



# Association of Chief Business Officials California Community Colleges

## LEADERSHIP AND CHANGE



**Constance M. Carroll, Ph.D.**  
Chancellor

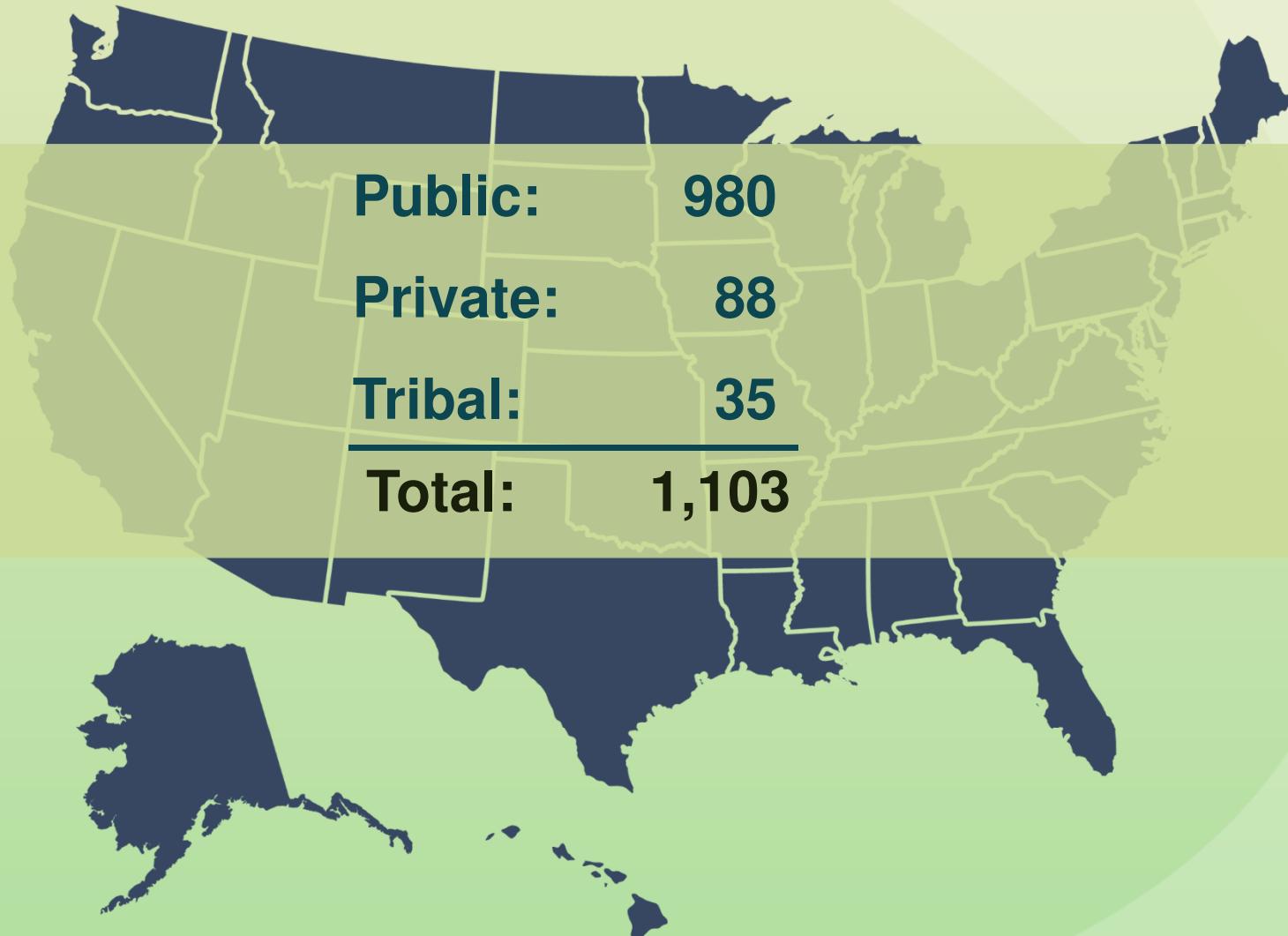


**“THE ONLY CONSTANT  
IS CHANGE.”**

**-Heraclitus**



# National Community College Context



Source: AACC 2018 Fact Sheet



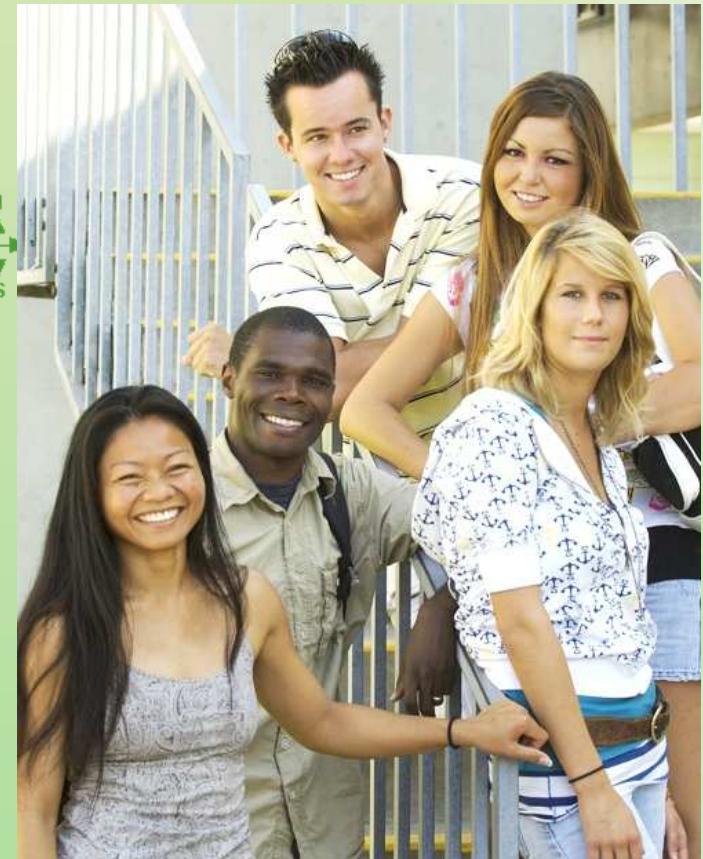
# The American Community College Student

