



Agenda Item Details

Meeting	Aug 09, 2012 - Board of Trustees Strategic Planning Session - Part Two
Category	10. Board of Trustees 2013 Performance Goals
Subject	10.01 BOARD OF TRUSTEES 2012-2013 PERFORMANCE GOALS. This item presents for approval the Board of Trustees 2012-2013 Performance Goals.
Access	Public
Type	Action
Recommended Action	The Chancellor recommends the Board of Trustees approve its 2012-2013 Board Performance Goals.

Public Content

Background

In accordance with Accreditation Standard IV.B.1.e, Accreditation Standard IV.B.1.g, and Board Policy 2745 Board Self-Evaluation, the Board is committed to assessing its own performance as a Board to identify strengths and areas in which the Board may improve its functioning. At the Board's June 26, 2012, Board Strategic Planning Session - Part One, Trustees evaluated, discussed, and updated the existing 2012 Board Performance Goals based upon findings from the Board's monthly meeting assessments, Board's annual self-evaluation, and Consultation Council general evaluation of Board performance. The following Board of Trustees 2013 Board Performance Goals are a result of input and revisions recommended by Trustees at the Board's June 26 Strategic Planning Session – Part One.

1. Continue to sStrengthen Board performance through training in best practices by Dr. Barbara Beno, President, Accrediting Commission of Community and Junior Colleges ACCJC.
2. Continue to sStrengthen Board decision making through improved communication with county constituents through the Citizens Advisory Body and community forums.
3. Continue to sStrengthen, with Trustee involvement, understanding and performance through staff reports on:
 - a. The Governance Structure
 - b. Budget and Finance
 - c. Accreditation Processes
 - d. Student Success, Transfer, Certificate Completion, Employment
 - e. Program Performance
 - f. Human Resource Planning
 - g. Facilities Planning
 - h. Technology Planning
 - i. Fiscal Planning
 - j. District Allocation Model
 - k. Organizational efficiency and effectiveness
 - l. District goals and objectives progress
 - m. Accreditation recommendations updates
 - n. Recruitment and hiring
4. Understand and respect the governance process. Continue to rRefrain from direct Board or individual Trustee involvement in operational matters, especially seeking any type of preferential treatment for

students, vendors, acquaintances, family members, associates and friends, or employees.

5. ~~Strengthen Board understanding of procedure for agendaizing matters to be brought before the Board (BP 2340 – Agendas and AP 2340 – Agendas).~~
6. Continue to Develop a common vision statement regarding ~~strive for a common understanding of the Board's role as an effective and efficient policy making body. This role is to be clearly articulated in writing and affirmed through its adoption as a policy statement. The vision statement will guide Trustees in their role as policymakers.~~
7. Continue to tThoroughly review new or modified policies and/or procedures as the first item of business during public meetings. Board policy and corresponding procedure will be reviewed concurrently to enhance Board understanding.
8. Continue to Have prepared an annual calendar of professional development opportunities from which Board members might benefit. Trustees will attend at least one conference annually as a full Board.
9. Continue to sStrengthen Board understanding of Robert's Rules and the Brown Act to ensure meetings run efficiently and effectively.
10. Continue to rReview and further clarify areas of operational interest to Trustees and amend the Chancellor's delegated authority to operate the District, if necessary.
11. Continue to dDiscussion and understanding of District formal communication channels.

 [10.01.01 Board Performance Goals clean 07.31.12.pdf \(155 KB\)](#)

Administrative Content

Background

In accordance with Accreditation Standard IV.B.1.e, Accreditation Standard IV.B.1.g, and Board Policy 2745 Board Self-Evaluation, the Board is committed to assessing its own performance as a Board to identify strengths and areas in which the Board may improve its functioning. At the Board's June 26, 2012, Board Strategic Planning Session - Part One, Trustees evaluated, discussed, and updated the existing 2012 Board Performance Goals based upon findings from the Board's monthly meeting assessments, Board's annual self-evaluation, and Consultation Council general evaluation of Board performance. The following Board of Trustees 2013 Board Performance Goals are a result of input and revisions recommended by Trustees at the Board's June 26 Strategic Planning Session – Part One.

