Accreditation and Institutional Quality (AIQ). The group explored how the college could evaluate institutional effectiveness according to the new accreditation standards coming out this year, the various gaps in our decision-making processes, and how AIQ could either fill the gaps or recommend changes to other committees and decision-making groups. Some of the gaps identified include our work on Institution Learning Outcomes and the college scorecard do not have homes in our college committee structure. Work continues on the charge of the AIQ committee. Drafts will be brought to College Council and Academic Senate this semester for further refinement before it is finally approved and appointments made for the faculty and classified staff slots.

ACCJC Annual Report

The council looked at the links between the statistical report we send to ACCJC every year and the accreditation self-study report we prepare every six years (and the mid-term report at the three-year mark---due October 2015). A small group from ASC and the data coaches group has been tasked with filling out the statistical report that is due at the end of March. By making that group fill out the annual report instead of an administrator, it is hoped that process will enhance the link between the annual report and our self-study/mid-term reports. Some of the data for the statistical report such as institution demographics, enrollment data, number of programs, and distance education courses offered will come from the Institution Research and Planning group at the district office. The statistical report has places for student achievement data and the college's standards for those student achievement metrics---our college scorecard. The college-set "standard" is the level at which we say we cannot go below (the floor); otherwise, we're non-compliant. So what can we reasonably accomplish with our student population. A "target" is a "stretch-goal": something beyond the standard that we're aspiring toward. Sonya reminded us that it is okay for the college to struggle with setting those student achievement standards and that it will be an iterative process. The new accreditation standard assumes this in Standard I.B.3 Assuring Academic Quality and Institutional Effectiveness (Academic Quality) where it states: *The institution demonstrates a substantive and collegial dialog about student outcomes, academic quality, institutional effectiveness, and continuous improvement of student learning and achievement.*

Institutional Scorecard

We looked at the [Institutional Scorecard website](#) that is on the new BC website (goes live March 17th!). In addition to the student achievement data and other data strands, the scorecard website is going to show how the college got to its student achievement standards with a record of the collegial dialog such as the survey

we took about the student success standards a couple of weeks ago. When the new BC website goes live on March 17th, you'll find the scorecard at www.bakersfieldcollege.edu/scorecard . The scorecard site includes a short video of Sonya explaining in the [style of TED talk](#) (but shorter) how we can make the data more meaningful (even to non-math/science types). Numbers don't mean anything without the story behind it-- you have to provide the context to give a number significance.

Note that the scorecard website's data strand section leads with the SLOs/Assessment data because as a college we're more interested in the learning that is taking place in our classrooms than just getting bodies processed through the education machine. There are placeholders for data we have still to collect. The scorecard website is designed to be flexible, so it can easily adjust to our fine-tuning of the standards and targets as a result of our collegial dialog. [Sonya and Janet Fulks presented the scorecard website](#) at the Monday morning Leadership and Organization session of the [League for Innovation's "Innovation 2014" conference](#) held Sunday to Wednesday of this week in Anaheim. Attendees at the session were impressed with the work BC is doing. Kudos to the great work of our webmaster, Shannon Musser, in getting all of this stuff up so quickly and in a format that it can be easily digested!

Ann Tatum and Pam Boyles also attended the Innovation 2014 conference. Several of the sessions/workshops were about assessment and placement. Other sessions were about the affective domain that our Habits of Mind initiative would apply to, summer bridge programs, equity and completion, first-year experience, orientation, two-week crash courses to improve placement, getting students ready to do college (move out of high school mode), etc. They did find that many other community colleges are struggling with the same sorts of issues, including student preparedness, that we are. Long Beach CC is doing great work on alternative placement methods, including use of high school GPAs + other high school data, that have a great positive impact on students of color placements in English levels and success in subsequent classes. They will prepare a more detailed report at the next College Council meeting.

Come to the [Data Conference on Friday, March 14th from 8 AM to noon!](#) Kurt Ewen will be the keynote speaker. He is a nationally-recognized expert on learning assessment. The conference is free for BC employees. [Registration link](#) One of the [breakout sessions](#) is going to be on the institutional scorecard.

