As we complete the fall semester, we continue to put students on the path to higher education. The Ventura County Community College District (VCCCD) has an institutional commitment to providing broad access to higher learning. In order to meet that broad access, we must continue to put our students first and provide them with the educational tools they will need to transfer and compete economically.

When I was an adjunct faculty member in the Sierra Community College District, one of my main goals was not only to help my students prepare for their speeches, but prepare for job interviews and encourage them to obtain internships to build their resumes. So much of what we do in community colleges is not limited to a lecture but, to helping prepare our students for their futures. I am honored to work alongside dedicated staff and faculty committed to helping VCCCD students reach their educational and career goals.

As a community college district, we also retrain unemployed workers and help students earn a degree or transfer to a university. VCCCD is working hard to build partnerships to create career pathways and meet student needs through services that encourage college completion and career planning. Community colleges credential more than 70 percent of the state’s nurses and 80 percent of firefighters, law enforcement officers, and emergency management technicians. However, with ongoing state budgetary challenges, VCCCD struggles to sustain its mission of access and building partnerships.

**Budget**

Thanks to the commendable efforts of our employees, students, and others championing Proposition 30 in support of educational funding crucial to the future of California, the District was encouraged when the public voted in favor of Proposition 30 in the November election. Passage of Proposition 30 revitalized the importance of continuing to serve students and halted the state’s proposed 2012-13 “trigger” budget cuts to California community colleges as the measure is expected to raise approximately $6 billion annually in additional state revenues through 2019. A share of the revenues generated will be spent on K-12 schools and community colleges. In 2012-13, we expect approximately $6.6 billion to be used to pay K-14 expenses from 2011-12 and reduce or end delays in state K-14 education funding payments.

While we can celebrate the passage of Proposition 30, this initiative is not a windfall of new dollars but, it allows us to avoid the $9 million in cuts planned for next year. We must continue our fiscal vigilance to maintain the integrity of programs and services for our students. As we continue to work together during these difficult times, it is important to remember we all have a common purpose in providing educational opportunities to our students.
As reported in numerous articles, Governor Brown and his staff are working to complete the Governor’s 2013-14 Budget Proposal, scheduled for release by January 10, 2013, and legislators are deciding on hundreds of bills that will be introduced when the Legislature reconvenes January 7. While we wait for the public unveiling of these efforts next month, many districts are beginning to work through implementation of Proposition 30 and national issues.

Congress and President Obama are working to avoid falling off the “fiscal cliff” of federal spending reductions and tax increases at the beginning of next year. While community colleges are not as directly affected as other portions of the federal budget since they receive relatively fewer funds, reductions to federal spending for Medicare can put greater fiscal pressure on states to cover shifting costs, placing a greater strain on state budgets that would in turn likely put funding for education at risk. In addition, some economists fear that failure to act may push the economy into a second recession, which would further reduce the ability of state and local governments to fund public services.

If avoiding a fiscal cliff comes down to a choice between cutting spending on defense or education, a recent poll shows that a majority of Americans would prefer to protect education funding and cut defense. Interestingly, poll respondents also dramatically overstated how much money they believed the federal government spends on education, saying that it amounts to about 15 percent of the federal budget. The actual figure is around 2 percent.

**Accreditation**

VCCCD had a follow-up accreditation visit on November 13-14. All three campuses and the District Administrative Center participated in this process. I met with Gil Stork, Chair of the accreditation team reviewing the District’s responses, Dr. Jack Daniels, Chair of the Oxnard College team, and Dr. Jackie Fisher, Chair of the Ventura College team.

The visiting team has written a report regarding the accreditation visit and in response to the College/District October 15 report to the Accrediting Commission. The Accrediting Commission will meet in January 2013 to take action on our report and current accreditation status. Participation in ACCJC meetings is by invitation only as the meetings are closed to the public. The process usually allows for institutions under current review to receive an invitation to present, and the invitation is typically extended to college presidents and/or a chancellor.

