

# Dr. Bill Scroggins, President and CEO

## Self-Evaluation—Spring 2019

### **INTRODUCTION**

As I complete my eighth year at Mt. SAC, I continue to look forward to the daily challenges and opportunities that being president entails. This is truly a great place. I take pride in seeing Mt. SAC grow in enrollment, in service to our community, and in reputation both in the state and nation.

This self-evaluation gives me the opportunity to reflect on recent events, to assess my own effectiveness, and to prepare for the next few years. Please forgive the length and wordiness of this document, but I found the writing of it to be both cathartic and invigorating.

### **I. CAMPUS CLIMATE**

- A. Strong state and regional economic recovery after the great recession has meant more funding for community colleges and more resources to support campus needs and employee compensation—both key elements in campus climate.
- B. Leading the campus during growth has been both rewarding in the outcomes and challenging in directing change to best serve the students and the College.
- C. Amazing College-wide teamwork and a deep, thoughtful self-reflection led to a detailed, comprehensive, frank accreditation self-study. The result was a full seven-year accreditation with no recommendations that was a shot in the arm for the campus—and validation from all those on campus who contributed to that success. Most of my involvement was in the years prior, supporting the development of key accreditation elements such as integrated planning and budgeting, assessment of student learning outcomes, and effective, well-documented collegial governance.
- D. The two-year process of educational and facilities master planning took a great deal of energy and involvement of many on campus, including me. The community outreach, through both the Community Facilities Advisory Committee and the community information and input meetings in each Trustee's area, were especially important in laying the foundation for plans that would generate support from District voters. My oversight in assuring the integration of the Educational Master Plan with the Facilities Master Plan bore fruit in a resulting document that was both visionary and practical. The themes articulated in the Education and Facilities Master Plan will be the touchstone of future work for many years to come. Of course, the culminating activity was the Measure GO Bond Campaign. Getting the right team together and welding them into a high-functioning unit experienced some initial starts and stops and a few challenging

discussions, but ultimately was hitting on all cylinders. The positive vote has had the entire campus on a high ever since.

## **II. FISCAL STABILITY**

- A. Financially, the College has been on solid ground the last few years. As state and national economic growth began to expand, student demand declined as job opportunities expanded. Added to the mix was fewer high school graduates—our traditional growth population. Nevertheless, Mt. SAC has continued to grow by meeting the demand for education in other sections of the population. Our main growth sector has been non-credit, in particular, “CDCP” (Career Development and College Preparation) which was “equalized” to the same funding rate per FTES as is credit FTES 2014. Greatest non-credit growth has been in summer high school credit recovery, short-term vocational instruction, and vocational ESL. Enrollment growth has also been boosted through dual enrollment, online education, an effective enrollment management strategy in use by the Instruction team, and student support cohorts. My role has been both in articulating these growth opportunities and in directing resources to support achieving that growth.

The amazing funding to California community colleges in the post-recession period was delivered primarily in restricted funds for categorical initiatives: Student Success and Support Program (SSSP)/Student Equity, Strong Workforce, Basic Skills, and Guided Pathways. By my involvement at the state and national level, and of those in our senior management, Mt. SAC has been out in front on each and every one of these initiatives.

Let me take a moment to comment on the effect of this for the College. Leadership on these key initiatives has increased the professional status of Mt. SAC. We have had several colleges visit Mt. SAC to learn from our faculty and staff how we are successful. We have also made visits to other campuses to provide assistance. The numerous conference presentations and workshops delivered by our College teams have been standing room only. Mt. SAC also has partnerships with national organizations and foundations promoting initiatives from equity to dual enrollment to college promise to alternatives to basic skills. Mt. SAC’s prestige has never been higher. Several specific initiatives have been particularly notable: Guided Pathways, Professional Development, Human Resources, Mt. SAC Foundation and cohort support groups (Dreamers, Veterans, and many more).

Governor Brown’s proposal in January 2018 for a radically revised funding formula was a complete surprise. Through outreach over the next few months, myself and our Mt. SAC team were able to advocate successfully for improved funding formula versions that changed a potential \$12M loss into a \$10M gain for Mt. SAC. However, our weakest funding formula metric (completion) was set to rise from 10% to 15% and then 20%--turning our first year gain into a third year

loss. So, we got to work! With an all-management day on July 5<sup>th</sup> and with constituent groups together on July 26, we set an agenda of research and activities to “add points” to all three funding sectors: enrollment, financial aid recipients, and student success and completion. With \$2M of the above SCFF money in reserve, the additional \$2M in SCFF money has been invested in a range of activities that raised our preliminary P1 funding in March 2019 by \$5.79M.

