Members Present: James Todd, Jennifer Hamilton, Deborah Lafranchini, Bill Anelli, Chad Redwing, Curtis Martin, Mike Adams, Allen Boyer, Allan McKissick, Andrew Campbell (ASMJC President), Barbara Jensen, Bob Droual, Catherine Greene, Christopher Briggs, David Boley, Deborah Gilbert, Ellen Dambrosio, Eva Mo, Hunter Wright (ASMJC), Jim Howen, Jim Stevens, Kevin Alavezos, Layla Spain, Lisa Riggs, Mike Morales, Paul Berger, Paul Cripe

Members Absent: Deborah Gilbert, Susan Kincade (VP of Instruction), Tina Giron, Travis Silvers

Guests Present: Brian Sinclair (Faculty Liaison to the Board), Rob Stevenson

I. APPROVAL OF ORDER OF AGENDA ITEMS

M/S/C (J. Hamilton, P. Berger) Move to approve the order of the agenda items.
23 Ayes, 0 Opposed, 0 Abstentions

II. APPROVAL OF THE MINUTES (Oct. 31, 2013)

M/S/C (J. Hamilton, P. Berger) Move to approve the Oct. 31, 2013 minutes.
23 Ayes, 0 Opposed, 0 Abstentions

III. CONSENT AGENDA - None

IV. ACTION/DISCUSSION ITEMS

A. Continuing Business

1. Facilities Council – Report following

J. Howen went over the list of Unspent Funds Prioritization that came from high level administrators as reported by Kitchell. When he asked about other areas, he was told not to mention anything else.

J. Todd reported that the President said there would be another open process for new projects to be proposed and there may be enough money to fund the list and more with the projected savings. In Spring the FMP would be reviewed to include other projects. This was not totally approved in College Council. It was presented as a 1st reading at the last meeting on Monday. J. Todd said he can ask the question how certain projects ended up on the list to be prioritized and what criteria was used.

J. Todd spoke with John Zamora before the meeting about what the Academic Senate weighs in on. When we speak on 10 + 1, we want them to be 10 + 1. It affects other areas. We want to figure out the areas in facilities.

Another issue was how to communicate back and forth with Academic Senate. On Institute Day a lunch is planned with a group of people that lead councils and representatives on councils for Academic Senate to talk about the expectations we have and how to have better communication between council representatives and Academic Senate. We need to discuss how to get info to J. Howen or J. Zamora or whoever needs it from faculty that are not 10 + 1. Need ideas on how we could generate a faculty sensibility about how to prioritize something like this and weigh in on it when it is not necessarily a 10 + 1. He is trying to think of a better way faculty could have a voice when not in these areas. We need to be more timely and possibly have a board to weigh in on, maybe a survey, something to garner faculty ideas.

Next Academic Senate Meeting: Jan. 23, 2014
J. Todd will talk to YFA on how we can have every council representative when they have left a meeting, especially chairs or co-chairs that are faculty reps, email J. Todd or D. Bolter and inform them what is coming up that they need weigh in from. It is needed right after the meeting so the best way can be figured out to garner a response from faculty so we are best representing each other.

2. **Student Services Council – No Report**

3. **Instruction Council – Report following**

D. Laffrachini briefly went over the Instruction Council report.

In answer to a question regarding a delay in hiring until spring, J. Todd mentioned that he requested a delay. We wanted every division to have the ability to put forth an application for growth, and he felt there was not enough time to do that, it wasn’t happening in every division and knew it would be a large conversation about how do we come up with what matters in growth. In the meeting tomorrow, the replacement positions is a good place for that council to look at the data presented and have a good conversation about what data matters and what applications look good. That could be shared, so when the growth rankings are done we have an idea measuring and what we are looking at. When he spoke with J. Stearns and S. Kincade, the growth position/positions could still be done in February and still have a good pool. The idea would be to have a good pool but also to make sure the process works. He believes this first year matters, and he wanted to make sure it was a fair process.

Due to a lengthy discussion trying to figure out how IC intersects its role with College Council, Academic Senate and Dean’s Cabinet and how to create this process R. Stevenson mentioned that it took longer than expected and the divisions did not have time to make the proper decisions. It seemed like a good idea in the first year to ask College Council for more time so a good first run can be done.

