

Berkeley City College Response to Resolution

From: Denise Richardson <drichardson@peralta.edu>

Sent: Tuesday, May 14, 2024 10:01:22 AM

To: Matthew Freeman <mfreeman@peralta.edu>

Cc: Kuni Hay <khay@peralta.edu>; Stacey Shears <sshears@peralta.edu>; Christopher Lewis <clewis@peralta.edu>; Lilia Celhay <lcelhay@peralta.edu>

Subject: BCC Academic Senate Class Cancellation Resolution

Greetings Academic Senate President Freeman,

Last week, Chancellor Gilkerson shared the joint resolution from BCC's Academic Senate with me titled: End use of class cancellations as a routine enrollment management tool.

In response, I want to express my full agreement that course cancellations should not be used as a routine enrollment management tool. At BCC, we have implemented a data-driven approach to scheduling that minimizes the number of classes we cancel. We have learned that when we are vigilant and intentional in offering the classes that efficiently facilitate pathway completion and meet student demand, classes fill. The fact that BCC has maintained relative high productivity over the past year, suggests that we are moving in the right direction. Also, our collaborative approach to modality decisions is a critical element of the communication that takes place between deans and department chairs during schedule development. In alignment with this process, BCC has intentionally not set specific targets for the proportion of in-person classes to remote learning classes.

While BCC is very interested in bringing students back to campus, we have opted to achieve this by cultivating a vibrant and inclusive community so that the return to in-person instruction is a natural outgrowth of a positive and fulfilling campus experience. We have also significantly ramped up our Basic Needs services and offer all day support for students with the assistance of student ambassadors, the directors of our Society of Scholars programs, and a committed group of counselors and Learning Center staff. Prioritizing these services is one of the ways that we demonstrate our commitment to equity, and the students with limited resources and means referenced in the resolution.

The facts related to cancellations at BCC are compelling. We cancelled 22 staffed classes in spring 2024. Of the 413 classes that we offered this semester, 21 classes had 10 or fewer students, and sixty-three of our classes had between 20 and 11 students. Only one class with more than 15 students was cancelled. It was a class of 16 which was cancelled at the request of the instructor. Another class with 20 students was rescheduled due to a change in instructor availability. It is also noteworthy that we added some class sections to the SP 2024 schedule to accommodate high demand.

This data reveals that BCC took a fairly conservative approach to canceling classes due to low enrollment, allowing many single digit classes to remain in the schedule. Further, BCC has a long tradition of deans working with department chairs when these decisions are made. When cancellations do occur, care is taken to provide students with alternative course options that enable them to continue progressing toward program completion. There is also an earnest effort to reassign faculty whose classes are cancelled whenever possible.

In closing, the BCC administrative team recognizes that together we can be better, so we welcome the opportunity to collaborate with the Academic Senate to review and improve upon our course scheduling strategies. We look forward to scheduling these sessions and working together to better serve our students.

Best regards,

Denise

Denise Richardson, Ed.D.
President
Berkeley City College

Collaboration, Equity, Community

College of Alameda Response to Resolution

From: Pamela Luster <pluster@peralta.edu>
Sent: Tuesday, May 14, 2024 9:29 AM
To: Jennifer Fowler <jfowler@peralta.edu>; Stephanie Droker <sdroker@peralta.edu>
Subject: Re: Academic Senate Resolution

Hello Jennifer,

I am in receipt of the senate resolution regarding class cancellations. I appreciate your note on the change of leadership, and wanted to let you know that both Dr Droker and I are creating document repositories and priority recommendations for COA. This will help the new leadership jump in and work with all of you on a number of high priorities.

In my short time at COA and working with our Deans I have been impressed with their level of knowledge around our class schedule, our academic disciplines, and the need to keep intact core sequences in programs. I arrived when mid semester courses were beginning, and it was great to see that we had moved some of our full-term courses to mid-semester rather than cancelling them. This is certainly one of the practices that can be helpful in retaining the schedule.

Going forward I understand that the district is working on engaging a larger approach to scheduling including multi-year course schedules. Given the number of students that take courses across PCCD (and other districts) it is critical that we eliminate competition among the colleges in terms of enrollment and work together to assure students have the ability to complete their pathways successfully. I am hopeful that this could become a model for other multi-college districts, especially post-pandemic as we deal with modality and time issues.

Please let me know if you have any other thoughts; I am happy to sit down with you and other leaders to work proactively towards creating a student-centered and faculty endorsed schedule assessment going forward.

