



CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT BOARD OF TRUSTEES RETREAT

MINUTES
August 20, 2022

PLACE

Castro Valley Library, 3600 Norbridge Avenue, Castro Valley, CA

1.0 CALL TO ORDER

Board President Sbranti called the Board Retreat to order at 10:07 a.m. Recording Secretary Maisha Jameson called the roll.

ATTENDANCE

Members present: Trustee Mr. Hal Gin
 Trustee Ms. Linda Granger
 Trustee Ms. Maria Heredia
 Trustee Mr. Harris Mojadedi
 Trustee Dr. Luis Reynoso
 Board President Mr. Tim Sbranti
 Student Trustee Ms. Vivianna Patino

Recording Secretary: Ms. Maisha Jameson

Managers present: Mr. Ronald Gerhard, Chancellor
 Dr. Theresa Fleischer Rowland, District

Others present: BethMarie Ward, Retreat Facilitator

1.1 PLEDGE TO FLAG

Trustee Gin led the pledge.

2.0 PUBLIC COMMENTS

No public comments were given.

3.0 RETREAT OPENING – INTRODUCTORY REMARKS

- Chancellor Gerhard opened the retreat by providing an overview of the agenda and the context and framing for the day.



CHABOT - LAS POSITAS | Community College District

Board Retreat

Context and Framing

August 20, 2022

- The Chancellor started by sharing the District's Mission Statement, and shared how the Board Priorities and Annual Goals, the District-wide Strategic Plan, and the college master plans (educational, technology and facilities) are all integrated and map back up to the overarching mission statement.
- It was noted that the college master plans, and even the goals that are identified down to the discipline level at the colleges and to the department level at the District, are all mapped back to the District-wide Strategic Plan and Board priorities. Hence, if the Board decides they want to change the Mission Statement or Board Priorities, these other planning documents will ultimately need to be updated as well.



Mission Statement: *The Chabot-Las Positas Community College District (CLPCCD) offers innovative educational opportunity and support services to prepare students to succeed in a diverse global society by challenging them to think critically, to engage socially, and to acquire workplace knowledge and educational skills.*

- Additionally, the colleges' educational master plans, technology master plans and facilities master plans all map back up to the District Strategic Plan, which maps back up to the Board Priorities.



Board Strategic Planning



- Chancellor Gerhard presented on the alignment and existing linkages between the current Board Priorities and the Strategic Plan Goals, as well as the Vision for Success Goals.
- He provided context as to why the Board at the time (2019) developed the Strategic Planning goals that they did. There were different concerns at that time, and hence different priorities.

Linkages: Board Priorities & Strategic Plan Goals



Goal	Category	Description	Chabot	Las Positas	District Strategic Plan
1	Completion	Increase Earned Associate Degrees or ADTs over 5 years (2021-22)		20%	<ul style="list-style-type: none"> Educational Excellence Institutional Effectiveness Community Partnerships
1.a	Completion	Increase certificates, AA, ADT, or BA over 5 years (2021-22)	20%		<ul style="list-style-type: none"> Educational Excellence Institutional Effectiveness Community Partnerships
2	Transfer	Increase all students who earn an Associates Degree for Transfer (2021-22)	30%	35%	<ul style="list-style-type: none"> Educational Excellence Institutional Effectiveness Community Partnerships
3	Unit Accumulation	Decrease average units accumulated by students earning an associates degree	7%	5%	<ul style="list-style-type: none"> Educational Excellence Institutional Effectiveness
4	Workforce	Increase all students with a job closely related to field of study	11%	5%	<ul style="list-style-type: none"> Educational Excellence Institutional Effectiveness Community Partnerships
5	Equity	Increase students who earn an associates degree or ADT			<ul style="list-style-type: none"> Call to Action to Address Anti-Blackness, Racism, and Barriers to Equity Sustained Prioritized Resources
		I. Black or African American	42%		
3.a	Equity	Increase students who earn an associates degree or ADT			<ul style="list-style-type: none"> Call to Action to Address Anti-Blackness, Racism, and Barriers to Equity Sustained Prioritized Resources
		I. Asian		32%	
		II. Black or African American		64%	

Board Goals: Annual



- Ensure the district maintains fiscal responsibility
- Maintain advocacy at state and national level on matters of importance to the district
- 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

- An overview of the existing Annual Board Goals and Values was provided.
- It was noted that although the Board Values were revisited and reaffirmed in 2019, they haven't been updated since their development in 2013.
- It was pointed out that we now have an almost all new Board of Trustees.

