

MINUTES OF THE GOVERNING BOARD  
OF THE CONTRA COSTA COMMUNITY COLLEGE DISTRICT

Special Meeting

Date: January 10, 2007

Time: 4:00 p.m. – Closed Session  
5:00 p.m. – Open Session

Place: San Ramon Campus  
1690 Watermill Road  
San Ramon, California

Presiding  
Officer: Jo Ann Cookman, President

ROLL CALL

Present

Jo Ann Cookman, President  
Tomi Van de Broeke, Vice President  
Sheila A. Grilli, Secretary  
John T. Nejedly  
Dr. Anthony T. Gordon  
Ivan Williams, Student Trustee

Absent

None

Those present constituted a quorum.

CALL TO ORDER

The meeting was called to order at 4:00 p.m. by President Cookman. The Board immediately recessed to closed session to discuss employee discipline/dismissal/release.

RECONVENE PUBLIC SESSION

President Cookman reconvened the public session at 5:15 p.m. and announced that no reportable action took place in closed session. The special meeting was scheduled in order for the Board to review and/or discuss the following:

- Board self-evaluation and goal setting;
- proposed 2007 Board topics; and
- Finance Committee composition and meeting dates.

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Board Self-Evaluation and Goal Setting (Presenter: Dr. Cindra Smith, Director of Education Services, Community College League of California)

Dr. Smith summarized the attached Board self-evaluation and goal setting results. In District Strategic Direction 1, Achieve Enrollment Growth to Better Serve Our Community. Ms. Grilli said it is difficult for the Board to achieve enrollment growth (Item 1.1). She added that the Board can only encourage growth, not achieve it. President Cookman and Ms. Van de Brooke said the Board is supposed to monitor growth and this is what they are currently doing. In Item 1.4, Chancellor Benjamin said the closure of the Regional Training Institute was omitted.

In District Strategic Direction 2, Reestablish the Fiscal Health of the District, President Cookman commended Dr. Benjamin and Mr. Williams commended Interim Vice Chancellor, Finance and Administration Doug Roberts for making sound fiscal decisions, based on District priorities and good information that ensure the long term financial health of the District (Item 2.2).

Dr. Smith then skipped to District Strategic Direction 4, Improve Student Learning and Improvement of their Educational Goals. Ms. Van de Brooke questioned the development of student learning (Item 4.1) and Dr. Gordon added that the focus should always be on teaching and learning and learning outcomes. In Item 4.3, Ms. Van de Brooke said the Board does not know how the District measures student success. Ms. Grilli said new programs should be encouraged. Chancellor Benjamin added that reporting out of new programs by staff should be done more frequently. In Item 4.4, Ms. Van de Brooke said a marketing study is needed.

In District Strategic Direction 3, Improve Morale throughout the Entire District, Ms. Van de Brooke said interaction within the community should be increased (Item 3.3). President Cookman said attendance at city council and school district meetings are important. Dr. Gordon said he would keep in close contact with his community to build trust and awareness. Ms. Grilli commented that there are communities within communities and it was up to each Board member to define their own community. All of the Board members agreed that increasing their visibility was a high priority.

Dr. Smith asked the Board members if they would like to continue with a similar evaluation process for 2008. All the Board members said they liked the evaluation format and agreed to use the same format next year.

President Cookman asked whether a subcommittee should be created to work on Board goals for 2008. Ms. Van de Brooke volunteered to serve on the subcommittee and begin work in July or August. Dr. Gordon added that the goals evaluated for 2007 should be continued and reevaluated in 2008. Dr. Gordon indicated that he would consider serving on the subcommittee.

At this point in the meeting, President Cookman asked that a brief recess be held and adjourned the meeting at 6:45 p.m. President Cookman reconvened the public session at 6:51 p.m.

**Summary of Results**  
**Governing Board Self-Evaluation 2007**  
**Contra Costa Community College District**

**Rating Scale**

**How did the Board perform on each of its roles related to the strategic directions?**

1. Very poor or non-existent performance
2. Performance met barely acceptable minimum standard
3. Acceptable performance
4. Good performance
5. Outstanding

**Note:** Progress reports were provided by the Chancellor related to board performance in Strategic Directions 1, 2, and 4. The Board identifies progress for Board goals for Strategic Direction 3.

