



Association of California Community College Administrators

Leadership and Governance in Twenty-first Century California



Constance M. Carroll, Ph.D.
Chancellor
San Diego Community College District





**“THE ONLY CONSTANT
IS CHANGE.”**

-Heraclitus



A Brief History

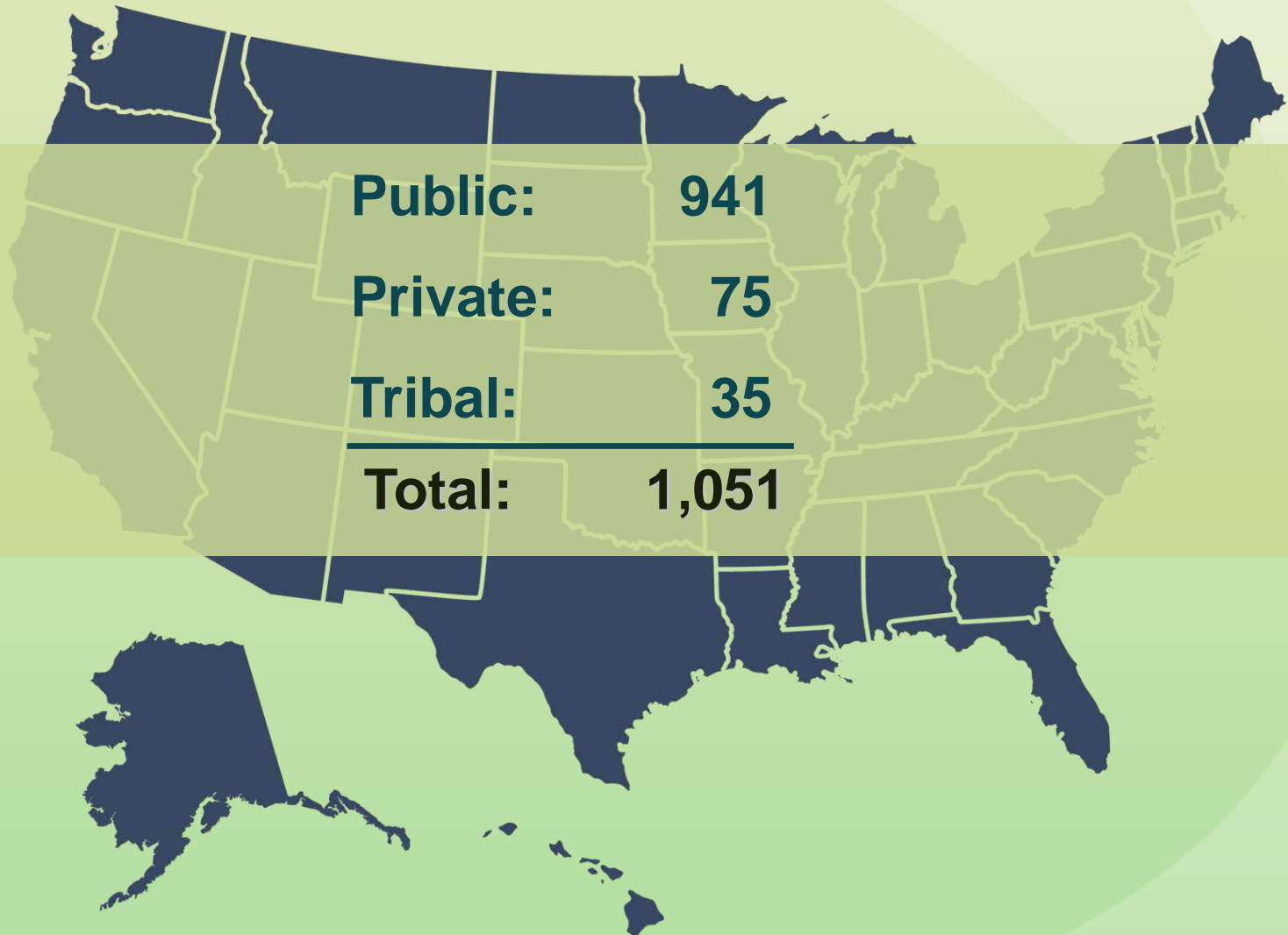
- First Community College – Joilet Junior College (1901)
- K-12 Affiliations
- Part of the Master Plan for CA Higher Education (1960)
- Independent Districts/Colleges (1960 – 1975)



Joilet Junior College



National Community College Context



Source: AACC 2019 Fact Sheet



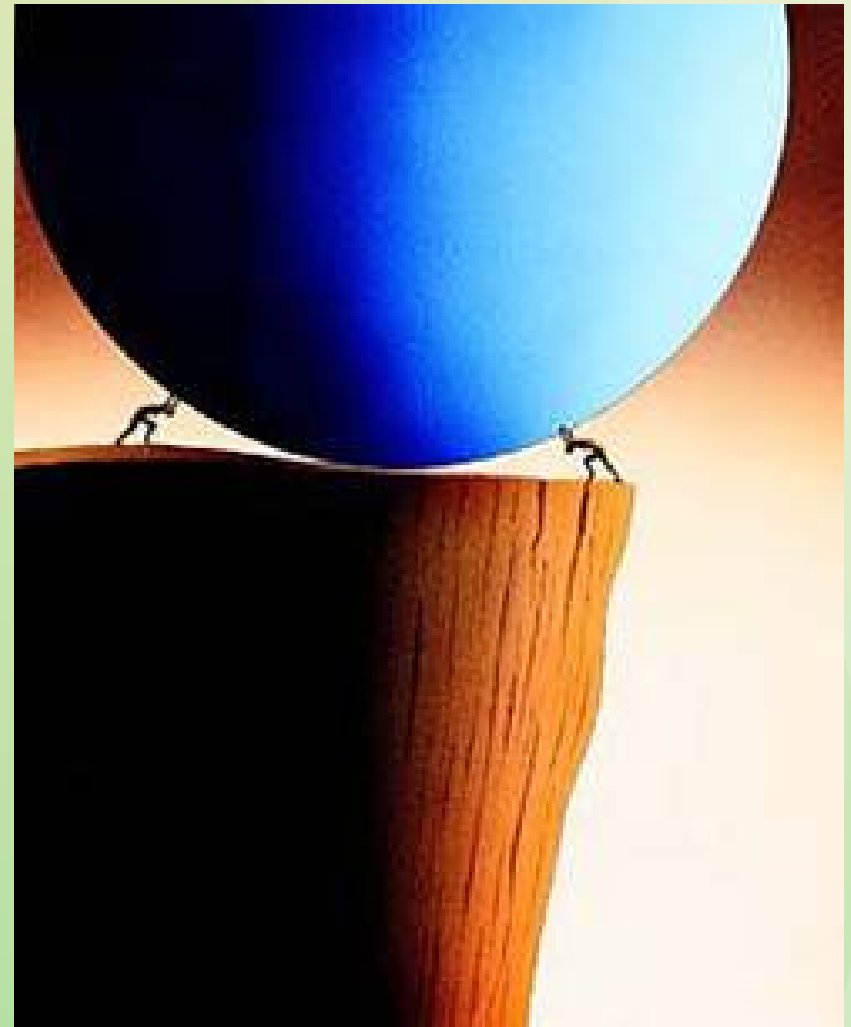
America at the “Tipping Point”

U.S. Population, Actual and Projected: 2018 and 2050

	2018	2050
Population (in millions)	327.2	438
Share of total		
Foreign born	13.4%	19%
Racial/Ethnic Groups		
White	60%	47%
Hispanic	18%	29%
Black	13%	13%
Asian	6%	9%
Age Groups		
Children (17 and younger)	22%	23%
Working age (18-64)	62%	58%
Elderly (65 and older)	16%	19%

Source: 2018 data: U.S. Census Bureau

Source: 2050 projection: Pew Research Center, 2008

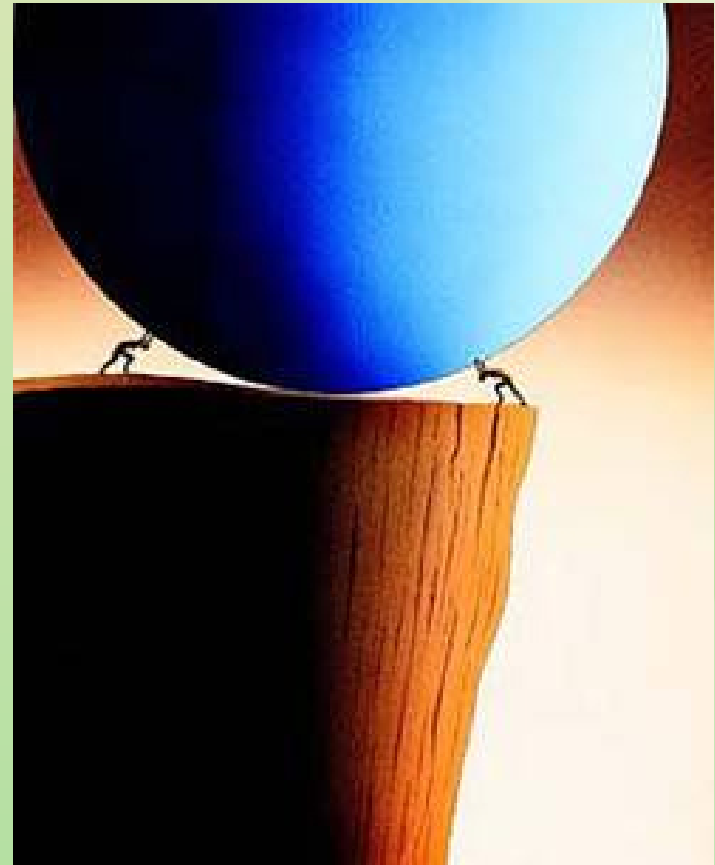




States That Have Reached the “Tipping Point”

State	“Minorities”
Hawaii	78%
California	64%
New Mexico	63%
Texas	58%
Nevada	50.9%