1. Continue to strengthen Board performance through training in best practices by Accrediting Commission of Community and Junior Colleges ACCJC.
2. Continue to strengthen Board decision making through improved communication with county constituents through the Citizens Advisory Body and community forums.
3. Continue to strengthen, with Trustee involvement, understanding and performance through staff reports on:
 - a. The Governance Structure
 - b. Budget and Finance
 - c. Accreditation Processes
 - d. Student Success, Transfer, Certificate Completion, Employment
 - e. Program Performance
 - f. Human Resource Planning
 - g. Facilities Planning
 - h. Technology Planning
 - i. Fiscal Planning
 - j. District Allocation Model
 - k. Organizational efficiency and effectiveness
 - l. District goals and objectives progress
 - m. Accreditation recommendations updates
 - n. Recruitment and hiring
4. Understand and respect the governance process. Continue to refrain from direct Board or individual Trustee involvement in operational matters.
5. Continue to strive for a common understanding of the Board's role as an effective and efficient policy-making body.
6. Continue to thoroughly review new or modified policies and/or procedures as the first item of business during public meetings. Board policy and corresponding procedure will be reviewed concurrently to enhance Board understanding.
7. Continue to prepare an annual calendar of professional development opportunities from which Board members might benefit. Trustees will attend at least one conference annually as a full Board.
8. Continue to strengthen Board understanding of Robert's Rules and the Brown Act to ensure meetings run efficiently and effectively.
9. Continue to review and further clarify areas of operational interest to Trustees and amend the Chancellor's delegated authority to operate the District, if necessary.
10. Continue to discuss and understand District formal communication channels.



Ventura County Community College District
Board of Trustees Strategic Planning Meeting – Part Two
255 West Stanley Avenue, Suite 150
Ventura, CA 93001
Thursday, August 9, 2012

Members present: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez, and Student Trustee A.J. Valenzuela

In attendance:

Dr. Jamillah Moore, Chancellor
Robin Calote, Ventura College President
Pam Eddinger, Moorpark College President
Sue Johnson, Vice Chancellor, Business and Administrative Services
Patricia Parham, Vice Chancellor, Human Resources
Erika Endrijonas, Executive Vice President
Jane Harmon, Executive Vice President
Ramiro Sanchez, Executive Vice President
Michael Bush, Vice President, Business Services
David Keebler, Vice President, Business Services
Iris Ingram, Vice President, Business Services
Lori Bennett, Dean
Cynthia Herrera, Director
Linda Kamaila, Oxnard College Academic Senate President
Riley Dwyer, Moorpark College Academic Senate President
Peter Sezzi, Ventura College Academic Senate President
Karla Banks, Oxnard College Classified Senate President
Steve Hall, AFT President
Dan Casey, SEIU Chief Steward
Patti Blair, Executive Assistant, Recorder

1. District Mission and Governance Roles.

The District Mission and Governance Roles are standing agenda items for informational purposes only. There was no action taken.

2. Open Session: Call to Order

Chair Blum called the meeting to order at 3:05 p.m.

3. Public Comments Open Session Agenda Items

Public comments were made by Steve Hall.

4. Changes to the Agenda

There were no changes to the agenda.

5. Chancellor's Recommendation of the Board of Trustees Agenda

Report: 5.01 CHANCELLOR'S RECOMMENDATION. The District's Consultation Council is the representative body designed to support the governance processes at each College and to assist in District governance through the review and analysis of the Board of Trustees agenda prior to action by the Trustees. The items presented to the Board of Trustees contained in the Consultation Council meeting agenda of August 2, 2012, have been reviewed within the District's Consultation Council and are hereby presented to the Trustees for action, without constituent objection. Chancellor Moore indicated the agenda is presented without changes.

6. Trustee/Chancellor's Office

Action: 6.01 Open Study Session

Chair Blum opened the study session.

