

Self Evaluation
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Articulating the Future Direction of the College

These are times of rapid change. Mt. SAC must be prepared to respond quickly and effectively as threats and opportunities rush toward us. My role is to be a catalyst for that change and to articulate the direction that the college will take. Note that I am not saying that it is my role to SET the direction of change. Rather, my job is to assure we have the best information about external forces, to share that information widely and clearly, to reach out and listen to the voice of my colleagues at Mt. SAC. Only at that point can I articulate our collective vision for the future of Mt. SAC. I might also point out that, to the best of my ability, we will not just REACT to those external forces but SHAPE THEM to the best interests of our students and our community.

As I discuss the several areas which are my central goals, it is with this sense of vision and collegiality that I write. This self-evaluation is a time of reflection for me. I also find it a time to recommit to the leadership values I hold dear. Now completing my third year at Mt. SAC, I celebrate the core values of Mt. SAC: dedication to students, loyalty to our family of colleagues, and pride in "The Mt. SAC Way." You know what I mean by that: form a task force, study all available information, debate the alternatives, and implement change cautiously!!! That combination of student focus, family unity, and cautious optimism have sustained Mt. SAC as "The College of Champions" dedicated to "Excellence and Distinction."

Financial Stability

The passage of Proposition 30 and the state's gradually improving economy has meant that 2013-14 was a year of modest increases for community colleges, 1.57% COLA and 1.63% growth. My first priorities for this initial year of recovery were improving employee compensation and growing our course offerings to meet student demand. Passing through the 1.57% COLA and including one-time 1% salary and \$1500 health insurance premium benefits met the first goal. This has had the additional benefit of enhancing campus morale. Producing the enrollment growth was harder than expected. The economic recovery has reduced and shifted student demand for classes. Nevertheless, the over cap enrollment of 2012-13 produced an additional ongoing \$302,000 at the February 2014 recalculation, and we will finish 2013-14 at about 3.5% growth without counting any FTES from Summer 2014. This is about 2% over cap which should yield another bump in ongoing revenue at recalculation next February 2015.

Proposition 39 continues to bring about \$1 million per year to the college for energy projects. The first two years will fund the Art Complex HVAC overhaul. The income in years three and four will be used to support the solar field. The Governor's January proposal for the 2014-15 budget was an overall 11% increase in community college funding. However, the majority of this money is proposed to eliminate the deferral and to restore and enhance categorical funding. While these are certainly positive and useful outcomes, our "bread and butter" for operating expenses are COLA and growth. COLA is a disappointing 0.85%. We were anticipating 2% COLA so that we could

continue the one-time salary and benefits. At this point, the outcome is uncertain as negotiations with our unions continue.

The May Revision continued the Governor's strong support for community colleges with growth at 2.75%. This will be the third straight year of substantial growth funding from the state. This has created a situation in the state such that, while some colleges are able to grow, many struggle just to make cap. In areas of high unemployment, mostly inland, student demand is high. In other areas, the rural north and central coast, demand is less than growth. Mt. SAC has seen a downturn in demand and a shift in demand to higher level courses. The diminishing demand was anticipated, and last Spring 2013 we began to develop an Executive Information System that would provide data to Deans and Department Chairs to make well informed enrollment decisions, both long and short term. (Remember our goal to stay ahead of the curve!) This system has turned out to be essential to producing growth. Kudos go to Instruction and Information Technology for their outstanding work. This system has literally saved our bacon.

The Governor's major new ongoing funding for community colleges is \$100 million for Student Success and \$100 million for Student Equity. Many of our campus leaders have been involved with promoting these initiatives at the state level and guiding our system in appropriately implementing them. While the 2014-15 budget is not yet passed and signed as of this writing, we anticipate that Mt. SAC will receive \$2.5 million for Student Success and \$2.5 million for Student Equity. We have had broadly based input on our Student Success initiatives and are well prepared to invest this money wisely to improve the outcomes of our students. While the Student Equity money was a surprise in the Governor's January proposed budget for 2014-15, we are hard at work formulating plans to reduce the performance gap between underrepresented students and mainstream students. We're ahead of the curve on Student Equity as well.