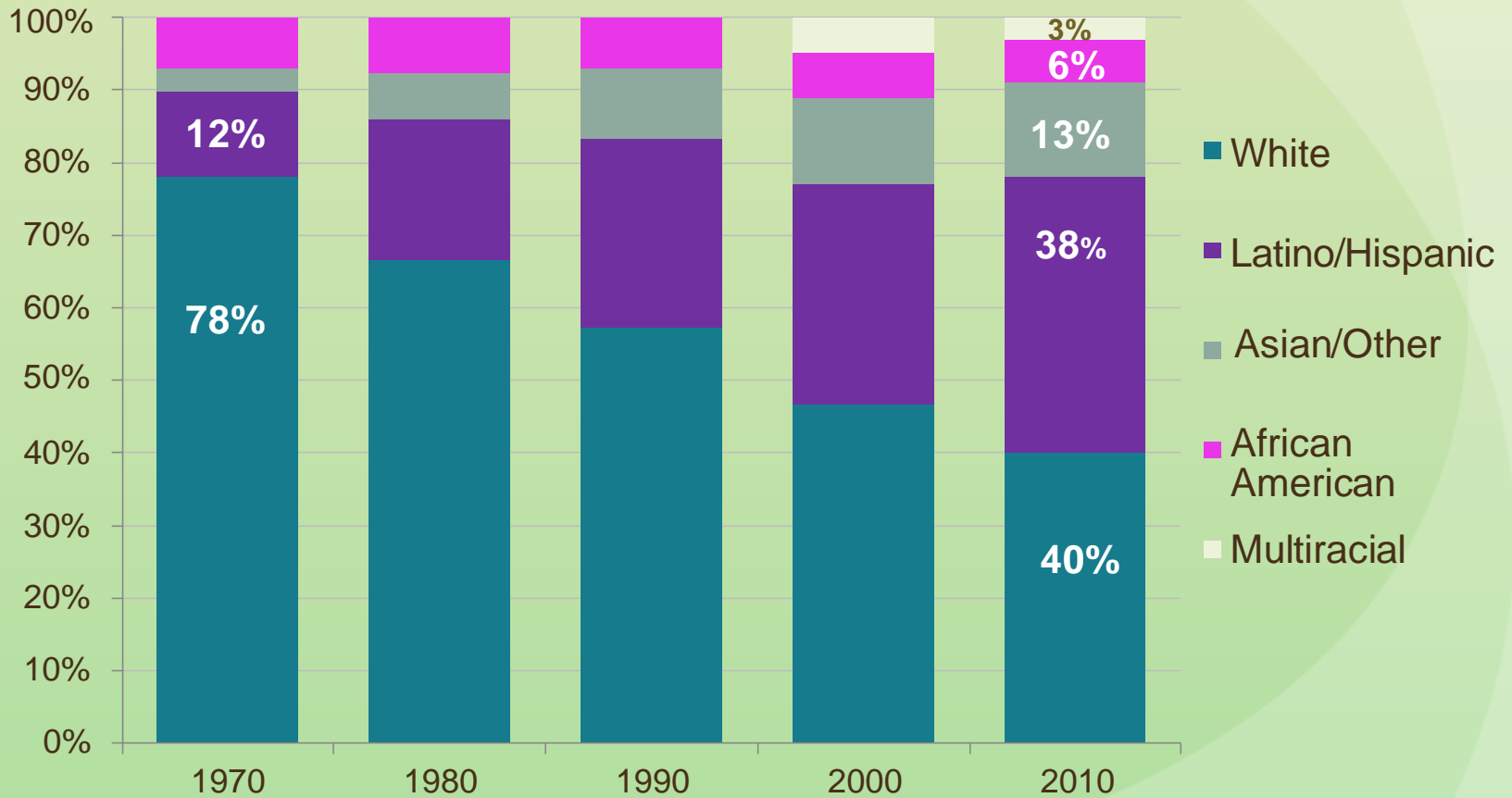
Source: U.S. Census Bureau 2017





California Demographic History

California Population by Race/Ethnicity, 1970–2010



Source: United States Census Bureau, decennial censuses and American Community Survey



CHANGING STUDENTS



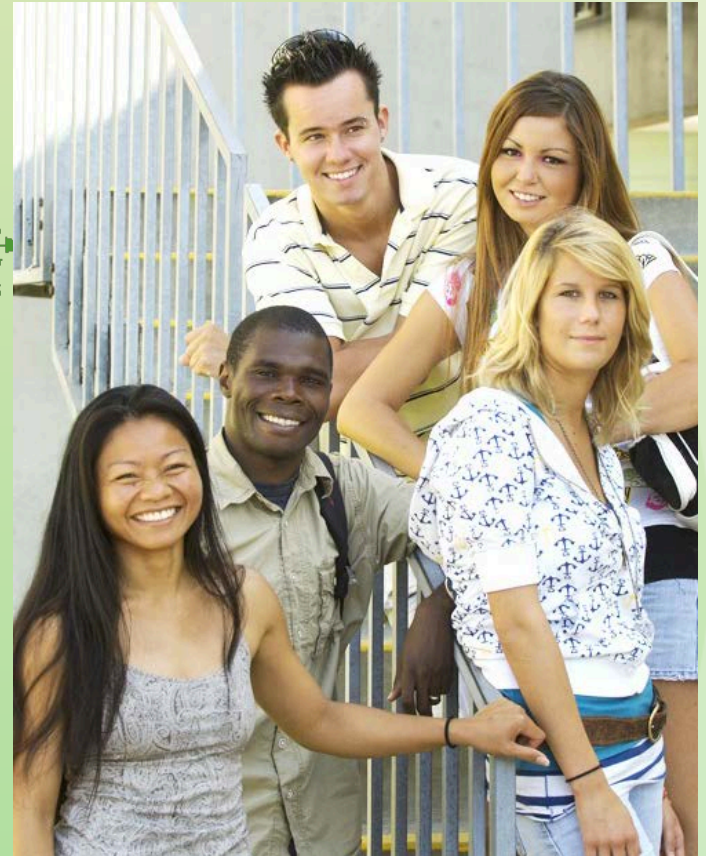
The American Community College Student

12 Million Students:

7 million credit · 5 million noncredit

- **41%** of U.S. Undergraduates
- **37%** of First-Time Freshmen
- **56%** Women, **44%** Men
- **63%** Part-Time, **37%** Full-Time
- **Average Age – 28 years**