**DISTRICT STRATEGIC DIRECTION 1: ACHIEVE ENROLLMENT GROWTH TO BETTER SERVE OUR COMMUNITY**

RATING	BOARD ROLES
<p style="text-align: center;"><b>3</b> (2, 3, 3, 4)</p> <p><i>Comments: no enrollment report last 2 months; need accountability, not just reports; no market survey; on line registration down</i></p>	<p><b>1.1 Monitor enrollment patterns by review and discussion of relevant reports.</b></p> <ul style="list-style-type: none"> <li>• By August 31, 2006, the Board will review market survey results that identify perceptions about and needs for Contra Costa Community College District (CCCCD) services, including those in the areas of general education, associate of arts degrees, transfer, (re) training, certificate/vocational education, and life long learning.  <b>PROGRESS:</b> An external environmental scan was completed in the Spring of 2006 by the research staff at DVC. An economic impact study was completed in the Fall of 2006. Staff will evaluate these data to determine what, if any, additional data are needed.</li> <li>• The Board will receive updated enrollment projections in January, April, July and September of 2006 in order to make effective decisions about enrollment and request additional information as appropriate.  <b>PROGRESS:</b> The Board receives a monthly report on enrollment including projections.</li> </ul>
<p style="text-align: center;"><b>2.7</b> (1, 3, 4 &amp; no response)</p> <p><i>Comments: did we allocate the resources?</i></p>	<p><b>1.2 Assure that appropriate resources are allocated to foster enrollment growth through the budget approval process and the Board's ongoing monitoring of expenditure categories.</b></p> <ul style="list-style-type: none"> <li>• Confirm that sufficient resources are effectively allocated in the 2006-07 budget to foster enrollment growth.  <b>PROGRESS:</b> The colleges prepare enrollment projections. The District verifies enrollment levels at census and funds any growth that has actually occurred.</li> </ul>
<p style="text-align: center;"><b>1.8</b> (1, 1, 2, 3)</p> <p><i>Comments: Market survey not yet done</i></p>	<p><b>1.3 Monitor the effectiveness of strategies designed to promote enrollment growth through review and discussion of relevant reports.</b></p> <ul style="list-style-type: none"> <li>• An enrollment management plan to increase enrollment in opportunity areas identified by the market survey to remove barriers for students is presented to the Board by August 31.  <b>PROGRESS:</b> The establishment of a Districtwide enrollment management plan was delayed due to a delay in the implementation of a market survey. A Districtwide enrollment management committee has been formed with representation from each of the college enrollment management committees. Issues being discussed include online late add codes, bilingual enrollment information, hardware reliability during enrollment, implementation of the enrollment planning module in Web Advisor, and 'One Stop' services for students.</li> </ul>
<p style="text-align: center;"><b>1.8</b> (1, 1, 2, 3)</p> <p><i>Comments: Plan not yet completed</i></p>	<p><b>1.4 To develop and monitor strategies to fulfill the economic development mission and assure that appropriate resources are allocated to the mission.</b></p> <ul style="list-style-type: none"> <li>• Board receives annual reports on college and District economic development efforts and reviews the return on investment.  <b>PROGRESS:</b> A Workforce Development Plan will be completed in the Spring of 2007. Additional data will be available from the economic impact study and the Districtwide strategic planning process.</li> </ul>

