

The Linkage Report

SEPTEMBER 2012

VOLUME 1 ISSUE 6



Deborah G. Blue, Ph.D.
Chancellor

THE LINKAGE REPORT

As I reflected on my professional journey with several colleagues, I shared that I am truly happy to be in this place at this time in my life. There have been periods that required me to navigate through turbulent waters balanced with times that the sailing was smooth and restful. Yet I recognize that there is a timetable for every experience so we must continue to maximize the successes of our students so that it is balanced against the inevitable challenges we will face as a district.

An anonymous writer stated that "The trick to juggling is determining which balls are made of rubber and which ones are made of glass." So as we plan to meet our objectives and juggle competing projects and priorities, we must maintain our focus on the glass balls that cannot be dropped...our students. And recognize that the rubber balls will bounce back.

Accreditation Update

Throughout the summer, the accreditation liaison officers and steering committee members from Fresno City College, Reedley College and Willow International Community College Center have been working diligently to develop responses to the college and districtwide recommendations received from the accrediting commission.

In early August, a draft of the response to the districtwide recommendation was provided to a team of classified staff, faculty and administrators from each college and center. This districtwide team then met in person to discuss the response and offer feedback. The response to the districtwide recommendation was incorporated into the follow-up reports for each campus, which have been submitted to the Board of Trustees for its first review and discussion at the September meeting.

Fresno City College Update

FCC's President's Cabinet met August 30th and continued its discussion of the 2012-2014 Campus Technology Plan, which will be adjusted once the district develops its Technology Plan. The revised Administrative Program Review Template for the college, which is modeled after the Administrative Services Unit Review (ASUR) documents at the district office, was presented and feedback requested. Feedback was also requested on the district's Integrated Planning Handbook, the District Budget Resource Allocation Advisory Committee Operating Agreement, and District Decision Making Taskforce.

The accreditation liaison officers and steering committee members from Fresno City College met and discussed the accreditation survey results and the draft accreditation progress report. There was discussion on responding to planning agendas and the accreditation self-study matrix. The FCC Steering committee and sub committees will be meeting on a monthly basis for continual dialogue on accreditation.

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Willow International Community College Center Update

The Willow International Community College Center held the first College Center Council meeting of the year on Friday, August 17, 2012. The Mission Statement was reviewed and all constituency representatives and committee chairs were asked to take it back to their groups for review. Recommendations for change were to be submitted at the next College Center Council meeting. The Willow International College Center Council Operating Policies and Procedures was reviewed by the committee with suggestions for change to be brought back to the next meeting.

An accreditation update was presented by Mr. Christopher Glaves, Accreditation Co-Chair. He reviewed the draft document with the group and asked them to continue submitting updates and evidence to Ms. Leslie Rata.

Pursuant to an accreditation recommendation, the Willow International Community College Center developed a Program Review/Student Learning Outcomes Committee separate from Reedley College. This committee met for the first time in Spring 2012 to organize, develop an operating agreement, rate the Program Reviews from Willow International Community College Center programs and submit final findings to the Reedley College Program Review Committee for acceptance. The first meeting for Fall 2012 of the Willow International Community College Center Program Review/Student Learning Outcomes Committee was held on August 23, 2012. The committee will be working in concert with Reedley College to insure Program Reviews take place during the same time period.

The schedule for Program Review Reports was presented by Dr. Jim Chin, Interim Vice President of Instruction and Student Services. Program Reviews that will be initiated this fall include Composition, Reading, Communication, Languages, Sociology, Creative Writing, Film, Literature, Critical Thinking and Linguistics. Dr. Michael Stannard, the Program Review Chair, has provided orientation on the Program Review process for faculty and staff initiating the reviews. Oral reports on the Program Reviews will be scheduled by Dr. Stannard.

Reedley College Update

Accreditation was a major topic for Opening Day August 9 and the Classified Assembly August 10. The semi-final draft of the accreditation self-study follow up report has gone out to the constituent groups for feedback and approval and to the Board of Trustees for a first read.

College Council has gone to a bi-monthly meeting schedule. A committee calendar has been formulated to ensure that meetings do not overlap to allow faculty, students and staff the opportunity to sit on multiple committees. A committee operating agreement matrix has been developed for the committees on campus.