Source: AACC 2019 Fact Sheet

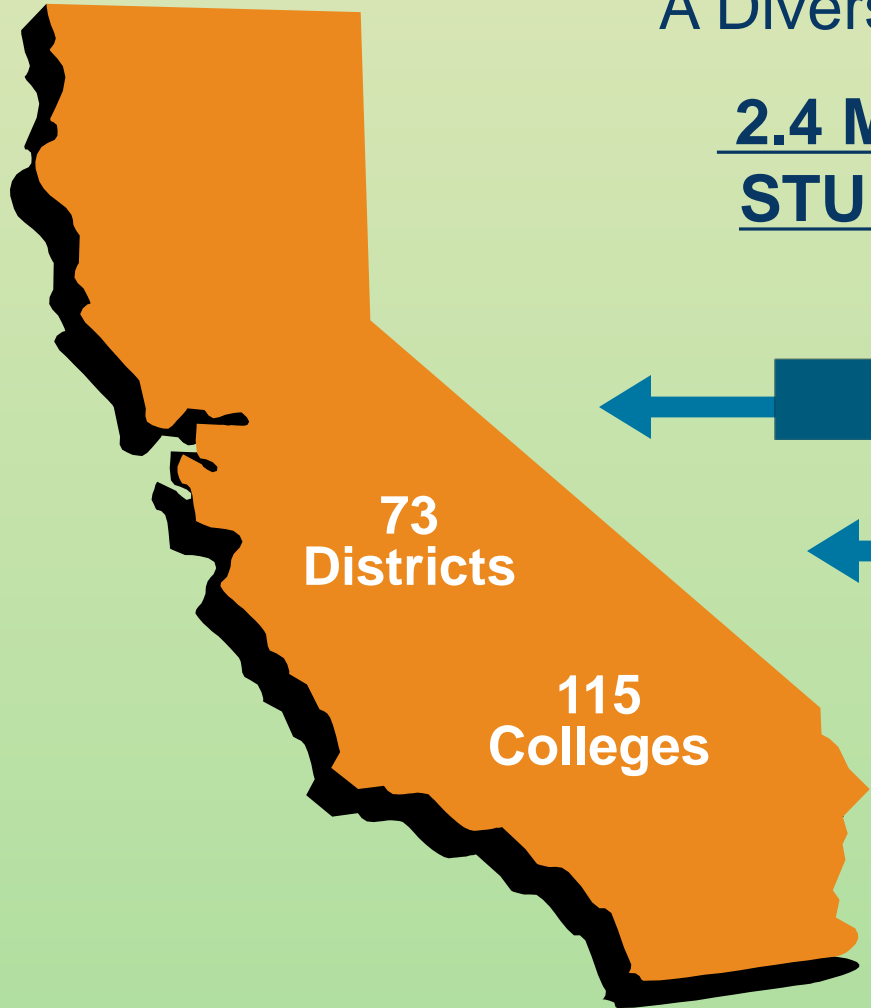




California Community Colleges

A Diverse System

2.4 MILLION
STUDENTS



Urban

Suburban

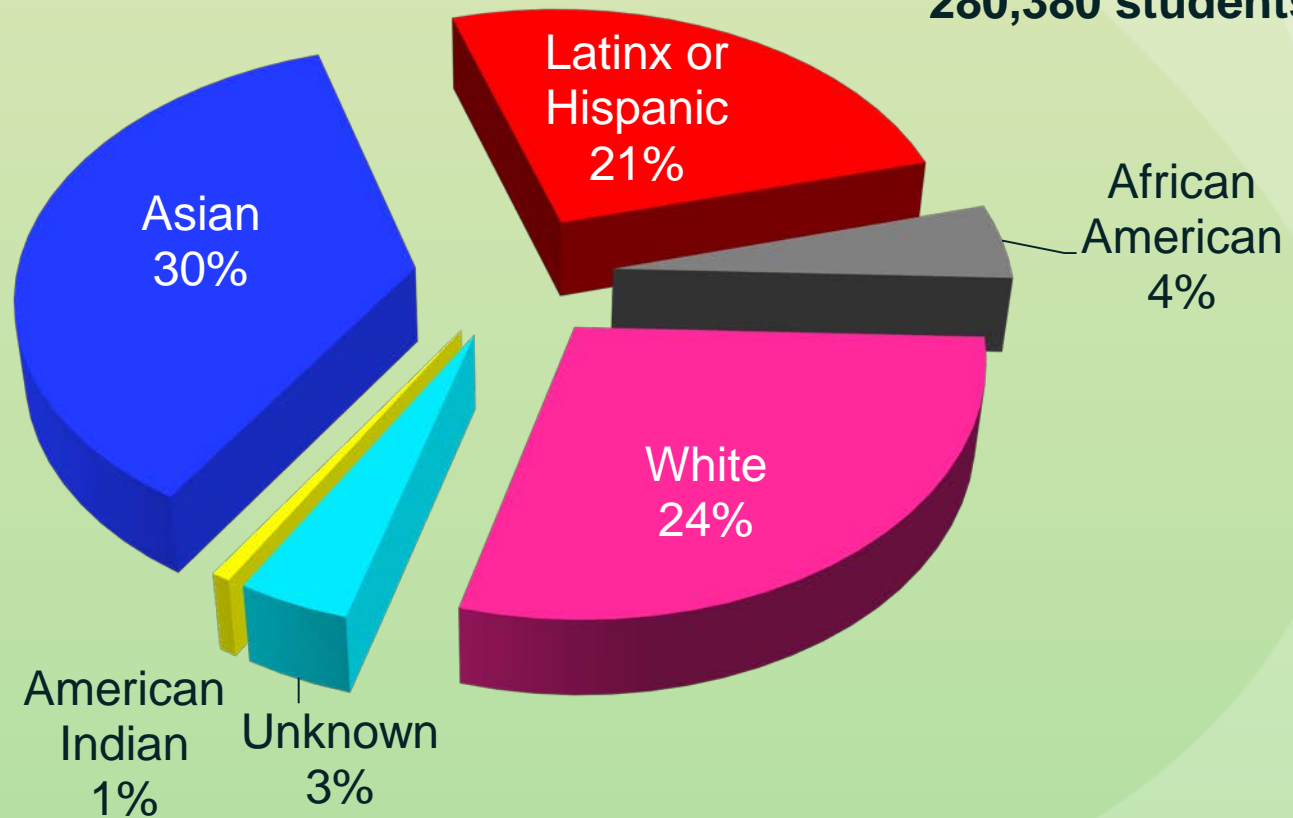
Rural

Source: CCLC Fast Facts 2019



University of California System Demographics

10 universities
280,380 students

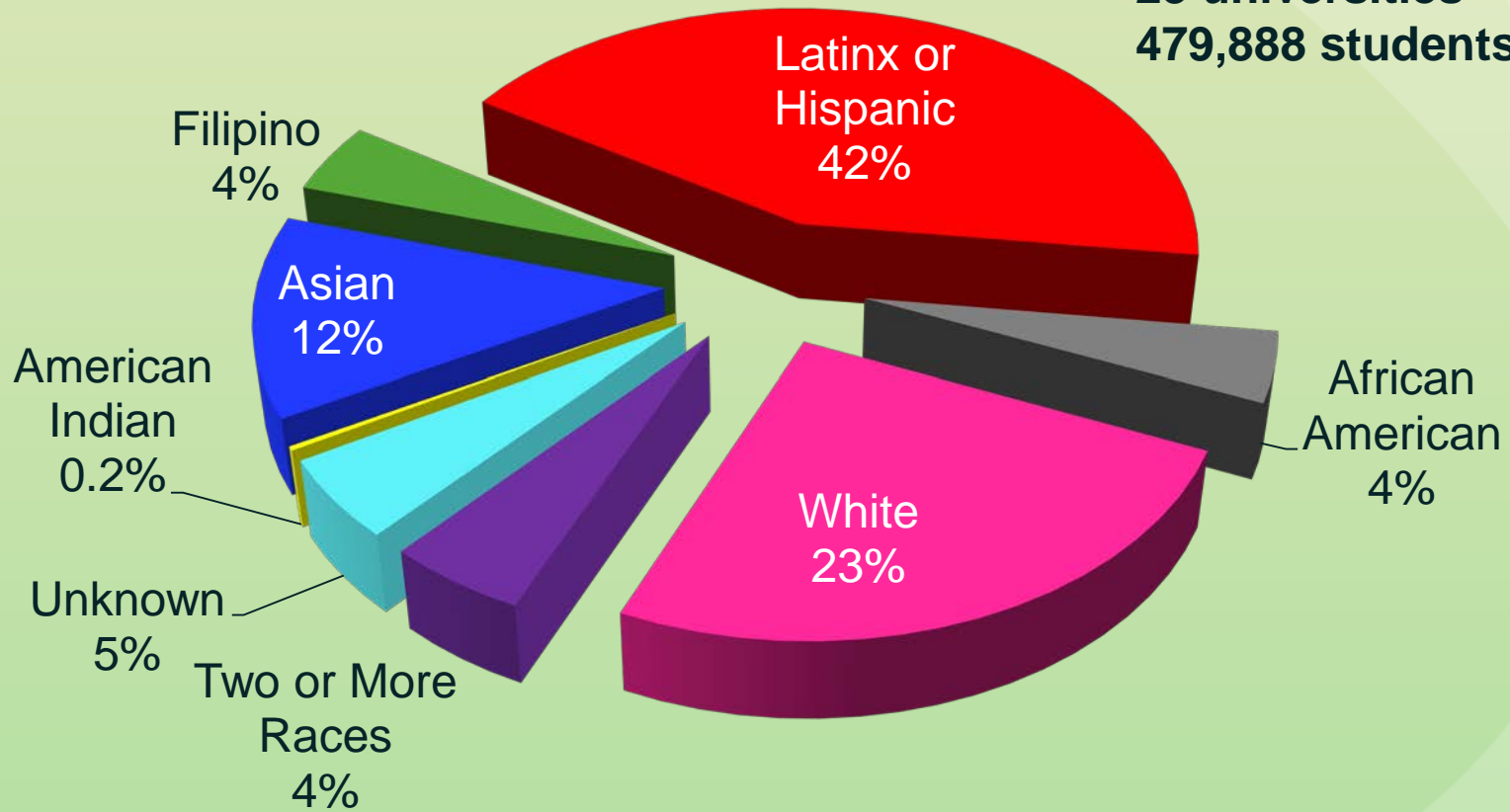


Source: Fall 2018 demographics care of <https://www.universityofcalifornia.edu/infocenter/fall-enrollment-glance>
Does not reflect 45,461 international students



California State University System Demographics

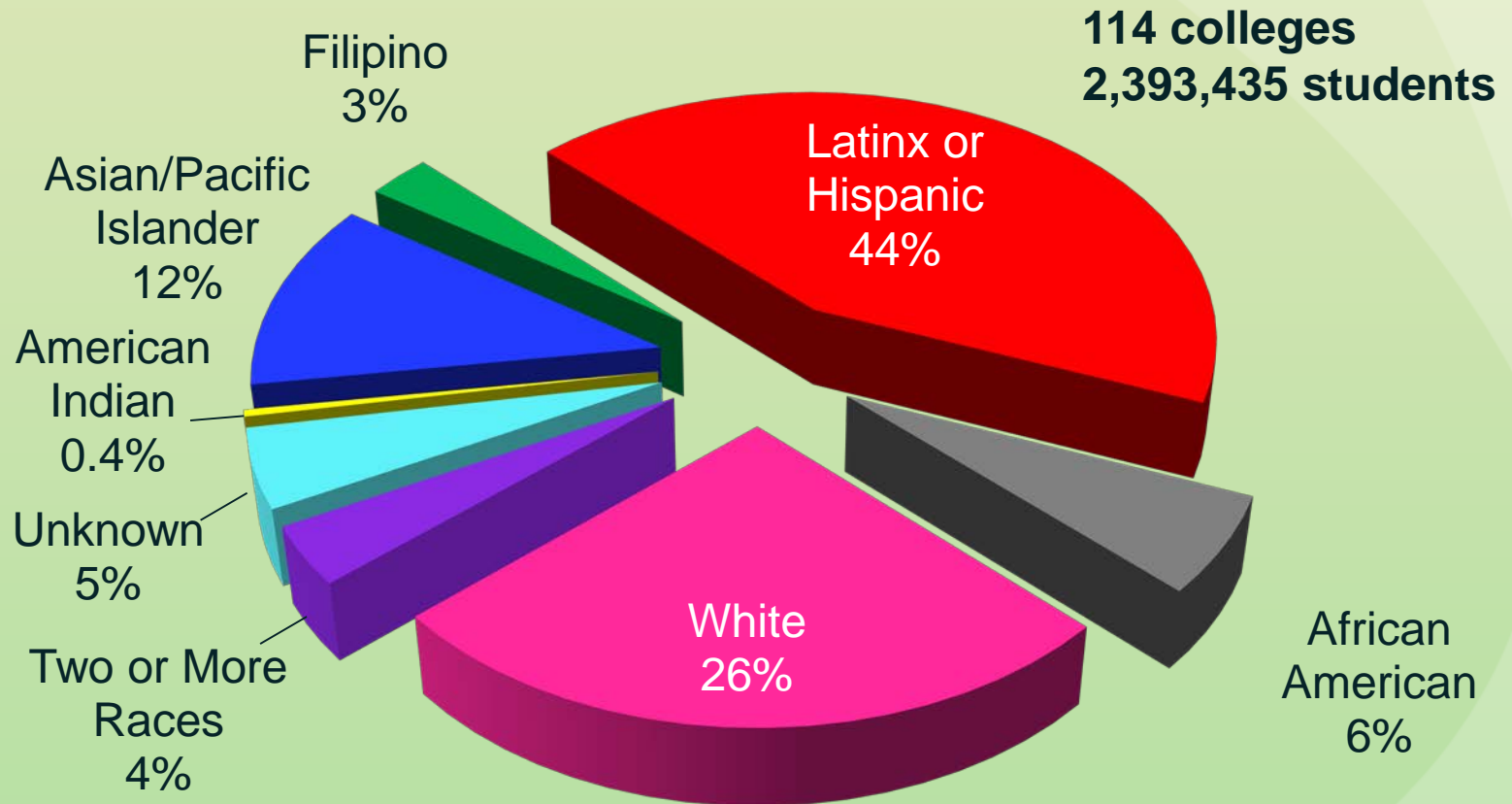
23 universities
479,888 students



Source: Fall 2018 demographics care of https://www.calstate.edu/as/stat_reports/2018-2019/f_eth18toc.shtml
Does not reflect 31,025 international students



