Tech EDge

INSIDE THE EDGE

Board of Governors Names Drummond Chancellor

by Linda Michalowski,
CCC Chancellor's Office

The Board of Governors of the California Community Colleges has announced the appointment of Los Angeles Community College District Chancellor Dr. Marshall "Mark" Drummond as chancellor for the state community college system.

Drummond assumed his new role on January 18, 2004, when exiting Chancellor Thomas J. Nussbaum officially retired. Drummond began spending time in Sacramento on January 5, however, in order to work with Nussbaum to ensure a smooth transition in leadership for the largest system of higher education in the world.

"We are extremely excited that Chancellor Drummond has accepted this position," said Catherine L. Unger, President of the Board of Governors. "This is a challenging time for California and the community colleges. Mark Drummond has a record of galvanizing public support for the colleges and we believe he will hit the ground running to work with the new Governor and the Legislature to find the resources needed to keep the colleges vital in building the future of the state."

"I am grateful for the opportunity to serve the California Community Colleges at a time when enrollment demand is at an all-time high, and the system is poised to play an increasingly pivotal role in California's future," Drummond said in accepting his new post. "I want to offer my thanks to the Board of Governors, and to my predecessor, Tom Nussbaum, whose courage and skill as chancellor have led the system through difficult times and strengthened the system."

Appointed chancellor of the Los Angeles Community College District in

CCC Chancellor's Office MIS Receives Best of California 2003 Award

by Rhonda Wilson,
Center for Digital Government

Best of California 2003 awards were presented to more than a dozen public agencies and leaders at a reception and ceremony in December. The awards recognized their dedication, hard work and contributions in the area of information technology (IT) by the Center for Digital Government, a national research and advisory institute on IT policy in government and education.

In October, all state government organizations in California were invited to submit nominations to the Best of California 2003 Awards Program. An evaluation committee reviewed the submissions and selected winners in the leadership and development categories based on criteria that included collaboration between agencies, innovative use of technology, and the improvement of services to citizens or state employees.

"California is home to more than 34 million

A contingent from the CCC Chancellor's Office Management Information Systems receives recognition for Sustained Excellence in Technology at the Center for Digital Government's Best of California 2003 awards ceremony.

TechEDge

Contributors:

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Tracking Technology

First of all, let's stand back and see the forest through the trees; the proposed FY04-05 Governor's budget for the California Community College (CCC) system is generous. The mere fact that the system budget did not receive further cuts in light of the overall financial condition of the State is news enough, but to acknowledge the community colleges for their importance by providing additional monies to the system is a very encouraging sign. There are a lot of hurdles to clear before we can feel secure, but at least the opening budget salvo does not put us in a hole from which we have to dig ourselves out of.

A major theme of the budget is that of maximizing local decision-making and fiscal flexibility, accomplished through the "rolling up" of categoricals and putting them into the CCC general apportionment. By doing so, districts can allocate resources as they best see fit, and earn a COLA on the monies in future budgets. The best example of this is the Partnership for Excellence monies, which are slated to become a portion of the general apportionment. There will, however, be large-scale debates regarding the merits of rolling up categoricals.

One such categorical affected is the Telecommunications and Technology Infrastructure Program (TTIP). Its FY03-04 funding level of $22,050,000 remains intact, and is augmented by an inclusion of $1,347,000 for the California Virtual University operation, bringing the TTIP proposed total to $23,397,000. However, $12,500,000 of TTIP is slated to move into the system general apportionment.

This $12.5 million represents the networking and electronic library resource component of the systemwide TTIP allocation. Specifically, it covers:

• Systemwide Internet service provision through CENIC (Corporation for Educational Networking Initiatives in California); this pays for the Internet usage fees for all colleges and district offices, and puts us on a collaborative educational network with CSU, UC, K-12, and other private universities statewide;

• Systemwide videoconferencing service provision through CalVIP (California Video over IP Project); this pays for each college and district office to have videoconferencing capabilities;

• Systemwide allocations of Electronic Libraries and Library Automation funds (pays for a portion of colleges' electronic library subscriptions).

Now, on the surface, having TTIP dollars allocated out in the general apportionment by FTES per district might be appealing to some entities, especially larger, urban districts. However, for the system as a whole, the key flaw is that the costs of technology are inversely proportional to the geography and size of the institution. Larger, urban institutions that sit next to cheap Internet Service Providers (ISP) would get the lions' share of the TTIP funds, leaving smaller, rural districts with fewer FTES to pay for the much higher costs of ISP service in their remote locations.

