Meeting Summary
August 11, 2011

Present: Susan Andrien, Jim Arnold, Barbara Bonander, Bonnie Borenstein, Paul Christensen, Erik Dunmire, David Egert, Theo Fung, Bruce Furuya, Rick Hall, Patrick Kelly, Kristi Kuhn, Debra Lewis, Matt Markovich, Michele Martinisi, Ken Meier (Chair), Laurie Ordin, Ron Palmer, Mike Ransom, Nanda Schorske, Chris Schultz, Carol Scialli (Staff Resource), Greta Siegel, David Snyder, John Sutherland, William Allen Taylor, Cari Torres, Walter Turner

Absent: Becky Brown, Don Foss, Tara Flandreau, Irina Roderick

Others Present: David Wain Coon, Angelina Duarte, Sara McKinnon, Paul Smith

Agenda Review
- Agenda approved.

Approve Meeting Summary
- May 3 meeting summary approved.

President David Wain Coon Announcement
- Welcome back to new academic year and welcome to Dr. Meier, new Vice President of Student Learning.
- Angelina Duarte will have a continuing role at COM on a project basis so we’ll be seeing more of her.
- Good news:
  o A generous individual, former Emeritus student, Joan Hopper, passed away and left COM a $2 million trust with a $250,000 IRA.
  o It was left up to President of college to make decision how to spend funds. Some items have been identified:
    • Annual support for Emeritus, $10,000 yearly.
    • Annual support for Tutoring, $10,000.
    • Annual support for Library, $12,000.
    • Procurement of instructional equipment 2001-2012, $55,000.
    • Complete redo of English Skills Lab and Writing Lab, $75,000.

Welcome/Introductions

Introductions All Around
Per Ken Meier
- Many thanks to Angelina who has done a wonderful job building trust and moving us forward. She will work on several projects we would like to move quickly. Angelina is a fabulous resource and a great friend.

Ken’s Background
- Recent doctorate; took several years.
- Taught full-time 23 years. Identity is with faculty and students.
- Passion is about supporting and improving student learning; outcomes assessment guy. Wrote plan that became a model that can help improve teaching and learning.
- Assured that this is a tough, discerning, analytical group with high standards and will impose upon VP. Welcome that.
- Try to create good, supportive relationship with Chairs and welcome frank discussions.
• Full-time faculty have greatest stake in the institution. Tenured faculty most instrumental in driving the mission. The more full-time faculty, the better student outcomes.
• This is fourth VP level position has had. Served in community colleges for 33 years.

Road to Success
Becky Reetz; Cheo Massion
• Encourage all to participate in Road to Success event, August 30-31 (KTD), September 7 (IVC).
• A Phys Ed stop has been added to the road.
• Idea is for students to visit all different student service offerings and resources on campus to help them succeed.
• Opportunity for departments to sell themselves.
• There will be a raffle.
• Great event for students; encourage faculty and staff participation.
• Suggestion: send flier via e-mail so IVC can distribute.

VP’s Update
Student Learning and Achievement
• Importance of focusing on students when walk in door.
• Bottom line is connection student has with full-time faculty in classroom. Community college students identify with their college more than university students.

Systems Analysis of Programs
• Committed to seeing across curriculum and institution that there is cooperation across units, an analysis to see how things work.
• Will put together goals and work plan for VP’s office and looks forward to feedback. Collective expression of where we want to be with the assistance of Chairs and Deans.

Full-time Faculty Hires
Angelina Duarte
• Comments expressed about timelines for both phases.
• Comment: Union issue with one of the positions (.5 DE/ .5 English).
• If department needs different timeline that’s okay though mid-year hires can be effective as well.
• Comment that there was no discussion, that list was chosen by a small group of people.
  o Established Governance process was followed. Do need more input from Chairs and Deans in future.
• We have a full-time hiring procedure agreed to by Administration and Academic Senate. Chairs are part of that process.
• Per Angelina: College hadn’t hired full-timers for many years so there is no cycle. This occurred late in semester. Every position put forward was approved. It’s clear that Chairs need higher level of engagement in faculty hiring, instructional equipment, all that impacts them.
• Hires went through Governance process but decisions about what would flow from Governance process in terms of Program Review was not discussed. That might be where link was broken.
  o Should all decisions be made via Program Review?
  o Chairs’ positions and concerns will be considered; we will have those discussions in Chairs’ meetings.
  o Per Angelina: Program Review drove most of these hire decisions. According to Accrediting Commission, this is what we are supposed to do. WASC wants to see that planning informs decision making. That’s why we have PRAC. PRAC is structure COM set up to show there is planning, review, assessment, rather than a prioritization process not connected to anything. Instructional Equipment process is an example of a flawed process because discussions did not occur on front end.
  o Anything we’re going to spend dollars on will require transparent discussion and process.
  o Per Ken: EOPS position is on slow track; not starting search this semester. If go for full-time director prefer to have hiring in spring; need time to analyze how to replace positions.
• Commitments made academically must coincide with Fiscal planning.
• Discussion about units lost re: summer cuts requiring distribution of unit resources.
• Enrollment management must be approached collectively. Must consider what is in best interest of students. Probably can’t expand schedule when budget under pressure.

**Instructional Equipment**

**Angelina Duarte**

• Made process recommendations in writing and will use new process for next academic year.
• At recommendation of President, took all Performing Arts and Math/Sciences requests and sent to Director of Modernization. Director responded that those requests are fundable.
• Requests (IE, Hardware, Software) total about $55,000. Hopper Trust money will fund these.
• Requests are made via Program Review.
• Comment: Some did not realize that needed to ask for items again in Mini-Program Review.
  o Thorough Program Review on cycle with optional yearly update is common at many colleges.
• Last year received $26,000 for IE.

**Curriculum Committee**

**Chris Schultz**

• Postponed to next meeting.