**DISTRICT STRATEGIC DIRECTION 2:  
REESTABLISH THE FISCAL HEALTH OF THE DISTRICT**

RATING	OBJECTIVES
<b>3.75</b> (3,4,4,4)	<p><b>2.1</b>    <b>Ensure that all Board members have adequate and appropriate knowledge related to fiscal standards and accountability.</b></p> <ul style="list-style-type: none"> <li>• A study session on the relevant documents to develop an understanding of the new accountability standards to assess the financial condition of community college districts developed by the State Chancellor's Office will be held in January 2006.</li> </ul> <p><b>PROGRESS:</b> Presented to the Governing Board in February 2006.</p>
<b>3.75</b> (3, 4,4,4)	<p><b>2.2</b>    <b>Make sound fiscal decisions, based on District priorities and good information that ensure the long term financial health of the District.</b></p> <ul style="list-style-type: none"> <li>• The Board will review the 2006-07 state allocation schedule as soon as it is available. <b>PROGRESS:</b> As part of the information presented in the tentative and adopted budgets, the VCFA shared the financial impact of the statewide budget with the Board.</li> <li>• Conduct study sessions on the needs and priorities of the District and budget assumptions and projections by May 1, 2006. The budget will include the following:             <ol style="list-style-type: none"> <li>1) District spending within the revenue budget and a minimum 5% reserve;</li> <li>2) Long-range projections of proposed expenditure commitments for Board review; and</li> <li>3) Recommendations on the fiscal implication of retiree health benefits and the GASB 45 requirement.</li> </ol> <p><b>PROGRESS:</b> The Board was involved in a Budget Study Session at the April 26, 2006 Board Meeting. A Preliminary Budget was presented to the Board at the May 31, 2006 Board Meeting. The Budget Values and Parameters were considered along with a Tentative Budget at the June 28, 2006 Board Meeting. The District's liability and options for addressing the GASB 45 requirement were presented at the July 26, 2006 Board Meeting. The Adopted Budget was approved by the Board at the August 30, 2006 Board Meeting. The Adopted Budget includes a 5% reserve.</p> </li> <li>• As part of all contract negotiations, the Board will review and discuss the long-range implications and revenues required to meet expenditure projections. <b>PROGRESS:</b> The Board considered long-range implications of revenues and expenditures at the budget study session at the April 26, 2006 Board Meeting.</li> <li>• The Board will receive a report and recommendations on the fiscal implications and revenue needs to complete current and proposed building projects in February 2006. <b>PROGRESS:</b> A five (5) year construction plan was presented to the Board at the January 25, 2006 Board meeting.</li> </ul>
<b>3.75</b> (3, 4,4, 4)  <i>Comments: I don't understand why finance committee not told about "found" 1.9 million at May meeting.</i>	<p><b>2.3</b>    <b>Monitor the fiscal health of the District.</b></p> <ul style="list-style-type: none"> <li>• In January and December of 2006, the Board will review the degrees to which CCCCD meets the criteria set forth in Accounting Advisory: Monitoring and Assessment of Fiscal Conditions. <b>PROGRESS:</b> A report was presented to the Board at the January 25, 2006 meeting outlining how the CCCCD is satisfying these criteria.</li> <li>• Reports will be given monthly on the rate at which District budgeted funds are being spent. <b>PROGRESS:</b> Each month the Board receives a Financial Performance Indicators report.</li> <li>• Once the annual audit is completed, a Board finance committee meeting will be held in which the auditing firm presents the findings to the Board. At the Board meeting following the finance committee meeting, the firm will formally present the findings to the Board. <b>PROGRESS:</b> The Board Finance Committee met on May 24, 2006 to receive the audit report. The minutes of the Board Finance Committee were presented to the full Board at the June 28, 2006 meeting.</li> <li>• Ensure that any deficiencies reported in the annual audit are addressed in a timely manner. <b>PROGRESS:</b> Reportable conditions are made known to responsible parties with instructions to correct deficiencies. The Board is made aware of this information.</li> </ul>

