

Meeting of the San Bernardino Community College District Board of Trustees  
Annual Board Retreat Minutes  
**SBCCD Board Room**  
May 30-31, 2017, 8:30 a.m. – 4:00 p.m.

Facilitated by Dr. Pamila J. Fisher, ACCT Consultant  
**DAY ONE: “IMPLEMENTING BEST PRACTICES”**

**Members Present:**

Joseph Williams, President (left at 10:10am, returned at 11:30am)  
Gloria Macias Harrison, Vice President (left at 1:40pm)  
Donna Ferracone, Clerk  
John Longville, Trustee  
Dr. Donald L. Singer, Trustee  
Dr. Anne L. Viricel, Trustee  
Frank Reyes, Trustee (left at 10:30am, returned at 11:45am)

**Members Absent:**

None

**CALL TO ORDER – PLEDGE OF ALLEGIANCE**

President Williams called the meeting to order at 8:28am. Trustee Viricel led the pledge of allegiance.

**PUBLIC COMMENTS**

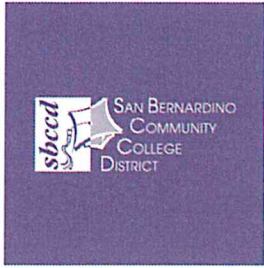
None

Due to scheduling conflicts with emergencies, the Board agreed to begin the agenda with a reflection of the past year, extending the May 30 Retreat to 5pm, and conclude at 1pm on May 31.

**REFLECTING ON THE PAST YEAR: ACCOMPLISHMENTS AND CHALLENGES**

**BOARD OF TRUSTEES ANNUAL SELF-EVALUATION**

- Board committee to work on the self-evaluation questions.
  - Q1 may not be appropriate for the survey next year as this tool is the Board's self-assessment.
  - Q6 needs clarification. Is it about student success or relationships with the Chancellor?
  - Q8 is a two-part question that should be two different questions. “Diverse interests” should be clarified. What are the strategies internally and externally to seek input?
  - Q10: Give the Board more information on closed session items.
  - Q13: Revise the question so it is not a YES/NO question.
  - Q15: Summary in June of who attended events.
  - Q16: Revise the question – more toward college foundations and advocating fund-raising.
  - Q19: Concerns should follow proper protocol and taken to the Chancellor. Board members should not give candidates applying for employment at SBCCD a letter of reference.



- Q20: Too broad. Example: To what extent does the board provide support to District Student Success?
- Consider Board priorities for the Board (what the Board wants to do). Consider a study session to develop Board priorities.

**ANNOUNCEMENT OF CLOSED SESSION ITEMS**

- Update on Goals, Government Code Section 54957(b)(1), Title: Chancellor

**PUBLIC COMMENTS ON CLOSED SESSION ITEMS**

None

**CONVENE CLOSED SESSION**

Closed session convened at 10:45am.

**RECONVENE PUBLIC MEETING**

Public meeting reconvened at 12:33pm.

**REPORT OF ACTION IN CLOSED SESSION**

None

**EFFECTIVE TRUSTEESHIP: KEY BEST PRACTICES**

- Policy vs. Operations
- Communication Protocols/Constituent Concerns
- Role of the Chair
- Board Committees
- Effective Meetings

**BOARD POLICY REVIEW**

- Board Role in Policy and Procedure Development
- Status of Current Review
- Policy and Procedure Alignment
- Policy on Policies (BP and AP 2410)
- Policy and Procedures for Chancellor Evaluation (BP and AP 2435)
- Miscellaneous Board Policies and Procedures
- Next Steps

**ADJOURN**

President Williams adjourned the meeting at 4:00pm.

