

Chabot-Las Positas Community College District

District-Wide Comprehensive Planning Guidance and Coordinating Committee (DGCC) Meeting Notes Provided by Signature Solutions Corporate Results (SSCR)

Date: Thursday, November 5, 2020, 2020 – 1:00 PM - 3:00 PM

Venue: Zoom.us Meeting

Participants:

Convener: Ron Gerhard – Chancellor, CLPCCD

DGCC Members:

Ron Gerhard – Chancellor, DO

Theresa F. Rowland – VC, Ed Services and Student Success, DO

Susan Sperling – President, CC

Dyrell Foster – President, LPC

Miguel Colon – Academic Senate, CC

Sarah Thompson – Academic Senate, LPC

Student Senate Representatives, CC: Theresa P.

Student Senate Representatives, LPC: Adria, Lord, Saba

Noell Adams – Classified Senate, CC

David Rodriguez – Classified Senate, LPC

Chasity Whiteside – Classified Senate, DO

Samantha Kessler – Director, Institutional Effectiveness, CC

Rajinder Samra – Director, Research, Planning, and Effectiveness, LPC

Key Resource Collaborators:

Cynthia Gordon da Cruz – Coordinator of Institutional Research, CC

Owen Lechter – Vice Chancellor, Facilities and Bond Program

Wyman Fong – Vice Chancellor, Human Resources

Jonah Nicholas – Vice Chancellor, Business Services

Bruce Griffin – Chief Technology Officer

Jennifer Aries - PR, Marketing, and Government Relations

Signature Solutions Corporate Results (SSCR) Consultants:

Lori Allio, Facilitator

Rogear Purnell, Facilitator

Jennifer Kennedy, Writer/Editor

Elñora Webb – CEO/President

Expected Meeting Outcomes:

- Inform the District-wide Strategic Plan (DSP) for 2021-2026

Meeting Agenda:

1) Welcome/Where we are with Comprehensive Planning

--Vice Chancellor Rowland, Chancellor Gerhard

2) College Educational Master Plan (EMP) Priorities and Goals

--Chabot College (CC) President Sperling and CC EMP Task Force Lead Kessler

--Las Positas College (LPC) President Foster and CC EMP Task Force Lead Samra

3) Informing the District-wide Strategic Plan (DSP) for 2021-2026

--Vice Chancellor Rowland and Elñora Webb – CEO/President, Signature Solutions CR

- **Brainstorm 3-5 District-wide Priorities Based on Primary Sources (EMPs)**
- **Comment on the Draft DSP Template**

4) Conclusion – Key Takeaways, Opportunities for Further Review

--Chancellor Gerhard

MEETING NOTES

1) **Welcome/Where we are with Comprehensive Planning**

Presenters: Vice Chancellor Rowland, Chancellor Gerhard

Vice Chancellor Rowland welcomed everyone to the District Guidance and Coordinating Committee (DGCC) meeting, with a special welcome to the student representatives from Chabot College (CC) and Las Positas College (LPC). The VC reminded the group that the meeting would conclude at 3 p.m. and referenced the agenda, which had been sent to the participants ahead of time. She walked the group through the agenda, stating that the meeting would start with an update from the Chancellor about where things stand with the planning process and then move to presentations by the two colleges on their EMP priorities and goals. The VC alerted the group to a change in the agenda, stating that, given limited time, the activity portion would be moved up and be conducted just after the college EMP presentations. She went on to say that the group would then have a chance to comment on the district environmental scan and the proposed template for the District-wide Strategic Plan (DSP), and then the Chancellor would then help the group wrap up the session with key takeaways and opportunities for further review.

VC Rowland then introduced Chancellor Gerhard who made the following introductory remarks (paraphrased): “In these times, not only are we dealing with a pandemic, we are dealing with the new funding formula, we’re dealing with wildfires, and everything else that is going on in the last week or so (e.g., the election) that is, no doubt, drawing our attention. (These things are really making) it more difficult to complete this wonderful goal or this wonderful document or set of documents that will guide and inform our colleges, (and) our district, in the next five years.

