President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata-Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

July 3, 2018
Sokha Song sat in for Abe Ali

1. Cabinet reviewed and discussed the following information items:
   a. The Western Association of Schools and Colleges has notified Mt. SAC (letter attached) that our School of Continuing Education of has been granted full accreditation for six years through June 30, 2024. Job well done! Congratulations!
   b. The Chancellor's Office has provided a list (attached) of Mandated Holidays for 2018-19.
   c. A new Math Department brochure (attached) explains the department's multiple measure placement system.

2. The recent decision by the United States Supreme Court in *Janus v. American Federation of State, County and Municipal Employees* made fundamental changes affecting public employee unions.
   > "Neither an agency fee nor any other payment to the union may be deducted from a nonmember's wages, nor may any other attempt be made to collect such a payment, unless the employee affirmatively consents to pay."
   In reaction to the *Janus* ruling, California has passed SB 866 (attached) which addresses how public employers and unions will handle such payments in our state. SB 866 is effective immediately. The Chancellor's Office has issued an advisory (attached) to all Community Colleges. In summary, SB 866:
   - Shifts the responsibility for the administration of payroll deductions for membership in employee organizations from the employer to the employee organization.
   - Makes the content of "mass communications" concerning the right of public employees to join or support an employee organization subject to "meet and confer" requirements
   - Requires the date, time, and place of new employee orientations to be confidential and not shared with anyone other than employees, the employee organization which represents them.

   For more information on SB 866, read the attached "Top 10 Questions about Senate Bill 866" from LCW. The Mt. SAC District is working with our union leaders to assure smooth transition to requirements of *Janus* and SB 866. See the communication (attached) from CSEA Director Dave Low. The District has accepted the member lists from each union as prior membership dues deduction authorizations and so will honor those lists and continue these authorized payroll deductions.

3. Mt. SAC is a partner in the CCC Data Warehouse Prototype Project (update attached). The project will:
   1. allow colleges to share key data in their Canvas data sets and their usage analytics to draw conclusions on program performance,
   2. provide data-driven-decision making to guide instruction and program design,
   3. allow colleges a research-based access to data, and
   4. allow college to access CCC Apply data which will provide a wealth of research knowledge.

   At this time, Mt. SAC can only view our own data. The future design will allow some level of comparison between colleges.

4. The Chancellor's Office has provided information on implementation of AB 19, College Promise Initiative.
   - Mt. SAC's 2018-19 allocation is $939,511. (A list of all colleges and allocations is attached.)
   - College Promise Implementation and District Certification Memo (attached)
   - College Promise Certification Form for 2018-19 Funding Allocation (attached)
   - College Promise Questions and Answers (attached)

5. Data (attached) on use of the Mt. SAC Assessment Questionnaire or AQ (link) by 8271 students as of 7/2/18 shows placement results for English (57% in 1A) and Math (40.7% in Transfer Level Math).

6. The Internal Revenue Service has computed ([report attached](#)) the cost-of-living adjustments for health savings account limitations and high deductible health plan parameters for the 2019 calendar year

7. Cabinet discussed preparation for the impact of the new funding formula implemented in the 2018-19 State Budget just signed by Governor Brown ([story attached](#)). Mike Gregoryk provided data and analysis ([attached](#)) on the impact of this new funding formula. Bill will meet this Thursday with teams from Fiscal Services (9:00 am and 1:00 pm), Instruction (10:00 am and 2:00 pm) and Student Services (11:00 am and 3:00 pm) each with IT representative(s). The purpose of the convening is to 1) reach mutual understanding of the formula, 2) brainstorm actions that would improve Mt. SAC's funding allocation as now based on the new funding formula, and 3) prepare for action planning in a follow up convening of all groups together on Thursday, July 26th. Source documents for this Thursday's convening:
   - Major Line Items in the 2018-19 Community College Budget ([attached](#))
   - SB 840—2018-19 Budget Act, June 28, 2018, pp 609-633, California Community Colleges ([attached](#))
   - AB 1809—2018-19 Budget Trailer Bill, June 27, 2018, SEC. 32. Ed Code 84750.4 *et seq* ([attached](#))
   - CCC Funding Formula Point System extracted from AB 1809 ([attached](#))
   - Noncredit Funding Outside of New Funding Formula extracted from AB 1809 ([attached](#))

8. Cabinet was joined by Rosa Royce, Chief Budget and Compliance Officer, to review the Faculty Position Control Quarterly Report ([attached](#)).
   - Faculty separations total 26 in the unrestricted general fund and 2 in the restricted fund.
   - Authorized hires total 25 in unrestricted general fund and 4 in restricted fund. (This leaves one open funded position in the unrestricted general fund).
   - Also reported were status changes: noncredit⇄credit, sabbatical, unpaid leave, training leave, and strong workforce funded positions.

9. Cabinet discussed the key results ([attached](#)) of the survey to measure acceptance of a potential facilities bond initiative on the November ballot. Cabinet also reviewed a draft press release ([attached](#)) and draft brochure/mailer ([attached](#)).

10. Cabinet received an update ([attached](#)) on vacant positions under active search.

13. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
    a. Update on Multiple Measures Placement Workgroup (Audrey & Irene, 7/17)
    b. New Resource Allocation (**All, 7/10**)

14. Quarterly Reports to Cabinet
    a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 8/7)
    b. Building 26A 2nd Floor Classroom Pilot Project (Mika, 9/11)
    c. Faculty Position Control Quarterly Report (Irene & Rosa, 10/9)
    d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/11)
    e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 7/24)
    f. IT Projects Quarterly Report (Dale, 8/21)
    g. Grants Quarterly Update (Irene & Adrienne, 9/18)
    h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 8/7)
    i. International Student Update (Audrey & Darren, 9/18)
    j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 8/21)

President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

July 10, 2018
Sokha Song sat in for Abe Ali

1. Cabinet reviewed and discussed the following information items:
   a. Vice Chancellor Hope's *First Friday Update* for July 2018 (attached):
      - Cabinet noted that the newly created Guided Pathways Regional Coordinator Positions are designed "to work within the seven regions as designated by the Strong Workforce effort." However, it was unclear if these individuals would report to and be part of the Strong Workforce Regional Consortia or report to and be directed by the Chancellor's Office.
      - Related to questions about the data to be used by the Chancellor's Office for the New Funding Formula, the newsletter indicates, "The work of the Metrics Simplification Initiative is progressing with the implementation of the first demonstration dashboard (with Funding Formula integration) by September 2018." Too late for 18-19 budget!
      - Cabinet had concerns about the statement:
        > The CCCApply Redesign project is underway with the go-live date of March 2019. This release will include a simplified application, AB-705 Multiple Measures placement recommendation logic, improved usability for non-credit students, added analytics capability, and better integration with the student onboarding process.
        - o Will CCC Apply force Mt. SAC to use Chancellor's Office placement rules for Multiple Measures? If so, Mt. SAC would need to abandon CCCApply (its use is not required) and implement a local online application system.
        - o Will the "improved usability for noncredit students" really be the simplified process for which we are hoping, or will Mt. SAC need to continue using a separate application for noncredit students?
   b. The U.S. Department of Education and Department of Justice have issued *Guidance on Title VI Implementation* (attached) which withdraws seven documents, all Guidance, Dear Colleague letters, and Q&As. See in particular the 12/2/11 Dear Colleague Letter (attached) and related Guidance Letter (attached). Given the national debate on the use of race in university admissions, these actions by the Federal Government reverse sub-regulatory actions by the Obama Administration that significantly supported use of race in admissions.

2. As mentioned in previous Cabinet Notes, last year's AB 195 added a requirement for bond ballot language to describe fiscal impact in a manner that has confused voters and reduced support for such bonds. Despite the vigorous lobbying of several community college groups, including myself on behalf of Mt. SAC, our proposal to delay implementation of that new required language was not approved by the legislature. (See attached story.)

3. The Chancellors Office has issued a memo (attached) containing: Advance Allocations (attached), Funding Formula (attached), and accompanying Policy Clarification (attached) on 2018-19 Board Financial Assistance Program-Student Financial Aid Administration (BFAP-SFAA).
   Mt. SAC's advanced allocations: BFAP $422,742, SFAA 1,163,163, and SSCG[1] $2,601,660.

4. Notes from last Thursday's New Funding Formula brainstorming session are attached. A follow up meeting is scheduled for Thursday, July 26th, 9:00 am to 3:00 pm, in Founders Hall, to consider next step, specifically, 1) pursuing data and state policy clarifications to assist in implementing NFF, 2) drafting action plans on specific activities targeted to improve allocations to Mt. SAC based on NFF, and 3) identifying potential college policy changes that would improve NFF allocations. The Academic Senate has identified a cadre of faculty who are being invited to the meeting. Identifying classified and confidential participants will start next week.

5. The next round of New Resource Allocations was postponed to next week.

---

[1] SSCG is the new Student Success Completion Grant for 2018-19 resulting from the Legislature combining the former Full-Time Student Success Grant (FTSSG) and the Community College Completion Grant (CCCG) and adding $40 million to the total previous funding of FTSSG and CCCG. The new SSCG funding increased minimum ($1,298) and maximum awards ($4,000).

