

2A.11

Marlene Dwyer

From: "Bea Lawn" <blawn@gavilan.edu>
To: <mdwyer@gavilan.edu>
Sent: Thursday, October 12, 2006 1:41 PM
Subject: Fw: Proposal to Add Noncredit Programs]

Here's the one from me. Bea--

----- Original Message -----

From: Steve Kinsella
To: Bea Lawn
Cc: Steve Kinsella ; kwagman@gavilan.edu
Sent: Friday, September 24, 2004 5:31 PM
Subject: Re: Proposal to Add Noncredit Programs]

Hi Bea: There is time to study and determine the areas where noncredit can compliment but not compete with our credit program. Development of the full program will take some time. Curriculum has to be developed and it has to go through the curriculum committee. Some areas though should not conflict with what we have. I expect we would move in those areas first to give us time to study the other areas.

Steve

Bea Lawn wrote:

Steve:

I just read the message and simply cannot make the time to give it my full attention nor to contact my colleagues and give a "collective" view and still get back to you as soon as you need. I am sending this to Ken Wagman, one of the faculty representatives at President's Council to make him aware of a few concerns I have.

One of the concerns has to do with potential duplication of coursework with ESL. ESL is mentioned several times as an area where this kind of instruction is permitted. "Basic Skills in ESL" as an area is a segment of ESL instruction that we already cover in our credit program. To what extent would that duplication erode our population of students in the credit program? Would it hurt our program? Related to this, what would the coursework be in these classes? How would it articulate with our existing coursework and methodology? Where would instructors come from so as not to tap into our pool of instructors and create confusion?

A second concern has to do with including areas like VESL which our program is considering doing and which is really not appropriate, in our view, at the low-beginning level. Students need to have instruction in English and certain concepts and skills already in place before a vocational focus can be emphasized. I don't think a non-credit program could do it unless it were prepared to enter all levels of ESL instruction. This would rob us, the credit program, of the opportunity of getting into this challenging area also.

A third concern is the need to develop the means by which students could move from a non-credit to a credit program. This is a very big area that needs a lot of work, an area that has to be discussed and developed over time. Will the non-credit and credit programs begin to run parallel? Will one go before the other? How will students move from one to the other?

I don't think these concerns are unique to ESL. I think there are many other areas being considered in your proposal where instructors might have the same concerns I have. In my opinion, a substantial change like this

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merits the time for this proposal to be considered from all angles. It concerns me when changes that appear substantial are not given enough time. While I appreciate that staff sometimes talks about issues far longer than desired, at the same time, when there is no time to discuss important issues, implementation of these issues can become problematic later and staff attitudes can become rigid or indifferent. Thanks, Bea--

----- Original Message -----

From: "Mimi Arvizu" <marvizu@gavilan.edu>
To: <all@gavilan.edu>
Sent: Thursday, September 23, 2004 8:48 AM
Subject: [Fwd: Proposal to Add Noncredit Programs]

Steve Kinsella wrote:

Good morning everyone. I understand there have been a number of questions raised about what the plans are for the Community Education department since I place two personnel items on the closed session agenda related to the Associate Dean and an Interim Director of Community Education. The attached proposal is what I have prepared for discussion with the college community. I want to move quickly on this proposal and ask that you respond immediately. If you want to share your personal concerns with me, please email me directly. If you have a concern you want your constituency group to consider, please contact your representative and let that person know about your thoughts and concerns.

I apologize for not being around campus as much as I have been in the past. There are a number of critical activities occurring that require my involvement. Hopefully, things will slow down a bit in regards to site activities in a month or two. All I can say at this point is that we are looking at expansion options in Gilroy, Coyote Valley and Hollister/San Benito. I will have more information available in the newsletter next week.

The noncredit proposal is intended to do several things for us. We have previously discussed the fact that we are struggling to reach our enrollment goals. There is about \$400,000 available to us from the state to provide additional educational services. It is clear that more than 30% of our residents do not connect with Gavilan. They have decided that other urban colleges meet their needs better than Gavilan does. I suspect that there is an untapped market of people who want to take advantage of a college education but are denied access because they are not prepared to take even our 400 level credit courses. I believe that offering noncredit programs may allow these people the opportunity to acquire the basic skills needed to enter a college level educational program. An effective noncredit program can serve as a feeder program for our credit program and provide access to higher education to community members who never thought they could get into college. The other objective of the proposed change is to make another attempt to get the Community Education department to at least a break even position. We currently provide a general fund subsidy of \$100,000. The Expenditure Reduction Task Force recommended removal of the subsidy which only reinforces my interest in bringing this program up to a break even

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point.