**DISTRICT STRATEGIC DIRECTION 4  
IMPROVE STUDENT LEARNING AND ACHIEVEMENT OF THEIR EDUCATIONAL GOALS**

RATING	OBJECTIVES
<b>3.5</b> (2, 3, 4,4)	<p><b>4.1</b> <i>Communicate and uphold educational values and strategies that support student learning in all Board deliberations.</i></p> <ul style="list-style-type: none"> <li>• Expect that the colleges have processes for determining the prevalence of excellent instructional practices as well as staff development activities to support those practices. <b>PROGRESS:</b> Each college offers flex activities at the beginning of both the Fall and Spring semesters (and at other times as appropriate). In addition, staff development activities are offered regularly. The recent passage of AB 1802 will provide the District with an additional \$150,000 to be used for staff development activities.</li> <li>• Ensure that funds are allocated through the budgeting process for sabbaticals and other activities to enable instructors to experiment with new teaching methods and that the results are publicized within the faculty. <b>PROGRESS:</b> Sabbatical leaves were funded for the 2006-07 academic year.</li> </ul>
<b>3.3</b> (4,3,3)  Comments: where are we with this?	<p><b>4.2</b> <i>Monitor student learning by reviewing reports on the establishment and assessment of student learning outcomes.</i></p> <ul style="list-style-type: none"> <li>• Ensure that the District is engaged in a systematic process of establishing and assessing student learning outcomes at the course, program and degree levels. <b>PROGRESS:</b> The Board received a status report on student learning outcomes at the April 26, 2006 Board meeting.</li> </ul>
<b>2</b> (1, 2, 2, 3)  Comments: Need to develop metrics	<p><b>4.3</b> <i>Expect and monitor that educational programs are high quality, cost effective, and support student success.</i></p> <ul style="list-style-type: none"> <li>• Ensure that the establishment, review, modifications, and elimination of programs are conducted and followed as set forth in Board policy. <b>PROGRESS:</b> The District Education Planning meeting was held on November 6. A report of the results of this meeting will be presented to the Board in January.</li> <li>• Identify metrics or measures that will engage the Board in monitoring the effectiveness of the educational programs. <b>PROGRESS:</b> During the study session at the April 26, 2006 Board meeting, the Board was introduced to the use of student learning outcomes as a way to monitor the effectiveness of educational programs in the District.</li> </ul>
<b>2.4</b> (1,2,5,3,3)  Comments: not yet completed	<p><b>4.4</b> <i>Expect and monitor that institutional planning meets the needs of the communities served by the District.</i></p> <ul style="list-style-type: none"> <li>• By July 1, 2007, the Board will receive a District master plan that addresses current and future community needs and an analysis of the District's response to those needs. <b>PROGRESS:</b> District staff are currently working with all constituent groups to develop and adopt a Districtwide strategic plan for the period 2007-2010.</li> </ul>
<b>2</b> (1, 2, 2,3)  Comments: not yet defined	<p><b>4.5</b> <i>Ensure that the workforce development for the CCCCDC reflects the mission called for by the state.</i></p> <ul style="list-style-type: none"> <li>• By December 2006, the Board will receive the workforce development plan for the District. <b>PROGRESS:</b> District staff is currently working with the community and District constituent groups to develop a comprehensive workforce development plan.</li> </ul>
<b>3.3</b> (3, 3, 4, no rating) Comments: Do students feel they are involved? How do we measure this?	<p><b>4.6</b> <i>Support student involvement in deliberations that involve student learning and educational goals.</i></p> <ul style="list-style-type: none"> <li>• Ensure that students have the opportunity to participate in constituent-based college leadership processes. <b>PROGRESS:</b> In addition to student government functions at each college, students actively participate in governance committees at both the college and District levels.</li> </ul>