6. With Vice President of Instruction Dr. Irene Malmgren retiring at the end of this month, Cabinet expressed appreciation for Irene's leadership and comradery. Dr. Gregory Anderson will begin an interim assignment as VPI on Thursday. (See the attached email introducing Dr. Anderson.) This overlap period will give Irene and Gregory some time to smooth the transition. Cabinet authorized the search for a permanent VPI to begin with a Request to Fill (attached) and a Job Posting Brochure (attached).

7. Cabinet reviewed the latest update (attached) on vacant positions under active search.

13. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
    a. Update on Multiple Measures Placement Workgroup (**Audrey & Irene, 7/17**)
    b. New Resource Allocation (**All, 7/17**)

14. Quarterly Reports to Cabinet
    a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 8/7)
    b. Building 26A 2nd Floor Classroom Pilot Project (Mika, 9/11)
    c. Faculty Position Control Quarterly Report (Irene & Rosa, 10/9)
    d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/11)
    e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 7/24)
    f. IT Projects Quarterly Report (Dale, 8/21)
    g. Grants Quarterly Update (Irene & Adrienne, 9/18)
    h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 8/7)
    i. International Student Update (Audrey & Darren, 9/18)
    j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 8/21)

President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

July 24, 2018

1. Cabinet reviewed and discussed the following information items:
   a. It was my pleasure to make a presentation at the AACC President's Academy Summer Institute (link) on the topic of Presidential/Faculty Contract Relations. See both the paper (attached) and the PowerPoint (attached).
   b. On Friday, September 28, 9:00 am to 4:00 pm, Mt. SAC will host "Building a Faculty Network for Success in Math" (flyer attached) cosponsored by WestEd which now oversees the Carnegie Math Pathways Statway (link) and Quantway (link) initiatives.

2. The Chancellor's Office has issued AB 705 Initial Guidance Language for Credit ESL (attached).

3. As mentioned previously, the 2018-19 State Budget includes $164 M in K12 Strong Workforce Program Funds. As described in the attached PowerPoint, $150 M of this will be available to Local Education Agencies (K-12 districts, county education offices, and/or charter schools) on a competitive grant basis. Selection committees will be formed in each CCC Regional CTE Consortium area (Mt. SAC is in LAOCRC—link) to make allocations in each region. The remaining $14 M will be distributed to each of the 114 community colleges to hire a "pathway coordinator" and support regional administrative costs. This $164 M implements SB 1243 (link), the California State Pathways in Technology (CA P-TECH) Program.

4. Cabinet prepared for Thursday's second convening to ready Mt. SAC for the 2018-19 New Funding Formula, called the Student Centered Funding Formula. Reviewed were the following documents:
   a. Budget Simulation—prepared for Mt. SAC by Rosa Royce (attached)
   b. Budget Simulation from the Chancellor's Office—All Colleges (attached)
   c. Budget Simulation from the Chancellor's Office—Mt. SAC Data (attached)
   d. Student Centered Funding Formula Resource Documents (attached)
   e. Student Centered Funding Formula Data Dictionary (attached)
   f. The January 26 Convening Agenda (attached)
   g. The January 26 Proposed Action Plans, Research Issues, and Policy Issues (attached)

5. As mentioned previously, the 2018-19 State Budget combines the former Student Success, Student Equity, and Basic Skills programs (and their funding) into the new Student Equity and Achievement Program. Mt. SAC has received notice (attached) of the funding allocation (attached) and spending guidelines (attached). Mt. SAC will receive $13,083,183 for 2018=19.

6. Cabinet approved an Immediate Need Request (attached) for $15,000 for expanded pest control services.

7. Cabinet approved two Request to Fill forms (list attached) to begin searches for new hires.

8. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
   a. Update on Multiple Measures Placement Workgroup (Audrey & Irene, 10/16)
   b. New Resource Allocation (All, 10/16)

9. Quarterly Reports to Cabinet
   a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 8/7)
   b. Building 26A 2nd Floor Classroom Pilot Project (Mika, 9/11)

c. Faculty Position Control Quarterly Report (Irene & Rosa, 10/9)
d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/11)
e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 8/28)
f. IT Projects Quarterly Report (Dale, 8/21)
g. Grants Quarterly Update (Irene & Adrienne, 9/18)
h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 8/7)
i. International Student Update (Audrey & Darren, 9/18)
j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 8/21)

President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

August 7, 2018

1. Cabinet reviewed and discussed the following information items:
    a. The Chancellor's Office has announced (memo attached) that California Community College Associate Degrees for Transfer are now being accepted by several independent colleges and universities.
    b. The 2018 College Champion Recipients have been announced. (Links connect to the nomination letters.)
       - College Champion Burning Bright Internal Impact: Chisa Uyeki, Reference/Collection Development Librarian (link)
       - College Champion Eternal Flame Lifetime Achievement: Debbie Cavion, Associate Dean Kinesiology, Athletics & Dance and Associate Athletic Director (link)
       - College Champion Torch Bearer External Impact: Melissa Berkley, TV Production Specialist, Technical Services (link)
    c. Mt. SAC has received notice (memo attached) of our 2018 EEO Fund Allocation of $50,000 and of EEO Workshops for Fall 2018 (flyer attached).
    d. Vice Chancellor Laura Hope has issued the First Friday Update for August 2018 (attached). Topics:
       - The Chancellor's Office is continuing to partner with the Office of the Attorney General to provide training for districts and colleges related to campus sexual assault. The free seven-hour training course will be offered at Coast CCD on September 14, Cabrillo College on November 2, and LACCD on December 14.
       - Training for new Transfer Center Directors will be held on December 5-6 in Sacramento.
       - Barney Gomez has been appointed (link) as the Vice Chancellor of Digital Innovation and Infrastructure, as of August 1, He previously served the California Department of Health Care Services as the Chief Technology Officer.
    e. Mike shared the Hotel-Motel Transient Occupancy Tax Waiver (attached) and explained savings from its use.
    f. Cabinet supported $60,000 for additional Radio Marketing for Fall 2018, and the air time buys have been made (list attached). Also see Immediate Need Request at the end of the Notes.

2. As mentioned in previous Cabinet Notes, the state has combined Student Success, Student Equity, and Basic Skill into the Student Equity and Achievement Program (SEAP). The state has indicated that each of these funds will be combined into a single SEAP allocation to colleges—who will be responsible for implementing regulations and statutes in each area. Colleges will be provided funding in a block grant equal to the previous year's allocation—at least for 2018-19 and 2019-20. Cabinet recognizes that these funds support many on-going activities and employees and that maintaining these commitments will be the first priority for the funding. To this end, Cabinet is reviewing budgets and commitments as follows:
   - Basic Skills Initiative Budget Summary (attached), Committed Expenses (attached)
   - Basic Skills Student Outcomes & Transformation Budget Summary (attached), Committed Expenses (attached).
   - Student Equity Budget Summary (attached). Committed Expenses (attached)
   - Student Success and Support Program-Credit-Budget Summary (attached) and Committed Expenses (attached).
   - Student Success and Support Program-Noncredit-Budget Summary (attached), Committed Expenses (attached).

3. Cabinet continued the discussion of the new Student Centered Funding Formula (SCFF) by reviewing constituent input at the second convening on July 26th on the potential action plans, research and data needed, and policy and funding implications. Attached are notes from Group #1—Instruction, Group #2—Student Support, and Group #3—Research, Policy & Funding. Cabinet will review this input and pursue follow up in three areas. 1. Policy issues and Academic and Professional Matters will be discussed in AMAC next week (and ongoing). 2. A research agenda will be developed over the next month. 3. Immediate, intermediate, and long-range activities will be prioritized by Cabinet next week, August 14th, and considered for funding the following week, August 21st. Cabinet also reviewed a graph (attached) of SCFF funding per FTES for the 72 districts. Mt. SAC is 22nd highest.

4. The final version of Frequently Asked Questions on AB 705 Multiple Measures Implementation (attached) has been issued jointly by the Chancellor's Office and the Academic Senate for California Community Colleges. See also the attached infographic that displays elements of AB 705 and the attached summary of methodology used to establish the "placement rules" for AB 705. The FAQ document reflects the reasoned input of ASCCC but has plusses and minuses. Quotes and comments:

   - "Completion of transfer-level math and English" is mentioned throughout although AB 705 (link) enacted Ed Code 78213(d)(1)(E) which requires math and English appropriate to requirements of a student's specific degree or certificate program—which could be other than transfer level.
   - "Maximizing the probability that a student will enter and complete transfer-level coursework in math and English…involves providing a rationale and evidence for placement decisions." Cabinet agrees, noting that it is local colleges who establish this rationale and provides the evidence.
   - AB 705 78213(d)(2) states, "a college shall not require students to enroll in remedial English or mathematics coursework that *lengthens their time to complete a degree* unless placement research…shows that those students are *highly unlikely to succeed* in transfer-level coursework in English and mathematics." The FAQ provides implementation advice stating, "…the increased likelihood of success in the transfer-level course would justify the placement in a pre-transfer course." Cabinet agreed and appreciates this standard.
   - The FAQ later addresses the question, *"How is "highly unlikely to succeed" defined?"* and states, "…compliance would be achieved if the student's chances of success are higher when he or she is placed into pre-transfer coursework or transfer-level work with support as compared to his or her chances of success with direct placement into a transfer- level course." Again, Cabinet appreciates this clear, reasonable standard.
   - The FAQ refers to "placement rules" (reported in previous Cabinet Notes) and states, "A college may implement an alternative placement approach that results in a greater likelihood of completing transfer-level course work than the default rules." Mt. SAC is working on its own placement rules to meet this standard.

