

**PERALTA COMMUNITY COLLEGE DISTRICT
GOVERNING BOARD
Board Special Workshop**

<p>Friday, October 26, 2012 7:30 – 9:00 p.m. and Saturday, October 27, 2012 8:30 a.m. – 1:00 p.m.</p>
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**Executive Inn and Suites
Embarcadero Cove
1755 Embarcadero
Oakland, CA 94606**

MINUTES

Friday, October 26, 2012

Present: Trustees Withrow, Guillén, Riley, Gulassa, González Yuen, and Hodge, Chancellor Ortiz, and Dr. Jerome Hunter.

I. Board/Chancellor Team Development 7:30 – 9:00 p.m.

Trustee Gulassa started the meeting by commenting on the meeting purpose. The Trustees have served together for many years, and they are all very familiar with each others' styles and have good working relationships. This meeting is different from prior meetings and prior trustee training workshops. Past workshops had external matters as the primary focus. This workshop is meant to focus on the Board members to see how they can team with the Chancellor to take the District in a new direction beginning with the Board itself. Trustee Gulassa sees each Board member with unique skills and expertise, each one bringing strengths to make the Board learned and strong. A goal is to meld the Board team talents, and to make the Chancellor an equal team member, working together on District.

Chancellor Ortiz' priority is to ensure that he and the Board are on the same page and going in the same direction. He feels he has license to work on a "new" Peralta, and he is happy to be at the retreat to help define that path.

Dr. Jerome Hunter, facilitator, was introduced to the group. He is a former Chancellor. The Trustees introduced themselves.

Trustee Withrow has great respect for a chain of command that everyone respects and uses within a culture of responsibility. Trustee Hodge is interested in qualitative data that helps to run organizations. Trustee Guillén appreciates the stability on the Board and working toward Board consensus, with his emphasis on public financing issues. Trustee González Yuen is interested in public policy. His

goal is to organize societal change where power and wealth are imbalanced. He feels the community colleges empower democracy and social change at its root. He's learned that conflict is the best time to listen, and that there's always something to be learned. Chancellor Ortiz came to Peralta with a purpose to forge to the next level of excellence so that Peralta can continue to be well-respected up and down the State.

Dr. Hunter began the workshop by speaking to the following topics:

- **Overview of Workshop**

The theatrical play "The Meeting" was cited, and its lesson "If you give more, you'll get more." The whole can be greater than the sum of the parts, and Trustee Gulassa asked how the Board can unify into one "we" to move the District forward. There have to be changes, and the changes also have to come from the Board. No hero is going to "ride in" to make the necessary changes for the Board.

- **Qualities and Characteristics of an Exceptional Team**

The Board was asked to brainstorm qualities and characteristics of an exceptional Board/Chancellor team. The below traits were discussed.

Communications

Speak out

Patient listener

Active listener

Effective communication

Frank and direct communication

Role of no surprises

Consistent, clear communication at all levels of the District

Checking in regularly with trustees and Chancellor

Being prepared

Timely information

Good information to make decisions

Honesty

Keeps to his word

Be smart, intelligent, respected and respectful

Team - no surprises

CEO keeps trustees informed

Accurate information

Credible information

Vision

Has a clear vision

Renegade when needed

Transformational

Vision

Futurist

Directive

Shared big vision

Leadership Qualities

Sense of humor

Motivation

Time and energy Commitment

Demonstrated leadership capability

Ability to be friends but demand accountability

Strong decision maker

competence

Resourceful

Team/Relationship Builder

Relationships founded on love and compassion

Tolerance

Support team

Respect for differing perspectives and priorities

Respecting differences

Sticking to Board positions even if you dissent/disagree

Respect for working people in the district

Building on our strengths what works

Direct as a board not as individuals

Trust

Mutual respectful professional interactions

Strong social/personal bonds

Compassion for the concerns, experiences, needs of students

Team work

People person

Confidence in staff

Strong social/personal bonds

Defining Boundaries of Organizational Structure

Clear understanding of roles and responsibilities

Stay in your lane

Chancellor Ortiz asked for traits that can bring the group together. The Community College League of California (CCLC) put together helpful information, but it should be what this group wants to create.

