

**COCONINO COUNTY COMMUNITY COLLEGE
DISTRICT GOVERNING BOARD**

REGULAR MEETING

June 24, 2014



**COCONINO COUNTY COMMUNITY COLLEGE
MINUTES OF A REGULAR MEETING
OF THE
DISTRICT GOVERNING BOARD
June 24, 2014**

A retreat for the Coconino County Community College District Governing Board was held at the Colton House, Flagstaff, Arizona. Board Chair, Mr. Patrick Hurley, called the meeting to order at 8:14 am.

PRESENT: Patrick Hurley
Patricia Garcia
Gioia Goodrum
Lloyd Hammonds

ABSENT: Nat White

Also present: Dr. Leah Bornstein, CCC President; Ms. Pamela Fisher, ACCT Leadership Consultant; Ms. Jami Van Ess, Dr. Russ Rothamer, Ms. Joan White, and Ms. April Sandoval.

Reports, summaries, background material, and other documents referred to in these minutes can be found in the June 24, 2014 Documents File.

EXECUTIVE SESSION At 8:19 am a motion was made by Ms. Gioia Goodrum and seconded by Ms. Patty Garcia to enter into Executive Session pursuant to A.R.S. § 38-431.03(A)(1) for discussion of the President’s annual performance evaluation.

RECONVENED IN OPEN SESSION at 11:33 am.

Follow Up	
•	Patrick Hurley and Leah Bornstein will meet with Nat White to bring him up to speed on the discussion that occurred at the retreat.
•	Update the policy on the Board Chair to more clearly define the chair’s role.
•	Review all board related policy to determine if additional updates are needed.
•	Consider an extension to the strategic plan at the Board’s August meeting.
•	Complete individual goals (see page 4).

Important Dates	
August 26 th	DGB/Foundation Joint Meeting
September 12 th	Foundation Annual Meeting and Breakfast
October 11 th	Page Golf Tournament
October 31 st to November 1 st	Page Balloon Regatta

BOARD SELF-APPRAISAL

Dr. Pamela Fisher helped the Board review the self-appraisal document prepared by the Coconino Community College Office of Institutional Research and Assessment.

The Board discussed several ways to conduct board meetings that would allow for more discussion. Some of the ideas that were discussed including an executive session (where allowed by law); making sure the Board has time to think about their decisions; making sure that any dissenting vote is heard; and avoiding a rush to make decisions because items are on the agenda as an action item.

The answers to many of the questions on the survey showed that the board feels a need for board development. Some additional common themes that emerged were that it is important to discuss student success; ways to raise the board's visibility; and board outreach. The Board also discussed best practices of effective boards and about how to respond to community comments/complaints.

LESSONS LEARNED AND CREATING MAJOR CHANGE

The discussion over lunch focused on lessons learned from other institutions that have been in crisis. As part of this discussion, the Board suggested that we send the faculty and staff highlights of each meeting.

Mr. Patrick Hurley and Dr. Leah Bornstein will meet with Nat White to bring him up to speed on the discussion that occurred at the retreat.

Ms. Patty Garcia and Mr. Patrick Hurley will work on creating a summary of the President's performance evaluation.

The Board will review the policy on the Board Chair's role and expand that policy to more clearly define the chair's role.

The Board will also review all Board related policy to determine if any additional updates are needed.

The discussion in the afternoon started with a discussion of how the Board can assist in the process of creating major change. The Board reviewed several handouts from ACCT on their role and the importance of student success.

CREATING CCC'S FUTURE

The next discussion topic was creating CCC's future. Dr. Bornstein presented items related to the upcoming strategic planning process. Our current strategic plan ends in June of 2015. Dr. Bornstein will be coming to the Board in August with a request to change that end date to December of 2015 and to request that our next strategic plan cover five years rather than three. The five year timeline will allow us to align our efforts with the national movement focused on completion. The discussion reviewed the strategic planning process and how the plan is reviewed and updated each year.