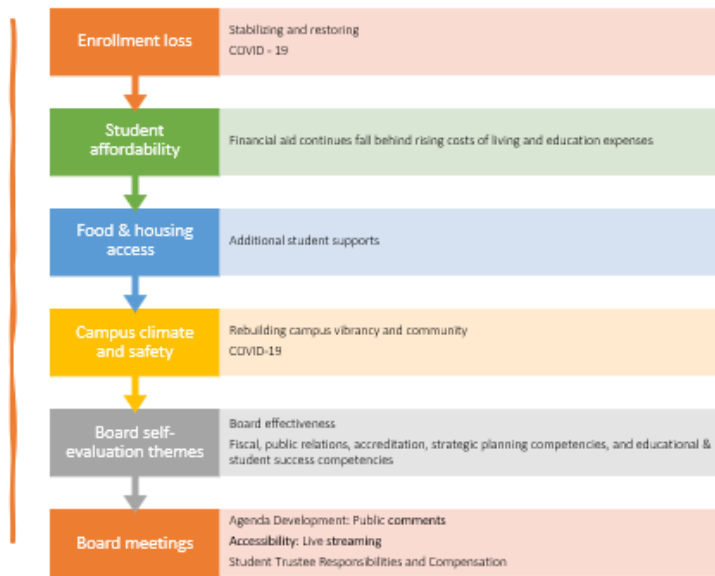
Board Values



- Transparent
- Fair
- Integrity
- Sensitive
- Confidential
- Honest
- Trustworthy
- Creative
- Accountable

- Chancellor Gerhard noted that the main expected outcome of the day is to review, and - if deemed appropriate or necessary - to update the existing Board priorities for the period of 2022-25. To also revisit the existing mission and value statements.
- He then shared the themes that arose from the recent Board Self-Evaluation, and aligned them with themes of other contextual items that are regularly coming up for the District, i.e. enrollment loss, student basic needs, Covid, discussions at board meetings, etc.. The *2019-2020 Policy and Advocacy Priorities* document for CLPCCD was passed out.

THEMES



- Chancellor Gerhard provided examples of each of the themes noted above. The purpose was to provide a starting point for Board conversations around identifying Board priorities that are appropriate for the current time. Some of those were: how Covid-19 has changed things, new state initiatives, recent discussions about changing the format and accessibility of Board meetings, and suggested changes to the role and benefits of our student trustees.

4.0 INTRODUCTIONS AND GROUP AGREEMENTS

Chancellor Gerhard introduced the Facilitator for the day, Ms. BethMarie Ward.

BethMarie Ward provided an overview of her professional background, and asked everyone to introduce themselves.

Ms. Ward spoke to some general agreements for the group to guide the interactive work that was conducted. Those “Group Norms” included: Honoring that everyone has wisdom to share, allowing others to finish their thoughts before speaking, respectful dialogue, remaining mindful of your “airtime”, and asking questions of clarity over nay-saying.

5.0 ICEBREAKER

- **Getting Grounded in Our Core Values**

Values

- The following was an exercise done in pairs, rotating the group in three rounds.

- Ms. Ward shared the context for revisiting and revising the Core Values. She noted that there are typically 2-4 values that are at the center or “heart” of an organization, and which cannot be shaken. She added that aspirational values are typically part of a vision or something that we strive to achieve.
- The trustees participated in an interactive group exercise where they broke into groups and discussed the following questions:
 1. Round 1– Share one of the values listed that personally resonates with you as a trustee.
 2. Round 2 – Share an example of how those values play out in your work as trustees.
 3. Round 3 – Share the definition in the context of your job.

*Highlighted values were flagged by individual trustees as possibly inaccurate, duplicative, outdated, or not necessarily a core value. There were other suggestions offered. They are next to these values and may be considered moving forward. There was also discussion of the need to consider only three to five core values to adopt. The Board will agendaize revisiting the Board Values for possible updates at a future Board meeting or retreat.

