

ACCA BOARD OF DIRECTORS

Friday, March 16, 2018

Locations: Sacramento, ACCA Office
Long Beach City College
Chabot Las Positas CCD

RECORD OF THE MEETING

OFFICERS PRESENT:

- **T. Greene**, President, (American River College) Representing CEOs (in Sacramento)
- **O. Pourzanjani**, President-Elect (Golden West College) Representing Instructional Services Administrators (At Long Beach)
- **R. DelGaudio**, Past-President, (Long Beach CCD) Representing HR Members (At Long Beach)

MEMBERS/EX-OFFICIO* MEMBERS PRESENT (for all or a part of the proceedings):

In Sacramento

- **W. Duncan**, (Sierra College) Representing CEOs
- **K. Kaur**, (American River College), Representing Business Services Members
- **J. Lyle**, (Merced CCD), Representing Instructional Services Members
- **J. Walters** (Retired Member Rep)
- **L. Gormley***, (SELF-Schools Excess Liability Fund), Representing Business Members

In Long Beach

- **J. Avalos**, (Saddleback College), Representing Student Services Members

At Chabot Las Positas

- **W. Fong**, (Chabot-Las Positas CCD), Representing Human Resource Members
- **B. Lofman**, (Hartnell CCD), Representing Members at Large

By Phone

- **D. Houston**, (Yuba CCD) Representing CEO Members
- **K. Messina**, (San Mateo CCD), Representing Instructional Administrators
- **B. Dowd**, (San Diego CCD), Representing Business Services Members

BOARD MEMBERS/EX OFFICIO* MEMBERS NOT IN ATTENDANCE:

- **E. Cipres** (Irvine Valley College), Representing Student Services Members
- **J. Gutierrez** (Coastline College), Representing At Large Administrators
- **C. Ng**, (MiraCosta) Representing HR/CBO Members
- **J. Jackson**, (Chabot-Las Positas), Representing CEOs
- **T. Vo Kumamoto**, (Berkeley City College), Representing Instructional Services Members
- **K. Tarrant** (Los Angeles Trade Tech College), Representing Student Services Administrators

STAFF/GUESTS PRESENT:

- **S. Bray***, Executive Director
- **P. Marcotte***, Manager, Marketing, Communications & Technology
- **C. Clark**, Manager, Professional Development and External Development
- **C. Mikami**, Administrative Supervisor
- **M. Underwood**, ACCCA Advocate
- **J. Darin**, Consultant, Strengths Finder (for Board Development)
- **J. Aries**, Consultant, Marketing and Communications (by Phone)

*Indicates Non-Voting

- I. **CALL TO ORDER/CONSENT AGENDA:** The meeting of the ACCCA Board was called to order at 10:30 a.m. following a **30 minute delay for technical difficulties**. President Thomas Greene reviewed the agenda. No new agenda items were added from the floor, some items were moved to occur earlier or later.

Consent Agenda. It was moved (**DUNCAN**) and seconded (**WALTERS**) to approve the Consent Agenda including the January and February 2018 Financials; the minutes of the January 2018 meeting and the February 2018 Member Statistics by Region report. *The motion carried.*

II. **BOARD DEVELOPMENT (O. Pourzanjani):**

- a. **Strengths Finder:** The Board Development Committee Chair, Omid introduced Strengths Finder consultant, Joe Darin who presented an overview of how the Board will be engaged in a planned workshop on “building capacity” and improving communications and strategic team work of the Board using the concepts provided in the Strengths Finder method. Bray informed the Board that Strengths Finder will be provided to every new board member immediately after the election along with orientation materials. A separate orientation session will be planned for all new board members apart from the Board retreat. Board members who have not yet taken Strengths Finder will be encouraged to do so before June.
- b. **2018 Board Election:** Susan Bray reported on the status of Ballot preparation for the upcoming election noting that the cut off for nominations is mid-April and of the five incumbents running this year, 3 have confirmed they will run, one will not and one is undecided.
- c. **Annual Planning Meeting:** Bray discussed planning for the upcoming planning meeting of the Board [June 13-15] taking place in Sacramento. She discussed the tasks annually required at the meeting such as tentative budget approval; strategic planning; hearing the annual reports of the commissions and committees etc. Members offered their ideas of content for the agenda as well. Bray and the Executive Team will incorporate the suggestions of the Board as they develop the June agenda.