Pam

Laney College Response to Resolution

From: Rudy Besikof <rbesikof@peralta.edu>
Date: Monday, May 13, 2024 at 5:49 PM
To: Leslie Blackie <lblackie@peralta.edu>

Cc: Eleni Gastis <eegastis@peralta.edu>, Rebecca Opsata <ropsata@peralta.edu>

Subject: Re: Resolution from Faculty Senate to end class cancellation as SEM

Dear President Blackie,

I am writing in response to the *Resolution to End Class Cancellation as an Enrollment Strategy* that was passed by the Faculty Senate on May 7, 2024. Dr. Opsata and I both appreciate having this opportunity to work with the faculty leadership to better the student experience, including discussion about how to offer scheduling that best meets student need. This communication will respond to both the resolution itself and the questions within your email, though we always welcome any follow-up questions and discussion.

Regarding the resolutions two “Be it Resolved” paragraphs,

1. **Be it Resolved #1** - Laney College administration will always advocate for resources for the College, whether it is resources to run classes or other things that will make our students successful. For example, during Dr. Jackson’s time as Chancellor, she acknowledged my formal request for more FTEF to the Laney Faculty Senate in a public session.

In times when advocacy does not serve to meet student demand, I will also point out that we have also scheduled using “College Added FTEF” using budget over and above our allocation when student demand called for it and we had the resources. We are interested in collaborating on that front to have Chairs’ assessment, and perhaps a first step could be updating the long-term schedules expressed in the VPI’s two-year scheduling document that is underway.

2. Regarding the **second “Be it Resolved”**, I will note that College leadership always endeavors to adhere to language in our Collective Bargaining Agreements and in this case, the faculty contract already offers guidance on class cancellations. In addition to the section in Article 18 that addresses the issue of class size and cancellations (***the minimum class size shall be set at 20 for vocational/technical classes, and 25 for all others***), there is this provision: ***“The PFT and the District agree to establish a joint committee, which includes membership designated by the District Academic Senate, to review and make recommendations to the Chancellor on the criteria and process used to determine when so called ‘low enrolled’ courses will be canceled or continued.”*** This committee has convened before when I was VPI, and following the contract, I would posit that we consider re-establishing the joint committee as a resource for making recommendations to the Chancellor relative to class cancellations.

With that said, I would like to highlight that in Spring 2024, we followed our cancellation protocol in a manner consistent with previous semesters, and that **canceled courses had an average size of just under 6 students enrolled**. For your consideration, we have attached documents, (a) one that contains both cancellation data for that semester, and (b) a review of protocol for cancellation of classes that was published by the Office of Instruction. (Please note that the latter was sent to all chairs in December 2023 and that the VPI does so in advance of each term.) The procedure outlines that cancellations only occur after academic deans consult with department chairs about the section. (Per the agreement between the District and the Peralta Federation of Teachers) The process for communication of cancellations is also included in the memo.

In closing our responsive comments on the resolution, I will say that Dr. Opsata and I reviewed the resolution at length and would like to assure you and the Faculty Senate that we take the issue of class cancellation seriously and fully understand the impacts that they have on both the faculty and students.

Responses to questions/requests within Faculty Senate President's email of May 7, 2024

Request for student survey - The College acknowledges that its schedule should be reflective of student need, and logically that student feedback is always welcome. Per the discussion the District Academic Senate of May 7, 2024, the College supports the survey under discussion to that point that it will gladly participate in efforts to collect, disseminate, review, and discuss any data gathered.

Request for student ed plan data to play a role in scheduling – Laney College leadership agrees that such data would be helpful and although it is not available with current platforms, will work with Counseling and Institutional Effectiveness to identify an interim solution and/or product.

Request for info on outreach and communication to students - Our initial response to the request is to highlight our efforts to accentuate the work of collaborative marketing, the website, work of our SOAR team, and partnership with OUSD. Hopefully, the approaches below show a shift that the College has made to promote itself in a manner that honors the tenets of Guided Pathways.

