

**COCONINO COMMUNITY COLLEGE
DISTRICT GOVERNING BOARD**

RETREAT

JUNE 7, 2024



**COCONINO COMMUNITY COLLEGE
MINUTES OF A RETREAT
OF THE
DISTRICT GOVERNING BOARD
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A Retreat of the Coconino Community College District Governing Board was held at 2378 N Cypress Point Dr, Flagstaff, AZ, 86004. Board Chair Joey Smith called the meeting to order on June 7, 2024, at 8:43 am.

PRESENT: Patricia Garcia
Patrick Hurley
Joey Smith
Nat White
Eric Eikenberry (via Phone)

Also Present: Dr. Eric Heiser, Dr. Mary Spilde, Mr. Keith Becker, and Ms. Kirsten Mead.

The June 7, 2024, documents file contains reports, summaries, background material, and other documents referred to in these minutes.

District Governing Board Self-Assessment – Chair Joey Smith

Dr. Mary Spilde reviewed the District Governing Board Self-Assessment with the Board. Chair Smith clarified that in the self-assessment report, a rating of one signifies disagreement, while a rating of five signifies agreement. For additional details, refer to the documents file for June 7, 2024.

Self-Assessment Strengths:

- **Agendas and Policies:**
 - **Agenda Relevance:** The Board confirmed that meeting agendas are consistently relevant and focused on key issues
 - **Cooperative Spirit:** A cooperative atmosphere is essential for effective Board function
 - **Legacy Policy Consideration:** With upcoming Board elections, assessing and preserving important legacy policies is necessary
 - **Systematic Policy Review:** The Board highlighted the importance of regularly reviewing policies at each meeting
 - **Pre-COVID Practice:** The Board aims to reinstate this practice by routine policy reviews that were standard before COVID-19
 - **Review Frequency:** Best practices suggest reviewing one-third of policies annually or one-fifth over five years
 - **Presidential Role Clarification:** The Board requested a review of policies defining the President’s role
 - **Policy Governance:** Emphasis on adherence to a policy governance model is crucial
 - **Codifying Traditions:** Traditions like the Vice Chair becoming Chair should be formally established in policy
 - **Majority Vote Definition:** Clear guidelines for what constitutes a majority vote are needed

- **Public Comment Time Limits:** Establish a defined time range for public comments, from 2 to 20 minutes
- **Work Sessions:**
 - **Optimize Work Sessions:** Ensure work sessions are as productive and beneficial as possible for the Board
 - **Structured Information Flow:** Staff will present information to the Board during work sessions, with corresponding actions to be taken at the next regular meeting
 - **Cabinet Presentations:** Cabinet members will provide updates and presentations during work sessions to keep the Board informed
 - **Policy Development:** Establish a clear policy outlining the structure and content of work sessions
- **Board-Staff Relations:**
 - **Clarified Communication Channel:** Reinforce that the President serves as the sole point of contact between the Board and College staff
 - **Information Requests by Board Members:** If a Board member requests unavailable information or requires significant staff time to compile, the President can deny the request. This ensures that no individual Board member appears to direct staff, as the Board collectively manages the President.
 - **Fund Balance Policy:** The Board should develop a policy that addresses the Fund balance amount rather than including this detail within broader policies
 - **Job Description and Code of Ethics:** Establish clear job descriptions and a code of ethics for Board members to guide their roles and responsibilities
 - **Interaction with College Employees:** Board members should avoid direct interaction with College employees; all communications and requests for information should be routed through the President
- **Succession Planning and Onboarding:**
 - **Establish a Comprehensive Onboarding Policy:** Create a clear and structured onboarding policy for new Board members
 - **Formal Training:** Ensure new members receive formal training on Arizona Open Meeting Law, facilitated by the President and Legal Counsel
 - **Mentorship Program:** Encourage current Board members to mentor new members, fostering a smooth transition
 - **Mandatory Governance Training:** Require new members to attend an ACCT Governance Leadership Institute within their first year
 - **Leverage ACCT Resources:** Incorporate the ACCT Learning Management System – Governance 101 into the onboarding process
 - **Policy Update:** Revise the onboarding policy to include these specific requirements and ensure consistency in the process
- **Community Engagement and President's Role:**
 - **Improved Communication:** The Board aims to stay better informed about county-wide developments through regular updates from the President
 - **Strengthen Key Relationships:** Deepen the President's relationship with the County Board of Supervisors
 - **Insightful Work Sessions:** Incorporate staff and faculty presentations in work sessions to deepen Board understanding
 - **Insightful Presentations:** Include staff and faculty presentations during work sessions to give the Board deeper insights