**12.1 Million Students:**

*7.1 million credit · 5 million non-credit*

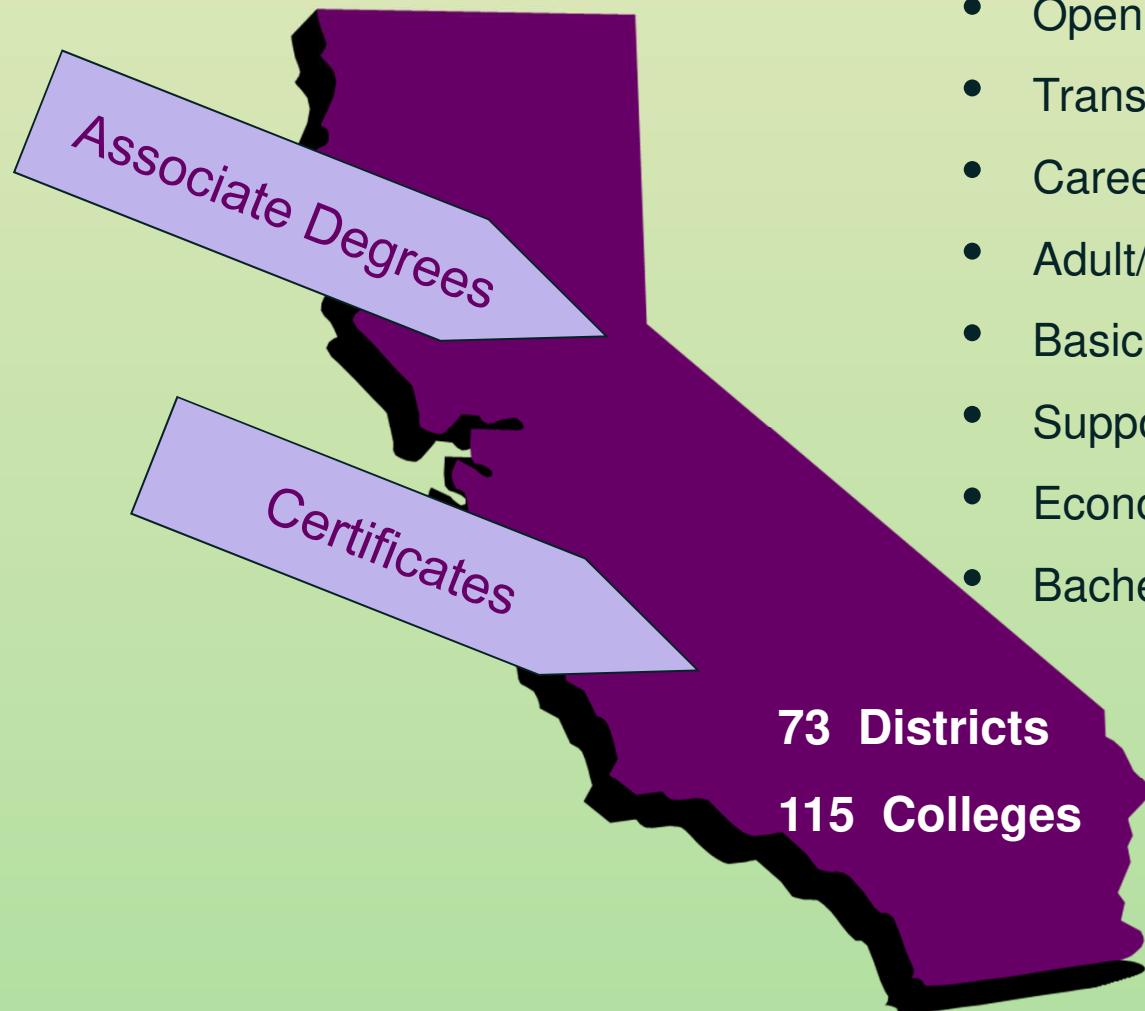
- 41% of U.S. Undergraduates
- 40% of First-Time Freshmen
- 56% Women, 44% Men
- 63% Part-Time, 37% Full-Time
- Average Age – 28 years

Source: AACC 2018 Fact Sheet





# California Community College Mission



- Open Access to Higher Education
- Transfer Education
- Career Technical Education
- Adult/Continuing Education
- Basic Skills/Remedial Education
- Support Services
- Economic Development
- Bachelor's Degree Pilot Program



# 15 Community Colleges Approved for Bachelor's Degree Pilot

## College

Antelope Valley College  
Bakersfield College  
Cypress College  
Feather River College  
Foothill College  
MiraCosta College  
Modesto Junior College  
Rio Hondo College  
**San Diego Mesa College**  
Santa Ana College  
Santa Monica College  
Shasta College  
Skyline College  
Solano College  
West Los Angeles College

## Program

Airframe Manufacturing Technology  
Industrial Automation  
Mortuary Science  
Equine and Ranch Management  
Dental Hygiene  
Biomanufacturing  
Respiratory Care  
Automotive Technology  
**Health Information Management**  
Occupational Studies  
Interaction Design  
Health Information Management  
Respiratory Care  
Biomanufacturing  
Dental Hygiene





# The San Diego Community College District

- One of California's largest community college districts
- Serves the City of San Diego and surrounding region
- 5 Member Elected Board of Trustees
- Student Trustee (Rotating)





# San Diego County's 20 Largest Employers

1. UC San Diego
2. Naval Base San Diego
3. Sharp HealthCare
4. County of San Diego
5. Scripps Health
6. San Diego Unified School District
7. Qualcomm Inc.
8. City of San Diego
9. Kaiser Permanente
10. UC San Diego Health System
11. General Atomics (and affiliated companies)
12. San Diego State University
13. YMCA of San Diego County
14. Rady Children's Hospital-San Diego
15. 15. Northrop Grumman Corp.
16. Sempra Energy
- 17. San Diego Community College District**
18. BD (Becton, Dickinson, and Co.)
19. SeaWorld San Diego
20. University of San Diego