III. **ASSOCIATION OPERATIONS:**

- a. **Finance Committee Report:** Chair of the Finance Committee, Kuldeep Kaur shared that the committee had recently met and both Bonnie Dowd (PPC) and Strategic Plan Champion Brian Lofman had joined in the meeting. They discussed building assumptions for the next, and future budgets, sustainability of programs and a proposed policy going before the Board regarding paid leave for staff. Kuldeep indicated that as we move toward the June meeting and the end of the year, the Finance Committee will continue to consider these issues as well as the sustainability of both one time and ongoing revenues and expenses, but she asked that the Finance Committee be expanded to include an MDC perspective.

Internal Controls: Susan Bray discussed the completed 2015-16 review and encouraged board members to take a look at the report of the auditor and the Association’s responses on the 7 findings—4 of which were recurring. She noted that the 16/17 review was scheduled for April 4-5 and the current year review for the summer which would bring them current.

ACBO MOU Discussion: Kuldeep reviewed the MOU proposed by ACCCA and the counter proposal from ACBO noting that they would not accept the proposed 10% increase over two years but

suggested a 4% increase. After some discussion it was agreed that ACCCA would counter with a 2-year agreement with an increase at the final year of 6%, but we would ultimately settle for 5%. Members agreed that ACCCA's business model to provide administrative services to other organizations with existing staff should be examined for sustainability and whether or not it aligns with the Association's mission and its strategic plan. President Greene agreed that this topic will be explored in greater depth in June.

Sustainability of ACCCA in the Future: Bray asked Lofman to elaborate for the Board his conclusions regarding a sustainable operational model for the future. He proposed that ongoing oversight of the Strategic Plan now requires an examination of the appropriate metrics for assessing sustainability based on the assumption that ACCCA's expenditures reflect the best value in serving member needs and those expenses are within the limits of the Association's revenue from member dues and programs/events.

He offered a template for the calculation of the various elements of ACCCA operations that focuses on both member benefits cost and value, as well as programmatic costs and estimated member value. Bray agreed and noted that in building budget assumptions for 2018-19 and beyond will require this model or one like it to be integrated into that process. She suggested that the Finance Committee would be the entity to engage this work and the Board agreed. Rose asked staff about the strategy around recruitment as this is the most direct way to ensure sustainability. Bray outlined the multiple resources currently devoted to recruitment from the services of the contract recruiter to leveraging affiliate connections and the power of the Regional Membership Network. She stated that she will map these resources out including their expense and return on investment for the Board's discussion in June.

b. *Strategic Planning Update:*

Final Report of the Champion: Lofman continued with his closing report on the Strategic Planning process reviewing for the Board all activities since June, 2015 from inception of the new process through the Board's approval of the public facing plan and subsequent progress reports provided to the Board in January and at this meeting. The board expressed its gratitude to Dr. Lofman for his outstanding work in helping to not only define the appropriate process for the Board to follow, but in visioning much of the plan itself. His report was followed by the report of staff on the progress of meeting the goals outlined in the Strategic Plan 2017-22.

Progress Report on Goals: Bray provided an overview of the four areas and six key goals, and incorporated her own insights into the status of some of the key action items for each goal. She highlighted the completion of the "administrative census" which pulled together the full administrator, director and manager lists of each campus in the system. A review and vetting of these rosters resulted in the identification of the "potential member number" – a calculation of the total administrators in the system that ACCCA needs to attract to meet its goal of 51% of all administrators as members of ACCCA by 2022. From this number she calculated the rate at which recruitment should occur to meet that goal and also provided a recruitment goal directly tied to eliminating the ongoing operational deficit.