5. Cabinet discussed the status of Mt. SAC's implementation of Multiple Measures. Efforts continue to develop and improve the Assessment Questionnaire (AQ) and course design and scheduling. Cabinet agreed on the need for a work group follow up in several areas:

   - Data on the impact on section enrollment and scheduling.
   - Guided self-placement to be used by those for whom the Assessment Questionnaire does not apply.
   - Validation of co-requisite courses in English and Math following the AB 705 guidance in the FAQ above.
   - Use of English and Math support both in preparation for enrollment and to assist those who struggle to pass the first enrollment—particularly the use of noncredit math and English courses (see attached).

   Mike, Audrey, and Gregory will bring ideas for the workgroup charge and membership to the next Cabinet, August 21st.

6. Joumana McGowan, Associate Vice President of Instruction, Francisco Dorame, Associate Dean of Counseling, and Joel Monroy, Director of Dual Enrollment, provided an update on dual enrollment (attached). Cabinet noted that 52 sections will be offered spread over 12 high schools with potentially another 12 high schools served in 2019-20.

Existing Dual Enrollment High Schools	Potentially New for 2019-20
Bassett HS	Azusa HS
Bonita HS	Baldwin Park HS
Diamond Ranch HS	Covina HS
Edgewood HS	Garey HS
Ganesha HS	Glen Wilson HS
Gladstone HS	La Puente HS
iPoly HS	Los Altos HS
Nogales HS	North Park HS
Rowland HS	Northview HS
San Dimas HS	Sierra Vista HS
Village Academy	South Hills HS
West Covina HS	Workman HS

7. Cabinet was joined by Mike Williams, Chief of Police and Campus Safety, and Melonee Cruse, Manager of. Environmental Safety and Emergency Services, to provide an update (attached) on implementation of the Emergency Response Plan. Topics included 1) Campus Emergency Training, 2) Emergency Operations Center Team Organization and Training, 3) Emergency Preparedness Month Activities for October, and 4) Executive Policy Group Training Proposals—with West Coast Consulting chosen as the training provider.

8. Cabinet approved three Immediate Need Requests:
   - $7,000 to HR for furniture in an office handling investigation interviews (attached).
   - $73,000 to Facilities for the Lot M Shuttle during Fall Semester (attached).
   - $60,000 to Marketing for media buys to promote Fall Semester enrollment (attached). (Radio Ads #1f above.)

9. Cabinet approved three Request to Fill forms (list attached) to begin searches for new hires.

10. Cabinet reviewed an update (attached) on vacant positions under active search.

11. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
    a. Update on Multiple Measures Placement Workgroup (Audrey & Irene, 10/16)
    b. New Resource Allocation (All, 10/16)
    c. Student Centered Funding Formula (**All, 8/14-Prioritize Actions**; 8/21-Fund Immediate Actions; 8/28-Summarize 1. Intermediate/Long-term Actions, 2. Construct Draft Research Agenda, 3. Report on Policy Development Process)
    d. Cabinet Level Workgroup on Multiple Measures (**All, 8/14**)

12. Quarterly Reports to Cabinet
    a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 11/13)
    b. Building 26A 2nd Floor Classroom Pilot Project (Mika, 9/11)
    c. Faculty Position Control Quarterly Report (Gregory & Rosa, 10/9)
    d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/11)
    e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 8/28)
    f. IT Projects Quarterly Report (Dale, 8/21)
    g. Grants Quarterly Update (Gregory & Adrienne, 9/18)
    h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 11/13)
    i. International Student Update (Audrey & Darren, 9/18)
    j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 9/25)

President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

August 14, 2018

1. Cabinet reviewed and discussed the following information items:
   a. A balanced analysis of Governor Brown's Fully Online Community College is found in the attached *Chronicle of Higher Education* article "Can a Huge Online College Solve California's Work-Force Problems?" A few quotes:
      - For all the governor's certitude, it may be premature to declare the online college a sure fix to the state's yawning gaps in educational and economic opportunity. The unknowns are many: Will job seekers or employers find value in an institution that offers only certificates and credentials?
      - Will harried parents and overburdened breadwinners be any more likely to log onto a computer than set foot in a classroom? If they do register for an online course, will they flourish? After all, studies consistently show that students — low-income and first-generation students most especially — do better in face-to-face or hybrid courses.
      - A half-dozen recent studies have all come to the same conclusion: Community-college students struggle with online learning. They are less likely to complete the online-only version of a course, receive a passing grade, or earn an A or B than are their counterparts taking in-person or hybrid courses.
      - Still, in California, it's not clear that there's pent-up desire for online education, nor is it a given that a virtual college would knock down the barriers that have kept millions of workers in the state from continuing their education.
      - The biggest job growth in the state — one for which demand far outstrips supply — is for holders of bachelor's degrees. Will workers want to invest in a short-term credential?
   b. Congress has sent the revised Carl D. Perkins Career and Technical Education Act to President Trump (article attached). Under the new bill, states would have more autonomy from federal oversight—the bill calls for states to set their own Perkins Act goals and requires "meaningful progress" on those goals. The bill adds to core indicator metrics on completion including graduation rate, targeting local job market needs, and evidence about those who move on to advanced training.
   c. Eight Pioneer Spirit honorees were recognized (article attached) at the annual Nisei Week Japanese Festival August 11-19 in Los Angeles. Among them was our own Audrey Yamagata-Noji. Congratulations Audrey!
   d. The Public Policy Institute of California has published a survey (attached) on "Californians and the Environment." The survey measures the significance of environmental issues in the governor's race.
      - 60 percent favor setting higher emissions standards for automobiles.
      - 51% say they are willing to pay more for electricity if it is generated by renewable resources.
      - But….58% say action to reduce global warming will increase gasoline prices.
      - 50% say they favor the state's cap-and-trade policy.
      - Water supply was the most frequently named environmental issue at 24% (down from 43% in July 2016).
      - 58% support November's Prop 3, the $8.9 billion bond measure to fund water infrastructure projects.
      - 67% oppose more oil drilling off the coast—the feds have announced plans to allow new offshore oil drilling.
   e. Cabinet reviewed a map (attached) showing summer break construction and alternative parking.

2. The college has joined the Latino/a Educational Association of Pomona—LEAP (link).

3. Cabinet updated the Phase 9 New Resource Allocation (attached) moving two allocations from one-time to on going for 2018-19, both in Human Resources: 1) $20,000 for Hire Right for background checks (link) and 2) $10,000 for compliance training.

4. The LA/OC Regional CTE Consortium (link) has approved an Amazon Cloud Computing Regionally Recognized Certificate (attached).

5. The Chancellor's Office has communicated (memo attached) the Strong Workforce Program fiscal reporting timelines.

6. Cabinet set priorities for immediate activities to enhance the Student Centered Funding Formula.
   From Group #1—Instruction (attached)—priorities in green:
   - Expand and Enhance Noncredit English and Math Review Courses
     - ➢ Summer Bridge as Prep for English 1A and Math 100 Level
   - Improve Assessment Testing in Dual Enrollment/Special Admits for More Advanced Placement in English & Math
     - ➢ Increase staffing – classified support, outreach staff from Mt. SAC
   - Effective Multiple Measures Placement with Support
     - ➢ Provide concurrent academic support for students placed in Transfer Math & English
   - Increase Capacity for Tutoring, SI, Success Centers
   From Group #2—Student Support (attached)—priorities in green:
   - Students Take Courses in Their Comprehensive Education Plan
     - ➢ Enhance Ed Plans to Improve Completion
     - ➢ Ed Plans Support Program Maps
     - ➢ Recommend Schedule from Ed Plan
     - ➢ Mobile App for Schedule Building
   - Use Education Plan Data for Course Scheduling and Sequencing
     - ➢ Produce Ed Plan Data and Analytics
   - Auto Award of Degrees and Certificates
     - ➢ Improve Student Selection of Major
     - ➢ Provide IT Support for Better Major Selection in Banner
   - Increase Financial Aid Awards of Both Promise and Pell Grants
     - ➢ Decrease Process Time for FAFSA Verification
     - ➢ Improve Student Contact to Complete FAFSA
     - ➢ Apply Technology solution to identify missing FAFSA Data
     - ➢ Form/Join CCC Financial Aid Consortium with Neighbor Colleges

7. Audrey provided an update (attached) on work of the Multiple Measures Coordination Team. Cabinet agreed that the team should pursue:
   - Guided Self Placement (see Directed Self Placement at CSU—link), and
   - Outreach to students who have previously been placed with assessment testing.