So I wanted to start there and just say, thank you. In particular, in reading the documents online, I’ve found a renewed purpose and energy, in terms of what we are trying to accomplish and, really, the future of our colleges and our district as we move on for the next five years despite all that is going on at the federal and state level.

So I just want to welcome you and start there, with gratitude, and say thank you. You know I am very interested in this exercise, which we started almost a year ago and I am really looking forward to engaging with you all and the college’s EMPs, and, really, from those documents creating a set of priorities and goals that, ultimately, I intend to take to the Board of Trustees, who will be reviewing their existing board priorities and revising those...at some point next spring, at the next Board Retreat, and reflecting on all of the work and the voices that have contributed to this planning effort. Right now our district priorities...are a little bit out-dated, reflective of a planning exercise that occurred back in 2015, and the connection between the college’s EMPs and the district priorities was not as strong. I hope that, based on this (current) effort, we can really position our district, our colleges, and our programs in a stronger light in terms of strategic direction throughout all levels of organization. Looking at the EMP documents, I am confident we will be able to do that even while grappling with all of the larger issues...and have a plan that will direct decision-making for years to come.”

The Chancellor then handed the meeting back over to the VC, who introduced the first college-level EMP teams.

2) **College Educational Master Plan (EMP) Priorities and Goals**

Presenters:

Chabot College (CC) President Sperling and CC EMP Task Force Lead Kessler

CC President Susan Sperling gave a brief introduction to Chabot’s EMP, thanking Samantha Kessler, the EMP Task Force Lead, Dr. Cynthia de Cruz, the Coordinator of Institutional Research, and the EMP team at Chabot for their work on the planning initiative. She also gave special acknowledgement to the CC students who worked on the EMP and noted the importance of the college’s shared governance groups in the process. She then turned over the floor to Samantha Kessler, who also thanked the various individuals involved with the process and presented the draft CC EMP via a PowerPoint to the larger group.

Ms. Kessler outlined CC’s planning process to date, including seeking college-wide input and compiling and assessing environmental scan data related to the college. In particular, she mentioned that the task force had reviewed other sample EMPs and decided on an innovative approach relying on a heavily visual graphic format, composed of

matrices and grids, vs. text-rich format. As CC developed its mission critical priorities, she explained, equity emerged as a separate and leading priority, integrally related to the other four priorities: Access, Success, Pedagogy and Praxis, and Community Collaboration. Ms. Kessler went on to explain each of five priorities and related objectives in relation to the environmental scan data. She explained, that, in developing the priorities and objectives, the task force was “really thinking about the environmental scan data on our service area and the rich diversity of our students and employees. And we’re also considering the types of student supports necessary for these populations and what it would take to them to feel belonging and feel like valued contributors to the college and really thrive here...so we really wanted to eliminate those equity gaps that we’re seeing persist in many areas and ...be proactive about offering supports that embed in our college these objectives (e.g., Access, Success).” Kessler also talked about CC’s 10 x10 Villages initiative, to support Black student success and creating other Guided Pathways success teams, as well as strategies to involve feeder high schools and local employers as partners, marketing, and professional development.

Presenters:

Las Positas College (LPC) President Foster and CC EMP Task Force Lead Samra

LPC President Dyrell Foster acknowledged the work of the EMP task force at LPC and acknowledged the two LPC student representatives who participated in the process. He gave a brief outline of the EMP process of the task force, which was convened in December 2019 and started by reviewing, evaluating, and building upon the previous EMP. Dr. Foster praised the task force for persevering through the COVID-19 pandemic and subsequent shutdowns.

The president explained that the final draft of the EMP was currently distributed to the college community for comments and will go to the college’s shared governance groups for review and approval over the next few weeks. He thanked the EMP Task Force lead, Rajinder Samra, for his leadership and acknowledged the hard work and diligence of the task force.

Rajinder Samra, the LPC EMP Task Force Lead, then led the group through an overview of the draft LPC EMP. He explained that while the proposed EMP built on the previous EMP, there were several notable changes. Lifelong learning was added back into the college’s Mission Statement, leading to key findings related to expanding outreach to adult learners. The college also added a separate Equity goal, reflecting the area’s growing diversity and LPC’s commitment to ensuring that Black students, as well as other historically underrepresented students, are able to access and succeed at the college. Finally, the new EMP contains a section on EMP implementation and assessment, to encourage it to be a living document that is used and discussed by college constituencies over the next five years.