**DISTRICT STRATEGIC DIRECTION 3:  
IMPROVE MORALE THROUGHOUT THE ENTIRE DISTRICT**

Rating	OBJECTIVES
<b>3.75</b> (3,4,4,4)	<p><b>3.1</b>    <b>Work together to create a well-functioning Board unit by adhering to principle of effective Boardsmanship.</b></p> <p>The January 2007 Board self-evaluation will show evidence of the following:</p> <ol style="list-style-type: none"> <li>1) that an open climate among Board members results in creative and respective problem solving and signals the District's commitment to superior student learning, sound financial management, and high employee satisfaction has been developed;</li> <li>2) Board members fully participate in regular Board retreats and study sessions to promote thoughtful and thorough discussion of issues;</li> <li>3) Board members are knowledgeable about principles of effective Boardsmanship and new Board members receive an orientation to their role;</li> <li>4) Board members participate in at least one professional development activity annually; and</li> <li>5) Board members fully prepare for Board meetings by reviewing all materials prior to the meeting and communicating any concerns or questions to the Chancellor.</li> </ol> <p><i>Progress/Comments : Since Chancellor Benjamin has been hired, the Board is given more information. The Board works well together and participates fully in meetings and retreats</i></p>
<b>4.</b> (3,4,4,5)	<p><b>3.2</b>    <b>Maintain a strong Board/Chancellor partnership by providing ongoing support and practicing open communication.</b></p> <ul style="list-style-type: none"> <li>• The Board chair will meet monthly with the Chancellor to review the Board agenda. <i>Progress/Comments: This occurs</i></li> <li>• Establish Board goals/tasks annually with the Chancellor and meet regularly to check progress toward goal achievement. <i>Progress/Comments: This was accomplished; add 6 months evaluation of goals/progress</i></li> <li>• Follow the process agreed upon for evaluation of the Chancellor. <i>Progress/Comments: yes; this was accomplished</i></li> <li>• Respond in a timely, thoughtful and candid manner to communications from the Chancellor and Board president regarding the business of the District. <i>Progress/Comments: Yes; this occurred</i></li> </ul>
<b>3.25</b> (3,3,3,4)	<p><b>3.3</b>    <b>Ensure that our interactions with our communities and constituencies are based on integrity, good will and mutual respect.</b></p> <ul style="list-style-type: none"> <li>• Define and honor communication protocols that promote best practices for communicating with community and employees. <i>Progress/Comments: Yes, but are they sufficient?; We continue to do this.</i></li> </ul>
<b>3.3</b> (3, 3, 4, no rating)	<p><b>3.4</b>    <b>Emphasize teamwork in our approach to problem solving through processes that adhere to applicable regulations and contracts.</b></p> <ul style="list-style-type: none"> <li>• Board members will uphold the principle and courtesy of "no surprises" regarding questions and concerns related to Board and District business by communicating with the Board chair and Chancellor. <i>Progress/Comments: This occurs, but need clarification on the procedures when it's appropriate to talk to the Board Chair about a possible "no" vote by a board member.</i></li> </ul>

	<ul style="list-style-type: none"> <li>Board members will uphold the principle that Board maintains positions on issues that 1063 before the Board are decided at the Board meeting after full debate and consideration of all points of view. <i>Progress/Comments: This occurs most of the time, but there was one instance where debate was not allowed; another time a motion to remove an item from the consent agenda was negated.</i></li> </ul>
<p><b>2.75</b> (1, 3, 3, 4)</p>	<p><b>3.5</b> <b>Actively support the colleges and advocate on their behalf in the communities they serve.</b></p> <ul style="list-style-type: none"> <li>Work with Chancellor to increase the total number of employees who respond to the climate survey by 20%. <i>Progress/Comments: Did not increase; Not sure how board can help</i></li> <li>Work with Chancellor to develop a plan for improving the five lowest and most important responses to statements on the climate survey. <i>Progress/Comments: Increased in top 5; Did we have a plan?; We have addressed some of these issues by restoring salaries and giving more information on the budget.</i></li> <li>Work with Chancellor to increase the number of climate survey respondents overall that agree or strongly agree to climate statements by 20%. <i>Progress/Comments: Increased; climate survey need average by box pages 2-4; Trying to improve morale by listening to employees and addressing concerns has helped; making sure that they have input into decisions that affect them (as much as time allows).</i></li> <li>Identify opportunities for the Board, the Chancellor and her designees to speak and interact with the community and to promote the District and its services. <i>Progress/Comments: Need a PowerPoint for board to take out to community; Chancellor Benjamin is very visible in the community; Board members should be more visible on the campuses and maybe attend city council meetings in the cities they represent once a year to promote the District and Colleges</i></li> <li>Improve dialogue among Board members and with the Chancellor to create a broader and better understanding of successes and challenges in the District. <i>Progress/Comments: this occurs, but I feel we could do a better job.</i></li> </ul>

## GENERAL COMMENTS and RECOMMENDATIONS FOR 2007 GOALS

The directions for open-ended questions were: *Please respond to the following questions regarding the Board's performance in 2006. You may wish to consider areas of Board responsibilities such as operating as a unit; representing the public good; linking with the community; contributing to a strong Board/CEO partnership; adhering to policy role (as opposed to administrative); upholding ethical and legal practice; monitoring institutional effectiveness; assuring fiscal strength and setting policy for fair human resource practices.*

1. What are the Board's strengths?
  - *Mutual respect (3)*
  - *Good intentions*
  - *Operate as a unit*
  - *Have the students' best interests at heart*
  - *Base decisions on assuring fiscal strength for the district*
  - *Frankness; ability to express opinions*
  - *Civil people, similar values, tolerate and excuse each others' weaknesses*
  