Source: *San Diego Business Journal Book of Lists 2018*



# 60,000 Students Enroll in Credit Colleges



SAN DIEGO CITY COLLEGE



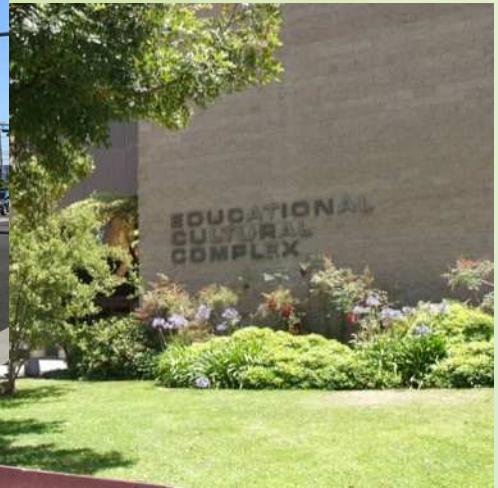
SAN DIEGO MESA COLLEGE



SAN DIEGO MIRAMAR COLLEGE



# 45,000 Students Enroll in Continuing Education



- Educational Cultural Complex
- César Chávez Campus
- Mid-City Campus
- North City Campus
- West City Campus
- At Mesa College
- At Miramar College





# Military Base Programs

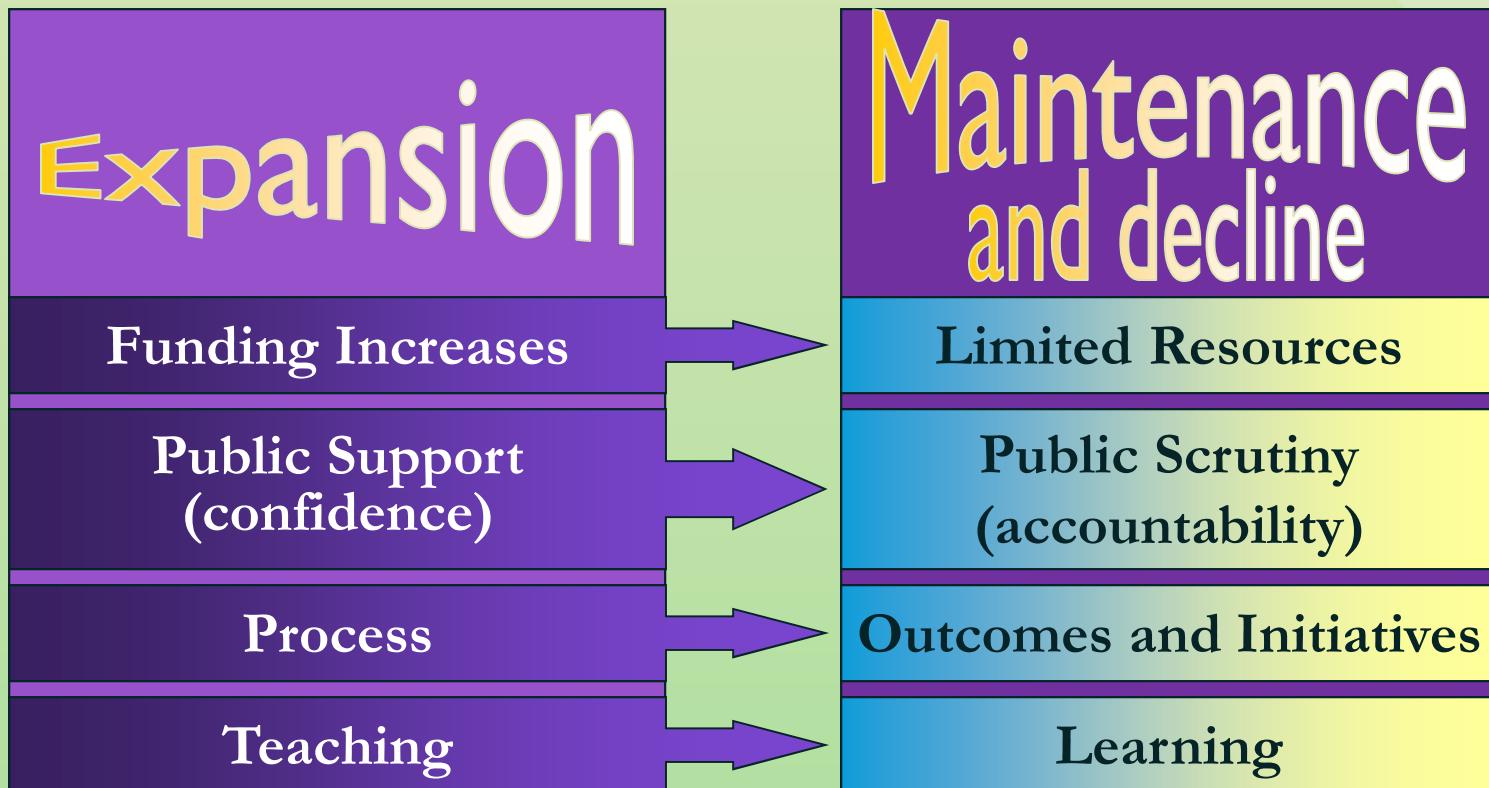




# Changing Times

1960-1980

1980-Present





## CCC - Challenges

- While the system has made significant strides in improving student success, serious challenges remain.
  - Most students who enter a community college never complete a degree or certificate or transfer.
  - Students who do reach an educational goal take a long time to do so.
  - Achievement gaps persist (across student groups and across regions).
- New Funding Formula is controversial and is in need of work, while the intent overall is meant to support student equity, success, and achievement.



## CCC Chancellor's Office Vision for Success

**20%**



Increase by at least **20 percent** the number of CCC students annually who acquire associates degrees, credentials, certificates or specific skill sets that prepare them for an in-demand job.

**35%**



Increase by **35 percent** the number of CCC students transferring annually to a UC or CSU.

- Decrease the average number of units accumulated by CCC students earning associate's degrees.
- Increase the percent of exiting Career Education students who report being employed in their field of study.
- Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups.
- Reduce regional achievement gaps across all of the above measures through faster improvements among colleges located in regions with the lowest educational attainment of adults.



# Changing External Impacts





# Internal Constituencies (Not Monolithic)

## Faculty

- Academic
- Vocational
- Full-Time/Part-Time
- Gender
- Ethnicity
- Age, Longevity
- Union/Senate
- Teaching/Non-Teaching
- Credit/Non-Credit

## Students

- Resident
- Commuter
- Full-Time
- Part-Time
- Day/Evening
- Involvement
- Traditional
- Re-Entry
- Gender
- Ethnicity

## Administration

- Executive
- Middle Management
- Gender
- Ethnicity
- Age, Longevity
- History

## Support Staff

- Clerical
- Technical
- Trades

## Governing Boards

- Elected
- Appointed



# Changing Instructional Delivery & Learning Methodologies





# New Instructional Delivery Issues & Learning Methodologies





# Changing Student Support Systems

**FROM:**



**TO:**

**Online Systems**

- **Registration**
- **Counseling**
- **Learning Support**
- **Predictive Analytics**





# San Diego Promise Program

The San Diego Promise is a two-year program that pays for enrollment fees for all first-time, full-time students at City, Mesa, and Miramar Colleges. Students with the greatest financial need will also receive book grants. The San Diego Promise is intended to ensure that no deserving local students are denied the opportunity to go to college due to lack of resources.

