



Meeting of the Board of Trustees Mid-Year Board Retreat

MINUTES

January 30, 2020, 9:00am – 4:30pm

January 31, 2020, 8:00am – 4:00pm

Lake Arrowhead Resort & Spa (Stars Room)

27984 Hwy 189, Lake Arrowhead, CA 92352

January 30, 2020

MEMBERS PRESENT

Dr. Anne L. Viricel, President

Dr. Stephanie Houston, Vice President

Gloria Macias Harrison, Clerk

John Longville, Trustee (arrived at 9:38am)

Frank Reyes, Trustee (departed at 1:45pm)

Joseph Williams, Trustee

ABSENT

Dr. Donald L. Singer, Trustee

CALL TO ORDER

President Viricel called the meeting to order at 9:04am.

PUBLIC COMMENTS ON AGENDA & NON-AGENDA ITEMS

None.

SELF-INTRODUCTIONS

Dr. Bruce Leslie, facilitator led self-introductions, reviewed the purpose and objectives of the two-day retreat, and attendees shared one thing no one knows about you.

Higher Education Trends

1. Business model is broken
2. Management of the model is undermining its relevance and value
3. We need to change but governance and decision-making models do not support rapid innovation
4. Value of degree is increasing but skepticism is growing
5. California Performance Funding changes

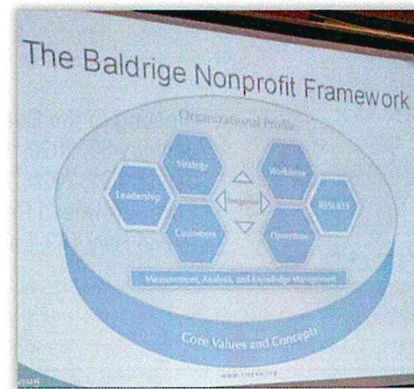
- We have to simplify and be innovative.
- Strategy map
- Lead indicators (where we want to go) and lag indicators (achieved). Project lead indicators 10 years out and projections have to be based on data.

DISCUSSION (Day 1)

1. Design Alliance for Board
 - a. Strengthen Board Relationships
 - Ask questions and have dialogue to achieve targets
 - Decide as a board not to waiver
 - b. Governance Roles and Responsibilities

Baldrige Framework

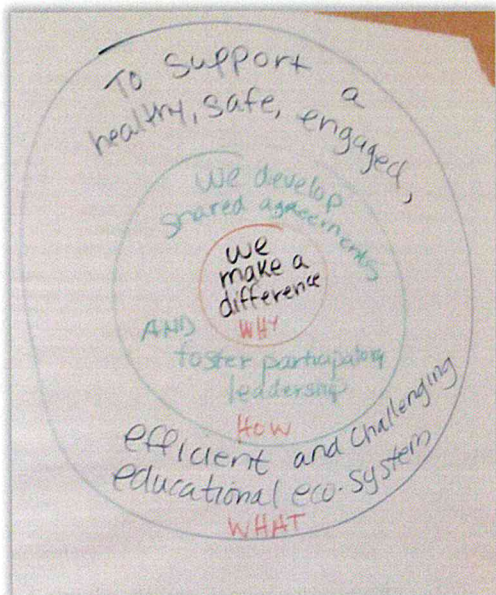
1. 7 elements have to be interrelated
2. Participatory leadership involves everyone.
 Baldrige model- goals on the walls.
 Create clarity, keep bringing it back until it's understood.
3. Silos need to come together to create synergy.
4. All elements need to be part of the solution.
5. Everyone is important to the solution