College Council has approved matriculation and enrollment management. Next will be academic, strategic planning, and program review. The goal is to have the Participatory Handbook completed by the end of September.

August 27 was the first day of school for The Reedley Middle College High School. Channel 30 covered the ribbon cutting ceremony which was held at noon. The class consists of 20 students, all of which were present and introduced at the ceremony. Nia Sibley of Assembly member Henry T. Perea's office presented Chancellor Deborah G. Blue and Superintendent Juan Garza with a certificate.

RC will once again offer free programs for Hmong and Spanish Health Care Interpreters. There was a mandatory orientation Sept 17 in SOC 32 at 5:30 p.m. for the Spanish HCI. The Hmong orientation will be held at the Clovis Center Room 309 Sept 18 at 6 p.m. In addition, a Nursing Assistant orientation was offered in RC Forum Hall Sept 6 at 6 p.m.

Human Resources

On August 7, 2012, Mr. Michael White was appointed interim President, Reedley College effective August 8, 2012, through June 30, 2013. The district will be conducting a national search for the position of President, Reedley College.

The district is currently recruiting for three management positions. They are the Vice Chancellor of Educational Services and Institutional Effectiveness, the Vice President of Instruction and Student Services, Willow International Community College Center, and the Vice President of Instruction at Fresno City College.

In addition to those regular positions, the district is currently recruiting for interim Vice President of Instruction and Student Services at Reedley College and interim Dean of Students at Reedley College.

Facilities Master Planning

The Districtwide Facilities Master Plan was presented to the Board of Trustees at the September 4th board meeting for final approval.



For more information:

<http://intranet.scccd.net/dwfmp.asp>

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Before beginning, plan carefully.

- Marcus Tullius Cicero, Roman statesman and orator (106-43 BC).

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OCTOBER 2012

VOLUME 1 ISSUE 7



Deborah G. Blue, Ph.D.
Chancellor

THE LINKAGE REPORT

As we prepare for the accreditation follow-up visit on November 9, 2012 we should feel proud of the tremendous amount of progress we have achieved through strengthened communication and collaboration. There have been significant advancements in response to accreditation recommendations through rigorous discussions and wrestling with issues so that the district moves forward.

The 2012-2016 SCCCD Strategic Plan is now posted on the district webpage and copies will be provided to the colleges and centers. We are also listening to the valuable feedback regarding the resource allocation model and the integrated planning model and manual so those efforts are strengthened. I also look forward to the work of the District Decision Making Taskforce, that will identify the mechanisms by which SCCCD ensures that there are opportunities for meaningful collaboration and that the voices of governance constituent groups are heard in making decisions. There is such tremendous progress in our district and I appreciate everyone who is a part of these efforts.

Fresno City College Update

FCC's President's Cabinet met in October and President Cantú discussed the Districtwide Taskforces that have been formed in response to accreditation recommendations. The Human Resources Taskforce will develop processes and procedures to identify human resource needs (anticipation of retirements; future staffing needs; filling open positions; appropriate staffing levels tied to efficiency, workload and FTES) across the district and staff development. The Districtwide Research Capacity Building Taskforce will develop consistent research methods and standards across the district.

The Signature Programs Taskforce will define signature programs with the intent to improve student access, equity and success; recommend a process to guide the identification, support and evaluation of new and existing signature programs; and recommend strategies to promote signature programs, garner community support, and increase external funding. The charge of the Districtwide Technology Taskforce is to develop and recommend a work plan for development of a comprehensive technology master plan for the district; recommend composition of and operating agreement for establishing a standing Districtwide Technology Master Plan Committee; review College Brain Trust and CampusWorks reports; identify objectives met and unmet in the 2000 District Technology Strategic Plan; and ensure recommendations meet accreditation standards. The District Decision Making Taskforce is currently working on developing a manual for a districtwide governance process.