R. Stevenson mentioned the timelines for the replacement positions so they can get them to College Council by Jan. 9th. He is presenting the list today which will be taken to a special meeting tomorrow prior to College Council. The Replacement Request by Division List is attached.

The list includes: 1 position for Ag – General, 2 positions for Allied Health – Nursing, 1 position for Arts/Hum/Comm – Photography, 4 positions for BBSS – Business Admin, Economics, Geography, Sociology, 1 position for Counseling – Counselor (Some instructional responsibilities), 4 positions for Lit/Lang – English, English, ESL, Reading, 1 position for SME – Anatomy/Physiology, 2 positions for Special Programs – Counselor (non-instructional faculty) for a total of 16.

J. Hamilton asked about the Special Programs positions and found them to be EOP&S categorical positions. She asked if the college received money back for categoricals or are we still back filling. In the past they were funded differently. She will email R. Stevenson and he will check out.

J. Todd did a verbal confirmation from the divisions that had replacement positions that the divisions decided on these replacements through Shared Governance, and data was used to do that, so when he goes to College Council and their list is the same he can say this is ok to go with. If something is different than there would be an issue and it would have to be brought to the table at College Council. All divisions answered favorably with the exception of BBSS – C. Martin. BBSS meeting is scheduled for tomorrow. If it changes at the BBSS meeting, then there would have to be a discussion at Senate before we can confirm the entire list.

R. Stevenson said it would be a different situation with the growth for replacement positions. The Shared Governance of the divisions is where the big decision is made. If the process is followed it should be honored. It will be a different situation with the growth positions. There will be two meetings. At the first meeting, they will be presented with paperwork and the dean or representative will give us their briefs. They will take for consideration for two weeks, come back and a scoring would be done and that would start a conversation. They went with something that was loose enough that they could try and balance the needs of high enrollment and small programs.

There was some discussion about reinstating programs and how there should be a high priority given. The divisions have to step up and intervene if necessary.

*Next Academic Senate Meeting: Jan. 23, 2014*
It was mentioned that a lot of these programs have been discontinued with the state and that it’s not a one year process, it is a much longer process to get back.

We will discuss in the Spring program discontinuance, but we will also talk about how to bring programs back and how to start new programs.

4. Accreditation Council – no report

J. Todd mentioned that D. Bolter stepped down as Faculty Accreditation Chair and he commended her role and dedication. There was a discussion at Exec and he will put out the announcement out for a public call for Faculty Accreditation Chair tomorrow.

It was discussed that it is probably not a good idea to have YFA Exec members be in positions like Accreditation, Assessment or other areas because the Union needs to back if needed. Sometimes there is a conflict between Union and Senate types of positions. J. Todd will work with YFA to codify some of the roles and what they want YFA to be and what the Senate should be, so we can help and support each other.


6. College Council –

We went over the Measure E Prioritization and a recommendation of Instruction Council.

B. New Business

1. Resolution for Charles Mullins – see attached resolution

   M/S/C (A. McKissick, P. Cripe) Move to suspend the rules so we can accept the resolution today. 23 Ayes, 0 Opposed, 0 Abstentions

   M/S/C (A. McKissick, D. Lafracchini) Move to pass this resolution in 1 reading. 23 Ayes, 0 Opposed, 0 Abstentions

2. Call for nominations: Exec. Members and College Council Representative

Call for nominations on a yearly basis for the Exec Board. Those will be open for nominations until the next meeting, and will be voted on the following meeting. The Engaging All Voices document has given us 1 more seat, to be elected, for College Council from the Academic Senate body. This is not a release time position or a paid position. This will also be open for nominations until the next meeting and will be voted on the following meeting. Kathy will send out a reminder at the beginning of the year.

3. Senate Office and Meeting Space

J. Todd received an email from D. Bolter and claims that our space on East Campus is YFA negotiated space and Senate would be well served to find space elsewhere. YFA wants to use all the space.

YFA reports that we can continue to meet in the Faculty Lounge. J. Todd is looking for options. We can continue to use our current office space through at least Spring 2014. He mentioned looking at the Library Basement. Discussion continued regarding the relationship between YFA and Academic Senate, that it was beneficial to have the offices close together. It was suggested having the meetings fluctuating between campuses but give time to make their schedules. The real problem is office space. It was mentioned that due to more instruction on West campus representation is needed on both campuses for both YFA and Academic Senate. J. Todd will keep you informed.

