

## **Special Governing Board Meeting Minutes (Tuesday, April 11, 2017)**

### **A. CALL MEETING TO ORDER**

**Procedural: 1. 4:30 p.m. - The Meeting will be called to order at the District Board Room, 40 South Market Street, San Jose, CA 95113**

The Board retreat was called to order at 4:45 p.m.

Board members present:

Ms. Mayra Cruz  
Ms. Wendy Ho  
Dr. Jeffrey Lease  
Mr. Craig Mann  
Mr. Rudy Nasol  
Ms. Huong Nguyen

Board Member Absent:

Mr. Scott Pham

### **Procedural: 2. Pledge of Allegiance**

Trustee Ho led the Board and members of the audience into the Pledge of Allegiance to the Flag.

### **Action, Procedural: 3. Adoption of the Agenda**

M/S/C (Lease/Ho) to adopt the agenda as submitted.

Board vote was as follows:

Trustees Cruz, Ho, Lease, Mann, Nasol and Nguyen voted yes.

### **Discussion, Information: 4. Governing Board Retreat**

Chancellor Budd and members of her Cabinet introduced themselves and shared at least one accomplishment over the past year. The Board members present also introduced themselves and discussed their length of time they have served as Trustees for the district, their current jobs, and the issues they are passionate about.

Dr. Cindra Smith, Facilitator, led the Board in a discussion regarding the mission, vision, values, strategic planning and aligning of the ends policies with the strategic initiatives.

Below are notes from the retreat provided by Dr. Smith.

#### **Ground Rules**

Trustees identified the following as the "ground rules" they follow to have positive and productive discussions: appreciate each other, allow each to speak without interruption, respectful, engaged, understand the importance of and model civility, focus on fixing not blaming, support board decisions, don't go down squirrel holes.

## **Board's Role in Planning**

Discussion included the board's role to set direction, including expectations for student success and community impact, which is reflected in the Ends statements. The consultant reviewed the Board's policy on planning. The Strategic Priorities are primarily the chancellor's responsibility, are designed to achieve the Ends, and are adopted by the Board. The process of establishing 2017-2024 Strategic Priorities is beginning; this workshop is to obtain Board input into the process.

## **Mission/Vision/Values Review**

The District Mission is stated in Ends Policies A, and is BP 1200. The consultant asked trustees to explore the intent and meaning of "empowering our students to become agents of socio-economic change." Discussion included that SJECCD education transforms their lives, enables them to have a better quality of life, impacts their families, encourages and results in community engagement and leadership, fosters opportunity, promotes equity, and achieves social justice. The Board also recognizes the diverse educational and workforce needs of the community. The Board affirmed the mission as written.

The District Vision is stated in Ends Policies A and is BP 1300. Discussion included removing the phrase "by the year 2017" and changing the word "becomes" to "is."

Different Values statements appear in Ends Policies A and BP 1400, which need to be aligned. After discussion and recognition that the update process had not been completed, consensus was to replace BP 1400 with the Values statement in Ends Policies A, and add definitions of the values opportunity, equity, and social justice.

## **SJECCD in 2024**

Trustees were asked to imagine themselves accepting an award in 2024 for the work of SJECCD, and to state specifically what the colleges had contributed to their communities. The concepts are intended to be used as desired in updating the Ends Policies and Strategic Priorities. They included:

- We have enabled the most vulnerable of our community to transform their lives.
- The poverty level is decreased by 50%.
- The district enjoys the lowest unemployment rate in the state.
- Colleges and graduates are the wheels and engine of the economy.
- Graduates are mentors and leaders in the community; they are striving and thriving.
- DACA is fully implemented and protects our students.
- The Promise program, partnering with the City, provides funding for every child.
- Underprepared students become college ready in 1 year.
- Students complete their goals efficiently, progress through college is accelerated.
- Dual enrollment is expanded, enabling students to progress more quickly.
- SJECCD enjoys strong, collaborative partnerships with business, industry, and the trades.
- Funds from lease of lands supports our programs.
- Endowment provides support for all first-generation students.
- Milpitas Center has expanded to full service center.
- 100% of the students who want to transfer successfully do so (UC, CSU, other four year).
- District and College goals are not only met, they are exceeded.
- District facilities and technology are nationally recognized as state of the art.
- There is harmony among faculty, classified and administrative organizations.
- Students are supported in all areas of their lives, including basic needs of food, safety, shelter, and personal and emotional health.