Current Values (adopted in 2013)	Suggestions
<ul style="list-style-type: none"> • Transparent • Fair • Integrity • Sensitive • Confidential • Honest • Trustworthy • Creative • Accountable 	<ul style="list-style-type: none"> • Equity • Empathy • Non-discriminating • Dignity • Open-mindedness • Inclusion (DEIB) • Belonging

- **Focused Conversation**
 - A discussion related to the Board Values ensued.
 - Trustee Maria Heredia noted that she would like to see Diversity, Equity and Inclusion (D.E.I) embedded within our new Board priorities/goals, and that she would like to see that tied to fiscal implications. She would also like to see us addressing the technology divide so that we are helping our students that don’t have the technology equipment and/or technical skills to be successful.
 - Chancellor Gerhard spoke to the new Title 5 requirements added by the State that will require that we include D.E.I. core competencies within the criteria for hiring of tenure track faculty. This will also change the evaluation tool. We will

- need to negotiate with faculty on how this will look. The State is trying to determine how this will tie to the SCFF.
- Chancellor Gerhard shared the *2019-20 Policy and Advocacy Priorities Document* and noted that we are trying to carry forward this type of policy document that highlights items that are central to our advocacy. Our points of advocacy will also be informed by today’s discussion related to the Board priorities.
 - It was asked several times whether the existing Values are still the same values that our current Board needs. It was also noted that some of the values overlap or have similar definitions.
 - Trustee Reynoso recommended that we adopt quality values (vs. quantity). Both he and Board President Sbranti would like to see less values.
 - There was consensus that the Board Values need to be refined and possibly updated.
 - The facilitator asked the Trustees to share values that they felt are important, which resulted in the list above.
 - Chancellor Gerhard noted that this discussion would be brought back to the October Board meeting. In preparation for that meeting, a document will be developed that incorporates the feedback received at this retreat. Board President Sbranti asked for the trustees to think about this between now and then, and noted that between 5-7 values (max) should be adopted. Trustees will also have the opportunity to provide feedback to Chancellor Gerhard during their 1:1 meetings.

6.0 REVIEW STRATEGIC DIRECTIONS: 2022-26 Strategic Plan

The Trustees individually reviewed the strategic directions posted throughout the room and responded to each one by notating 1.) what is currently being done well, and 2.) suggestions/improvements.

Educational Excellence	
<p>Currently Doing Well</p> <ul style="list-style-type: none"> • More apprenticeships, certificates, year 2 career, etc. • #1 Ranked College in Bay Area • Variety & quality of programs • Highest transfer rates in state • Model successful programs such as Puente, etc. • Guided pathways work 	<p>Suggestion/Improvement</p> <ul style="list-style-type: none"> • Student barriers • Awareness opportunities • Poll of classes offered by all community colleges in CA • Reduce barriers to entry • Continue with improving tech access • Providing more counselors for guided pathways • More student support funding
Community Partnerships	
<p>Currently Doing Well</p> <ul style="list-style-type: none"> • Great foundation board • Connection w/ Bay 10 regional CC groups • Participation in multiple organizations 	<p>Suggestion/Improvement</p> <ul style="list-style-type: none"> • K12 connectivity • More collaboration w/ regional agencies to create parity across district

<ul style="list-style-type: none"> • EBCAN • Pathways • UC Merced • More engagement with employers 	<ul style="list-style-type: none"> • More presentations by local org • Expand advisory boards • Stronger relationships with local Chamber and other orgs • Collaboration w/ community resources to provide aid to students; apartment complexes/ library
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Sustained Prioritized Resources

<p>Currently Doing Well</p> <ul style="list-style-type: none"> • CLIP • Working on Fiscal allocations • Sensitive & responsive to ongoing needs of students • Commitment to support key indicators for UR student population (Umoja, AANAPISI efforts) • Long standing partnerships (HUSD, CSUEB) • Improved marketing 	<p>Suggestion/Improvement</p> <ul style="list-style-type: none"> • Comprehensive, coordinated, multi-faceted approach for growing enrollment • More equitability • More support of ERG/Staff. Faculty/affinity group • Tech investments • Sustainability policies • Provide info to students on how to reach out/ public comments • Provide more partnerships for student workforce
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Institutional Effectiveness