It would quickly lead to inequities; the smaller, rural locations would have to either dip into their general apportionment funds just to pay for connectivity (likely at the cost of instruction), or they would have to settle for lower-bandwidth connectivity for their institution (degrading quality). Their ability to support the videoconferencing capability would be diminished, leaving them to have to pay for travel costs, which of course are higher because of their locations. And, they would have fewer resources to pay for their electronic libraries resources compared to their urban and high-FTES counterparts.

The other issue is that of pooled purchasing power. While it is normally a good thing to allow local districts to have control over doing what's best for them, the system Internet service provision through CENIC is a perfect example of how a systemwide utility that pools purchasing power can generate the lowest-cost solution for the system as a whole. While it may be the case that individual sites could negotiate a better ISP rate than what already exists, it is unlikely that ISP providers would have incentive to provide a bulk-discount. In the end, the State would end up paying a lot more for service than what is paid now. The same holds true for the electronic library services; it is important that these are purchased in pooled consortia to gain the best pricing.

As it stands now, TTIP provides all colleges and districts with the resources to pay for equivalent Internet connectivity (whether rural or urban, large or small) and for a good portion of the electronic library subscriptions (although, the more, the merrier, here). It is equitable, the system is represented and supported, and the monies are optimized for the system as a whole.

The immediate solution is to have the $12.5 million placed back into a TTIP line item in the budget so the system may continue to maximize the use of these funds. These are some very compelling and economically sound reasons, and I am sure college IT Directors would not be looking forward to having to negotiate and then implement a new ISP provider come July. For the system, much of the infrastructure already built on the CENIC network with our dollars would go to waste. Moving the money back would make a strong system budget even stronger.

Sincerely,

Patrick Perry

Patrick Perry
Vice Chancellor

Technology, Research, and Information Systems
California Community Colleges Chancellor's Office

Conference Calendar

CCCSAT and CCC Confer Welcome New Directors

Debby Jones Joins CCCSAT

Debby Jones will spearhead the second five-year contract for the CCCSAT grant housed at Palomar College, San Marcos, California. Ms. Jones brings to this position a considerable background in marketing and product management, with an emphasis in tactical and strategic management in the tele-communications industry. As a marketing manager and consultant, Ms. Jones has garnered recognition in the telecommunications industry significantly exceeding targeted goals throughout her career. Ms. Jones has an M.B.A. from the University of Nevada and a B.S. in Business Administration/Marketing from the University of Illinois, Urbana-Champaign. She has also served as a faculty member at the University of Phoenix.

"I believe the CCCSAT project has very important educational value for the CCC system. In this regard, I am looking forward to working with the CCCSAT team to build a more comprehensive awareness of CCCSAT in the CCC community and define how CCCSAT can best serve its constituents in the future."

CCCSAT is a satellite delivery system for the distribution of educational and professional development programming for the CCC system. The grant has been housed at Palomar College since its inception in 1999. Palomar has served as the satellite uplink and network operations center for the distribution of educational programming to the CCC system.

The CCCSAT grant is a continuation of a five-year effort that is closely coordinated and aligned with other distance education and collaboration initiatives funded by the Chancellor's Office. During the first five years of operation a broadcast center and satellite base was constructed on the campus at Palomar College. The focus of the next five years for CCCSAT will be to enhance the acquisition and distribution of programming for ACN (Affiliate Contribution Network) through the establishment of specific program-designated, systemwide committees in various academic and professional development fields, such as health, shared governance, visual and performing arts, and diversity.

Debby Jones can be reached at djones2@palomar.edu. Her mailing address is 365 S. Rancho Santa Fe Road, Suite 203, San Marcos, California. < >

Blaine Morrow Joins CCC Confer

After an extensive national search, CCC Confer announces that Blaine Victor Morrow has joined as the new Project Director for the e-conferencing grant housed at Palomar College, San Marcos, California. Blaine brings a wealth of experience in educational technology project management. His background includes work as a K-12 Academic Outreach Specialist with Michigan State University, where he also served as adjunct faculty. Blaine is an ED.D. candidate, and has an M.S.L.S. from Wayne State University.

"I am excited to be part of CCC Confer because I feel it offers the California Community Colleges system the ability to collaborate in a unique way. The technology enhances the collaborative process and it increases access throughout the system."

