MINUTES

SPECIAL MEETING OF THE BOARD OF TRUSTEES
SANTA BARBARA COMMUNITY COLLEGE DISTRICT

January 14 and 15, 2011

SPECIAL MEETING/STUDY SESSION
Room BC214

January 14, 2011 2:00pm-6:00pm
and
January 15, 2011 9:00am-12:00pm

Business Communication Center
West Campus
Santa Barbara City College
721 Cliff Drive

The Office of the Superintendent/President, Room A110 in the MacDougall Administration Center is the location where documents that are public records relating to any item under discussion on a Board agenda (including documents distributed with the agenda and those distributed to all or a majority of the members of the Board within 72 hours prior to a regular Board meeting or within 24 hours prior to a special or committee meeting) are available for public inspection.

Board agendas and supporting documents are also posted on the College website at http://www.sbcc.edu/boardoftrustees/.

1. GENERAL FUNCTIONS

1.1 CALL TO ORDER

President Haslund called the meeting to order.

1.2 ROLL CALL

Members present (both days):
Marty Blum
Marsha Croninger
Peter Haslund, President
Morris Jurkowitz
Joan Livingston
Luis Villegas, Vice President
Others present for all or a portion of these meetings:
Dr. Andreea M. Serban, Superintendent/President and Secretary of the Board of Trustees
Alarcón, Ignacio, Pres Academic Senate
Alsheimer, Cornelia, IA
Dr. Arellano, Ofelia, VP Cont Ed
Auchincloss, Liz, President CSEA
Bailey, Jack, Cont Ed Director
Carter, Phil, CSEA
Ehrlich, Sue, VP HRLA
Flores, Carol, Cont Ed Director
Dr. Friedlander, Jack EVP Ed Prgrms
Harper, Andrew, Cont Ed Director
Harris, Ken, Cont Ed Director
Meyers, Judy, Instructor
Nevin, Dean, President Elect Academic Senate
O’Connor, Kathy, Interim PE Dir.
Schaffner, Bonnie, Dean CE
Stoddard, Ellen, PCW
Sullivan, Joe, VP Business Services
Torres, Magdalena, Adjunct Faculty/Staff
Zuniga-Lomeli, Sonia, SML Instructor

1.3 WELCOME
President Haslund extended a cordial welcome to all.

1.4 HEARING OF CITIZENS
January 14, 2011:
Academic Senate President Elect Dean Nevins spoke to the board requesting civility, board unity, and avoidance of micromanagement.

January 15, 2011:
Magdalena Torres spoke to the respect for individual board members and asked the Board to work together as a unit for the good of the college and to refrain from micromanaging.

2. STUDY SESSION
Dr. Haslund requested that the audience members introduce themselves.

Dr. Cindra Smith, board retreat facilitator, was then introduced.

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Ground Rules
Dr. Smith requested that retreat participants identify ground rules for discussions that would ensure that the retreat is positive and productive. The “rules” included:
- Open sharing of ideas
- Engage in civil discourse
- Listen for understanding to other points of view
- Show respect for each other and other points of view
- Stay on topic, but have a “parking lot” to identify topics that arise.
- Have fun: incorporate humor

Members agreed to honor the ground rules.

Introductions and Dreams for the College
Dr. Smith asked retreat participants to introduce themselves and to identify their dreams for SBCC. “Dreams” included that:
• Students and community members are able to stay current with technology and job skills; they succeed and achieve their passions
• All constituencies are engaged with the college, including education, business, and community groups
• Board, CEO, and all employees form a strong partnership to achieve dreams
• Students continue to feel SBCC is the best place to go to college

In addition, we want SBCC to:
• Continue to be entrepreneurial and a leader in innovation
• Maintain and fulfill its mission
• Be fiscally stable and a model for dealing with fiscal decline
• Be the “shining beacon on the hill” and continue to maintain a beautiful campus

In addition, as a board, we intend that we:
• preserve and nurture an environment in which staff can thrive
• are able to maintain the pride in and about SBCC
• function well as a board
• continue to value and respect innovation, openness, good human relations
• are accountable to our community
• create an environment in which faculty can continue to provide outstanding education that leads to student success.

Dr. Smith noted the common themes in the dreams that all board members and the president have for the college.