- c. **Marketing and Communications Report:** Jennifer Aries [by phone] and Patti Marcotte reported on the current status of the established marketing plan [updated 3/13/18 version was posted.] She lauded the Board and staff for an outstanding conference noting the energy that was present and that the conference success was something that can be built upon. She began her report by calling attention to those goals of the plan that have been completed [include list]. She announced that a revised model of the member survey would be out in April allowing time to vet the data for the Board's use in June.

She reported that ACCCA has acquired *Constant Contact* software to better enable member distributions and help re-launch the newsletter which has been dormant for a number of months. She indicated that a new Editorial Calendar had been developed and she challenged the Board to provide new content to topic suggestions which can be "banked" for future editions. She closed by saying that the marketing team would be working with the Regional Council to provide a ROI report on all ACCCA benefits that can be used in planning for a revised benefit program.

- d. **Regional Member Council Report:** Susan Bray provided the Board with an updated Council Roster showing the ten regional reps [one as tentative appointment], and 122 campus contacts, 20 of which are "tentative" pending acceptance of the invitation.

She stated that this version is the most complete roster status since the effort began six months ago, and reported that the work of recruitment must be expanded to the Regional Council in order for any significant success to be achieved. She reviewed the challenges of consistency with the progress of the recruitment consultant, but emphasized the potential of the Board to take the lead by setting the example.

Bray indicated that a spreadsheet showing potential members at each campus represented by members of the Board was posted and available on their Board Docs page. She encouraged them to take advantage of any opportunity to encounter any of these colleagues and share their story. She reminded them that talking points and materials are available from the Marketing Team for purposes of their recruitment efforts. Bray shared the draft agenda for the next RMC meeting scheduled for March 23rd, 10 a.m. to noon.

- e. **Policy & Procedures Committee Report:**

Annual Paid Leave for Employees: Chair of the committee Bonnie Dowd, and Director Bray presented draft language to the Board for a first read that would add to existing Employee Guidelines regarding paid leave for staff. The proposed language outlines new policy to require the inclusion of paid leave as part of the unfunded liability shown on each annual financial report.

Further, the proposed language sets up a process for capping leave to protect the Association against any future significant costs. The Board requested additional guidelines for implementing the new process and how the cap is applied. It was generally agreed that paid leave be capped at 40 days for the Executive Director and 30 days for other staff.

The PPC will address implementing guidelines at their May meeting and the Finance Committee will review the revised proposal prior to the ACCCA Board's consideration of the proposal in June.

Consultation Rep Appointment Process: The Board also discussed the question of committee appointment process as it relates to the ACCCA Consultation Rep. Some members expressed concern that other board members were not considered when appointing someone to fulfill the term of the Past President in their Consultation Rep role.

Members discussed the historical tradition of holding that role out for the past president given their institutional knowledge of ACCCA that could benefit our representation on that body and generally agreed that it was a good practice to continue and perhaps they would have the right of first refusal. A second scenario was offered that whoever serves in that role should also be the vice-chair of the CFLA as that commission is a more direct link to the issues of the Consultation council.

It was resolved that the importance of this role cannot be understated. The Consultation Rep is the voice of ACCCA. The Board asked staff to consult with the Policy and Procedures Committee and the Executive Committee and bring back options to resolve this process in June.

- f. **Affiliate Partnerships Report:** Bray reported on the recent IEPI Advisory Board meeting [March 9, in Sacramento.] She indicated that the PLN is established and their PRT [partnership resource teams] have established themselves, the Advisory Group is pursuing a concept for IEPI 2.0. They are engaging the usual stakeholders and the Resource organizations such as ACCCA to vet their ideas about what to focus on next. This is an ongoing process and she indicated that from ACCCA's perspective it is the professional development effort funded by IEPI but being largely led by the RP Group and Academic Senate that is of most interest to ACCCA given its direct impact on our own programs. Ensuring that ACCCA's programs and training content continues to be unique in a very crowded market place is the chief concern.