Mr. Samra walked the group through some of the key findings of the environmental scan produced for the EMP. In particular, he pointed out that not only is the LPC service area becoming more diverse, but the area has a large and growing Asian population, as well as a large immigrant population and many first-generation college students, trends that point to opportunities for possible exploration over the next five years. Mr. Samra also talked about the impact of the COVID-19 crisis and its long-term implications for instruction, student services, and student learning. He also went on to discuss additional demographic points, and the importance of expanding community outreach and collaborations as the college prepares for expanded enrollment over the next 10 years and strives to stay relevant.

In closing, Mr. Samra stated that the goals and objectives, designed with student excellence in mind, were really the heart of the EMP. He emphasized the importance of using data analyses to take action to eliminate student opportunity gaps, systemic racism, and cultural inequities

3) Informing the District-wide Strategic Plan (DSP) for 2021-2026

Presenters: Vice Chancellor Rowland and Eñora Webb – CEO/President, Signature Solutions CR

VC Rowland explained that the group would embark on the key activity, using the College EMP presentations as primary sources. In four smaller groups, the attendees using the key priorities and goals from the two college EMPs would identify common themes to be included in the district-level strategic plan (DSP). The DSP’s purpose is to represent us all and what unites us, the activity is to generate strategic directions informed by the EMPs which were informed by the District-wide Environmental Scan. She introduced Dr. Eñora Webb, CEO of Signature Solutions CR, to lead the exercise.

- o **Brainstorm 3-5 District-wide Priorities Based on Primary Sources (EMPs)**

Dr. Webb thanked the college EMP leads for their presentations and talked about the importance of

leveraging the salient differences and commonalities between the two plans just presented to inform the district plan. She also went over the logistics of the breakout sessions, explaining that the task of each discussion group was to come up with a minimum of three recommendations of strategic directions/priorities for the District, including one to report back to the larger group. She explained that each group would record their recommendation in a google document, with a consultant provided as group facilitator. She also requested that the mission critical priorities from CC and the goals and strategies from LPC be attached for easy reference.

The participants were dispersed to pre-assigned groups in Zoom chat rooms and given 20 minutes to complete the assignment. Signature Solutions team members - Lori Allio, Rogear Purnell, and Jennifer Kennedy were among the support team to the groups. Once finished, the full group reconvened and selected representatives from each group presented one recommendation from their group. Recommendations included the following:

- The first group pointed out that Chabot's goals on equity and access aligned with LPC's goals on equity and anti-racism, so their recommendation was to support the colleges in their commitment to equity and anti-racism, particularly for Black students.
- The second group also focused on equity and anti-racism and talked about making sure that the colleges are welcoming all students and also have a diverse faculty and staff reflecting student diversity.
- The third group looked at all the ways in which both EMPs wanted to have appropriate resources and institutionalize programs that are working well, so its priority is ensuring that the colleges have the necessary resources and continue advocacy for appropriate funding.
- Group four stated that its discussion focused mainly on mental health and the importance of maintaining a support structure for student education that integrated mental health and wellness services, as well as basic services, such as housing referrals and technology support for the expanded distance learning component. Referencing the impact of COVID-19 on student emotional and economic wellbeing, the group stated "We have been profoundly moved by the events of the last year."
- A member of Group 3 also remarked that they were very grateful to have a chancellor that has really has the political acumen to lobby, and to lead other districts and, ultimately, to support our two colleges and the District Office. They also emphasized that, given the changing demographics, we want every student to feel welcome.
- Dr. Foster commented that, from the perspective of high-level goals, there's a lot of overlap from the colleges and that it was not hard to draw where those goals and strategies intersect. Overall, there is a lot of overlap in areas where we do come together.
- Ms. Kessler commented on the fact that the goals and priorities presented by the two colleges are remarkably similar and said it was (interesting) that two totally different processes happening simultaneously at two colleges with very different student populations still came up with such a similar set of overarching goals.