The Strategic Planning Council (SPC) has begun updating the college strategic plan. Initially, the mission, vision and core values will be reviewed. SPC will coordinate the draft and disseminate to the constituent groups. FCC's current plan is aligned with the district's plan and the research agenda, but there are about four areas that are not aligned and need to be addressed. President Cantú anticipates holding a work session on the strategic plan on opening day in January which will begin the campuswide discussion.

FCC is now required to submit evidence to ACCJC that it meets proficiency for Student Learning Outcomes. FCC's report has recently been mailed and will be posted on the accreditation webpage.

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Willow International Community College Center

Willow International Community College Center completed the final draft of the Candidacy Addendum and it was submitted to the Board of Trustees at their October 2, 2012 meeting. The campus sent the final addendum response to ACCJC by October 10th in order to meet the October 15, 2012 deadline.

Action plan forms were distributed to the campus community to request funding for 2012-13 and were due back to the Business Office by October 5, 2012. These action plan requests must tie back to program review, strategic plan activities and/or student learning outcome improvements. The College Center Council will review the requests for funding at the November 9, 2012 meeting and make final recommendations at the Dec. 7, 2012 meeting.

Reedley College, Madera Center, Oakhurst Campus Updates

The Reedley College accreditation follow up report was endorsed by all constituency groups. The final draft of the follow up report was forwarded to the District September 26. The committee has done some final formatting, sent the report to the commission before the October 15 deadline, and began preparing for the site visit tentatively scheduled for November 9.

The Academic Senate approved the Integrated Planning model at its September 11 meeting. College Council approved the campus-wide committee calendar.

All RC administrators and managers are investing time each month at the Madera Center. An Administrative Calendar has been created and distributed which indicates the administrator/manager and which days they will be at the Madera Center.

September 14 was the semester's first Tiger Talk with Interim President Michael White at Reedley College. Approximately 25 of our colleagues gathered for this open forum. Topics that were discussed included the 2012-2013 budget, district-wide credit FTEs targets, a history of actual FTEs and the state's funding, and enrollment management. Interim President White hosted a similar Town Hall at the Madera Center on October 5 at 11 a.m.

The RC Strategic Planning Committee (SPC) hosted a 2013-2017 Strategic Planning Workshop September 28 from 1 -5 p.m. Leaders from all three campuses were invited to contribute to this important planning meeting. Outcomes will include the basis for a campus-wide survey to be administered in late October or early November.

Resource Allocation

The Districtwide Resource Allocation Model Taskforce (DRAMT) hosted open forums to present and provide an opportunity for dialogue and feedback on Phase I of the resource allocation model. Presentations were given by taskforce members representing faculty, classified and administrators at open forums at Fresno City, Reedley, Willow International Community College Center, and the district office. Feedback from the forums will be vetted by DRAMT during their revision process. More focused forums will follow to continue this dialogue. For more information: <http://intranet.sccd.net/ramt.asp>

Districtwide Strategic Planning

The District Strategic Planning Committee (DSPC) has finalized the Strategic Planning Matrix that identifies the baseline data, success measures, timeline and responsible party for each strategic objective. The matrix is pending approval by Chancellor's Cabinet. DSPC is also reviewing constituent feedback on the 2012-2013 SCCCD Integrated Planning Manual and Model and making recommendations to Communications Council. Chancellor's Cabinet will have final approval of the document. For more information: <http://intranet.sccd.net/spu.asp>



Human Resources

On October 2, 2012, the Board of Trustees appointed Dr. George Railey as Vice Chancellor of Educational Services and Institutional Effectiveness. He is highly regarded at the state and national level for his commitment to excellence and innovation.

In addition, Dr. Railey brings over 24 years of experience in community colleges at several levels including 13 years teaching as a tenured faculty member. Dr. Railey's appointment is effective November 1, 2012.

On September 13, 2012, the Board of Trustees took action to fill two interim management positions at Reedley College. Mr. David Clark was appointed interim Vice President of Instruction and Student Services and Ms. Sandra Fuentes was appointed interim Dean of Students. Both positions were effective on September 14, 2012.

The district is currently recruiting for an interim Dean of Instruction at Reedley College to temporarily replace David Clark.