Looking to 2014-15, several key challenges await. The college still has a multi-million dollar deficit. By capturing over cap growth, using Student Success and Equity money wisely, and continuing efficiencies in operations, the Mt. SAC budget will recover along with the state's economy. Another lynchpin in our financial strategy is issuing \$105 million in Measure RR bonds in the Spring 2015. This money will complete the funding for the projects in Phase 2 of our 2012 Facilities Master Plan. Two external factors will determine our success in reaching \$105 million: the assessed value of property in our District and the interest rates in the money markets. We are cautiously optimistic (The Mt. SAC Way) that property values are on the rise. To qualify for lower interest rates in the money markets, we need to show that we have solid plans to cover our outstanding debt, the major component of which is our OPEB Trust. (The Other Post-Employment Benefit Trust covers our long term debt for retired employee health benefits.) During the recession, we suspended payments into the Trust. To be fiscally prudent and to sell bonds, we need to resume this contribution to the Trust from the General Fund in 2014-15.

Leadership

Going into 2013-14 we added a new Vice President of Instruction, Irene Malmgren, and a new Vice President of Human Resources, James Czaja. Both hit the ground running and are doing excellent work. In fact, we are now fully staffed in HR as we added Cynthia Hoover as Director of Human Resources Operations and Employee Services and Cynthia Hoover as Director of Human Resources Operations and Employee Services. We continue the search for a permanent Dean of Natural

Sciences and have a solid pool of applicants now after reopening the position earlier this spring. Additional new permanent management hires include Director of Health Services Marguerite Whitford, Manager of Network & Data Security Chris Schroeder, Director of CalWORKs Stephen Brown, Director of Development and Alumni Relations Marisa Fierro, and Associate Dean of Business Jennifer Galbraith.

For the most part, the business of the college has proceeded with leadership across our management team. My role has been to provide inspiration, to settle thorny issues, and to set direction for initiatives that are in their adolescence.

- We are now fully staffed in Human Resources and so are able to address a few lingering issues that awaited this management capacity. These include improving the mechanics of our HR processes; addressing several personnel matters; beginning to integrate Information Technology services into HR; ramping up professional development; and weaning ourselves away from overuse of legal services. James and I have worked closely as this work has proceeded.
- We are in the architectural design phase of many of our Measure RR projects, and key decisions on scope and budget have needed my attention.
- Implementing the Emergency Response Plan has moved into Phase 2 emphasizing staff training and gearing up our facilities and communications. We had our first drills this Spring, and these will continue each semester. As this is strategic as well as costly, my encouragement and direction has been important.
- The Employee Wellness Program is in high gear. We have a great team leading this work, and my job is to inspire, promote, and support their great ideas. We anticipate institutionalizing this project as part of the Kinesiology and Athletics Division.
- Our Campus Public Art initiative had a big success this Spring with the opening of the first set of Karl Benjamin mosaics. Again, my role is to inspire, promote, and support the great ideas of our task force devoted to this work.
- The Mt. SAC Foundation is in the second year of a three year process of getting to the next level in fundraising. This has been a key priority for me which has included working closely with Executive Director Bill Lambert, guiding the shift in staffing which has included adding Marisa Fierro to the team, restructuring Foundation financial records and budgeting, adding rock star level community members to the Foundation Board of Directors, and working directly with potential donor to increase current giving and lay the foundation for future giving.

Communication

Weekly Cabinet Reports continue to inform the campus and the Board of Trustees of work in progress on all issues. Feedback remains positive on this key communication device. The Cabinet Reports are also a good discipline for me to put everything in writing, to plan ahead, and to schedule progress on each issue being considered. Bimonthly Board Reports are designed to discuss larger issues, to give updates on what is happening in Sacramento and Washington, to review key published papers on current educational issues, and to celebrate the accomplishments of our students, faculty, and staff. If I let my schedule get too far out of hand, I struggle to find the time to do a good job with the Board Reports. But again, doing these reports is good discipline for me. It makes me stay on top of state and national issues, it forces me to keep reading the latest

literature, and it enables me to do analyses and summaries that help clarify my own thinking on educational issues.