Dr. Webb concluded the activity portion of the agenda by noting how powerful this process has been, in terms of yielding points to be considered in the development of the district-wide plan.

o **Comment on the Draft DSP Template**

VC Rowland thanked the group for engaging in the work today and acknowledged that there was limited time left, so just gave a brief overview of the status of the district-level strategic plan and the environmental scan. Regarding the district plan, she said that the next step would be to synthesize the work of the EMPs and that the participants will have further communications about what emerged from today's discussions and observations. She mentioned that they already have a template for the DSP and will integrate the feedback from the DGCC, the review of the draft EMPs, and the environmental scan findings. The draft DSP will be shared for review once feedback and information has been integrated.

Regarding the district environmental scan, VC Rowland stated that it was now in semi-final form and would be finalized out of her office. The comment period through November 30 and the DGCC has a link to where it is posted so that they could forward technical corrections if necessary. She acknowledged that the institutional research offices were really the backbone of the forging the document and also thanked Signature Solutions for putting the document together and doing the writing and editing. In conclusion, she stated that the data in the environmental scan speaks to our community, speaks to educational continuity for students, and speaks to

the need to ensure “safe and welcoming, inclusive campuses.”

4) **Conclusion – Key Takeaways, Opportunities for Further Review**

Presenter: Chancellor Gerhard

Chancellor Gerhard gave concluding remarks for the meeting. He first responded to recent inquiries about the timelines for the plans. He reiterated that the Board was still operating on old priorities established in 2015 and, given other pressing concerns and the fact that a new chancellor had not yet been hired when the Board last held its planning retreat in February 2019, these still needed to be updated to reflect the current strategic planning process underway.

He pointed out that the new priorities emerging out of the work of the college EMPs would likely go to the Board at their March 2021 Board Retreat. This would allow the priorities to be used to guide the spring 2021 budget planning process.

He went on to say the following (in paraphrased form):

“However, given the COVID-19 crisis, and other competing priorities and challenges that CLPCCD is juggling, we may need to be flexible to make sure that the end documents are truly reflective and useful documents—not documents that will be put on the shelf—that will guide us for the next five years. And if that takes additional time, then, so be it, it takes additional time. But in the meantime, we are working on the current timeline.

Re: the environmental scan—No, it is not going to the Board for approval. The purpose of the scan is to inform the college EMPs and the district plan. The scan is a source/resource document that the board wouldn’t approve; the data presented is already woven into the EMPs.

Getting back to the timeline, yes, all of these documents need to go through the appropriate vetting, to go through our shared governance processes for vetting, for feedback, for buy-in, and for recommendations before they go to the Board. If for a myriad of reasons I could think of it is not possible to complete this process in time for the Board Retreat, then (changing the deadline) is something I could support. But we will need to have that conversation later, as things emerge.

In my mind, the only real conversation is, if that’s the case, what are the implications? What are the repercussions, not only in terms of Board policy and procedure development, but also in terms of resources and the distribution of resources. What the PBC is working on should in no way influence this process.

Ultimately, if these documents don’t go to the Board in March, then it will go to the Board at the Board Retreat in August that we are planning right now. So I just wanted to make sure that I acknowledged these questions and the individual concerns about meeting the current timelines. We are not going to sacrifice quality for an expeditious, rushed effort. That’s not going to serve us or our students. It’s not going to put us in a position where the Board at a governance level in reviewing our Vision for Success goals can view our equity targets for disproportionately impacted students. It’s not going to help inform these district-wide targets if we have a rushed and incomplete document, so I want to acknowledge that and put it on the table as well.”

VC Rowland responded by suggesting that at the Chancellor’s Council, where the leaders of the senates and so forth are, we can revisit the timeline and map it to Senate planned meetings,

The Chancellor concurred, saying his fear is that there is a concern that these sets of documents aren’t going to be well vetted and have an opportunity for our constituencies to read and provide feedback, so that might be helpful to alleviate anxiety about the timeline.

David Rodriguex from the LPC Classified Senate agreed, stating that it was important moving forward that those timelines take into consideration shared governance meetings.

VC Rowland concluded the meeting at 3 PM sharp, thanking people for their participation and contributions. She reiterated that she would be sending out a summary of this meeting’s discussion, along with updates on the status of the environmental scan and district plan.