Discussion: 6.02 STUDY SESSION. BOARD MEETING ASSESSMENT FROM THE July 10, 2012 REGULAR BOARD MEETING. This item presents for review a Board meeting assessment for the July 10, 2012 Regular Board of Trustees meeting. Trustees reviewed the July 10, 2012 Board of Trustees Meeting Assessment. The Board Chair provided a verbal statement on behalf of the Board regarding Vice Chair Hernandez's violation of the Board's March 13, 2012 Board of Trustees Best Practices Agreement during the July 10, 2012 Board meeting. In response, Vice Chair Hernandez provided a verbal statement of clarification and apology related to his verbal statement made at the July 10, 2012 Board meeting and expressed full commitment in support of the Board.

7. Public Comments

Public comments were made by Steve Hall.

8. Action Item: Trustee/Chancellor's Office

Action, Minutes: 8.01 APPROVAL OF MINUTES FOR THE STRATEGIC PLANNING MEETING OF THE BOARD OF TRUSTEES ON JUNE 26, 2012.

This item presents for approval the minutes of the Board of Trustees Strategic Planning Meeting of June 26, 2012. The Chancellor recommends the approval of the June 26, 2012 minutes of the Strategic Planning Meeting of the Board of Trustees, with minor changes. Motion by Trustee Dianne McKay, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

9. Board of Trustees Professional Development 2012/2013 Calendar

Action: 9.01 BOARD OF TRUSTEES PROFESSIONAL DEVELOPMENT 2012/2013 CALENDAR. This item presents for approval the Board of Trustees Professional Development 2012/2013 Calendar. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Trustees indicated commitment to attending professional development activities that include the following areas:

- Role of the Board Chair; Board Chair/CEO Relationship, 10/2012
- Effective Board and Committee Meetings, 10/2012

- Technical Assistance Visit (AB 1725), 01/2013
- Board/Staff Relationships, Accreditation, 02/2013
- Emergency Preparedness, 03/2013
- Board Role in Strategic Planning, 04/2013

Trustees further committed to a minimum of one or two Trustees attending the Community College League of California, Annual Convention and Partner Conference, 11/2012; Community College League of California, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, 01/2013; and Community College League of California, Annual Trustees Conference, 05/2013.

10. Board of Trustees 2013 Performance Goals

Action: 10.01 BOARD OF TRUSTEES 2012-2013 PERFORMANCE GOALS. This item presents for approval the Board of Trustees 2012-2013 Performance Goals. The Chancellor recommends the Board of Trustees approve its 2012-2013 Board Performance Goals, with the deletion of the word "full" in the second sentence of Number 8. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

11. STUDY SESSION: Board Goals and Objectives

Discussion: 11.02 Review Accreditation Recommendations

Dr. Pam Eddinger presented a review of the Accreditation Recommendations on behalf of the District Council on Accreditation and Planning as follows:

The District Committee on Accreditation and Planning (DCAP) convened on March 8, 2012 to develop a series of action plans to address the seven District Recommendations outlined in the Commission Action Letter of February 2, 2012. DCAP reported on the details of the action plans during the June 26, 2012 Board Planning Session. The following summary provides an update since the June meeting, and an assessment of progress in meeting the seven District Recommendations.

- District Recommendation 1. In order to meet the Standards, the District, in concert with the three Colleges, shall develop clearly defined organizational maps that delineate the primary and secondary responsibilities of each, the College-to-College responsibilities, and that also incorporate the relationship of major District and College committees established to assure the integrity of activities related to such areas as budget, research, planning, and curriculum. (IV.B.3.a-b, IV.B.3.g)

Assessment: District meets this Recommendation. The District, through Consultation Council, has revised the Participatory Governance Handbook to reflect a clearly defined organization map. It also includes the delineation of an "Advisory and Recommendation Pathway" that illustrates the relationship of major District and College committees. Memberships on the committees are clearly defined. The Participatory Governance Handbook has been widely shared at the Colleges, and constituents have given input for improvement. The Participatory Governance Handbook was presented to the Board of Trustees for information on June 19, 2012.

