



**CHABOT-LAS POSITAS
COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES
WORKSHOP RETREAT**

**MINUTES
August 4, 2019**

PLACE

175 East Vineyard Avenue, Livermore Ca 94550

CALL TO ORDER

The meeting was called to order at 9:00 a.m. by President Maduli, Recording Secretary Debra Nascimento called the roll.

PUBLIC COMMENTS

There were no Public Comments offered at this time.

ATTENDANCE

Members Present:

Trustee Dr. Hal G. Gin
Trustee Ms. Maria Heredia
Trustee Mr. Edralin "Ed" Maduli
Trustee Dr. Marshall Mitzman
Trustee Ms. Genevieve Randolph
Trustee Mr. Tim Sbranti

Members Absent:

Trustee Ms. Linda Granger

Recording Secretary:

Ms. Debra Nascimento

Managers Present:

Mr. Ronald Gerhard, Interim Chancellor
Dr. Susan Sperling, President, Chabot College
Ms. Roanna Bennie, Interim President, Las Positas College
Ms. Guisselle Nunez, Director Public Relations, Marketing
and Government Relations

Others Present: Ms. Lizette Navarette, Community College League of California
Mr. Ryan McElhinney, Community College League of California

1.1 PLEDGE TO FLAG

Las Positas Interim President Ms. Bennie led the pledge.

2.0 PUBLIC COMMENTS

There were no Public Comments offered at this time.

3.0 RETREAT OPENING- INTRODUCTORY REMARKS

Board members participated in a team building exercise.

4.0 STATE ADVOCACY (Facilitated by Ms. Lizette Navarette and Mr. Ryan McElhinney, Community College League of California)

Interim Chancellor Gerhard stated the second board goal that was identified at the February Board meeting was being more active and engaged at the state and federal level. He stated the Board, Colleges and District do a lot already being involved with more than 50 organizations. He stated Ms. Lizette Navarette and Mr. Ryan McElhinney with the Community College League of California are experts in the field and will help facilitate the conversation regarding advocacy.

WHY IS ADVOCACY NECESSARY

- Role and influence of governor and Legislature over community colleges have increased with Proposition 13 and Proposition 98
- Bulk of community college funding comes through the state budget process
- Legislatures sets policy for California Community Colleges

IMPORTANCE OF ADVOCACY

- Every year policymakers make decisions directly impacting your students and college
- Legislators look to local colleges to provide direction on major policy decisions
- Local advocacy provides context to decisions made in Sacramento

USE OF DISTRICT RESOURCES TO SUPPORT OR OPPOSE BALLOT MEASURES

- District/College may NOT use staff, equipment, and supplies to generate promotional materials on behalf of ballot measures which have qualified for the ballot
- District/College MAY analyze the effects of ballot measures which have qualified for the ballot

- District/College MAY make available on request the results of its objective evaluation of a ballot measure's impact
- District/College may NOT contribute to ballot measures
- Foundations, Alumni Associations MAY contribute to ballot measures

THREE AREAS OF ADVOCACY

- State Budget
- State Legislation
- Federal Issues

LEAGUE ADVOCACY TIMELINE

- January- Governor's Budget
- February- National Legislative Summit
- March-Budget Committee Hearings
- April- Bill Hearings in First House
- May- Governor's May Revision
- June- Budget Deadline
- July-Bill Hearings in Second Chamber
- August- Fiscal Committees
- September- End of Session
- October-Research on Next Year's Budget & Bill Priorities

BUDGET ADVOCACY

Where does the Colleges moneys come from?

State 56%

Local 43%

Federal 1%

BILL ADVOCACY

Policy advocacy is the deliberate process of informing and influencing decision-makers in support of evidence-based policy change and policy implementation, including resource mobilization.

President Maduli asked when sending letters of support, should we also send to the committee chair. Mr. McElhinney stated yes, and also send to our delegation. Ms. Nunez agreed and added we should also send to our local state/federal representatives. Interim Chancellor Gerhard stated we have a process at the district level for reviewing legislative bills that is now inclusive of administrative leadership across the district.