8. Cabinet approved two new Requests to Fill (attached).

9. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
   a. Update on Multiple Measures Placement Workgroup (**Audrey & Gregory, 8/21**)
   b. New Resource Allocation (All, 10/16)
   c. Student Centered Funding Formula (**All,** 8/14-Prioritize Actions; **8/21-Fund Immediate Actions**; 8/28-Summarize 1. Intermediate/Long-term Actions, 2. Construct Draft Research Agenda, 3. Report on Policy Development Process)

10. Quarterly Reports to Cabinet
    a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 11/13)
    b. Building 26A 2nd Floor Classroom Pilot Project (Mika, 9/11)
    c. Faculty Position Control Quarterly Report (Gregory & Rosa, 10/9)
    d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/11)
    e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 9/11)
    f. IT Projects Quarterly Report (**Dale, 8/21**)
    g. Grants Quarterly Update (Gregory & Adrienne, 9/18)
    h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 11/13)
    i. International Student Update (Audrey & Darren, 9/18)
    j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 9/25)
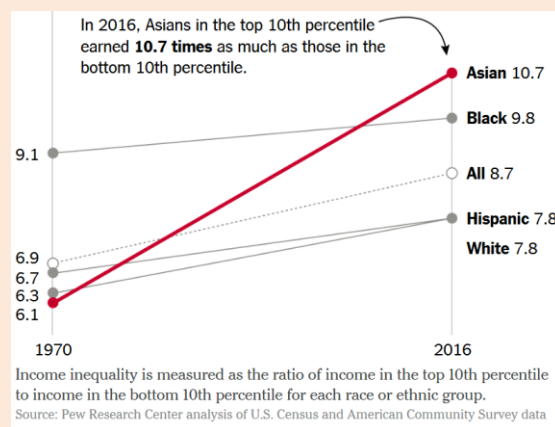
President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

August 21, 2018

1. Cabinet reviewed and discussed the following information items:
   a. Clean-up legislation to the 2018-19 State Budget (AB 1840 Section 34--attached and SB 874—identical language to 1840) proposes to shift $5 million from the $50 million Classified School Employee Professional Development Block Grant Program for K-12 districts to the California Community Colleges.
      - These funds would be apportioned to community college districts based on the number of classified employees employed by the district in the immediately preceding fiscal year.
      - The Chancellor's Office would be tasked with providing districts with guidance regarding the expenditure of funds, including a requirement that the district consult with the exclusive representative of its classified staff in determining what professional development services or opportunities are provided to classified employees.
      - As budget trailer bills, they would become effective immediately upon the Governor's signature.
   b. Cabinet received the 2018-19 Institutional Membership List (attached) and will review the list for memberships no longer needed.
   c. Mt. SAC has submitted an application (attached) for the Board of Governors Sustainability Award for 2018. The proposal is based on the Mt. SAC Climate Action Plan (link).
   d. Classified Professional Development Day was a roaring success. See the agenda (attached) for the day. Kudos to all the classified staff volunteers who organized and conducted the presentations (and presenters).
   e. The Convocation Day Schedule of Activities (attached) looks to be an equally engaging and relevant day.
   f. Meghan Chen, Dean of Library and Learning Resources, shared the "Distance Learning Quick Stats 2017-18" report (attached). Great work throughout the campus in expanding and improving online education!
   g. *Money Magazine* has published a report (attached) entitled, "Half of the Top 10 U.S. Colleges Are in the Same State." That state is, of course, California. And the 5 in the top 10 are UC San Diego (#2), UC Irvine (#3), UCLA (#4), Stanford (#5), and UC Berkeley (#7). The criteria for the ranking (#1 through #727) include graduation rates, student economic mobility, and how many Pell Grant recipients graduate on time.
   h. The New York Times has published an article (link) entitled, "How 'Crazy Rich' Asians Have Led to the Largest Income Gap in the U.S." which leverages the popularity of the new romantic comedy "Crazy Rich Asians." The article has several statistical elements such as the income inequality data in the chart to the right.

In 2016, Asians in the top 10th percentile earned **10.7 times** as much as those in the bottom 10th percentile.

Asian 10.7
Black 9.8
All 8.7
Hispanic 7.8
White 7.8

Income inequality is measured as the ratio of income in the top 10th percentile to income in the bottom 10th percentile for each race or ethnic group.
Source: Pew Research Center analysis of U.S. Census and American Community Survey data

2. Governor has taken action (attached) on several Community College Bills. More await Legislative action.

3. Bill reported that yesterday at AMAC, he approved an immediate programming change to provide a link to the portal "Update your first/given name" that will allow students to specify the name they would like to be called in class – their "preferred name" to appear on their class rosters. Faculty have been notified of this change and asked to help in informing students that they may visit their portal to update their preferred class roster first name if they wish. Note that this change is ONLY for the student class rosters. Once students make the change on their own portal, it will automatically update the roster for each class in which the student is enrolled. For all other college purposes, the student's legal name provided upon applying to the college will be used.

4. At the request of Chau Dao, Director of Financial Aid, the Chancellor's Office has provided guidance (memo attached) on the extent of authority the college has in verifying information on a student's application for the College Promise Grant (formerly the BOG Fee Waiver). A copy of the application is attached. Four areas are addressed:

   1) *Eligible Residence Classification*: California resident, non-resident AB 540 student, "T" or "U" visa holder, or without a residence in the last 24 months (homeless). Ed Code 6804.1 (Note 1 below) states that evidence of residence is required, however, an ***"oath or affirmation"*** may be required in which case the student need only show evidence of residence if requested by the college.
   2) *Special Eligibility Classifications*: VA certified veterans, certified National Guard member, and two others.
   3) *Eligibility Through Government Benefits*: TANF/CalWORKS, SSI/SSP, or General Assistance. ***Documentation is required*** for 3) and 4) by Title 5 58620(b)(2)(D) (Note 2 below).
   4) *Income Based Eligibility*: Dependent Student (Parent/RDP), Independent (Student & Spouse/RDP). An affirmation (Note 3 quoted from the application) is sufficient for income eligibility although the college may request copies of income tax returns.

   Cabinet concurred that our Financial Aid Office shall verify College Promise Grants for students who submit a completed application—including the signed sworn affirmation—with documented proof required only for Special Eligibility and Eligibility Through Government Benefits (Method A).

5. Cabinet welcomed Dale Vickers, Chief Technology Officer; Ron Bean, Director of Academic Technology & Infrastructure; Chris Schroeder, Director of Infrastructure and Data Security; and Antonio Bangloy, Director of Enterprise Applications Systems, to present the IT Projects Quarterly Report (attached).

6. Cabinet reviewed a DRAFT MOU with Foothill Transit (attached) to continue the Class Pass agreement with Mt. SAC for 2018-19. The agreement is for one year and raises the reimbursement from Mt. SAC to Foothill Transit from 70¢ to 75¢ per trip taken by Mt. SAC students. The cost to students remains $8.00 for every part-time student $9.00 for every full-time student each semester. Cabinet supported the change which will be sent to the Board for approval.

7. AACC, with funding from the National Science Foundation, is hosting an Equity and Inclusion STEM Thought Leaders' Summit (link) on October 23-26, 2018 in Washington, DC. The summit is designed to broaden equity and access in STEM by sharing the promising practices and resources of the NSF's Advanced Technological Education (ATE) program with a focus on strengthening STEM technician education programs at minority-serving institutions. AACC seeks to engage up to 15 community college faculty and administrator teams. The event also includes the opportunity for the college teams to participate in the 2018 National ATE Conference (link). AACC will provide full travel support and cover the cost of registration fees for selected college teams to participate in the STEM Thought Leaders' Summit and ATE Conference. Mt. SAC has submitted an application (attached) for a team to participate.

Note 1: Each student enrolled or applying for admission to an institution shall provide the information and evidence of residence as deemed necessary by the governing board or district governing board, as appropriate, to determine his or her classification. An oath or affirmation may be required in connection with taking testimony necessary to ascertain a student's classification.

Note 2: Provide documentation that the student is a recipient of benefits under one of the programs identified in Education Code section 76300(g) and (h) (link) at the time of enrollment. Documentation sufficient to meet the requirements of this subdivision shall provide official evidence of these benefits.

Note 3: "I hereby swear or affirm, under penalty of perjury, that all information on this form is true and complete to the best of my knowledge. If asked by an authorized official, I agree to provide proof of this information, which may include a copy of my and spouse/registered domestic partner's and/or my parent's/registered domestic partner's 20XX U.S. Income Tax Return(s)."

8. Bill will be attending a meeting of community leaders to discuss East San Gabriel Valley development opportunities (attached). These include 1) the Cal Poly Campus South Property (formerly known as Lanterman), 2) the Fairplex-La Verne Development Project, 3) a 13-acre parcel in Pasadena which will become available when Fuller Seminary moves to downtown Pomona in 2021, and 4) three separate properties (close to 20 acres total) to be sold by Pomona Unified School District.

9. Cabinet continued discussion of the Student Centered Funding Formula, today focusing on prioritizing and funding immediate actions discussed in the convenings on July 5th and 26th.

For Group #2—Student Services, Cabinet focused on the activities and objectives marked in GREEN on the attached matrix included in last week's Cabinet Notes. Added to that matrix is a funding column with the following outcomes—New Resource Allocations to be considered next week.