<p>Currently Doing Well</p> <ul style="list-style-type: none"> • Meeting accreditation standards • Multiple targeted outreach programs to various subgroups • Many programs to assist students in need • Colleges are stable financially and programs successful 	<p>Suggestion/Improvement</p> <ul style="list-style-type: none"> • Application process can be lengthy & difficult • Responsiveness times to student/parent emails • Provide more online access to everything • More outreach to students • Student enrollment & metric process
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Call to Action to Address Anti-blackness, Racism, and Barriers to Equity

<p>Currently Doing Well</p> <ul style="list-style-type: none"> • 10 x 10 BEC • Student support groups • Policy updates • Wrap around services • Broad awareness & multiple programs on each campus • Diverse student population on @ campus • Support of diversity initiatives • Continue to address racial issues and student needs 	<p>Suggestion/Improvement</p> <ul style="list-style-type: none"> • Provide racial implicit bias training to all employees • Staff diversity hiring • More investment in awareness of at-risk populations • Continue with addressing needs and provide mentors by hiring more diverse faculty & staff • Targeted DI initiatives
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- **Question Asked: What things stood out?**
Responses:
 - Include more online access to everything.
 - Strong financial state as a District.
 - Enjoyed reading the do-well sections.
 - The foundation for some good work is there, but how do we scale-up the good initiatives in order to help reach more students?
- **Question Asked: How does this data impact your work as trustees?**
Responses:
 - This exercise provides some guidance as to where to improve.

- Our Board is very engaged and aware of where we are as a district – Themes that are present: reducing access to barriers, DEI, staff training, expanding community partnerships, etc..
 - This is a difficult practice because each of the colleges are so different and have different populations, and hence have different needs. Asked, how do we synthesize this?
 - Asked, how do you prioritize the needs? How do you build off strengths and address the weaknesses when you can't do everything at once?
 - It's comforting to know that your fellow board members are in touch with the realities at our respective campuses.
- **Question: Which of these can really make a big difference or impact for the District and colleges?**
 Responses:
- Diversity of hiring.

7.0 OUR CURRENT REALITY: A Snapshot of Our Strengths (Internal), Weaknesses (External), Benefits & Dangers

In order to develop a snapshot and provide awareness of where the Board/District is standing before moving into the consensus workshop to determine priorities, the trustees identified lists of the following: internal strengths and weaknesses, opportunities, and external benefits of success, dangers (unintended consequences) and external threats.

<p>Strengths (internal)</p> <ul style="list-style-type: none"> • Academic background • Cohesiveness • Diversity • Engaged • Knowledgeable • Practice mindfulness • Connected to our communities 	<p>Benefits of Success (external)</p> <ul style="list-style-type: none"> • Filling the workforces needs of our local employers • Student success • Respect as leaders • Outreach & perception increases • More diverse student population • Uplifting our communities • Better informed/formed world citizens • More competencies- thinking, writing, speaking
<p>Weaknesses (internal)</p> <ul style="list-style-type: none"> • Industry perspective • Busy • Turnover- lost some history • Inability to address public criticisms • Not always able to be fully prepared • Lifting up our students- how we elevate our student trustees' voices 	<p>Dangers (external) unintended consequences</p> <ul style="list-style-type: none"> • Lawsuits • Over capacity • Complacency • Sustaining momentum • Unsustainable success • Funding competitions • Paradigm shift • Consequences of the unknown • How to find our base
<p>Opportunities</p> <ul style="list-style-type: none"> • Job opportunities • Apprentices • Pipeline for careers • Problems can equal opportunities • Communication is an outreach 	<p>External Threats</p> <ul style="list-style-type: none"> • Expectation of full wrap around social service • Fulfilling basic needs • Funding- potential cuts • Unrealistic demands of salary increases • Violence in society

<ul style="list-style-type: none"> • Partnerships with K-12 institutions • Articulation with UC- SU schools in higher education • Partnerships with hospitality industry 	<ul style="list-style-type: none"> • Mental health issues in families • COVID • Loss of community support • Competition • Parent support • Morale from public comments
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8.0 LUNCH

9.0 CONSENSUS WORKSHOP TO SET PRIORITIES

The consensus workshop method was used to determine priorities and answer the question, *“What priorities does the Board need to consider for 2022-25 that will help the district meet its district-wide strategic plan goals and the colleges’ meet their educational master planning goals?”*

- Facilitator Ward asked the trustees to individually brainstorm some ideas that answer this question above. The trustees broke into pairs and shared their top ideas with each other. The pairs were then asked to put forward their top 2-3 clearest ideas.