Please read the attached proposal for more details and justification.

Sincerely,

Steve Kinsella

PS: Please excuse any grammatical errors. I am in a bit of a rush :-)

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Marlene Dwyer

From: "Bea Lawn" <blawn@gavilan.edu>
To: <mdwyer@gavilan.edu>
Sent: Thursday, October 12, 2006 1:42 PM
Subject: Fw: [Fwd: Proposal to Add Noncredit Programs]

Here's the one from Leah. Bea--

----- Original Message -----

From: "Leah Halper" <lhalper@garlic.com>
To: "Steve Kinsella" <skinsella@mail1.gavilan.cc.ca.us>
Cc: <kwagman@gavilan.edu>; <rperez@gavilan.edu>
Sent: Tuesday, September 28, 2004 5:30 PM
Subject: Re: [Fwd: Proposal to Add Noncredit Programs]

> >Hi Leah: Thanks for your comments. I agree with you that it is not at
> >all likely that the 30% we are losing are students who seek noncredit
> >instruction. The questions about curriculum have to go through the
> >curriculum committee which is controlled by the faculty. That is the
> >appropriate place to discuss the issues of content. As you look at the
> >list of areas authorized for noncredit, I hope you will agree there are a
> >number of areas where there is no overlap.
>
>
> Yes, and those clearly would be the place to start. The process is very
> important to me and to others, though I imagine you and the board are very
> interested in outcome. I guess I'd rather see all interested parties
> convened so they could talk together--the experts!--about how to reach
> these students, rather than being provided with a readymade and perhaps
> not ideal solution that was arrived at by a few. Maybe Rachel will make
> that happen; it will take time, and such a group may come up with
> something different/better/unexpected. That's the beauty of collaboration.
>
> Meanwhile, the questions about hiring faculty, outreach, and process are
> not addressed by your response, below. In fact, it does not seem to
> respond to my concerns but to make other arguments that seemed defensive
> to me rather than responsive. As I told Rachel when I saw her yesterday,
> there may be a good way to do this, but so far this doesn't seem like it.
> And that will create negatives that we really don't need. Already faculty
> in the areas of overlap have told me how stressed they feel just reading
> the proposal; it will either require superhuman effort on their part to
> respond quickly, or they will not have an adequate role and there will be
> many negative repercussions.
>
> We don't need to keep up an email discussion. Hopefully you can put your
> energies into making this happen in a good way. But my concerns stand as
> before. --LH
>
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>>As a service organization it is my belief that Gavilan should provide the
>>maximum level of service to the community as possible. Turning away up to
>>\$400,000 because we can't lure students into our credit program does not
>>do the community any good. The community determines its perception of us
>>and it has developed over the past 40 years. We can obtain State funds
>>through either credit or noncredit programs. I don't know of any new
>>credit programs being proposed. There are eight or nine approved areas
>>from noncredit. The ones that have been identified are the ones that at
>>least some people believe there is a large market for.

>>
>>The image issue is really a tricky one that I am told has been a problem
>>for many many years. I want to be realistic in our approach and be aware
>>of the environment we are in. Colleges can have a broad range of services
>>available. Offering a service such as ESL or basic skills does not make us
>>a basic skills college unless that is all we offer. From an ethics
>>standpoint, I think we have to at least consider whether we should deny
>>people, who if they had some remedial training, the ability to enter a
>>college program the ability to do that because even though we are
>>authorized to provide these services, we as a college have decided we are
>>not going to allow those individuals the services. As a consequence of
>>that decision we give up resources allocated for our use for another
>>college to serve our residents. This action then denies some population of
>>people the ability to receive the benefits of a college education.

>>
>>If we are getting all of the resources available to us and we have to
>>eliminate one program to offer another, I think the answer would be very
>>easy. We are not in that position at the moment.

>>
>>You raise some very good questions. I don't know if this gives you any
>>additional information to consider. Thanks for responding.