Ed Plans	Purchase software to create student semester course schedules from Ed Plans with data analytic capabilities to improve course scheduling and program sequencing (possibly EAB or EduNav).
	Hire 2 Educational Advisors as coaches in special programs
	Hire 1 Educational Advisor in A&R for graduation petition follow up
	Fund IT to develop a report of students within 1 or 2 courses of completing a degree or certificate
Auto Award	Hire 1 educational advisor to work with students to clarify major designation
	Fund IT to develop system for accessible process to update major in Banner
Financial Aid	Purchase software to analyze and address FAFSA completion issues
	Hire 2 liaison FA positions to directly reach students
	Hire 1 new FA manager to oversee inreach/completion

For Group #1—Instruction, Cabinet focused on the activities and objectives marked in GREEN on the attached matrix included in last week's Cabinet Notes. A general discussion took place on the needs below. More specific funding recommendations will be considered at next week's Cabinet.

- Consider hiring full-time noncredit faculty for Math Review and English Review course offerings.
- Consider supporting the expansion of dual enrollment with staff, a counselor, and an assistant director.
- Consider increasing capacity and coordination for tutoring, supplemental instruction, and the success centers.

10. Cabinet discussed ideas for the Multiple Measure Workgroup charge and membership as mentioned Cabinet Notes from August 7th.
   - The current membership reflects the needs of the work: co-chaired by Audrey and Irene (now Gregory) plus Gary Enke and Ned Weidner (English), Lina Soto and Patricia Maestro (Counseling), Jimmy Tamayo and David Beydler (Math), Antonio Bangloy (IT), Joumana, Karelyn, Matt, and Madelyn (Instruction)
   - The discussion on the charge to the workgroup will continue at the next Cabinet meeting. From 8/7/18:
     - Data on the impact on section enrollment and scheduling.
     - Guided self-placement to be used by those for whom the Assessment Questionnaire does not apply.
     - Validation of co-requisite courses in English and Math following the AB 705 guidance in the FAQ above.
     - Use of English and Math support both in preparation for enrollment and to assist those who struggle to pass the first enrollment—particularly the use of noncredit math and English courses (see attached).

11. Cabinet approved and Immediate Need Request (attached) for $56,000 to pay for emergency electrical repair.

12. Cabinet received and updated list (attached) of vacant positions under active search.

13. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
   a. Update on Multiple Measures Placement Workgroup (**Audrey, Gregory & Team, 8/28**)
   b. New Resource Allocation (All, 10/16)
   c. Draft adopted budget for 2018-19 (**All, 8/28**)

c. Student Centered Funding Formula (**All,** 8/14-Prioritize Actions; 8/21-Fund Immediate Actions**;**
      8/28-Compile New Resource Allocation forms; 9/2-Summarize 1. Intermediate/Long-term
      Actions, 2. Construct Draft Research Agenda, 3. Report on Policy Development Process)

14. Quarterly Reports to Cabinet
   a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 11/13)
   b. Building 26A 2nd Floor Classroom Pilot Project (Mika, 9/11)
   c. Faculty Position Control Quarterly Report (Gregory & Rosa, 10/9)
   d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/11)
   e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 9/11)
   f. IT Projects Quarterly Report (Dale, 11/20)
   g. Grants Quarterly Update (Gregory & Adrienne, 9/18)
   h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 11/13)
   i. International Student Update (Audrey & Darren, 9/18)
   j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 9/25)

Note 1: Each student enrolled or applying for admission to an institution shall provide the information and evidence of residence
   as deemed necessary by the governing board or district governing board, as appropriate, to determine his or her
   classification. An oath or affirmation may be required in connection with taking testimony necessary to ascertain a
   student's classification.
Note 2: Provide documentation that the student is a recipient of benefits under one of the programs identified in Education Code
   section 76300(g) and (h) (link) at the time of enrollment. Documentation sufficient to meet the requirements of this
   subdivision shall provide official evidence of these benefits.
Note 3: "I hereby swear or affirm, under penalty of perjury, that all information on this form is true and complete to the best of
   my knowledge. If asked by an authorized official, I agree to provide proof of this information, which may include a copy of
   my and spouse/registered domestic partner's and/or my parent's/registered domestic partner's 20XX U.S. Income Tax
   Return(s)."

President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

August 28, 2018

1. Cabinet reviewed and discussed the following information items:
   a. San Gabriel Valley Economic Partnership Gala will be held on September 8th ([link](#)). Mt. SAC will be recognized with the Excellence in Workforce Readiness Award. The ceremony will feature a video with "yours truly" describing the programs that are highlighted for the award. Follow this [link](#) to view the video.
   b. The National Center for Educational Statistics has published a data report, "Total Fall Enrollment in Degree-Granting Postsecondary Institutions 1970 to 2017." Included are both the full report as an Excel Spreadsheet ([attached](#)) and a subset with just the community college data as a pdf ([attached](#)). Note the crossover in 1985 from mostly men to mostly women enrolled.

2. The Chancellor's Office has requested that colleges complete a survey ([attached](#)) on AB 705 Multiple Measures Implementation. Cabinet assigned various sections of the survey to complete.

3. Cabinet reviewed the latest summary ([attached](#)) of AQ placement ([link](#)). Amazingly, 11,969 students have taken the AQ. Also 81% of students place in English 1A either directly (56.52%) or with a corequisite (24.45%). Cabinet also noted that placement below English 1A/corequisite is not allowed by AB 705—and placements through assessment testing are also not allowed. Processes are moving forward to make these changes.
   Also reviewed were reports on the impact of the use of the AQ by comparing enrollment for 2017 versus 2018 in English ([attached](#)) and Math ([attached](#)). Several points were noted by Cabinet.
   - Enrollment in English 68 dropped from 2138 to 90 and in 67 from 1179 to 29. Only 2 sections of LERN 81.
   - Overall FTES in English dropped from 922 to 811 or a 12% decline.
   - Math enrollment below transfer mostly stayed steady: 71 (1637 up to 1680) and 51 (1315 up to 1335).
   - Lower math declined in enrollment moderately 50 (1298→711) or lots: LERN 49 (930→188), 48 (231→35).
   - Math FTES is essentially unchanged: 1185 to 1142.
   Again, processes are in place to become more compliant with AB 705.

4. The Bridge Program is also evolving to reflect compliance with AB 705.
   Summer Bridge 2018 ([attached](#)) featured English 1A (and 67 and 68 clusters were cancelled but featured Math with 50 and 51 as does Fall Bridge 2018 ([attached](#)). The Summer Bridge Application ([attached](#)) also needs to be updated to reflect only AB 705 options in English and Math.

5. Cabinet reviewed the Enrollment Comparison Report ([attached](#)) for the first day of class, August 27.
   - Headcount enrollment is down a bit: 270 or 0.74% which is also reflected in lower FTES: down 93 or 0.8%.
   - Declines are greatest in Evening Only (261 or 7.4%) and Day & Evening (611 or 7.3%)—a continuing trend.
   - As expected, Basic Skills enrollment is down: 37.6%—due to placement changes.
   - More class sections have been cancelled this Fall (263) than in Fall 2017 (181).
   - Without explanation is a drop in Continuing Students: down 318 or 1.6%.

6. Cabinet made a revision ([attached](#)) in the Board Information Reports Schedule: the Grants Update by Adrienne Price is moved up to September and the Enrollment Report by George Bradshaw and Joumana McGowan is moved down to October.

7. Cabinet reviewed a report ([attached](#)) on the CCCApply Redesign project.

8. Kudos to our Facility folks for a speedy and efficient Lot B Redesign (map attached). Bill Asher, Assistant Director of Facilities Planning & Management, reports:

   We started with 1226 spaces of all types. Our engineered drawings reflect a new total of 1627, an overall increase of 401—perhaps a bit fewer when complete. We started with a total number of 182 Staff/Faculty spaces in B2 and B3 combined. We have increased this to a total of 272 Staff/Faculty spaces.

9. Bill met recently with Assembly Higher Education Budget staff, Monica Henestroza and Mark Martin, regarding the new Student Centered Funding Formula. The meeting was facilitated by Ashley Walker, our contracted legislative advocate, who reported on the meeting (attached). Potential changes were discussed including:
   - Capping performance based completion funding at the current 10%, and
   - Funding a data system to assist colleges collect necessary financial aid information.

10. Cabinet discussed the start up of the voter registration initiative on campus. See Voter Registration Information (attached).

11. Now posted on the college web site are the 2018 Education and Facilities Master Plan presentation (attached pdf and web link1 and web link2) and the and Bond Project List (attached pdf and web link), and information about Bond Measure GO on the November ballot (web link1). Cabinet noted that the listing of the projects on the bond list should be reordered to reflect college priorities—check back later for a revised document.

12. Cabinet was joined by Rosa Royce, Chief Budget and Compliance Officer; and Doug Jenson, Associate Vice President of Administrative Services, for the 2018-19 Adopted Budget Review.
    - Cabinet began with a review of the Student Centered Funding Formula analysis for 2018-19, 2019-20, and 2020-21 (attached).
      o The good news is that 2018-19 shows a gain above COLA of $4,528,899 due to the Student Centered Funding Formula (SSFF).
      o In addition, the 19-20 and 20-21 SSFF projections are positive—but with less than half of the year-over-year gain—due almost entirely to COLA.
      o That said, Mt. SAC does not run the risk of falling in the "hold harmless" category.
    - Cabinet reviewed and modified the Budget Assumptions (attached) and the 2018-19 Adopted Budget with Comparison History (attached) to be recommended to the Board of Trustees at the September 12th Board Meeting. See also the Changes to Fund Balances with Footnotes (attached).
      o The major adjustment made at this meeting was to consider the SSFF $4,528,899 as ongoing.
      o Cabinet set aside $2 million of this gain for New Resource Allocations.
      o The rest of the SSFF gain was used to turn the projected operating deficit into a $938,880 budget surplus.
      o This was done while maintaining the $2.5 million annual contribution to the OPEB Trust and adding $4 million one-time to the STRS/PERS Employer Contribution Trust.