TAKING POSITIONS ON BILLS

Committees of Interest

- Assembly Higher Education
- Senate Education
- Appropriations

Draft Letters to Committee

- Letters due two weeks before the Hearing
- Addressed to the Committee Chair
- Upload online to Committee Staff
- cc Legislators on the Committee and the League

FEDERAL ADVOCACY

Four Board Areas of Engagement

- Higher Education Act
- Appropriate Process
- Department of Education
- Undocumented Student Services and Programs

Examples of Discretionary and Mandatory Spending

Discretionary (Appropriated)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Education • Head Start and Child Care • Veterans Funding | <ul style="list-style-type: none"> • Housing Assistance • Environmental Protection Agency • Defense Spending |
|--|---|

Mandatory

- | | |
|---|--|
| <ul style="list-style-type: none"> • Social Security • Medicare • Medicaid | <ul style="list-style-type: none"> • SCHIP • TANF and Child Care |
|---|--|

REAUTHORIZATION OVERVIEW

- The Higher Education Act (HEA) was last reauthorized in 2008
- The House and Senate states they are actively working on reauthorization
- Some of the more prominent reauthorization issues include:
 - Student debt, tuition, & state support
 - Consumer information, data, & transparency
 - Simplification of student financial aid
 - Regulations
 - Innovative learning models
 - Risk sharing & accountability
 - Loan repayment & servicing

FEDERAL STUDENT AID

- Pell Grants
 - Essential program for community colleges- serving over 8 million students. Community Colleges receive over 1/3rd of all Pell Grant funding-over \$10 billion
 - Discussion for Reauthorization

- Preserve the maximum Pell grant without limiting eligibility
- Reinstate the year-round Pell Grant for all students
- Fully reinstate Title IV eligibility for Ability-to Benefit (ATB) students
- Revise the lifetime eligibility cap to 14 semesters
- Allow access to Pell for short-term workforce-oriented programs

LOCAL ADVOCACY

- Identify Local Goals
 - Prepare for a bond
 - Sustain a quality reputation
 - Increase enrollment
 - Build a donor base
 - Be a good neighbor
- Stakeholder Mapping
 - Decision-makers and advisors
 - Influences (i.e. media outlets, donors, business partners, organizers)
 - People directly affected supportive stakeholders

THE POWER OF LOCAL COLLABORATION

- Lead Agency
 - Council, chambers, community groups, etc.
- Approach
 - Meetings with key stakeholders
 - Publicity awareness and campaign
 - Campus invitations or tours
- Key Message
 - Objective- what is to be achieved
 - Desired action- what needs to happen
 - Succinct statement the outlines the topic and why it's important
 - Evidence that supports the statement and actions with easily understood facts and figures
 - Use examples to tell the story of local public value

YOUR ADVOCACY PLAN & ROLE

- A Local Plan
 - Identify 1-3 Goals & Principles
 - Manageable & Achievable
 - Invest Time
 - Decide when you'll visit DC and/or Sacramento
 - Empower Staff to Support
 - Monitor and Advise

LEGISLATIVE TOOLS

- Key Events
 - League legislative Conference

- Last week in January
- National Legislative Summit
 - Second week in February
- Annual Trustees Conference
 - First weekend in May
- Annual Convention
 - Mid-November

SUPPORTING RELATIONSHIP BUILDING

- Know your Legislators
 - Knowing your Legislators' backgrounds helps college leaders make a connection and helps communicate with them in a way that makes the college's priorities come across most effectively.
 - Research. Do they have connections to your college?
- Preparing Materials
 - Legislators and their staffs appreciate brevity. Include relevant data when possible.

REACHING OUT TO SACRAMENTO & D.C.

- Key committees want to hear from your district!
 - Assembly Higher Education Committee
 - Senate Education Committee
 - Senate and Assembly Appropriations Committees
- District can weigh in via:
 - Official position letters
 - Calls to legislators

League Role: League staff can help draft letters, talking points and help appropriate times/committees to weigh in.