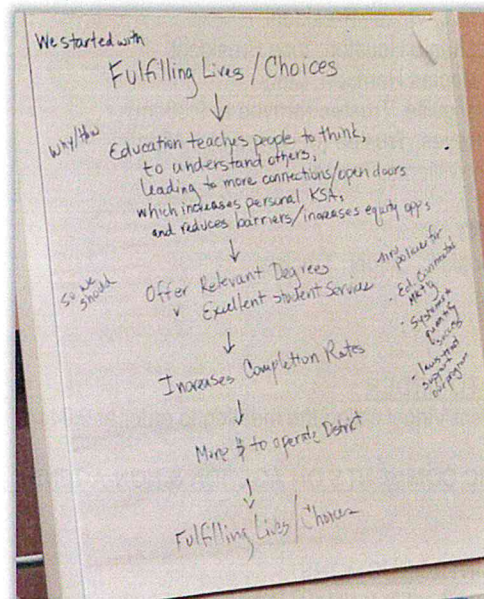
Why Exercise

Think about what your real purpose is as a board. Ask why 5 times to get to the fundamental "why". Determine the most meaningful "why"

Group 1 presented team's Why



Group 2 presented team's Why



2. Establish Board/CEO Relationship

- a. Commit to communication protocols
 - Establish Goals and Expectations for the Interim Chancellor
 - Maintain open communications
 - Define the level of information and support desired from the Interim Chancellor
 - Keep the Interim Chancellor informed of major issues (no surprises)
 - Call the Interim Chancellor before Board meetings if there are questions about agenda items
 - The Interim Chancellor will return calls/text messages as soon as he is free to do so
- b. Delegate
 - Monitor how effective the Interim Chancellor is achieving the established goals
 - Direct the interim Chancellor as a Board, not as individual trustees
 - Do not micromanage the Interim Chancellor
 - Refer complaints and comments to the Interim Chancellor
 - Delegate clear authority to the Interim Chancellor to engage in collective bargaining on behalf of the Board

- c. Support
 - Work in partnership with the interim Chancellor
 - Support the Interim Chancellor as the institution's leader
 - The Board has 1 employee the Chancellor. Do not direct staff
 - Be supportive of the Interim Chancellor and Staff in public and criticize in private
 - Support the Interim Chancellor's recommendations on disciplinary actions or terminations when cause is demonstrated and procedures have been followed
 - Advocate for and support the colleges in the community
 - Have "the Chancellor's back" in his efforts to implement the Board's directions and actions
3. Set Goals and Directions
- a. Goal 1: Student Success
 - Objective 1.1
 - 1. Continue the implementation of AB 705
 - Objective 1.2
 - 1. Continue the implementation of Guided Pathways
 - b. Goal 2: Equity & Diversity
 - Improve (?) Diversity, Equity and Inclusion for Student Success
 - c. Goal 3: College Affordability
 - Assess the total costs of attendance for our students
 - Objective 3.1
 - 1. Continue the implementation of The Promise
 - Objective 3.2
 - 1. Explore the feasibility for student housing
 - d. Goal 4: District Functional Departments
 - Evaluate and execute district functional departments for operational efficiency and effectiveness
 - Objective 4.1
 - 1. Evaluate and execute district departments administrative and operational efficiency and effectiveness with an emphasis on KVCR, EDCT and Inland Futures Foundation
 - e. Goal 5: Develop a Board Lead Strategic Planning System
 - Revise the current approach to be replaced with a strategic planning system that is initiated and eventually approved by the Board
 - The Strategic Planning Model should be systematized to ensure a continuous cycle of goal affirmation, target revision and on-going input from the college's constituencies within an annual calendar that completes the cycle in time to impact development of the District's budget and other necessary time-focused actions

ACTION AGENDA

Trustee Williams moved approval to pause 2019-2020 goals and priorities to allow the interim chancellor to provide measurable outcomes on the proposed goals and priorities, which will be identified as the San Bernardino Community College District Goals. Trustee Viricel seconded the motion.

AYES: Viricel, Houston, Harrison, Longville, Reyes, Williams

NOES: None

ABSENT: Singer

ABSTENSIONS: None

Trustee Williams moved approval to officially identify the District Office as District-wide Support Operations (DSO) and reference to it using the acronym. Trustee Viricel seconded the motion.

AYES: Viricel, Houston, Harrison, Longville, Reyes, Williams
NOES: None
ABSENT: Singer
ABSTENSIONS: None

Trustee Williams moved approval for board officer titles be recognized as chair of the board, vice chair of the board, clerk of the board, and secretary of the board. Trustee Harrison seconded the motion.