13. Vice Chancellor Christian Osmeña has provided an update (attached) on the State Budget and the Student Centered Funding Formula.
    - The Chancellor's Office is building a SSFF web page (link) with documents form the budget workshops.
    - SB-874, a budget trailer bill, will further define the "Community College Student Success Funding Formula Oversight Committee," including its composition and its duties.
    - The bill will also require districts to submit to the Chancellor's Office annual reports on their expenditures from the Student Equity and Achievement Program (the combined SSSP, SEQ, and BSI vehicle).

14. Cabinet continued discussion of activities to support the Student Centered Funding Formula.
- Based on priorities for Instruction (attached—marked in green) from previous Cabinet meetings, Cabinet approved $412,007 in ongoing funding—New Resource Request, Phase 9 attached (pdf; Excel). Summary:

EAB Navitage Software (link) Projected at $500K-future	

Professor, Basic Skills/WIN Program, PT to FT	$27,282
Professor, Adult Basic Education	$67,398
Assistant Director, Dual Enrollment	$113,538
Admim Specialist III, Dual Enrollment - 47.5% to 100%	$29,686
TC/SI Coordinator—Writing Center	$93,097
Program Specialist II, Dual Enrollment	$81,006

Cabinet noted that Dual Enrollment needs a business plan.

- Based on priorities for Student Support (attached—topics listed under "Funding") Cabinet approved $424,096 (salaries—beneifts to be added) in ongoing funding—New Resource Request, Phase 9 (pdf; Excel). Summary:

Campus Logic software (link) Projected at $100 K--future

Educational Advisors, 3	$171,714
Admissions Specialist III	$ 49,794
Student Services Outreach Specialists, 2	$ 99,588
Director, Student Support	$103,000

Add benefit costs to these salaries.

15. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
    a. Update on Multiple Measures Placement Workgroup (**Audrey, Gregory & Team, 9/4**)
    b. New Resource Allocation (All, 10/16)
    c. Student Centered Funding Formula (**All,** 8/14-Prioritize Actions; 8/21-Fund Immediate Actions**; 8/28-Compile New Resource Allocation forms; **9/4-Summarize 1. Intermediate/Long-term Actions, 2. Construct Draft Research Agenda, 3. Report on Policy Development Process**)

16. Quarterly Reports to Cabinet
    a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 11/13)
    b. Building 26A 2nd Floor Classroom Pilot Project (Mika, 9/11)
    c. Faculty Position Control Quarterly Report (Gregory & Rosa, 10/9)
    d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/11)
    e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 9/11)
    f. IT Projects Quarterly Report (Dale, 11/20)
    g. Grants Quarterly Update (Gregory & Adrienne, 9/18)
    h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 11/13)
    i. International Student Update (Audrey & Darren, 9/18)
    j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 9/25)

President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

September 4, 2018

1. Cabinet reviewed and discussed the following information items:
   a. Cabinet reviewed the 2018 CEO Tenure Retention Study (attached). Some key points:
      - Major factors in CEO turnover are Organizational Stability (allows college leaders to focus on practices and initiatives) and Financial Sustainability (less need for emphasis on financial management.)
      - California continues to lead the nation with women as 39 percent of CEOs.
      - In the last 10 years, the mean tenure of CEOs was 5.2 years, a decrease from 7.2 years for 1998-2008.
      - Half of CEOs who left their position either retired or passed away, about a third of CEOs left for another
      - CCC CEO position, and nearly a fifth were released from their position.
      - Overall diversity has remained relatively constant since 2005 (about 58% Caucasian) with a notable decrease in Latino/a CEOs (20.0% to 13.3%) and increase in Asian/Pacific Islanders (5.2% to 8.9%).
   b. Bill shared an introduction (attached) to be included when the 2018 Climate Action Plan (attached) is published.
   c. As reported by KQED, a recent study (attached story and link to report), nearly half of working Californians are grappling with poverty. More than a third struggle to cover rent or a mortgage and can't pay at least one monthly bill. Forty-three percent have scaled back meals to save money.
   d. A recent report, "Elevating College Completion," (attached) is a collection of articles by several authors with varying perspectives—mostly thoughtful and constructive—on college completion. Major themes by chapter:
      1) The lay of the land through data: four-year college graduation rate of 49.1% and two-year college rate of 38.6%, Data also show how the college dropout problem represents significant costs for students and taxpayers alike.
      2) Government policies with unintended (and negative) consequences such as performance based funding might simply encourage some schools to generate low-quality degrees or admit only the most academically prepared students.
      3) Practices that boost completion without compromising standards such as comprehensive supports to students facing academic challenges, emergency grants for unmet financial need, and using data to provide better guidance to students.
      4) What K–12 education can do to improve the academic preparation of students for college—examples show particularly that increased academic rigor is effective although challenging to bring to scale.
      5) Incorporating psychological factors—such as linking classroom work to real-world aspirations and using online modules to activate students' motivation and sense of belonging can improve student success.
   e. The college has received a letter (attached) from John Meany, Director of Forensics at Claremont McKenna College, praising Danny Cantrell, Communication Department Chair. The letter says in part:

      > Recently, Danny hosted the middle school southwest regional championship at Mount San Antonio College in April 2018. Student teams from 10 debate leagues qualify for the event—more than 450 teachers and students attended the tournament. The competition ran seamlessly, with Danny at his computer, entering data and producing results to stay ahead of the clock a rigorous full day schedule. He organized his forensics students to serve as a professional crew of volunteers and judges.
   f. The Public Policy Institute of California (PPIC) has produced a brief long-term view of higher education funding (attached). The report cites that California's budget allocated to higher education declined substantially, from 18.0% in 1976–1977 to 10.4% in 2012–13. However, this pattern has reversed in the past few years. See chart. Since 1976, community college funding has doubled from $4.7 B to $9.4 B in 2017 dollars (inflation adjusted). Of course this is a reflection of the Prop 98 guarantee—not extended to UC and CSU as the chart demonstrates.
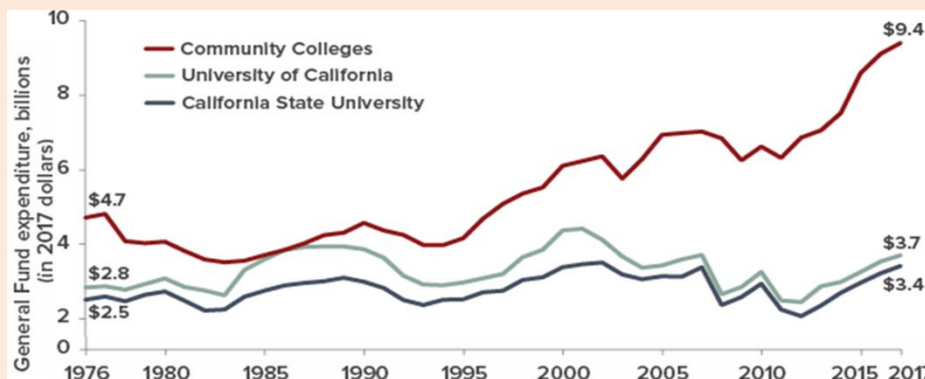
g. PPIC has also issued a report, "Remedial Education Reforms at California's Community Colleges" ([attached](#)) and a Technical Appendix ([attached](#)). The report focuses on results from colleges who are early implementers of AB 705. (See box for AB 705 requirements.) Report findings:

> AB 705 limits use of assessment tests to advisory only and requires multiple measure placement in Math and English based on high school performance (if not available, colleges may use guided self-placement). Placement must maximize the probability that a student will enter and complete transfer-level coursework in one year. Prerequisites may not be required unless data establishes that students are highly unlikely to succeed in transfer-level coursework.

- Over 8 years, only modest gains made in direct placement in transfer English (up from 37% to 44%) and Math (23% to 28%).
- In 2016-17, 40 colleges placed more than 50% in transfer English; only 7 placed more than 50% in transfer Math. (Mt. SAC placed 16% in transfer English and 31% in transfer Math.)
- The 15 colleges with the greatest increases in direct placement into transfer English showed only an average of 7% year-over-year improvement in completing the course. (Mt. SAC English 1A throughput decreased 6% Fall 2015 to 16.)
- The report states, "Early implementers used different curricular (e.g. co-requisite courses) and non-curricular supports (e.g. counseling, and mentoring) to amplify the effectiveness of their reforms to placement."

Cabinet noted that the report included no information on "reforms in placement" that colleges may have used.

- In a selected sample of 9 colleges, the report discusses the use of corequisites to transfer level English. Only 2 colleges using corequisites to transfer Math were studied.
- Use of corequisites made average gains of 48% passing transfer English (30% to 78%) and in Math (22% to 70%).