The CCC Confer project is located at Palomar College in San Marcos, California and is funded from a grant from the California Community Colleges Chancellor's Office. CCC Confer is designed to allow communication and collaboration, using the latest e-conferencing technology, for all staff, faculty and administrators in the California Community Colleges system. It is ADA and Section 508 accessible.

Blaine Morrow can be reached at bmorrow@palomar.edu. His mailing address is 365 S. Rancho Santa Fe Road, Suite 203, San Marcos, California. < >

Faces of Technology
Dr. Frederick William Sherman III: VP, IS&T/SAC Chair

Leading Systemwide Technology

Since 1996, Frederick William Sherman III has been Vice President of Information Services and Technology for Butte-Glenn Community College District in Oroville, California. As VP he is accountable for a $4.5 million dollar budget; he supervises seven directors, coordinators, and leads, with 43 permanent staff and faculty members and 70 part-time staff and student workers.

Since 1997, Fred has also led a team that has competitively secured more than $35 million in state grant funds and established Butte College as the systemwide "Technology Center."

Funded by the California Community College Chancellor's Office, the CCC Technology Center provides fiscal management, research, coordination and project management services to support the digital infrastructure for 108 community colleges. As director, Fred supervises four full time personnel with an annual budget of up to $12 million.

Fred was also instrumental in creating the California Community Colleges Systemwide Architecture Committee (SAC), established in 2000, and currently serves as its chair. As a subcommittee of the Telecommunications and Technology Advisory Committee, SAC provides systemwide analysis of critical technology issues in the CCCs, with attention to ways that technology impacts the colleges differently.

"For example, urban colleges have very different technology needs and issues then do rural colleges," Fred said. "Typically urban colleges are staffed better; they can run their own Web hosting and their own Course Management Systems. Rural colleges, on the other hand, often have little or no technology staff. It may be difficult or impossible for them to do Web hosting and CMS themselves."

"So one of the things that SAC would examine is whether Web hosting and Course Management Systems should be centralized services," Fred said. "What approach would be best for all colleges? What would be best for the system?"

California Community Colleges is the largest postsecondary education system in the world, but before SAC there was little emphasis on systemwide analysis of critical technology issues.

"Before SAC, the only support for systemwide analysis came from the Chancellor's Office, which led a valiant effort with very few people," Fred said. "When we proposed the idea for the SAC committee to the Technology and Telecommunications Advisory Committee, the timing was just right. We lit the match and it just took off."

Fred with his wife, Francine, in the Burgundy Valley, France in 1998 on their 25th wedding anniversary.

Fred Sherman enjoying a break during aviation maneuvers at Ft. Irwin, California in 1978.

Around Butte College and throughout the CCC system, Fred is known for his outstanding leadership abilities. He credits the military for providing a solid start to his leadership training. He attended the United States Military Academy at West Point, 1968-1972, graduating with a BS in Military Science, with a focus on Applied Sciences.

Fred was a commissioned officer in the US Army, on active duty from 1972-1979 and in the reserves 1979-1994. He began as a 2nd Lieutenant and finished his career as a Lieutenant Colonel. While active he was responsible for planning and executing combat operations in armored and combat aviation units.

He said that the military provided a good program for leadership training, because of two core elements. First, mission success was highly valued in the military culture. Military missions are often high-risk with severe consequences for failure, which creates its own focus. Second, Fred lauds the military's officer training program because it automatically gave a leadership position to the new officer, which led quickly to experience.

"When you first start out you make a lot of mistakes," Fred said, "That's called learning."

Fred prefers to build a team environment where everyone has a part. Each individual's role may be different, but the team as a whole is working toward a common goal.

Fred is careful to distinguish between authority and leadership. "The authoritarian approach never works for outstanding support," he said. "When you ask some one to 'charge the hill,' it's not your authority that gets them up there, it's your leadership."

In addition to the military, Fred also gives credit for his leadership skills to the engineering teams and exemplary leaders he worked with while an engineer and engineering manager in the Air Defense Systems Division of the General Dynamics corporation, 1979-1992.

Then during the early 1990s, the aerospace industry declined rapidly. Engineers and engineering managers lost their jobs. Fred could have stayed in the industry, but he would have had to move out of California. At the time he was working on his PHD in Management Information Systems at Claremont Graduate University and did not want to leave the state.

Instead, he became a technologist for Barstow Community College District, 1992-1996, starting as faculty and then moving onto administration, where he became Director of Information Services.