## **Students must:**

- Apply for Financial Aid (FAFSA).
- Identify a course of study and complete a student education plan.
- Be first-time to college.
- Enroll at least full-time (12 units) for one year.
- Maintain a minimum 2.0 GPA to remain eligible.

## **FUNDING:**

- The program is funded by AB 19, the California College Promise, in the first year and the second year through private donations. Proposed legislation (AB 30) would fund second-year enrollment fees.





# AB 19 – California College Promise (State Funding)

- Established by the State Legislature for the 2018-2019 academic year
- Provides funds to waive fees for first-time, full-time students **their first year**
  - Funds may also be used for other direct support, including instructional materials, and transportation
- Funding does not supplant the California College Promise Grant (CCPG), formerly known as Board of Governors Waiver (BOGW)
- AB 19 enabled the District to expand the San Diego Promise to a two-year program; the first year funded by AB 19, and the second year funded through private donations





# San Diego Promise 2018-2019 Participants



- 2018-2019 Cohort – Year 1: 1,760 Participants
- 2017-2018 Cohort – Year 2: 356 Participants
- **Total San Diego Promise Participants: 2,116**
- **Estimated Cost: \$1.3 Million**
- **Fundraising champions:**



**Mayor Kevin Faulconer**



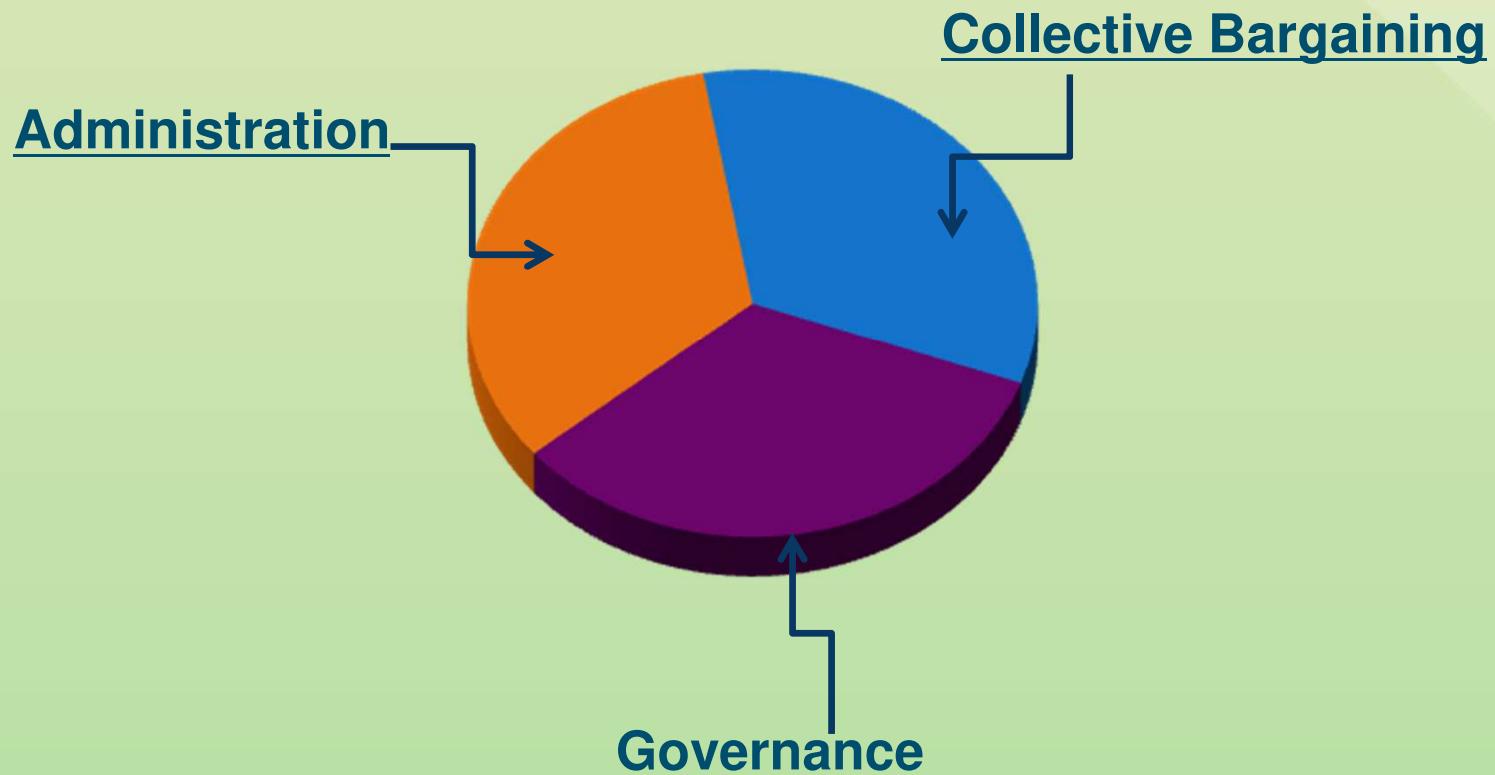
**Annette Bening, Actor, Alumna**



# CHANGES & CHALLENGES



# Changing Decision-Making Trends





# Collective Bargaining and Goals

## (A Model from SDCCD)

### Scope of Negotiations

7 Unions\*  
3 Meet & Confer Groups

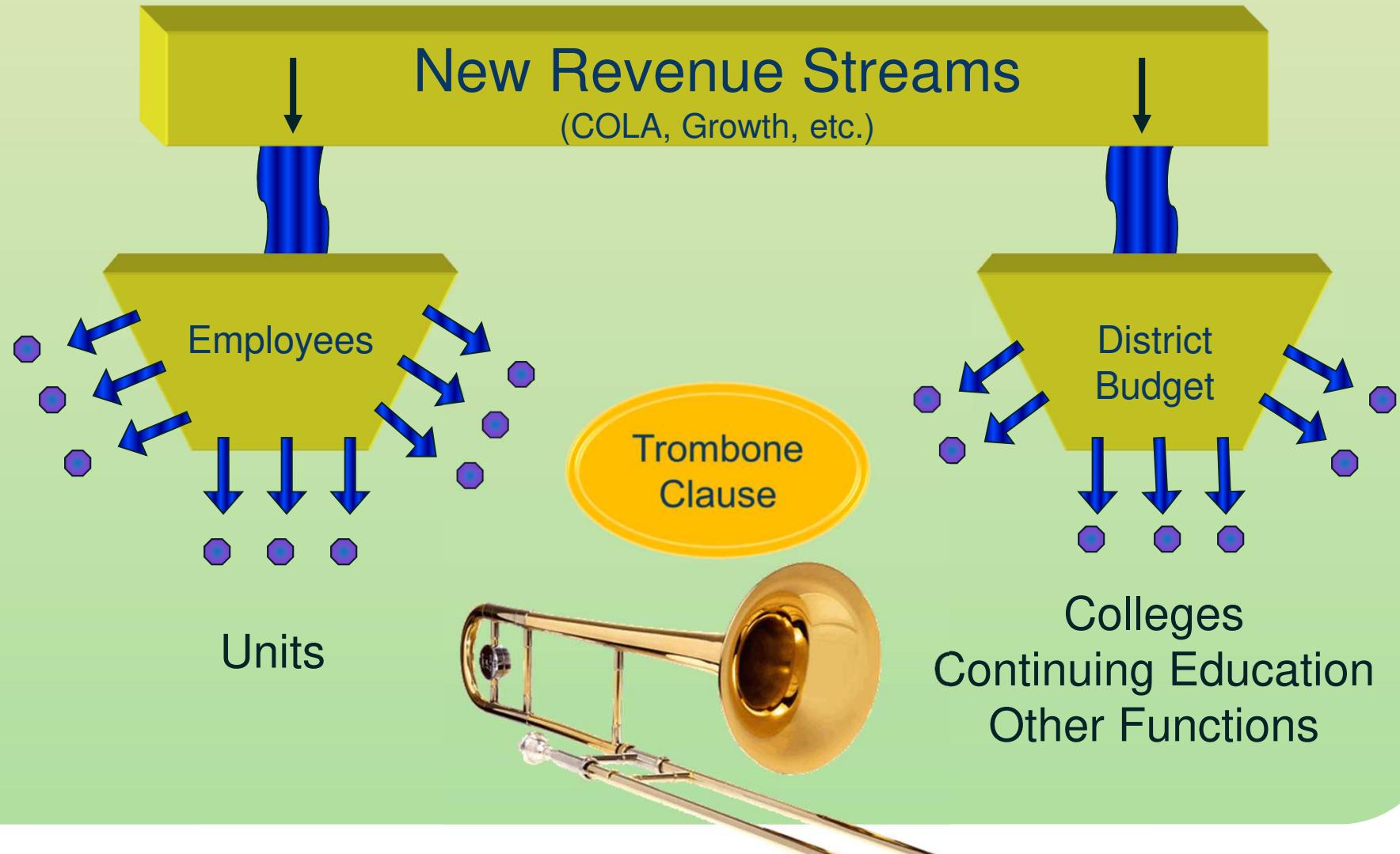
### Board Goals

- Fiscal responsibility to public
- Fairness to employees
- Relate bargaining to state revenue
- Eliminate acrimonious processes
- Better coordinate bargaining with governance