**Ventura County Community College District Entertainment Panel**

Oxnard College hosted the 1st Annual VCCCD Entertainment Panel on December 5, 2012, from 6:00-8:00 p.m. at the Oxnard College Performing Arts Building. Students obtained tremendous insight from professionals in the entertainment industry. Panelists included:

- Ty Granderson Jones, Actor, Poet, Screenwriter, and CEO of Creole Celina Entertainment
- David Lyons, President of Lyons Locations, Television
- Rick Najera, Director, Screenwriter, Actor, and Comedian
- Tiffany Smith-Anoa’i, Vice President of Diversity and Communication, CBS
- Marylin Bitner, Plan A Locations
- Adele B. Wilson, Managing Director, Streetlights Organization
The event was successful and attended by over 200 students and community members. As this is an annual event, each campus will have an opportunity to host the panel in the future.

**P-16 Council**

On November 21, 2012, I attended a Ventura County P-16 Council meeting. Assemblymember Jeff Gorell provided a presentation on the Gold Team, an economic development coalition consisting of state and local elected officials, economic development professionals, city and county representatives and business advocates. The group’s goal is to attract out-of-state companies and jobs to the greater Ventura County and Central Coast region of California. The California Community Colleges is the only public entity with the charge of economic work development and training. Part of our mission is to train and provide a skilled labor force.

**American Association of Community Colleges (AACC) Fall Meeting**

I attended the AACC annual fall meeting in November. More than 180 community college presidents and administrators serve on the six AACC commissions, which provide advice to the AACC Board and staff on a variety of issues affecting community colleges. The meeting focused on recommendations from the 21st Century Commission on the Future of Community Colleges and steps in the implementation process. We engaged in dialogue to exchange information on issues within the region and state; redesign students’ educational experiences; reinvent institutional roles; and reset the system to create incentives for student and institutional success.

As a member of the Commission on Diversity, Inclusion, and Equity, we continued work to develop and implement a diversity plan with benchmarks and a scorecard for promoting diversity within AACC. The Commission on Diversity, Inclusion and Equity recommended that the AACC explore the creation of a diversity and social justice award that results in peer recognition of AACC member institutions that promote diversity, inclusion, and a commitment to evidence-based practice for student success.

While attending the AACC Conference, I had the opportunity to meet with Under Secretary of Education, Martha Kanter, and Matthew Valerius, Program Specialist, Office of Vocational and Adult Education. We discussed the Workforce Investment Act (WIA) Reauthorization, restoring the “Ability to Benefit,” and access to the year-round Pell Grant Program.

**Community College League of California**

In November, the Board of Trustees and I attended the California Community College League Annual Conference in Los Angeles. The Board continued their professional development by attending different workshops, as well as obtaining key information designed to enhance opportunities for VCCCD students.

**Board of Trustees Annual Organizational Meeting**

The Board held its annual organizational meeting on December 11. Newly-elected Trustees Larry Kennedy and Bernardo M. Perez were sworn in as official members of the Board. The Board also selected Bernardo M. Perez as the Chair of the Board and Dianne B. McKay as Vice Chair. Congratulations!
Dr. Richard Rush, President, California State University Channel Islands (CSUCI), provided a presentation on the accomplishments of CSUCI. The VCCCD Board of Trustees then presented President Rush with a proclamation recognizing the success of CSUCI on its tenth anniversary in the community.

The Board presented Vice Chancellor Patricia Parham with a Certificate of Appreciation for over 23 years of dedicated and distinguished service in Human Resources. Ms. Parham is now enjoying employment in the private sector. A reception was held to welcome the new trustees, honor CSUCI, and congratulate Vice Chancellor Parham.

The Board also took action to engage an outside firm to manage the recruitment for the position of Ventura College President as Dr. Robin Calote will retire effective June 30, 2013. The Board’s action to engage an outside recruitment firm at this time provides the needed support in Human Resources during the absence of a Vice Chancellor of HR.

**Board Retreat**

The Board held a special meeting at the District Administrative Center this fall that focused on defining protocols/channels for communication and developing measures to assess improvement, address communication expectations between the Board and new Chancellor, and enhance understanding of Board roles and responsibilities.

The Board reviewed policies related to Accreditation Standard IV and the Board’s Best Practices Agreement. The Board has a solid framework of policies; accreditation requires sustainability of practice in upholding Board policies. Emphasis was placed on clarifying differences between operational interests and operational management and discussing differences in levels of information desired by Trustees for decision-making.

Points of effective communications agreed upon by the Board included anticipating questions and comments; ensuring Board members have sufficient information to provide responses to constituents; providing Board members with summaries of key issues on controversial or difficult issues; relying on Board policy, roles, responsibilities, and values; supporting Board policies and processes; being truthful; and communicating with the Chancellor and Board Chair.