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**Meeting Summary**

**September 13, 2011**

**Present:** Susan Andrien, Jim Arnold, Bob Balestreri, Barbara Bonander, Bonnie Borenstein, David Egert, Theo Fung, Bruce Furuya, Rick Hall, Boyd Jarrell, Kristi Kuhn, Debra Lewis, Matt Markovich, Michele Martinisi, Ken Meier (Chair), Laurie Ordin, Ron Palmer, Nanda Schorske, Chris Schultz, Carol Scialli (Staff Resource), David Snyder, John Sutherland, William Allen Taylor, Cari Torres, Walter Turner

**Absent:** Becky Brown (Sabbatical), Paul Christensen, Don Foss, Tara Flandreau (Sabbatical), Patrick Kelly, Mike Ransom, Irina Roderick, Greta Siegel

**Others Present:** Sara McKinnon

**Agenda Review**

• Agenda approved.

**Approve Meeting Summary**

• August 11 meeting summary approved.

**VP’s Update**

**Enrollment Management**

• We need a long range enrollment plan
  o Enrollments down a little this semester.
  o New budget threats on horizon.
  o Lost PFE funds.
  o Will have to retrieve resources while trying to protect schedule.
• Chairs will be heavily involved with constructing a plan. Balancing the schedule and addressing present and future capacity needs is a group effort.

**Accreditation**

• Attended workshop on September 6 as accreditation team member overseeing Standard II for Solano College.
• Federal rules are changing quickly. COM has been behind in student assessment and must be proficient by fall 2012. If not, COM could go back on probation.
• We must work collaboratively and demonstrate our progress to WASC.

**SB 1440 Degrees**

_Sara McKinnon_

• Distributed degree information re: developing a Transfer Model Curriculum in Anthropology, Engineering, Geography, Information Systems, Journalism, Nursing, Philosophy, Radio/Television. Also attached is OIM process for getting degrees accepted by Chancellor’s Office.
• SB 1440 degrees were legislated a year ago and are methods for students to get AA or AS degrees with a 60-unit maximum.
  o Guaranteed admission to some CSUs.
  o About 15 degrees available for implementation now.
• There is a meeting on October 28 in San Jose at Doubletree Hotel regarding the Transfer Model Curriculum. VP will reimburse for travel expenses if faculty members want to attend.
• Packets distributed about degree SLOs.

**Program Review**

• Mini-Program Reviews for budget related requests are due in December.
• There will be more leeway with deadline for full Program Reviews.

**Collaborating with Counselors**

_Theo Fung_

• Thanks to those who have asked for collaboration from Counselors.
• Some proposals are brought forward that would involve Counselors without including them in the loop at the outset.
• Consider breadth and depth of Counseling Department’s link with campus.
• Counseling helped with SB 1440; offering assistance to help you with this to help students move forward.
• Per Ken: Refer to ASSIST.org to see what matriculation patterns look like; useful if working on degrees.
• Cari can assist with extra documentation you may need i.e., C-ID course number matching.

**Classroom Availability: Planning/Scheduling Classroom Space**

_Walter Turner_

• Dickson Hall experience unfavorable. Concern among faculty members as we begin looking at Harlan etc. and hope there will be a plan that considers:
  o Space
  o Impact on faculty
  o Impact on students
• Need inclusive dialogue about options. Has class of 65 with limited space available.
• Per Ken:
  o Technology Committee may hire consultant to develop a Technology Plan. Every new
    space created should be a smart classroom. Facilities Master Plan will be part of this
    and must be tied in with Enrollment Management Plan.
• Per Nanda: Has found meetings re: academic/facilities planning to be extremely useful.
• Per Cari: Difficulty is simultaneously planning for future while dealing with day-to-day issues.
  We’re in constant state of flux with rooms. Taking in more students than class max is problem
  for OIM in how to schedule rooms. Please request larger room before taking in extra students
  as moving students to different rooms is a challenge.

Full-time Faculty Hires, Spring 2011 Search Update
Pearl Monemzadeh
• On schedule; just finished timeline for phase 2.
• Timeline is on fast track. All involved are doing their part.
• Some issues with English/DE position but in process of being worked out.
• Comments about English/DE position:
  o Disturbed about connection between these; limiting pool by requesting only English.
    Maybe separate so have DE position half time and English half-time position.
  o Reason English was selected as discipline is because it has large number of DE classes.
  o DE could be an administrative position.
  o Per Ken: Maybe disaggregate DE from English and float DE as faculty facilitator.
    Someone from an academic discipline would act as pedagogical theorist, advocate, work
    with faculty and techs to help create the course and concerned about assessment piece.
    Faculty leadership is necessary.
  o Suggest giving English another position and change position to DE Coordinator from any
    discipline.
  o Issue will be revisited with Academic Senate President and others before going out for
    this position.

Curriculum Committee
Chris Schultz
• Progress made in reviewing course outlines. Committee requests if submit new or revised
  outline please deliver hard copy as discussion is beneficial.
• Course Outline Guide distributed.
• All curriculums scanned now migrating over to database. Some outlines have been entered in
  database but are still not updated.
• Committee is dealing with these issues:
  o SB 1440.
  o New prerequisite model will change how we do business.
  o Repeatability is being resurrected.
  o General Education hasn’t been reviewed in any systematic way. Senate proposing
    creation of subcommittee for this. Please e-mail Chris who will be on committee.
    Retreat suggested where all will meet and discuss SLOs, etc.
Online Prerequisite Checking
Bob Balestreri

- Prerequisites will be enforced online in November at time of registration.
  - Community colleges are obligated to enforce and has not been happening at COM. Enforcement has been inconsistent. Students will be informed up whether or not qualified to register for class.
- Fall 2011 work group worked on planning how this would occur from loading prerequisites to testing.
- Some transcripts will require evaluation because student feels have prerequisite. Counseling and Deborah Wiebers will be assisting with this process.
- Advisory is not a prerequisite and not enforced.
- Some prerequisites cannot be enforced i.e., a performance demonstration.
- Counseling Chair would like a guarantee from Chairs and faculty that won’t add on unapproved prerequisites the first day of school as it frustrates students.
- Senate is moving forward with developing language around recency.

