

Nomination of Dr. Brian King, President, Cabrillo College

ACCT Chief Executive Officer Award

What has the CEO initiated or helped to develop in the area of innovative programs used in two-year postsecondary institutions?

Dr. Brian King is recognized as a leader and an initiator among Community College Chief Executive Officers across the state and among community partners throughout Santa Cruz County. He has successfully led Cabrillo College to unprecedented growth, in the cultivation of public and Federal funding that led to the development of campus facilities, in the success of private fundraising through the Cabrillo College Foundation and in Cabrillo's student success initiatives.

- Dr. King led Cabrillo's successful accreditation self-study in 2007, resulting in Cabrillo College's full re-accreditation. Cabrillo College was the only college out of 40 under review that was placed on the consent agenda for full re-accreditation without discussion by the Commission.
- Dr. Brian King led the implementation of the \$250 million Campus Master Plan for facilities, that provided state-of-the-art facilities for innovative programs, including:
 - Cabrillo's new Barbara Samper Student Activities Center (2007)
 - Cabrillo's Visual and Performing Arts Complex (2009)
 - Cabrillo's Health and Wellness Complex, which brings all of Cabrillo's Allied Health Programs together, in a technologically-advanced, state-of-the art facility.
- Dr. King was instrumental in securing a \$900,000 supplemental grant in 2009 from the U.S. Economic Development Administration (EDA) for the construction of the Cabrillo College Green Technology Center, in Watsonville. After the initial, \$900,000 grant, Dr. King also secured a \$2.5 million grant from the EDA to fund construction to the LEED Platinum Certification Standard. Upon its completion in 2012, the Cabrillo Green Technology Center will be one of only a handful of LEED Platinum-Certified educational structures in the nation and will house Cabrillo's Green Technology and Construction and Energy Management Programs, making the College a destination in the state for Green Construction and Energy Management education.

To support innovative programs, Dr. King provided leadership for the Cabrillo College Foundation, one of the most successful community college foundations in the nation. In the 2009-10 year, Dr. King helped the foundation to raise \$5.5 million in donations from 4,714 donors, the highest fundraising total and the highest number of donors among all of California's 112 Community Colleges.

- Under Dr. King's leadership, he helped the Cabrillo College Foundation to secure two, \$1 million private donations in 2007-08 (the two largest donations in the College's history).

Dr. King leads several innovative student success initiatives, both on campus and across Santa Cruz County. Dr. King is currently spearheading the Santa Cruz County College Commitment (SCCCC), a collaborative of all K-12 schools, Community Colleges, California State University campuses and University of California Campuses across Santa Cruz County, in an initiative that will provide inter-county college pathways and guaranteed scholarships to all K-12 students who have the desire to attend college.

Student success programs specific to Cabrillo College include the following:

- Perhaps Cabrillo's crowning achievement in the area of innovation is the proven, Academy for College Excellence (ACE - formerly DBA). ACE focuses on at-risk Latino students (91% of students in ACE are Latino, 63% are from migrant worker families and 65% are the first in their family to attend college), and this unique program has resulted in significant increases in

the GPA's of ACE students and astounding increases in retention and units completed. Cabrillo's ACE has also trained hundreds of community college faculty, staff and administrators who are interested in replicating the ACE program on their campus in the components of ACE through the 5-day Faculty Experiential Learning Institute (FELI).

Dr. King helped ACE to secure multi-million dollar grants from major foundations such as the Bill and Melinda Gates Foundation, The William and Flora Hewlett Foundation, Irvine Foundation, Walter S. Johnson Foundation and the Carnegie Corporation of New York. The program is being replicated in six community colleges in California as well as in community colleges in Illinois, Pennsylvania and Virginia. ACE was recognized at a Model Program in the *2020 Vision of the Community College League of California: A Report of the Commission on the Future*.

In 2007, ACE received the statewide John W. Rice Diversity Award. Cabrillo is the only one of California's 112 community colleges to receive the Rice Diversity Award more than once since it was established in 2001. Cabrillo has received the Rice Diversity Award three times.

