

BOARD FOCUS

SPRING 2011



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Navigating Rough Waters: The Role of the Board and CEO When Difficult Decisions Must Be Made

*by Terry Cochran, President, Board of Trustees and
Brice W. Harris, Chancellor, Los Rios CCD*

California community colleges are being dangerously altered as a result of the current state fiscal crisis and the subsequent budget reductions to the system of 112 colleges. Successive years of significant budget cuts in base and categorical funding, combined with additional reductions which could approach a billion dollars in the coming year, have left colleges and districts subject to mission failure or collapse. In the best of times the relationship and roles of the CEO and Board are important, but in times like our colleges are experiencing now they become critical.

The Best Time to Deal With a Crisis is Before It Happens

The importance of the Board and CEO in setting the direction for the organization through strategic planning is fundamental to preparing for difficult times. The more clarity the organization has about its direction as it confronts challenges like the current fiscal demands, the more likely the organization is to succeed.

continued on page 4

2010-11 COMMUNITY COLLEGE TRUSTEES BOARD

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MARCIA ZABLECKIS
Barstow CCD



A Message from Jeanette Mann

Dear Friends,

"Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did. So throw off the bowlines, sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream." – Mark Twain

At a time when all of us have left our safe harbors, I welcome this opportunity to communicate with all of you on behalf of the CCCT Board. Our Board meets several times a year and, together with the CEO Board, provides policy direction on issues before the State Board of Governors and the State Legislature.

At our January meeting, we heard reports on accreditation, prerequisites/co-requisites, the state budget and legislation. The complete agenda and minutes of previous meetings are online for your review. Of significance, the board adopted the League staff budget recommendations to:

- 1) Support the extension of the temporary tax increases as proposed in the Governor's Budget;
- 2) Support the redirection of any new student fee revenue to reduce the apportionment cut (from \$400M down to \$290M); and
- 3) Oppose the proposal to distribute apportionment based on student retention and instead encourage the additive, categorical incentive funding program included in the Vision 2020 report.

Since taking these positions, the budget crisis has escalated to a possible all-cuts budget of \$1 billion. If the community college system suffers these cuts, how do we move forward and fulfill our mission of success, equity, and access for all Californians?

As trustees we must maintain local control and lead the conversations that will formulate policy and support legislation to ensure open access and not displace over 400,000 students this coming August. Last year our system celebrated its 100th anniversary and the 50th anniversary of the Education Master Plan. Let's secure the opportunity for future generations to obtain their education and keep California strong.

At the January meeting I proposed and the CCCT Board adopted the following goals to ensure success, equity, and access to a community college education for all Californians.

- 1) Advocate for a budget with a minimal, proportionate cut for community colleges.
- 2) Create a pool of qualified trustees who could potentially serve on accreditation teams.
- 3) Increase diversity on the board.
- 4) Strengthen the board's relationship with the Board of Governors.
- 5) Develop and publicize a plan for implementation of the Commission on the Future recommendations.

Learn how to support these goals by attending the Community College League of California's Annual Trustees Conference in Monterey, April 29 – May 1. This year's theme, *Stewardship. Policy. Change. Navigating Through Rough Waters*, echoes the challenges we face and the resolve to forge ahead. I look forward to seeing you there!

With hope and concern,

Jeanette Mann
*Acting President, CCCT
Trustee, Pasadena Area CCD*

FY 2011 CCCT Communications Plan

Board Members' Responsibilities

- Call or write assigned board chairs (and other board members if you can) during summer and introduce yourself. Explain you are on the CCCT board and will call occasionally to see if there are issues the chairs' boards would like addressed by the League and CCCT board.
- During the year, when you receive a meeting notice for the next CCCT board meeting, call or write your assigned board chairs. Tell them a meeting is coming up and you are checking to see if there are issues that should be considered.
- When you receive a notice of a scheduled conference (League convention, legislative seminar, CCCT annual conference) call or write the board chairs and as many of the other trustees as possible in your assigned districts to urge attendance.
- Make calls to your assigned districts when major issues are identified by League staff or CCCT officers and personal contacts would be useful.
- Keep the League staff and CCCT president informed if you learn of concerns about the functioning of the League.