2. What were its major accomplishments?
  - *Successfully negotiated employee contracts using IBB (2)*
  - *Improved morale*
  - *Better reporting on performance*
  - *Restored employee salaries*
  - *Addressed the long-term retiree health benefits liability re GASB 45*
  - *Begun District Office reorganization*
  - *Bond measure*
  - *Support fiscal accountability, fiscally conservative and cautious; proceed prudently*
  - *Work within a transparent budget process*
  - *Optimistic about district*
  - *Present encouraging demeanor*
  - *Successfully support the Chancellor (for the most part) and recognize her hard work and truly remarkable problem solving skills*
  
3. What are areas in which the Board could improve?
  - *Setting measurable goals and indicators*
  - *Having more board procedures, such as a written procedure for appointing a board member.*
  - *More knowledge of college district*
  - *If members were more involved in doing the business of the district and board rather than own agendas. Discussions at board meetings can get bogged down with questions that have already been answered by staff and are repeated at meeting for effect. Board members may be too involved in pleasing everyone in the room, which, while desirable, is not always possible.*
  - *Raise the level of sophistication on board for more genuine discussion and reduce 3-2 vote surprises.*
  
4. I recommend that the Board has the following goals for the coming year:
  - *Members go out to community groups (2); develop powerpoint for board to take out to community groups*
  - *Establish student learning outcomes and performance measures (2)*
  - *Complete college plans*
  - *Report out on environmental scan*
  - *Put teeth into enrollment growth; increase understanding of competition and remedies for improving enrollment*
  - *Complete survey in 1st quarter of 2007*
  - *Support Community College Initiative*
  - *Generate more publicity; hiring an energetic PIO will keep colleges*
  - *Continue board involvement and understanding of budget and news from Sacramento*
  - *Increase board involvement in accreditation process (understanding and monitoring)*
  - *Continue to encourage good morale and good board/employee relations; build on recent remarkable developments in this area.*
  - *Discuss/define: What does success look like, FOR EXAMPLE*
    - i. *Paying employees in top third of Bay 10*
    - ii. *Morale survey results average 4 on the scale*
    - iii. *Student transfer role is "x"*
    - iv. *Community market survey indicates x% favorable rating*



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Proposed 2007 Board Topics***Amended on February 1, 2007\****

The Governing Board reviewed proposed 2007 Board topics and agreed on the following topics for this calendar year:

<b>Month</b>	<b>Topic(s)</b>
January	Economic impact study
February	Measure A Oversight Committee report Hay Group study results
March	Fiscal management assessment study
April**	Budget 2007-2008
May	Accountability Reporting for the Community Colleges (ARCC) Districtwide strategic plan
June	Districtwide course articulation High demand course responses, especially nursing
July**	Accreditation training
August	Emergency preparedness plan
September	Distance education
October	
November**	
December	

\*\*Study session

The Governing Board discussed whether the financial performance indicators reports should be presented quarterly rather than monthly. The time involved in the development of this report will be considered and a decision made later on this item. *\*Dr. Gordon asked that Project Labor Agreements (PLA) be discussed at one of the 2007 Board meetings, particularly the topic of using local minority workers.* Dr. Benjamin said the above list of reports was ambitious and added that staff put a great amount of work into the preparation of these reports. Chancellor Benjamin said every attempt would be made to present the reports as specified above, but noted that changes might occur throughout the year.

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Finance Committee Composition and Meeting Dates

President Cookman said the Board Finance Committee currently consists of two Board members. She suggested that the Governing Board president, along with one additional Board member, should serve on this committee. Dr. Benjamin said a process should be established for this committee. Mr. Nejedly suggested that appointments to the Finance Committee be made each January. For 2007, the Board agreed that President Cookman and Ms. Grilli would serve on the committee. The Governing Board agreed to agendaize and further discuss this item at its January 31, 2007, Board meeting.

ADJOURNMENT

There being no further business to come before the Governing Board, President Cookman adjourned the special meeting at 7:21 p.m.

Respectfully submitted,

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Secretary

HB:pk