Donna Ferracone, Clerk  
SBCCD Board of Trustees



### Items Discussed on May 30, 2017 for consideration:

- The Board was reminded of comments they made last year.
  - I'm trying to not take on every issue that comes along.
  - Reminding myself I don't have to respond to every comment.
  - We need to speak up more as a board.
  - Take the time to read the giant book but don't feel like I have the back issues and need to catch up.
  - People were coming to meetings more prepared and the use of electronics have curtailed.
  - Trust is still an issue.
  - Trying to control my sarcastic humor.
  - Working hard as the Chair to take the pulse of the Board.
  - Staff presentations need to be much shorter at board meetings.
- Suggestions regarding the comments:
  - Improve presentations given to the board.
    - Test run presentations with a supervisor using equipment in the Board room.
    - More consistency in what is being presented.
    - Needs an editor who will condense the verbal report.
    - Start with four parts, each answered in a sentence or two: What's the reason, is it required, what are the results, and what is next?
  - The Board tells Chancellor what the outcome should be. The Chancellor determines the process and method in which it is accomplished.
  - When the Board is asked questions, the Board should direct the question to the Chancellor.
  - The Board should be clearer in their expectations.
- What has changed since last year?
  - President Williams created the Executive Board, which has worked well and made for better communication.
  - Better Board discussions.
- Staff should not be in Board committees.
- Is it standing or ad hoc? The charge for ad hoc committees provides insights to bring back a recommendation to the full board. Review structure of board committees (is the board getting into the "weeds"? Are the committees more administrative?). Board Executive team is to review the charge, composition, and whether there is a need for each committee.
- Add committee charges to the website.
- Dissolve the Board to Board Ad Hoc as they are already in progress as a whole.
- Ideas to increase efficiency for the Board agenda:
  - Speaking to Board Items – The Board agreed to adjust the agenda relative to public comments. Comment on closed sessions, comments on agenda items as they come, and public comments on non-agenda items. Changes should be reflected on public comment form
- Crisis Management - How to react to large groups at Board meetings: prepare a script for the Board (what we can and cannot say/do), call for a break or resume closed session.
- Board should follow due process.

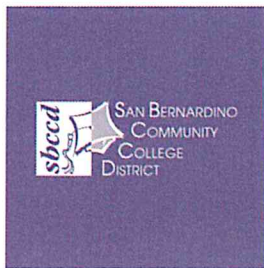




- We are up to date for accreditation. Currently working on vacation policy to include a statement from the Board encouraging staff to take vacations.
- BP 2410 Add "in matters relating to Board policies in Chapter 2, the Board will submit board policies and policy changes to District Assembly for information only. Board agreed to submit AP and BP to July Board Meeting.
- Submit BP and AP 2435 after BP and AP 2410. The evaluation should not be the same as what is used for managers. Use one evaluation for the campuses and another evaluation for others. Suggested use of a modified 360 evaluation. How the information from the evaluation is handled is critical.



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**San Bernardino Community College District Board of Trustees Annual Retreat (continued)  
DAY TWO: "CREATING OUR FUTURE"  
Agenda**

**Members Present:**

Joseph Williams, President  
Donna Ferracone, Clerk  
John Longville, Trustee  
Dr. Donald L. Singer, Trustee (left at 1:07pm)  
Dr. Anne L. Viricel, Trustee  
Frank Reyes, Trustee

**Members Absent:**

Gloria Macias Harrison, Vice President

**CALL TO ORDER**

President Williams called the meeting to order at 8:20am.

**PUBLIC COMMENTS**

None

**SBCCD'S ORGANIZATIONAL CULTURE**

**Strengths and Weaknesses**

**Collegial Consultation**

**District and Colleges Relationships**

**Change Management**

**SBCCD'S OVERVIEW OF CURRENT PLANNING PROCESS**

**Kinds of Plans, Terminology and Definitions**

**Process: Who Does What and When?**

**THE BOARD'S ROLE IN PLANNING**

**Opportunities and Responsibilities**

**Board Imperatives**

**Board's Goals**

**Chancellor's Goals**

**CRITICAL ISSUES TO ADDRESS**

**Integration and Alignment of Components**

**Utilization of Board Input and Direction**

**Possible Process Changes Going Forward**



## **SUMMARY AND PROPOSED FOLLOW-UP**

### **ADJOURN**

President Williams adjourned the meeting at 1:30pm.