ALBIANI

Los Rios, Lake Tahoe,
Sierra Joint, Yuba

BARRERAS

State Center, Merced,
San Joaquin Delta, Sequoias,
West Hills, Yosemite

CASAS FRIER

Foothill-De Anza,
San Francisco, San Mateo

CHANIOT

Mendocino-Lake,
Butte-Glenn, Feather River,
Lassen, Redwoods,
Shasta-Tehama-Trinity,
Siskiyou Joint

FIGUEROA

Riverside, Mt. San Jacinto

GOMEZ

Chaffey, Mt. San Antonio

GULASSA

Peralta, Chabot-Las Positas,
Contra Costa, Marin, Napa,
Ohlone, Sonoma, Solano

HART

Imperial Valley,
Grossmont-Cuyamaca,
MiraCosta, Palomar,
San Diego, Southwestern

JAFFE

Santa Monica, Cerritos

JONES

Allan Hancock Joint,
Cabrillo, Gavilan, Hartnell,
Monterey Peninsula,
San Luis Obispo County

KINSMAN

Copper Mountain, Palo Verde

MANN

Pasadena Area, Glendale,
Rio Hondo

MERCER

Los Angeles, Antelope Valley,
Santa Clarita

ONTIVEROS

North Orange County,
Coast, Rancho Santiago,
South Orange County

ORTELL

Citrus

OTTO

Long Beach, Compton,
El Camino

SINGER

San Bernardino, Victor Valley

STAMPOLIS

West Valley-Mission,
San Jose-Evergreen

VILLEGAS

Santa Barbara, Ventura County,
West Kern

ZABLECKIS

Barstow, Desert, Kern

Navigating Rough Waters: The Role of the Board and CEO When Difficult Decisions Must be Made

continued from cover

Los Rios traditionally functions on a five-year strategic planning cycle. That cycle would have suggested that the district review and revise its strategic plan in 2011 for implementation beginning 2012. However, the Board of Trustees made the decision in early 2010 to advance that process by one year because of the impending fiscal challenges. This allowed the district's shared governance participants to undertake the process in advance of what was sure to be a very difficult budget environment and therefore to clarify and solidify the priorities and direction of the organization.

The Board was involved in the planning process at every level and ultimately approved the revised plan in January of this year. Although the plan strategies were similar to the most recent plan, there was considerably more focus on improving student success and closing performance gaps. These priorities provide the foundation on which difficult resources decisions are being made in the current budget climate.

The Board and the Los Rios collective bargaining groups also negotiated agreements nearly two decades ago designed to deal with just this kind of crisis. Although most of the safety valves imbedded in the contracts have never been used, they certainly could be in this instance, and they could make the difference between an orderly and reasoned management of the down turn versus significant internal strife.

Staying Ahead of the Problem Helps it Remain Manageable

The leaders at every level of California community colleges have all seen this budget problem coming for several years. The structural gap between revenues and expenditures

in California has been chronicled by budget analysts and the media for nearly a decade. Many community college districts have been building reserves in anticipation of the crisis although few predicted the severity of the problem.

The Los Rios Trustees have had a conservative approach to fiscal management that included setting aside adequate reserves. As a result we are now able to use a portion of those reserves to smooth out the downturn. Reserves are not being used as a long-term solution but rather a means of softening the blow and its impact on student access and employees.

In order to effectively plan, the Trustees and CEO began in 2008-09 with a three-year budget forecast and in the summer of 2010 extended that forecast through 2012-13. We have used a balanced approach including the redirection of existing resources, budget reductions and district reserves to manage through the crisis. Unfortunately this has meant modest reductions in course offerings. Thus far the schedule reductions have totaled 5.5%, but in their worst case scenario that could increase to a total reduction of more than 15% (about 2,300 course sections) in just four academic years. Even with these reductions, the district remains above its enrollment cap and could still be serving more than 11,000 unfunded students.

For employees the reductions have also meant shouldering the incremental increase in health care costs. At a minimum, that has meant \$96 per employee – per month, and could rise to as much as \$153 per month. The Board has made it clear that this shift is temporary and that



the district will ultimately return to fully funding health insurance for employees.

If further budget cuts become necessary, the district will also begin staff reductions at all levels by similar percentages through attrition. In the worst case, Los Rios could have ten percent fewer faculty, staff and managers but as with other reductions those would happen over a period of time and only as existing staff retire or resign rather than through layoffs. Additionally, employees may see modest across-the-board salary reductions which are allowed in the collective bargaining agreements.