Questions and Comments

Ms. Nunez gave examples of events, activities, and associations our colleges and board of trustees participate in on an annual basis. She stated we are looking to host more local and state events at both colleges. President Maduli stated in the past we have not been active at the national level. He stated the Board will gear up for the upcoming Summit in D.C come February 2020, and suggested meeting with senators and inviting students to attend as well. Ms. Navarette stated that is a great strategy by having students attend, because it adds context and carries the message forward. Trustee Mitzman asked if were already contacting our local representatives, why do we need to visit Washington, D.C? Ms. Navarrete stated it's a matter of capacity and resources, since in October the federal representatives will be in their districts, you can bring students as part of our advocacy efforts, so your strategy when they are in their offices can be different than when you visit them in their D.C. offices. She added, when you engage locally you can bring business partners and students, both are effective. Ms. Nunez stated when you visit State or Federal representatives as part of a larger advocacy conference your focus will be that of the association's priorities, versus your district's priorities. President Maduli asked how the Board can advocate locally and nationally. Ms.

Navarrete stated you can pick the topics that are important to you as a Board and share your local successes. Ms. Navarrete stated the Board needs to be more aggressive and suggested they show the numbers and share the facts when advocating. Mr. McElhinney stated the best time to visit D.C. is in February. Ms. Navarrete suggested the Board engage stakeholders when needed.

The Board took part in an interactive session to develop themes to advocate for. The following were identified:

1. Student Affordability, Food & Housing Access

Financial aid is not keeping pace with rising college, housing and food costs, resulting in students having to bear more of the burden, making affordability to attend community college more important than ever.

- Housing
 - Policy Action: Consider opportunities to create sustainable and effective public/private partnerships to address students housing access challenges.
- Food Insecurity
 - Policy Action: Help our District reduce student food insecurity by pursuing funding sources to expand and support food pantry services and aid.
- Financial Aid
 - Policy Action: Equitably Fund Pell Grants for community college students. The lack of adequate financial aid leads students to take fewer classes, extends their time to graduation, makes college unaffordable, and makes a degree substantially more difficult to obtain. It is time to reform Cal Grants to cover a student's total cost of attendance and increase access to Pell Grants.

2. Increase Flexible Spending for Community College

Increased flexible spending will help us achieve Educational Opportunity and Quality for all of our students.

- Increase Formula Funding Rates
 - Policy Action: General operating dollars' fund innovation on campuses. An investment in general resources through an increase of formula funding rates enable and support high functioning campuses. A cost-of-living adjustment is essential for district sustainability.
- (CA) State Chancellor's Vision for Success Goals: The Board of Trustees has endorsed and registered its support for the system-wide Vision for Success Goals. We established five-year local goals. Trustees have endorsed and registered its support for the system-wide Vision for Success Goals. We established five-year local goals in alignment with the Vision for Success and state funding-related student success measures as follows:
 - Increase within the district by at least 20 percent, the annual number of students who acquire associate degrees, credentials, certificates, or specific skill sets that prepare them for in-demand jobs
 - Increase within the district by 35 percent, the number of students transferring annually to a UC or CSU
 - Decrease the average number of units accumulated by students earning an associate degree in the district to 79 or fewer

- Increase to 76 percent or more, the percent of career education (CTE) students who report being employed in their field of study upon a college in the district
- Reduce equity gaps across all of the above measures by 40 percent with the goal of fully closing those achievement gaps within 10 years
- Policy Action: To accomplish the Vision for Success for Goals and continue to serve our students equitably, we need adequate funding

3. Campus Climate and Safety

We remain committed to the importance of providing a campus climate that focuses on diversity and equal access not only as moral imperative, but also as a matter of workforce preparation, economic development and international competitiveness. It is in our community's interest as a whole that every member of our society be provided the opportunity to develop and thus contribute to the greater common good.

Additionally, we support the more than 11 million undocumented individuals within the U.S. that were brought into to the country as children, and know no other homeland than America. This group deserves access to higher education and a pathway to legal status. We support passage of state and federal legislation to enable such students to participate in higher education and map out a strategy for legislation. In addition, states should have the full authority to set tuition policy for undocumented students.

We are committed to providing professional development opportunities to our staff and faculty focused on providing a safe, diverse, and accessible campus and educational experience.