\* 6 represented by AFT



# Resource Allocation Formula (RAF)

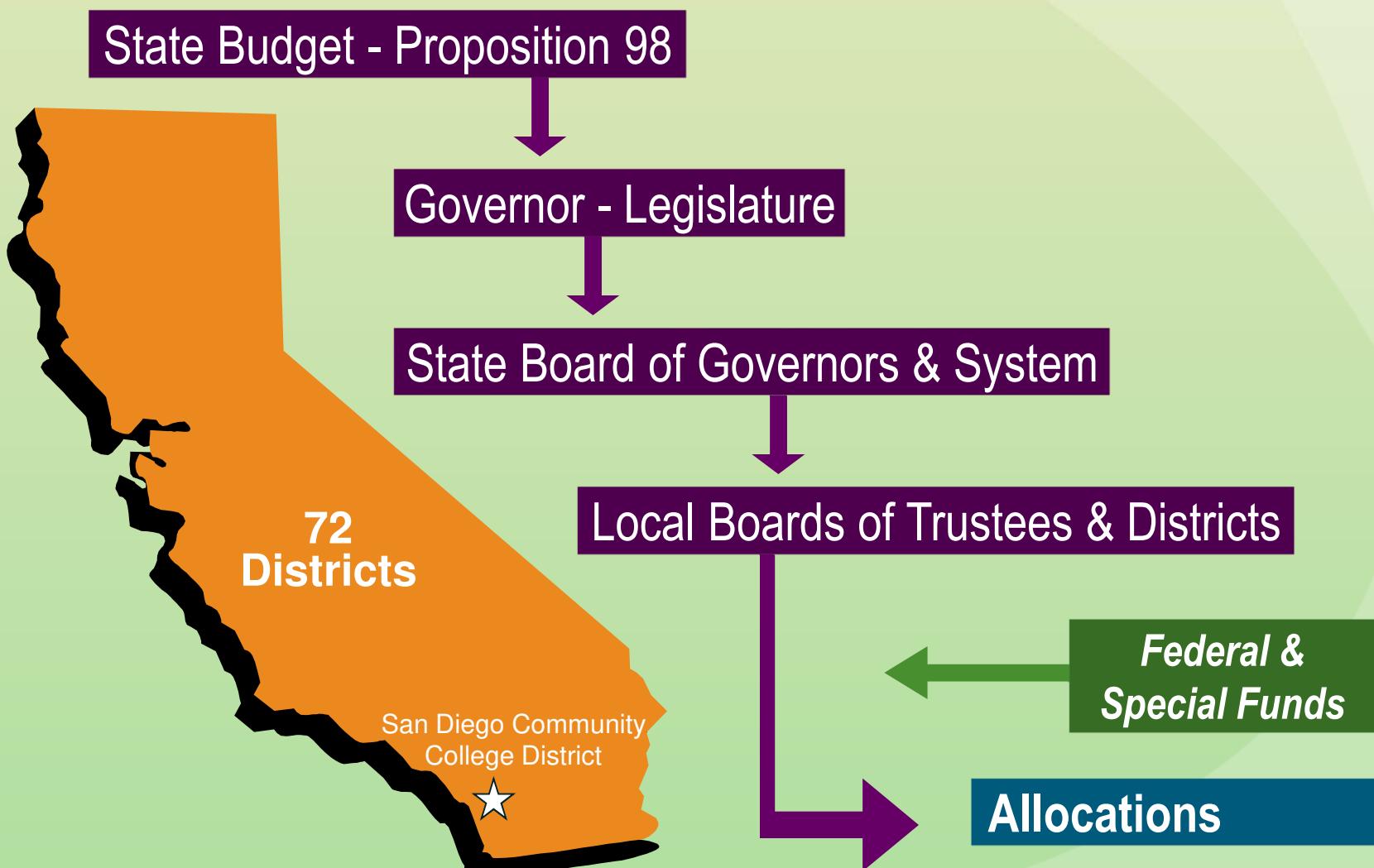




# The Budget

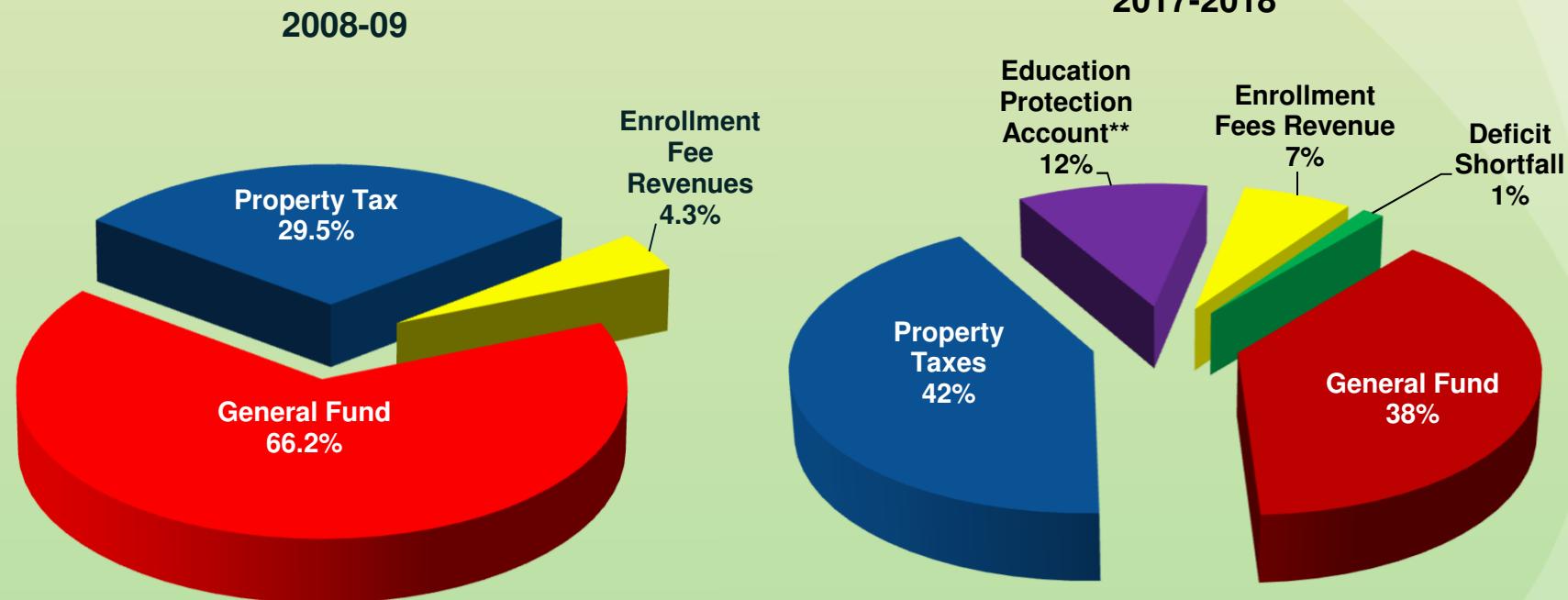


# California Community Colleges Budget Process





# Comparison of State Apportionment Funding Sources “Then and Now”



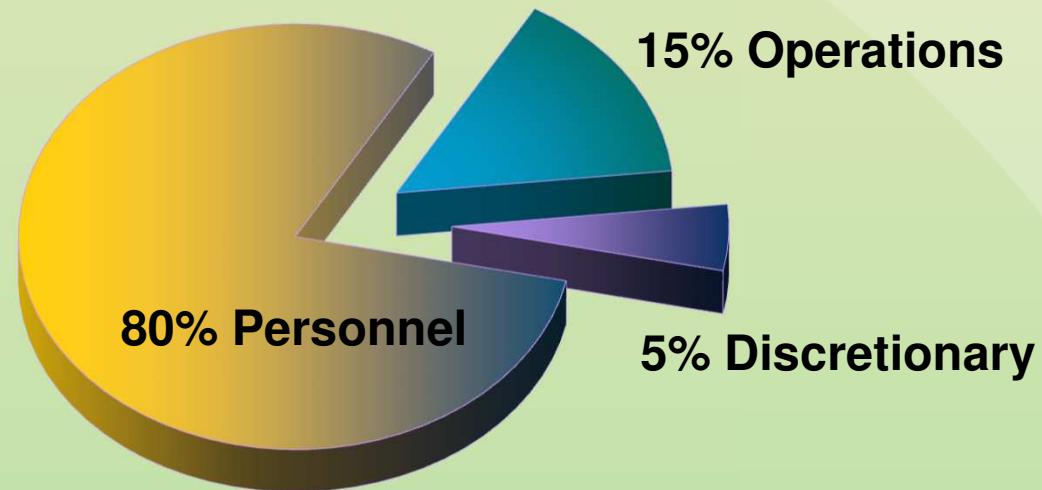
\*Calculated using State Principal Apportionment Reports

\*\*Proposition 30 requirement approved by voters in 2012



# Financial Management

## Budget



### New Funding

- Based on Growth
- Foundations
- Partnerships
- Contract Education
- Entrepreneurship

### Change Mechanisms

- Reallocation of Resources
- Collaboration
- Out-sourcing



# The New Funding Formula

- The new formula calculates apportionments generally using three allocations:
  - *Base Allocation*—Current factors including College and Education Center basic allocations and FTES allocations.
  - *Supplemental Allocation*—Counts of low-income students.
  - *Student Success Allocation*—Counts of outcomes related to the *Vision for Success*, with “premiums” for outcomes of low-income students.
- Noncredit FTES (and some other FTES) would be funded at current rates.
- The rates are calculated to provide a three-year transition.