All these initiatives by the Board are designed to gradually minimize expenses in line with available funding, rather than drastically reduce operations all at once. Thus far Los Rios has stayed ahead of the problem, although it has been increasingly difficult to do so.

Transparency and Communication are Vital

Throughout all of the reductions and realignment of the organization the Board and CEO have communicated with staff regularly. The Chancellor has sent frequent email and hard copy updates to all employees and utilized the governance system to provide additional detail.

When it became apparent that we could be faced with more significant reductions the Chancellor and financial leadership at the direction of the Board developed three

budget scenarios. These included the Governor's January budget reducing community colleges by \$400 million; a mid-range reduction taking that total to \$650 million and the most severe projection of \$900 million. These three scenarios would result in corresponding reductions to Los Rios of \$13.2, \$24.6 and \$36 million respectively.

The Chancellor and Deputy Chancellor presented these three scenarios to the Board during a retreat in March, and early the following week presented the same detailed information to all constituent and collective bargaining groups in a dozen small group meetings. Also, an overview of the scenarios was shared with all employees and a letter summarizing the options was sent to more than 300 community and civic leaders. In all these communications, a process for receiving input over the next month from all groups and any individual was detailed. The process will culminate with a joint meeting of the District Budget Committee and the Chancellor's Cabinet in early May where the revised scenarios will be shared before being sent to the Board of Trustees for consideration in May. At the very least, the Board will be assured of involvement in the process and it is anticipated that there will be consensus around the final recommendations.

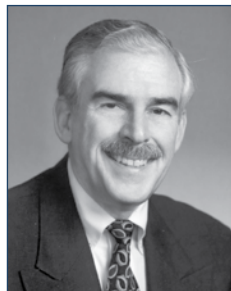
A New Normal Will Emerge

As a result of this unprecedented budget crisis California community colleges are likely to change forever. The dual focus of student success and open access within a wide and varied mission for community colleges may not return after the crisis is over. There have already been suggested policy changes that would narrow the mission of the community colleges and change funding to incentivize greater completion at the expense of open access. Some of these changes may actually be good, including recent legislation to ease transfer within the segments of California higher

education and proposed uniform assessment across the state. However, some recommendations if enacted could push out the very educationally and economically disadvantaged for whom California community colleges are in many cases the last best hope for a brighter future.

The work previously done by the Community College League Future's Commission, and that currently underway by the Chancellor's Office Student Success Task Force should be relied upon as a basis for policy change. Locally elected Boards of Trustees working with local CEOs will have the responsibility for leading community colleges through this return to the new normal, and the Board of Governors for California Community Colleges and the State Chancellor will have the responsibility to help manage change at the state policy level.

Community colleges are a key to the return to prosperity for California. The responsibility for helping ensure that brighter future will fall on Boards, CEOs and the leadership of the faculty, staff and students is ours. We are certainly up to the task. ■



*Terry Cochran, President
Board of Trustees, Los Rios CCD*



*Brice W. Harris, Chancellor
Los Rios CCD*

PUBLICATIONS & RESOURCES

Appointing a New Trustee to the Board, 2008

This guide covers the legal requirements for appointing a trustee to fill a vacancy, and provides sample criteria, timelines, publicity, and interview questions.

Assessing the Performance of the CEO

Includes detailed information to assist the board and CEO in designing the CEO evaluation process, a checklist, a comprehensive list of possible criteria, sample policy and procedure, and a list of resources and references.

Biennial Report on CEO Tenure and Retention

Updated every few years, this League study explores the extent of CEO turnover, with a goal to improve the recruitment and retention of effective CEOs at all levels.

Board Candidate Information, Updated Annually

A brochure designed for candidates for the governing boards. Copies are mailed each July to those districts holding elections in the following fall, along with other materials helpful to those interested in running for the board.

Board Chair Handbook, Updated Annually

Covers roles and responsibilities, how to run meetings, and tips on handling various scenarios. It is distributed each year at the Board Chair Workshop.

Board Ethics Resource Guide, 2006

This packet of information covers board ethics and standards of practice, sample codes of ethics, sample policies for addressing violations of a code, and worksheets for developing a board policy.

Board Focus

An occasional publication mailed to all trustees and CEOs on trusteeship issues.