She noted that currently, IEPI isn't offering programs that would in any way compete with ACCCA, however, while IEPI, the PLN [professional learning network web site] and its work in PD is well understood by those engaged in their processes and programs, to the average administrator on campus, their work and the purpose is not as well understood.

Additionally, the bulk of their workshops and training are mainly aimed at instruction and around implementation of guided pathways. Bray noted she will continue to monitor the work of IEPI and report to the MDC and the Board as information develops.

IV. COMMISSION REPORTS:

- a. **Management Development Commission:** Courtney Clark reported on behalf of the Commission noting that several event reports and the debriefing notes from the conference had been provided to the Board in their materials. Of note was the successful conference. Clark reported a huge spike in attendance over the prior year and between a \$45,000 and \$50,000 profit on the event--the largest profit in years.

Bray agreed and noted that the risk that was taken in changing the format of the conference paid off, and the new model will be used for the 2019 conference as well. Clark suggested moving up the call for proposals and the selection process to get in front of the topics and general sessions in 2019.

Admin 150 and ACCCA's Professional Development Pathway: The Board heard a proposal for new content from Omid and Doug Houston that would add specific "soft skills" content to the existing line up and further contribute to the pathway of professional development opportunities for members. The board endorsed the content and noted that it is much needed to enhance existing programming and they discussed several options for incorporating and delivering the content.

Bray confirmed that she will discuss possible additional funding from IEPI for delivering "Building Capacity for Transformational Leadership" content to the field. Doug agreed to work with her to facilitate these discussions in the context of his own work with IEPI, and members agreed that targeting funds, such as "institutional re-design" might make a difference.

- b. **Commission for Finance, Legislation and Advocacy:** Michelle reviewed the latest bill report with the Board indicating the two bills for which support letters were being prepared. She noted that the CFLA will take additional positions at their 3/27 meeting coming up. She said development of ACCCA's budget position paper is ongoing. She discussed current budget advocacy and noted the work of both workgroups on developing a new funding model.

Both Willy Duncan and Bonnie Ann Dowd, each active on the workgroups, weighed in on their progress. Willy noted that the CBO workgroup had reviewed the CEO framework and made some significant suggestions for improvement and would be responsible for running the simulations on the models. He reported that the two groups met in conjunction with the Consultation Council on the prior day and the two workgroups continue to reconcile their versions. He mentioned that DOF has been working with both groups and remains open to suggestions for their trailer bill and the Chancellor has indicated he wants both groups to contribute to the solution. When asked about timeline, Willy said "yesterday," but both agreed that by mid-April the final recommendations will be delivered in time for the May Revise.

- V. **FROM THE FLOOR:** Retired Member representative on the Board, Judy Walters, presented a concept for legislation or policy to assist retired members who choose to serve in interim positions. Noting that while faculty can work up to 6 months, administrators must adhere to a dollar amount that they cannot exceed [\$43,500] severely limiting the time they can devote to a position on an interim basis. The board discussed prior attempts by ACCCA to address this and the fact that the current administration and environment has not been good to bring the issue back up.

The solution that is being suggested is for the development of an "Exception Board" and a synopsis of the concept was posted for the Board to review. In short, the new board would be formed at the state level, be representative of all stakeholders and tasked with reviewing cases of extreme circumstance that would impact districts negatively if not granted a waiver for an interim beyond allowable limitations.

It was suggested that current legislation pertaining to the use of "special trustees" [most recently in the cases of CCSF and Compton] could be explored, but the reality, said members, is that the current governor would not be agreeable and whatever vehicle is developed would need to wait until the new administration comes in.

The Board and the Advocate agreed that the idea to work with our K-12 counterpart ACSA would be helpful since they are impacted by the regulations as well. Additionally, we could explore the idea of holding STRS/PERS harmless for the contributions of the member while in interim service.

The Board agreed to move the proposal to the CFLA for further development and bring the issue back when a concrete proposal is developed.

THE MEETING ADJOURNED AT 2:30 P.M.

DRAFT