When he finished his PHD at Claremont in 1996, Fred began looking for the next job. He said that he didn't have a set direction at the time, but he was looking for the next step. His current job with the Butte-Glenn Community College District became available and several of his colleagues recommended that he apply.

Members of the design team of an anti-aircraft defense system at the General Dynamics plant in Rancho Cucamonga, California in 1985.

"The warmth of the people at Butte College made all the difference, and I was pleased when the college offered me the position," Fred said. "Butte College is a team-oriented, almost family environment, and I have truly enjoyed working here."

One read-through of Fred's five-page resume gives the impression that he has had three full careers all packed in to the same lifetime.

"Sometimes it feels like I've lived three lives," Fred said in a half-serious tone during an interview in his office at Butte College.

In addition to his BS from West Point and his PHD from Claremont, Fred also has an MS in Systems Management from the University of Southern California and an MBA in Financial/Econometric Analysis, also from Claremont Graduate University.

Throughout all of Fred's education and career paths there has been one constant: technology. "I've always been interested in technology and science," Fred said, "As a kid I used to enjoy reading encyclopedias about scientific issues. I've always liked taking things apart and seeing how they work."

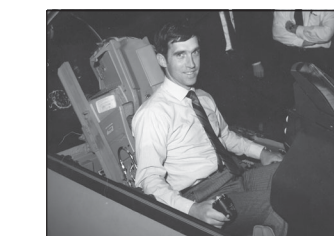The field team during tests of an anti-aircraft defense system near El Paso, Texas in 1985.

Fred said that he has also enjoyed dedicating his time to the California Community Colleges system. "It has really been a blast for me," he said. "There are a lot of good people in our system and we do good work for the country, as far as educating its students. I look forward to continuing to serve the CCCs and to adding value to the system where I can."

Fred Sherman in the cockpit of an F16 aircraft off the assembly line at the General Dynamics Ft. Worth division in 1987.

Fred lives in Chico with his wife, Francine, who serves as a Vice Principal for the Princeton Joint Unified School District. His daughter, Elizabeth, is married and lives in the Bay Area with Fred's six-month old grandson, Connor. Fred's son, Frederick, lives in Chico and attends Butte College.

When he has time, Fred enjoys jogging and riding bicycles of "all kinds," including street cycles, mountain bikes, quadracycles, and recumbents. He has completed one century bicycle race. <>

"Faces of Technology" is a regular feature of TechEDge newsletter. Each issue, it will highlight an individual making contributions to technology in the California Community Colleges.

Systemwide Architecture Committee (SAC)

SAC provides technical expertise for planning the development and growth of the systemwide information-technology infrastructure for the California Community Colleges. The systemwide IT infrastructure consists of those elements of technology—hardware, software, applications, practices, and standards—that are implemented at the community college system level. Broad objectives for the IT infrastructure are to facilitate student interaction with the community college system, to enhance collaboration among the community colleges and other elements of the California educational system, and to provide services in a cost-effective manner.

SAC is a subcommittee of the Telecommunications and Technology Advisory Committee (TTAC) that works in close coordination with TTAC to develop strategic plans, policies, implementation strategies, practices, and standards regarding the systemwide implementation of IT infrastructure. The SAC, through TTAC, may also provide recommendations to the California Community Colleges Chancellor's Office upon request.

SAC meets 4-6 times each year. The 2003-2004 SAC roster includes the following individuals:

David J. Bell
Director, Information Technology & Research
Victor Valley College

Douglas Burns
Director, Information Services
Ohlone College

Karen Christopherson
Director, Computing Services
Mendocino College

Bob Grill
President, Academic Senate
College of Alameda

Alan G. Holbert
Director, Computing Resources
Cabrillo College

Gary Hughes
VP, Educational Technology & Library Services
Hartnell College

Catherine McKenzie
Specialist, Information Systems & Analysis
CCC Chancellor's Office

Dale Pittman
Director, Management Information Services
Pasadena Area CCD

Jack S. Raubolt
District Director, Information Services
North Orange County CCD

Connie Rodriguez
CCCSAT On-Site Engineer
Palomar College

Fred Sherman
Vice President, Information Services & Technology
Chair, SAC
Butte-Glenn CCD

Rainer M. Wachalovsky
Director, Information Technology
College of Marin

John Wagstaff,
Director, Management Information Systems
Southwestern CCD

Chancellor

June 1999, Drummond is credited with resurrecting the district from a troubled history of financial hardship, archaic bureaucracy and declining enrollment.