  
Donna Ferracone, Clerk  
SBCCD Board of Trustees

### **Items Discussed on May 31, 2017 for consideration:**

- Glen Kuck gave a presentation on collegial consultation and institutional planning as attached.
- Colleges report out on program review in the fall and complete program review in April.
- The Board Annual Planning Engagement Calendar provides the board with three opportunities to “deep dive” into the planning.
- Change the title of Board Imperatives to Board Direction.
- Glen suggested a mid-year and end of year study session for deep dives contextualized in the Board’s planning.
- College student success committees should collaborate to bring the board the requested information.
- Board ad hoc committees should be called as needed for deep dives into specific information.
- If a Board member would like to have an item placed on the agenda, they should send the request to President Williams.
- Campus Student Success committee should be involved in the District Student Success committee. Board’s Ad Hoc committee for student success could come together as needed.
- President’s written report can be read by board members and not reported on at the board meetings.
- Board Policy committee will make changes in this order: BP/AP 2410, BP 2435, BP/AP 2510
- District started their program review. Reporting out will begin in the fall.
- State of the College (progress toward educational master plan, accreditation, and college plans) presentation given to the Board in April. The Board will then have an opportunity to dialogue and give input on how to help the colleges toward accomplishing plans.
- The Board would like to see a feasibility study for calendar options.
- Board Retreat should take place in May to align with the updates and goals for the year.
- Effective the fall, to better position ourselves with the colleges, the District is now known as Central Services. The District refers to all sites district-wide.
- Chancellor’s Goals
  - Publish the goals
- Record and ensure more effective meetings.
- Carefully examine the utilization of the KVCR proceeds.





- One time funding
- How it should be used
- Ongoing funding
- Collegial consultation

District Budget committee drafted a recommendation to the Board Budget committee who will meet in June for review. The Board Budget committee will make a recommendation to the full Board in July.

- Cancel the presentation Glen was scheduled to do. Already covered at Board Retreat.
- Send ideas for Board Priorities to Joseph
- Email ideas the Board would like to have study sessions on. Email Joseph and Joseph will discuss with the Executive Committee.
- Terminology changes should be publicized.
- Publish Board Directions and Chancellor's Goals at the July Board meeting.

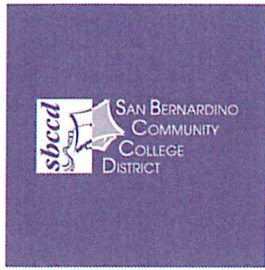
A new set of terminology will be used in the planning process. It is as follows:

- Institutional Values (done)
- Board Directions (formerly Board Imperatives - being drafted)
  - Student Success/Outcomes
  - Fiscal Stability
  - Diversity/Equity/Inclusion
  - Adopt best practices from Guided Pathways integrating funding for SSSP, basic skills, and student equity
  - Continue the development and implementation of district wide institutional processes
- Chancellor's Goals (done in February)
- Board's Priorities (comes out of board self-assessment - to be drafted)

Board priorities reflect those issues the Board believes are critical to the effectiveness of the Board and thus to the success of the District. They will be a focus of Board inquiry, discussion, and activity. For the 2017-2018 academic year, those priorities are:

- Complete the review of policies and procedures in Section 2000 of the Board Policy manual to ensure they are consistent with Board values and best practices.
- Increase the efficiency and effectiveness of board meetings by
  - Restructuring the number, timing and content of reports to the Board
  - Requesting that the format and content of formal presentations to the Board be brief, use a similar format where possible, focus on highlighting the most relevant points, and allow for more dialogue
  - Expecting that most agenda items will indicate their relevance to a specific board policy, board direction, or institutional goal
  - Spending more time during the board meetings focusing on the Big Picture, long-term issues.
- Create an annual plan for rigorously monitoring college/district progress on key issues.





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- Take responsibility for thoroughly reviewing options for the use of anticipated new revenues from a one-time source.
- Implement activities to expand the Board's connection to the communities throughout the service area to ensure the colleges are meeting their needs and taking advantage of potential opportunities and partnerships.
- Identify and conduct Study Sessions on critical topics such as, but not limited to, fiscal stability, enrollment management, flexible calendars and more.
- Ensure that Study Session meetings do not morph into business meetings and that campus constituencies are encouraged to participate.
- Continue to work toward being a cohesive proactive governing board that understands its role while challenging, supporting, and holding accountable the entire District in the pursuit of excellence.