The Board explored communication protocols in the following areas:

<table>
<thead>
<tr>
<th>Communication from Chancellor to Board</th>
<th>Communication from Board to Chancellor</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Weekly email update</td>
<td>• Trustees contact Chancellor regarding community/staff questions or concerns about agenda/potential agenda items</td>
</tr>
<tr>
<td>• Monthly individual Trustee/Chancellor meetings</td>
<td>• Trustees contact Chancellor with requests for information; Chancellor forwards to staff as appropriate</td>
</tr>
<tr>
<td>• Chancellor notifies Board in matters of controversy, media attention, challenging decisions</td>
<td>• Chancellor or designated staff follow up with Trustees to close matter</td>
</tr>
<tr>
<td>• Responses to individual Trustee requests provided to full Board</td>
<td></td>
</tr>
</tbody>
</table>
### Crisis Communications

Current practices work well, which include:
- Chancellor works with Administrative Relations/Executive Staff to obtain information
- Chancellor/Administrative Relations provide information to Trustees regarding crisis situation
- Responses to media/community provided through Chancellor/Administrative Relations
- District/College Emergency Teams/Emergency Operations activated when required

### Board Meeting Communication

- Trustees encouraged to continue to seek understanding of various perspectives, express appreciation for all contributions, and ensure meeting participants are heard
- At close of discussion or end of meeting, Board will review key points and rationale of policy issue or decision to assure Board speaks with one voice
- Individual Board members on minority side of vote will support Board decisions; can reiterate he/she advocated for another position, but democratic process followed and he/she supports process

### Communication with Community/Media

- Board affirmed AP 2715(B) regarding media communication
- Trustees work with Chancellor/PAC Committee regarding Board articles for public print or when representing Board at community events
- Be accessible; listen respectfully and impartially
- Refer community members to College/District processes through Chancellor/College Presidents
- Do not make promises to individuals/groups; do not attempt to solve problems – inform Chancellor
- Follow up with Chancellor/community member as appropriate to situation

### Communications with Employees/Students

- Listen respectfully/impartially; make no promises and do not attempt to solve problems
- Clarify Board’s roles and responsibilities; Trustees have authority only as Board, not as individuals
- Refer employees/students to College/District processes and notify Chancellor
- Trustees encouraged to attend College events
- Chancellor’s Office will work with College Presidents to ensure Trustees invited to/aware of College events
- Trustees will contact Presidents’ Offices when visiting campuses; be cognizant of unintended and sometimes undesirable perceptions created by Trustee visits

A Board policy related to formal communications is being developed. It will be reviewed by the Planning, Accreditation, and Board Communications Committee and will then be provided to the Board Policy Committee and full Board for action at a future Board meeting.

### Council/Committee Meetings

Several District-wide councils and committees met as follows:

#### District Council for Administrative Services (DCAS)

DCAS met on November 15 and December 13, 2012. DCAS continues its annual review of the Budget Allocation Model, Infrastructure Funding Model, and other documents pertinent to the group. After a review of the Model, if DCAS proposes or recommends changes to either Model, they will be presented to the Board, through Consultation Council, in early spring (March/April) as a part of the Budget Assumptions.

DCAS identified action steps associated with the Board’s Goals and Objectives relative to budget and fiscal processes for which they are responsible. These action steps will help ensure the Board is successful in meeting its annual goals.

DCAS continues to review policies and procedures related to business services. Constituent representatives will continue to evaluate relevant procedures and provide input and suggestions.
District Council on Human Resources (DCHR)

DCHR met on November 29, 2012. The committee spent significant time working on its continued review of Human Resources Policies and Procedures. DCHR completed work on the following items, which will move forward to the Policy Committee meeting in December: BP 2431, AP 2431, BP 7120, AP 7120 A, AP 7120-B, AP 7120-C, AP 7120-D, BP 7211, AP 7211 and BP 7310. At the next DCHR meeting, scheduled for January 24, 2013, the committee will again consider AP 7120-E, BP 7352 and a proposed AP 7352.