That moment of relief was short-lived. In April, the Chancellor’s Office issued a “constrained” P1 resulting from lack of funds in the 2018-19 budget and then the Governor’s May Revision failed to appropriate any money at all to fund SCFF achievements—goodbye \$5.79M. What’s more, the Chancellor’s Office miscalculated transfer numbers (a \$49M system hit) which cost Mt. SAC another \$1.29M. Our actual SCFF funding for 2018-19 was \$184.96M rather than the adopted budget figure of \$185.72M Ugh! Frankly, this mess was not unexpected. For the 2018-19 adopted budget, at my request, we did not plan to spend \$2m of that “prom8wsed” SCFF allocation. Continuing that conservative budgeting philosophy will certainly be essential until some sort of stability is reached with SCFF.

## **B. Health Benefits**

With exceptional growth funding in 2017-18, I felt the time was right to address the low District contribution to employee health benefits (\$12,608 for CSEA 651, \$12,159 for Faculty, \$10,946 for CSEA 262, \$10,405 for Managers, and \$7,931 for Confidentials). Several town hall meetings were held with cooperation from labor groups to present options. The primary District option was to change third party providers to SISC to obtain existing levels of benefits at both lower current cost and lower cost escalation in the future. This option included allocating 2018-19 2.51% COLA to health benefits, plus additional growth funds to add approximately \$2,000 for each employee. All of the groups continued negotiations, eventually agreeing in October to 1.29% additional compensation and a process to decide on the best third party provider. That process continues as of this writing, with successful outcomes within reach. (In fact, a Tentative Agreement has been reached with CSEA 262 which will be on the June 2019 Board of Trustees agenda.)

The Faculty Association opted to settle negotiations with an agreement to talk about health benefits and one-time funds the following January. Ratification followed at 60/40. Talks with the Faculty Association began in January without any resulting additional agreement. Indeed, the FA position was not only to keep CalPERS as the third party health benefit broker but to receive “their” portion of the 1.29% (\$1M) as cash. With no settlement, faculty organized a presence at Board meetings calling for support of CalPERS and of more benefit money—which we had offered but FA rejected in favor of cash. Finally, with my initiation of a settlement offer, the college agreed to have faculty stay in CalPERS and the FA agreed to have the 1.29% on benefits and to restructure to a tiered system.

### **III. COLLEGIALITY**

#### **A. Labor Relations**

Labor relations continue to be collegial and productive, recent challenges with the Faculty Association on health benefits notwithstanding. With the expansion of service and effectiveness of HR leadership, I have stepped back from direct negotiations to a supportive role, limiting direct involvement to specific issues such as reclassification of staff and improving health benefits. Also, with effective HR leadership working closely with me on challenging issues, we have a climate of union-management cooperation that, for the most part, settles issues without disputes—especially several long-standing problematic personnel situations. While improving district health benefits is a work in progress, as indicated by recent updates to the Board, the matter remains one of my highest priorities.

So, why is the Board seeing standing-room-only public comment by faculty on health benefits? Simply stated, the Faculty Association did not share the District's interest in fiscal incentives to change third-party providers to increase health benefits coverage—although other groups are constructively engaging in that process. It certainly took a while to reach the point of mutual agreement to reach an effective compromise. Two points are worth making. First, open, respectful dialogue has continued between myself and Faculty Association leadership. Second, at this writing, mediation is about to begin and pre-mediation conversations are hopeful.

#### **B. AB705**

One of the biggest challenges this year and last has been AB 705 Multiple Measure Placement. Because of our early work in the national AACC Pathways Project, the campus had collected data and targeted improvement in basic skills Math and English. This early innovation in acceleration and corequisites gave us a step up on AB 705 implementation. Especially notable is our emphasis on faculty leadership of these changes. It has taken patience and flexibility, but the reward has been excellent faculty engagement in the early successes in English placement based on high school performance. Math pathways are multiple and thus more challenging for placement based on high school performance. The Math department's placement rules and corequisite model h start this fall.