Cabinet noted that corequisite data was not based on direct placement into transfer level.

h. The Mt. SAC Summer Science Exploration Experience Program was again a success ([report attached](#)). Kudos to lraj Nejad and Charlie Newman for creating and sustaining the program. A total of 51 middle school students completed the science experience. By grade: 14 - 6th grade, 19 - 7th grade, 12 - 8th grade, and 6 - 9th grade

2. The draft 2019-20 State Budget and Legislative System Request from the Chancellor's Office ([attached](#)) recommends to the Board of Governors several priorities for funding and legislation:
   - Increases in Funding for the Student Centered Funding Formula
   - Comprehensive Support for All Students
   - Improved Quality Through Support for Education Professionals
   - Better Links to the Workforce
   - Statewide Leadership for Educational Equity

   Details are in the attachment. The recommendation will be on the September BOG agenda for action.

3. The *New York Times* reports ([attached](#)) Education Secretary Betsy DeVos will be issuing new rules for Title IX implementation that make several changes—in regulations that have the force of law including:
   - Narrowing the definition of sexual harassment,
   - Holding schools accountable only for formal complaints filed through proper authorities,
   - Holding schools accountable only for conduct said to have occurred on their campuses, and
   - Establishing a higher legal standard to determine if schools improperly addressed complaints.

4. Cabinet reviewed the Math Department's proposal ([attached](#)) to establish a Phase 2 Math Placement and Support Recommendation Model. David Beydler shared "release notes" for the change ([attached](#)). Cabinet was concerned about the lack of minimum high school performance requirements for placement into college level math courses. More discussion and review will be needed before this proposal is advanced.

5. Cabinet considered revisions to AP 5200 Student Health Services ([attached](#)) and referred these to Audrey for review and recommendations.

6. Information on the EAB Navigate (link) program was shared. As reported previously, the college is seeking a software solution that will meet two objectives:

    1) allow educational programs from Mountie Academic Plan (DegreeWorks software—link) to be integrated with the semester class schedule (Banner software—link) and allow students to create a course schedule for that semester and then register in those classes, and

    2) provide data gathering and analytics to inform the building of the semester class schedule and measure effectiveness in the resulting enrollment management outcomes.

Concern has been expressed about the ability of EAB Navigate to interface with Banner and DegreeWorks. In a Colorado State Board for Community Colleges report (attached), their Chief Information Officer, Julie Ouska, reported that EAB Navigate is working with both DegreeWorks and Banner (see yellow highlighted paragraphs on pages 4 and 15 of the attachment. Dale Vickers, Chief Technology Officer, is following up on this contact—and a trip to Colorado may be in the offing. Other EAB documents of relevance are:

- EAB User Guide (attached)
- Turn pathways maps into data-driven course schedules (attached)
- Navigate Campus Feature Overview (attached)—With Personal Calendar (see graphic)
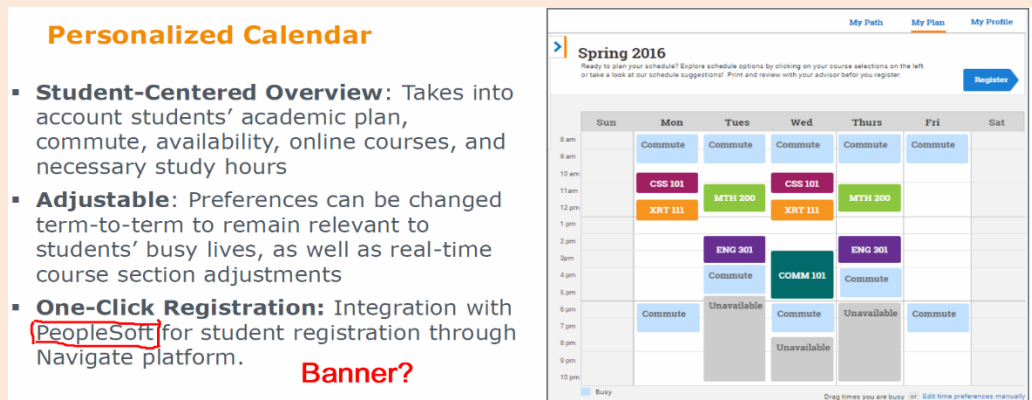
7. Cabinet continued discussion of the impact on Mt. SAC of the Student Success Funding Formula. Group 3 on the convenings held in July discussed research and policy matters stemming from the new funding formula (see attached summary table). Today, Cabinet began discussion of research topics surrounding completion data—developing a research design with target questions. Next week, Cabinet will follow up with timelines and resources on the areas below.

    1) *Degrees and Certificates* What are the stumbling blocks to completion? Where are the losses on the pipeline from admission to completion? What impact does academic support (tutoring, SI, etc.) have on reducing these losses? How many local certificates do we have that are below 16 units? Which programs have low numbers of students completing?

    2) *Transfers* How many transfers are produced by each program? What is the status of our CalPASS+ agreements? Do we have state data on UC and CSU transfers by TOP code?

    3) *Counseling Case Management* What is it about the student/counselor interaction should be analyzed for impact on success? What factors trigger students when need extensive discussion with counselors?

    4) *Close to Completion (link)* How many students have ≥45 units? What are their characteristics? How many of these have CSU "golden four" for transfer? What incentives would motivate these students to complete?

2. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:

    a. Update on Multiple Measures Placement Workgroup (**Audrey, Gregory & Team, 9/11**)

    b. New Resource Allocation (All, 10/16)

    c. Student Centered Funding Formula: Summarize 1. Intermediate/Long-term Actions, 2. Construct Draft Research Agenda, 3. Report on Policy Development Process)
    9/4 Phase 1; 9/18 Phase 2

3. Quarterly Reports to Cabinet
   a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 11/13)
   b. Building 26A 2nd Floor Classroom Pilot Project (**Gary, 9/11**)
   c. Faculty Position Control Quarterly Report (Gregory & Rosa, 10/9)
   d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 9/18)
   e. Construction Project/Scheduled Maintenance Quarterly Report (**Gary, 9/11**)
   f. IT Projects Quarterly Report (Dale, 11/20)
   g. Grants Quarterly Update (Gregory & Adrienne, 9/18)
   h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 11/13)
   i. International Student Update (Audrey & Darren, 9/18)
   j. Student Support System Work Group (Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 9/25)

President's Cabinet Action Notes

Bill Scroggins, *President & CEO* • Irene Malmgren, *VP of Instruction* • Audrey Yamagata Noji, *VP of Student Services*
Mike Gregoryk, *VP of Administrative Services* • Ibrahim "Abe" Ali, *VP of Human Resources*

September 18, 2018
Sokha Song sat in for Abe Ali

1. Cabinet reviewed and discussed the following information items:
   a. As part of the college proposal of options to improve health benefits (attached), the college became aware of employer penalties for not following the Affordable Care Act. Those penalties would be assessed by the Internal Revenue Service. The attached article, "Be Prepared for Another Round of ACA Employer Penalties" explains the issue and how to avoid penalties. Fortunately, Mt. SAC has successfully worked with CSEA 262 and 651 to avoid those penalties—at least going forward. And we have not received an invoice from the IRS!!!
   b. Community colleges have been criticized for low graduation rates despite much documented student success that is not measured in diplomas. The *LA Times* article, "Can Community Colleges Deliver on Diplomas" (attached) strikes a hopeful tone for the positive impact on graduation of recent initiatives including 1) SB 85 Community College Completion Grant (link), 2) AB 705 Multiple Measures Placement (link), and SB 85 Guided Pathways (link). Mt. SAC is certainly all in on these initiatives and their potential positive impact.
   c. Cabinet reviewed Vice Chancellor Laura Hope's *First Friday Update* for September (attached). Topics:
      • Training on campus safety and sexual assault will be at LACC District on December 14, and HR will send a Mt. SAC team.
      • The CCC Technology Center is resuming weekly training on the curriculum inventory system.
      • The Chancellor's Office is about to submit the Biennial Legislative Report on Disabled Student Programs and Services.
      • The Chancellor's Office is partnering with "The Hope Center for College, Community, and Justice" on its #RealCollege 2018 Student Survey which will provide statewide and local data reflecting unmet basic needs, such as housing.
   d. NPR 89.3 asserts (attached) "If 'Free College' Sounds Too Good To Be True, That's Because It Often Is." Quotes:
      • Sometimes referred to as "free college" programs, most are relatively new, but a new review of 15 of these statewide programs finds that states vary wildly in how they define both "free" and "college."
      • To help measure and make sense of states' free college efforts, {this report} used eight criteria. California rated poor:

CA College Promise Grant*	Living costs for low-income	Fees for all recipients	At least 4 years of college	Tuition at 4-year colleges	Adult/ returning students	Minimum 2.0 GPA	Enrolling half time	Stays a grant forever
	yes	no	no	no	no	yes	no	yes

   e. Mt. SAC's MakerSpace Program (link) has produced a stunning and very descriptive brochure (attached).
   f. The Los Angeles County Registrar-Recorder reports (attached) that there will be a transition from polling places to Vote Centers consistent with the California 2016 Voter's Choice Act (SB 450--link). The major change will be that any eligible LA County voter can vote at any location in LA County over an extended voting period as opposed to solely on Election Day. Mt. SAC is in touch with the LACO Registrar-Recorder to be sure that our polling place on campus becomes one of the new Vote Centers.