Dr. Hunter shared that the CCLC Trustee handbook is a wonderful resource. Democratic centralism is total discussion about a topic, but once a decision is made, the group must stand united behind it. A Board member can state that he didn't agree with the decision, but that the member will stand by the decision. Trustee Withrow shared that individual trustees have little power, but that all of the power stands with the Board. Trustee Guillén would like the Board to stick together even if one member is in the minority. Trustee González Yuen cited the book, "Why David sometimes wins", that teaches that an organization works well when it can draw upon a bunch of ideas to formulate a consensus. The decisions then require accountability and follow-up. Trustee Gulassa shares it also depends upon the

importance of the decision, if it's a political decision or an economic decision, like a parcel tax measure. In buying into a decision, he feels that a larger picture is necessary to fill in the blanks and to move in a forward direction on the organization's path and vision. Dr. Hunter shared if there is respect among Board members, then a member shouldn't shoot down an issue, as the person could be wrong. Trustee Gulassa gave an example of the sustainability issue, where he wasn't interested in the issue initially, but now sees the big picture. Evaluations should be both ways, for the CEO and for the Board. Trustee Hodge shared that the Chancellor search process identified the Board's ideas and qualities they wanted. Dr. Hunter added that headhunter's expectations are grandiose, and that they should also be realistic. An article on "When Governance Goes Awry" was cited. The responsibility of the Board is to govern, and not to manage.

<http://agb.org/trusteeship/2012/9/when-governance-goes-awry-what-are-takeaways>

Seven elected officials can't call the Chancellor and give different directions, so the Board needs to be united in its direction.

Trustee Guillén feels we need a better mechanism to stop Trustees from talking to potential litigants or outside individuals that can hurt the District. Dr. Hunter shared that sometimes trustees talk about issues at a meeting to make a point, whereas the issue could be addressed ahead of time to the Chancellor. Trustee Guillén also feels the Board is sometimes pressured by time when the administration shares that that the Board has to act immediately. Trustee González Yuen felt there was a recent issue where both possible options were bad ones for the District.

Trustee Withrow observed that the Board has moved in a positive direction over the years, and has made some difficult decisions that will benefit the District going into the future. Trustee González Yuen feels the Board doesn't always receive timely or accurate information. There are some administrators the Board doesn't trust and don't think are credible. Chancellor Ortiz is going through a trust curve, and will bring in people he knows he can trust. This is a large, complex organization that is fraught with some unproductive behavior and thinking. Trustee Guillén feels everyone points the finger of blame in a different direction when things go wrong. Responsibility should cascade down to all of the levels. Trustee Gulassa feels the Board makes many hard decisions that fit into the District's larger structure and operations, different from policy. Dr. Hunter shared that institutional plans and visions are also important functions for a Board, different from policies, such as seeing how decisions are affecting our students. Policy is setting the "tone" for the District. Trustee Gulassa shares our policies are extremely broad. He feels a bit constrained that there can't be any prior discussion of matters, and that there may be some concern to have a full discussion to argue in public and to appear ununified as a Board. Trustee Hodge believes that policies and enforcement are also impacted by whether the culture elicits trust for the Chancellor, efficiency, high performance, getting the job done, and consequences.

Saturday, October 27, 2012

Present: Trustees Gulassa, Handy, González Yuen, Hodge, Riley, Withrow, and Guillén, Chancellor Ortiz, and Dr. Jerome Hunter.

