



**NORTH COUNTY HIGHER EDUCATION ALLIANCE**

**CSU San Marcos • MiraCosta College • Palomar College**

# Annual Report to the Presidents

**2017-2018 Academic Year**

**Prepared For:**

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**Introduction:**

The 2017/2018 academic year was a productive and active year for the North County Higher Education Alliance (NCHEA). We continued the strong tradition of collaborative work among MiraCosta College, Palomar College and California State University San Marcos. One major focus of our work for the past several years has been to bring together faculty, department chairs and administrators to discuss transfer patterns and Associate Degree Transfers (ADTs). We have been successful in doing this through both administrator and department retreats and our *Conversations with Colleagues* funding. The 2018 NCHEA retreat was focused on curriculum and transfer (and ADTs) for 4 specific departments: Political Science, Chemistry, Physics and Computer Science. Our *Conversations with Colleagues* mini-grants provided funds for faculty, staff and administrators to get together over a meal to discuss curriculum and implement strategies that support transfer. In addition, we have continued with our signature NCHEA sponsored events which include our Tri-Campus Teaching event (the theme for 2018 was *Latino Student Engagement, Retention and Graduation at Hispanic Serving Institutions*), a new faculty mixer, and administrative and faculty retreats. We also revised our bylaws to reflect a change for staff support. Finally, we continued to provide major funding for grants that fostered collaboration and conversations among colleagues.

**NCHEA's Mission:**

As a higher education consortium, the North County Higher Education Alliance (NCHEA) works to improve educational opportunities for North County citizens through collaboration between California State University San Marcos, MiraCosta College, and Palomar College. NCHEA promotes working relationships and active communication among faculty, staff and students at the three institutions and focuses on student learning and the seamless transfer of students from lower to upper division programs.

In 1990, the founders of NCHEA adopted the following objectives:

- to facilitate regular meetings of service providers and department members among the three institutions;
- to publicize events;
- to develop inter-institutional grant proposals and projects;
- to give staff and student recognition;
- to increase rates of persistence and transfer among North County students;
- to cooperate with the area K-12 districts on regional educational issues;
- to dream big dreams.

### **Major Goals and Accomplishments AY 2017-2018:**

Each year, we outline a number of goals and objectives that the Board would like to accomplish.

For 2017/2018, we focused on several key initiatives:

- Create opportunities for colleagues to come together to discuss successful transfer, through mechanisms such as Associate Degree for Transfer (ADTs) and curriculum retreats
- Continue the NCHEA Tri-Campus Teaching Workshop to bring faculty together to share best practices in teaching
- Continue to promote *Conversations with Colleagues* grants and provide collaboration grants for faculty, staff and student projects that bring together colleagues from all three campuses.
- Explore ways to bring new faculty together and learn about NCHEA activities
- Continue to spearhead projects and build creative and supportive cross-campus networks.

## **Major Accomplishments**

### **1. Annual Retreat:**

#### **ADT Discussion with Political Science, Chemistry, Physics and Computer Science**

Last year, the Board, in consultation with the Presidents, decided that there was great value in NCHCA coordinating retreats on a regular basis. It was decided that every other year NCHCA would host a retreat for senior administration and deans (which last occurred in January 2017) with department specific retreats on the alternate years. Therefore, in February 2018, we hosted our first ADT/transfer pattern retreat for four specific departments. The retreat was quite successful with at least one member of each department from each of the three campuses in attendance and about 40 faculty and administrators all together. The success of the retreat was largely due to the active involvement of the CSUSM Vice Provost and the MiraCosta and Palomar Vice Presidents for Instruction as well as the articulation officers and counselors from each campus. Faculty had rich conversations at the retreat and identified some opportunities, challenges and next steps. The Board fully supports the continuation of these types of conversations and sees funding these events as a priority.

Some immediate outcomes of the retreat:

- Computer Science and Physics - most issues have been resolved and faculty at Palomar and MiraCosta are moving forward with taking the next steps.
- Political Science - it will take longer to complete the ADT (could be ready by Fall 2019) since CSUSM is going to change the curriculum, moving core courses to the lower division.
- Chemistry – CSUSM faculty will talk about one course that puts the unit count at 61 instead of 60 upper division units.

Further considerations for ADT work in general:

- Create common language and marketing for ADTs across all three campuses
- Review data on transfer student success

- Continue to create stronger departmental connections. For example, continue events that bring together faculty in the same disciplines, librarians, transfer and enrollment staff, etc.