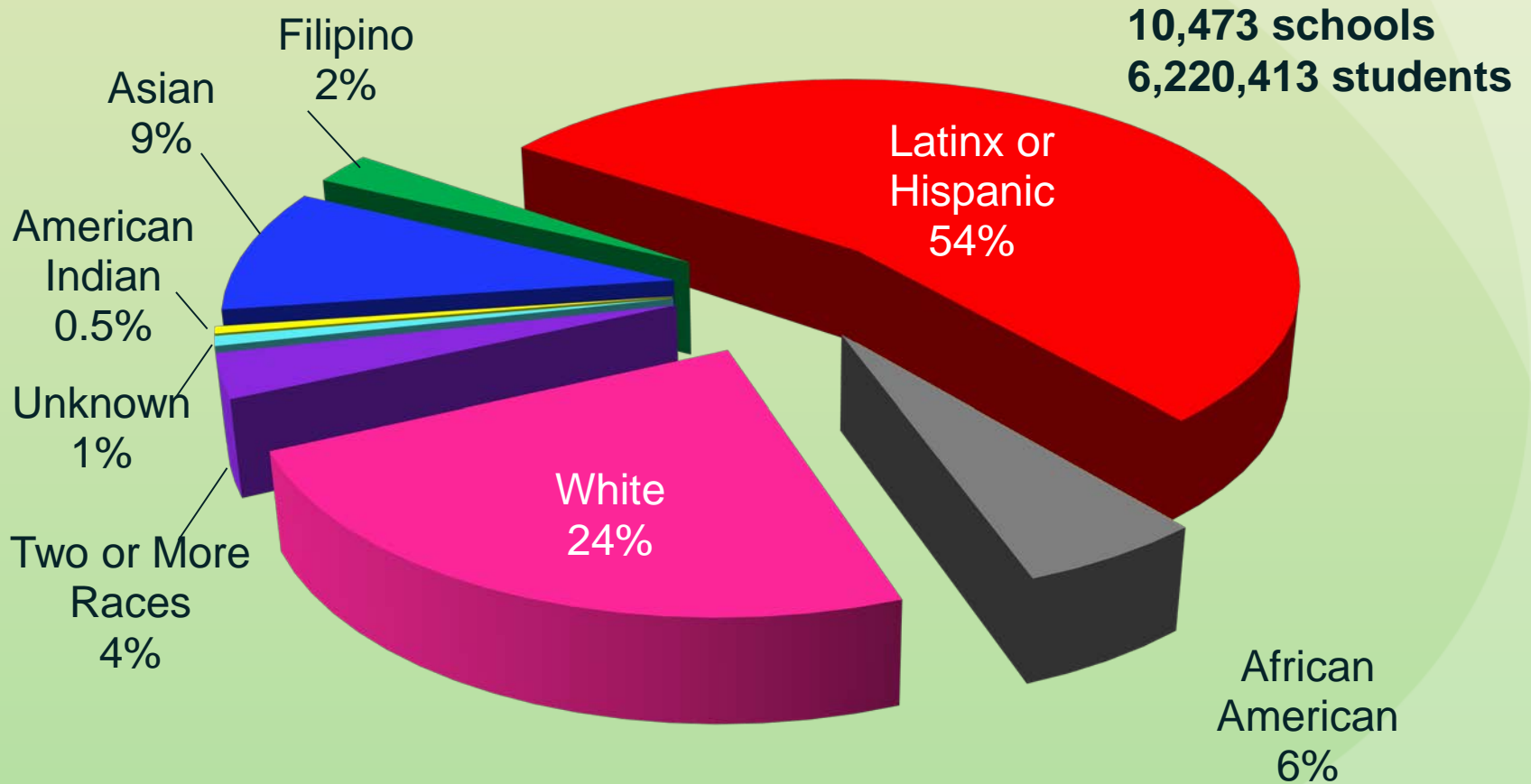
California Community Colleges System Demographics



Source: 2017-18 data from http://datamart.cccco.edu/Students/Student_Term_Annual_Count.aspx



California Statewide K-12 Student Demographics



Source: 2017-18 demographics from <https://www.cde.ca.gov/ds/sd/cb/ceffingertipfacts.asp>



CHANGING METHODS



Changing Instructional Delivery & Learning Methodologies





Changing Student Support Systems

FROM:



TO:

Online Systems

- Registration
- Counseling
- Learning Support
- Predictive Analytics





Student Success/Performance Metrics

- Scorecard
- Wage Tracker
- Completion
 - Associate Degrees for Transfer
 - Associate Degrees
 - Certificates
- Equity
- Persistence
- GPAs
- Other Performance/Outcomes
- Student Centered Funding Formula Metrics





Student Success Metrics

Metrics Include:

- Associate Degrees
- Bachelor's Degrees
- ADT Degrees
- Certificates of Achievement
- 9+ CTE Units
- Transfer
- Completion of Transfer Level English and Math in Student's First Year
- Regional Living Wage



Note: Additional funds are provided for outcomes achieved by students with a Pell and/or CCPG (BOGW).



CHANGING MISSION & LEADERSHIP ISSUES



COMMUNITY COLLEGE BACCALAUREATE



The California Context 1960 Master Plan for Higher Education



University of California
California State University
California Community Colleges
Independent Institutions



California Master Plan for Higher Education (1960)

- **University of California**
 - Primary academic research institution
 - Undergraduate through doctoral programs
- **California State University***
 - Broader undergraduate through masters programs
 - Less stringent admissions requirements
- **Community Colleges****
 - Certificates and Associate Degrees in academic and vocational programs
 - Open access

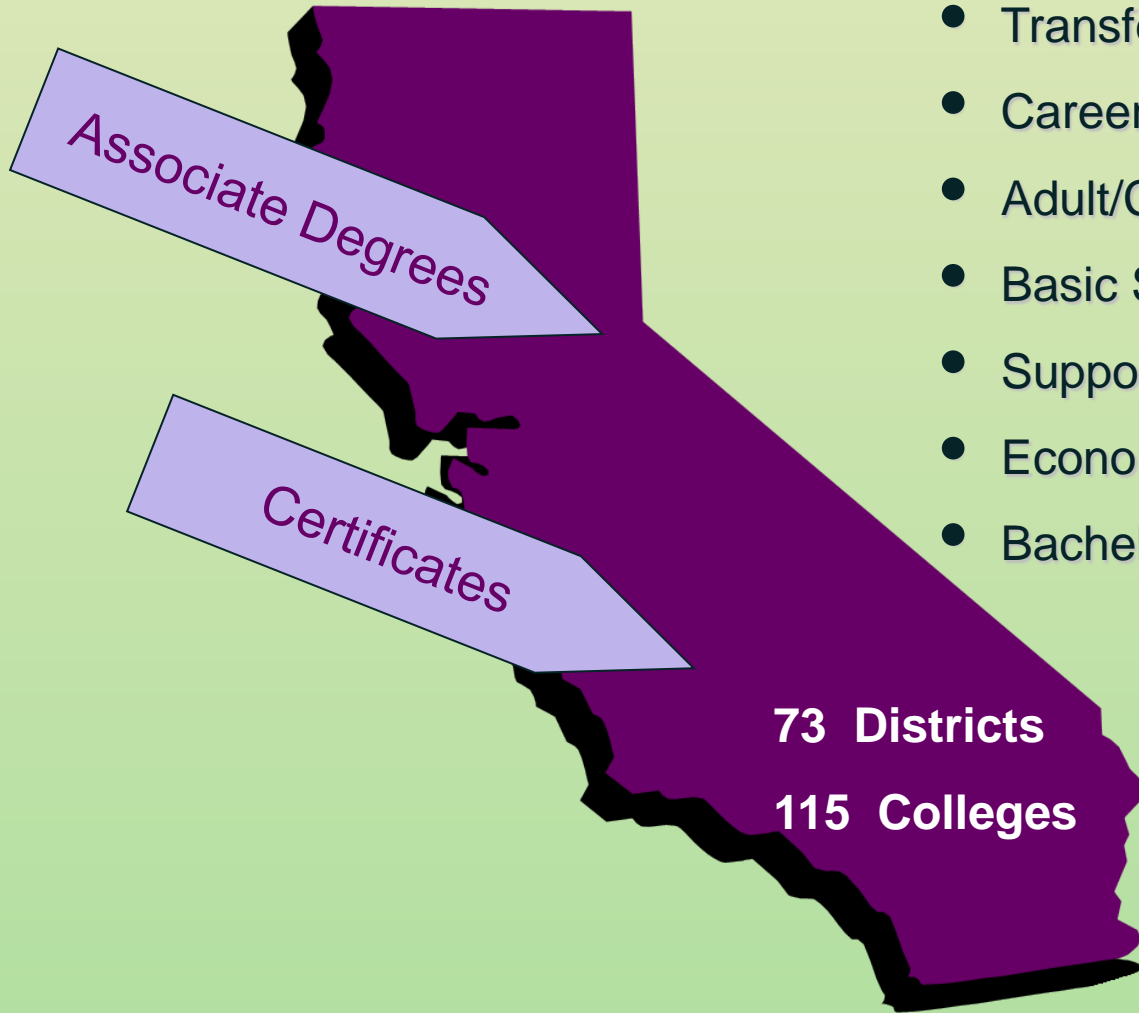
* Authorized to offer doctoral degrees in selected areas, SB 724 (2005)

** Authorized a pilot program for offering bachelor's degrees, SB 850 (2014)



California Community College Mission

- Open Access to Higher Education
- Transfer Education
- Career Technical Education
- Adult/Continuing Education
- Basic Skills/Remedial Education
- Support Services
- Economic Development
- Bachelor's Degree Pilot Program





Bachelor's Degree Pathways



- Articulation Agreement
- Two + Two Program
- University Center
- Distance Learning/Degree Completion
- Community College Baccalaureate

