

1. **Collegiality and collaboration** grow stronger every day. Relations with faculty and staff continue to improve as trust and mutual respect grow. That is not to say we don't experience a bump or two along the way, but the bumps are more easily and respectfully resolved in a timely and effective manner.

The College is a happier place with the largest number of attendees at our holiday gathering this evening, in recent memory. Our students are benefiting and, in many cases, thriving. At our next regular Board meeting, we will report on Fall semester data points as we continue to move towards data driven decision making.

The college continues to be on the mend and the state of the college is strong.

2. I am pleased to report that the **searches for the permanent Assistant Superintendent and Vice President, Instruction and Student Services and the Dean, Research, Planning, and Institutional Effectiveness**, are going well.

After an extensive search process that resulted in highly qualified applicants, the **Assistant Superintendent/Vice President, Instruction and Student Services**, search is nearly completed. We are now engaged in extensive reference checks. It is my hope and expectation we will bring the successful candidate to the Board for approval at the proposed January 16th Board meeting.

As regards the **Dean, Research, Planning, and Institutional Effectiveness**, we have a promising applicant pool. I look forward to a successful interview process concluding in the near future.

3. **Progress on our Accreditation Mid-Term Report** continues on schedule. A second draft is currently circulating college-wide for review and input. The document represents a fair, candid, and honest assessment of the current state of our college. As of this writing, the primary takeaways are:

- a. **There is an urgent need for diversity** among our faculty, staff, and administrative/management personnel. Particularly African American hires.
- b. The hiring of an **Instructional Technologist and Designer** to support the needs of faculty and students as outlined in this report is critical.
- c. A revised statement on **Budget Development and participation, with an emphasis on linking planning to budget allocation, has been created:**

Working in concert with the Dean, Research, Planning, and Institutional Effectiveness, the Assistant Superintendent/Vice President of Administrative Services will lead the budget development process.

The Assistant Superintendent, Vice President, Instruction and Student Services will actively engage the process to help assure constituency groups have a voice in the process and an opportunity for active engagement.

The Superintendent/President will serve as a catalyst for institution wide active engagement and shall have overall responsibility to assure a fair and equitable process that links planning with budget development and allocation.

- d. **The report's end narrative speaks to the future and what I believe to be our college's primary concentrations going forward as we develop our next 5 to 10 year Strategic Enrollment Management Plan:**

As we look ahead to the next comprehensive self-evaluation and peer review of our institution, several opportunities, changes, and internal/external factors are likely to affect the context of this process.

The following factors will play a significant role in shaping the direction and focus of our self-evaluation:

External Regulatory Changes: One of the most prominent factors affecting our next self-evaluation will be any changes in external regulatory requirements or accreditation standards. Accrediting bodies like ACCJC are updating their standards or expectations, necessitating adjustments in our institution's practices and documentation to align with new criteria.

Emerging Educational Technologies: The rapid advancement of educational technologies, such as online learning platforms, AI-driven assessment tools, and virtual reality, will likely impact how we deliver education and assess student learning. We will need to evaluate how these technologies enhance or change our instructional methods and student support services.

Shifts in Educational Models: Changes in educational models, such as competency-based education, micro-credentials, or stackable certificates, may gain prominence. We should anticipate how these models could influence our curriculum, credentialing, and student success strategies.

Diversity, Equity, and Inclusion: The national and global conversations around diversity, equity, and inclusion will continue to influence higher education. Our institution must stay committed to promoting diversity and ensuring equitable access and outcomes for all students. This focus will be central to our self-evaluation and efforts to create an inclusive learning environment.

Globalization and Internationalization: Increasing globalization in higher education may lead to greater international collaboration, study abroad opportunities, and the need to assess global competencies among our students. Preparing students for a globalized world will be a critical aspect of our self-evaluation.

Student Data Privacy and Security: As data breaches and privacy concerns become more prevalent, safeguarding student data will

be paramount. We will need to evaluate our data management practices and ensure compliance with evolving data protection regulations.