Advancing Our Advocacy

LEGISLATIVE UPDATE

The League increases communications on advocacy through a community college grassroots advocacy network, a key component to a strong and effective voice at the State Capitol and local communities. Visit the League's Budget Advocacy Action Center for the latest news and information. Local college advocacy is instrumental to successful action on bills affecting community colleges and students. **Trustee awareness of legislative issues and involvement is a key component in League advocacy activities enhances effectiveness of advocacy.** Trustee participation is enhanced with timely alerts, calls to action, and tools for advocacy on behalf of community colleges and the students they serve. League regional representatives, Stacey Berger and Elaine Reodica, are available to help local community colleges and governing boards with advocacy strategies, working with legislators and their staff, logistics, and planning. League Legislative staff, Bonnie Slosson and Kristine Schilpp, lead the advocacy team in Sacramento and the State Capitol.

The first half of the Two-Year 2011-2012 Session started with welcoming a new governor and many new legislators to the State Capitol. Governor Brown and the Legislative Leaders centered their attention on trying to resolve the budget crisis facing state government and many local communities. Meanwhile, legislators introduced a plethora of new bills. Over 2,400 legislative measures were introduced by late February. League staff reviewed all legislative measures to identify those affecting community colleges. Common themes found were accountability and transparency, higher education goals, local government finance, pension reform, employment and working conditions, enrollment priorities, student success and completion, veterans, and green technology. Several bills were introduced affecting governance and actions of local boards. The State's Little Hoover Commission commenced yet another study of community colleges, with initial hearings paying attention to the governance structure of the community colleges. *For more information, please contact Bonnie Slosson, Director of Government Relations, and Dr. Rita Mize, Director of State Policy and Research.* ■

Listed below are bills and topics trustees should follow:

ACCOUNTABILITY

- *AB 2 (Portantino) Goals for Higher Education: Higher Education Accountability*
Establish a statewide accountability framework as the basis for a biennial assessment of progress
- *SB 721 (Lowenthal) Higher Education: Economic Goals*
- *SB 885 (Simitian) Public education accountability: Longitudinal education system: Preschool through University*

ACADEMIC AND INSTRUCTIONAL

- *AB 160 (Portantino) Concurrent Enrollment*
- *AB 372 (Hernandez) Veterans: Credit for Previous Experience*
- *AB 851 (Nestande) Distance Learning*
- *AB 1029 (Lara) Stand-Alone Course Approval*

FINANCE

- *AB 216 (Swanson) Community Colleges: Inmate Education*
- *AB 285 (Furutani) Community Colleges: Property Tax Revenues*
- *AB 405 (Solario) Public Postsecondary Education: Joint Use Facilities*
- *AB 478 (Hernandez) Community College Funding Formula*
- *AB 515 (Brownley) Community College: Extension Courses*
- *AB 822 (Block) Higher Education Facilities*
- *AB 1326 (Furutani) Higher Education Endowment: Oil and Gas Severance Tax*
- *SB 118 (Yee) Public Contracts: Energy Service Contracts: Bidding*
- *SB 774 (Hancock) Community College Parking and Transportation Fees*
- *SB 874 (Hancock) School and Community College: Parcel Taxes: Exemptions*
- *SCA 5 (Simitian) Parcel Taxes*



PUBLICATIONS & RESOURCES

GOVERNANCE

- *AB 288 (Fong) Community Colleges: Student Expulsion*
- *AB 319 (Norby) Community Colleges: Alcoholic Beverages*
- *AB 334 (Lowenthal) Community College Board Members: Absence from the State*
- *AB 582 (Pan) Open Meetings: Public Notice*
- *AB 680 (Block) Community College Elections*
- *SB 8 (Yee) Public Records Act: auxiliary organizations*
- *SB 46 (Correa) Local Government: Compensation Disclosure*
- *SB 629 (Lowenthal) California Community Colleges: BOGCCC: Executive Staff*

STUDENT SUCCESS

- *AB 91 (Portantino) Community Colleges; Student Financial Aid*
- *AB 130 (Cedillo) California Dream Act: Financial Aid: Non-Public Funds*
- *AB 131 (Cedillo) California Dream Act: Financial Aid*
- *AB 743 (Block) Community College Student Assessments*
- *AB 970 (Fong) Cal Grant B: Award Amount*
- *AB 1056 (Fong) Community Colleges: E-Transcripts*
- *SB 292 (Padilla) Community College Transfers*

Board Self-Evaluation Resource Guide, 2009

Covers board self-evaluation, suggestions for board self-evaluation processes, sample evaluation instruments, and sample policies.