- District Recommendation 2. In order to meet the Standard, the District, in concert with the three Colleges, shall document evidence that a review of District Policies and Procedures that may impede the timely and effective operations of the departments of the Colleges has taken place and that appropriate modifications are made that facilitate the operational effectiveness of the Colleges. A calendar that identifies a timeline for the regular and consistent review of policies shall be developed. (IV.B.1.e)

Assessment: District meets this Recommendation. The Policies and Procedures of the District are scheduled on a two-year cycle. This proposed schedule is being vigorously adhered to, as evidenced by the substantial amount of activities undertaken by the Policy Subcommittee of the Board, and the subsequent placement of reviewed and/or revised Policies and Administrative

Procedures on the monthly Board of Trustees agendas. Recommended changes to Board Policies and Administrative Procedures follow the "Advisory and Recommendation Pathway" outlined in the Participatory Governance Handbook to ensure constituent input. DCAP is working to identify effective ways to capture further feedback from the field to ensure that Policies and Procedures enhance rather than impede operations.

- District Recommendation 3. In order to increase effectiveness, the Teams recommend that the District conduct a periodic outcomes assessment and analysis of its strategic planning and decision-making processes, leading to sustainable continuous quality improvement in educational effectiveness in support of student learning and district-wide operations. (IV.B.3)

Assessment: District meets this Recommendation. To assess its decision-making processes, the District, through Consultation Council, reviewed and revised the Participatory Governance Handbook and substantially revised the deliberation and consultation process. The resulting structure, as documented in the Handbook under the "Advisory and Recommendation Pathway" ensures that the deliberation, recommendation, and decision-making process is appropriate and functional.

To assess effectiveness of the District and its Colleges, VCCCD has created a Districtwide Effectiveness Report that delineates the outcomes for corresponding annual Board Goals. The Districtwide Effectiveness Report provides three years of data for trend analysis and comparisons. The first report was presented at the June 28, 2012 Board Planning Session; the report will be presented annually and institutionalized as a component of the standard assessment measure. The Board also assessed and made plans to improve its current Districtwide planning at the June and August Planning Sessions, taking deliberate steps to reach the level of sustainable continuous quality improvement in integrated strategic planning.

- District Recommendation 4. In order to improve communications, the Teams recommend that the District assess the effectiveness of its formal communications and utilize constituency and community input/feedback data to implement improvements to ensure that open and timely communication regarding expectations of educational excellence, operational planning, and integrity continues and is enhanced at all levels of the organization. (III.A.3, IV.B.3)

Assessment: District meets this Recommendation. The District, through Consultation Council, has improved the effectiveness of its formal communications through a thorough review and revision of the District Participatory Governance Handbook. In creating and adhering to an appropriate "Advisory and Recommendation Pathway" for formal consultation and dialogue, the District ensures that the venues for constituent and community feedback are well-defined, well-understood, and available. In addition, the Chancellor's office established a monthly update on the portal to communicate key issues affecting the District. Fall and Spring Semester surveys of all employees to assess communication effectiveness will be administered starting Fall 2012 and will be ongoing to ensure continuous communication improvement.

- District Recommendation 5. In order to meet the Standard, the Board of Trustees shall complete an analysis of its self-assessment pursuant to Board Policy 2745 and formally adopt expected outcomes and measures for continuous quality improvement that will be assessed and reported as a component of the immediately succeeding self-assessment. (IV.B.1.g)

Assessment: District meets this Recommendation. The Board of Trustees has reviewed its self-assessment instrument and made improvements to its content. Further, the Board is implementing the ongoing self-evaluation process, and conducted the annual summative Board self-evaluation at the June 26, 2012 Board Planning Session. The Board has also formally adopted outcomes and measures of its performance, and the assessment of these outcomes was an integral part of the annual assessment. An external assessment of the Board in the form of a survey to Consultation Council was established as part of the Board's annual self-assessment

process. This year's external assessment results were discussed as part of the Board self-evaluation at the June 26, 2012 Board Planning Session.