# Fiscal Year 2018-19 Allocation

## 70% Base Allocation

Based primarily on FTES, and continues to include basic allocation for college size, and number of higher education centers. FTES calculated on a 3 year average. Rates have changed



## 20% Student Equity Allocation

Based on the number of low-income students served in following categories: (1) Pell Grant recipients, (2) all College Promise Grant recipients, and (3) AB 540 students.

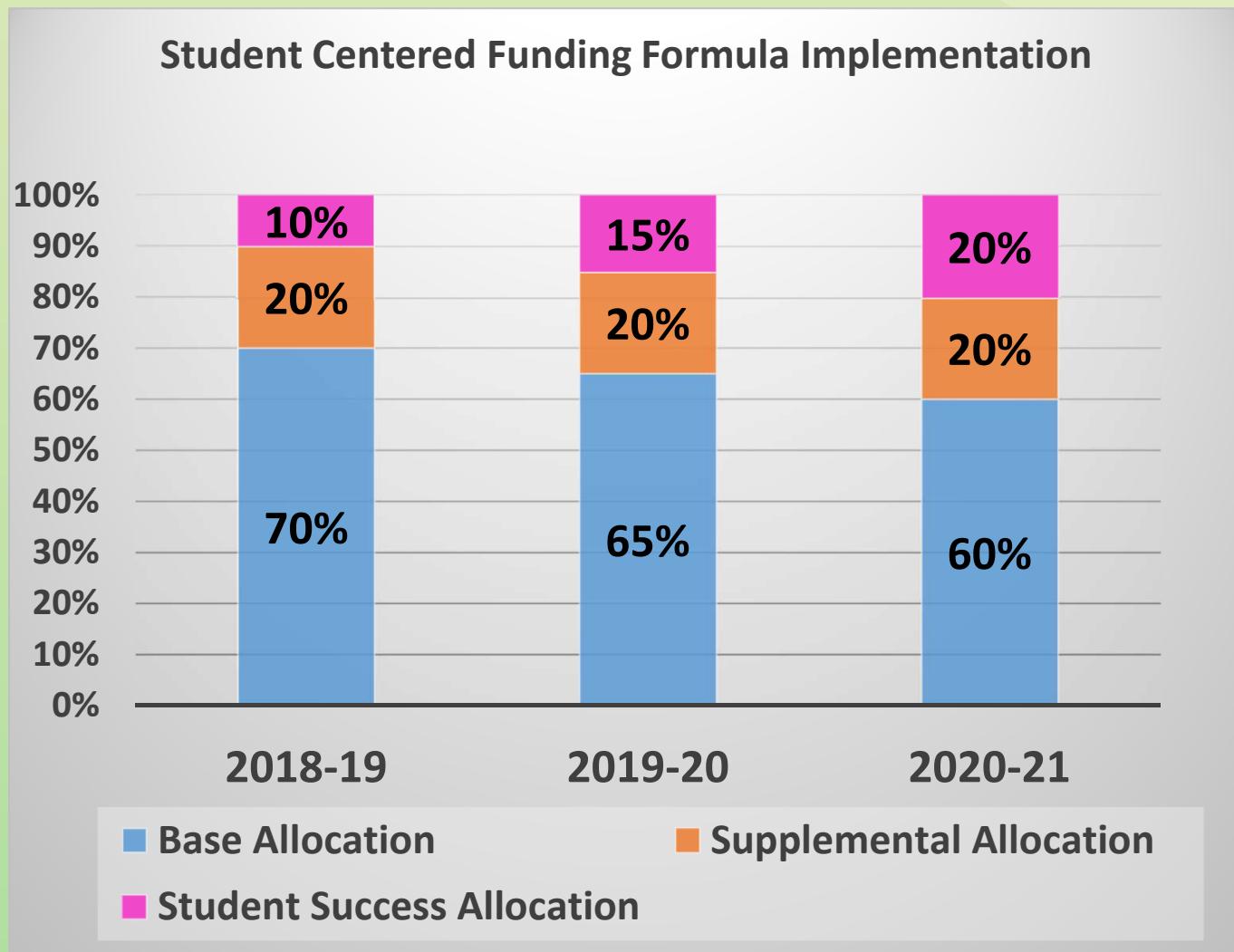


## 10% Student Success Allocation

Based on the number of students meeting a more broadly-defined set of success outcomes such as: . Completion of ADT, Certificate, Associate Degree, Transfer, Completion of both transfer-level mathematics and transfer-level English within the first year of enrollment, etc.. Points based



# Funding Formula Phased – Three Years





# Understanding the Base Allocation

**Full-Time-Equivalent Student**

= 15 Units

1 Student Taking 15 Units

-Or-

5 Students Each Taking 1, 3-Unit Course



<b>State Schedule R</b>	<b>Full-Time Equivalent Students Funding Rate</b>
Credit (3 year average less incarcerated and Special Admit)	3,727.00
Noncredit	3,347.49
Career Development	5,456.67
College Prep	
Special Admit	5,456.67
Incarcerated Student Credit	5,456.67
Incarcerated Student Noncredit	5,456.67



# Student Success Allocation

Student Success Measures	All Students	Pell Grant Recipient	California College Promise Grant Recipients
Associate degrees for transfer granted	\$1,760	\$666	\$444
Associate degrees granted (excluding ADTs)	\$1,320	\$500	\$333
Credit certificates (16 units or more) granted	\$880	\$222	\$333
Completion of nine or more CTE units	\$440	\$111	\$167
Successful transfer to four-year university	\$660	\$250	\$167
Completion of transfer-level Mathematics and English courses within the first year of enrollment	\$880	\$222	\$330
Attainment of Regional Living Wage	\$440	\$111	\$167



## California's Challenge

**CalSTRS**





## CalSTRS Plan

- As of June 30, 2013, benefits projected for prior service exceeded estimated assets by approximately 74%.
- “Official” unfunded liability increased from \$22.5 billion to \$70.5 billion from 2008-2012.
- Most recent unfunded liability projections have it at \$74 billion; however, other estimates based upon a Moody’s Investors Service formula have it more likely to be at \$93 billion; and, based upon estimates, the unfunded liability continues to grow at \$3-\$6 million per day.
- Governor’s plan, supported by the legislators, is to increase contributions by \$5.5 billion (from the current \$2.2 billion) over the next seven years.