I regularly attend 10 or 12 classes each semester and enjoy watching our great instructional faculty perform. On a larger scale, we have increasingly significant Convocation Days each Fall and Spring and usually have an all-campus Town Hall meeting towards the end of each semester to do a “catch up” issues summary. I attend as many campus events and celebrations as time permits, especially those which involve our outstanding students. I continue to have yearend one-on-one meetings with deans and directors, in their offices, just to chat about how the year has gone. One of the challenges of Mt. SAC being so large is that these dialogs with my management colleagues occur too infrequently.

Looking to 2014-15, I plan to continue this pattern of communication. As the years go by, I have a better and better, deeper and deeper, familiarity with Mt. SAC and those who constitute the Mt. SAC family. It is a great place to work. I enjoy coming to campus every day!

Union Relations

2013-14 brought transitions in union leadership for both CSEA 262 and the Faculty Association. Chief District Negotiators also changed for both these groups. It has been my pleasure to work with Bill Rawlings, Lance Heard, and their team of leaders. Settling all three contracts ahead of schedule last year was very rewarding for me. As I stated at the top of this evaluation, I felt fulfilled in being able to attain my personal goal of increasing employee compensation as one of Mt. SAC’s first steps in the economic recovery.

During the year, we have settled several personnel issues amicably, included union leadership centrally in discussions of the future of the college, and got off to a good start in negotiations. James Czaja is going a good job with CSEA talks, and Terri Long already has a score of Tentative Agreements under her belt in working with the Faculty Association. I am optimistic that we will conclude this year’s negotiations amicably as we did last year, although negotiating full contracts certainly takes more time.

An added challenge for CSEA talks is the Classification Study. The District completed its review of job descriptions and salary ranges last October. Union leaders have been chugging away at their review since then. I have a feeling that a breakthrough is on the way!

We continue to have a positive, problem-solving environment with our unions and to sustain a collegial and productive atmosphere at the negotiating table.

Looking to 2014-15, I look forward to wrapping up negotiations and the Classification Study. I would like to engage all three unions in a process to assess our health plans. It has been a while since we have done so, much has changed in the health insurance industry, and I am not sure we are using the District contribution to health insurance premiums in the most cost-effective way to meet the diverse health care needs of our employees. I am excited to restore and strengthen our professional development activities. This has been a long time coming and will have many benefits to our college and our students.

Facilities

Moving forward on projects funded by Measure RR has been rewarding but a lot of work. The new Child Development Center and the remodeled Building 12 will be completed this summer. Construction of the new Student Success Center and the new Food Court will begin this summer. The new Parking Structure, Business/Computer Technology Building, East Athletic Complex, and Ground Mounted Solar Field will all have completed the design phase and will be go through state approval early next academic year.

Managing the development of these six projects has presented challenges that include 1) developing the funding, 2) keeping within budget, 3) assuring that the project scope and design will meet campus needs, and 4) working under the new Lease-Leaseback system to provide staff support on campus and interface with Tilden-Coil Constructors. As to funding, we sold \$145 million in bonds last July at a competitive interest rate and plan to sell \$105 million in new bonds next Spring—hoping to balance growth in assessed value with not too much inflation in interest rates. Our management oversight team has typically met twice a month to manage the scope and cost of project designs. Our Lease/Leaseback system has proved to be a real help in this area. As to meeting campus needs, our campus project managers have done a good job of working with user groups both on design and on cost controls. As to the effectiveness of Lease/Leaseback, the initial small projects have come in on time and under budget. We are ready to go with the Guaranteed Maximum Price for the Food Court, and the GMP has met our budget number while maintaining an excellent design.

Behind the scenes we have been resolving the many construction contracts still in dispute from the days of Bovis overseeing our projects. Winding down litigation will not only enable us to recover considerable costs but also remove the tremendous workload and psychic stress from spending as much time with lawyers as with architects and contractors.