- **Diverse Meeting Locations:** Hold Board meetings in various county locations to boost community involvement
- **Engagement Through Focus Groups:** Organize focus groups in under-engaged areas to inform strategic planning.
- **Joint Meetings:** Explore the possibility of hosting a joint meeting with the County Board of Supervisors to foster collaboration
- **Leadership Confidence:** Reinforce the Board's trust in the President's leadership and decision-making abilities
- **Financial Planning and Budgeting:**
 - **Increased Involvement in Fiscal Planning:** The Board has historically focused on crisis-mode budgeting and has not been deeply involved in long-range fiscal planning. The Board aims to take a more active role in this area.
 - **Positive Reception of Informed Budget Process (IBP):** The Board has found the new informed budget process (IBP) highly valuable and insightful, enhancing their understanding of the College's financial planning
 - **Accreditation:** The Board remains appropriately engaged in the accreditation process
- **Community Relations and Fundraising:**
 - **Active Community Engagement:** Board members regularly interact with community members to promote the College and strengthen its presence within the community
 - **Support for Fundraising Efforts:** The Board actively supports the College Foundation's fundraising initiatives, with members attending events and collaborating closely with the Foundation Board
 - **Diverse Contributions:** While not all Board members can contribute financially, they each bring valuable skills and resources that benefit the College and the Foundation in meaningful ways
 - **Facilitating Stakeholder Relationships:** The Board plays a crucial role in building and maintaining strong relationships with community stakeholders, fostering partnerships that support the College's mission and goals

Self-Assessment Areas for Improvement:

- **Interaction with Employees:** Develop clear guidelines to ensure appropriate and effective communication between Board members and College employees, emphasizing the importance of maintaining professional boundaries and following established protocols.
- **Strategic Planning for Facilities and Programs:** Strengthen long-term planning efforts for College facilities and programs, focusing on sustainability, growth, and alignment with the institution's mission and future needs.
- **Data-Driven Decision Making:**
 - Clearly define the principles and practices of data-driven decision making within the Board's framework
 - Prioritize the analysis of relevant and actionable data to inform Board decisions
 - Regularly include data on demographic changes among staff, faculty, and students in Board work sessions to ensure informed decision-making
 - Closely monitor completion rates and other key performance indicators to assess progress and areas for improvement
 - Leverage the "Achieving the Dream" (ATD) initiative to enhance the Board's use of data in guiding decisions
 - Prepare for the launch of the new Edify dashboard in the Fall, ensuring it includes the specific metrics and data points requested by the Board

- Recognize the significant progress made in adopting data-driven approaches over the past year and continue building on this momentum

Other Board Discussion:

- **Diminished Visibility:** The Board expressed concern that their presence and relevance within the county and College community have noticeably declined.
- **Exclusion from Key Events:** Board members highlighted that they are frequently not invited to significant community and internal College events, including traditional gatherings like the Fourth of July parades.
- **Reduced Prominence of Board Photos:** The decision to relocate Board photos from a prominent location to an outdoor area has further decreased their visibility and connection with the community.
- **Lack of Official Recognition:** During previous community events, the Board was not acknowledged as elected officials, undermining their role as College representatives.
- **Call for Institutional Recognition:** The Board emphasized the importance of being recognized as elected officials, underscoring that such recognition reflects the institution's standing rather than individual members' status.
- **Steps to Enhance Engagement:** The College will take proactive measures to ensure the Board is included in invitations to relevant events and kept informed about important College activities.