Distance Ed Public Website
Ali Klinger

- Demonstration of new web presence and relation to student success, one arm of the strategic objectives.
- Refresh browser and pull down DE link for public DE pages.
- Any prospective student can find all students we have.
- Entities for student support have online presence with contact information.
- Portal has another more comprehensive DE presence with student support services.
- Featuring photo of DE student periodically.
- 3 things put in place for DE student support:
  - More user-friendly Moodle LMS that entire college will use for greater consistency and transferable skills.
  - Access to redesigned Moodle Online Writing Center for all COM students in any discipline by Spring 2012.
  - Redesigned DE and Moodle websites with online student services and faculty support.
- Need to develop comprehensive plan to respond to WASC recommendation 3 for what courses will go online. What do students need for GE? What are bottlenecks in system?
- Other WASC recommendation is more complex: WASC wants to know what is evidence of course quality and quality of instructor? How are courses being evaluated? DE Committee will tackle in spring 2012.
- Comment: student success is good measure of evaluating DE course.
- WASC asking for a plan for whole college. How will whole college decide on courses to be offered?
- Comment: pre-DE orientation needed with inclusion of Counseling.
- Kudos to Ali Klinger for her efforts and a great demonstration.
Meeting Summary
November 1, 2011

Present: Susan Andrien, Jim Arnold, Barbara Bonander, Paul Christensen, Theo Fung, Bruce Furuya, Ron Gaiz, Boyd Jarrell, Kristi Kuhn, Debra Lewis, Matt Markovich, Ken Meier (Chair), Laurie Ordin, Ron Palmer, Mike Ransom, Chris Schultz, Carol Scialli (Staff Resource), Greta Siegel, David Snyder, John Sutherland, Cari Torres

Absent: Bonnie Borenstein (Medical Leave), Becky Brown (Sabbatical), David Egert, Don Foss, Tara Flandreau (Sabbatical), Rick Hall, Patrick Kelly, Michele Martinisi, Irina Roderick, Nanda Schorske, William Allen Taylor, Walter Turner

Others Present: Sara McKinnon

Agenda Review
- Agenda approved.

Approve Meeting Summary
- September 13 meeting summary approved.

VP’s Update
Accreditation and Issues on Academic Side of College
- Leaders like Sara McKinnon and Yolanda Bellisimo pulled us off probation and brought us to this point.
- Please take time to scan the Follow-up Report in Response to 2010 Self-Study Recommendations submitted to WASC. We had to respond to:
  - Recommendation #1: Planning and Resource Allocation.
  - Recommendation #2: Student Learning Outcomes.
  - Recommendation #3: Distance Education.
  - Recommendation #4: Research.
  - Recommendation #5: Student Learning and Support Services.
  - Recommendation #7: Facilities Plan.
  - Recommendation #8: Technology Plan.
  - Recommendation #9: Board of Trustees.
- WASC asked hard questions of the VP and Angelina Duarte about planning and resources. The team was particularly concerned about services on both campuses. Examples: A library that has bookshelves with no books; a library designated as a media center.
- They asked what type of planning we are doing to provide more services. Our future growth will be in northern Marin so we will need discussions about that.
- They asked how many new faculty positions are dedicated to the IVC campus. Neither of us had thought in terms of that. We assume that new faculty members will see themselves as carrying out the mission of COM. We will need full-time faculty there and will decide programmatically how to place but will discuss as colleagues across departments.
- WASC was also interested in our Distance Ed effort. The team met with Ali Klinger who has done great work to develop infrastructure, but WASC wants future plans for DE. Once we hire a coordinator, we will need a discussion regarding strategy for DE.
• How to grow DE.
• Emphasis, training and support necessary and outcomes in the end.
• How extensive we want the effort to be at COM.
• WASC asked about SLOs. They can see tremendous strides made in last 3 years but SLOs will be a major issue for us. VP is sensitive to SLOs issue as is Yolanda because both went through accreditation training last week.
• Accreditation pressures will continue to press upon us so we need to stay ahead of our responsibilities. There is emphasis on the 2-year rule by Federal government i.e., if non-compliant with a standard, they will give 2 years to fix it. If there is not progress, threat is to put us on show of cause.
• Beyond SLOs, how are we employing the analysis of SLOs and making experience better for students?
  • Comment: Why is there more emphasis on SLOs? What problem are they trying to solve?
  • We have a dismal track record for getting students through programs, successful transfer, etc. We don’t do a lot of graduation and transfer relative to expectations.
    • Chalin’s statistics show we are at or above our cohort.
  • The community college mission is being redefined by policy and procedure.
  • Dislike the idea we are being threatened by a group without identification of real problem.
  • The SLOs part as been around for at least 20 years. There is now increased pressure from federal government (no child left behind) and accountability has created pressure. At the state level, student success (SB 1143) came up with recommendations including outcomes based funding.
  • Accountability aspect is coming from top down and accreditation is coming from bottom up. Political pressure for accountability on for profit schools. We may be lumped in as having similar numbers as for profit schools. Idea is it’s better to do SLOs at institutional level, by faculty, rather than have federal or state telling you what to do. They are looking at ways for community colleges to be pipelines to feed into CSUs.
  • A debate across the years has been the community college mission versus the university mission. Our mission is not graduation only but may be to upgrade skills. We can do a better job helping students who are close to obtaining a degree to actually obtain it.
  • From federal level: U.S. is declining in terms of educational outcomes compared with other countries. The national transfer rate has declined. When people look at raw data, it looks like community college outcomes are not robust. Some community colleges have been shut down based on outcomes. Much of the pressure is coming from the federal government who has threatened to take over accreditation. We are much better off with the peer review system.
  • Comment: We’ve always had the problem that students attend and leave. What is the relationship between SLOs and student transfers or student success?
    • Goal is to keep students in system and encourage them to transfer and continue.
  • Chairs are stewards of schedule and classes. SLOs are a way of being more intentional about how we analyze student learning.
  • Feds want a quantified and qualitative measure of outcomes.
  • Discussion about improving student outlines with examples from other colleges; realized contextualized learning.
  • Contract says Chairs should be having occasional department meetings, including with part-timers. There should be minutes of those meetings. If Chairs want to negotiate

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SLOs issue, it would be helpful if departments engaged in dialogue across the curriculum.