Another potential project for us is student housing. While this has not been in our Facilities Master Plan, it did seem an intriguing project when we were approached by a private investment company which proposed to design, finance, build, and operate a student housing project for Mt. SAC. During 2013-14 I held initial discussions with the investors to assure that there were no land mines, then after Board approval to put a firm proposal together, formed a task force to review the detailed proposal from the investor and make a recommendation to the Board of Trustees this Fall. Remember The Mt. SAC Way!

Looking to 2014-15, and for an additional two years as well, managing so much construction will be a challenge for us. As you can tell from both the Facilities and Financial Stability sections of this self-evaluation, issuing Measure RR bonds to cover the cost within bonding limits will be a critical outcome to achieve in 2014-15.

In addition, I have been looking toward the next phase of facility needs. Tentatively, I would like to see a revised Facility Master Plan in 2017 and the next local General Obligation Facilities Bond go to our District voters in 2018. Just dreaming now, this next phase might include a new Library (plus remodeling the existing library for classrooms), a new Student Center (both located on the site of the row buildings), a new Science Lab Building (adjacent to the science complex), completing the East Athletic Complex with a new Gym, Aquatics Complex, and Tennis Courts, a new Technology

Building (where the pool is now plus remodeling the existing building for general classrooms), and a new, large Auditorium (on the site of the existing Gym). In addition, we need capital funding to keep technology current, to improve campus infrastructure, to improve energy and resource efficiency and environmental impact, to support our developing Employee Wellness Program, and to manage future transportation and parking needs. I know that's a lot. Consider though that this would be our facility work for fifteen years or so, for the period of 2020 to 2035. If you cannot dream the future, you cannot make it happen.

Campus Climate

Since coming to Mt. SAC, I have been worried about campus climate. With compensation not keeping up with the cost of living, our employees' budgets were stretched. Cuts in enrollment and support services meant fewer faculty and fewer staff. Coming at a time of historic student demand, the stress level in our classrooms and offices was palpable. Compounding these stresses was the sheer uncertainty of the future. Morale was low.

We are on the way back up. But 2013-14 was a year of having to grow and still not getting back to the staffing and budget levels that could support this growth as it should be. Many of you told me how much it pained you not to be able to do your best for our students because you did not have the staff and resources to do so. Morale was better, but the jury was still out on the strength of the recovery.

I think this Spring with the proposals from the Governor for the 2014-15 budget, the sunshine is breaking through. But I am not naïve enough to think that we are out of the woods just yet.

Looking to 2014-15, campus climate and morale is still a top priority for me. Settling union contracts amicably, restoring positions, beefing up budgets, good planning for use of categorical funds for Student Success and Equity, and keeping external funding flowing through initiatives like our new Title V grant will all be key. My commitment remains to transparency, fairness, collegiality, equity, and integrity. Mt. SAC is a great place to work, and it is my solemn task to keep it so.

Community Involvement

I continue to serve on the Board of Directors of the San Gabriel Valley Economic Partnership and on the Redevelopment Oversight Boards for Baldwin Park, Irwindale, and La Puente. I am regularly interviewed by the media, both local newspapers and radio, representing the college on various issues. One of my goals for 2013-14 was increased communication with our elected Legislative representatives. Campus visits have included Congresswomen Grace Napolitano and Gloria Negrete McLeod, State Senators Ed Hernandez and Norma Torres, and Assembly Members Curt Hagman and Freddie Rodriguez. I have had the opportunity for extended off campus conversations with Congressman Ed Royce, State Senator Carol Liu, and Assembly Members Ian Calderon, Chris Holden, and Susan Bonilla.

For 2014-15 I intend to continue these activities and expand connections with elected officials and business leaders.

International Students

This spring we have 542 international students up from 499 this time last year, following a steady trend for increasing enrollment of this population. We have now established an International Students Center which gets heavy use. We have redesigned the International Student Admissions Application and International webpage to more effectively respond to new student inquiries and to provide a resource for current international students. We have modified our student insurance requirement so that all international students now have comprehensive health insurance.