>>Steve

>>
>>Leah Halper wrote:

>>
>>>>Hi, Steve. When I opened my mail yesterday I was certainly not looking
>>>>to be ornery, or to argue. I'm busy enough without a new issue. But I
>>>>have some concerns about the proposal you sent and the timeline you
>>>>suggest. They are offered because I feel I have some expertise in the
>>>>area of curriculum, because I care about Gavilan, and because I hope to
>>>>spend the rest of my working life here and would like to see us take a
>>>>good path that will enlighten and enrich people in our community. I hope
>>>>you will take them in a good spirit.

>>>>
>>>>
>>>>I want to say that teaching people basic skills is in itself a noble goal
>>>>I agree with. I also think that if anyone has the ability to implement a
>>>>program like this, it would be Rachel. So I don't disagree with the
>>>>general outlines, but I do take strong exception to some of the
>>>>particulars.

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>>>First, I think there's some wishful and fuzzy thinking here. I don't
>>>think the 30 percent who go elsewhere are the same group that would take
>>>the basic skills and related classes you suggest. Indeed, I think the 30
>>>percent are students who perceive Gavilan as too basic or backward, and
>>>who head for bigger colleges where they believe they will be more
>>>enriched than at Gavilan. So please separate the two groups. The students
>>>who would take the basic skills and related classes are the hardest to
>>>reach and enroll; they are busy with surviving and making a living. They
>>>also bring many barriers with them: language, social, cultural,
>>>disability. They are not necessarily readers, and so would require
>>>expensive TV and radio advertising to be reached. Are we prepared to fund
>>>a marketing plan? And once in the classroom they are the hardest most
>>>challenging students to teach, and will require the very best teachers.
>>>Many have had negative educational experiences, and even those who come
>>>in relatively unscarred need special approaches. My understanding is that
>>>we have trouble finding enough skilled math and ESL teachers as it is.
>>>These are specialized remedial fields and this assignment would require
>>>particularly good teachers. Would we be making it even harder for Fran
>>>Lozano to find people to teach our credit classes? Are people this good
>>>available for the low pay that CE entails?
>>>
>>>As a former curriculum committee chair, I can also tell you that the
>>>overlap with existing programs is of concern for other reasons. In the
>>>past, any small incursion into "territory" covered by existing programs
>>>was earnestly and seriously considered and negotiated. You can see this
>>>as faculty guarding their turf, but I think there is more than that to
>>>it. There is always at least some good reason: we are an educational
>>>institution first and foremost, and we should do things that make
>>>curricular and pedagogical sense rather than thinking first and foremost
>>>of the bottom line. Huge areas covered by existing programs are now going
>>>to be overlapped, and articulation and collaboration will be essential.
>>>What plan is there to make sure the communciation occurs? Gavilan often
>>>fails in its responsibility to involve all interested parties; a failure
>>>here would unfortunately have repercussions against the students. The
>>>rush certainly isn't a convincing way to begin a real dialogue.
>>>
>>>I guess I just find it hard to believe in the fast track. With all due
>>>respect, your request for immediate feedback leaves the unsavory
>>>impression that the decisions have already been made by those who REALLY
>>>matter, and that the rest of us are being informed so it can be said that
>>>you asked for input. This is never a good way to operate, especially at
>>>Gavilan. You certainly can, and probably will, go ahead with the ideas
>>>you have. But it may not be worth the cost in alienation and cynicism
>>>about how decisions are made here. True collaboration, which takes time,
>>>is always worth the time it takes, in my experience. I know funds are a
>>>problem, but CE has been losing money for some time, and the sudden
>>>unseemly haste to fix it makes Gavilan look worse, to people on the
>>>outside and to its own staff;; it's as if we just realized there's a
>>>problem and are grasping at the first means to fix it. This may not be
>>>the case, but it appears this way, which is just as damaging imagewise.
>>>

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>>>Real time-consuming collaboration just works better, for three reasons:
>>>1. more people support the end decisions when more are consulted because
>>>2. the outcome is usually better than what a few people can dream up(more
>>>people think of more ways to improve an idea, in my experience) and 3.
>>>cynicism and disempowerment are reduced or even eliminated.

>>>>>I hope my thoughts can help us help people who need education in a better
>>>way. --LH

>>>>>Steve Kinsella wrote:

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The problem after a war is with the victor. He thinks he has just proved
that war and violence pay. Who will now teach him a lesson?
--A.J. Muste

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