1. With the decision to no longer fund the Public Information Officer position, closer and more effective coordination with the District Marketing Department has become even more in order than before. Toward that end, we recently committed \$100k to District Marketing to raise the public profile of our college and programs starting this summer with the expectation is that this will increase enrollment for Fall 2024. One step involves leveraging *HubSpot* starting this summer and into the fall semester, which will allow us to directly engage our students and make them more aware of their enrollment options in real time.
2. Eleni Gastis, Suzan Tiemroth-Zavala, and Chanda Brewer are working together on redesign of our website that remains college-distinctive while accounting for student swirl.
3. Laney’s SOAR and Financial Aid offices have engaged in personalized communication with students by means such as phone banking. We are confident that this will make a substantive difference.
4. In addition to expanded dual enrollment, collaboration with OUSD staff and counselors now happens at increased rates with more formalized gatherings such as the recent Counselors Breakfast.

In closing, thanks to you and all in the Faculty Senate for leadership and care for our students as well as matters falling in the 10+1. With climbing enrollments and at least 30% more degrees and certificates awarded than last year, we are collectively moving the needle in collaborative fashion at Laney.

Sincerely,



Rudy Besikof, Ed. D.

Laney College President
900 Fallon Street, Oakland, CA 94607
(510) 464-3236 | laney.edu
rbesikof@peralta.edu

Support Our Students:

Laney College President's Emergency Fund

Narrative of Cancellation Data for Spring 2024

In spring 2024, the college taught a total of 632 sections. 12 of those sections were self-funded FTEF growth beyond the FTEF allocation budget of the college. These 12 sections were added to respond to student demand where waitlist data showed there were students wanting to take them.

Within that 632, the college modified 32 sections from their original schedule and moved them to begin on later dates or changed the modality of the class to increase enrollment.

The college cancelled 38 sections and did not rebuild them due to low enrollment. 222 students were enrolled in the 38 sections, for an average enrollment of under six students per class. The list of what these sections were has been shared with the instructional deans, so they can examine the history of the classes to see if this is a repeating issue. They are looking to see if there was an oversaturation of the particular classes in the original schedule or if these classes in particular consistently have low student demand.

At the request of the Laney Vice President of Instruction, District Research is developing a new data dashboard that allows everyone to see fill rates on a timeline, from 80 days before the term through 20 days after the first day. The dashboard will allow us to make data-informed cancellation decisions based on historical enrollment patterns. For example, some department chairs have noted that their classes tend to fill up only during the first week of class so the classes should not be cancelled before that. Others state that the online classes tend to fill before the face-to-face classes. This dashboard will allow analysis down to the course level to analyze these points. The beta version of the dashboard shows that for spring 2024, the overall fill-rate of full-term courses at the college on the first day of the term was 55.79% for in person, 63.61% for online, and 65.35% for hybrid.

Class Cancellation Decision Timeline/ Communication Protocols

Spring 2024

Dear Chairs and Deans,

Please see below for the dates in which we will be looking at class cancellations for low enrollment for spring 2024. Please see this memo for the dates in which we will be looking at class cancellations for low enrollment for spring 2024. This policy was created by an ad hoc committee coordinated by the district and included members of the Faculty Senate and the PFT. This policy looks strictly at enrollment, however other factors may apply as noted below.

With classes that we do have to cancel, we will work proactively to do the following:

- a) Promote communication between deans and chairs to have these challenging conversations prior to making decisions.
- b) Initially informing impacted faculty by means other than email when possible.
- c) Notifying students not only of cancellations but also other sections that you as deans and chairs have identified as alternatives for students.
- d) Opening higher demand sections as allocations become available.

Below is the memo to deans and staff assistants that outlines the internal steps we follow in the Office of Instruction when classes are cancelled.

This is the timeline for reviewing enrollment for spring 2024 full-term offerings:

Timeline for reviewing enrollment for spring 24 full-term offerings:

- On or before 1/1/24, review and consider cancelling courses with 7 or fewer
- On or before 1/8/24, review and consider cancelling courses with 10 or fewer
- On or before 1/15/24, review and consider cancelling courses with 15 or fewer
- On or before 1/22/24 (first day of full-term classes) review and consider cancelling courses with fewer than 20 students for CE and 25 students for other courses (PFT/PCCD CBU 18.D.1)

Short-term classes follow the same weekly pattern.

- On or before 1/22/24 (first day of full-term classes), review and consider cancelling courses with fewer than 20 students for CE and 25 students for other courses (PFT/PCCD CBU 18.D.1)

Collective Bargaining Agreement with the PFT and Peralta District Article 18

D. Class Size

1. The minimum class size shall be set at 20 for vocational/technical classes, and 25 for all others.
2. Exception to the minimum class size may include:
 - a. Classes needed for transfer;
 - b. Classes needed for completion of a certificate;
 - c. Classes where there are a limited number of work stations;
 - d. Classes for students with disabilities;
 - e. Sequential classes;

f. Basic skills and remedial classes.