CEO Search Resource Guide, 2009

Includes the steps and issues involved in conducting a CEO search. Lists of search consultants and districts that have conducted searches in recent years are available by contacting the League.

Different Jobs, Different Tasks: Board and CEO Roles and Responsibilities

This publication compares the responsibilities of the board and the CEO in ten different areas, including finance, academic affairs, organizational structure, etc.

Key Ethics Law Principles for Public Servants

This publication alerts local officials to situations triggering a need to consult with their agency counsel on ethics legal issues.

Local Official's Guide to Ethics Laws, 2007

By a consortium of agencies, this guide covers the conflicts of interest laws for elected officials.

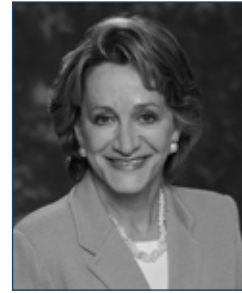
No Confidence Votes

This paper provides an overview of the votes of no confidence in California for the previous ten years and explores the lessons learned and the issues involved in responding to such votes.

Orientation and Development for Community College Trustees, 1999

This guide provides an overview of trustee education and describes a wide variety of strategies districts may use to orient and educate board members. It includes checklists, lists of conferences and reading materials, and sample policies and procedures.

Passing the Torch: A Trustee Making a Difference



*by Georgia Mercer
Immediate Past President, CCCT Board
Trustee, Los Angeles CCD*

Fate had a hand in enabling my retirement from the CCCT Board and the LACCD board (after 13 years) to occur at exactly the same time. You can ask me about it some time! But, I want to use this article to share some highlights of my LACCD and CCCT board experiences and hopefully provide some encouragement and wisdom.

What drew me to run initially for the LACCD board was my lifelong commitment to quality public education. I was the first member of my family to graduate high school, let alone graduate college, and public schools were my ticket to a better life. I realized that the opportunities I was afforded were diminishing almost daily in our state. The mission and accessibility of community colleges are the best hope to provide those opportunities for most adults. For the majority of our LACCD students, we are the only rung on the ladder!

The scope of expectations of the role of the community colleges to be everything to everyone can be overwhelming to the leadership of the institutions. My parting advice is to focus on the areas that you care about most. I feel I have made small differences in the lives of our students by focusing on the main issues I care about most.

Following are a few examples of those “small” differences:

In a concerted effort with a local women’s group, I was able to bring several Afghani women who had escaped to Pakistan to Pierce College. By connecting them with scholarship opportunities for tuition and books, we opened up a world of opportunity to them. Not only did they flourish at

Pierce and continue their education, but they were able to share the stories of their lives with our local students. Serving on the CCCT Board enabled me to meet colleagues and administrators throughout the state. Several colleagues have also enabled Afghan women to attend their colleges.

Our child care programs had historically been the victims of many budget cuts and our facilities were shoddy and underfunded. But I felt strongly that access to child care enables women to come back to school and improve their lives and therefore the lives of their families. Our child care facilities are now state-of-the-art buildings that provide the best teaching and learning environments that meet the needs of our parent students and our child development students.

At our colleges, basic skills are always a priority. Ensuring that all students have the tools to succeed is our primary goal. However, I believe that the arts play a vital role in the education of our students. Through my connections with the Mayor’s office and the Getty Museum, I advocated for a museum studies course as well as offering other creative opportunities to give our students a more comprehensive education.

LACCD has led the state with our sustainable building policy. I played a major part in developing the visionary policies for our bond measures to make sure that the funding was in place to build LEED buildings that would pay off in the long run by running more efficiently and more in tune with the environment. These savings will ultimately provide LACCD with increased operational

dollars for students.

A final example of a small difference, is my advocacy for the Police Orientation Preparation Program which is a joint venture with the LA Unified School District and the LA Police Department. This program is for high school seniors and community college students who, upon completion of the program, earn an A.A. degree.

In closing, my service on the CCCT Board expanded my horizons and knowledge of the differences that each of our colleges face. This enabled me to better lead the way on issues that affect our entire system.