My involvement has also included sitting on the Chancellor's Office AB 705 Implementation Task Force. This was a bumpy ride with two benefits. First, I was able to influence the implementation such that field level input was recognized and changes were made. Second, insights as to the direction that the Chancellor's Office was planning was helpful feedback to our campus efforts. Discussions with Math and English leaders were helpful both for me in providing

feedback to the AB 705 Implementation Task Force and to our campus folks in shaping the placement rules and the AQ student placement mechanisms.

### **C. AQ**

These placement rules will be accessed by students through the Assessment Questionnaire (AQ) system. Again, working as a team of instructors, counselors, Student Services and Instruction managers, and the IT staff, the AQ has evolved through several versions as a clear, effective, student oriented system by which students self-report on high school performance, education goals, and college readiness to place appropriately in English, Math, Reading, and credit ESL. I have provided encouragement, modest guidance, and resources and, frankly, am amazed at the outstanding AQ system that has resulted.

### **D. Strong Workforce**

The last few years have included challenges and opportunities through several other initiatives on which Mt. SAC has reaffirmed its ability to lead masterful innovations. As a member of EDPAC and chair of the LA/OC Regional Consortium, I saw the need for a system wide workforce initiative. With my fellow CEO's, Chancellor Bryce Harris supported the idea and created the Strong Workforce Task Force and appointed me as one of the 36 members. That initial idea spawned a \$50M one-time grant that I helped articulate, and then an ongoing \$248M in annual allocation to all colleges. I made several presentations with Chancellor's Office staff on how the fledgling system was to work. Being part of this initial work enabled me to begin campus discussions so that Mt. SAC and our students were well positioned to benefit from the funds. To encourage collegiality, I worked with the Academic Senate to create the CTEAC, which makes recommendations on transferring high labor demand occupations into successful program certificates and degrees. I continue as co-chair of the LA/OC Regional Consortium.

### **E. Dual Enrollment**

The passage of AB288 in 2015 rejuvenated dual enrollment at Mt. SAC after a period of dormancy during the Great Recession. A modest pilot with Pomona USD included just two English courses. This engendered talks with the Academic Senate and Faculty Association which led to changes in AP 5011 and formation of the shared governance group Dual Enrollment Mutual Agreement Committee (DEMAC). A few start-up challenges created lessons-learned for effective implementation. The outreach to interested local K-12 districts spawned great interest including the West Covina USD partnership for the Mt. SAC Academy at West Covina, now completing its first year. With increased staffing, improved communication, and inclusions of faculty liaisons on the implementation team, expansion and effectiveness have continued to the point that DEMAC was disbanded as no longer necessary.

## **F. Equity in Faculty Hiring**

As of this writing, Mt. SAC is completing the hiring of 47 full-time tenure track faculty. This opportunity to hire more than 10% of full-time faculty called for an over-reaching equity campaign. With my encouragement, Human Resources and faculty leaders have stepped up to revise job descriptions, redesign recruitment procedures, and visit job fairs, conferences, and minority-serving institutions around the nation. Working with HR, the training of selection committee members and EEO monitors has focused on equity mindedness. We'll see how effective this strategy will be when we meet the "faculty class of 2019." Early results are very positive!

## **G. Professional Development**

When I came to Mt. SAC in the depth of the Great Recession, campus professional development had withered away—but the hunger never left. With encouragement, funding, key hiring, and enthusiastic and knowledgeable faculty and staff leadership, I am proud to say that Mt. SAC is a shining example of effective, collegial training and professional development that has been the underpinning of the success of initiatives from technology to equity and from on-boarding of new faculty and staff to leadership development of seasoned personnel.

## **IV. ADVOCACY**

Particularly in my involvement at the state level, I have been able to advocate effectively for the benefit of Mt. SAC in laws, regulations, funding, and representation.

- In workforce, as a member of the Strong Workforce Plan development, in advising the Chancellor's Office through EDPAC, as the CEO leader of the LA/OC Regional Consortium, and as a San Gabriel Valley Economic Partnership (SGVEP) board member and now Executive Committee Member.
- In Multiple Measures Placement as a member of the AB705 Task Force.
- Regarding the fully online community college, as co-chair of the Chancellor's Office Technology and Telecommunications Advisory Committee.
- On the Student Centered Funding Formula (SCFF), particularly non-credit Career Development and College Preparation (CDCP) funding, through bringing on board Nossaman's Ashley Walker, with whom I lobbied the legislature and Department of Finance.
- Through the President's Alliance on Immigration and Education and the Hispanic Association of Colleges and Universities on protection of DACA students and workers.
- On all of the above as a member of the Community College League of California (CCLC) CEO Board.
- On all of the above, with Jill Dolan, meeting with local legislators and staffers.