- From accreditation standpoint, they look at how we are doing our job on a broad level, see gaps and what we could do better. From the federal level, they look at outcomes narrowly defined because they can only see certificates and degrees.
- Comment from Dean re: administering faculty evaluations: students don’t know what they are being evaluated on and don’t know what they need to succeed in the class. Dean referred a new instructor with some concerns to a Department Chair for a collegial discussion.
- If we are going to set up prerequisites for a course, we must have data; justification on how people succeed from one level to the next.
- Won’t prerequisites drive down enrollments? Psychology took them out because enrollments were low.
- The failure rate in California is so high that some say why put funds into colleges? From a social point of view, community college education is expensive. The spotlight on community colleges is because of the cost/benefit analysis. External forces are looking at whether we can show we’re focused on student learning and outcomes.
- SLOs not necessarily quantitatively based. Dance is an example. Constantly up against block schedule etc. so hard to get students succeed.
- Students at 9th grade reading level need to know ahead expectations in transfer level classes. One way to use SLOs is to inform students.
- It’s a structurally impossible situation for Basic Skills students. One strategy is encourage students to register early, take placement testing and take Basic Skills class in first year if placed that way.
- As Chairs please have department meetings and document you have had these discussions. You are suggesting to Board via Program Review what is needed to provide outcomes. Show WASC we are having a dialogue.

**GE Subcommittee**
- Subcommittee is reviewing GE courses at COM.
- Met last Friday to look at data thus far and created a list of all courses: COM GE pattern, CSU, IGETC, and added enrollment for last 6 semesters.
- Some classes have not been offered in 6 semesters so we may want to reconsider those.
- Some courses that count for IGETC and CSU were not on the list.
- We are trying to mesh all parts together. Once we have done that, each committee member will look at a couple of community colleges and 4-year colleges. We’ll look at what type of programs they have with idea of making college more exciting and interesting to our students.
- Once research is completed all will be invited to join our meeting.
- The next meeting is November 18, 10:00, HC 124.

**Curriculum Committee**

*Chris Schultz*
- Over three pages of Course Outlines of Record were critiqued, returned, and never sent back to Curriculum Committee (list distributed).
- Please follow-up with faculty member in department responsible for the Outlines asking person to return revised Outline to Curriculum Committee.
• When submitting revised Outlines please have a faculty member hand deliver to the Committee for necessary edits.

Other

Math Proposal
• A proposal may be submitted to PRAC for additional units. We are trying to acquire more resources in departments’ core courses so students can be successful.

Enrollment Management
• We need to have a discussion about what an Enrollment Management Plan will look like.
• Please refer to MOU between the Academic Senate and administration that speaks to Enrollment Management. Be reminded of this because we will need to revisit the blueprint for our schedule.

Focus Topic for Next Agenda
• Enrollment Management

Meeting Summary
January 19, 2012

Present: Jim Arnold, Balestreri, Lyda Beardsley, Barbara Bonander, Bonnie Borenstein, Becky Brown, Paul Christensen, Erik Dunmire, David Egert, Theo Fung, Bruce Furuya, Rick Hall, Boyd Jarrell, Kristi Kuhn, Jason Lau, Debra Lewis, Matt Markovich, Michele Martinisi, Ken Meier (Chair), Laurie Ordin, Ron Palmer, Mike Ransom, Nanda Schorske, Chris Schultz, Carol Scialli (Staff Resource), David Snyder, John Sutherland, William Allen Taylor, Cari Torres, Walter Turner

Absent: Susan Andrien, Don Foss, Tara Flandreau (Sabbatical), Patrick Kelly (Sabbatical), Irina Roderick

Others Present: Chialin Hsieh, Sara McKinnon

Agenda Review
• Agenda approved.

Approve Meeting Summary
• No meeting summary. Angelina Duarte provided a presentation regarding the Student Success Initiative.

Welcome/Introduction
• Welcome to Jason Lau, new Director of Community Education, Lifelong Learning, and International Education.
• Congratulations to Michele Martinisi, hired as a full-time faculty member. Michele has worked at COM for 10 years as a part-time instructor.
• COM has hired 11 new faculty members who competed in a national search.
VP’s Update

- Head count is down 7% compared to last year. We have added a few sections where there were significant wait lists in courses that would prevent students from getting through a pathway.
- Some variables affecting enrollment:
  - Prerequisite enforcement.
  - Financial Aid: Have established boundaries re: students not making academic progress.
- It was an interesting first semester.
- Would like to have more time to talk with faculty about curriculum and issues. Please call on him and the Deans. We’re about service and student success.
- The future is bright but we’ll have challenges as always.

Discussion re: Prerequisites and Equivalency
Bob Balestreri

- Friday, January 13 was deadline for a prerequisite challenge but A&R is continuing to accept the forms.
- A prerequisite challenge involves a student not having met a prerequisite. An authorization code does not override a student’s requirements for meeting a prerequisite.
- A prerequisite challenge is decided by a given department. Student would go directly to the department with a challenge form.
  - Step by steps are published online but maybe we can do better job of attaching instructions to the form.
  - A Chair would only get a challenge and will receive a Prerequisite Equivalency request if the evaluator is unable to adjudicate the equivalency.
  - A prerequisite work group will get together and have a debriefing about what works and what doesn’t work.
  - The College has not developed a recency policy. The Academic Senate is looking at this. For now, we’ll need to deal with recency issue on a case-by-case basis. For instance, is a 20 year old Biology course sufficient?
    - BIO 110 has the most challenges in Biology. Department is considering a placement exam. Chemistry already has one.
    - Spanish has a placement exam, advisory only.

Overview of Vetting of First Day Rosters
Bob Balestreri

- A&R sent census rosters for faculty to check off student status.
- A&R processed drops and no shows.
- Have been advocating for census sheets online. IT just finished and tested out census rosters available to you via the Portal on first day class begins. You have ability on first day of class to mark student as no show or drop; couple classes later; give last date of attendance; if make mistake, “reinstate.” Goes directly into Banner.
- Please get message to faculty to make census day reporting less cumbersome and more accurate.
- Wait list will not be purged.
  - Suggestion that a pop up on Portal could notify students when they go on wait list.
• Are students on wait list notified so have chance to get into class?
  o They have 72 hours or dropped from list.

Discussion of Enrollment Management Strategy and State Student Success Initiative

• We are developing strategies to assure stable enrollment.
• A few courses were cancelled freeing some units. President made a commitment to add some funds to the pool. The focus will be on student success and retention.
• Advancing Student Success in California Community Colleges—Summary distributed. VP sent other documents via e-mail. Our Academic Senate was vocal in the statewide Senate conversation.