Administrative Technology Advisory Committee (ATAC)

ATAC met on November 29, 2012. There was a brief discussion of the Board-approved Memorandum of Understanding for the Transitions Data Initiative from IEBC. An update for the document imaging project was provided, with an anticipated final recommendation to come to ATAC in January 2013. A summary of the two Instructional Technology Advisory Committee (ITAC) meetings was given, including the committee recommendations to stay with Desire2Learn and also to keep the Distance Learning Task Force. Additional project updates were provided, including the portal and website redesigns, mobile applications for students, and electronic transcript services. Career center software was discussed, with demonstrations to be set up in late January. ATAC then discussed software needs for managing records in the student health centers.

Institutional Research Advisory Committee (IRAC)

IRAC met on December 12. The committee continued its discussion regarding the State Chancellor’s Office (CCCCO) Accountability Report for Community Colleges (ARCC) reporting structure and categories. The annual ARCC presentation will be provided to the VCCCD Board of Trustees each December. The group then reviewed a list of potential data sources to be used for the VCCCD Educational Master Plan and agreed to invite the project facilitator(s) to a future IRAC meeting to discuss the timeline and anticipated outcomes. In closing, the committee project list was reviewed and updated as appropriate.

District Council on Academic Affairs (DCAA)

DCAA, a new District-wide participatory governance council, began meeting in September 2012. The membership includes the Executive Vice Presidents, Academic Senate Presidents, two additional faculty, an Associated Student Government Representative from each college, and one representative Vice President of Business Services. DCAA reviewed its charge and elected Peter Sezzi, Ventura College Academic Senate President, as its Faculty Co-Chair. As part of DCAA’s task to inform the Chancellor regarding instructional and student service policies and procedures, the council reviews Board policies and administrative procedures brought forth from its two advisory groups, DTRW-I and DTRW-SS, related to enrollment priorities, prerequisites/corequisites, and general education patterns. Dr. Jane Harmon, Interim Executive Vice President, Moorpark College, serves as Chair of DCAA.

District Technical Review Workgroup – Instruction (DTRW-I)

DTRW-I began meeting this academic year in September. In addition to a slightly modified committee name change from previous years (DTRW), the membership was pared down to the Executive Vice Presidents, Curriculum Co-Chairs, and Articulation Officers from each College.
The Academic Senate Presidents, who previously served on this workgroup, now provide their input at the District Council on Academic Affairs (DCAA).

The DTRW-I is an advisory group to DCAA. It reviews curriculum submitted by the three VCCCD College Curriculum Committees. The DTRW-I is responsible for reviewing new and substantively revised courses and programs prior to submission through DCAA to the Chancellor and the Board of Trustees. DTRW-I is responsible for ensuring the technical and legal accuracy of all components of new and substantively revised courses and programs. In addition, the DTRW-I may choose to review and provide advice on questions regarding the interpretation of curricular regulations. Dr. Erika Endrijonas, Executive Vice President, Oxnard College, serves as Chair of DTRW-I, and Mary Rees of Moorpark College serves as Faculty Co-Chair.

District Technical Review Workgroup – Student Services (DTRW-SS)

DTRW-SS met for the first time this academic year in September. This workgroup, formerly known as the District Council on Student Learning (DCSL), was also pared down in membership and like DTRW-I, no longer includes the Academic Senate Presidents. Workgroup members include the Executive Vice Presidents, Deans of Student Services, Registrars, one non-instructional faculty member from each College, and an Associated Student Government representative from each College. Dr. Erika Endrijonas, Executive Vice President, Oxnard College, serves as Chair of DTRW-I, and Victoria Lugo, Dean, Student Services, Ventura College, serves as Co-Chair.

District Consultation Council

Consultation Council met on November 30 and reviewed the December 11 Board Meeting Agenda. There were no constituent objections. Consultation Council members also discussed the timeline for completing the District Educational Master Plan. Further discussion will take place in January.

When I first arrived at VCCCD, I started 15-minute meetings with District Administrative Center staff. This has been a very rewarding communication experience. Starting January 14, 2013, I would also like to extend this invitation to any of you on the College campuses. Please contact Patti Blair in my office at pblair@vcccd.edu to schedule a one-on-one 15-minute meeting with the Chancellor.

The Colleges and the District Administrative Center are closed December 24, 2012 through January 1, 2013 for the winter break. Offices will reopen on Wednesday, January 2, 2013, and classes start on Monday, January 14. As you leave the campuses and DAC for the holidays, please travel safe and enjoy time with your families, friends, and loved ones. I wish you a Happy Holiday break, and I look forward to seeing everyone again in 2013!

Jamillah Moore, Ed.D.
Chancellor