The International Student Advisory Committee continues to meet, discuss issues, and give advice. We are in the process of designing and initiating surveys and research studies to determine the potential impacts of an increased number of international students on college areas and programs. Last Fall we began investigating the establishment of an English Language Training Program (ELTP) which would be a cohort-base, intensive, immersion-style program to assist new international students in expeditiously acquiring college level English skills. Initial discussion with AmLa and ESL faculty and managers was positive, but this work has been put on hold for red tape issues. In particular, the ELTP requires approval of a petition by the federal Student and Exchange Visitor Program (SEVP). However, we have not made additional steps to create an ELTP because we cannot submit such a petition to SEVP until our recertification is complete. SEVP received our petition for recertification in September 2012. In July 2013 we responded to a request from SEVP for information regarding our air flight instructional programs. In following up, we were told that no timeline for our recertification has been established. So we wait.

For 2014-15, my key objectives are to hire a supervisor or coordinator for the international student program using the fund we have established from international student course fees. Exiting managers are just too overloaded to coordinate services properly. With a coordinator in place, we may be able to add additional services for existing international students. When we receive our recertification from SEVP, we will get moving on the English Language Training Program.

Board Relations

The transition from a five-member to a seven-member Board of Trustees took place last December. It has been my pleasure to welcome our two new Board members, Robert Hidalgo and Laura Santos. Both have jumped right in, attending state meetings to get further acclimated to their new role, attending many campus events, and representing Mt. SAC in the community. The closer ties of our Board members to their Trustee Areas should be a real plus for the College relationship to our community.

Responding to input from Board members, we have made a few changes in our practices. We now have more in depth discussion of information reports at Board meetings, made possible by having fewer overall presentations. Our Annual Study Session agendas are now more directly driven by Board-generated items and allow more time for discussion and reflection. The Board has established a Committee on Public-Private Partnerships to give direction on emerging opportunities to work with business partners. (Remember The Mt. SAC Way: form a committee, study all available information, debate the alternatives, and implement change cautiously.)

With Board members attending community meetings and on campus events, at which I am often present as well, I have the opportunity to touch base with Board members frequently. If time passes and I have not had such conversations, we schedule one-on-one time. In addition to receiving Cabinet Notes and Board Reports, I also provide confidential updates as needed on sensitive issues. Also, my yearly evaluation provides an opportunity to dialog about my performance and on my relationship with the Board.

Professional Activities

During this year I have continued to serve on the San Gabriel Valley Economic Partnership Board, the California STEM Learning Network Board, and as co-chair of the Chancellor's Telecommunication and Technology Advisory Committee.

I attended the Fall CCLC Conference and the Spring AACC Conference. I also attended the American Association of Colleges & Universities national conference in Washington, D.C. I continued my service to the Accrediting Commission for Community and Junior Colleges by chairing a Visiting Team to Mendocino College in the Spring.

In new commitments, I now serve on the CCLC CEO Board and on the Chancellor's Office Economic Development Program Advisory Committee (EDPAC) as well as chairing the LA/OC Regional Consortium for the Chancellor's Office "Doing What Matters" economic development and workforce training initiative. These new commitments support my goals of being more connected with decisions in Sacramento and growing Mt. SAC's mission in economic development and workforce training.

Goals for 2014-15

- Continuing Financial Stability
- Successfully Concluding Union Negotiations and the Classification Study
- Developing and Implementing the Student Success and Student Equity Plans
- Carrying out the Measure RR Facilities Plan
- Moving the Mt. SAC Foundation to the next level
- Enhancing our International Student Program
- Increasing Effectiveness of our Human Resources Operations
- Expanding and Enhancing Professional Development
- Sustaining and Enhancing the Employee Wellness Initiative
- Implementing the Emergency Preparedness Plan
- Expanding the College Role in Economic Development and Workforce Training
- Continuing a Strong Role in State Higher Education Leadership