VII. Discussion Items/Action Items:

A. Board of Trustees Self-Assessment Retreat and Draft Goals for 2012-2013 – On August 6 and 7 the Board of Trustees participated in a retreat that focused on Board roles and best practices. Facilitated by Dr. Narcisa Polonio of the Association of Community College Trustees (ACCT), the Board also identified some tentative goals and priorities for the coming year. Most of these goals were related either to the self-assessment or the accreditation recommendations, or both.

Dr. Polonio has prepared a set of recommendations based on the retreat and her individual conversations with trustees. These recommendations and a draft statement of Board goals will be presented for the Board’s consideration.

RECOMMENDATION: That the Board of Trustees review the recommendations and draft 2012-2013 goals and revise the goal statement as they determine.
We wish to take this opportunity to acknowledge the commitment of the City College of San Francisco (CCSF) Board of Trustees to move forward with significant changes and address all the concerns recommended in the Evaluation Report prepared by the Accrediting Commission for Community and Junior Colleges Western Association of Schools and Colleges. There is no doubt that CCSF is facing significant financial challenges. Therefore, there is an urgency to address the issues pertaining to governance, effective leadership, decision making and to delineate lines of authority.

All trustees need to be commended for dedicating two evenings to reflect on, and work towards, strengthening the operations of the Board. The Association of Community College Trustees (ACCT) thanks the trustees for their contribution and honesty. It is our belief that important steps were taken toward a new beginning for the Board. However, the amount of work that is ahead should not be underestimated. ACCT stands ready to continue assisting the board with this important work and a new phase for the governing board as we all work on behalf of students.

ACCT would also like to take the opportunity to acknowledge the recent passing of Trustee Milton Marks. It is indeed a sad time for the Board and the Institution.

On August 6-7, 2012, the CCSF Board of Trustees conducted a retreat with the purpose to:

1. Address the concerns of the Accrediting Commission for Community and Junior Colleges Evaluation Report,
2. To review the summary data of the Board Self-Assessment report,
3. To encourage active listening so that all elements of the assessment can be thoroughly discussed; and
4. To set clear goals and benchmarks for the Board and Chancellor for the coming year.
PREPARATION FOR RETREAT

In preparation for the retreat, ACCT held confidential phone interviews with six of the eight board members. During the interviews trustees were asked:

- What would you like to see included in the retreat agenda?
- What, if any, are your concerns with the Board?
- What does the Board do well?
- Is there anything else you would like to share?

Two evening sessions held on August 6 and 7 were facilitated by Narcisa A. Polonio, Ed.D, ACCT Vice-President for Education, Research and Board Leadership Services. Attendees included: John Rizzo, Board President, Dr. Anita Grier, Board Vice President, Dr. Natalie Berg, Board Member, Chris Jackson, Board Member, Steve Ngo, Board Member, William Walker, Student Trustee, Lawrence Wong, Board Member, and Dr. Pamila Fisher, Interim Chancellor. Providing assistance were Linda Shaw, Liaison to the Board of Trustees, and Gohar Momjian, Executive Assistant.

The agenda and materials for the Board retreat were prepared based on the confidential interviews with Board members, conversations between the Interim Chancellor and Board President, and the input listed above. Topics on the agenda included roles and responsibilities of the Board—building trust, cooperation, stability, and policy vs. administration; creating an exceptional Board/Chancellor relationship; addressing the accreditation concerns, student outcomes, and financial oversight; and strategic planning and goal setting.

ACCT applauds the willingness of the trustees to participate in the self-assessment. With the guidance of the facilitator, the Board also reviewed the concerns expressed in the accreditation report.

RETREAT SUMMARY AND ANALYSIS

A component of the retreat was the review of the CSFF Board Self-Assessment Report. In the report, trustees expressed that the Board could improve on communication—reaching out to the larger community as well as within the Board; attitudes with faculty, staff, and among trustees; understanding policy vs. administration; fundraising; and public relations. The Self-Assessment report clearly outlines the concerns, lack of satisfaction, and need to improve in all measures by the Board. It represents a frank and open assessment that sets the stage for significant improvement.

As previously stated, the self-assessment included important trustee suggestions and important changes that the Board could make to improve its operations. The changes included:

1. Revamping Board policies and shared governance processes,
2. Adhering to the confidentiality of closed sessions, and
3. Ongoing training concerning roles and responsibilities, meeting conduct and demonstrating respect.
Awareness and acceptance of responsibility are important steps in bringing changes. All evidence indicates that the trustees have reached this point and the difficult task ahead is working as a coherent, informed, impartial, and respectful group on behalf of CCSF. Each trustee needs to see themselves as part of the solution and reach a new level of cooperation and trust with their fellow board members. Structured and facilitated dialogue to clarify roles, language, and set priorities is an important step.

