

Oakland Community College

Proposal to provide consulting services

***Strengthening college operations and
organizational, academic and financial structures
in order to improve student success***

February 10, 2012



College Brain Trust

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A. Summary of proposal

In this proposal the College Brain Trust (CBT), a consulting subsidiary of McCallum Group Inc., describes the consulting services CBT will undertake to help Oakland Community College (OCC) strengthen its operations and organizational, academic, and financial structures to promote and support student success. The proposal identifies the tasks and outcomes of the project and includes both recommendations for action as well as assistance with implementation and evaluation of those recommendations.

The CBT team for OCC is led by consultants Dr. George Boggs, Dr. Robert Jensen and CBT Chief Consultant Rocky Young, and includes community college leaders and experts from throughout the United States who bring a wide variety of background and experience to the project. The team will work with the college leadership and staff over the next two years to develop strategies for institutional change and help implement those strategies for the benefit of students.

B. Situation

Oakland Community College is Michigan's largest community college serving approximately 74,000 students at five campuses. It is an Achieving the Dream College.

At the invitation of Chancellor Tim Meyer, CBT consultants George Boggs and Robert Jensen visited the college in August 2011, visiting campuses and the district office, meeting with the college leadership team, and attending a meeting of the board of trustees.

According to Chancellor Tim Meyer, the college is facing a budget shortfall of a little under \$40 million per year due to anticipated declines in millage income through 2025. This represents about one-third of the College's operating budget. The College gets 55-60% of its revenue from millage.

The College leadership has recognized that to continue to serve students successfully, it must set strategic priorities and change its operational culture.

The College has gone through a year of self-study with committees reviewing academics, student services, and administrative services. The review has revealed a

need to clarify the roles and responsibilities of campus and district leadership and to strengthen the college's governance structure.

The College leadership recognizes the importance of building a strong culture of evidence in which decisions are informed by data. The college's involvement in Achieving the Dream is an important first step in building capacity to measure and improve student success based on careful analysis of college data. However, the continued use of legacy data systems has limited the potential of the integrated data system. Paper, rather than electronic, systems are still used for many functions.

C. Summary of consulting tasks

The College Brain Trust recognizes that the college is currently moving ahead on several fronts to address critical issues. In order to be successful, the College and CBT will be required to work together, in the initial stages of the process as well as throughout the next two years, to identify the order and timeline for each critical assignment, issue and task.

By necessity and due to college priorities, some issues will be addressed immediately, some later in the current academic year and some in 2012-13. Of course, some tasks will be ongoing or iterative from the beginning of the project through to the end.

Year One Tasks - 2012

1. Design and implement Phase I of data capacity enhancement. Work with the OCC leadership to identify data needs, build a database and systems to analyze data and track student progress and initial training for staff in application of data to inform decisions.
2. Work with OCC leadership to identify benchmark colleges within and outside of Michigan for the purpose of comparative analysis on a variety of issues under study.
3. Begin the ReDesign process, including implementation, evaluation, and monitoring.
4. As a result of campus and college-wide dialogue with college leaders and CBT consultants, CBT consultants will fully develop the CEMP in the spring 2012. The process will build on the work accomplished in Phase One during fall 2011, and be data-driven, accountable, and inclusive.

5. Review the campus and college operational, governance, communication and decision-making policies and practices, including role clarification of campuses and district office and recommendations of “best practices” associated with each.
6. Review the administrative structure/organization of the college, including any recent recommendations for change. The CBT team will focus its review on helping the district ensure the appropriate functionality of the administrative structure.
7. Review and make recommendations to define and clarify lines of authority, reporting, and accountability throughout the college and between colleges and the district office.
8. Establish program review criteria and create data-informed processes and tools to evaluate future program needs and develop academic programming priorities.
9. Help the college conduct a comprehensive review and revision of academic policies and procedures.
10. Evaluate and recommend strategies to strengthen the college’s student services including recruitment, admissions, registration, financial aid, counseling and advising.
11. Help the college develop a comprehensive college-wide Educational Master Plan by facilitating forums and providing direction and guidance on drafting the document.
12. Align the College Educational Master Plan, the Strategic Plan, Program Review, the budget allocation model, and other institutional plans into an integrated planning model that promotes institutional effectiveness.