## **2. The 6<sup>th</sup> Annual Tri-Campus Teaching Workshop**

### ***Latino Student Engagement, Retention and Graduation at Hispanic Serving Institutions*** **Dr. Jose Moreno, California State University, Long Beach**

In participation with the CSUSM PASO Office, NCHEA hosted this workshop for approximately 100 faculty, staff and administration. The day-long event included a keynote session by Dr. Jose Moreno, breakout sessions by faculty, and an afternoon workshop on best practices in diversifying faculty. Breakout session focused on key areas such as high impact teaching, effective mentoring, and cultural validation.

Overall this workshop was perceived as highly effective and useful:

- 90% rated keynote speaker as excellent
- Between 80-100% rated the teaching sessions as good or excellent
- 90% rated the diversifying faculty workshop as excellent
- 80% strongly agreed (and 20% agreed) with the statement, “I received resources and training I can use”
- 90% strongly agreed they would recommend the event in the future

## **3. Conversations with Colleagues**

We awarded 4 conversations grants over the year (approximately \$500 total):

- Directors of Financial Aid meeting
- ADTs conversation/planning for retreat (3 meetings)
- Film Studies conversations
- Human Development major conversation to improve quality of teaching and labs

#### 4. Collaboration Grants

We awarded 7 collaboration grants (approximately \$19,000) during the year.

The following grants were awarded AY 2017/18:

<b>Fall 2017</b>		
<b>Title</b>	<b>Activity</b>	<b>Funded</b>
2 <sup>nd</sup> Annual Undocumented Youth Conference	Focus in one of the workshops about transferring to the university. Create social capital and build community that could foster transfer success for the community college participants.	\$1,312
Resisting Rape Culture Conference	Intended to facilitate conversation and raise the level of awareness of issues around rape and sexual assault with an emphasis on educating attendees on how cultural values and ideas can perpetuate rape and/or continued victimization of the survivor.	\$3,000
Humanize – Lecture series and Boehm Gallery Ceramics Biennial Exhibition	Assembles a diverse group of artists who work within the expanded field of ceramics to explore personal and collective identities. Their artworks reveal the ways in which identities can intersect among cultures, ethnicities, racial constructs, genders, and sexualities.	\$2,500
Working Group to Establish Dual Enrollment Writing Courses	Working group will address issues such as school district interest/need, campus interest/need, dual-enrollment models, instructor training, processes for implementation, and solutions to potential challenges/problems.	\$1,368
Performance and A Life in Music by Shiau-uen Ding	Shiau-uen Ding will be performing a concert hour and then will give a combination master class and “Life in Music” lecture. Both events will take place in the Howard Brubeck Theatre.	\$1,800

## Spring 2018

<b>Title</b>	<b>Activity</b>	<b>Funded</b>
Tri-campus 48-hour student film festival	To put on a tri-campus event student film festival for student groups to collaborate on a film project and show their films. It would consist of a pre-festival workshop for the students and instructors to organize a meet-and-greet so that they can all network and form teams. Then there will be a 48 hour festival followed by a screening of the film in a local theater.	\$3000
Higher Ground	Considering CSUSM is obtaining a new major in American Indian Studies, the California Indian Culture and the Sovereignty Center are looking to host a conversation. This conversation would be about the transferability of programs from our community college partners to a bachelor's program at CSUSM.	\$2750 Pending
Accommodating Student Parents- Best Practices for Supporting Pregnant and Lactating Students	This seminar is to inform faculty on how to accommodate student parents at each of the three campuses. The seminar will inform faculty of supportive syllabus language and how to accommodate specific requests related to pregnancy and lactation.	\$2725

**Next Steps for the NCHEA Board:**

The NCHEA Board will continue to provide support for projects that align with its core mission of enhancing communication between the three campuses and facilitating transfer success for students.

- Continue to provide collaboration grants for projects that meet the mission of NCHEA
- Continue to support both formal and informal events that promote cross campus discussions; support departments in holding regular meetings to discuss curriculum and transfer
- Build in yearly follow up with transfer students
- Continue with leadership retreat every other year but have more targeted meetings on alternate year (for example, dept. specific meetings)
- Explore common language and branding around areas that impact students on all campuses (e.g., financial aid language, scheduling, etc.)