AYES: Viricel, Houston, Harrison, Longville, Reyes, Williams
NOES: None
ABSENT: Singer
ABSTENSIONS: None

What do we not do well?

1. Confronting the facts/making directions without facts/not enough facts
 - a. The Problem:
 - i. Establishing direction without fully vetting relevant facts
 - ii. Rubber stamping because trustees don't have adequate information based on data to make better decisions
 - iii. We don't always have enough data
 - b. Solutions (Charges to the Chancellor):
 - i. Data must be presented efficiently (5 minute presentations/3 slides)
 - ii. José to develop procedure for all presenters, internal and external, to follow at board meetings.
 - iii. All internal presentations and, if possible, external presentations, must follow these guidelines and make presentation to the Chancellor's Cabinet prior to Board Meetings to ensure it meets the guidelines
 - iv. Be provided with more facts/Executive summary format and definitions. Include key top-level points in presentations, not in outline format. Board to come to agreement with quantity and expectations.
2. Asking questions/ Don't have discussion at open board meetings
 - a. The Problem:
 - i. We need to have information and time to ask appropriate questions and fully understand the implications, consequences and outcomes before taking a vote
 - b. Solutions (Charges to the Chancellor):
 - i. The Board should consider a "Committee of the Whole" to provide a pre-meeting to fully vet the agenda items coming before the board at the month's Business meeting
 - ii. The Board should consider establishing a Student Success Committee to place the emphasis on improving student success in alignment with the strategic plan
 - iii. The Board should consider having the College's attorney present at every meeting to properly advise the Board when necessary. José should report back to the Board the additional costs
3. Staying focused/stay with what is important
 - a. Solutions (Charges to the Chancellor):
 - i. Create a follow-up and monitoring system to ensure that the board's charges and actions are enacted, outcomes defined and milestone dates set for implementation
 - ii. Prioritize and triage issues so the Board/administration are pursuing the most important issues and at the proper place within the organization

4. One voice
 - a. The Problem:
 - i. We're not as visible in the community as we should be
 - b. Solutions (Charges to the Chancellor):
 - i. Act as a Board with authority & accountability
 - ii. Develop a Board Calendar so all trustees are aware of college and community functions they might wish to attend; ensure the Chancellor's Office is aware of trustee plans to attend so they can be properly introduced at the event
 - iii. Trustees should coordinate their attendance at events so that board members are recognized at the events and/or provide certificates and/or presentations
 - iv. Elevate the image of the trustees. Never speak board member by first name in public. Highlight trustees first on materials. Give board member cards to emcee at events for recognition. Send certificates from BOT. Reserved parking at Board meetings only.
 - v. Work together as a board. Discourage chancellor and one-on-one board member meetings, Conduct meeting of the whole when agendas are distributed? Send board agenda with Finance committee agenda and discussion about both?
5. Shared accountability
 - a. The Problem:
 - i. The trustees don't always accept their responsibility to share accountability for the decisions and actions of the Board
 - b. Solutions (Charges to the Chancellor):
 - i. The Board should reinforce and reaffirm each member's contribution to the Board's work and their individual contribution to the shared accountability for the decisions and actions the Board takes
6. Does not analyze well
 - a. Solutions (Charges to the Chancellor):
 - i. José to develop a strong data system with agreed upon definitions
 - ii. José to provide the Board an executive summary of the relevant data to help the Board better understand the issues so better decisions are made based on the data
7. Tap into Board expertise:
 - a. The Problem:
 - i. We don't tap into the individual trustee's expertise
 - b. Solutions (Charges to the Chancellor):
 - i. Develop an inventory of Trustee expertise
 - ii. Utilize that expertise to ensure achievement of strategic Plan
8. Attendance at retreats
 - a. The Problem:
 - i. All trustees don't attend retreats
 - b. Solutions (Charges to the Chancellor):
 - i. Improve retreat quality and convenience in day/time/location so that all trustees, including student trustees, are more likely to attend
9. Execution
 - a. The Problem:
 - i. No models guide strategic thinking
 - ii. There is little focus on lead and lag indicators, executing strategies and monitoring achievement of strategies and goals
 - iii. No PDCA approach to continuously improve operations and increase efficiencies