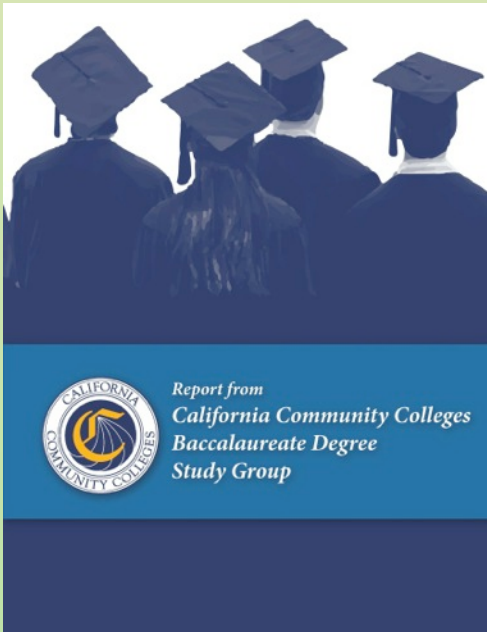


States That Have Authorized Community College Baccalaureates

1. New York	1970	14. Indiana	2004
2. West Virginia	1990	15. Washington	2005
3. Utah	1992	16. Georgia	2005
4. Vermont	1993	17. North Dakota	2006
5. Idaho	1995	18. Oklahoma	2006
6. Arkansas	1997	19. Wisconsin	2010
7. Florida	1997	20. Michigan	2012
8. Nevada	1998	21. Colorado	2014
9. Louisiana	2001	22. California	2014
10. Hawaii	2003	23. Delaware	2016
11. Texas	2003	24. Ohio	2017
12. Minnesota	2003	25. Wyoming	2019
13. New Mexico	2004		



CCC Baccalaureate Degree Study Group Conclusion



“After much discussion and feedback, the Study Group believes that the offering of baccalaureates by the California community colleges merits serious review and discussion by the Chancellor and the Board of Governors.”

Report Presented to the CCC Board of Governors

March 4, 2014



SB 850 (Block, 2014): Approvals (All Unanimous)

- Senate Higher Education Committee (4/24/14)
- Senate Appropriations Committee (5/23/14)
- Senate (5/27/14)
- Assembly Higher Education Committee (6/24/14)
- Assembly Appropriations Committee (8/14/14)
- Assembly (8/20/14)
- Senate (8/21/14)
- Governor (9/28/14)





15 Colleges Approved for Pilot

College

Antelope Valley College
Bakersfield College
Cypress College
Feather River College
Foothill College
MiraCosta College
Modesto Junior College
Rio Hondo College
San Diego Mesa College
Santa Ana College
Santa Monica College
Shasta College
Skyline College
Solano College
West Los Angeles College

Program

Airframe Manufacturing Technology
Industrial Automation
Mortuary Science
Equine and Ranch Management
Dental Hygiene
Biomanufacturing
Respiratory Care
Automotive Technology
Health Information Management
Occupational Studies
Interaction Design
Health Information Management
Respiratory Care
Biomanufacturing
Dental Hygiene





Western Association of Schools and Colleges Accrediting Commission for Community and Junior Colleges(ACCJC) Bachelor's Degree Requirements

- ACCJC authorized to approve bachelor's degrees through the substantive change process
- Added to draft standards new requirements specific to bachelor's degree
 - Minimum 120 semester credits
 - Minimum GE requirement 36 semester credits
 - All standards apply and interpreted in the context of the degree (e.g. faculty credentials, library resources, etc. should be appropriate to the degree)
 - Substantive Change Process



SB 1406 (Hill, 2018): Baccalaureate Pilot Program

- Extends the “sunset” provision of SB 850, which is currently a deterrent to future student enrollment, from 2023 to 2026.
- Moves up the deadline for the LAO to provide its final report to the Governor and legislature on or before July 1, 2021.
- NOTE: SB 77 (Higher Education Trailer Bill, 2019) revised the deadline for the final LAO report on or before February 1, 2020.





ADULT EDUCATION



Adult Education Block Grant

- Goal: Formation of Adult Education regional planning consortia of at least one community college district and one public school district. SDCCD and SDUSD have formed a consortium.
- Funding: \$25 million to provide 2-year planning and implementation grants. San Diego Adult Education Consortium received \$2.7 million annually for the past three years.
- Planning grants awarded under AB 86
- Implementation funding falls under AEBG
 - Elementary and secondary basic skills classes
 - Immigrant education, including citizenship and ESL classes
 - Disability Support Programs and Services (DSPS) classes
 - Short-term career technical education programs
 - Programs for apprentices

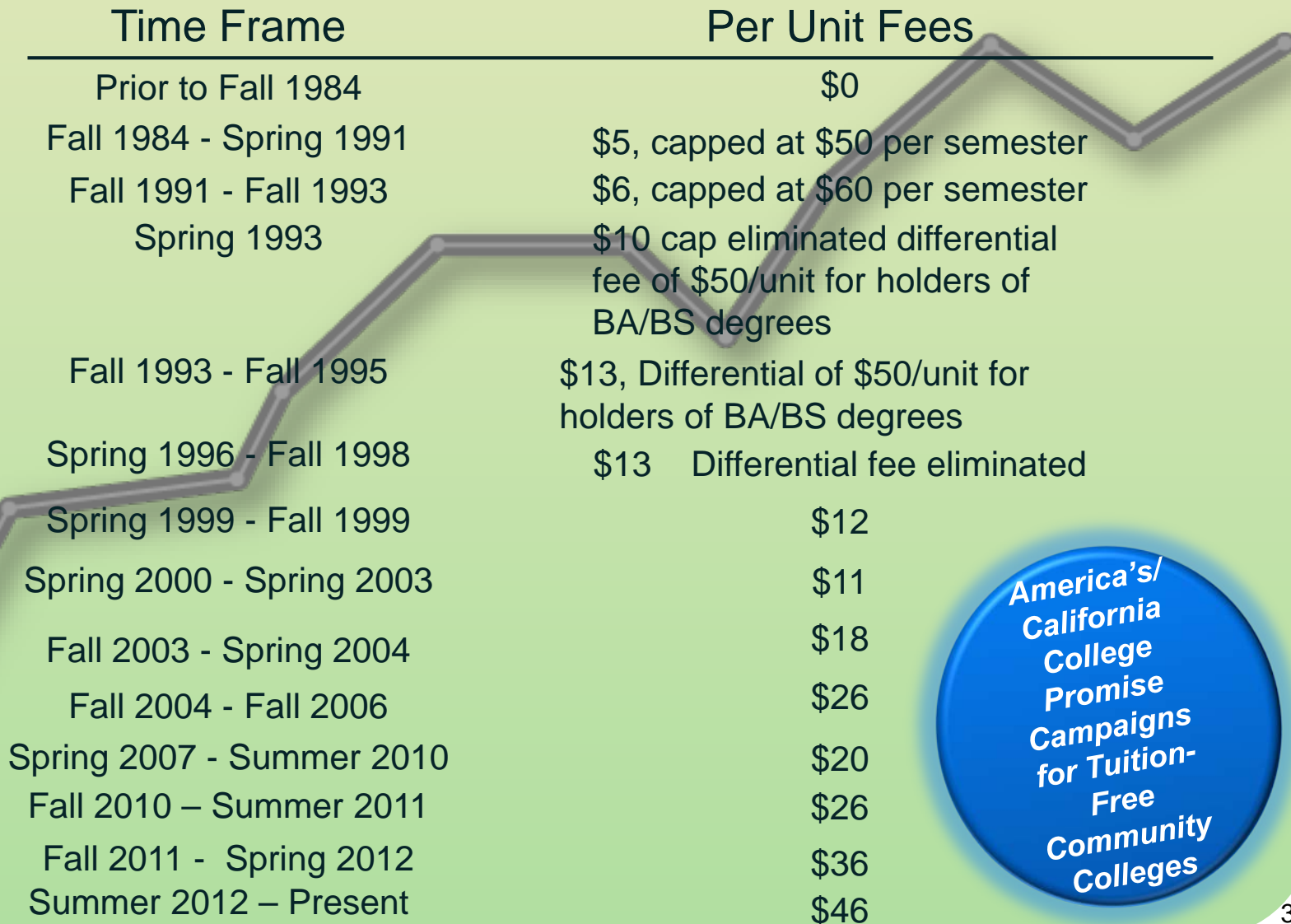




Addressing Student Costs



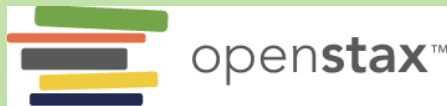
Student Enrollment Fees





Open Educational Resources (OER)

- Defined as “teaching, learning, and research resources released under an **intellectual property license** or **public domain** which permits their free use and re-purposing by others.”
- Sample resources:





America's College Promise



“Forty percent of our college students choose community college. Some are young and starting out. Some are older and looking for a better job. Some are veterans and single parents trying to transition back into the job market. Whoever you are, this plan is your chance to graduate ready for the new economy, without a load of debt.”

President Barack Obama

In 2015, President Barack Obama unveiled his plan to create a federal-state partnership that would make community college free for two years.