RECOMMENDATIONS

The following recommendations are based on the review of the Board Self-Assessment Summary Report, and the intelligence and observations gathered during the retreat. The CCSF needs to make the following commitment:

- Commit to undertake at minimum year-long training and development program where trustees can continue to examine their roles and responsibilities, delineate authority for decision making and reengage as colleagues with the primary goal of being good stewards.
- All trustees should undertake training on proven techniques on how best to lead/facilitate board meetings as a unified group.
- Develop a comprehensive review of all board policies, as they pertain to the Institution, to ensure that they are consistent, up-to-date, properly delineate authority, and are still applicable.
- Establish and clarify the Chancellor’s roles and responsibilities, and set boundaries and monitor to avoid overactive involvement by individual trustees.
- Clarification of the roles and responsibilities of Committees with clear separation of what is administrative responsibility versus policy. This includes understanding the role of the Committee as an extension of the Board and not an opportunity for individual trustees to substitute for the responsibility of the administration.
- Review the bylaws to ensure that they are being followed and relevant.
- Stabilize leadership at the Vice-Chancellor level. CCSF needs a strong administrative team to avoid the lack of confidence that pushes trustees to engage in administrative issues.

FUTURE PRIORITIES FOR THE BOARD

ACCT is available to provide technical assistance to individual trustees and the CCSF Board. We want to encourage you to reach out and connect with us.
Board priorities identified during the retreat have been integrated with the work groups established to address the accreditation concerns. Due to the urgency of the situation, Board members have been assigned to participate in each group to ensure the trustees’ input, awareness of the college-wide effort, and commitment to be responsive to all the concerns expressed by the Accrediting Commission for Community and Junior Colleges Western Association of Schools and Colleges. The only exception to this is Workgroup #14, which will be made up of the Board members and the Chancellor to address concerns related to role and responsibilities, conduct, conflict of interest, procedures, by-laws, and other related items included in the accreditation report regarding board governance. This list of priorities will be shared with each group and is to be incorporated during their deliberation and planning.

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<tr>
<th>Board Priority and Workgroups</th>
<th>Commitment to Action</th>
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| **Board Values/Behavior (related to Accreditation Workgroup #14) –Board of Trustees** | • Make hard choices/whatever it takes: the Board is committed to do whatever it takes to protect the accreditation of CCSF  
• Oversight/board behavior/practices  
• Courage to say no  
• Respect process/role  
• Resolution process |
| **Board Values/Behavior –commitment to on-going training as a group –Board of Trustees** | • One-to-one interaction (Chancellor’s Office can help coordinate and schedule)  
• Code of conduct – needs to be developed in a future retreat  
• Professional development plan  
• Policy committee review of Board policies  
  ○ Done before October  
  ○ Include resolution process  
• Use existing resources, e.g. CC League |
| **Efficiencies/Contracts/Personnel Costs (related to Accreditation Workgroups #7, #10/#11)** | • Examine 12-month contracts  
• Instructional sites (related to workgroups #1,#2,#8,and #10)  
• Reassigned time |
| **Fiscally Responsible/Balanced Budget (related to Accreditation Workgroups #10/#11, #7, #9)** | • Examine work schedules  
• Accelerate fundraising |
| **Reserves (related to Workgroups #10/#11)** | • Establish priorities, set targets, incorporate into budget process, build it |
| **Administrative Structure/Senior Team (related to Workgroups #6,#7)** | • Experience  
• Restructuring  
• Set priorities to stabilize leadership team |
| **Shared Governance/Decision Making (related to Workgroup #12/#13)** | • Shared/participatory  
• Eliminate or minimize silos |
| Planning Process/Budget (related to Workgroups #2, #3, #4, #5, #10/#11) | • Ensure that planning and budget are Connected  
• Present to Board for review, adjustments, and final approval |
| --- | --- |
| Serving Students (related to Workgroups #1, #2, #3, #4, #5) | • Access/diversity  
• Class sections  
• Student learning outcomes  
• Emphasis on jobs, degrees, transfer |
| Mission (Workgroup #1) | • Examine priorities and commit to student success and completion |

**Benchmarks/Timeline**

- August 14, 2012
- August 23, 2012
- September 11, 2012
- September 27, 2012
- Additional trainings, e.g. CC League, ACCT facilitated training and on-going technical assistance