- b. Solutions (Charges to the Chancellor):
 - i. José to propose Organizational Development Models for Board consideration and adoption
 - ii. The Strategic Planning model must include lead & lag indicators, be systematic and begin with the Board
10. Models
- a. The Problem:
 - i. We have no overarching models to guide organizational and operational development and bring greater alignment and clarity to the district/colleges
 - b. Solutions (Charges to the Chancellor):
 - i. As stated above, José to recommend Organizational Development and performance models to the Board for their consideration
11. Regional Eco System
- a. The Problem:
 - i. The District isn't as engaged and visible as we should be with key entities in order to have the desired impact of our WHY
 - b. Solutions (Charges to the Chancellor):
 - i. Relationships: Lead the region's educational leaders
 - 1. K-12
 - 2. University
 - 3. Municipalities
 - 4. Employers
 - ii. Economic Development: Become more active with ED organizations, associations and initiatives
 - iii. Graduation: Ensure that our graduates have the skills employers want
 - iv. Program Review: Provide the Board with an overview assessment of the strengths and weaknesses of our systems and develop strategies, such as PDCA, to increase performance and efficiencies:
 - 1. Academic
 - 2. Student
 - 3. Operations
12. Equity
- a. The Problem:
 - i. Our equity strategies are not well developed
 - b. Solutions (Charges to the Chancellor):
 - i. Greater strategic emphasis, including better data, goals and focus, must be applied to achieve equity goals of access and completion
13. Board Training and Development:
- a. The Problem:
 - i. Need a Trustees Skill Inventory
 - ii. Trustees should attend more professional association (ACCT/AGB) workshops
 - iii. Trustees should visit other colleges to see initiatives that may benefit SBCCD
 - iv. Trustees should become partners with other community/educational organizations, such as the arts, to promote synergy and shared resources
 - v. New Trustees need a Orientation/Mentorship/program
 - vi. Develop a "Program-Focused" organization chart
 - vii. The trustees must stay focused on the issues presented in each month's agenda and retreats in order to ensure specific charges and follow-up is achieved by the Chancellor and Board – No squirrels!
 - viii. The Board must lead the District's, including the colleges', strategic Planning System

- b. Solutions (Charges to the Chancellor):
 - i. A Skill Inventory will provide the Board and Chancellor a list of trustees to utilize for various initiatives and programs
 - ii. The Board Chair and Chancellor should encourage trustee participation in professional association conferences, especially the pre-conference focus workshops, that are relevant to SBCCD
 - iii. The Chancellor should arrange visits to other community colleges that will provide greater understandings of interested initiatives
 - iv. Trustees should, with the Chancellor's support, establish partnerships with civic and municipal programs that can bring greater resources to both organizations
 - v. The Chancellor and Board Leadership should develop an orientation and mentoring program to help new trustees become better integrated into the Board/District
 - vi. In order to create a greater understanding of the program structure at SBCCD, the Chancellor should develop a "Program-Focused" organizational chart for use both by the Board and Students, in order to describe where programs are housed and who is responsible
 - vii. The Board Chair and Chancellor need to collaborate to ensure the trustees stay focused and on task and that there is continuous follow-up presentations showing the board progress being made and/or issues that require further board engagement
 - viii. The Chancellor must develop a Strategic Planning System that begins with the Board and ultimately is approved by the Board

14. Fail to assert ourselves as a board

- a. Solutions (Charges to the Chancellor):
 - i. The Board must assert its authority over leading the strategic planning process through the Chancellor; the colleges and all other operations must align their individual strategic interests with the Board's Strategic Plan

15. We don't celebrate as a strategy to build greater rapport across the District

- a. Solutions (Charges to the Chancellor):
 - i. The board should consider increasing celebrations as an opportunity at each Regular (Business) meeting of the Board

What do we do well?