Growing Momentum



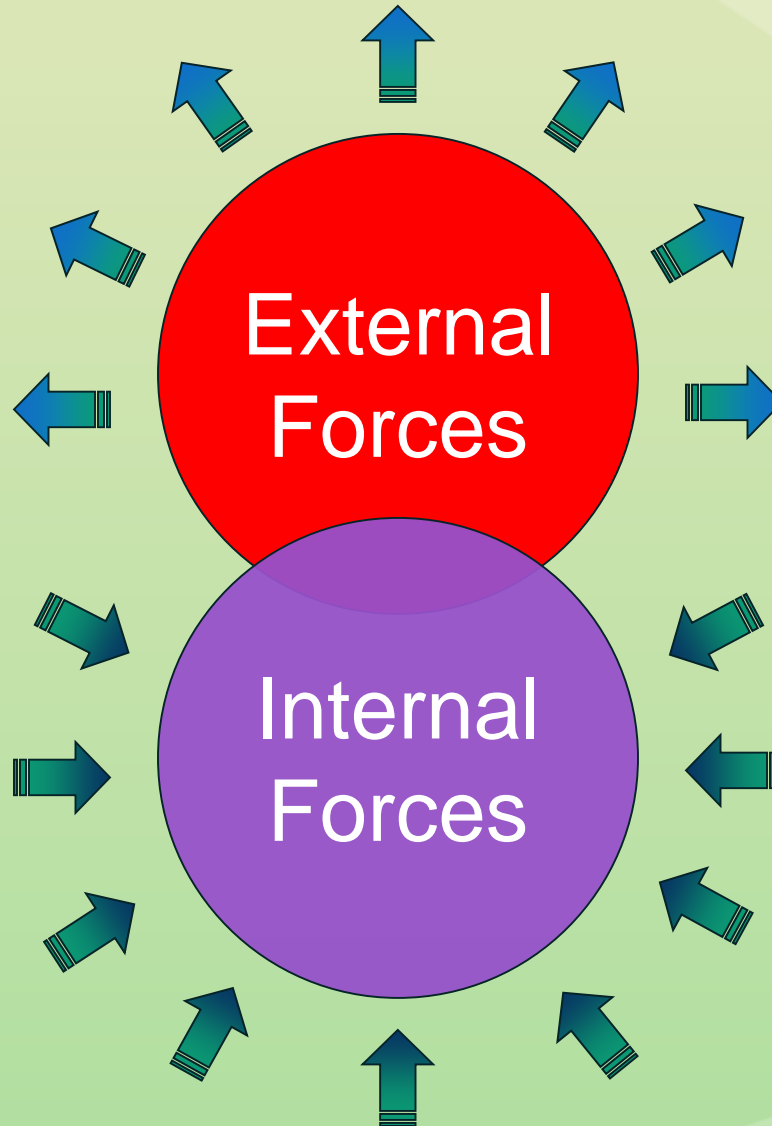
- Since 2015, colleges in 42 states have launched a College Promise Program utilizing a wide range of public and private funding sources. Of these, 24 are state-supported programs.
- AB 19 makes community colleges free for first-year/full-time time students in California.
- The Governor included funding in the 2019-20 state budget to support a second year (AB 2).



LEADING & MANAGING THE INSTITUTION



Leadership in the 21st Century



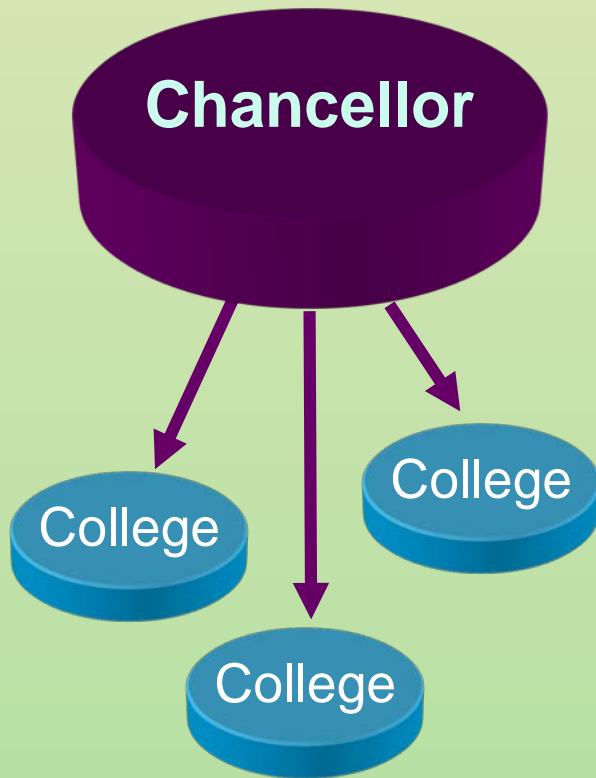


Changing External Impacts

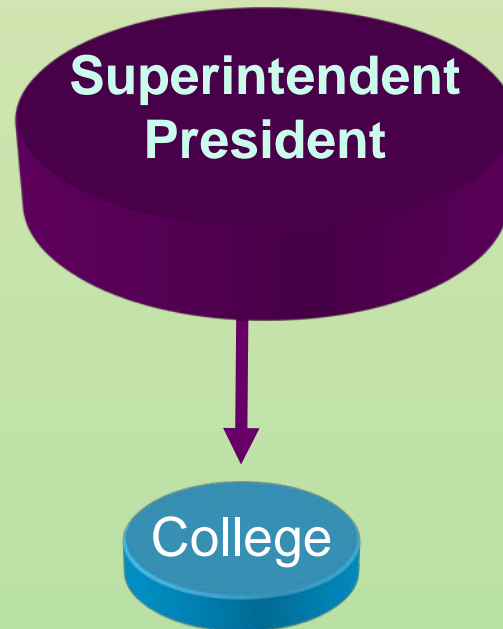




Community Colleges Three Types of CEOs (and Administrations)



Multi-College District



Single College District



Single College in
Multi-College District



Internal Constituencies (Not Monolithic)

Faculty

- Academic
- Vocational
- Full-Time/Part-Time
- Gender
- Ethnicity
- Age, Longevity
- Union/Senate
- Teaching/Non-Teaching
- Credit/Non-Credit

Students

- Resident
- Commuter
- Full-Time
- Part-Time
- Day/Evening
- Involvement
- Traditional
- Re-Entry
- Gender
- Ethnicity

Administration

- Executive
- Middle Management
- Gender
- Ethnicity
- Age, Longevity
- History

Support Staff

- Clerical
- Technical
- Trades

Governing Boards

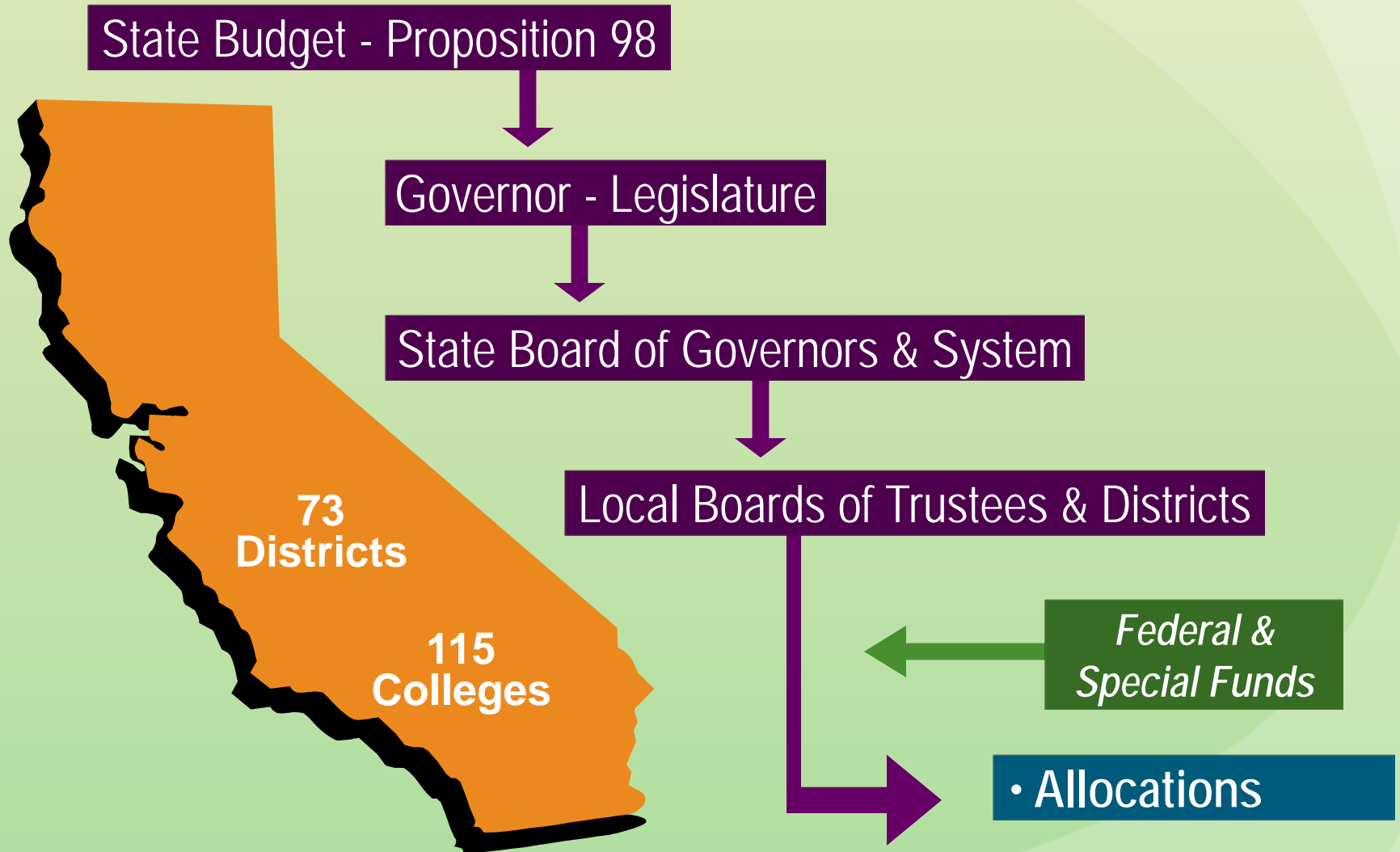
- Elected
- Appointed



COLLECTIVE BARGAINING & GOVERNANCE (Financial Context)



California Community Colleges Budget Process





Prior System

FTES

Full-Time-Equivalent Student

= 15 Units

1 Student Taking 15 Units

-Or-

5 Students Each Taking 1, 3-Unit Courses

State Pays: \$5,151 per FTES for Credit Classes and Career Development and College Preparation (CDCP) Non-Credit Classes

\$3,097 per FTES for Other Non-Credit Classes





New System

Major Change in State Budget Formula Affecting FTES Goals

Student Centered Funding Formula

Components

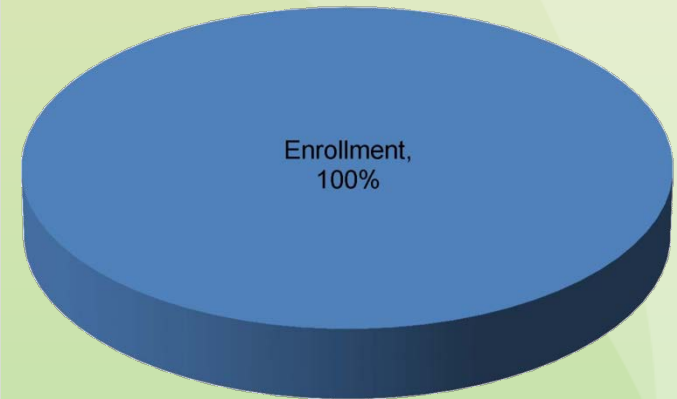
- Enrollment / FTES: 70%
 - 3 Year Average
 - 2016-2017 Actuals
 - 2017-2018 Actuals
 - 2018-2019 Targets
- Need-Based/Supplemental (Pell, CCPG/BOGW, AB 540): 20%
- Student Success Metrics: 10%

Impact: Shifts focus of funding from enrollment to both enrollment and student success.