I truly believe that our community colleges offer our students the education and experience they would not otherwise be able to access. I have been proud to make small differences in the lives of our students who continue to contribute to California.

Enjoy the rollercoaster ride and know that you too make a difference everyday in the lives of our students, faculty, staff and communities. ■

2010 – 2011 Advisory Committee on Education Services

Gari Browning

*President/Superintendent
Oblone CCD*

Steve Castellanos

*Trustee
San Joaquin Delta CCD*

Judith Chen Haggerty

*Trustee
Mt. San Antonio CCD*

Chuck Hayden

*Trustee
Desert CCD*

Michele Jenkins (Co-Chair)

*Trustee
Santa Clarita CCD*

Brian King

*President/Superintendent
Cabrillo CCD*

Jowel Laguerre

*Superintendent/President
Solano CCD*

William (Bill) McGinnis

*Trustee
Butte-Glenn CCD*

Jim Moreno

*Trustee
Coast CCD*

Marcia Milchiker

*Trustee
South Orange CCD*

Glenn Roquemore (Co-Chair)

*President
Irvine Valley College*

William (Bill) Scroggins

*Superintendent/President
College of the Sequoias*

Wanden Treanor

*Trustee
Marin CCD*

Staff to Committee

Carmen T. Sandoval

*Director, Education Services and
Leadership Development*

Melodie Smith

*Associate, Education Services and
Leadership Development*

ACES Meetings Schedule

*Friday, April 30, 2011, Monterey
Task forces as needed*

The League Strategic Plan, adopted in 2007, states the following goal and outcomes for Education Services and Leadership Development.

GOAL 2

Promote effective leadership at all levels for community colleges.

Outcomes:

- Trustees and CEOs have the knowledge and skills necessary to effectively govern their districts.*
- Colleges have effective leaders at all levels within the colleges.*

In support of the League's strategic plan, the Advisory Committee on Education Services (ACES) is responsible for identifying and reviewing needs and effectiveness of the educational and professional development programs, particularly those targeted to trustees and CEOs, and the content assessment of the League publications and website.

PUBLICATIONS & RESOURCES

Q&A's for New CEOs, 2003

These provide answers to many common questions related to organizational structure, participation in local decision-making, and CEO/board relations.

Student Trustee Candidate Information, Updated Annually

Provides information about the roles and responsibilities of student trustees, and designed for those interested in the position.

Student Trustees Resource Packet, 2003

This packet of information includes a description of their legal rights and privileges (Trustee Handbook, Chapter 8), a paper on the differing perspectives on the role, advice to student trustees from student trustees, and a survey of district practices.

Trustee Handbook, Updated Annually

Thirty-five short chapters on topics related to being a member of a California community college governing board. It is provided to all who attend the Effective Trusteeship Workshop and sent to all newly elected and appointed trustees.

Trusteeship

A brochure outlining the tasks, knowledge and skills of trusteeship.

Trustee Surveys

Results of surveys on elections, compensation, student trustees, officers and committees, which are updated and posted to the Web site every odd year.

For more information on the League's publications, visit www.ccleague.org/publications or contact the League office at cclc@ccleague.org or (916) 444-8641.

TOP TEN: Reasons for Progress in Achieving the Dream

*Byron McClenney and the Coaches, November 2010
Reprinted from the League's Trustee Handbook*

The 33 members of the coaching cadre for Achieving the Dream have written over 1,200 reports on their college visits during the six years of intensive work on transformation for student success. They met for a reflective work session in October 2007 and again in October 2010 to review what had been the “Top Ten” and “Top Eight” in earlier versions. This version emerged following electronic conversations about the subsequent draft document.

Following are foundational steps to be in place for institutions to make progress with institutional transformation to improve student success. All items are viewed as essential, but lower numbers represent the most important items.