1. Regroup and reset well/agree to disagree
2. Support the colleges x3
3. Bring resources together
4. Care for communities
5. Serve in our communities
6. Advocate for students
7. Respect each other
8. Support students x2
9. Committees
10. Facilitates functions/donations
11. Represent our communities

What does the interim chancellor need from the board? The top 5 from the list of 20.

1. Establish goals and expectations for the interim chancellor
2. Monitor how effective the interim chancellor is achieving the established goals.
3. Direct the interim chancellor as a board, not as individual trustees.
4. Honor the interim chancellor's leadership role, do not direct staff.
5. If the board approves recommendations from day 2, have our back.

ACTION AGENDA

Trustee Williams moved to table the Prioritized Board Directives for the 2020-21 General Fund Budget. Trustee Longville seconded the motion.

AYES: Viricel, Houston, Harrison, Longville, Reyes, Williams

NOES: None

ABSENT: Singer

ABSTENSIONS: None

ADJOURN

President Viricel adjourned the meeting at 4:15 pm.



Gloria Macias Harrison, Clerk
SBCCD Board of Trustees

January 31, 2020

MEMBERS PRESENT

Dr. Anne L. Viricel, President
Dr. Stephanie Houston, Vice President
Gloria Macías Harrison, Clerk
Joseph Williams, Trustee
John Longville, Trustee (arrived at 8:24am)
Dr. Donald L. Singer, Trustee (arrived at 8:48am)
Frank Reyes, Trustee (arrived at 9:25am)

ABSENT

None

CALL TO ORDER

President Viricel called the meeting to order at 8:05am.

PUBLIC COMMENTS ON AGENDA & NON-AGENDA ITEMS

None.

DISCUSSION (Day 2)

1. Review ACCT Board Self-Assessment
 - Student Relations: Encouraged to include student trustees (they don't receive board books early enough and meetings are held while they are in class)
 - Policy Role and Direction: Redesign the planning process, set the direction, and consider feedback
 - Board Education: Develop skillset matrix, pre-conference training, visit other colleges, mechanism to enhance development, calendar (ass't @ Alamo), list of terms, how does the board bring policy forward?
 - Board Information Items: redesign to allow and encourage discussion on items (i.e. placement on agenda), provide more analysis on cover sheets that answers "why".
 - Advocating for the Colleges: org chart of programs and brief description (student services showing programs)

Operational Strategic Directions

1. AB 705
2. Guided Pathways
3. Equity & Diversity
4. Student Affordability: Promise Program, Student Homelessness

Contracts at or Above \$95,200

Trustee Williams moved to approve the contract for ACCT, not to exceed \$100,000, only with Dr. Leslie as the facilitator. Trustee Reyes seconded the motion.

AYES: Viricel, Houston, Harrison, Longville, Reyes, Singer, Williams

NOES: None

ABSENT: None

ABSTENSIONS: None

BOT Ad Committee – Chancellor Recruitment

Trustee Williams moved to approve the members of the Executive Board to serve on the Ad Hoc Committee for the Chancellor's Recruitment, February 1, 2020 through December 31, 2020. Trustee Reyes seconded the motion.

AYES: Viricel, Houston, Harrison, Longville, Reyes, Singer, Williams
NOES: None
ABSENT: None
ABSTENSIONS: None

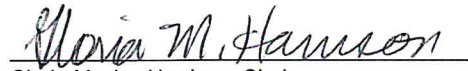
Trustee Fellowship Program

Trustee Williams moved to approve Joseph Williams and Dr. Stephanie Houston to participate in the State Chancellor's Trustee Fellowship Program. Trustee Reyes seconded the motion.

AYES: Viricel, Houston, Harrison, Longville, Reyes, Singer, Williams
NOES: None
ABSENT: None
ABSTENSIONS: None

ADJOURN

The next meeting of the Board: Business Meeting – February 13, 2020 at 4pm. President Viricel adjourned the meeting at 2:05pm.



Gloria Macias Harrison, Clerk
SBCCD Board of Trustees