Administrative Services Unit Review (ASUR)

District employees were invited to a forum to learn more about the district's process for their newly implemented Administrative Services Unit Review (ASUR). It was held on October 18, 2012 from 10:00AM to 12:00PM at the District Office North, Room 305 and it was made available via videoconference at Reedley College, Madera, and Willow International Community College Center.

It included a welcome from Chancellor Deborah G. Blue, an introduction to the process by Jothany Blackwood, and President Tony Cantu discussed how ASUR connected to the colleges/centers. Five district offices presented and their electronic presentations and comprehensive reports are available on the intranet. For more information: <http://intranet.scccd.net/doasur.asp>

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"Unless commitment is made, there are only promises and hopes; but no plans."

— Peter F. Drucker

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NOVEMBER 2012

VOLUME 1 ISSUE 8



Deborah G. Blue, Ph.D.
Chancellor

THE LINKAGE REPORT

I am so appreciative of the faculty, Classified Professionals, students and administrators that have worked tirelessly to develop the relationships, structures and processes necessary to broaden and strengthen districtwide planning and participatory governance. It has been your commitment and leadership that has shaped our district into an extraordinary model for strategic and integrated planning and transparent, authentic, participatory governance.

As planning is continual and ongoing, we must continue our momentum in the important work we are engaged in. But that is not without pause to celebrate our achievements!

Thank you again for your time, energy and insight and I am proud to be a part of such a dynamic district!

Accreditation Update

On November 9, accreditation teams visited Reedley College, Fresno City College and the District Office to conduct follow-up visits in response to the accrediting commission's action letters of February, 2012. While at the District Office, the teams met with representatives of key district committees that are addressing strategic and integrated planning, resource allocation, technology planning, and signature programs. Members of the visiting teams offered very positive comments about the progress the district has made toward creating sustainable systems for districtwide planning and participatory governance.

Fresno City College Update

FCC is conducting interviews for the Vice President of Instruction and the three finalists have participated in open forums and made presentations to members of the President's Cabinet and Strategic Planning Council. The finalists include Dr. Tim Woods, Dean of Business at FCC, Mr. Ed Knudson, former Executive Vice President at Moorpark College, and Dr. Ron Johnson, former Interim Vice President of Instruction at Orange Coast College. The college expects to make a recommendation to the Board of Trustees for approval at its December meeting.

President's Cabinet is having significant dialogue on the college's Mission, Vision & Core Values Revisions. After development by the Strategic Planning Council (SPC), the draft was presented to administrators for review and feedback. Members of President's Cabinet are expected to have dialogue and solicit feedback within their departments. The Crosswalk of SCCC and FCC Mission, Vision, and Values is being reviewed as part of the ongoing dialogue to ensure communication and alignment with the district's strategic directions. The constituent groups are also reviewing revisions to the college's Mission, Vision, and Core Values.

The Linkage Report

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Reedley College Update

Reedley College sent out its first Campus Committee Report on Thursday, October 25. These contributions were compiled and sent out to all Reedley College faculty and staff in an effort to improve communication.

College Council approved the updated Committee Operating Agreements for the Budget and Facilities Committees. An ad hoc group has begun developing an Accreditation Standing Committee and presented the first draft of a Committee Operating Agreement. Work continues on other Participatory Governance Handbook revisions.

The Strategic Planning Committee hosted a workshop on September 28 as the first of two internal scans in the creation of the 2013-2017 strategic plan. The workshop addressed district goals, original college goals, and possible objectives to obtain goals. Also, from that internal scan will come the second internal scan, a survey that will be going in early November. In the spring, the committee will host two external scans, in the form of community charrettes, held at Reedley College and at the Madera Center.

Academic Senate approved a "Procedure Governing Program Revitalization, Consolidation, Suspension, and/or Discontinuance" policy. Work on this project began in March 2011 in response to accreditation standards. The Academic Senate charged the Executive Committee, including faculty from Reedley College, the Madera Center, and Willow International Center, to draft a policy to be presented to the administration for feedback before being sent to the senate for review. The College Council accepted the document on October 24.

A Math College Readiness Forum was held on Wednesday, October 17. Engineering and math instructor Dr. John Heathcote met with representatives from six feeder high schools and discussed with them a math pre-test that the Reedley College math faculty created. The overall goals of the forum are to help get students "college-ready" and to place them correctly in their math courses.