NOTE: A course in these categories is not automatically exempted from cancellation. They will be evaluated on a case-by-case basis.

| Classes start in the week of | One week out-cancel under 15 | Two weeks out-cancel under 10 | Three weeks out-cancel under 7 | Sections starting this week - sections counted separately even if combined - as of 12/15 | Notes |
|-------------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|---|-------------------|
| 22-Jan | 15-Jan | 8-Jan | 1-Jan | 798 | Full term and 8W1 |
| 29-Jan | 22-Jan | 15-Jan | 8-Jan | 3 | |
| 5-Feb | 29-Jan | 22-Jan | 15-Jan | 17 | |
| 12-Feb | 5-Feb | 29-Jan | 22-Jan | 47 | 14-week term |
| 19-Feb | 12-Feb | 5-Feb | 29-Jan | 1 | |
| 26-Feb | 19-Feb | 12-Feb | 5-Feb | 2 | |
| 4-Mar | 26-Feb | 19-Feb | 12-Feb | 1 | |
| 11-Mar | 4-Mar | 26-Feb | 19-Feb | 9 | 10-week term |
| 18-Mar | 11-Mar | 4-Mar | 26-Feb | 55 | 8W2 |
| 25-Mar | 18-Mar | 11-Mar | 4-Mar | 0 | |
| 1-Apr | 25-Mar | 18-Mar | 11-Mar | 1 | |
| 8-Apr | 1-Apr | 25-Mar | 18-Mar | 1 | |
| 15-Apr | 8-Apr | 1-Apr | 25-Mar | 0 | |
| 22-Apr | 15-Apr | 8-Apr | 1-Apr | 0 | |
| 29-Apr | 22-Apr | 15-Apr | 8-Apr | 0 | |
| 6-May | 29-Apr | 22-Apr | 15-Apr | 0 | |
| 13-May | 6-May | 29-Apr | 22-Apr | 0 | |
| 20-May | 13-May | 6-May | 29-Apr | 0 | Finals week |

Laney College Office of Instruction

December 1715, 2023

FROM: Becky Opsata
TO: Instructional Deans, Staff
Assistants CC: Instruction Office
SUBJECT: Class Cancellation Procedures Spring 2024

Please note and follow the following steps for cancellation of courses:

- a) The area dean consults with and notifies the department chair of the cancellation. Though the chair is not required to agree with the decision, there should be evidence of consultation. If the chair does not respond within a reasonable time frame (i.e., one business day), the dean should proceed with the cancellation and document the communication.
- b) The area dean informs the faculty member of the cancellation, preferably in person or via phone, and follows up with an email memorializing it. The email notifying the faculty member is required and should cite the date and time of the preceding conversation. It should also note the days any attempts were made to speak to the faculty member.

If the cancellation is with a full-time faculty member, the same due diligence should be followed with part-time faculty who subsequently are “bumped” from classes.

- c) At the same time:
 1. The area support staff pulls the roster and contacts the students enrolled in the section to inform them of the cancellation and assists with finding another class. Recommended ways of contacting students include calls, messages to personal and college emails, and text messages. In addition to letting the students know other days and times when the class is available, the support staff should answer any other questions about other classes that the student may have. If they are unable to answer specific questions, they should assist the student in finding the right person to help them.
 2. The area support staff memorializes the communication with a notification via email to the students. Include “Class Cancelled” in the Subject Line.
 3. The area dean submits the section number to the schedulers for processing to LaneyScheduler@peralta.edu. This will create a helpdesk ticket. We monitor the system every day.
- d) The Office of Instruction keeps an ongoing list of classes that are cancelled with the reason why they have been cancelled.

Please note the processes for changes to courses:

If a modification is in **modality or course meeting times**, the class needs to be

cancelled and re-built. Follow the cancelation process above in this memo.

If a modification is made in a **classroom or instructor**:

- a) The area dean submits the change to laneyscheduler@peralta.edu. The area dean informs their support staff of the change.
- b) The support staff pulls the roster and notifies the students of the change.

Please post this memo for future reference.