Presentation: Enrollment Data

Chialin Hsieh

• Discussion of enrollment data.
• Conversation began with “Many students are on wait lists for Math.”
• Unit Allocations, Ten-Year Revised Unit Allocations chart.
• What does enrollment pattern look like?
• Wait list information distributed as of yesterday.
• English Placement Test information Spring and Fall 2011.
• Math Placement Test information Spring and Fall 2011.
• Factors related to enrollment decline:
  o Enforcement of prerequisites
  o Enforcement of fee policy
  o Enforcement re: auditions (Performance classes)
  o Enforcement of Academic Success
  o Impact of financial aid
  o Possible decline in concurrent student enrollments (high school)
  o Impact of Modernization
  o Waitlist
• Student retention chart: English
• Student success charts: English and Math
• Analysis of Fall 2008 Cohorts in English and Math
• Challenges we are facing:
  o More data/information needed
  o Limited resources
  o Imperfect system
  o Get rest of Chialin
• Develop strategies.
• All of this data has been gleaned from the Data Dashboard. Next training is February 22 & 23, 1:30-2:30, BC 101.

Curriculum Committee
Chris Schultz
- Will report at next meeting.

Next Meeting
- Next meeting is February 7.

Meeting Summary
February 7, 2012

Present: Susan Andrien, Jim Arnold, Lyda Beardsley, Barbara Bonander, Paul Christensen, Erik Dunmire, Theo Fung, Bruce Furuya, Boyd Jarrell, Jason Lau, Debra Lewis, Michele Martinisi, Ken Meier (Chair), Laurie Ordin, Ron Palmer, Mike Ransom, Chris Schultz, Carol Scialli (Staff Resource), John Sutherland, William Allen Taylor, Cari Torres, Walter Turner

Absent: Bonnie Borenstein, Becky Brown, David Egert, Don Foss, Tara Flandreau (Sabbatical), Rick Hall, Patrick Kelly (Sabbatical), Kristi Kuhn, Matt Markovich, Irina Roderick, Nanda Schorske, David Snyder

Others Present: Sara McKinnon

Agenda Review
- Agenda approved.

Approve Meeting Summary
- January 19 meeting summary approved.

Announcements
- Condolences go out to David Snyder whose brother just passed away.

VP’s Update
- Armond Phillips has returned as Interim Student Development Administrator. He will be working with Counseling and will handle student grievance and discipline matters. He will work two days a week but office will be open with Rhonda holding the fort.
  o If have a discipline or grievance matter, please bring to Rhonda for handling.
  o Matt Markovich, Director of Athletics, will assist with student discipline matters three days a week.
  o A Counselor objects to idea that there are discipline problems in Athletics.
- Fine Arts faculty – rumor that FA folks are getting what they want.
  o Promises weren’t kept re: weatherization, lighting, faulty wiring of equipment.
  o Items are being restored that should have been there already.
  o We are working after the fact to address issues mostly having to do with learning and safety.
  o Much time has been spent to with Dean and architect to address issues.
- Bidding environment has changed dramatically so some bids going up. This will make our planning more challenging in terms of completing Child Development Center and NAC.
Other Issues?

- Comment advocating for starting fall 2012 classes on a Wednesday rather than on a Monday because puts pressure on students.
- Calendar is a negotiated item between UPM and District and was sent to Paul in November.
- Recommendation is go to a 16-week calendar.
  - Administration is being proactive regarding a compressed calendar. Note that not all faculty are enthusiastic about it because of loss of lab time.
- Comment from Drama Chair that it’s a problem to start on Wednesday.
- Comment that the idea of buy in by whole college community is a misinterpretation of Chancellor’s Office parameters. Rather, it’s the idea of informing the community.

Discussion of Enrollment Management Strategy and State Student Success Initiative

Sara McKinnon

- Academic Senate is having discussions about a new Enrollment Management MOU and proposal Sara shared with PRAC.
- MOU was distributed in fall regarding the blueprint and master scheduling process; have revised it to make it more connected with Student Success Initiative and make it a more considered approach to the task.
- Idea is to finish blueprints for each discipline and combine with student pathways across discipline areas. Then, go from there to start working out a master schedule. To do this, proposing a committee, Enrollment Management Committee, a governance committee and subcommittee of PRAC.
- MOU is now in President’s hands for review.
- Idea is to have as broad representation as possible.
- Reps from departments could be Chairs or someone Chairs might appoint.
- Part of Student Success Initiative is to develop student pathways and more clear and easy ways for students to get through programs.
- We are forming a committee because it’s an ongoing process.

Ken Meier

- Student Success Task Force: some believe this is rationing educational services because of reductions.
- If Brown’s initiative doesn’t pass, cuts will be worse. Most cuts will be permanent.
- We’re in luxurious situation because we’re a Basic Aid district. We’re not turning students away but we’re having enrollment decline. (Enrollment is down 5.7% compared to last spring.) We need a strategy to ensure enrollments don’t decline further.
  - VP’s Office has added a few more sections where there were large wait lists.
- Applaud dialogue Sara and Senate are opening up. It makes enrollment management easier if we have criteria and a long term strategy. Scheduling is not just about the number of units but how the schedule reflects student success.
- Math Department Chairs are stepping by looking at aligning our Math curriculum with that of high schools.
- Degree Works (degree audit system) is about to be implemented. Students can track their progress through the system. This system will help create more efficient pathways for students through the curriculum.
  - Drama has been trying to build a majors program. Focuses the students so Degree Works will be helpful.
• The long term strategy for enrollment management is to maximize student success, achievement, degrees, work force development with reduced resources.
• We are trying to get more balance between KTD and IVC. KTD is impacted. We’re not working IVC to capacity. For instance, we have a Biology lab sitting empty.
• Another reason for pathways is to attract more first generation and underrepresented students by aligning curriculum with public schools and communicating expectations. Organizing fewer courses in a directed path could honor students who don’t know why they are here.
• Single Stop is a new program set up in the Student Services building funded by a nonprofit. They provide free services to students. Examples: assist students with tax return preparation, refer them to social services in the county, a full resource center that coordinates services. Arnulfo and President were strong advocates in bringing Single Stop to COM.