4. FSA Discipline Specialists

Next Academic Senate Meeting: Jan. 23, 2014
J. Todd is still waiting to hear back from two. He will put on the consent agenda when he hears from those departments.

5. **Fall 2013 ASCCC Plenary**

J. Todd mentioned that the sessions that were planned in Senate will be breakout sessions on Institute Day. Senate will present on three sessions that were done at the Fall Plenary. 1. Credit/Non Credit & AB 86. 2. Student Success Initiative and thinking how as a district we plan to meet those goals and a plan due in Spring and a plan due in the Fall and 3. General Education in the Midst of Transfer Degrees. J. Todd said it’s about informing you of legislation that’s coming and why we are talking about the policies inside of Senate and what we have to deal with and what administrators are having to deal with at the same time. Hope to see you there.

V. **REPORTS**

A. **Student Senate**

Cram Night is tonight. Starts at 8:00 pm, ends at 12:00, there will be food and feel free to stop by.

Would you have objections on the resolution about Charles Mullins that it be presented to Student Senate and adopt the same thing. J. Todd said no objections.

The next Student Senate meeting is Dec. 13.

When asked about the time for the training on the 9th, A. Campbell reported that he would check with Francisco Banuelos. M. Morales mentioned that hopefully notice can be nailed down sooner than for example a two days’ notice.

B. **Faculty Representative to the Board – Brian Sinclair**

Brian Sinclair said this item is more YFA appropriate. He has been contacted by several people telling him they have adjunct faculty who have issues, specifically that he should be mentioning to the board that adjuncts in multiple institutions would rather be working somewhere other than MJC, based on a number of things, including pay. He got the impression there are other issues that he doesn’t know about. When there are 2 – 3 people who come forward within two weeks of each other and mention that adjuncts are complaining, they have trouble getting adjuncts for that reason as well. If there are adjuncts that you know would like to talk to him about that, he would like to get their points of view. He mentioned also that he would talk to full time faculty about adjuncts to get information or anyone that has information or data on that.

It was brought up that one of the reasons the adjuncts haven’t talked to B. Sinclair is that they are teaching at other places, get more money and at Merced possibly health benefits and a one year guarantee of classes they teach. When adjuncts have a choice of places to teach, they don’t want it to be at MJC.

The Board does ask about these things periodically and B. Sinclair wants to make sure he has decent information about the attitudes toward this institution.

C. **Legislative Analyst - Chad Redwing – report following**

C. Redwing has a question for D. Laffranchini regarding a comment from the Instruction Council Report. Why put off Program Viability until Fall 2014? If you look at the State Budget, the Community Colleges should get 483 million extra dollars this year because revenues are more than expected. Next year it is over 600 million dollars. After that with Prop. 30 going down, our moneys will be dwindling and he sees our bubble as the next 1½ years fiscally. If Program Viability and the conversations about bringing back programs that were discontinued continues to be put off there won’t be money available. If we have money and we want to bring these programs back, now is the time.

D. **Outcomes Assessment Work Group (OAW) - James Todd**

Next Academic Senate Meeting: Jan. 23, 2014
There is an OAW meeting tomorrow, Dec. 6 and those with PLO, ILO, GELO assessment have been notified to merely check boxes. In January we’ll have a good launch for putting data in Program Learning Outcomes.

E. Curriculum Committee - Jennifer Hamilton – Resolution FL13-A following

The paper, Resolution FL13-A was passed on Tuesday, Dec. 3, 2013. J. Hamilton gave the background for the reason of the Resolution. The 5 unit courses were the first to come through the pipe for re-approval of curriculum and the high unit value discussion was opened up. It was also discussed here at Senate how it affected other programs.

What was happening at Curriculum Committee was that the courses were being held up at the Dean’s level and not being put forward so Curriculum Committee could do their job.

J. Hamilton read the Resolution. The purpose of this resolution was just to get the course past the Dean. She went over what happens when a dean says No. What they are trying to do with this is to get it past that level so Curriculum Committee can do its job which is like any other course, approve it or send it back for revisions. There was a lot of conversation among the Curriculum Committee members, and it is not designed to be a free pass for any all courses. Courses are scrutinized to make sure they meet the standards. We now have a mechanism to get the courses before the committee so the committee can do their job.