- District Recommendation 6. In order to meet the Standards, the Board of Trustees shall establish clearly written policies and corresponding procedures to ensure that decision-making is administered by staff in an equitable and consistent manner across and within the three Colleges. (III.A.3.a, III.A.4.c, IV.B.1.b-c)

Assessment: District meets this Recommendation. The District administered a two-prong strategy to fulfill this Recommendation:

Policies and Procedures are reviewed on a two-year cycle with constituent input to ensure clarity and appropriateness in field implementation. (See Assessment of Recommendation 2)

A Functional Map in the Participatory Governance Handbook makes explicit the delineation of functions between the District and the Colleges, and clarifies where the sites have discretionary decision-making over operations, and where uniformity in practice is mandated.

- District Recommendation 7. In order to meet the Standards, the Board of Trustees shall assess its actions in relation to its policy making role and implement a program for ongoing Board member professional development to enhance and improve the demonstration of its primary leadership role in assuring the quality, integrity, and effectiveness of the student learning programs and services delivered by the District Colleges. (IV.A.3, IV.B.1. e-g)

Assessment: District meets this Recommendation. The Board has affirmed its commitment to professional development, and has developed a schedule of activities to accomplish this goal. The schedule for this year was formally adopted at the August 9, 2012 Board Planning Session. The Board has also established the practice of assessing the effectiveness of each professional development activity after it has taken place to ensure that the full Board is in concordance on the content and value of its development experience.

Trustees expressed thanks and gratitude for the work done in order to meet the Accreditation Recommendations. Dr. Eddinger reviewed the timeline regarding the review and execution of the final report.

Discussion: 11.03 Analyze and Evaluate 2011-2012 Board Goals and Objectives Outcomes

Dr. Eddinger reviewed work completed on 2011-2012 Board Goals and Objectives. Trustees commended staff and faculty for their diligent and dedicated work towards meeting the Board's established goals and objectives. Completed 2011-12 goals were removed from the Board's future goals presented in Item 11.04.

During the June 26, 2012 Board Planning Session, a progress report on the Board Goals and Objectives was presented. The following is final summary of progress to date. The summary offers assessment of completion; recommendation on future action; and recommendation on the responsible parties for action.

Board Goal One: Provide Access and Student Success

- **Strategic Objective 1-A:**
Students are served more efficiently by expedited movement through District programs resulting in associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Associate degree programs contain no more than 60 units with an appropriate mix of general education, core discipline, and exploratory elective courses.

Summary: The District has adopted DegreeWorks for student self-service in degree planning. Enrollment priority registration is in place to incentivize completion. Degree and certificate programs have been streamlined; regular cycles of review are established.

Assessment: Strategic Objective substantially completed.

Recommendation: Revise Strategic Objective 1-A

Students are served more efficiently by expedited movement through District Programs resulting associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Establish a Districtwide General Education subcommittee to develop ideas to improve commonality among courses at each college. Responsible Party: District Council for Academic Affairs (DCAA)

- **Strategic Objective 1-B:**

Uniform collegiate level English, Mathematics and Science course units and learning objectives are established across the District consistent with equivalent courses at four-year California state universities or the transfer model curriculum (TMC).

Summary: Mathematics faculty of the District colleges reviewed student success and course content data, to ensure there is alignment with state norm. English and Science faculty have initiated similar reviews and are encouraged to continue.

Assessment: Strategic Objective partially completed.

Recommendation: Revise Strategic Objective 1-B

Review collegiate level English and Science courses to ensure comparability in units and learning objectives with equivalent courses at four-year CSUs or transfer model curriculum.

Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Mathematics Faculty

- **Strategic Objective 1-C:**

Uniform English[and] Mathematics objectives for pre-collegiate courses are established and uniform student assessment and placement in such for both pre-collegiate and collegiate courses in these subject areas are implemented.

Summary: Learning objectives in Math and English are comparable at each level among the Colleges. English and Math faculty have initiated similar reviews and are encouraged to continue. The State Chancellor's Office is planning for AB743 – Uniform Assessment. The District colleges will follow uniform assessment implementation directives as they become available from the CCCCCO.