2. The "First Friday Noncredit Webinar," held on September 7, reviewed (presentation attached) AB 705 (Multiple Measures) as it relates to noncredit courses. Topics included 1) corequisite noncredit courses, 2) noncredit short-term review courses, and 3) placement of students from noncredit/adult education into credit English and math courses. Our own Donna Necke, Professor of Adult Basic Education, was one of the presenters.

3. The Math Department has produced an updated draft of Math Placement Model Phase2 Rulesets (attached). Cabinet had been concerned about transfer level math classes without recommended high school preparation in the Rulesets Table, but now sees such recommendations in footnotes (which might be better placed in the table). The document includes "Sample Placement Messages" that appear overwhelmingly complex. This information is significant and potentially useful to students if made available in a more "consumable" fashion.

4. Our lobbyist, Ashley Walker of Nossaman has prepared an End of Session Legislative Report ([attached](#)).
   - **AB 1862 (**Santiago**):** *Waiver of Student Fees***.** This bill would express the intent of the Legislature to enact later legislation to waive student fees for two academic years of attendance at any community college.
   - **AB 3101 (**Carrillo**)** *Data Required for Online Application* (CCCApply)**.** This bill would require the Chancellor, on or before July 31, 2019, to revise the online application process so that only data that is required by the federal government, state law, or is that otherwise necessary, as determined by the chancellor, is collected. The bill exempts students who enroll exclusively in [noncredit] career development and college preparation courses, and other [noncredit] courses, from community college residency classification requirements.
   - **ACA 14 (**Melendez**)** *Campus Free Speech Act***.** This measure requires the appropriate governing board of each higher education institution to develop and adopt a policy on free expression with specified components.
   - **SB 1406 (**Hill**):** *Baccalaureate Degree Pilot Program***.** The bill would extend the repeal dates for the authorization to establish pilot baccalaureate degree programs by three years to 2025-26.
   - **SB 183 (**Lara**)** *Educational Equity: Immigration Status***.** Existing law prohibits discrimination on the basis of disability, gender, gender identity, gender expression, nationality, race or ethnicity, religion, or sexual orientation. This bill references immigration status to be included in those provisions.
   - **SB 573 (**Lara**)** *Student Financial Aid: Student Service Programs***.** This bill would authorize the trustees…to develop…a student service program, as specified, for students with financial need who are exempt from paying nonresident tuition. The bill establishes that personal information of a student collected or obtained for the student service program is confidential, and prohibits disclosure of that personal information.

5. The Senate Select Committee has held a hearing on Longitudinal Data Systems ([article attached](#)). The news is hopeful despite the fact that earlier this year SB 1224 was killed by Senate Appropriations over implementation issues that could have resulted in significant cost implications. The bill would have required the DoE, CSU, CCCS, and UC to establish a data collection system to track students from K-12 through public postsecondary education and into the workforce. Panelists at the hearing expressed varying degrees of support for such a data system. Additional hope stems from the observation that gubernatorial candidate Gavin Newsom has expressed support for the idea.

6. For financial aid software, rather than CampusLogic ([link](#)), our needs are likely better met with ProVerify-Automated Verification Services ([attachment](#) and [link](#)). Cabinet will appoint a workgroup to explore and make recommendations. Further investments to improve the number of student financial aid grants:
   - Wide publication and dissemination of financial aid timelines—in high school outreach, during counseling appointments, and with classroom instructors—developing a culture of "financial aid awareness."
   - Additional staff and counseling assistance to financial aid students who are on academic or progress probation and thus also at risk of losing financial aid.
   - Development of a "rapid response team" to identify Spring semester students who fail courses and risk loss of financial aid—then follow up to provide timely assistance for summer enrollment to recover credit units. Strategies may include instructors providing early alert of failing students, designating a counselor or manager to coordinate the rapid response team, mobilization of counselors and support staff to reach and serve target students, and identification of and addition to open courses in the summer intersession.

7. University of La Verne and Mt. SAC have formed a partnership ([MOU attached](#)) on health and wellness services to Mt. SAC employees that may be available through ULV's new Randall Lewis Center for Well-Being and Research ([article attached](#)). The university's former dining hall is being renovated for the new center. Services available include nutrition, physical health, mental wellbeing, and/or joint research.

8. Mt. SAC's 2016-17 Student Success and Support Program (SSSP) Credit Year End Report is [attached](#).

9. The Chancellor's Office has distributed ([attached](#)) the 2018-2019 Strong Workforce Funding Allocations. Mt. SAC's "local share" (60%) allocation is $2,802,178 with $331,328 being "incentive" funding—reflecting the 17% that depends on WIOA outcome measures. The "regional share" (40%) for the 19 Los Angeles regional community colleges is $18,257,135. For comparison, the state total local share is $157,066,667 so Mt. SAC's percentage is 1.78%, and the state total regional share for LA is $78,533,333 so the LA region gets 23.2% of the state regional total.

10. Mt. SAC has received ([memo and table attached](#)) our Full-Time Faculty Obligation (FON) number for Fall 2018 compliance: 420.1 up from 417.1 for Fall 2017. The memo indicates that we will be receiving $1,450,469 (of the $50 M state appropriation) for new full-time faculty hiring to be completed by Fall 2019. The report shows that in Fall 2017 Mt. SAC had 428.0 full-time and 243.7 part-time equivalent faculty which means that 63.7% of courses at Mt. SAC were taught by full-time faculty. This puts us at 17th of the 72 community college districts. ([See attached ranked list](#).)

11. Cabinet continued with the development of a research agenda for questions related to implementing the new Student Centered Funding Formula. At Cabinet on September 4th ([link](#)), items related to Completion Data were developed—and continued here ([see attached](#)). The following topics were covered:
    5) *Noncredit Growth Potential.* What is the annual growth in noncredit FTES statewide and by college over the last five years? High school credit recovery is slowing down as is ESL enrollment; what data is available on this and other future noncredit growth trends in the Mt. SAC extended service area? What are the opportunities to partner with K- 12 in non-credit and dual enrollment? What are the growth potential for alignment with credit programs on campus, e.g., English and Math Review courses to support Multiple Measures Placement?
    6) *Increase Auto Award.* What is the degree and certificate potential growth through Auto Award? What policy/process challenges will Auto Award create? How do we match non-current (past five years) student transcripts with degree and certificate requirements? How can we allow for current students to readily update their major and then trigger a counselor review? Can we prompt students to update their major both on the portal (into Banner) and with a pre-registration action item that includes a confirmation of major?
    7) *Priority for 1 or 2 Courses to Completion.* How many students are 1 or 2 courses short of completion?

12. Cabinet reviewed the quarterly report ([attached](#)) of past due employee evaluations. There were 96 past due more than three months. The "winners" with five or more delinquent evaluations were:
    Ken McAlpin, Manager, Custodial Services (27)
    Gary Nellesen, Director, Facilities Planning & Management (8)
    Audrey Yamagata-Noji, Vice President, Student Services (8)
    Bill Eastham, Director, Technical Services (7)
    Jenny Phu, Assistant Director, Financial Aid (7)
    Ruben Avila, Director, Grounds and Transportation (5)

13. Adrienne Price, Grants Director, presented the Grants Quarterly Update ([attached](#)). Discussion focused on page 4, Upcoming Applications / Proposals / Contracts - Fiscal Year 2018-19.

14. Darren Grosch, Director of International Students; and George Bradshaw, Dean of Enrollment Management, presented the International Student Quarterly Update ([attached](#)). Darren also shared the latest international student recruitment brochure ([attached](#)), and an example ([attached](#)) of the new Global Café approach to social integration—this one on Japanese culture.

15. Cabinet approved three new Requests to Fill ([attached](#)).

16. Cabinet reviewed the latest update ([attached](#)) on vacant positions under active search.

17. Items for future agendas (items for the next Cabinet meeting are shown in BOLD:
    a. Update on Multiple Measures Placement Workgroup (Audrey, Gregory & Team, 12/11)
    b. New Resource Allocation Phase 10 SSFF Continued (All, 10/23)
    c. Revisions to AP 5200 Student Health Services (Audrey, 12/4)
    d. Follow up on *EAB Navigate* and *ProVerify* software (**Audrey, Gregory, Mike 9/25**)
    e. Student Centered Funding Formula: Summarize 1. Intermediate/Long-term Actions, 2. Construct Draft Research Agenda, 3. Report on Policy Development Process)
        9/4 Phase 1; 9/18**, 9/25 Phase 2 continued**

18. Quarterly Reports to Cabinet
    a. Emergency Response Plan Quarterly Report (Mike Williams & Melonee Cruse, 11/13)
    b. Building 26A 2nd Floor Classroom Pilot Project (Gary, 12/11)
    c. Faculty Position Control Quarterly Report (Gregory & Rosa, 10/9)
    d. Timely Employee Evaluations & Quarterly Cabinet Review (All, 12/18)
    e. Construction Project/Scheduled Maintenance Quarterly Report (Gary, 12/11)
    f. IT Projects Quarterly Report (Dale, 11/20)
    g. Grants Quarterly Update (Gregory & Adrienne, 12/18)
    h. Dual Enrollment Offerings at Local High Schools (Joumana & Francisco, 11/13)
    i. International Student Update (Audrey & Darren, 12/18)
    j. Student Support System Work Group (**Dale, Barbara, Joumana, Madelyn, Tom, Francisco, Eric, 9/25**)