F. Faculty Professional Development Committee and PDCC - Bill Anelli

B. Anelli sent out a survey, received 60 responses and that is enough to know what the rankings of the topics for the breakout sessions on Institute Day are. He will schedule Institute Day based on those rankings from faculty. There are breakout sessions scheduled for Thursday also.

At the Dec. 4 PVCC meeting, it is the idea we will go into the Library basement. The idea is to have a Grant Center, a café and places for workshops to take place. Hopefully it would be aesthetically done so faculty would like to hang out there. Unknown whether this will happen. There was talk about North Hall also.

Title V has about $30,000 available for mini grants. He is not clear how much is left, as they are trying to clear on the budget. There is about $50,000 left but some has already been allocated.

G. Distance Education Report – Eva Mo – report following

E. Mo wanted to mention the important areas. The first star bulleted area regarding due dates for faculty is important. M. Smedshammer will begin updates on Dec. 19.

The Start Here Module is important. They need to know what you want specifically for them to update the Start Here Module.

Free Stuff – Camtasia and Voicethread, that DE has invested in, if interested contact M. Smedshammer.

Administration Report – Susan Kincade – No Report

S. Kincade told J. Todd to tell her when we want her here. She is aware that sometimes conversations need to be done without her here. That doesn’t mean she doesn’t want to come, she is willing to come whenever. J. Todd told her he thought she should be here for the first meeting of the semester and then he would let her know, or if she sees an item on the agenda she wants to come.

H. President Report – James Todd

Have a wonderful break, we’ve come a long way this semester, a tremendous amount of work has been done.

VI. ITEMS FOR FUTURE AGENDAS - None

VII. OPEN COMMENTS FROM THE PUBLIC - None

VIII. ADJOURNMENT adjourned at 5:36 pm.

Next Academic Senate Meeting: Jan. 23, 2014
Facilities Council

Jim Howen

Measure E Unspent Funds Prioritization - Facilities Council Vote

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Rank</th>
<th>Score</th>
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<tr>
<td>West Campus - Entry Road #2A</td>
<td>1</td>
<td>32</td>
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<td>West Campus - Parking #1</td>
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<td>Ag Storage Bldg</td>
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<td>El Capitan - MICL Move</td>
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<td>West Campus - Loop Road #3</td>
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<td>Science Outdoor Education</td>
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<td>West Campus - Brink Entry #6</td>
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<td>West Campus - Loop Road #4</td>
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<td>Morris Building 1st Floor Remodel</td>
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<td>107</td>
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<td>Campus Painting - West 14</td>
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<td>113</td>
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• Revisions to the Faculty Hiring Prioritization Timeline
  o Growth positions will be handled after January 1
  o Focus only on replacement positions on December 6, 12:00-end in the Science room on West Campus
  o Replacement lists were distributed from Divisions who have replacement positions
    ▪ 15, possibly 16 positions

• Discussion of IC Responsibilities and Timelines
  o In January we will begin strategic planning for the district and MJC in January and February
    ▪ Each council will develop a strategic master plan, happening simultaneously after the district and college plans
      • IC: Educational Master Plan that will be college-wide
  o Program viability might be put off until fall
    ▪ (Do we oversee the policy or are we in charge of looking at program viability?)
      • Re Susan: the policy
    ▪ Division or Office of Instruction can initiate a study of program viability
  o Timeline of Program Review
    ▪ Spring
    ▪ Initial document has been drafted by James and Curtis
    ▪ Look at January and February
    ▪ Implement program review processes
    ▪ Opportunity to present program reviews
    ▪ Now we are on a cycle of program review so now it can be more robust

• New Business: Recommendations for Faculty Hiring Prioritization Policy Improvements
  o Announcing retirements after the final date for replacement positions
    ▪ Mortality issues
    ▪ Illness issues
  o Need categories added besides replacement and growth
    ▪ Emergency hires are one-year temporary interims that currently become growth
      • To take out of the loop merely because they were late in announcing is not equitable and should be retained in the replacements for the next year (one opinion)
      • This was designed to encourage people to announce early
      • If it is out of the control of the retiree, then the division shouldn't be punished
  o Lengthy, robust discussion involving growth and replacement positions and separations: voluntary and involuntary, timely and delayed –