Resource Allocation

DRAMT hosted open forums at Fresno City, Reedley College, and Willow International Community College Center to present and provide an opportunity for dialogue and feedback on Phase I of the resource allocation. DRAMT will review the feedback and integrate it into the revision process of the draft model. For more information: <http://intranet.sccd.net/ramt.asp>

Willow International Community College Center Update

Willow International CCC has developed a 2012-13 Strategic Plan that is aligned with the district's plan. The College Center Council reviewed the final Strategic Plan for adoption at the October 26, 2012 meeting. During the spring 2013 semester, Willow International CCC will host a charrette to develop a 2013-17 Strategic Plan that will be a long term Strategic Plan and will also align with the district's. Willow International CCC has requested all campus staff to complete action plans to request funding from the Lottery Budget for the 2013-14 year. These action plans must be justified by linking to Willow International CCC's Strategic Plan, Program Review, Student Learning Outcomes, Technology Plan or Perkins plan. Willow International CCC staff participated in the meetings with accreditation team members visiting Fresno City College and Reedley College regarding the district recommendation. These meetings occurred on Nov. 9, 2012 in the afternoon at the District Office.

Human Resources

On October 2, 2012, the Board of Trustees took action to appoint Dr. George Railey as Vice Chancellor Educational Services and Institutional Effectiveness with an official start date of November 1, 2012. We are pleased that Dr. Railey was able to spend five days in the district during the month of October becoming familiar with his areas of assignment, meeting with staff, and preparing for his new role.

At a special board meeting on October 23, 2012, Ms. Kelly Fowler was appointed Vice President of Instruction and Student Services for the Willow International Community College Center. She will begin that position on January 2, 2013.

The California Endowment Project

Each class has been customized for the target population to meet their employment and educational needs. Over 260 students have applied to these programs to date. Two cohorts of 39 students in Warehouse Fundamentals have been offered at CTC. An introductory office skills class entitled Office Preparation is in its third cohort at the EOC/LCC and 41 students have completed this class. Cohorts IV and V began at Catholic Charities, with 24 students enrolled. Two cohorts of a Security Guard training program were offered at the Hinton Center in West Fresno and graduated 30 individuals. For more information contact Anne Watts at 559-442-4600 ext. 8686 or anne.watts@fresnocitycollege.edu.

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All you need is the plan, the road map, and the courage to press on to your destination.

-Earl Nightingale

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Chancellor

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As the semester comes to a close, I am amazed when I reflect on how much we have accomplished together this year! We have responded to a myriad challenges through our collective intellect, creativity and commitment to student success.

Our ongoing success has been marked and fueled by hard work and it is that incredible work ethic that will move this district forth. It reminds me of a quote by the athletic coach, Vincent "Vince" Lombardi. "The dictionary is the only place that success comes before work. Hard work is the price we must pay for success. I think you can accomplish anything if you're willing to pay the price."

As you enter a period of rest during the holiday season, I hope you will find opportunities to renew yourself and celebrate all of your accomplishments this year!

Willow International Community College Center Update

The College Center Council met on Dec. 7, 2012 and finalized the recommendations for funding Action Plans for 2013-14. The Action Plans were submitted to allocate \$570,780 across the campus through a consensus process. The initial Action Plans submitted at a prior meeting exceeded the total dollars allocated so the Department Chairs took the information back and worked with faculty and staff to pare the requests down. The revised Action Plan dollar amounts were submitted to the College Center Council and after discussion, the final recommendations were made to the Campus President.

The College Center Council reviewed input from Fresno City College and Reedley College regarding suggestions made to the DBRAAC Operating Agreement. The College Center Council will request that the District Budget Taskforce use a consensus model rather than a voting model to make decisions.

Janell Mendoza reported on the initial meeting of the Human Resource Staffing Taskforce as an informational item and there will be a standing report item added to the College Center Council agenda to insure communication about this important group is transmitted to all constituencies at Willow International CCC.

Dr. Jim Chin presented the Willow International CCC Strategic Plan mid-year update strategy activity that will take place at the Spring 2013 Duty Day event.