The Board will be invited to an environmental scan presentation in September to review current trends in higher education. In addition to the time extension in August, the Board will be asked to approve a set of overarching goals in January 2015 and to adopt the final strategic plan in November 2015.

Discussion then moved to strategic initiatives to generate income to maintain our programs within the community without having to go through another override. Some ideas that were discussed included:

- Increase tuition by either \$2 or \$3 per year
- Keep the programs we have and increase access while keeping the same number of faculty and staff. This may mean an increase in class size, maximizing our use of classrooms, and reducing elective courses.
- Increasing faculty load on an annual basis.

These suggestions could provide us with enough time to develop additional funding streams and start working on new ideas.

THE POLICY ACTION AGENDA

The Board reviewed the Association for Community College Trustees Policy Action agenda regarding student success. This agenda address the following:

Strategic Goals

1. Reaffirm the mission of the college and its commitment to ensure access, success, and equity for all students, while affirming that quality must undergird all credentials granted by the institution.
2. Ensure that the institutional strategic plan gives priority to student success and equity, and aligns the institutional budget with student success goals.
3. Request and endorse a completion agenda framework for your institution, including consistent and comparable definitions for completion and student success such as those included in the Voluntary Framework of Accountability, to ensure uniformity and quality.

Partnerships

4. Strengthen partnerships with colleges, universities and Pre K-12 systems, particularly in the areas of articulation, assessment, placement and college readiness.
5. Engage employers, workforce boards, and community organizations to ensure the value of associate degrees and certificates and their relevance to local and regional labor markets.

Measurements and Metrics

6. Commit to track all entering student cohorts for at least five years and examine cohort data to determine the effectiveness of developmental education and other programs.
7. Ensure that metrics for institutional performance and student success incorporate employment and wage data for college graduates.
8. Require that measures of student success be prominently featured in periodic institutional reports to the board.
9. Invest in building institutional capacity for data- and evidence-informed work, including development of data systems and institutional research.
10. Align board self-evaluation and president/CEO evaluation with defined student success measures.

Board Priorities

11. Ensure that the institutional budget clearly reflects priority placed on improvement in student success and college completion.
12. Through Board policy and strategic direction, provide support for the CEO to lead courageous and transformational work focused on student success.
13. Establish regular opportunities for the board to engage in meaningful, data-informed discussions about priorities and progress on the college's student success agenda.
14. Invest in implementation of evidence-based educational pathways for students, regardless of their level of college readiness upon entry.
15. Upon recommendation by the CEO, adopt student success policies and support practices at scale, including practices that can lead to transformational change in college orientation, academic skills assessment, course placement, educational planning, early academic alert systems, and other evidence-based interventions.
16. Commit to ongoing professional development for the board.

BOARD AND PRESIDENT'S GOALS

The President and the Board discussed setting some goals for the next year. Those goals were as follows:

Board Priorities

1. Student Success
2. Fiscal Stability/Sustainability
3. Strategic Plan
4. Advocacy/Visibility
5. Board Development

President's Goals

1. Student Success
2. (Finish) + 6 months Current Plan (will ask for extension for 6 months in August)
3. Lead (new) strategic plan
4. Fiscal Stability/Sustainability
5. Advocacy/Visibility

The Board will use these goals at next June's retreat to evaluate the President's and the Board's performance over the next year. There will also be at least a mid-year check in on progress on these goals.

The Board also committed to some individual goals over the coming year. Those goals were:

1. Gioia Goodrum – More advocacy and visibility.
2. Lloyd Hammonds – Interaction with other board members, greater sensitivity to other board members and clarity on the goals for the next year.
3. Patty Garcia – Board development and further research on student success.
4. Patrick Hurley – To take part in a state legislative advocacy group and fiscal stability.

ADJOURNMENT: The meeting was adjourned at 4:54 pm.

MINUTES PREPARED BY:

April Sandoval
Board Recorder

ATTEST:

APPROVED:

Patricia Garcia
Vice Chair/Secretary of the Board

Patrick Hurley
Board Chair