1. Leaders, including board members and faculty, are engaged in, and pay continuous attention to, progress on the student success agenda.
2. A sustained focus on student success is practiced by the institution and demonstrably influences the development of policies, procedures, and practices.
3. There is broad and continuous faculty/staff/student/community engagement and collaboration in support of a student success agenda.
4. Planning and budgeting (including reallocation of resources) are aligned with the vision, priorities, and strategies of a student success agenda.
5. A culture of evidence and inquiry is pervasive in the institution (including cohort tracking of disaggregated data) with strong support from IR.
6. A sense of urgency drives a shared vision and communications around a student success agenda with internal and external stakeholders.
7. Professional development efforts (inclusive of board members, CEO, leadership throughout the institution, full-time and adjunct faculty, and staff) are aligned with the priorities and strategies of a student success agenda.
8. A systemic student success agenda is integrated with other significant initiatives such as accreditation, strategic planning, and Title V.
9. An equity agenda is integrated in the efforts to improve learning and college completion outcomes.
10. Student success interventions are informed by and adapted from demonstrably effective practices.

COACHES

Julian Alssid, Eileen Baccus, George Baker, Brenda Beckman, Jacquelyn Belcher, Charlotte Biggerstaff, John Brockman, Susan Cota, Alfredo de los Santos, Jr., Mary Ellen Duncan, Martha Ellis, Kent Farnsworth, Bernadine Fong, Augie Gallego, Wayne Giles, Tom Gonzales, Jim Hammons, Perry Horse, George Kuh, Byron McClenney, Kay McClenney, Christine McPhail, Irving McPhail, Charlene Nunley, John Pickelman, Frank Renz, Martha Romero, Maria Sheehan, Jim Tschechtelin, Alice Villadsen, Linda Watkins, Bill Wenrich, Calvin Woodland, and Margarett Mathis, Associate Director for Achieving the Dream at The University of Texas at Austin

STEWARDSHIP. POLICY. CHANGE.

Navigating Through Rough Waters

Annual Trustees Conference
April 29 – May 1, 2011
Hyatt Regency Monterey



Featured Speakers—



Senator (Ret.) Gloria Romero
*California State Director
Democrats for Education Reform*



Mark David Milliron
*Deputy Director
Postsecondary Improvement, US Program
Bill and Melinda Gates Foundation*

Hard hitting sessions on critical issues—

Trustees Conference provides attendees with a wide variety of topics and information, including the trustee's role in the community and student success. Below are just some of the topics and sessions being offered at this year's conference:

- A Collaborative Approach to Prioritizing Course offerings in Tough Times
- The Board and the Faculty Senate: Partners in Student Success
- CLASS Notes and the Student Completion Agenda
- The College Foundation: Growing Private Support When State Resources Shrink
- How to Be Ready When the Media Calls
- Managing the Message of Program Cuts
- Partnerships with Business
- Redistricting 101: What You and Your District Need to Know
- Servicing Health Accounts
- Student Learning Outcomes and College Quality
- Transfer
- What Trustees Should Know About Accreditation

Schedule at a Glance

Friday, April 29

8:30 a.m. – 4:00 p.m.
Board & CEO Exec Assts Workshop

10:00 a.m. – 11:00 a.m.
Pre-Conference Workshop:
Brown Act Updates

11:00 a.m. – Noon
Pre-Conference Workshop:
Ethics Training

2:00 p.m. – 3:00 p.m.
Opening General Session Speaker—
Mark David Milliron

3:15 p.m. – 4:30 p.m.
Concurrent Sessions

4:45 p.m. – 5:45 p.m.
Interest Group & Consortia Meetings

5:45 p.m. – 7:00 p.m.
Welcome Reception

Saturday, April 30

8:00 a.m. – 9:30 a.m.
Buffet Breakfast & Roundtable
Discussions

9:45 a.m. – 10:45 a.m.
Concurrent Sessions

11:00 a.m. – Noon
Concurrent Sessions

12:15 p.m. – 2:00 p.m.
Lunch & Keynote Speaker—
Gloria Romero

2:15 p.m. – 3:30 p.m.
Concurrent Sessions

3:45 p.m. – 5:00 p.m.
Concurrent Sessions

5:30 p.m. – 5:30 p.m.
Reception

Sunday, May 1

8:00 a.m. – 9:30 a.m.
CCCT Annual Business Meeting
& Continental Breakfast

9:45 a.m. – 11:15 a.m.
Focus Workshop

11:30 a.m. – 1:30 p.m.
Closing Lunch &
Fulfilling the Trust Awards

COMMUNITY COLLEGE LEAGUE
OF CALIFORNIA

BOARD FOCUS

*Published to provide locally-elected
trustees and chief executives with
information and strategies for
effective boardsmanship.*

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