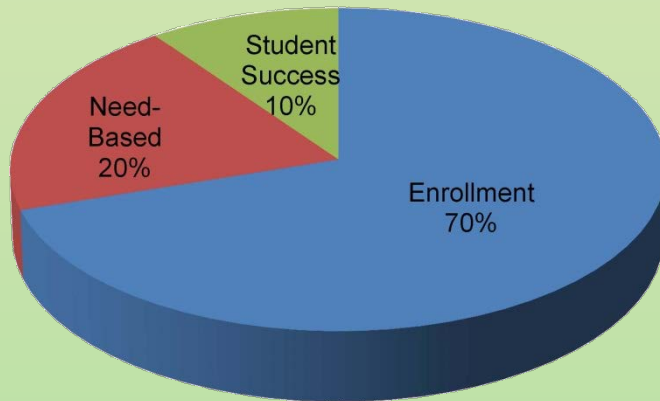


Funding Formula Changes

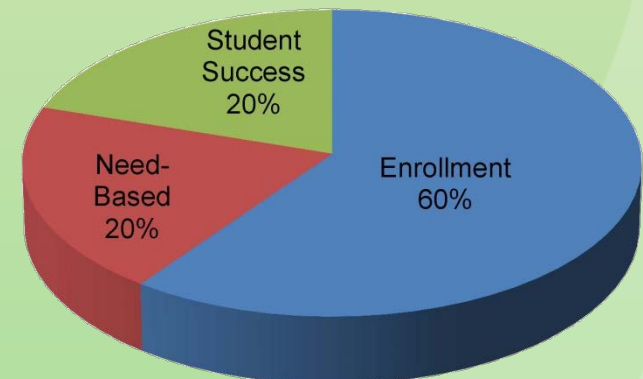
Old Funding Formula (2017-18)



New Funding Formula (2018-19; 2019-20)

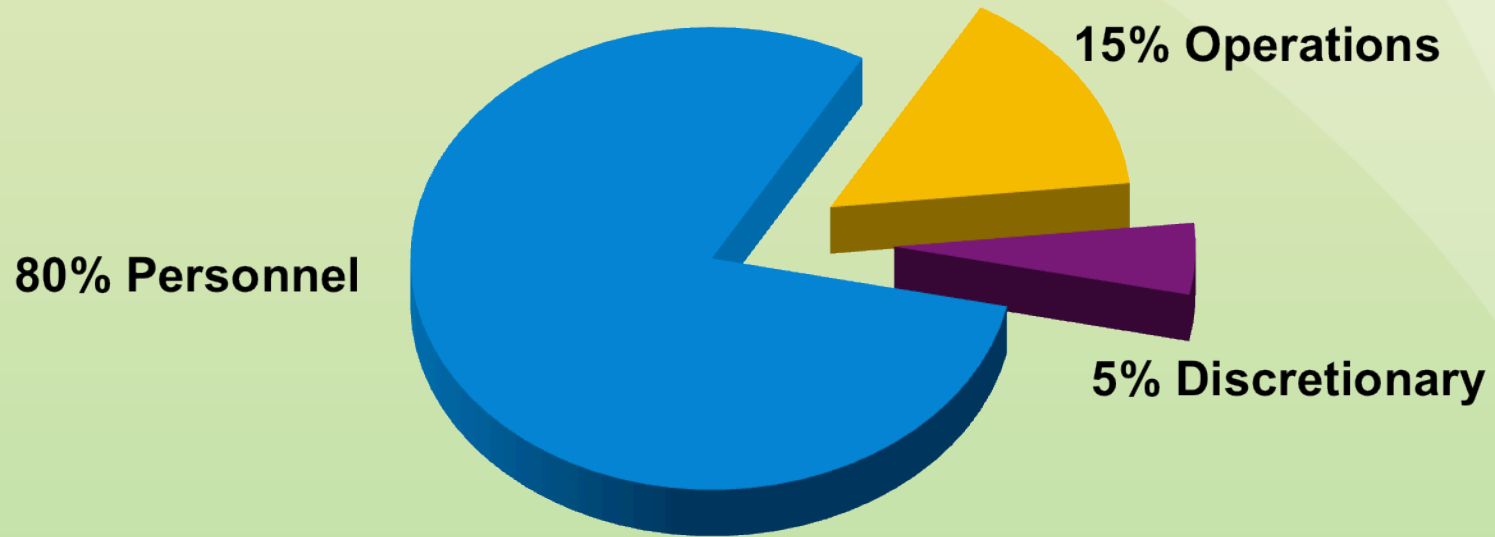


Final Funding Formula?





Ideal Budget



New Funding

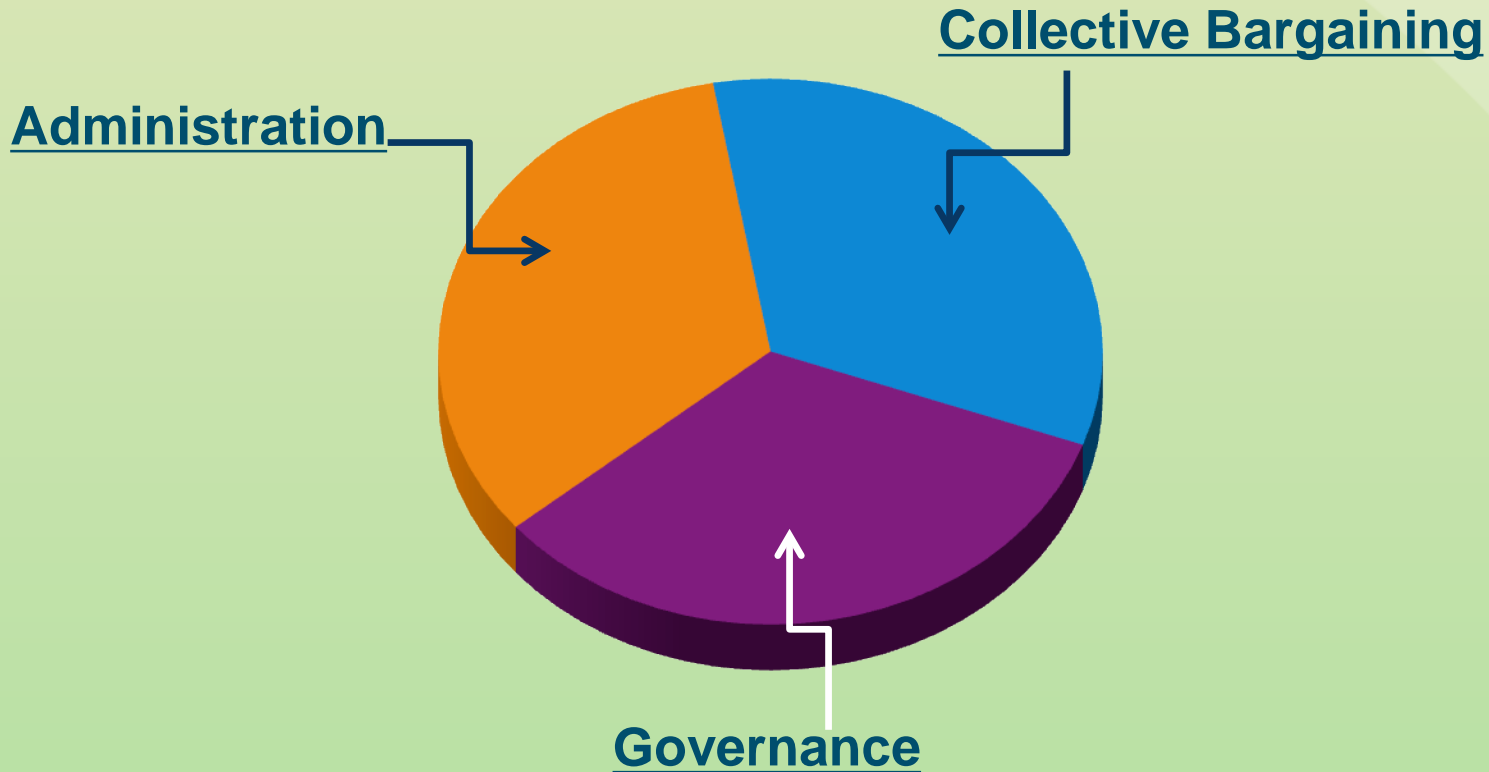
- Based on Growth
- Foundations
- Partnerships
- Contract Education
- Entrepreneurship

Change Mechanism

- Reallocation of Resources
- Collaboration
- Out-sourcing



Changing Decision-Making Trends



AB 1725 (1988)
"Ten Plus One"



Academic Senate Title 5 “10 + 1”

Section 53200 (c)

1. Curriculum, including establishing
2. Degree & Certificate Requirements
3. Grading Policies
4. Educational Program Development
5. Standards & Policies regarding Student Preparation and success
6. College Governance structures, as related to faculty roles
7. Faculty roles and involvement in accreditation process
8. Policies for faculty professional development activities
9. Processes for program review
10. Processes for institutional planning and budget development

The “Plus 1”

Other academic and professional matters as mutually agreed upon



LEADERSHIP AND COLLECTIVE BARGAINING

THE SAN DIEGO MODEL



The San Diego Community College District

- One of California's largest community college districts
- Serves the City of San Diego and surrounding region
- 5 Member Elected Board of Trustees
- Three Colleges and Seven Continuing Education campuses serve 105,000 students in the San Diego area