Trustees March 6th meeting

Vice-President Zav Dadabhoy gave some highlights of the March 6th Board of Trustees (BOT) meeting that was held at Porterville College. Several PC faculty were quite articulate in the reasons why the proposed codifying of the districtwide and college reserves at much higher levels than before was not a wise thing to do. However, the BOT is determined to put those increased reserve levels into Board Policy. The second reading of the proposed fiscal policy (so it can be voted upon) will be at the April 10th meeting that will be held at Bakersfield College. The BOT want to increase the minimum reserve level for fiscal prudence reasons, so we'll have some cushion when the boom-bust cycle of state financing comes back down again. On the other hand, the district was able to temporarily increase the reserves up to as much as 30% or more in past years as we weathered the Great Recession even with the current board policy of 5% minimum reserve in place, so the proposed policy change will tie future trustees hands. The PC faculty also expressed the need to re-invest in the quality of our instruction and the quality of our services the students receive that were decimated over the past five years.

The trustees also adopted their collective bargaining position but the document was not discussed at the meeting so we don't know if the position paper has been shared with the negotiating teams of the employee groups.

Another thing coming from the BOT meeting is a proposal from Cerro Coso for "districtwide technology alignment". We don't know what is meant by "alignment". The BC technology needs are different than the other colleges and definitely at a much larger scale (we're more than the other two colleges and the district

office combined). There's already standardization of the technology hardware. We also don't want all of our technology decisions to have to be approved by all of the other colleges in lock-step. If we had to be in lock-step, then we wouldn't have DegreeWorks or posting transferred courses onto our transcripts or have the committees website (BC is the only one using that site). One example of the hazards of being in lock-step is that we have not been able to give waitlisted students full access to our class Moodle sites because one of our sister colleges didn't want that. On the other hand, if "alignment" means getting the various SARS products online and tied into Banner, then that's fine. Something for ISIT to keep an eye on!

At the college level, we need to develop a technology plan that includes more than our distance education needs. The technology plan needs to include what we need to enable all faculty to use Web 2.0 tools in their classrooms and in the learning that continues outside the lecture/lab time. Sonya noted from her recent accreditation visit to Riverside Community College that faculty there are required to go through a technology certification process, demonstrating their competency in using technology in their teaching.

For the April 10th BOT meeting at BC, Sonya would like employees to come to the meeting to share specific success stories of meeting students needs (even with or despite our limited resources). The trustees will be in closed session from 11 AM to 12 noon, followed by a lunch meeting with a presentation of how BC is using all of the grants to move the dial on student success. After that will be the regular BOT meeting in the Fireside Room.

District Consultation Council

Margaret Head and Jennifer Marden worked with Shannon Musser to put materials from the District Consultation Council meetings onto our Committees site. See the big "District Consultation Council" link at the top of the [College Council website](#).

The Academic Senate did pass a [resolution about the Minimum Graduation requirement](#) that was improperly removed from Board Policy before it had been discussed with the Senate. The resolution gives all of the Title 5 and Board Policy requirements about proper consultation with the Academic Senates on this 10+1 matter and specific actions with timeline of response by the district office. The resolution also rebuts the rationale given for striking the Minimum Graduation requirement: it wouldn't work for the ADTs.

In addition to our concerns about the proposed increase of the reserves, another proposed change in the fiscal policy (see proposed 3A9A1) would disallow faculty to require students to purchase any textbooks, course packs, etc. created by the faculty in their courses. Another proposed change in the fiscal policy (see proposed 3A1E) would require Board of Trustees approval for how the college carryover (reserves) would be used, instead of leaving it up to the college to manage it. Depending on how the policy is implemented that would create a DISincentive for the colleges to be frugal in their expenditures. It is hoped that the procedure language developed for this policy will be such that the colleges will be able to decide how they spend their carryover funds.