Lastly, we also have responsibility to provide open, safe and supportive learning venues for the entire campus community. We are committed to doing all we can to create ideal environments for students, faculty and staff, and will be particularly focused on the following specific challenges:

- Campus Safety
 - Policy Action: Support opportunities for additional funding and programming that supports ongoing safety and emergency preparedness planning and training
- Campus Diversity and Educating Underserved Students
 - Policy Actions
 - Defend the legality of university admissions, financial aid and faculty appointment policies intended to promote diversity.
 - Support policies that maximize an inclusive campus environment for all students, faculty and staff
 - Support policies that provide continued funding for minority-serving institutions (our two colleges are recognized as Title V-Hispanic Serving Institutions)
 - Support legislation to create a pathway for legalization for individuals brought to the U.S. as children

- Mental Health
 - Policy Action: Support increased funding and programing to provide students with access to mental and physical health services

Interim Chancellor Gerhard stated the next steps are to put together a list of talking points for each of the themes identified and follow up at an upcoming Board meeting. Ms. Nunez stated she will develop a draft calendar of key local, state and national events or activities of which the Board can review and decide their level of engagement. Interim Chancellor Gerhard stated in terms of advocacy we (as administrators) are limited in what we can say and do however, as elected officials the trustees can speak to their elected representatives as “elected colleagues.” Trustee Sbranti stated we need to be selective on the legislative bills we advocate as a District, including we need to ensure we build-in stories to our advocacy priorities. President Maduli and Trustee Gin agreed. President Maduli stated the State Chancellor’s office developed the Vision for Success Goals, how do we advocate for change, when it was the state chancellor that is driving the plan. Trustee Heredia stated we need to think of ongoing funding for services. Dr. Sperling stated she had traveled to Sacramento to give her testimony on the new funding formula. Trustee Sbranti stated he recently met with Assembly member Ms. Rebecca Bauer-Kahn’s office to express our concerns regarding the new funding formula and how it will affect our students. Trustee Sbranti asked what is the appropriate way to approach the governor on these issues. Ms. Navarette suggested someone in our region develop a strong relationship with the governor’s office. Mr. McElhinney stated it is important that our local legislators know our priorities and are our advocates for our colleges.

President Maduli stated he was pleased by having the College Presidents involved in the retreat. Trustee Mitzman asked why the District is no longer involved with the Bay 10 CEO/Trustee meetings. President Maduli stated for many years we attended those meetings. Interim Chancellor Gerhard stated he would reach out to the Bay 10 and would be happy to host a meeting at the District.

5.0 BREAK

The Board adjourned for lunch at 12:10 p.m.

The meeting was called to order at 1:13 p.m. by President Maduli, Recording Secretary Debra Nascimento called the roll.

6.0 BOARD GOALS AND PRIORITIES SESSION 1

BOARD GOALS

- Ensure the District Maintains fiscal responsibility
- Maintain advocacy at state and national level
- Ensure community connectivity by supporting and attending various community events
- Full participation in CCLC’s Excellence in Trusteeship Program
- Review accreditation standards and practices for good governance and use them as part of the Board’s annual self-evaluation process

- Create new Trustee Orientation Program
- Monitor progress of Chancellor’s implementation of priorities
- Ensure the District maintains fiscal responsibility

	2015-2016	2016-2017	2017-2018
Revenue	127,434,927	124,568,416	132,970,320
Expenditures	115,519,238	122,492,947	135,449,541
Expenditure for Salaries and Benefits	95,700,931	102,859,348	115,100,383
Surplus/Deficit	9,997,372	780,940	(4,524,604)
Surplus/Deficit as % Revenues (Net Operating Revenue Ratio)	8%	1%	(4%)
Reserve (Primary Reserve Ratio)	23%	22%	17%

Trustee Mitzman asked what will the Surplus/Deficit look like next year. Interim Chancellor Gerhard stated 6 million, 5.8 million is attributed to our rollback.