Anticipated Outcomes
The facilitator noted the outcomes that were identified through the phone conversations with each trustee prior to the retreat, and invited trustees to comment on and add to the list. Anticipated outcomes were:
• Understand what was learned from the election: have a courageous conversation
• Make a start to building trust
• Get a sense of a positive future direction for the board
• Identify some priorities for the coming year
• Be able to trust each other, which involves getting to know each other, being consistent and reliable, following through on commitments, honesty, be willing to check assumptions with each other, communication
• Better understand the importance of and what contributes to good board/CEO relations
• Begin to come to agreement on a set of communication protocols
• Better understand the policy role of the board
• Address the fiscal and fundraising role of the board
• Have patience with the process of developing team and making change
• Understand what we don’t understand and need to learn
• Build a sense of team

Board Roles
As a final introductory activity, the facilitator noted how trustees had defined the role of the board in the telephone interviews and provided a time for additional responses, including:
• Promote, support, and advocate for the college
• Connect with and represent the community
• Set tone for the college
• Make policy
• Nurture and support innovation and the free flow of ideas
• Look ahead to future
• Be involved in increasing revenues
• Accountable to public
• Understand and relate with the state system

Strengthening the Board Team

Team-Building
Participants noted the importance of building a sense of team on the board, of moving from a “we/they” to a sense of “us.” The facilitator discussed the stages of team development including forming, storming, norming, and performing. She noted that the SBCC board is in the “storming” phase, where norms and values are being negotiated and determined, which is necessary to get to the norming stage, where values, practices, goals and ways of operating are accepted by all. Participants identified that being a strong team involves:
• Having a common goal, in this case, student success
• Everyone is pulling in the same direction and “has each others’ back”
• Slowing things down, having patience with the “storming” process of team development
• Agreeing to disagree, with civility
• Having open and regular discussions
• Understanding and appreciating each others’ perspectives; getting to know each others’ strengths and appreciating the contributions each makes
• Having shared values

What was learned from the Election?
The most recent election for trustees to the board was contentious. Discussion included that now that the election is over, it is time to work together and to let go of the political campaign rhetoric that could continue to divide the board. Board members discussed what they learned from the election process and results that should continue to inform board policy and direction:
• The community is vitally interested in the college; and there is lots of support for the college. The board and staff should continue to be engaged with the community
• Decision-making should include ample opportunity for community input; the rationale for and background for decisions should be clear and public. People in the community should know they are being listened to; the board should provide feedback that they are heard (within the constraints of the Brown Act)
• The board should take into account that the direction and priorities for the college may need to be tweaked; there were people who were deeply unhappy about recent decisions.
• We need to be patient and listen to each other with the intent to understand different perspectives; we need to check assumptions and be dedicated to talking through issues.
• We need to ensure that all parties having accurate information; we need processes to ensure we are informed and check facts

Clarifying Board and CEO Roles and Protocols

Dr. Cindra Smith noted that SBCC board policies addressed a number of board and CEO roles, and that board members were provided with key policies for the retreat. She discussed the importance of boards and CEOs coming to agreement on protocols and practices related to roles and communication
protocols. She distributed a list of topics that are commonly reviewed when there is a new board or CEO to assure mutual expectations. She reinforced the first principle—the board operates and has authority only as a unit—as being key to all other principles. In particular, individual trustees have no authority to direct staff and the CEO is responsible to the board as a whole.

Communication Protocols
Board members discussed the importance and value of being accessible and open to members of the public and college employees, of reinforcing and supporting ongoing CEO/board communication and a strong partnership, and the importance of using good judgment when listening to concerns. Discussion included the implications of trustee and public requests on staff time, and the responsibility of the board to protect and ensure that staff time and college resources are dedicated to priorities established by the board as a whole and the college.

The following protocols were proposed:

- Trustees will avoid making any promises to individuals on behalf of the board; they will refer concerns to the college president. The president will ensure that concerns are addressed and provide feedback to the trustee.
- The primary sources for information are through the president and board meetings, committee meetings, study sessions; trustees will work through the president’s office to get the information they desire. The president will ensure that trustees’ requests for information are forwarded to the appropriate people for response in a timely manner. Per board policy, requests that require a significant amount of time and resources may be referred by the college president to the board for approval.
- Responses to requests from one trustee will be forwarded to all trustees to assure that all trustees are informed.
- Trustees are encouraged to attend campus events as much as possible to be accessible to college staff and show support for the college.
- Trustees will provide a courtesy call to the CEO when they will be visiting campus; this strengthens the trustee/CEO relationship.
- Trustees may set up specific times at the college when they will be available to college and the public.
- An opportunity will be provided at each study session for trustees to propose items for board meeting agendas. Trustees may also contact the board chair to request agenda items.
- There may be need for the board, as a new board, to have additional study sessions and meetings to thoroughly explore and learn together about college issues.