Year Two Tasks - 2013

1. Review and revise, as appropriate, the college’s budget allocation model in order to help the college effectively address current and future financial challenges.
2. Develop an asset map of external engagement and recommendations to strengthen external engagement in support of college mission.
3. Develop a performance evaluation system for administration.
4. Help the college develop policies and procedures for appropriate Board involvement in the budget process, including regular monitoring and assessment.

5. Provide guidance and recommendations to the college and the Board regarding best practices for policies and procedures for the awarding of contracts.
6. Complete Phase II of data capacity building and college-wide application of data to strategic and operational decisions, including the development of a dashboard capability and institutionalization of cohort analysis begun under Achieving the Dream.
7. Conclude the ReDesign process.

Project Implementation

The project will begin with an intensive schedule of stakeholder interviews conducted over a two- or three-day period by two members of the CBT team. The series of one-on-one interviews will be scheduled for 30 minutes each. Stakeholders include trustees, administrators, faculty, staff, union leaders, student leaders, and community members.

CBT team leaders will then meet with the project steering committee (perhaps the College Planning Council augmented with community representation), to clarify expectations for the project.

After the meeting with the project steering committee, the CBT team leadership will meet with the college community to introduce the consultants, outline the purpose and process being undertaken and to answer any questions and solicit ideas and input.

The CBT project leadership, George Boggs, Bob Jensen and Rocky Young, will work with the Chancellor and his team to determine the exact timeline for the initiation of the project and for each task in Year One and Year Two. The CBT project leadership will update the timeline and tasks quarterly in consultation with the Chancellor and his leadership team.

During both Year One and Year Two, CBT Project Leader George Boggs, Strategic Advisor Robert Jensen and Chief Consultant Darroch (Rocky) Young will be available for consulting with the Chancellor and his leadership team on all issues associated with this project.

D. The College Brain Trust

CBT is a community college consulting firm based in Sacramento, California with experienced consultants throughout the United States. CBT has provided a wide-variety of consulting services to more than 30 community colleges in California, Michigan, Idaho, Wyoming, Washington, D.C. and in nations around the world. CBT specializes in innovative and creative solutions, including organizational assessments, reorganization recommendations, and compensation studies.

CBT's core values are innovation, collegiality, and an ability to respond to the unique challenges specific to each client college. We are known for:

Our world-class veteran community college consultants. Our consultants are experienced in the on-the-ground, hands-on work of faculty, administrative leaders, and boards of trustees.

Our mission-driven focus. Our focus and efforts on behalf of our clients are first and foremost driven by the unique mission and culture of each institution that we serve.

Our collaborative approach. CBT draws upon the strengths and expertise of a notable roster of CBT administrative and faculty consultants to match the unique needs of each college.

Our outstanding project leadership. CBT sets the highest expectations for its consultants and its project leaders. Dr. George Boggs, the President and CEO Emeritus for the American Association of Community Colleges, will lead the Oakland Community College team for CBT.

E. CBT consultant team

George Boggs	Project Leader
Robert Jensen	Strategic Advisor
Darroch (Rocky) Young	Chief Consultant
Mary Gershwin	Consultant, Educational Master Plan/Group Facilitator
Edmund Buckley	Consultant, Educational Master Plan
Diane Troyer	Consultant, Student Success/Workforce/Student Services
Sylvia Lee	Consultant, Student Services and Accreditation Issues
Michael Brandy	Consultant, Organization/Fiscal/Budgeting
Cy Gulassa	Consultant, Faculty/Union Relations

Other CBT consultants may be added to the team as determined by the Project Leader.

The College Brain Trust consultant team assigned to work with Oakland Community College includes experienced community college consultants with both general and specific skills and expertise. Some of the specific skills of consultants assigned to this project include:

- Student success models and national benchmarks
- Student services, including recruitment, admissions, registration, counseling, registration and financial aid
- Faculty governance, shared governance and union relations
- Academic affairs and instruction, including program review
- Research and best practice in developmental education
- Multi-campus organization, governance, and decision-making models
- Workforce and economic development
- Communication strategies for at the program, campus, and college level
- Group facilitation and discussion
- Human resources and personnel management
- Higher Learning Commission (HLC) standards and policies
- Budget and finance strategies and models
- Continuing education and contract education
- Community engagement and development of external support

Please see [Consultants Biographies](#) for further information on team members.