Comments
• What are we addressing as student success? We developed a master schedule designed so students needing core courses, Math and English, would have a way to get through. Some students will not complete pathway in 2 years no matter what we do. How will a master schedule based on pathways work for our students?
  o In each of the disciplines, students would have a clear sense of what courses to take and when. This will help them navigate successfully through the system. The state is telling us more students need to accelerate through the curriculum and we have to respond to the state.
  o Long term, we need to work to add more units back into the schedule. If COM is seen as having a reputation for clear pathways so students have a 2, 3, 4-year schedule, it may help us in the long run.
• Per Counselor: 8 students tabbed by Chancellor’s Office got degrees for transfer because courses were offered. Students met requirements for a major by getting a transfer AA from our school. Student got their SB1440 degree requirements. Please submit SB 1440 degree requests to OIM. They were requested of Chairs a while ago.

Work Plan for SLOs
• We’re about to receive our midterm review from Accreditation.
• We will not demonstrate proficiency to Commission by December 2012 unless all course outlines are current and SLOs are included.
• VP’s number one goal is achieve proficiency by December 2012.
• We have access to Data Dashboard and Chiain Hsieh and a data warehouse. One way to demonstrate proficiency once course outlines are submitted with current SLOs, is to devote time at department meetings. Demonstrate in departmental minutes that you’ve had these discussions.
• Will be asking Deans and Directors to follow-up re: outcomes assessment. Idea is to support more students in terms of being successful.
• Per Sara: Yolanda and Anne will be going to specific areas to assist with the task.

Parking
• Comments about parking difficulties.
• Suggestion: revoke parking permits of students who have dropped all of their classes; could mean 30-40 spots.
• Creating a balance between KTD and IVC would alleviate some parking problems. Nanda is working on getting food at IVC.
• Suggest ticketing in staff/faculty lots first 2 weeks of semester.
• Cabinet is discussing parking issue.

Curriculum Committee
Chris Schultz
• Call for Chairs to update course outlines. Chairs will receive a list of courses 5 years or older. Any outline that has not been finalized now won’t take effect until 2013.

Follow-up Assignments
• Ken will bring to Cabinet issues re: starting fall semester on a Monday rather than a Wednesday; and issue re: compressed calendar.

Next Meeting
• Next meeting is March 6.

Meeting Summary
March 6, 2012

Present: Susan Andrien, Jim Arnold, Lyda Beardsley, Barbara Bonander, Bonnie Borenstein, Paul Christensen, Erik Dunmire, David Egert, Theo Fung, Bruce Furuya, Rick Hall, Boyd Jarrell, Kristi Kuhn, Jason Lau, Debra Lewis, Matt Markovich, Michele Martinisi, Ken Meier (Chair), Laurie Ordin, Mike Ransom, Nanda Schorske, Chris Schultz, Carol Scialli (Staff Resource), John Sutherland, William Allen Taylor, Cari Torres, Walter Turner

Absent: Becky Brown, Don Foss, Tara Flandreau (Sabbatical), Patrick Kelly (Sabbatical), Ron Palmer, Irina Roderick, David Snyder

Others Present: Ann-Marie Lancaster, Sara McKinnon

Agenda Review
• Agenda approved.

Approve Meeting Summary
• February 7 meeting summary approved with edit under VP’s update. Under the third clear bullet, change “A Counselor” to “Bruce Furuya.”

VP’s Update
• Starting Fall 2012 Classes on a Monday:
  o Item was brought up at Cabinet and it was determined that the calendar is already set, so it will not be changed at this point.
• Compressed Calendar: The Academic Calendar was not vetted via the VP???
WTC Consultant, Ann-Marie Lancaster Re: Technology Plan

- Dr. Lancaster, with WTC, has been working in IT field over 30 years in development and implementation of IT programs. She is our facilitator and advisor regarding developing a Technology Plan by May 1 to meet WASC recommendation.
- WTC was engaged to (1) conduct an assessment, and (2) to work with the Technology Planning Committee and others to build a Technology Plan. (See background in handout about what assessment is focusing on.)
- Dr. Lancaster is looking to you for feedback in certain areas which will feed into the planning area.
- A list of discussion topics was distributed to get the conversation started; feedback requested in terms of academic programs and supporting technology as well as administrative systems.
- Think about technologies and technical support: what is most viable currently in use and in next 5 years what will program need?
- Student Services/Counseling: Comment about assessing status of Degree Works as part of assessment. It’s still on the shelf so Counselors are still doing what DW’s is supposed to do.
  - Per VP: beta testing will commence this summer; a high priority and have team in place.
  - A consultant is coming in on regular basis to assist us.
- A computer station in each classroom would be nice, a control center, sound system, a document holder.
- Classrooms, size and technical aspects:
  - BIS requires smart classrooms.
  - Need wireless connections for students.
  - Beyond equipment we have support issues i.e., maintenance and upgrading of equipment. IT doesn’t take care of instructional problems and tech streams do not work well with Media Center.
  - If have problems with technology, have to go to Media Services office and try to track someone down.
  - Need portable input because some faculty travel.
  - Not enough AV people, not trained, no one doing regular checking of equipment, so long term problem and normal maintenance to see if lights go on.
  - Can’t access Tech Stream off campus.

Moodle

- Why can’t we continue to use Course Studio? It took awhile for students to learn and now they have to use Moodle.
- Is online presence for classes something more and more faculty want to use. How important is this?
  - Problem with Moodle is wanted people to authenticate for the class before they could use it.
  - Faculty even being pushed by textbook publishers.
- Course Management needs:
  - Techies.
  - Only a few hardworking people maintaining without support.
  - Need is growing but hard to get resources.
- From student perspective having system up 24/7 would be ideal; system often down; can be a crisis for students when system down all Sunday. So keep system up all the time.
- Library needs databases so can serve students well.
- English:
  - Two rooms dedicated to English students, one is a classroom that seats 35 and crowded.
  - Other room is a lab open to all students with 16 computers. Problem is maintenance, a huge issue.
  - Printing is another issue. In lab serving all students, company we contract with, service only allows 10-12 computers linked to at one time. Often printing service is down. We could let students print for free and monitor printing.
  - 40 Comp classes and all should be taught in a computer room. Right now 20% taught in the computer lab; always booked at prime time.
- Lack of maintenance and lack of a replacement plan.
- Dean of Workforce will meet individually with Dr. Lancaster about her area needs.
- Dr. Lancaster’s role is not only to satisfy accreditation recommendations but also to do an assessment to help us develop a blueprint for getting a road map (plan) how to establish processes and strategy for addressing these issues.
- Discussion about existing labs is moot because buildings will be torn down. What to do in transition time; also make sure new building design is done in forward thinking way.
- Student access to computers will become more and more important while in middle of lecture.
- Mystified about conversation because how did it get this bad? There is no coordination between class sizes, classrooms, and equipment in those rooms; lack of smart classrooms. Larger coordination needed re: equipment and an enrollment plan.
- There is not one classroom where one can sit anywhere in room and see the screen.
- Need training for faculty to learn the existing technology. Look at latest and greatest and see if it’s what we need.
- Smart boards.
- Consultant discussed virtualization and virtual desktops as two technologies; much integration of these technologies in higher education. Some institutions then eliminate central labs; students want access to lab software from home. This will change the lab. These are just starting to take root in colleges and universities and have much potential; eliminate maintenance and replacement issues brought up. You will see this in plan and assessment because will solve several problems.