• Reports

Next Academic Senate Meeting: Jan. 23, 2014
<table>
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<tr>
<th>Report</th>
<th>Instruction Council</th>
<th>Modesto Junior College</th>
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<tr>
<td></td>
<td>Replacement Requests by Division</td>
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<tr>
<td>1 - - Ag and Env Science</td>
<td>General</td>
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<td>2 - Allied Health</td>
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<td>1 - Arts/Hum/Comm</td>
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<td>4 - Bus/Beh &amp; Soc Sci</td>
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<td>Sociology</td>
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<td>0- CTE/Public Safety</td>
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<td>0- Family/Consumer Sci</td>
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<td>0- PRHE</td>
<td>Anatomy/Physiology</td>
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<td>1 - SME</td>
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<td>2 – Special Programs</td>
<td>Counselor (non-instructional faculty)</td>
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<td>16 Total</td>
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Recognition and Appreciation of Professor Charles Mullins

Proposed by: MJC Academic Senate Executive Board

Whereas, Charles Mullins was a dedicated member of the Modesto Junior College Academic Senate for several years, serving as a Senator from the Arts, Humanities, and Communications Divisions as both a part-time and full-time faculty member, and demonstrated exceptional leadership in his service on the MJC Academic Senate Executive Board as its Legislative Analyst from Fall 2007 to Spring 2009; and

Whereas, Charles Mullins served on countless college-wide committees throughout his distinguished career at Modesto Junior College, bringing both common sense and uncommonly good humor to meetings in sore need of both; and

Whereas, Charles Mullins was a devoted member of the Arts, Humanities, and Communications Division and the Department of Speech Communication, who provided invaluable support for his division's numerous excellent and award-winning theater productions, concerts: and forensics program; and

Whereas, Charles Mullins helped countless thousands of students to understand the essential and sometimes frightening subject of Speech Communication, and was profoundly appreciated by them;

Therefore, Be it resolved that the Academic Senate of Modesto Junior College is grateful to Professor Charles Mullins for his dedication to the students at Modesto Junior College and the faculty he served for many years and mourns his loss as a devoted friend, colleague, and faculty leader whose engaging spirit will be sorely missed.
The Great Stratification for Professors

A recent Chronicle of Higher Education article suggests the future of teaching in the postsecondary landscape. The thesis of the article is that we are undergoing a vast "stratification" rather than "deprofessionalization" or even "the end of the professor."

The article suggests: "The spread of academic labor follows the trend of other professions. The idea of the professional usually evokes a generic image—the old-fashioned family doctor, for instance, who hung out his shingle—but now we have a much more variegated system of alpha and beta practitioners. And rather than the ideal of being independent and roughly equivalent to their peers, most professionals now work in hierarchical bureaucratic structures."

Read the entire article at: http://chronicle.com/article/The-Great-Stratification/143285/?cid=cc&utm_source=cc&utm_medium=en

Better Budget With Many Outstanding Liabilities: Scott Lay's November 25th Budget Update:

Last Wednesday, the Legislative Analyst's Office ("LAO") released a multi-year fiscal outlook for the state. This report extrapolates the budget picture until 2019-20.

According to Scott Lay, President and Chief Executive Officer of the Community College League of California: "The analysis shows a moderate economic recovery, supplemented by the temporary tax revenues of Proposition 30, leading to state "surpluses" in each of the forecast years. As expected, tax revenues for 2012-13 and 2013-14 are above the levels projected when the current year (2013-14) budget was adopted in June. These revenues drive up the Proposition 98 guarantee by $4.4 billion, which will need to be provided to K-12 and community colleges at some point. While this amounts to $483 million for community colleges, it is not required that the governor and Legislature provide the entire amount as programmatic funding ....For the 2014-15 budget, which will be proposed by the governor in January and enacted by the Legislature by July 1, the LAO projects a whopping $7.7 billion increase in the Proposition 98 guarantee. This is because the increased tax revenues in 2014-15 are built on top of the projected inflation of the 'current year' revenues."