During his tenure, Drummond succeeded in getting two bond measures, Propositions A and AA, totaling more than $2 billion, approved by voters to make much-needed improvements to the nine Los Angeles community college campuses. In addition, he created a decentralized administrative system that empowers each of the colleges, the college presidents, and the communities they serve. Drummond also has revived awareness of the opportunities available to students who enroll in Los Angeles community colleges. Within four years, enrollment in the District grew from 100,000 to more than 130,000 students before the colleges were forced to cap enrollment due to state funding cuts.

"The Board of Governors faced a tough choice in selecting the next chancellor of the California Community Colleges. They have made the right choice with Mark Drummond," said California State Secretary of Education Richard Riordan. "Mark comes to this post with a reputation for being a turnaround specialist and an effective leader. I look forward to working with him."

"I am greatly encouraged by the selection of Mark Drummond," said Senator Jack Scott, Chair of the Senate's Budget Subcommittee on Education. "He brings a wealth of experience, excellent educational insight and a fine set of leadership skills to this position."

Prior to joining the Los Angeles district, Drummond served as president of Eastern Washington University for nearly a decade, significantly increasing the university's endowment, grants and contracts and private and public funds. Drummond also served as executive vice president, vice president of administrative service and finances and vice president and chief information officer.

Drummond holds extensive experience in the private sector as well. He was a founding member and general manager of Technology Specialists, Inc., and general manager for West Coast operations at Systems and Computer Technology Corporation, both based in Pennsylvania. Drummond is also the past president of Management Services Associates in Hayward, California.

As Chancellor of the California Community Colleges, Drummond will oversee policy development and work with the Board of Governors to provide leadership, accountability and advocacy for the system. Responsibilities of the Chancellor's Office also include college financing and program management. <>

For more information, visit the Chancellor's Office Web site at http://www.ccco.edu/

The Best of California 2003 Leadership and Development Awards

Demonstrated Leadership in Management of Information Technology:
Alan Friedman, CIO, Department of Parks and Recreation

Demonstrated Excellence in Project Management:
Christine Dunham, Assistant Director, Systems Integration Division, Health and Human Services Data Center

Demonstrated Excellence in Project Management:
Theresa Aguilar Finger, Cal-EASI Project Manager, Department of Corporations

Visionary Award: Demetrios A. Boutris, California Corporations Commissioner, Department of Corporations

Best Application Serving a Department or Agency's Business Needs: Web Self-Services, CalPERS

Best Application Serving a Department or Agency's Business Needs:
Transportation Operations and Project Support System, CalTrans

Sustained Excellence in Technology:
Chancellor's Office Management Information Systems Data Collection, California Community Colleges

Sustained Excellence in Technology: Health and Human Services Data Center

Best Application Serving the Public: AMBER Alert System, California Highway Patrol

Best Application Serving the Public:
Electronic Benefits Transfer Project, Health and Human Services Data Center

Most Innovative Use of Technology:
Parks Wireless Networks, Department of Parks and Recreation

Most Innovative Use of Technology:
Digital Highway Inventory Photography Program, CalTrans

Best IT Collaboration Among Agencies:
Legacy Child Support System Rewrite, Department of Justice and Department of Child Support Services

MIS Award

people. Technology plays an instrumental role in serving these residents," said Cathilea Robinett, executive director of the Center for Digital Government. "However, it is the state's IT leaders who are the real champions making it all happen. It starts with their vision, then leads to the development and implementation of the strategic plans that ultimately benefit the people. I congratulate the 13 public agencies and their leadership for earning the Best of California titles. Each is very deserving of this distinguished award."

For more information on the Best of California, contact Rhonda Wilson at (916) 932-1321 or rwilson@centerdigitalgov.com, or visit the Center for Digital Government Web site.