F. Consulting Fees

The daily rate for College Brain Trust consultants is \$1,872.

Year One Projects	Consultant days	Cost
Help implement the ReDesign process, including on-going monitoring and evaluation	35	\$65,520
Review the campus and college operational, governance and decision-making policies and practices, including role clarification of campuses and district offices and recommendations for “best practices” associated with each	30	\$56,160
Review the administrative structure/organization of the college, including any recent recommendations for change. The CBT team will focus on helping the district ensure the appropriate functionality of the administrative structure.	25	\$46,800
Review and make recommendations to define and clarify lines of authority, reporting and accountability throughout the college and between colleges and the district office.	10	\$18,720
CBT consultants will develop and fully implement the CEMP. The process will build on the work accomplished in Phase One during Fall, 2011, and be data-driven, accountable and inclusive.	20	\$37,440
Establish program review criteria, including creating a data-driven process and tools to evaluate future program needs and develop academic programming priorities	25	\$46,800
Help the college conduct a comprehensive review and revision of academic policies and procedures	25	\$46,800

Evaluate and recommend strategies to strengthen the college's student services including recruitment, admissions, registration, financial aid, counseling and advising.	30	\$56,160
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Assisting with the development of a comprehensive college-wide Academic Master Plan, including facilitating forums and providing direction and guidance on drafting the document	40	\$74,880
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The CBT Team leadership shall provide ongoing counsel to the Chancellor and his staff during the entire project

Year Two Projects	Consultant days	Cost
Review and revise, as appropriate, the college's budget allocation model in order to help the college effectively address current and future financial challenges	35	\$65,520
Development of a performance evaluation system for administrators.	15	\$28,080
Help the college develop policies and procedures for appropriate Board involvement in the budget process, including regular monitoring and assessment.	7	\$13,104
Provide guidance and recommendations to the college and the Board regarding best practices for policies and procedures for the awarding of contracts.	4	\$7,488

Conclude the ReDesign project.

The CBT Team leadership shall provide ongoing counsel to the Chancellor and his staff during the entire project

Year One Total Consultant Days:	240	Fees:	\$449,280
Year Two Total Consultant Days:	<u>61</u>	Fees:	<u>\$114,192</u>
Total Consultant Days:	301	Fees:	\$563,472

G. Travel Expenses

The College Brain Trust will be reimbursed for all travel, hotel, and meal expenses approved in advance by Oakland Community College.

The College Brain Trust team will provide Oakland Community College with their travel requirements monthly for approval.

H. Consultants Biographies

George Boggs

Project Leader

Dr. Boggs has visited hundreds of colleges throughout the world and brings over 42 years of community college experience to the project. As Superintendent/President of Palomar College, a 30,000 student community college in California, for over fifteen years and as the President and CEO of the American Association of Community Colleges for over ten years, Dr. Boggs has significant experience assessing organizational structures, assigning employees, and revising job responsibilities and descriptions.

Robert Jensen

Strategic Advisor

Robert Jensen has had a 41-year career, both as a campus and district chief executive officer and consultant, in Oregon, California and Arizona. The former chancellor of the Pima County Community College District in Arizona and Rancho Santiago and Contra Costa community college districts in California, Jensen is a highly-respected expert in community college organization, management and assessment. During his career, Jensen has managed and supervised a variety of campus and district operations.

Darroch (Rocky) Young Chief Consultant

Rocky Young retired as Chancellor of the Los Angeles Community College District on July 31, 2007 and began the next chapter of his life as the Chief Consultant of the College Brain Trust. Since helping to form CBT, Rocky has served as the team leader and/or lead consultant on numerous projects including ones for the College of Western Idaho, the West Valley – Mission Community College District, the San Jose – Evergreen Community

College District and the Compton Community Educational Center. While serving as Chancellor of the Los Angeles Community Colleges, Rocky initiated the first formal Strategic Planning effort in the District's history.