**Appendices:****A. Members of NCHEA Board of Directors, 2017-2018**

<b>CSU San Marcos</b>	
Elisa Grant-Vallone, Director, 2017/18	NCHEA & Faculty Center Director
Kamel Haddad	Vice Provost
Sonia Perez	Coordinator & Budget Manager
Scott Hagg	Assoc. VP, Enrollment Management Services
Maureen Fitzpatrick	Faculty Representative
Kimberley Knowles-Yanez	Faculty Representative
Pat J. Pardo	CSUSM Student
Cassie Wolff	CSUSM Student
<b>MiraCosta College</b>	
Jim Sullivan	Professional Development Coordinator
Diane Dieckmeyer	VP of Instructional Services
Lise Flocken	Transfer Center Faculty Director
Jane Mushinsky	Faculty Representative
Alketa Wojcik	VP of Student Services
<b>Palomar College</b>	
PJ DeMaris	Transfer Center Director
Kelly Falcone	Professional Development Coordinator
Adrian Gonzales	VP of Student Services
Jack Kahn	VP of Instruction
Benjamin Mudgett	Faculty Representative
Elvia Nuñez-Riebel	Faculty Representative

**B. Budget:** NCHEA has an annual operating budget of \$30,000. This is the sum of the \$10,000 annual membership fees from each of the three NCHEA member institutions.

**NCHEA Budget Chart 1:**

<b>NCHEA Budget AY 2017-2018 (As of 4/25/18)</b>		
<b>Balance from Prior Year 2015-16 (\$31,025.66) and Membership Allocation 2016/17 from CSUSM, Palomar &amp; MiraCosta (\$30,000)</b>		<b>\$61,026.11</b>
<b>Collaboration Grants Pending from AY 2016/17 (some in process and others closed)</b>		<b>-26,393</b>
<b>Collaboration Grants AY 2017/18 (some in process)</b>		
2nd Annual Undocumented Youth Conference (closed)	\$1,312	
Resisting Rape Culture Conference (in process)	3,000	
Humanize – Lecture series and Boehm Gallery Ceramics Biennial Exhibition (in process)	2,500	
Working Group to Establish Dual Enrollment Writing Courses (in process)	1,368	
Performance and a Life in Music (in process)	1,800	
Tri-campus 48-hour Student Film Festival	3,000	
Accommodating Student Parents- Best Practices for Supporting Pregnant and Lactating Students	2,725	
Higher Ground - Pending approval	2,750	
<b>AY 2017/18 Collaboration Grants Total</b>		<b>-18,455</b>
<b>4 Conversations with Colleagues Grants</b>		<b>-454.72</b>
<b>Events (New Faculty Mixer 12/6/17, Tri-Campus Event 2/23/18, ADTs Retreat 3/2/18 &amp; President's Breakfast</b>		<b>-3,502.00</b>
<b>NCHEA Director Summer 2016, CSUSM Corporation Fees, NCHEA Student Stipends (Patricillo Pardo &amp; Cassie Wolff), Supplies &amp; Bridges Program</b>		<b>-8,635</b>
<b>Total 2016-2017 NCHEA Expenses</b>		<b>(\$57,439.60)</b>
<b>Balance for AY 2018-2019</b>		<b>\$3,586.51</b>

## **C. BYLAWS**

### **BYLAWS: NORTH COUNTY HIGHER EDUCATION ALLIANCE**

#### **Article 1: Name**

The alliance shall be known as the North County Higher Education Alliance (NCHEA).

#### **Article 2: Mission Statement**

As a higher education consortium, the North County Higher Education Alliance (NCHEA) works to improve educational opportunities for North County citizens through collaboration between California State University, San Marcos, MiraCosta College, and Palomar College. NCHEA promotes working relationships and active communication among faculty, staff and students at the three institutions and focuses on student learning and the seamless transfer of students from lower to upper division programs.

#### **Article 3: Membership**

##### **Section 1: Current Members**

The members of NCHEA include the public institutions of higher education in North County, San Diego: California State University San Marcos, MiraCosta College, and Palomar College.

##### **Section 2: Admission of New Members**

New members of NCHEA may be admitted to membership upon the unanimous approval of existing members. Membership shall be limited to educational institutions exempt from federal income tax under Section 501 (8) (3), or its equivalent, of the Internal Revenue Code of 1954, and fully complying with the provisions of Title VI of the Civil Rights Act of 1964.