- Is there a group, instructional technology leadership, faculty or staff who introduce new technologies to campus and help people pilot it. Centers for teaching and learning with strong pedagogy, not just for learning technology?
  - Some faculty introducing social networking.
- Always painful bringing in new systems.
- Comment about Chairs having access to every line item of budget.
- Student access to own information has improved with MyCOM but still needs work. Students must go online to purchase a parking permit. Remember not all students have computers. Push for more online classes is deepening digital divide. Not every subject, not all students have same access to computers and not everyone is computer literate.
- In 2004-2007 plan there was an initiative to establish information literacy.
• Students need to access our services via smart phones.
• We have an accreditation response team that is looking at student services to extend hours of service among other things; will put out staffing plans to address issues.
• WTC will disseminate a survey and also form focus groups. What is best way to approach this?
  o E-mail would go to chairs to organize a focus group.
  o Student survey should have paper version as well.
• Timeline for 5-year tech plan is to be finished and to PRAC by mid-April. Timeline for assessment is similar to submit report. Practical recommendations that include order in which to do things. Resource (funding) issue is a problem but can still make better use of resources by implementing a plan.
• Dr. Lancaster will return to share plan. Plan for WASC won’t have suggestions for building a classroom support team.
• We will be piloting virtual desktops with John and Barbara; will be cost effective in the long run.
• We may be able to leapfrog with updated technology, so it could be an opportunity.
• Server technology for supporting virtualization has grown quickly.

WASC/AACJC
• College is moving forward with Accreditation Response Team work. Planning is in progress. President has committed to Board that we will exceed expectations.

Curriculum Committee
Chris Schultz
• Curriculum Committee list of training and support sessions for faculty revising course outlines of record distributed.
• Updated list of outdated courses will be distributed via e-mail each week.

Next Meeting
• Next meeting is April 3.

Meeting Summary
April 3, 2012

Present: David Wain Coon (as Meeting Chair), Jim Arnold, Lyda Beardsley, Barbara Bonander, Bonnie Borenstein, Paul Christensen, Theo Fung, Bruce Furuya, Rick Hall, Boyd Jarrell, Kristi Kuhn, Jason Lau, Debra Lewis, Matt Markovich, Michele Martinisi, Laurie Ordin, Ron Palmer, Mike Ransom, Nanda Schorske, Chris Schultz, Carol Scialli (Staff Resource), David Snyder, John Sutherland, William Allen Taylor, Cari Torres, Walter Turner

Absent: Susan Andrien, Becky Brown, Erik Dunmire, David Egert, Don Foss, Tara Flandreau (Sabbatical), Patrick Kelly (Sabbatical), Irina Roderick

Others Present: Sara McKinnon

Student Learning/Student Services Organizational/Leadership Structure
President David Wain Coon
• Dr. Meier is officially retired from position as Vice President of Student Learning effective June 30.
• For the time being, divided VP position among four Deans, creating an Interim Executive Dean structure.
• Intention today is to have a conversation to hear your thoughts about going forward between now and end of semester. We have an opportunity to think about the VP position differently. Will also meet with Student Services group this afternoon for their thoughts.

Comments
• Angelina Duarte was a breath of fresh air and understood importance of Chairs as a working group; brilliant in some of her proposals; challenged Chairs.
• Many in group advocate for Angelina Duarte as Interim VP.
• Think about separating position i.e., VP of Instruction and VP of Student Services so instructional VP is not pulled in too many directions.
• Structure is one element and one that has failed us. Aside from structure, it’s the individuals. We need individuals concerned about Student Services and institutional growth and not their careers.
• Enhance position (higher salary) in order to bring in a better candidate pool.
• Accreditation in October raises a concern about structure.
  o Need structure and solid person in place even if individual is an interim.
  o Keep Interim Executive Dean in place until end of semester, then workable for Interim VP to come in and oversee process.
  o Interim VP would still be over both Instruction and Student Services for now.
  o STRS legislation could affect hiring.
• Suggest also need a VP for instructional technology as there are problems with how it works now. VP of Operations, who oversees Technology, is not a tech person. Consequently, important technology issues are lost between VP’s office and IT office. We have serious technology issues everywhere. Something must be included in the structure to address this need.
  o There is a reorganization plan introduced for IT with work groups.
  o Distance Ed is currently under Dean’s purview and see need for more staffing at both administrative and staff level to support program.
  o Biggest problem is with classrooms and labs -- general maintenance, service responses. IT folks are amazing but are beyond stretched. It’s frustrating for instructor to walk into class and find equipment does not work.
  o New faculty are hired without a plan for computers. We must have a system and hope Tech Plan will resolve this with a computer and software plan.

Announcements
• UPM has submitted a letter regarding negotiations. One item is Department Chairs: think about how Chairs might be utilized more effectively and renegotiate.
• Fine Arts: Open Forum at 1:00 in Sculpture Lab regarding repeatability.
• CSU’s are limiting transfers next year allowing only a handful of campuses to accept transfers (with AB 1440 degrees) in spring 2013. Eventually, it’s possible that only those students will transfer into CSUs.
• Counseling (B. Furuya): Counselors are willing to assist disciplines with 1440 degrees.
• Curriculum Committee will assist people in general with 1440 degrees upon request once department determines to go forward with the degree.
• Margaret Elliott honored: Monday afternoon, April 30; will keep all posted.
• College Success: Saturday, April 28, 9:00-2:00, high school seniors orientation and testing. Let Counseling know if wish to participate.