Trustee Sbranti asked why the big jump year over year. Interim Chancellor Gerhard stated the jump is due to the rollback, we are not unique in this; Districts have been using this to build reserves. He added it is a onetime windfall, there are districts across the state that have mastered this and it is a time period we reported the enrollment. He stated the Board will see a 6 million surplus that will take us to 25%. Trustee Heredia stated Santa Monica Community College is using their funding to increase salaries. Interim Chancellor Gerhard stated faculty has been pushing for an increase to teach noncredit classes which he is supportive of. He stated noncredit is paid a higher level. In his view this is an opportunity where we can build our FTES in programs, that’s not only a financial reaction to the Funding Formula, it is a program reaction. He stated with the state mandating AB 705, college level English and Math are going down as students feel they are not ready. Furthermore, an alternative to that is college prep working with faculty creating the noncredit. He stated it is now a matter of funding those, his view is take some of that role back money, use as seat money to start these programs. Rather than taking money from programs, using the rollback money is best. Lastly, he stated the Board will hear more around the Budget at the August 20th Board meeting. President Maduli stated we are not the only district in this position. Trustee Randolph agreed. Trustee Heredia stated this needs to be included into our Board goals. Interim Chancellor Gerhard stated the governor is receptive to changes, but needs to know what the changes are, we need to provide testimonials and solutions. He stated this will be a part of the advocacy talking points. Trustee Heredia stated we need to establish articulation when a student drops out of a UC and then comes to one of our Community Colleges. Interim Chancellor stated we need to work with those students and college presidents to ensure that student succeeds and the program that is developed for them are aligned. Trustee Gin stated we need to know why those 38-40% of students are dropping out and what can we provide to them that the UC does not. Interim Chancellor Gerhard stated on campus housing is a problem, he suggested having conversation around shared facilities. He stated Freshman have many restrictions, he suggested offering more evening programs. Trustee Sbranti stated we need to strengthen our relationships with local businesses and build programs that will provide our students with certificates that they can use to work. He stated that is great revenue opportunity for the colleges and Ed C is the best opportunity for growth. Chancellor Gerhard

stated EdC has grown on fiscal servant agreements with the state, which speaks to the good relationship we have. Trustee Sbranti stated being a fiscal servant to meet our fiscal obligations is great however, would it be better to provide more to our students. Interim Chancellor Gerhard stated he is working with the Vice Chancellor of Educational Services and the colleges to build a stronger collaboration to creating more programs with EDC. He added the Educational Masterplan that will be presented to the Board in the coming months will include this. President Maduli stated since the Board Goals were adopted this is the first time the Board has had an opportunity for open dialogue.

- Ensure the District maintains fiscal responsibility
 - Opportunities
 - Sizable ending balance
 - SCFF reserve
 - Broad constituent support for change
 - Very successful in receiving grants and alternative funding sources
 - Challenges
 - Hold-harmless period only 3 more years
 - All eyes are on SCFF reserve
 - OPEB-\$200 million
- Ensure community connectivity by supporting and attending various community events
 - CCLC/CCCT Conferences
 - ACCT Conferences (SF in October)
 - Local community
 - County
 - City
 - USD
 - 4-yr colleges and universities
 - Other (e.g. Rotary, Kiwanis, Etc.)
 - Full participation in CCLC's Excellence in Trusteeship Program
 - Review accreditation standards and practices for good governance and use them as part of the Board's annual self-evaluation process
 - Develop a system of student support that provides access and equity of outcomes for all students
 - Develop a system of effective communication
 - Create a culture of collaboration among staff and the community
 - Provide effective management of District fiscal resources
 - Develop a system of student support that provides access and equity of outcomes for all students
 - Provide leadership and direction to colleges towards meeting college established Vision for Success goals, achieving goals by targeted date for 2022
 - Administratively support implementation of AB 705 and guided pathways initiatives

- Work with k-12 and 4 year educational partners on increasing enrollment and transfers. For example, reverse transfer program with CSU
- Develop a system of effective communication
 - Continue with established means of communication and attend at least one college event, per college per month
 - Continue practice of weekly Friday Letters to Board, unless on vacation or should extenuating circumstances exist preventing the ability to get the letter completed (i.e. commencement week).
- Create a culture of collaboration among staff and the community
 - Working directly with constituent groups, further an environment of trust and collaboration. This is to be achieved through regular and effective communication practices and by attending district, college, and community events
- Continue developing systems that support student achievement
 - Provide leadership and direction to colleges towards meeting college established Vision for Success goals
 - Approve and monitor annual SCFF goals regarding FTES, supplemental allocation, and student success allocation
 - Fill critical staff positions that have direct impacts on student achievement.
- Provide effective management of District fiscal resources
 - Ensure district and colleges maintain fiscal integrity and stability by monitoring budget versus spending. Working with respective college president and/or vice chancellor, review areas under their direct responsibility
 - Alert and advise the Board of Trustees, where necessary, on instances of concern or overspending
 - Review and post on Planning and Budget Committee website monthly financial reports (budget status reports).
 - Bring to the Board quarterly and annual financial reports showing the fiscal condition of the district