Merritt College Response to Resolution

From: "David M. Johnson" <dmjohnson@peralta.edu>

Date: Friday, May 10, 2024 at 7:35 PM

To: Thomas Renbarger <trenbarger@peralta.edu>

Subject: Response to Merritt Academic Senate's Resolution on Class Cancellations

Good evening, President Renbarger.

I am writing to respond formally to the Class Cancellation Resolution passed by the Merritt College Academic Senate on Thursday, May 2, and endorsed by the District Academic Senate on Tuesday, May 7. I appreciate having the opportunity to address the points and concerns raised in the resolution in a reasonable and constructive manner.

Let me begin by saying that the Merritt administration agrees that cancelling sections is not ideal for our students or our faculty members. Students have an expectation that once we advertise courses for a particular term, we will follow through with offering those sections. Their student education plans are built on that assumption. I also recognize that when a part-time faculty member accepts a teaching assignment, they often are relying on that income to make ends meet. Yes—we all understand that part-time faculty are employed on a temporary, as-needed basis. But that does not make the loss of an assignment any less adverse and dispiriting to the person experiencing it. That is why our administration eschews the notion of canceling sections capriciously, profligately, and without regard to data. To take that approach would be indifferent, lazy, and a disservice to the students we serve and the part-time faculty members we rely upon.

I also appreciate that the Merritt Academic Senate acknowledges that our administration has worked hard to collaborate with department chairs to minimize cancellations. Please allow me to share some data that will underscore the progress we have made in that area. For the Spring 2024 term, we cancelled 22 classes out of 423 initial course offerings (approximately 5.2%). At the time of the cancellations, there were a total of 182 students in those sections (an average of 8.2 per class). And it is also important to note that we changed the meeting times and/or modality for 6 of those cancelled classes so that we could add them back to the schedule. Moreover, we added another 14 sections to the initial schedule to meet enrollment demand and student needs.

With regard to the section of the resolution that urges “classes not be canceled without the consultation and consent of the instructor and students impacted by the proposed changes,” I would note that our Collective Bargaining Agreement already offers guidance on that matter. In addition to the section in Article 18 that addresses the issue of class size and cancellations (***the minimum class size shall be set at 20 for vocational/technical classes, and 25 for all others***), there is also this provision:

“The PFT and the District agree to establish a joint committee, which includes membership designated by the District Academic Senate, to review and make recommendations to the Chancellor on the criteria and process used to determine when so called ‘low enrolled’ courses will be canceled or continued.” Given this clear direction, I do not believe it would be prudent to abrogate this contract language and take the action recommended in the resolution. Rather, my view is that we should consider re-establishing the joint committee as a resource to make difficult cancellation decisions.

Before I conclude, I would like to address two additional concerns raised in the resolution. The first relates to Merritt College’s FTEF allocation from the District. I want to be clear that the Merritt administration is fully committed to ensuring that we have sufficient FTEF to meet our instructional needs and goals. Please know that we strongly advocate for our fair share of the FTEF allocation and

build our class schedules accordingly. When there have been extenuating circumstances that warranted us exceeding the FTEF allocation, we have demonstrated a willingness to do that. We find the funding from other appropriate sources and move forward. But the data points suggest that (generally speaking) the challenge is not that we have insufficient FTEF funding to meet student demand (e.g. more than 25% of our Spring 2024 sections ended with an enrollment of under 20). I think it is more reasonable to conclude that we need to utilize our FTEF more effectively. In any given semester, we have several classes with full waiting lists. As such, our FTEF needs to be re-distributed to meet the needs of students in those impacted disciplines/departments. I promise you that we can and will do better in that area.

The second concern pertains to the Academic Senate's admonition to better market our class offerings (particularly those that may be low-enrolled, newly created, and/or recently added to the schedule). We are in complete agreement that closer and more effective coordination with the District Marketing Department is in order. Toward that end, we recently committed \$100k to District Marketing to raise the public profile of our college and programs starting this summer. Our expectation is that this will increase enrollment for Fall 2024. Recently, the Office of the President agreed to partner with an East Oakland based business to improve and advance our social media branding and footprint as well. Finally, we will be leveraging *HubSpot* starting this summer and into the fall semester, which will allow us to directly engage our students and make them more aware of their enrollment options in real time. We are confident that this will make a substantive difference.

Thanks again, President Renbarger, for the opportunity to engage the Merritt faculty on this important issue.

Respectfully,

David

David M. Johnson, Ph.D.
President
Merritt College

Communication, Collaboration, Community