- The Cabrillo Advancement Program (CAP) targets 370 low-income students in local middle schools and high schools for an intensive program of counseling and services. The program provides scholarships, mentoring, counseling, tutoring, support, and summer institutes for at-risk children to stay in school, attend Cabrillo College, and transfer to four-year colleges and universities. Students who complete CAP receive a \$1,000 scholarship their first and another \$1,000 their second year at Cabrillo College. In 2003, CAP received the prestigious California Rice Diversity Award.
- Under Dr. King's guidance, Cabrillo College was selected as one of twelve colleges to participate in the California Leadership Academy for Student Success (CLASS) sponsored by the Hewlett and Irvine Foundations.
- The Faculty Grants for Student Success is a major endowment that provides grants to faculty to improve or enhance instruction, which supports faculty teaching and invests in needed equipment, providing Cabrillo College with a competitive edge when recruiting outstanding faculty. The students are directly benefited, as each proposal is developed to support student learning outcomes.
- The Women's Educational Success (WES) program provides grants of \$100 to \$750 to women with unexpected emergency expenses. Since its establishment in 1997, the WES Endowment has received more than \$700,000 in private donations and provides \$32,000 annually to women with emergency needs.
- Dr. King initiated the \$50,000 Emergency Student Support Endowment to provide crucial and life-changing support for Cabrillo College students. For many students, scholarships and financial aid are not available immediately and are not sufficient. Sometimes students fall behind in class because they cannot purchase books or become frustrated due to the lack of immediate funding to start school and end up dropping out. The Student Emergency Support program is a loan and grant program for both men and women.
- Dr. King helped Cabrillo College to secure a \$2.8 million grant in 2009 from the U.S. Department of Education for Hispanic Serving Institutions (Title V).

How has the CEO served on technical or special committees serving two-year postsecondary education, and what impact did this effort have in the community, state, or nation?

In addition to his extensive community and county-wide involvement, Dr. King has served and advised on the following statewide committees:

- Dr. King is currently leading the Santa Cruz County College Commitment (SCCC), a county-wide initiative to promote student success, to foster college pathways and to provide scholarships to college-bound students throughout Santa Cruz County.
- During his tenure at Cabrillo College, Dr. King has chaired five accreditation teams at Community Colleges across the state of California.
- Dr. King is a member of the Pajaro Valley Unified School District English Learner Master Plan Task Force
- Reflections on Leadership for Student Success: "The Board and the President: Partnership for Student Success." Steering Committee for California Leadership Alliance for Student Success (CLASS)

How has the CEO demonstrated a “caring attitude” toward the board of trustees, administrators, faculty, and students?

Dr. King fosters and promotes a ‘culture of inquiry’ at Cabrillo College, challenging faculty and staff alike to constantly examine the question “How can we help our students be successful?” Dr. King champions student success, both on campus, across the county, and at the state level. He cares deeply for students, faculty and staff and encourages all to reach their full potential.

Dr. King communicates regularly to what he calls the “Cabrillo Family” through regular e-mail communications and frequent Town Hall meetings, to address various issues at the colleges, to roll out student success initiatives or budget communications from the state. Dr. King embraces the College’s shared governance policy, ensuring that constituent groups and individuals on campus have a say in the direction of the College. He is noted for being exceptionally generous with his time, regularly meeting with constituent groups on campus and keeping the lines of communication open. He seeks input from many levels prior to making important decisions and engages all in open, honest and respectful dialogue. He is highly personable, open and approachable – a CEO who truly has his ‘finger on the pulse’ of the College, its faculty, staff and students, and one that many here on campus are proud to call their friend.

Dr. King is also both intuitive and insightful. Knowing that the College was entering a time of unprecedented budget cuts from the state, Dr. King worked with our Dean of Career Education and Economic Development on a partnership with Cisco Systems, whereby Cisco Systems provided (free of charge) a day-long seminar to Cabrillo faculty leadership and administration on “Leading Change.” The daylong workshop was highly valuable in preparing Cabrillo’s faculty and administration for changes that lay ahead.

The Cabrillo College Board of Trustees is most appreciative of the weekly e-mail updates that Dr. King provides to the Board, to keep them informed so that they are personally apprised of happenings, issues and events taking place at Cabrillo College. In addition, as issues develop that would require more attention, Dr. King personally meets with the Trustees. He makes himself available to Board members on a regular basis, proactively seeking their opinions.

How has the CEO been active in developing, organizing or supporting state and/or national two-year postsecondary education associations?

- Dr. Brian King has chaired the National Council of Community College Foundations (NCCCCF) CEO Academy.
- Dr. King has served on the Community College League for California's Advisory Committee on Educational Services.
- Dr. King is presently serving on the Board of the California Community College Athletics Association.

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- Dr. Brian King has presented at the following national and state level association conferences for postsecondary education:
 - The Association of Community College Trustees national convention ("How to Be Ready When the Media Calls").
 - The Northern California CEO Conference (Media preparedness).
 - The California Community College (CCC) League Legislative Conference ("The Board/CEO Partnership")
 - The California Community College (CCC) League Trustee Conference ("Media Preparedness for Governing Boards" and "Reducing Course Sections in Response to Budget Cuts")

What has the CEO published in the area of two-year post-secondary educational concepts?