Dr. Spilde acknowledged the Board's concern and noted that this issue is prevalent among community colleges nationwide.

Discuss President/Administration Goals and Priorities for Fiscal Year 2025

Board and President Goals:

- **President's Priorities:**
 - Focus on Achieving the Dream (ATD) initiatives and Wildly Important Goals (WIGs)
 - Implement holistic student supports through the internal ATD core team (15-17 College employees)
 - Provide training to staff or adapt current models for staff development
 - Increase student retention, course success rates, and student support
 - Multi-year processes requiring Board support
 - The ATD core team will present to the Board in August with quarterly 30-minute updates in work sessions
 - Request ATD coaches to be onsite for the Board meeting to discuss ICAP survey results in the spring
- **Board Priorities for the President:**
 - Focus on holistic student supports
 - Establish measurable outcomes for underserved students

Institutional/President Goals:

DG Board Institutional Priorities	Institution/President Goals
1. Continued support of innovative solutions to respond to a rapidly changing environment with an eye on the future	1. Ensure CCC has the necessary capabilities to address technological challenges quickly 2. Expand engagement with our communities to understand their workforce needs and adjust accordingly
2. Advancing measurable student outcomes with an emphasis on underserved populations utilizing holistic student supports	1. Achieving the Dream
3. Dynamic planning and utilization of resources to foster long-term institutional sustainability	1. facility planning 2. capital improvement 3. program expansion 4. compensation
4. Create institutional capacity to support data-informed decision-making	1. Rapidly changing technology

Presidential Evaluation Tool and Process – Dr. Mary Spilde

Dr. Spilde reviewed the current President's Evaluation policy and proposed several improvements. Key recommendations include scheduling an external facilitator well in advance and developing a unified tool for the Board evaluation and the President's self-evaluation. Chair Smith will draft and present the revised policy at a future work session for discussion. For further details, please refer to the June 7, 2024, documents file.

District Governing Board Policies Discussion – Dr. Mary Spilde

Policy Review and Revision Process for 2024-2025:

- **Board Relations Policy (new):**
 - Adopt a policy of best practices for Board relations
 - Potential inclusion in the code of conduct
 - The Board will discuss creating this policy at a future meeting

FY25 Board Goals – Chair Smith and Dr. Mary Spilde:

- **Learning and Development:** Create a policy for professional learning and development, including ACCT opportunities, the National Legislative Summit, the Annual Congress, Roberts Rules, Open Meeting Law, and AACCT meetings
- **Onboarding:** Develop an effective onboarding process for new Board members
- **Policy Review:** Commit to regularly reviewing and updating policies to align with the College's mission

- **Annual Calendar of Events:** The College will provide a yearly calendar of events and training, accessible via Boardable
- **Board Portal Best Practices:** Ongoing training will be offered to ensure effective use of Boardable for Board activities

Other Business

- Discuss the possibility of arming our security officers (long-term consideration)

Follow Up

- The Board will make a commitment to policy review and would like to ensure there are policies established for:
 - The amount of the Fund balance
 - Onboarding new Board members
 - President's Evaluation tool
 - Best practices for Board relations, including code of conduct
 - Professional learning and development
 - Succession planning
- The College will review the ACCT resources for a learning management system (Governance 101)
- Invite the Board to all College and community events that the Office of the President receives
- Send the Board a yearly calendar of events and include Board training opportunities
- Schedule best practices training for using Boardable – present with Boardable staff at a Work Session
- The Board would like to have a joint meeting with the Coconino County Board of Supervisors
- Formal Arizona Open Meeting Law training for the Board
- Consider holding Board meetings in each district in the County
- The President's Goals in response to the Board's Goals

Adjournment

There being no further business, Chair Smith adjourned the Board Retreat at 1:30 pm.

MINUTES PREPARED BY:

Ms. Kirsten Mead
Board Recorder

ATTEST and APPROVED:

Mr. Patrick Hurley
Vice Chair/Secretary of the Board

Mr. Joey Smith
Board Chair