II. Board/Chancellor Team Development (continued) 8:30 – 9:30 a.m.

There was a review of the prior session. Chancellor Ortiz feels the characteristics discussed are for a team and not for an individual, as well as for the Chancellor and the Board. Trustee Riley shared that the phrase “stay in your lane” means to him that the Board should be united on what it decides and on their roles, and then allow the Chancellor proceed with the execution. Trustee Gulassa shared the characteristics are collective aspirations for all. Chancellor Ortiz feels that trust should be a two-way street. Chancellor Ortiz has been trying to send the Board email updates, make phone calls, and schedule one-on-one meetings. He communicates more regularly with the Board President and VP. Chancellor Ortiz prefers email to communicate, and giving email updates as necessary. He tries to be responsive to each Board member. However, he’s also swamped with day-to-day matters. Trustee Gulassa appreciates that the Chancellor went to the campuses for a meet and greet, and that he visits the campus to see how things are going and continues outreach to all the colleges. Trustee Gulassa has tried to call Trustees before a Board meeting to see if there may be any issues on the agenda or general issues that require added information, but not to influence decisions. The Board members can call the Chancellor to ask questions, as well. Trustee Gulassa wants to encourage Board members to call each other to chat, but not about agenda matters. Chancellor Ortiz wants the Board to call him if they have matters to place onto the agenda. He appreciates when the Board contacts him or his office when they hear about issues so that he can work those issues out. He appreciates that the Board members not call staff members directly. There is no such thing as an informal conversation with staff members, and that involves getting into daily operations of the District. Trustee Handy hears that employees are happy that they can call the Chancellor directly to express concerns and not call the Trustees first. She feels it’s important for employees to be heard and with a timely response, even if they don’t like the response. Trust and general accountability issues need to be addressed in the future, as well. Trustee Withrow feels the Board is locked into a logistics model, having very little to do with education, with each college and the District operating as silos. Dr. Hunter shared that the Board structure is very regulated in California in the Education Code. When a student email is received, it should be forwarded to the Chancellor, with a response back that the message has been received and forwarded. Sending emails back and forth should be avoided. Our planning and communications can always be improve.

III. Creating an Exceptional Board/Chancellor Relationship at PCCD 9:30 – 11 a.m.

- **Expectations**

- **SWOC Analysis (Strengths, Weaknesses, Opportunities, Challenges)**

General characteristics were discussed last night. If the goal is to make Peralta better, SWOC analysis can assist. This exercise involves the team and the relationship of the existing Board with the Chancellor, and not to the District.

The Board was asked to brainstorm Peralta's strengths. The below traits were discussed.

Strengths

Diversity

Board talent

Chancellor with experience and credibility

Accreditation mandate re roles

Different perspectives brought to the table

Articulate

Commitment

Desire for strong management leadership

Members with health and student services experience

Generous with time

Not bashful

Willing to commit time and energy

Sincere interest with student success

Different backgrounds bring qualities to the table

Desire for excellence

Student centered

Intelligence

Working as a team

Keeping the Board message clear

Wisdom on the Board

Coming together when it matters

Passion for education

Moving toward cohesion

Active listeners

Decisions are aligned with strategic plans

Generous with time

Chancellor with experience and credibility

Experience

Longevity

Diversity of Board talent

Faculty

Accreditation team write-ups were discussed. SLOs are taking an amazing amount of time and effort from the faculty, but our educational standards have dropped significantly in the U.S. and California, with Federal agencies asking about the return-on-the-investment. Trustee Gulassa feels the accreditation team came down hard on the Board because the administration wasn't working, and the Board responded appropriately, by disbanding committees and completing the Board policies. Trustee Hodge shared that the Board decisions have been aligned with the strategic plan, and she appreciates when those points can be periodically provided

to remind the Board. It's important to the Board to take ownership of issues supported, whether they go well or not. The strategic plan is measurable that helps to give the Board focus. Trustee Handy appreciates that everyone brings things to the table from many perspectives. Chancellor Ortiz shared that our priorities are our students and student success. Trustee González Yuen focuses on the health of the community, and the definition of students. He's concerned with the mandates that cut out lifelong learners from the system. Trustee Gulassa doesn't like taking the community out of community college. Chancellor Ortiz feels it's a larger discussion. Are we tasked to take on all community ills with less funding and narrowing mandates? We have to do the best we can with our limited resources and create more efficient better partnerships. Trustee González Yuen shared that City College of San Francisco may have to cut up to \$22M to maintain a balanced budget.

Our relationships to the community and the Board's vision of priorities could be topics for future discussions.

Trustee Withrow shares there are many communities and needs we serve with different educational issues at the local, state, and federal. Dr. Hunter stated that a coherent educational philosophy is inconsistent throughout the state.