## **V. BOARD RELATIONS**

Communication with the Board takes several forms – email, phone calls, one-on-one meetings, Board subcommittee meetings, campus meetings, college-community meetings, and public events.

- The Board receives weekly updates of progress on campus and state initiatives through Cabinet notes.
- Board members often call to discuss specific matters.
- The Board subcommittees on legal matters meets as needed to guide District positions, as does the subcommittee on community strategic business partnerships.
- Board members attend campus events such as Citizens Oversight Committee, President’s Foundation Breakfast, and Fall/Spring Convocation of which District issues are discussed.
- On the agenda, I meet in advance with the Board President, and several Board members send questions on the agenda prior to the meeting.
- One-on-one meetings are scheduled at the request of Board members and when it has been some time without personal discussion with a Board member.
- Many other informal interactions take place as Board members are actively engaged with the College and the community.

## **VI. MT. SAC FOUNDATION**

My role as President includes being “chief fundraiser”. My activity with the Foundation staff, Board of Directors, donors, and potential donors is a regular and significant part of my job.

Mentoring the Foundation managers has been rewarding in their growth and effectiveness. Attracting and supporting dedicated and passionate Board of Directors members has been rewarding. Working directly with donors and prospective donors has produced a regular stream of significant donations. Especially reinforcing has been the \$3M bequest to support the Arts. The financial management of Foundation funds is now done with professionalism and much improved return on investment.

I particularly enjoy doing the presentations each spring and fall at the President’s Foundation Breakfast.

## **VII. COMMUNITY RELATIONS**

My work directly with the community is prioritized to strategically advance the mission of the College. To extend that work, I have formed a College Advancement Team with Jill Dolan, Uyen Mai, Bill Lambert, Marisa Fierro, Adrienne Price, and Ed Rendon participating. Mike Shay and Don Sachs joined the group for the two years leading up to the Measure GO Bond Campaign.

Formal connections with community groups promote workforce, transfer, advocacy, and partnerships that benefit the College. These include board member and workforce co-chair of the San Gabriel Valley Economic Partnership. I am a board member of the Convergence Health Education Pipeline Nonprofit. I am a board member and education advisor to the Civic Alliance. I co-chair the LA/OC Regional CTE Consortium. I maintain close working relationships with several K-12 District Superintendents and board members. I am a participating member of the Pomona President's Club. I am a member of the Covina Rotary. During the year, I meet with a variety of elected representatives and their staff focusing on members of the legislature. It is my regular practice to give individuals and groups personal tours of the campus. I have found that this works very well to visibly demonstrate the broad mission of Mt. San Antonio College.

### **VIII. FUTURE CHALLENGES AND OPPORTUNITIES**

California Community Colleges are in a period of exceptionally rapid change. In addition, California's long period of economic growth is showing signs of a slow-down – particularly affecting state revenues. Preparing for a recession and dealing with the uncertainty of the Student Centered Funding Formula are my primary concerns.

Community college enrollment is also undergoing a period of change. The number of high school graduates will continue their slow decline, during this period of steady economic growth, demand for workers will lessen demand for college, and greater accessibility for enrollment at UC and CSU campuses may be a factor as well. Our growth areas are online, dual enrollment, CTE, and noncredit, particularly short-term vocational and Vocational ESL. With all of these, adult learners will be primary.

Union relations are potentially a challenge if we enter an era of declining state funding. Having our labor leaders better understand the Student Centered Funding Formula will be important in managing their expectations. Although the settlement with FA was ratified at 94%, there may still be some lingering mistrust among some faculty.

Using Measure GO funds according to plan and staying within budget is critical. There are already cost escalation pressures which we will need to manage. We continue to lobby the legislature and governor for an education bond in 2020—a real possibility now. Looking ahead, we will need ongoing funding to staff the new buildings.

Senior management transitions are on my mind as well. We have a new Vice President of Instruction who will start in July. Richard Mahon is talented but not an experienced VPI. It will be my role—with help from the Instruction Team—to mentor and support him as he grows into this position. Mike Gregoryk is just months away from retirement, so this fall will be recruitment for his replacement and next spring will be bringing a new Vice President of Administrative Services into the fold.

My next (and last) three years will be a continuation of wonderful challenges and opportunities. My energy, enthusiasm, and dedication for Mt. SAC has never been higher.