Mary Gershwin **Consultant, Academic Master Plan/Facilitator of External & Internal Engagement**

Dr. Gershwin is an experienced consultant and group facilitator with expertise in community engagement. She was president of Business Champions, Inc., a Colorado non-profit supported by the Lumina Foundation for Education that helped develop and promote business leaders, exemplary organizations and higher education access. She worked for the Colorado Community College System for eighteen years and is familiar with the accreditation standards of the Higher Learning Commission. Dr. Gershwin led planning and facilitation of seven White House meetings focused on the role of community colleges in workforce competitiveness. These meetings led to the formation of *Skills for America's Future*, announced by President Obama in October, 2010.

Edmund Buckley **Consultant, Academic Master Plan**

Dr. Buckley is one of the College Brain Trust's most experienced academic administrators and consultants. He served as vice president of academic affairs at Santa Rosa Junior College from 1992 to 2005. Before that, he was assistant dean, associate dean and dean of instruction from 1981 to 1992. As a College Brain Trust consultant, Buckley has participated in several projects, including developing an educational master plan and a model for integrated planning for College of Marin, assisting Imperial Valley College to develop an educational master plan and, most recently, assisting College of the Redwoods with its accreditation self study.

Diane Troyer **Consultant, Student Success**

Diane Troyer currently serves as a College Brain Trust educational consultant specializing on access and completion in public community colleges and is a Coach for Achieving the Dream. As a consultant, she brings her experience in new college development, data-driven approaches to improving outcomes for low-income students,

workforce development, strategic institutional realignment, community partnerships and educational philanthropy. Prior to her role in educational consulting, Diane Troyer served as a Senior Program Officer with the Bill and Melinda Gates Foundation on the *Postsecondary Success* team that is focused on significantly increasing the numbers of low-income young adults who obtain a postsecondary degree or credential that has value in the workplace. Before joining the Bill and Melinda Gates Foundation, she was the founding president of Lone Star College-CyFair, in Cypress Texas, the first college to be developed in the 21st Century.

Sylvia Lee

Consultant, Student Services and Accreditation Issues

Dr. Lee has 30 years experience in higher education in Arizona and Minnesota. Sylvia recently retired from Pima Community College (PCC) where she served as the President of two campuses, Community and Northwest, as well as Dean of Instruction and Student Development at four campuses. Sylvia also worked at two of the Maricopa Colleges, Rio Salado and Estrella Mountain in student services and workforce development training. In addition, Sylvia worked at the Minnesota State Colleges and Universities system at Anoka Ramsey Community College as Dean of Students and Community Services. During Sylvia's tenure, she assisted in the preparation for three Higher Learning Commission accreditation visits. Sylvia has a Ph.D. in Educational Leadership and Policy Studies from Arizona State University and M.Ed. in Counseling from the University of Arizona.

Michael Brandy

Consultant, Fiscal/Budgeting

Mike Brandy has served as a leader in the business operations of community colleges, K-12 and private universities for over 40 years. For the last 14 years he has served as Interim Chancellor, Vice Chancellor, Business Services and Vice President of Finance in the Foothill-De Anza Community College District. As Vice Chancellor of Business at West Valley-Mission CCD and as Vice President of College Services at DeAnza Community College, Brandy supervised the managers of all central services, including bookstore and foodservices operations. Mr. Brandy holds an MBA from Golden Gate University in San Francisco and a BS degree in Business Administration from Cal State Northridge.

Cy Gulassa

Consultant, Faculty/Union Relations

A retired English instructor, Gulassa is the former president of Foothill-De Anza Community College District Faculty Union, former president of the Bay Ten Faculty Association and former president of Faculty Association of California Community Colleges. Gulassa has a long history as a community college leader with strong interest in governance and faculty-management-trustee relationships. He has completed three projects as a College Brain Trust consultant: Allan Hancock College – Assessment of decision-making, communication evaluation; Los Angeles Harbor College – Internal communication assessment, and Victor Valley College – Board workshop facilitation.

Submitted by:



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