##### **Section 3: Termination of Membership**

A member institution may terminate its membership in the alliance upon prior written notice thereof to all of the other member institutions. Termination of such membership shall be effective as of the date determined by the Board, but not to exceed three (3) months after such notice. During the period following such notice, but prior to the effective date of termination, the representatives of such member institution on the

Board may attend all meetings of the committee but shall not be authorized to vote on any matters presented for decision.

## **Article 4: Board**

### **Section 1: Membership**

Membership shall consist of the Director, Director-Elect, immediate Past Director, and, in addition, representatives from each member institution to include: three faculty members (one of whom is the Professional Development Coordinator); the Chief Student Services Officer or designee; and the Academic Officer or designee. Faculty representatives shall serve for a two-year term. The member representatives shall be selected by means determined by the individual member institutions. Board membership shall include the University Transfer Center Directors of NCHEA's community college member institutions. Board membership shall also include two CSUSM students who are transfers from another member institution.

### **Section 2: Meetings**

- a. The Board shall meet monthly during the academic year. The meetings shall be held on the day, hour and place as determined by the Board Director. Special meetings of the Board may be held at any time or place designated by the Director, or upon the written request of at least one-third (1/3) of the committee's voting members. Notice of each meeting, semi-annual or special, shall be sent to the committee's members not less than seven (7) days preceding the meeting. In the event of notice of a special meeting, the notice shall indicate briefly the agenda of that meeting. The committee members may waive notice of any meeting.
- b. Representatives from all of the member institutions and no fewer than six (6) Board members shall constitute a quorum. The affirmative vote of at least one half (3) the members present shall be necessary for the lawful conduct of business. A committee member may vote in person or by proxy executed in writing by the member. The proxy will be valid for all items and issues at a specific meeting. No proxy shall be valid after the specific meeting or purpose for which it was granted. A committee member may designate in writing to the Board Director a representative to attend a meeting in that member's place. This representative may enter into any and all discussions and vote in proxy for the absent member at that specific meeting.

- c. The Board may from time to time establish additional committees to carry out the work of NCHEA.
- d. Presidents shall be invited to meet at least annually with the Board.
- e. Voting on grant applications shall take place in person at meetings or by email on a case-by-case basis.

## **Article 5: Powers and Duties of Officers**

### **Section 1: Director of the Board**

The Director of the Board shall preside at all meetings and shall do and perform such other duties as from time to time may be assigned to him or her by the Board.

The office of Board Director shall rotate among the member institutions in alphabetical order of the institutions' names. The Board representatives of each institution in conjunction with the institution's president shall determine the manner in which they select the member who is to serve as Director. The term of office shall be two (2) years and begins on July 1 and ends on June 30. In the event that the Board Director must resign before the end of his/her term, the hosting institution shall continue to be responsible for hosting NCHEA through the completion of the 2-year term, and must select a replacement Director.

The Director shall be responsible for the general, day-to-day management of the affairs of NCHEA. On behalf of NCHEA, he or she may encourage, solicit and accept gifts of both real, intangible, and personal property and money, collect revenues and make such expenditures as may be delegated to him or her by the Board.

### **Section 2: Director-Elect of the Board**

The Director-Elect shall be selected one year before the end of the existing Director's term of office and shall preside at all meetings of the Board in the absence of the Director and shall do and perform such other duties as from time to time may be assigned to him or her by the Board. He or she also shall perform the duties of the Director when the Director is ill, incapacitated, or absent from the area.

The office of Board Director-Elect shall rotate among the member institutions in alphabetical order of the institutions' names and shall be appointed by the institution whose name follows in alphabetical order that of the current Director's institution. The term of office shall be one (1) year.

### **Section 3: Past Director of the Board**

The Past Director shall be a voting member of the Board for one (1) year after his/her term of office as Director ends and will assist the Director as needed. During the year preceding the selection of the Director-Elect, the Past Director shall preside at all meetings of the Board in the absence of the Director and shall do and perform such other duties as from time to time may be assigned to him or her by the Board. He or she also shall perform the duties of the Director when the Director is ill, incapacitated, or absent from the area.

## **Article 6: Fiscal Matters**

### **Section 1: Fiscal Year**

The fiscal year of the NCHEA shall begin on July 1 in each year.