Reedley College Update

During the fall 2012 semester, a survey was issued from the Strategic Planning Committee concerning Reedley College, Madera Center, and Oakhurst campus issues and their relative impact. The survey stemmed from the Strategic Planning Workshop held in September and was designed to continue the dialogue and promote planning agendas as the college updates the Strategic Plan to carry forward from 2013-2017 and align with the 2012-2016 SCCC Strategic Plan. Students, faculty, classified staff, and administrators from all three campuses were asked to participate in the survey. Data is currently being analyzed and disaggregated by group affiliation in order to best understand what people feel are the most critical issues of the college and what objectives will be utilized in accomplishing the college goals in the next planning cycle.

In November, College Council approved a Committee Governance Flowchart that will be included in an updated version of the Participatory Governance Handbook. The handbook itself is still being reviewed and updated. The committee also acknowledged the Academic Standards and Curriculum Committee Operating Agreements; the Student Success Committee Operating Agreement was approved. College Council has begun reviewing the college mission statement and core values in preparation for the spring Strategic Planning Charrette.

The Reedley College English Department hosted a College Readiness Forum on December 5. The forum brought RC faculty and high school instructors from Fowler, Sanger, Immanuel, Orange Cove, and Selma high schools together. The group shared assignments, grading criteria, and practices that promote student success.

A Reedley College Awareness Day was held on campus December 7 for the Region IV Migrant Program of Fresno County. Approximately 90 students attended from Caruthers Unified, Central Unified, Fresno Unified, Golden Plains Unified, Kings Canyon JT Unified, Mendota Unified, Parlier Unified, and Washington Unified school districts. Students received a tour of the campus from STEM Ambassadors and presentations on financial aid, the importance of graduating from high school, the FAST program, and Reedley College student success programs. Several departments also provided students information about their various programs.

The Madera Center's Foster Youth College Event was held on November 22. The event was a collaborative effort between the Madera Center, Department of Social Services, Probation, and the Madera County Office of Education.

Fresno City College Update

FCC's President's Cabinet discussed the Campus Technology Plan and identified that formal action will be taken at the January 17th meeting. President Cantú gave an update on AR 2410, which was approved by Chancellor's Cabinet in October. Cabinet also reviewed the SPC Handbook and was asked to provide any recommendations as SPC transitions from an operational to a planning body. Cabinet also discussed the Spring 2013 Convocation Agenda, which will include a Charrette.

President Cantu explained that Counselors of Real Estate is an asset management organization which looks at revenue-generating projects. They recently toured the district's different sites and are seeking our suggestions of how we can leverage the district's assets to generate income for the district.

The district will no longer be doing the CCLASS leadership program but instead will be working on developing a leadership program that focuses specifically on leadership in community colleges. President Cantú asked everyone to submit recommendations that would be beneficial to others going into management.

Cabinet also reviewed some of the data contained in the environmental scan report and specifically focused on elements related to student success. It was noted that we will be comparing success rates of students who are placed in math and English and those placed by multiple measures. The environmental scan report will be sent out for review by President's Cabinet. Some of the data will be presented on opening day.

Human Resources

On November 8, 2012, the Board of Trustees took action to appoint Dr. Claudia Habib as Interim Dean of Students at Reedley College effective November 9, 2012. Dr. Habib is replacing David Clark while he is on his interim assignment.

On December 4, 2012, the Board of Trustees held a special meeting for the purpose of interviewing the Board of Trustees' appointee to the Personnel Commission.

On December 11, 2012, the Board of Trustees took action to appoint Dr. Timothy Woods as Vice President of Instruction, Fresno City College effective January 2, 2013.

New Board of Trustee Members

State Center Community College District welcomes two new Board of Trustee Members effective December 2012.

Eric Payne was elected to represent Area 2 and replaces former trustee William J. Smith.

John Leal was elected to represent Area 3 and replaces former trustee H. Ronald Feaver.

Chancellor Deborah G. Blue hosted a welcome reception for Trustees Payne and Leal in the Chancellor's Office on December 11, 2012.

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Somewhere there is a map of how it can be done.

-Ben Stein

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