Strong management leadership. Chancellor Ortiz feels that our management team and their functions require further analysis. He feels the team must rise to a higher standard of service. Managers must recognize those standards or be replaced. Trustee González Yuen supports the Chancellor to bring in a strong "number two" person when he wants. Trustee Gulassa feels it's part of the Chancellor's learning process at this time to meet with constituents, but there will be a time in the future for another team member. Dr. Hunter suggested that the desire for a strong management team and bringing someone on could have a connection.

The Board was asked to brainstorm Peralta's weaknesses. The below traits were discussed.

Weaknesses

Digital-factual information plan
Hobbled by Brown Act
Culture of Accountability
View as a total institution
Too much time on logistics
Approval called for without adequate backup
Not supporting Board issues Personnel/colleges
Jaded to issues
Uneven levels of trust
Loss of focus re Board roles
Desire to want too much info
Time management
Didactic approach re some issues at Board meetings
Need more trust in staff
Not clear we share common vision

Chancellor's operational pressures
Need goals clarification
Perceived Manipulation on agendas
Not enough time to deal well with issues
Not always confident re data
Too argumentative
Insufficient time to deal with issues
Don't always operate as a team
Individual members give orders
Hard to communicate
Time value
Information

Trustee Withrow feels we need more data driven reports and information. Trustee Gulassa would like to receive up to date ARCC reports. Trustee Withrow feels that data received is often dated. To Trustee Withrow, the process of accountability is critical. Some Board members want more information than others, which can make staff produce added work, and a group of Board members should ask for information, rather than an individual Board member asking. The best practice is to ask the Chancellor for needed information. Trustee Handy feels that there should be a Board consensus through the Board President to get more information, and that she doesn't want staff to spend time on information that she doesn't need. She feels no one individual Board member should ask for a report. Staff never feels they can say no to whatever a Board member asks. During a Board meeting, she doesn't think that one Board member should ask to receive information if the Board majority doesn't want more information. It's not a big problem currently with this existing Board. Trustee Gulassa reminds everyone to talk to the Chancellor about any issues of concern. Dr. Hunter shared that "speaking truth to power takes courage", and that the Board needs to have a lack of ego in order to do so. He reminds the Board that there's no such thing as an informal inquiry. Trustee Hodge feels the Board continues to improve on time management, where Board meetings used to last too long. Other Boards have shorter, less frequent meetings that are run effectively. She feels this Board could meet once per month. Trustee Handy shared that it sometimes takes a long time to find things out, such as what occurs during August when the Board's on break. Chancellor Ortiz shared that some Boards don't have a summer break. Trustee Handy likes the ipad, dropbox, and emailing questions to the Chancellor. Chancellor Ortiz feels that Robert's Rules of Order could be used more during debates, and for speakers not to repeat what's already been shared. Trustee Handy would like more invitations to events on campus, rather than having Board presentations. Trustee Hodge feels the Board should model how they want others to present, also, by keeping comments brief and concise, and to discuss the matter and not to make a statement. Trustee Gulassa wants accountability at all levels of the organization. Sometimes when data comes from certain individuals, he feels it's not credible, but he feels this is improving. Trustee Gulassa feels there should be an annual review of the Board's vision, and a yearly retreat of Board goals. Trustee Handy feels that the Trustees turn a deaf ear to technology issues , which leads it open to abuse and major issues unresolved. Trustee González Yuen feels that the unity-based process used to select the Chancellor should also be used to unify the Board into the future. Trustee Gulassa

appreciates Board league trainings and suggests a spring Board retreat. Trustee Handy doesn't feel the league trainings are helpful for her. Trustee Withrow shared 28 goals for a prior Chancellor, and many of those may not be doable for this Chancellor, as some may be institutional goals or just a wish list. Trustee Handy feels that the past Chancellor evaluation wasn't an across-the-Board evaluation, but was written in response to past problems. Dr. Hunter shared that there is a value to conflict as long as a decision is made so that the group can then move on, but that it's not helpful to then continually bring up past problems.