The top boxes are the consensus of priorities, and the bulleted points below each box are brainstorm ideas. The most consensus starts from the left column.

Develop strategies to attract and retain students	Develop and implement plans that meet the basic needs of all students	Maintain a focus on academic excellence and student success	Expand opportunities that support workforce development	Develop a culture that fosters diversity, equity, inclusion, accessibility and belonging	Provide effective management and equitable allocation of district fiscal resources
<ul style="list-style-type: none"> • Increasing enrollment x2 • Streamline enrollment process • Adapting to changing student needs • Provide more services and classes online • Community basic need-language, citizenship, etc. 	<ul style="list-style-type: none"> • Respond to the needs of underrepresented student populations • Meeting students’ basic needs x2 • Bridging the tech gap and training • Collaboration with regional agencies for parity 	<ul style="list-style-type: none"> • Increasing student success; transfer by success rates • Maintain academic excellence • Meeting vision for success metrics • Putting aside time with student programs 	<ul style="list-style-type: none"> • Enhance Guided Pathways • Leveraging existing workforce agreements • Increase connectivity with employers • Pipeline development (reg. career prep connection) 	<ul style="list-style-type: none"> • Ongoing DEIA training for staff • Increase the hiring of a more diverse instructor population • Supporting professional development for DEIA/bias training 	<ul style="list-style-type: none"> • Funding advocacy • Ensure equitable fiscal allocation • Prioritize funding <p>*Stand-alone idea: Become more transparent of meetings by having them on Zoom</p>

10.0 REFLECTION FOCUSSED CONVERSATION

- Further review and refinement to these resulting Board Priorities will be completed before presenting the final version for approval at the October Board meeting for a first read, and for a second read/approval at the November Board meeting.
- Appreciation was shared for the focus on something new and different, i.e. speaking to workforce development, collaboration, student retention, D.E.I.A., etc..
- It was noted that these priorities actually speak to all we actually do as a community college. Our institutions are not just awarding degrees and certificates. These priorities are more aligned with the work that is actually conducted – and which needs to be done - through-out our district. It is holistically responsive to the needs of our community.
- It was noted that it is great that these new draft priorities still align with our strategic goals and educational master planning goals.
- Concern was expressed that we won’t have resources to address all of these priorities.
- Facilitator Ward noted that she would encourage us to prioritize our priorities. To identify what is absolutely essential vs. aspirational.

11.0 CLOSING AND NEXT STEPS

- Chancellor Gerhard shared the plans for the next steps to carry the work of the day forward.
- To disseminate the working draft of the summary of today’s work and identified priorities to the trustees in order to solicit feedback from the Board before the September Board meeting. The draft Board Priorities will then be added to the September Board meeting agenda as an information/discussion item.
- Once the Board Priorities are refined and finalized, we will bring them back as a first read at the October Board meeting, and as a second read/for approval at the November Board meeting.
- Facilitator Ward will synthesize all of the work captured on the poster board sheets and will create a summary document from today’s work and will then send it to the Chancellor and Board Coordinator for distribution to the Board.

12.0 ADJOURNMENT

Motion No. 2

Trustee Sbranti made a motion, seconded by Trustee Granger, to adjourn the meeting at 2:46 p.m.

Motion carried unanimously, 6-0

Motion carried by the following roll call vote:

AYES:	Gin, Granger, Heredia, Mojadedi, Reynoso, Sbranti
NOES:	None
ABSENT:	None
ABSTENTIONS:	None

13.0 NEXT MEETING OF THE BOARD OF TRUSTEES

The next meeting of the Board is a Regular Meeting, scheduled for September 13, 2022 at the Chabot-Las Positas Community College District Office, 7600 Dublin Blvd., Dublin, CA 94568.

Minutes prepared by:

Maisha Jameson
Recording Secretary
Chabot-Las Positas Community College District

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