### **Section 2: Fiscal Agent**

The Fiscal Agent shall be the CSUSM Foundation. Each member institution shall contribute \$10,000.00 or more annually. The Fiscal Agent shall have the prerogative of depositing NCHEA monies in the bank accounts for purpose of invoicing, processing purchase orders, receiving and transferring funds, making payments, and performing such other functions as are deemed necessary by the Board Director. The approval of the Board Director or of a designated staff member of the hosting institution shall be required to authorize any disbursement of funds. An annual report of the NCHEA accounts will be made at the annual meeting with the Presidents.

### **Section 3: Overhead/Fees**

NCHEA shall be authorized to collect overhead and charge fees for grants and contracts. Fees for seminars, workshops, conferences and other meetings may be charged to recover costs, defray overhead expenses and general revenue for the alliance.

### **Section 4: Budget Analyst**

The hosting institution is responsible for selecting a staff member to support NCHEA. The host institution will provide up to \$6,000 per year to compensate the budget analyst above his/her regular salary for work performed for NCHEA. This individual must work closely with the Fiscal Agent (CSUSM Corporation), shall keep regular books of account and shall submit them, along with all other relevant records, to the Board for its examination and approval as often as it may require.

### **Section 5: Annual Dues**

Annual dues are assessed at \$10,000.00 per institution to underwrite the working expenses of NCHEA and are due and payable by October 1 upon submission of an invoice.

#### **Section 6: Director's Compensation**

During the fall and spring semesters, the hosting institution which appoints the Director will be provided 20% assigned time to the Director. During the summer NCHEA will compensate the director with a \$3,000.00 stipend. At the discretion of the Director, all or a portion of such funds may be used to support professional development activities (instructional software, books, conference travel, etc.) rather than being taken as a stipend.

However, total summer compensation shall not exceed \$3,000.00. In transition years, the Director will split responsibilities and compensation with the Director-Elect the summer before the new Director's term.

To assist the Director in his/her leadership capacity, NCHEA will support up to \$1,200 of his/her travel to one professional conference each year that deals with higher education consortium leadership.

#### **Section 7: Student Board Members' Compensation**

Student Board members will receive \$250.00 per semester for such tasks as warranted necessary by the Board. At the discretion of the student Board member, and in consultation with the Board Director, all or a portion of such funds may be used to support educationally-related expenses (books, tuition, parking fees, etc.) rather than being taken as a stipend. However, total compensation to each student Board member shall not exceed \$250.00 per semester, unless specifically approved in advance by the Board as compensation for the completion of additional jobs.

### **Article 7: Grant Proposals**

The NCHEA Director shall act as a facilitator and coordinator for multi-campus grant proposals, professional development events, and departmental/organizational meetings. The NCHEA Director shall also act as an initiator for consortium grants. NOTE: While NCHEA does not have authority to approve grant proposals for the campuses it may act as a co-sponsor or grant supporter. NCHEA does not have authority to commit funds nor in-kind expenditures from any account other than its own but may act in support of requests for joint funding.

1. Members of a grant proposal team wishing to develop a multi-campus proposal should contact their campus NCHEA representative, with copy to the NCHEA Director. The campus representative can then work through NCHEA, with the assistance of the Director, to identify the resources, policies, and procedures on the sister campuses that will help the preparers to complete the grant proposal;
2. The NCHEA representative, Director, and other involved Board Members will complete these activities in a timely manner, sensitive to the typical urgency of the grant-writing process. (In other words, this effort will not be bound by the typical NCHEA meeting schedule, but interaction will take place almost immediately via telephone and/or email.)
3. Joint grant proposals seeking the support and/or co-sponsorship of the Alliance must ensure that the Director and, when feasible, NCHEA Board Members have adequate materials and at least one week for review and recommendation. A NCHEA letter of support will be provided for inclusion in proposals which further the goals of the Alliance.

#### **Article 8: Responsibilities of the Host Institution**

The Director's institution shall be known as the "hosting institution" and shall provide support for NCHEA functions and members as follows:

1. Unless otherwise arranged, NCHEA board meetings shall be convened at a meeting facility provided by the hosting institution.
2. The hosting institution's Public Affairs Office shall take responsibility for publicizing information about NCHEA events and other newsworthy items to local news media. In addition, it shall act as liaison to the member institution's Public Affairs organizations as needed.
3. The Director and/or Budget Analyst of the hosting institution will keep minutes, send notices of Board meetings, maintain files of minutes and history, and will be responsible for general correspondence, annual reports, website creation and maintenance, and newsletters.