The Opportunities and Challenges sections were skipped at this time. Chancellor Ortiz feels good about where we are and where we're going. Dr. Hunter feels it's the Board's role to create the best environment, of where the best people want to work, and to help select quality individuals. It's a challenge not to revert to past behavior when there are hard times. Trustee Yuen feels the opportunities are clear with Peralta's amazing resources. Some challenges are psychological with morale, and creating a space where people want to come to work. Trustee Gulassa shared that there's an opportunity now to change the culture and how the District is run, and that both the Board and Chancellor are committed to make improvements.

IV. Chancellor Evaluation Process 11 a.m. – 12:30 p.m.

Trustee Withrow shared when the senior evaluation is evaluating the institution and not the person. He feels that the performance contract should include those elements the Board feels should have priority with the institution and not the personality. The Board has one employee. The Board delegates everything to the CEO, and that the goals share what in the institution should improve. Dr. Hunter feels that the expectations are too many with 28 goals, and that too many staff have responsibility for those matters. Trustee Withrow feels if there are incompetent staff and managers, the CEO should be held responsible, since the Board doesn't have a management role. There are fewer problems now than in the past, but there are still problems, and that if the Board only addresses a few of those, it leaves the rest unaddressed. Dr. Hunter shared that resolution within the year is impossible when problems have developed over many years. Trustee Gulassa shared that the institution has many deficiencies, but he feels it's important for them to be grouped into different areas, and he feels it's confusing if there are too many of areas to evaluate. Dr. Hunter feels the areas should be grouped and prioritized, with timelines presented based upon priorities. One person can't come into an organization and turn everything around in one year, and the evaluation should be realistic. Trustee Withrow feels institutional deficiencies need to be addressed, to measure some progress in that area. Trustee Handy feels that what Chancellor Ortiz inherited shouldn't be part of his evaluation. What he hopes to do could be part of his goals, and he could identify the process to fix systemic problems. He should be based upon his progress, how he is moving the institution forward, and where he is going, but not on where Peralta was or the status of Peralta. Trustee González Yuen expects a plan of how we are arrive at the goals, with a timeline. Trustee Guillén feels there should be 3-5 concrete things the Board wants to see done in the next year that could measure success, and for the Board to focus on other issues in future years. Trustee Withrow shared that a performance contract is negotiated, and that it addresses what's important and what can be achieved. Dr. Hunter shared that the

Board needs to risk not to be liked, and that there will be pressure when change occurs.

Trustee Gulassa wants to hear the Chancellor's vision, to then comment what they want to support. What want, what's your agenda, on what do you want to be held responsible?

Chancellor Ortiz shared his thinking and priorities. He likes to keep simple, doable, and realistic goals.

1. Priorities are accreditation: to submit to the commission a report that addresses the recommendations by the deadline.
2. Management team that he trusts, that are competent and effective for the District. He will evaluate the current Presidents and Vice Chancellors.
3. Technology. New Associate Vice Chancellor is here for whom the Chancellor has great trust, and the Chancellor will lay the IT plan out with timelines.
4. Processes, or lack of, or violation of processes. Some of the morale issues relate to this area. People should be held accountable for their jobs if they are clear on the process. This area can also include Financial Aid.
5. Foundation. Some colleges are having their own fundraising efforts. There are staffing changes and a re-evaluation of the Foundation mission.

Evaluation process. Chancellor Ortiz feels he should do a self-evaluation, as well, to provide an honest assessment of his performance. He also suggested a mid-year retreat to evaluate his progress.

Trustee González Yuen asked where financial aid fits into these priorities. Chancellor Ortiz shared it's very much involved in this, and it's related to processes as well as technology. He feels there are some models that work better than others, and that we also have some personnel problems. Trustee Riley feels the issues will also be handled with more staff and improved technology. Trustee González Yuen shared that financial aid is very measurable. Trustee Withrow feels the process proposed won't be measureable and subjective. Trustee Gulassa feels there's a real mistrust with the Board regarding financial aid system, and that the student grief is palpable. The Board asked this to be a major goal related to technology and efficiency of the process. Trustee Handy feels that there are some models where financial aid is contracted out, and that there are other less expensive models that can fit on top of our existing financial aid system. Trustee González Yuen doesn't feel we should outsource financial aid. Trustee Guillén feels Higher One has been a disaster for our students. Trustee Gulassa feels there aren't as many Board meeting complaints since it was instituted. Chancellor Ortiz shared that processes/efficiencies are important for all of the systems, including financial aid.