Overall the report suggests a good budget with some concern over the many outstanding liabilities faced by community college districts.
CURRICULUM APPROVAL STREAM

Proposed by: Michael Adams (Curriculum Committee Representative) Jennifer Hamilton (Co-Chair Curriculum Committee, AS President Elect) James Todd (Academic Senate President)

Whereas: Faculty are primarily responsible for the design and content of course outlines of record; and

Whereas: The current climate of higher education and pressing state educational initiatives have prompted administration to recommend limits on contact hours for particular "high unit" courses; and

Whereas: Disagreements between discipline faculty and administration over unit values and their corresponding contact hours for particular courses can lead to the prevention of courses from being considered by the Curriculum Committee if they are not approved at the level of the Dean; and

Whereas: Taking action to approve or deny courses is fundamental to the purpose and expertise of the Curriculum Committee; and

Whereas: Good practices of curriculum approval describe a system wherein faculty design and recommend courses, and the Board of Trustees either accepts or denies those recommendations;

Therefore: Be it resolved, that in the event a course is not being approved at the Dean level because of an impasse between faculty and administration about unit values and contact hours on the proposed Course Outline of Record, the faculty representative may ask that a vote requiring 2/3 majority to succeed be held in the Curriculum Committee to cause the course to be moved forward to the next level of approval; and

Therefore: Be it resolved, that in the event a course is not moved forward as described or the Curriculum Committee does not ultimately approve a course due to concerns about unit values or their corresponding contact hours, the Curriculum Committee will recommend that discipline faculty work with administration to develop a Course Outline of Record that would eliminate such concerns.
Please let all your online faculty know that we will be moving towards updating blackboard from Service Pack 12 to 13 on Dec. 27. **Blackboard will be down on Dec. 27.** However, because blackboard updates work with "building blocks" that often have structural changes, we have not updated the system because of potential disruption during the semester. Mike will begin to implement these building block updates (required for service pack update) starting on Dec. 19, no earlier than 9:30 a.m. **(Thursday after finals week).** Blackboard will not be down for these small updates, but it could change the look of your course. To be safe, it is highly recommended that faculty finish all they need to do (and save the course, and download your grade center) before Dec. 19, 9:30 a.m.

Please let all your faculty know that all blackboard classes from 2010-2011 will be deleted from Blackboard. It is recommended that they save the grade center to maintain their records (they can download as excel).

- Mike is looking into hybrid definitions and possibilities. Currently hybrid courses require weekly face-to-face contact. Mike is currently looking into the possibility of providing faculty with greater flexibility. It may be possible for faculty to have greater options in meeting times and how they split up online and face to face hours based on alternative accounting methods. Mike will continue to research this potential option.

The Start Here Module (update)
We are hopeful that a new module would be available for use before the Spring semester. Faculty are not required to use our Start Here Module, but there are required information that needs to be included in the class. There will also be a quiz data base for faculty to use (for the start here) if they so desire. The DE committee is asking online instructors for their recommendations before Tuesday Dec. 10. Please encourage your online faculty to go to this site to provide specific input (add comments to the screenshots of the current start here module or send comments to Mike).

https://docs.google.com/document/d/1U7UEEvyPW8Noe2DtD1a8vF6X8ni7swjQryayGiroN41/edit?usp=sharing

If you have what you think if model information for the Start Here Module, please send it to Mike Smedshammer.

- Student Online Diagnostic (update)
The committee is researching and working on creating a strong student online diagnostic.

- Camtasia and Voicethread
Currently, DE has three Camtasia and twenty Voice thread licenses. If you are interested in acquiring one of these, then let Mike Smedshammer know.

- Mike is moving forward with the training of Deans to assist with online evaluation. Currently, Deans are required to evaluate all faculty in their division. But some Deans have never taught online, and are simply unacquainted with online issues.

- SARA - State Authorization Reciprocity Agreement (update)
Preliminary research shows that we have about 15 out of state students. The committee recommends that we call these students to make sure they are indeed, living outside of California while attending MJC.

- Trends and Talk: 1. Rumor has it that there is a political push towards CBL (Competency Based Learning). Basically, instead of credits, students can pass a test to show mastery of the material. Western governors are supposedly working with community colleges to explore CBL. 2. The new buzzword is "unbundling." Courses are being unbundled whereby the faculty do not have to do it all: design, update, teach, grade. Unbundling could be good or bad. Good in that we don't have to do it all on our own, bad if we lose control over how content is presented. 3. There seems to be a national trend towards more faculty online training. Hmm, looks like we're right with the nation with our focus on faculty training. 4. We already know this, but the CA DE report is singing the 'human touch' refrain. There is a correlation between success and retention with online classes that have more of a 'human touch' to them. Now all we need to do is measure and quantify that.