Policy Role
Participants were asked to define policy. Classic definitions include that policy defines the broad goals for the college and values or parameters by which staff should operate. It was noted that the more narrow the policy, the less flexibility staff have. SBCC is a member of the CCLC Policy and Procedure Service, which provides policy samples and updates for the policies that boards are legally required or advised to have.

Procedures are delegated to college staff and include the details of how policy is implemented. It was discussed that differentiating between policy and procedure may depend on the topic and situation. Discussion also included:

- There is a comprehensive process (outlines in policy and procedure) through which policy is developed and reviewed that involves all college constituents.
• The college has been and will continue to be engaged in a systematic process of extensively reviewing and updating all policies and procedures. Most policies and procedures are accessible on the website; the intent is to have all available on the website within the year.
• Proposals for policy are most often generated by college staff; board members may propose ideas for policy, which will be developed and refined by staff.

Closing Comments on January 14, 2011

At the close of the first day of the special board retreat/study session, the staff members in attendance were invited to comment on the discussion. They reported being gratified by the open communication and the willingness and ability of the board members to explore issues and find common ground. They hope that the board will come together as a cohesive unit to govern the college, and continue the civil, respectful, open style of discussions.

January 15, 2011

Honing the Mission: The Role of Noncredit

CCC Vice Chancellor Barry Russell discussed policy direction from the CCC Chancellor’s Office, noncredit laws and regulations, the course approval process and criteria, and specific issues pertaining to SBCC. Discussion included the intent of the Legislature to reduce offerings in areas other than basic skills, workforce training, and transfer; as well as advocacy for local flexibility particularly in relation to expectations of the Santa Barbara community.

Topics and Priorities for the Coming Year

Facilitator Dr. Cindra Smith listed some priorities identified by trustees in the pre-study session phone interviews. She noted that some were in addition to the priorities adopted in September 2010 and that setting new ones means that other work may not get done. Board and CEO discussion resulted in the following proposed list:

Issues raised in the election campaign lead to the following “new” priorities:
• Review the continuing education program to ensure that it is fiscally sustainable, complies with legal parameters, and responds to the community.
• Review the parent-child workshop program to ensure it is fiscally sustainable.
• Ensure that decision-making processes at the college are open and transparent and that the community understands the rationale for decisions.

Other priorities include reviewing board roles and responsibilities, as follows:
• Review and be appropriately involved in the budget development process. The board will review principles and parameters, and set targets for an appropriate reserve level during these difficult fiscal times.
• Review and refine processes for a consistent, board-supported voice to and connection with community and media, perhaps including a board community relations committee.
• Review and refine advocacy role and strategies for the board.
• Appropriately involve the board in master/strategic planning, including the 2011-2014 strategic plan.
• Review and refine the board role in revenue enhancement, including fund-raising and local and state advocacy.
• Strengthen board knowledge and skills, and strengthen the board as a unit in order to provide leadership for a positive climate at SBCC and a strong, positive reputation for the college.
• Review the timing, content, and format of board meetings and study sessions to provide thorough education on board roles and ample opportunity to explore key issues facing the district. At the same time, board meetings should use trustee and staff time and resources efficiently and well. Discussion included the possibility of appointing a committee to propose a schedule of meetings and topics, and possible formats. A related activity is to review and ensure the effectiveness of board committees.

Evaluation and Closing

The anticipated outcomes were reviewed, and general consensus was that a good start was made toward almost all outcomes. Additional study sessions/retreats may be needed to continue to strengthen the board.

3. ADJOURNMENT

The study session was adjourned at 12:05 p.m. on Saturday, January 15, 2011.

The next Regular Meeting of the Board of Trustees will be held on Thursday, January 27, 2011 at 4:00 p.m. in A211.

APPROVED BY THE BOARD OF TRUSTEES ON February 13, 2014

[Signatures]

President, Board of Trustees
Superintendent/President
Secretary/Clerk of the Board