Dr. Hunter shared that there have to be some measures of accountability on these challenges. Trustee González Yuen suggested by a certain date there will be a SWOC analysis, and that then there should be a plan to deal with each of these areas of what will be done, how, and when. Trustee Gulassa feels there should be a discussion of goals at the start of the year, with a follow-up review mid-year, and then another at the end of the year. Trustee Withrow feels the evaluation should examine the role of the Chancellor running the institution, and he asked the Board not to avoid this responsibility. He feels anything else won't be effective. He suggests measureable frameworks, otherwise it leads to a poor CEO-Board relationship. Trustee Gulassa feels it's harder to achieve this moving up the ladder for a leader of a complex organization that is fair and responds to Board needs. He feels the Board shouldn't rely specifically on a measureable test as it misses key issues. The Chancellor's plan can include how it will be measured, and the role he'll play in it. Processes, meetings, timely reports could be evidence for these measures. Chancellor Ortiz shared these are abstract, and that he'll work on next steps. In the next six months, he could provide a SWOC analysis on the listed items. Trustee Gulassa shared that the Board worked hard to get the Chancellor here. Trustees should give the Chancellor latitude to take care of business and to create the big picture. The Board doesn't use performance standards in its self-evaluation. Trustee Guillén doesn't feel anyone is being left off the hook and that it's just a different way of doing things. The Board's job is to hold the Chancellor accountable. Dr. Hunter shared that a performance evaluation is part of the Chancellor's contract, but that a different model could be agreed upon.

Trustee Guillén hopes to also address how students shop around for Districts where students want to go here with a good culture and systems are working and student perceptions. Chancellor Ortiz shared that it can take years to turn around cultural perceptions.

Trustee Guillén feels there are so many great stories about our students that aren't being covered by our public information department about the lives we change. This could be addressed under processes. Trustee Handy feels there are some events where there is no coverage from Peralta, with no person talking to media outlets, and that our image needs help. We have public information, but we also need public relations.

Trustee Gulassa asked about surveys such as institutional efficiency and asked if they are efficient. Trustee González Yuen suggested that future surveys use Survey Monkey that would help to get a bigger response in the future. The Chancellor's evaluation should look at the broad mission to look at processes with sub-components, such as input, communications, and public information. He asked if we have a systematic way for information to come in, to be channeled to the correct person, with feedback to the person, and a structure of accountability. He asked how all of these systems are working, since it impacts morale if people don't feel they are being heard. Chancellor Ortiz suggests we prioritize these, and then measure how well it's working. Trustee Withrow feels the processes should be for managers and not the Board to review. He'd like to talk about functions and tangible achievements from governance. The CEO is hired to figure out the processes and goals. The Board wants to ensure governance works well. The CEO

wants to ensure that processes work well and that morale's good, so he doesn't see a conflict. Chancellor Ortiz shared that the Board should also be concerned with results and not just how we got there. Trustee González Yuen wants to know that we have a process and system of administrative evaluations, for example.

Dr. Hunter summarized his understanding and next steps. Trustee Hodge asked for as much concrete information, such as percentages accomplished and measurable goals, when possible. Chancellor Ortiz shared that some general comments could be shared at a future Board meeting, and the Chancellor's evaluation can be placed on a closed session agenda. Trustee González Yuen suggested that there be a draft in one area every other month or so, in order to then receive timely feedback and address one issue at a time. The Board leadership will discuss this further. There can be a future closed session about the Chancellor's evaluation to address some of the matters and a form. Trustee Gulassa commended the Board for addressing all the concerns presented for the betterment of the District. Chancellor Ortiz will take all of the Board points suggested seriously, and appreciates the opportunity to serve the Board and work for our students with the District and Colleges.

V. Conclusion 12:30 – 1:00 p.m.