SAN DIEGO CITY COLLEGE



SAN DIEGO MESA COLLEGE



SAN DIEGO MIRAMAR COLLEGE



SAN DIEGO CONTINUING EDUCATION



San Diego CCD Leadership Team



Board of Trustees

Sean Elo, J.D., Craig Milgrim, Dr. Maria Nieto Senour, Mary Graham, Bernie Rhinerson



Student Trustees Taylor Carpenter (Mesa College), Juan Andrew Leal (City College) and Dao Minh Anh "Jessica" Van (Miramar College)



Dr. Constance M. Carroll
Chancellor



Dr. Ricky Shabazz
President
City College



Dr. Pamela Luster
President
Mesa College



Dr. Patricia Hsieh
President
Miramar College



Dr. Carlos Turner Cortez
President
Continuing Education



San Diego Community College District Negotiations and Goals

Scope of Negotiations

7 Unions*
3 Meet & Confer Groups

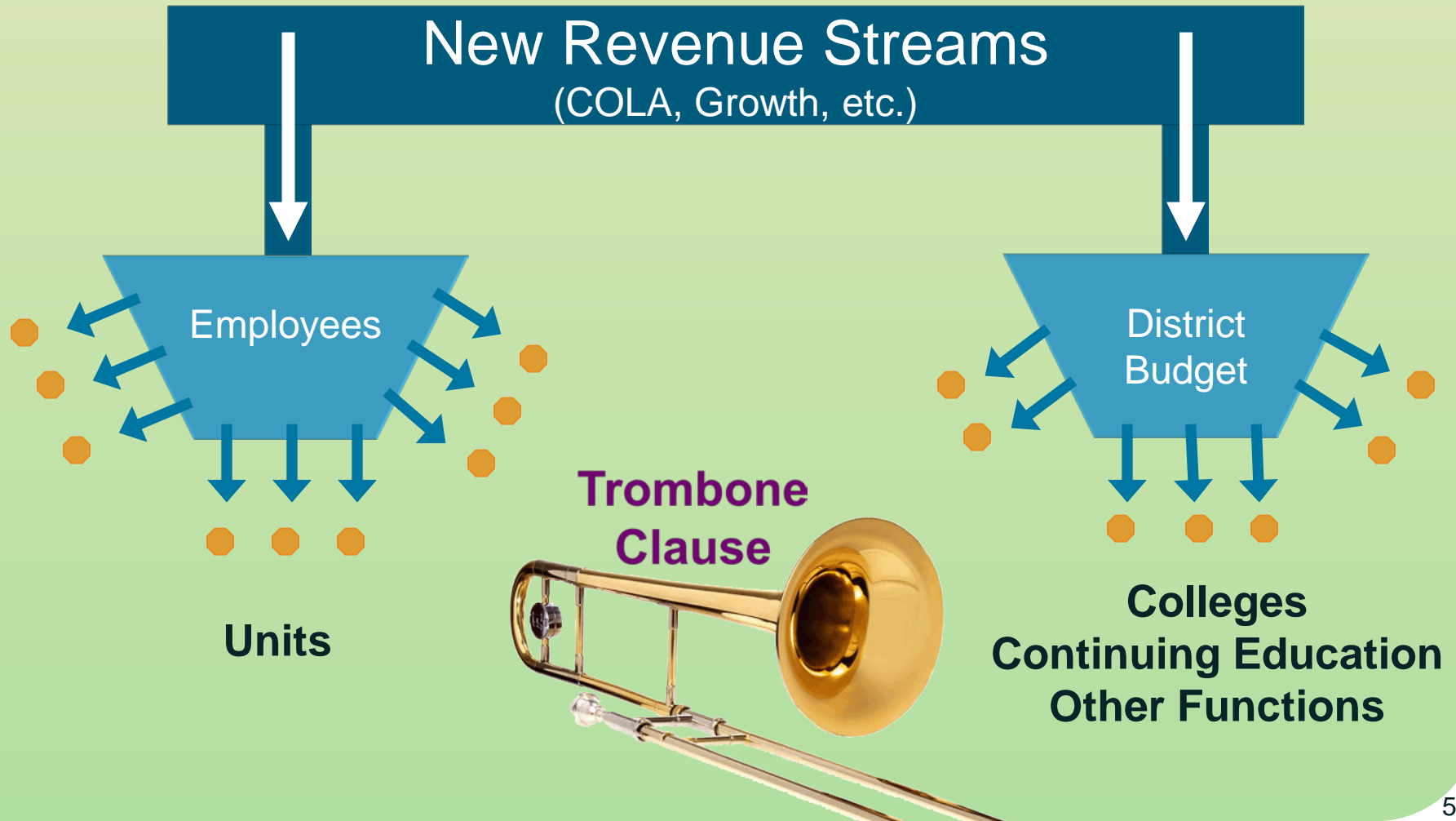
Board Goals

- Fiscal responsibility to public
- Fairness to employees
- Relate bargaining to state revenue
- Eliminate acrimonious processes
- Better coordinate bargaining with governance

* 6 now represented by AFT



Benefit of Collective Bargaining Approach Resource Allocation Formula (RAF)





Other Aspects

- Market studies to determine salary schedule alignment with benchmark districts
- Each employee unit may use funding as determined, without changing working conditions or workload
- Transparency of all financial information



AFT GUILD

San Diego Community Colleges

Local 1931 of the American Federation of Teachers, AFL-CIO



- Predictability for members
- Bargaining agent decision-making flexibility
- Removes major economic issues from contention
- Promotes collaboration
- Other considerations



Collective Bargaining - Summary

Benefits

- **Defines working conditions**
- **Establishes Processes for Resolving Conflicts**
- **Protects Employee Rights**
- **Formalizes Decision-Making**

Difficulties

- **No Local Control of Revenue**
- **Single-Focus Representation**
- **“Exclusive”**
- **May Conflict with Shared Governance**



STRATEGIES FOR CHANGE



Elements of Successful Change

➡ Cultivating a Culture of Change Within the Institution

- Open to Ideas/Innovation
- Safe for Failure
- Rewarding/Recognizing Success
- Support (Money, Time, Connections, etc.)

➡ Promoting Collaboration

- Interdepartmental
- Grants
- Other Institutions
- Industry

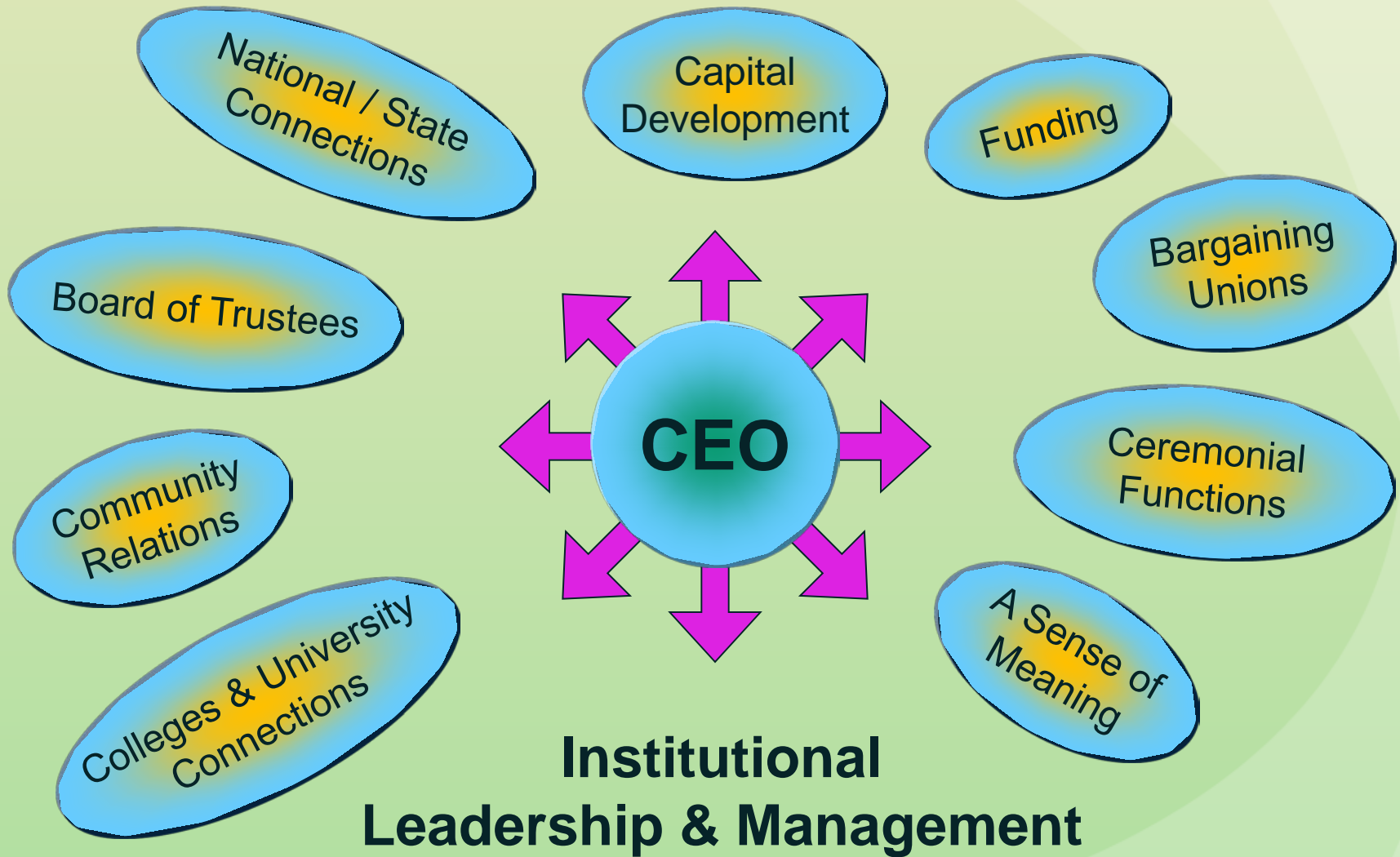
➡ Relating Change to Vision, Planning, Goals

➡ Institutionalizing Positive Outcomes

➡ Telling the Story



The World of the CEO





GOOD LUCK!