The [developments in the Affordable Care Act we heard at the previous College Council meeting](#) were reiterated at District Consultation Council, so our summer schedule is good to go. Student workers are excluded from the ACA. Board Policy language about the number of hours students can work during the semesters and during breaks is being worked on. There is a proposal to fast-track the minimum wage rate for student workers (have it in place a year earlier than required). The minimum wage increases to \$9/hour starting January 1, 2015 and then to \$10/hour starting January 1, 2016. The proposal from the district office is to have the minimum wage increase to \$10/hour when the new *fiscal year* begins on July 1, 2014. If that happens without a corresponding increase in funding for student workers, that would lead to a reduction in the number of hours that students could work. Other employees would either have to fill in the gaps or things would simply be left undone.

Baccalaureate Degree

The baccalaureate degree legislation passed and the Governor is setting aside money for the pilot projects. The Senate does need to decide whether or not we should actually offer baccalaureate degrees (the resolution passed was merely to have BC be considered for the pilot). President Christian was quite clear that she has always recognized that the baccalaureate degree decision is a 10+1 issue. A college president can always influence the Senate but not dictate the decision on whether or not the college will offer a baccalaureate degree.

Although President Christian was pleased that the Senate ended up passing a resolution in favor of piloting a baccalaureate degree at BC, she expressed the hope that the college would get to the point that future calls for rapid action wouldn't create any negative energy during the process like what happened with the baccalaureate degree. Trust needs to develop between the college administration and the Senate or other employee groups with a clear understanding of shared college goals, so that we can work together as a team and not waste time arguing about what to do and procedural processes. When Sonya sees an opportunity for BC presents itself and a rapid response is needed, she is going to express her opinion, but that does not mean that she is disrespecting the jurisdiction and where the accountability really needs to reside. On a positive note, the controversy over the baccalaureate degree does show the passion that all of us have for quality education and meeting the needs of the students and our community.

The state nursing coalition has been working for many years on getting legislation passed so that community colleges could offer a bachelors in nursing because of the acute unmet need for trained health care that cannot be supplied exclusively through our state universities. Because of the state nursing coalition's years of work on this issue, the nursing baccalaureate is the first pilot that will be offered by the state--the first one that the state will fund. Therefore, our discussions at BC about the baccalaureate degree are going to focus on the nursing degree. Degrees in other areas (e.g., culinary arts, industrial technology, agriculture business management, etc.) will be discussed at the state level, so we need to be ready to position ourselves for those openings. A taskforce needs to be developed soon to investigate the practicalities of offering a nursing baccalaureate degree (staffing needs, facility scheduling, etc.)

[Note: Found out on March 26, 2014 that the Baccalaureate legislation is still in the Higher Education Committee--it has not been passed. Also, because of politics at the state level, nursing programs will very likely NOT be part of the legislation.]

Other

- Program Review Committee is grappling with how to do program review for all of the certificates of achievement we offer. Not only will the review involve a lot of work for department chairs and others filling out the forms, but it will also mean a lot of work for PRC to read through all of the reports. Disaggregating student success data by individual programs would help us identify the particular courses students need help with, so that we could give them the help they need. They are asking departments why they offer both AS and AA degrees for a discipline or an ADT and a local degree. It is a sensitive topic! We also do not have a master list of all of the degrees and certificates offered at BC.
- [Jane Goodall](#) talk "[Sowing the Seeds of Hope](#)" on [April 1st](#) from 7:30 to 9:30 in the Gym. Tickets are selling fast. \$15 adults/\$10 students.
- [Conference on Equity](#) on April 3rd from 9 AM to 3 PM. Working with Achieving the Dream, how will we eliminate achievement gaps among student groups, including students of color and low income students while improving outcomes for all students? The keynote speaker is [Kati Haycock](#), president of [Education Trust](#), a nationally-recognized organization dedicated to high academic achievement for all students pre-K through college. Attendee Outcomes:

- Participants will understand the differences in definition and application between "Equity" and "Equality".
- Participants will comprehend the Interrelation among Achieving the Dream, SSSP, and the Student Equity Plan Efforts, and how institutional efforts can be streamlined and synthesized.
- Participants will understand the next steps of transitioning from Achieving the Dream Planning Year toward an Implementation Plan (Year 2).
- Participants will appreciate the value and process of proactively developing assessment methodologies to evaluate student success interventions.

Next meeting

Next College Council meeting will be March 21, 2014.