Based on the above discussion and ongoing knowledge of district needs, the consultant asked all participants to identify key and/or additional concepts that should be considered in the next planning cycle, particularly those directed to expectations for Student Success and expectations for Community Impact.

#### Concepts Related to Student Success

- Students efficiently complete their goals (metric is “reduced time to completion”)
- Students are employed in high-paying jobs (Current Ends Policy 1).
- Students become community leaders and are contributing members of the community.
- Graduates are employable in the high-tech industry and other areas of need, including the trades.
- Students’ physical (food, shelter, safety) and emotional needs are met so that they are able to focus and succeed in school.
- The “achievement gap” is eliminated—all groups succeed at an equitable rate.
- Students have a broad range of skills, are flexible and capable of responding to and thriving in a changing world.
- Students successfully transfer to the institutions of their choice, and succeed at that institution.

#### Concepts Related to Community Impact

- The technology industry is able to employ skilled workers from college programs.
- Business, industry, and the trades collaborate with the District to ensure high employment in quality jobs.
- The District is an active partner with civic and other community leaders to create a strong economy and foster social-economic equity and social justice. It is identified as a leader in the Silicon Valley.

#### Concepts Related to Strategic Priorities

- Demonstrate a culture of evidence (current Ends Policy 4)
- Be responsive and able to adapt quickly to changes in the environment, such as employment trends, needed skills, cost of living, etc.), as well as changes in demographics.
- Provide services that address the variety of student needs (including basic needs)

### **Aligning Ends Policies and Strategic Priorities**

The 2013-2017 Strategic Priorities were developed prior to the Board developing the Ends Policies, and informed the development of those. Strategic priorities are the purview and responsibility of the Chancellor, and should be designed to meet the Board’s Ends Policies.

Therefore, for this next planning cycle, the Board will first review and update the Ends Policies, if needed, so that the strategic priorities are designed to meet the Ends Policies. The Board will also identify, as charge to the CEO, concepts that should be incorporated into the priorities.

### **Measuring Progress/Dashboard**

Staff and board members discussed better alignment of reports to the Board regarding progress on the Ends Policies and Strategic Priorities. Ensuring that monitoring reports adequately enable the Board to do its job is a work in progress and involves continuous improvement.

### **Next Steps**

Trustees Cruz, Ho and Lease were appointed to an ad hoc committee to review the Ends Policies and make recommendations, if any, for changes. The committee will also review the Values to align Board Policy with the Governance Principles.

## **Consultant Comment on the Current Ends**

The “Ends Policies” of the institution are the result of all of the means (strategies) designed to ensure Student Success and to have a positive impact on the community. Discussion at the retreat led to the creation of an ad hoc committee to review the current Ends Policies and to recommend changes, if any, based on discussions at the retreat. The Ends Policies will frame the Strategic Priorities in the coming planning cycle.

The Global Ends statement defines expectations for student outcomes, identifies particular target groups, and addresses “cost.” It frames all of the other Ends Policies.

Ends Policies 1, 2, and 3 are more specific definitions of the skills and capabilities expected of students, and are subsumed under the Global Ends Policies. The Board may leave them, update them, and/or add to them.

Ends Policy 5 is the same as the current SP 1, Student Success. It defines expectations for the strategies of programs and community engagement. The Board may keep it as an Ends Policy, or decide it is sufficient to have it (or something similar) as a Strategic Priority.

Ends Policies 4 and 6 address strategies as well, and include important Board expectations for culture of evidence, commitment to excellence, and enrichment opportunities. Again, the Board may decide they should be Ends Policies, but also may direct the Chancellor to include them (or something similar) as Strategic Priorities.

The next step is for the Board's ad hoc committee to meet and discuss changes to the current Ends Policies and make recommendations to the full Board.

**Information: 5. 8:45 p.m. - The meeting will be adjourned.**

The meeting adjourned at 8:23 p.m.

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Dr. Deborah Budd, Board Secretary