Assessment: Strategic Objective partially completed.

Recommendation: Revise Strategic Objective 1-C

Review English and Mathematics objectives for pre-collegiate courses to ensure comparability among District colleges.

Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Mathematics Faculty

- **Strategic Objective 1-D:**

Basic skills, ESL and all pre-collegiate programs are set no lower than two levels below collegiate level.

Summary: Effective Fall 2012, courses lower than two levels below collegiate will not be offered.

Assessment: Strategic Objective completed.

Recommendation: Remove Strategic Objective 1-D

- **Strategic Objective 1-E:**

Efficient and effective course coring and core sequences for academic programs and services are established and maintained and college catalogs accurately reflect curriculum and program offerings.

Summary: The colleges have completed the coring of their curriculum. The 2013 catalogs reflect updates.

Assessment: Strategic Objective completed.

Recommendation: Remove Strategic Objective 1-E

- **Strategic Objective 1-F:**

District-wide common course numbering is established.

Summary: The colleges are articulating their courses through the SB1440 (Transfer Model Curriculum) process, and the C-ID (Statewide Course Identification) system. The District colleges are ensuring their courses are comparable both within the District and statewide.

Assessment: Methodology to achieve this Strategic Objective is established. The Strategic Objective is substantially completed.

Recommendation: Revise Strategic Objective 1-F

Participate in the SB1440 and C-ID initiative to ensure college courses are comparable District-wide and within the California Community College system.

Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committees

Board Goal Two: Maintain Instructional Quality within Budgetary Limits

- **Strategic Objective 2-A:**

Technical and vocational college courses and programs are aligned with employer and market needs.

Summary: The Colleges will use the software Burning Glass to assess on employer needs in Ventura, Santa Barbara and Los Angeles counties. The Colleges will continue to leverage SB70 grant funds to develop CTE pathways and early career education with K-12 partners.

Assessment: Strategic Objective is being institutionalized and is substantially completed .

Recommendation: Retain Strategic Objective 2-A

Responsible Parties: Local Curriculum Committees, Local Program Review Committees

- **Strategic Objective 2-B:**

Professional development activities for faculty and staff promote organizational best practices and technological activities that empower employees to work smarter allowing greater time to be expended on activities linked to student access, persistence, and success.

Summary: Professional development is embedded in the institutional and contractual processes of each District college, and evident in both the governance structure and the activities conducted.

Assessment: Strategic Objective is ongoing.

Recommendation: Retain Strategic Objective 2-B

Responsible Party: Local Professional Development Committees, Human Resources Department

- **Strategic Objective 2-C:**

Uniform policy and procedure for college program assessment, improvement, and discontinuance are established.

Summary: AP 4021 Program Discontinuance was reviewed at the March 2012 Board Meeting, and is in practice.

Assessment: Strategic Objective is completed.

Recommendation: Remove Strategic Objective 2-C

BOARD GOAL THREE: PRUDENT FISCAL STEWARDSHIP

- **Strategic Objective 3-A:**

The link between discretionary budgeting and strategic planning is strengthened.

Summary: Position Control has been strengthened. Rationale and financial impact are part of the Board agenda, linking budget and planning. The District Council for Administrative Services (DCAS) developed, and the Board of Trustees approved, an Infrastructure Funding Model (IFM) that addresses Total Cost of Ownership (TCO).

Assessment: Strategic Objective is ongoing.