Vice Chancellor Patrick Perry accepts Best of California Award on behalf of MIS.

www.centerdigitalgov.com

Q&A with Two @ONE Online Workshop Facilitators

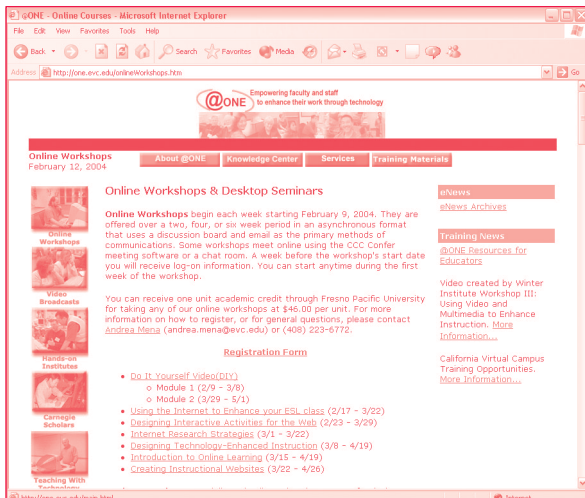*by John Whitmer, @ONE Project Director*

@ONE is a technology systemwide project that provides training and support in instructional technology to faculty and staff at California Community Colleges. Online workshops, delivered entirely via the Web, are one popular training opportunity offered by @ONE. In these workshops, participants learn by reading material, participating in discussion boards and chat rooms, and completing projects.

The following email interviews were conducted by John Whitmer, @ONE Project Director, with two online course facilitators, Debby Kilburn and Sandra Wise. Debby Kilburn is an Assistant Professor/Instructional Technologist/Distance Education Coordinator for Porterville College. Sandra Wise is a Software Instructor, Instructional Services & Technology, at Evergreen Valley College.

@ONE: Tell us about the course you teach. What are the learning outcomes for participants?

Debby: The course that I taught was called "Creating Instructional Websites". The main outcome for the class was to have the students become familiar with Web page creation software and learn good design principles as they planned and created their own site. The final outcome for the class was the production of a basic Web site hosted on their college server or on one of the available free Web hosts.

Sandra: The "Do It Yourself Video Class" teaches instructors and staff how to incorporate video into their online classes or presentations using Camtasia Studio. They learn how to produce quality videos to address a variety of learning objectives. Further, educators can become motivators to their students using video to facilitate learning.
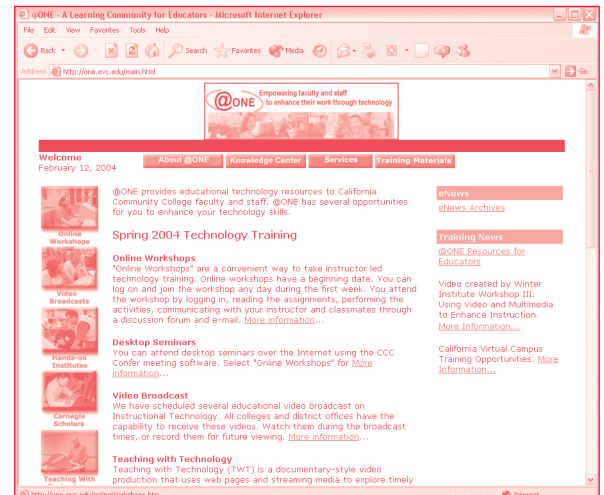
@ONE: What do you think @ONE offers that is distinct from standard college-based technology trainings for faculty and staff?

Sandra: @ONE offers participants flexibility through online classes. For example, they can work on their assignments any time of day, at any location. Participants also get to use the product while they are learning, and receive individual attention from the online teacher or facilitator. They solve problems in the class that they may not have resolved on their own.

Debby: One of the most valuable services in this time of severe budget cuts is the offering of workshops in a variety of formats. Many schools simply don't have the funds for technology training and it is wonderful that the @ONE resource is available at no cost to faculty and staff throughout the state.

@ONE: You're a faculty member who teaches students computer courses. How is your experience teaching faculty and staff different from teaching enrolled students?

Debby: It is more of a challenge to keep faculty and staff engaged in the course. They tend to drop into a class long enough to get the information they need and then often leave the course. This doesn't necessarily indicate a failure on the part of the teacher or curriculum, it just means that the faculty/staff member found what they needed to know and moved on.

I do teach computer classes to students, and in reality, this isn't much different than teaching faculty the same skills. Curriculum has to be authentic, relevant, and produce clear, usable outcomes to hold their attention and promote their learning.

Sandra: With faculty there is certainly a willingness to learn at a higher level. Most faculty and staff who take this course want to learn and they bring many interesting questions to the discussions.

@ONE: Thank you for taking the time to share your ideas with us.

Learn more about Online Workshops available through @ONE by visiting the Web site:

http://one.evc.edu

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California Community Colleges

Leading Technology in Education

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