Questions and Comments

Trustee Mitzman stated he enjoys the Chancellor's Friday letter to the Board. All Trustees agreed. Trustee Randolph stated she enjoys the one on one meetings with the Chancellor as well. President Maduli stated this was a critical point of the past administration and he wants to ensure everyone is always on the same page. Trustee Gin asked if the Academic Presidents reach out to the college Presidents before reaching out to the chancellor. Interim Chancellor Gerhard stated no, typically they reach out directly. He added the Chancellor's office and both Presidents office staff have a good relationship. President Maduli stated it is important that the Presidents and Chancellor have a good relationship. Interim Chancellor Gerhard agreed and stated it is important to have that structure. Trustee Sbranti stated the FTES numbers for Chabot College are lower when you look at Summer 19, 2019 Chabot is up by

3%, they have a higher number than Las Positas College. Interim Chancellor Gerhard stated Las Positas College Summer 2019 is flat and we are seeing a drop in English and Math courses being taken. He stated the colleges are looking at different avenues to attract students, one being late start classes. Trustee Heredia stated students entering college are not prepared to take college level classes and should take noncredit courses to better prepare them. She added when we are struggling with enrollment, we need to recruit at the high schools and adult schools. Trustee Randolph asked if noncredit courses can be taken online. Interim Chancellor Gerhard stated the courses need to be taken on campus. Trustee Sbranti stated enrollment is critical, our number should not be flat we need to get a jump on the summer bridge programs at the high school. President Maduli stated our District is flat and sustaining compared to most of the Bay area which has declined 5-10%. Trustee Sbranti stated student loan debt is a big problem, students need to take as many courses with us before transferring to a UC. Trustee Randolph agreed. Trustee Gin stated pursuing international students is worth keeping on the forefront.

Trustee Mitzman asked what the plan is for the property we own alongside the 580 highway on the way to Dublin from Livermore. Interim Chancellor Gerhard stated we will discuss options during the Facilities Masterplan. President Maduli asked how many acres the property is. Interim Chancellor Gerhard stated approximately four acres. Trustee Mitzman stated student housing would be a good fit for this location. President Maduli suggested a Feasibility Study and Survey be done to determine what the needs of our students are. Trustee Sbranti stated he has several thoughts on this, recognizing we cannot spend Bond dollars, there are many ways this can be done including collaborating with EDEN House. He stated he supports student housing. President Maduli stated we need to first define the need. Trustee Sbranti agreed. Trustee Mitzman stated he is proud of the Board for looking ahead. President Maduli stated this is the first direction we want to go. Interim Chancellor Gerhard stated the survey will not be limited to student housing, we will be including faculty and staff as well. President Maduli stated if a need is determined from the survey then we will need to look at our options.

Trustee Mitzman stated he would like the Board to consider the Presidency seat be rotated yearly, not be an elected process. President Maduli acknowledged and stated that will be discussed in the coming months.

Trustee Gin stated he appreciated the staff from Community College League of California, CCLC presenting the Advocacy information and the College Presidents for attending the Retreat.

Trustee Randolph stated she was very happy the College Presidents were in attendance and hopes they continue to be a part of Retreats moving forward.

Trustee Heredia stated she was happy to see the Board work together on their goals and appreciated CCLC for there Advocacy Presentation. She also stated we need to look at what the demands of our students are going to be so we can prepare.

Trustee Sbranti stated both morning and afternoon session were great. He stated he is happy to be a part of such a great Board. He stated we need to take a deep dive into our educational

offerings. He stated the Vision for Success is great however, we need to think about the future needs of our students and what are the trends of the economy and how can we get ahead of it.

President Maduli thanked everyone for attending. He stated he is happy to be a part of a Board that is focused on students and working together.

7.0 BREAK

8.0 BOARD GOALS AND PRIORITIES SESSION 2

ADJOURNMENT

Motion No. 2

Trustee Sbranti made a motion, seconded by Trustee Gin to adjourn the meeting at 3:25 p.m.

Motion carried unanimously, 6-0, with Trustee Granger absent.

NEXT MEETING

The next meeting of the Board is a Regular Meeting scheduled for August 20, 2019 at the District Office.

Minutes prepared by:

Debra Nascimento
Recording Secretary

Secretary, Board of Trustees
Chabot-Las Positas Community College District