Dr. Brian King has published the following articles and editorial guest columns in local major media outlets:

- "CEO Performance Appraisals" suggestions from CEO's on Improving the Process," Trustee Quarterly, Issue 2, 1996
- Dissertation of the Year, selected by the Council for the Study of Community Colleges, "Successful Community College Elections"
- "Cabrillo Embraces Accountability," Santa Cruz Sentinel

In addition, Dr. King is also a frequent guest speaker/presenter on topics in higher education:

- "Cabrillo: Celebrating Fifty Years of Excellence," a series of anniversary presentations to various civic and community groups in 2009-2010
- "Building the Santa Cruz Workforce: Pathways to Prosperity," Keynote Address, Santa Cruz Chamber of Commerce Annual Membership Meeting, 2009
- Panelist on Successful Community College Fund Raising at 2008 American Association of Community Colleges (ACCT) National Congress in New York City
- Panelist on Fund Raising from a President's Perspective at 2008 California League for Community Colleges annual Convention in Anaheim, California
- "CEO/CBO partnership: Leadership Through Up and Down Times," moderator, Northern California CEO Conference, 2008
- "Facing California's Future: The Economic, Social and Cultural Challenges Ahead," moderator, Northern California CEO conference, 2008
- "Issues That Matter to Community Colleges: Fostering Career Pathways in High Growth Industries," invited participant at U.S. Department of Education in Washington, D.C., November, 2007
- Presenter, "successful Fund Raising and Board Involvement," 2007 Annual Conference, California League of Community Colleges

What awards or honors has this CEO received in recognition of leadership in the college, community, or nation?

Dr. King has been the recipient of a number of awards and honors, at the local, state and national levels and serves on many boards. Those honors include:

- Co-chair Second Harvest Holiday Food Drive – meeting record-setting goal
- Graduate, Santa Cruz County Focus Agriculture Program
- NCCCF statewide Presidential Leadership Award for 2005
- California General Assembly Resolution for accomplishments as president of Cabrillo College
- Statewide Presidential Leadership Award for 2005, Network of California Community College Foundations
- College Student Leadership Award from Cabrillo Student Government
- Cabrillo College was the organization of the year for Aptos Chamber of Commerce

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- American Cancer Society Volunteer of the Year for the Relay for Life in 2004
- Member, Monterey Bay Educational Consortium
- Board member, statewide Commission on Athletics
- Board member, Network of California Community College Foundations
- Member, CEO Board Nominating Committee, California League of Community Colleges
- Strategic Advocacy and Communications Plan Steering Committee, California League of Community Colleges
- Board member of community groups: Santa Cruz Chamber of Commerce, Dominican Hospital, Tannery Arts Center, and AgriCulture of Santa Cruz County
- Member of community groups: Rotary Club of Santa Cruz and Santa Cruz Business Council
- Cabrillo is the only college that's received the California John W. Rice Diversity Award three times:
 - 2001 – George Ow, founder of The American Dream Scholarships
 - 2003 – The Cabrillo Advancement Program (CAP)
 - 2007 – Cabrillo Digital Bridge Academy (now called Academy for College Excellence)
- The Cabrillo College Foundation received the Santa Cruz Area Chamber of Commerce Organization of the Year Award in 2007
- 2007 ACCT Pacific Region Trustee Leadership Award in recognition of Rebecca Garcia
- 2008 ACCT Pacific Region Equity Award for the innovative programs Women's Educational Success, Cabrillo Advancement Program, and Digital Bridge Academy now called Academy for College Excellence.
- 2009 ACCT National William H. Mearly Faculty Member Award honoring Diego Navarro, faculty member and founder of Academy for College Excellence

What outstanding characteristics of this CEO motivated you to nominate him or her?

In addition to leading Cabrillo College through a period of unprecedented growth, which includes a long list of milestones and 'firsts' for the College, Dr. King has a deep connection to serving the broader community. Under Dr. King's leadership, Cabrillo College has been recognized at the state and national level for innovation in programs that serve students.

Cabrillo College has an attitude and a long-standing tradition of shared governance where decisions are made in a collegial way, and Dr. King takes a shared governance approach to all decisions impacting the College. From Town Hall meetings, to the College Planning Council, to Administrative Council, to Managers' Meetings, there is opportunity for everyone at Cabrillo College to provide their input, which in turn, makes them feel valued and respected.

In addition, the Santa Cruz County Community has embraced both Cabrillo College and its president, Dr. King, as evidenced by the passage of two Bond Measures. Dr. King worked closely with the Bond Oversight Committee to successfully administer the \$185 million in funding that resulted from two Bond Measures, which received overwhelming support by local voters.

As Cabrillo College, along with Community Colleges across the state of California enter a time of draconian cuts in their support from the state, Dr. King has developed and implemented innovative and entrepreneurial revenue solutions for the College to help offset reduced support from the state, such as leasing unused campus facility space to outside tenants, and pursuing donor-funded courses, all in the spirit of maintaining as many programs and services as possible, with the goal of better serving students.

As Cabrillo prepares to start another school year this Fall Semester, Dr. King chose a theme for the year that embodies the culture of community and collaboration that he fosters at Cabrillo. That theme is: "Coming together for our students."