4. Briefly, I want to **mention the value of attending the CCLC – Community College League of California -- November annual meeting**. This is an annual convening designed specifically for Trustees and District and college leadership.

There were many great sessions. I attended several including:

- **The Brown Act - Updates and new Legislation Impacting the Act and other Governance Issues** – This was a timely and informative session that had immediate utility on our work here at PVC.
- **The Central Valley Transfer Project** – A workshop featuring the Program Mapper – a partnership among the Community College Chancellor’s Office, UCs, and Central Valley K-12s and community colleges that map students directly into UCs. Among many other features, the program decreases units to transfer and accelerates degree completion. The program is expanding to CSUs and is planned to go California Community College system wide.
- **The CEO meeting featured:**
 - Discussion on Equitable Baccalaureate Attainment in our state community colleges -- A Chancellor Office Priority
 - A call to the Statewide Academic Senate to provide guidelines on the use of Generative AI (Artificial Intelligence)
 - Datapoints – Statewide Enrollment now totals 1.9 Million students – Up 4.9% in 22/23 and Double Digits in Fall 23; UC enrollment is flat and the CSU is down 4.1%

- A statewide emphasis on ACCESS WITH EQUITY – The Urgency of NOW
- Smaller 24/25 COLA – somewhere between 1% and 3% -- likely closer to 1% per recent projections.
- A full court press to revise the 50% law that would allow more local college expenditures to apply to instruction. Over 30 Districts in the state are out of compliance. This is a decades-long problem that the CEOs and Chancellor’s Office want to tackle again. There have been past attempts, but the problem now is a systemic imperative requiring resolution.
- **A laser focus on:**
 - Vision 2030
 - CTE and Adult Education
 - Pathways
 - Baccalaureate Degrees offered by local community colleges

Chancellor’s Office Population Targets:

- Rising Scholars – Corrections Education
- Dual Enrollment
- Veterans and Active Duty
- HS Grads with No Degrees – focus on providing programs that lead to a livable wage job
- **Credit for Prior Learning Project in Support of HS Grads – they are “doubling down” on the Credit for Prior Learning initiative. There are 6.8 million HS graduates who do not have a higher education degree.**

5. A workshop on Zero Cost Textbooks and Open Education Resources including a \$115 million grant program to create content and share the content throughout the state. **Instructional materials are provided at no-cost to students.**

6. Finally, a **workshop on Pension Rate Stabilization Funds/Trusts** – a topic PVC should again explore as the issue is typically an underfunded or unfunded liability on the Balance Sheet that places the District and its employee retirements at risk.

All in all, an excellent conference. I highly recommend Trustees attend this conference on a regular basis.

On a more sobering note, there are financial storm clouds on the horizon. The Legislative Analysts Office issued its annual Fiscal Outlook yesterday. The news is not good. The estimated tax collections for 2022/23 were approximately \$26 billion less than the projection used in the 2023/24 Enacted budget. As a result, the Fiscal Outlook provides three key takeaways:

- California faces a serious deficit going forward over the next three years
- There is an unprecedented prior-year revenue shortfall
- The Legislature will need to utilize tools to address the budget problem

Although the state is just entering its 24/25 budget development cycle, the projected deficit is said to be as much as \$68 billion over the three-year period covering 22-23, 23/24, and 24/25 and the 24/25 COLA has been adjusted lower to 1.27%

There is the possibility the state will lower Proposition 98 funding to the minimum allowed by law. This would require community colleges to return funding to the state that has already been apportioned or is scheduled to be apportioned.

The road ahead is uncertain, and a combination of fiscal discipline coupled with a drawdown on District reserves may be needed to ride through the impending fiscal storm. There are many budget rounds yet to come, but what seems likely is there will be less, not more, state funding over the next few years.

Our fiscal team and I will actively track and engage the state budget development process and overlay the information we learn on our 24/25 budget development process.

This ends my report. Thank you for your attention.