Recommendation: Retain Strategic Objective 3-A

Responsible Parties: District Committee for Accreditation and Planning (DCAP), Consultation Council

- **Strategic Objective 3-B:**
Expenditures linked to District Planning are reviewed on an annual basis
Summary:
The need to link District Planning to expenditures is acknowledged. A methodology will be identified to make the linkage explicit.
Assessment: Strategic Objective is ongoing.
Recommendation: Retain Strategic Objective 3-B
Responsible Party: District Council for Administrative Services (DCAS)
- **Strategic Objective 3-C:**
The effectiveness and efficiency of all District operations, programs, and services are improved and associated cost savings are redirected to student learning and support.
Summary: As part of the FY12 and FY13 budget, the Board approved a number of re-organizations to streamline operations. The Human Resources Department continues to review individual positions, classification series, and departments to ensure effectiveness and efficiencies.
Assessment: Strategic Objective is ongoing.
Recommendation: Retain Strategic Objective 3-C
Responsible Parties: Program Review Committees, Management, All Constituencies
- **Strategic Objective 3-D:**
District long-term retirement obligations (GASB45) are funded and adequate cash reserves are maintained to handle cash flow requirements, including state funding deferrals and unanticipated expenditures.
Summary: The District established an irrevocable trust to fund post-employment retiree health benefits. The Board-adopted budget ensured adequate cash reserves without district borrowing (TRANS).
Assessment: Strategic Objective is ongoing.
Recommendation: Retain Strategic Objective 3-D
Responsible Party: District Council for Administrative Services (DCAS)
- **Strategic Objective 3-E:**
Costs in areas such as healthcare, work-related injuries, facilities and operations, etc. are contained or reduced and cost savings are redirected to student learning and support.
Summary: The District established of two Health Benefits committees and a wellness group to plan initiative for District employees. The Board approved the Infrastructure Funding Model (IFM), which will help fund maintenance schedule and reduces overall cost.
Assessment: Strategic Objective is ongoing.
Recommendation: Retain Strategic Objective 3-E
Responsible Parties: Employee Health Benefits Committees, Risk Management, Human Resources Department
- **Strategic Objective 3-F:**
The state's financial condition is monitored and assessed to allow for timely budgetary intervention to avoid crises and unanticipated disruptions in District operations and programs.
Summary: The budget includes several contingencies to ensure continuity; they are: current projections of the state's financial status, reductions to expenditure, reserves for revenue shortfall, and a plan and estimate for use of reserves to avoid mid-year operating budget reductions.
Assessment: Strategic Objective is ongoing.
Recommendation: Retain Strategic Objective 3-F
Responsible Parties: Vice Chancellor of Finance, District Council for Administrative Services (DCAS)

- **Strategic Objective 3-G:**

A plan to fund budgetary structural deficits is developed and maintained.

Summary: The Board approved an Infrastructure Funding Model (IFM) that will provide foundational funding for capital structural deficits such as equipment replacement, scheduled maintenance.

Assessment: Strategic Objective is completed.

Recommendation: Remove Strategic Objective 3-G

Action, Discussion: 11.04 Review, Reaffirm and/or Modify Board Goals and Objectives for 2012-2013

The Chancellor recommends the Board of Trustees review, reaffirm and/or modify Board Goals and Objectives for 2012-2013. Trustees approved the 2012-2013 Board Goals and Objectives for 2012-2013, with minor modifications. Motion by Trustee Larry Miller, second by Trustee Dianne McKay. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

- **BOARD GOAL ONE: PROVIDE ACCESS AND STUDENT SUCCESS**

Strategic Objective 1-A:

Students are served more efficiently by expedited movement through District Programs resulting associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Establish a Districtwide General Education subcommittee to develop ideas and strategies to improve commonality among courses at each college. Responsible Parties: District Council for Academic Affairs (DCAA)

Strategic Objective 1-B:

Review collegiate level English and Science courses to ensure comparability in units and learning objectives with equivalent courses at four-year CSUs or transfer model curriculum. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Science Faculty

Strategic Objective 1-C:

Review English and Mathematics objectives for pre-collegiate courses to ensure comparability among District colleges. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Mathematics Faculty

Strategic Objective 1-D:

Participate in the SB 1440 (TMC - Transfer Model Curriculum) and C-ID (Course Identification Number System) initiative to ensure college courses are comparable District-wide and within the California Community College system. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committees

- **BOARD GOAL TWO: MAINTAIN INSTRUCTIONAL QUALITY WITHIN BUDGETARY LIMITS**

Strategic Objective 2-A:

Technical and vocational college courses and programs are aligned with employer and market needs. Responsible Parties: Local Curriculum Committees, Local Program Review Committees

Strategic Objective 2-B:

Professional development activities for faculty and staff promote organizational best practices and technological activities that empower employees to work smarter allowing greater time to be expended on activities linked to student access, persistence, and success. Responsible Party: Local Professional Development Committees, Human Resources Department

- **BOARD GOAL THREE: PRUDENT FISCAL STEWARDSHIP**

Strategic Objective 3-A:

The link between discretionary budgeting and strategic planning is strengthened. Responsible Parties: District Committee for Accreditation and Planning (DCAP), Consultation Council

Strategic Objective 3-B:

Expenditures linked to District Planning are reviewed on an annual basis. Responsible Party: District Council for Administrative Services (DCAS)

Strategic Objective 3-C:

The effectiveness and efficiency of all District operations, programs, and services are improved and associated cost savings are redirected to student learning and support. Responsible Parties: Program Review Committees, Management, All Constituencies

Strategic Objective 3-D:

District long-term retirement obligations (GASB45) are funded and adequate cash reserves are maintained to handle cash flow requirements, including state funding deferrals and unanticipated expenditures. Responsible Party: District Council for Administrative Services (DCAS)

Strategic Objective 3-E:

Costs in areas such as healthcare, work-related injuries, facilities and operations, etc. are contained or reduced and cost savings are redirected to student learning and support. Responsible Parties: Employee Health Benefits Committees, Risk Management, Human Resources Department

Strategic Objective 3-F:

The state's financial condition is monitored and assessed to allow for timely budgetary intervention to avoid crises and unanticipated disruptions in District operations and programs. Responsible Parties: Vice Chancellor of Finance, District Council for Administrative Services (DCAS)

12. Planning

Discussion: 12.02 Review Proposed Revised Planning Cycle

Dr. Eddinger reviewed the Proposed Revised Planning Cycle. Following discussion of the planning cycle and development of a District Master Plan, breakout groups were formed and facilitated by Trustees to discuss topics of importance to the District and colleges. Groups discussed the VCCCD mission, serving students, community collaboration, and meeting future needs in a time of budget challenges.

Action: 12.05 Action to Approve Proposed Planning Cycle

The Chancellor recommends the adoption of the Transition Plan and Revised Integrated Planning Cycle Timeline. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Transition Plan:

Conduct 2012-2013 planning cycle through the following activities:

- Revise the 2012 Goals and Objectives for 2013
- Create and Implement Action Plans
- Assess results at June 2013 Board Planning Session

Revised Districtwide Integrated Planning Cycle Timeline:

Academic Year	Cycle	Plan Activities	Assessment Activities
2012-13	Transition from prior year plan; initiation	Transition: Complete Original Planning Cycle; Conduct Master Planning: Create Master Plan with Goals	Assess and improve planning

	of new planning cycle		process;
2013-14	Current Cycle: Year One	Create Strategic Plan containing Strategic Objectives to support Master Plan Goals; develop and implement Action Steps	Assess Progress on Objectives; Assess and improve planning process
2014-15	Current Cycle: Year Two	Assess status of Strategic Plan and Objectives; continue implementation of Action Steps	Assess and improve planning process
2015-16	Current Cycle: Year Three	Mid-term Review of Master Plan Goals: Assess status of Master Plan Goals, Strategic Plan and Objectives; adjust Strategic Plan and Objectives as needed	Assess and improve planning process
2016-17	Current Cycle: Year Four	Assess status of Strategic Plan and Objectives; continue implementation of Action Steps	Assess and improve planning process
2017-18	Current Cycle: Year Five	Assess status of Strategic Plan and Objectives; continue implementation of Action Steps	Assess and improve planning process
2018-19	Current Cycle: Year Six	Master Planning Year: Assess and modify Master Plan for the next 6-year cycle	Assess and improve planning process

13. Adjournment

Information: 13.01 Chair will adjourn the meeting

Chair Blum adjourned the meeting at 6:15 p.m. and offered best wishes to Dr. Duran.