Meeting Summary
May 1, 2012

Present: Susan Andrien, Jim Arnold, Lyda Beardsley, Barbara Bonander, Bonnie Borenstein, Paul Christensen, Theo Fung, Bruce Furuya, Rick Hall, Boyd Jarrell, Kristi Kuhn, Jason Lau, Debra Lewis, Matt Markovich, Michele Martinisi, Sara McKinnon, Laurie Ordin, Ron Palmer, Mike Ransom, Nanda Schorske, Chris Schultz, David Snyder, John Sutherland, William Allen Taylor

Absent: Becky Brown, Erik Dunmire, David Egert, Don Foss, Tara Flandreau (Sabbatical), Patrick Kelly (Sabbatical), Irina Roderick, Cari Torres, Walter Turner

Agenda
• Agenda approved with following additions:
  o Calendar discussion
  o Office space
  o PRAC update

VP’s Update
• We need to pay close attention to what is happening statewide.
• The Student Success Act, which will take effect in fall 2013, will require students to be more focused.
• We will need to provide an infrastructure to address the state’s requirements.

Calendar
• Concerns have been expressed about beginning date of spring 2013 term.
• Calendar has been modified to reflect a January 14, 2013 start date.
• Modification needs to go to UPM and then to the Board for approval.

Office Space for New Faculty
• Need to think about and plan for new faculty offices and work stations.
• Think about student work stations.
• A list of faculty and their status has been requested of Human Resources.
• Need to identify issues:
  o Office space available but no computer.
  o No office available.
  o Temporary office for fall with permanent office in spring.
• Deans will meet today to discuss this and have invited M. Northcott to identify standards being used to define work stations.

PRAC Update
• PRAC is reviewing requests that came to committee via Program Review.
• Currently reviewing Student Services requests.
• Reviewed Library requests to see what they need to provide the best service possible to students.
• Instructional Equipment Committee is moving along with its review.
• Full-time allocation committee met yesterday and this year’s requests were distributed:
  o Just what has been requested – not final.
  o Report will go to PRAC in the next week or two.
  o Will finish recommendations by the end of May 24, 2012.

Role of Department Chairs
• Give chairs more responsibility. Some are already doing this and some are not.
• Give chairs more authority to carry out necessary duties. For example, supervise classified staff but with no authority.
• Uneven areas of responsibility by discipline:
  o Some areas have a chair plus several coordinators.
  o Some have units for coordinators and some coordinating units have gone away.
  o Need to determine and measure workload.
  o Composition of departments hasn’t changed.
  o Unevenness in Chairs and amount of workload.
• Uneven regarding budget and equipment issues.
• Uneven committee responsibilities:
  o Need coordinators to balance workload and labs, etc.
  o Some coordinators had responsibilities specific to the chairs.
• Curriculum issues when there are many part-time faculty:
  o Driven by Program Review that is not commonly owned.
  o Question – who is going to do it?
• Look at models from other community colleges. (At universities, it’s a quasi-administrative role.)
• Chairs have more information than administration.
  o Need to have a working group.
  o Could have helped solve the problems if given the opportunity.
• If chairs had more meetings, would need to be compensated, maybe through release time. (Contract currently allows for two meetings per semester.)

Comments Received via E-mail After the Department Chairs’ Meeting
• I thank Nanda for the compliment and understand her concern that those faculty who successfully display leadership skills as department chairs may indeed be excellent teachers. The department chair position under discussion, however, is about scope of responsibility/authority along with more realistic compensation for the increased workload the position now demands. How that affects individual faculty with regard to their teaching loads is really not the issue. We, for instance, have faculty sharing chair responsibilities and the extensive use of coordinators in some areas. (M. Ransom)

• The structure of the monthly department meetings is not organized in a manner to maximize discussion and quality input from participants. I would suggest that information that is considered as “announcements” be e-mailed to participants prior to the meeting. There could be a “check in” at the meeting if there were questions. (W. Turner)

• That a separate theme/discussion be established for each monthly meeting with questions for input and data provided to the participants before the meeting (at least 2-3 weeks). That theme/discussion would constitute the substantial part of the meeting. Possible examples might include: curriculum, department chair responsibilities, course scheduling coordination, new student populations, student success options, distance learning, sharing of sabbatical projects, departmental presentations. That the latter section of the meeting be reserved for new business items. Adequate lead time would give department chairs an opportunity to survey their department staff. (W. Turner)

• I would suggest that the President attend the meetings, even briefly, when his schedule allows. (W. Turner)

• That major items of discussion not be held during the last two weeks of the semester. This happened previously with the summer school cuts. The last two to three weeks of the semester are the busiest time of the school year. Better planning on the scheduling of important agenda items would improve the quality of response. (W. Turner)

• The changes in VP and VP styles have not afforded the institution levels of continuity for strengthening the institutional mission. (W. Turner)

• Decisions affecting the institution are not made in concert with all the necessary stakeholders. Example: the process regarding the removal of Dickson Hall and specific departmental needs regarding space, smart classrooms, and offices was handled without adequate coordination. Decisions that impact the entire campus, especially students, need to be made with broader input. We need to have as many stakeholders in the process as possible so that we are not constantly repeating and reviewing information. (W. Turner)

• Department chairs need to receive increased compensation. The amount of work required to be an effective department chair has increased dramatically over the past several years. (W. Turner)
**Instructional Equipment Update**

**D. Snyder**
- Committee review of requests is going well.
- We are only dealing with equipment, not supplies, software, or non-instructional items. These need to be dealt with by the College as separate from equipment.
- Recommendation will be going to PRAC soon.
- Four lists were consolidated into one.

**Curriculum Committee**

**C. Schultz**
- A very successful orientation was held for incoming high school students on Saturday, April 28.
- Work on curriculum related to accreditation i.e., course revisions, deletions, updates, is moving along.
- Praise goes to the work of Chairs, faculty, and committee for all their hard work on this. (Every out-of-date course must be submitted to K. O’Gara today.)
- Website shows all courses currently being tracked.