## Impact to CalSTRS Employees

CalSTRS 2% at age 62 Members - previous 8% rate increased to:

July 1, 2014	8.15%
July 1, 2015	8.56%
July 1, 2016	9.205% (current level)

CalSTRS 2% at age 60 Members - previous 8% rate increased to:

July 1, 2014	8.15%
July 1, 2015	9.20%
July 1, 2016	10.25% (current level)





# Impact to Districts (for CalSTRS Employees)

**Employer 2014 contribution rate of 8.88% has increased annually as follows:**

<u>Increase Date</u>	<u>Rate % Increase</u>	<u>Contribution</u>
July 1, 2015	1.85%	10.73%
July 1, 2016	1.85%	12.58%
July 1, 2017	1.85%	14.43%
July 1, 2018	1.85%	16.28%
July 1, 2019	1.85%	18.13%
July 1, 2020	.97%	19.10%

Note: SDCCD contribution rate in 2012-13 was 8.25%; in 2013-14 contribution rate increased to 8.88%; by 2020-21 contribution rate will have increased to 19.10%. Based upon SDCCD 2012-13 CalSTRS employee payroll contribution cost in dollars was \$7.5 million, which will increase to approximately \$18 million a year as of FY 2020-21.

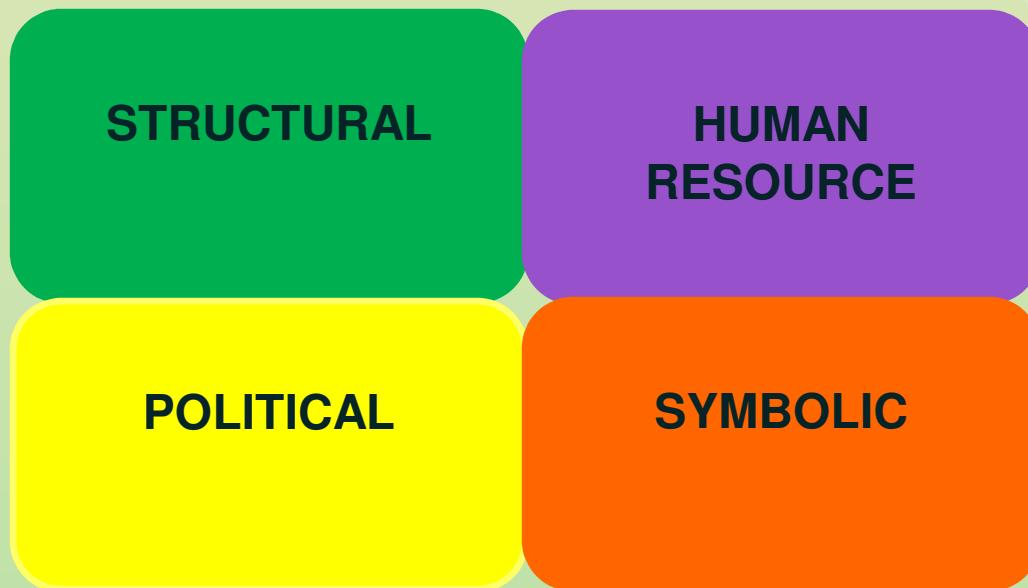




# **Leadership Styles and Reinvention**



# Academic Leadership Frames



Sources: Bolman, L., and Deal, T. (2013). *Reframing Organizations: Artistry, Choice, and Leadership*. San Francisco: Jossey-Bass.

Bolman, L., and Gallos, J. (2011). *Reframing Academic Leadership*. San Francisco: Jossey-Bass.

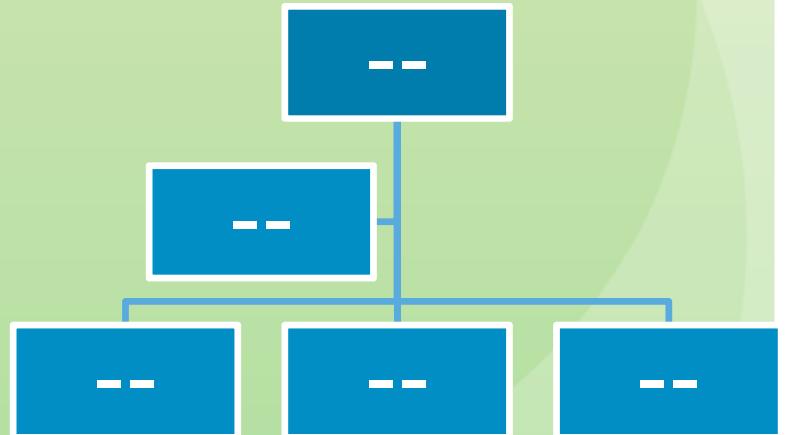


# The Structural Frame

“Scientific” Model, based on Industrial/Labor Format

## CHARACTERISTICS OF THE LEADER

- Structure their work.
- Structure their organizations.
- Structure the change process.





# The Human Resource Frame

People-centered model, emphasizing personnel practices, professional development, mutual benefit.

## CHARACTERISTICS OF THE LEADER

- Emphasize communication.
- Promote “empowerment.”
- Form teams for collective evaluation and action.
- Provide support, coaching, and care.
- Focus on hiring the right people.





# The Political Frame

View of organization as a “complex web” of individual, group, external, and often mutually-exclusive interests.

## CHARACTERISTICS OF THE LEADER

- Establish agendas.
- Map the political terrain of interest groups and issues.
- Network and forge coalitions.
- Bargain and negotiate.





# The Symbolic Frame

A perspective that emphasizes meaning, belief, and faith, in a value-based approach to organizational culture.

## CHARACTERISTICS OF THE LEADER

- Build on the past in developing a future vision.
- Lead by example.
- Construct an “heroic narrative.”
- Tell the story.
- Leverage the power of ceremony and ritual.





# THANK YOU!

## Q and A