



WORK SESSION MEETING MINUTES
Monday, August 10, 2015
The Dalles Campus – Lecture Hall

ATTENDANCE:

Charlotte Arnold	Dr. Frank Toda	Tiffany Prince
Charleen Cobb	Robb Van Cleave	
Dr. Ernie Keller	Lori Ufford	
Dr. James Willcox	Bill Bohn	
Stu Watson	Will Norris	

1.0 CALL TO ORDER

Chair Arnold called the meeting to order at 8:50 am.

2.0 WELCOME AND INTRODUCTIONS

Chair Arnold welcomed and introduced Carol Schaafsma, facilitator for the work session meeting.

3.0 REVIEW OF BOARD COMMUNICATION, DECISION MAKING PROCESSES, AND ETHIC CODES

MOTION #1 – APPROVED

The Board discussed Columbia Gorge Community College’s Core Values: respect, integrity, community, excellence, learning, and service; and notes from their discussion was captured in the following flip chart note

- Build more awareness of College
- Build positive media attention of “success stories”
- Speak with unity about Board decisions
- Conduct ourselves as Board members demonstrating respect and integrity.
- Continue to improve our Board processes
 - Increase time for open discussion
 - Encourage discussion of multiple views (ok to disagree!)
 - Discuss policy issues and administrative actions of interest to the Board early and often.
 - Direct specific questions to President after Board discussion
 - Be clear on Board decisions and administration decisions
 - Direct operational issues and questions to administration/President

- Increase Board follow through on action items
- Support good public relations
- Use leadership priorities for brown bag
- Board Role:
 - More Trust (have a basis)
 - be visual/obvious about this
 - discussion forum – want perspective
 - S.S.
 - Input into stat. priorities
 - Organization Stability
 - Academic Master Plan
 - Board more fully involved on this one
 - Accreditation/Financial Aid
 - How is it going?
 - Sticking points?

4.0 BREAK

5.0 2015-16 KEY LEADERSHIP PRIORITIES

Columbia Gorge Community College’s Executive Leadership Team joined the Board at 10:35 am and Dr. Toda presented Columbia Gorge Community College Core Values to Results, which included the college’s leadership priorities and seven areas of focus: student success, building trust, organizational stability, academic master plan, accreditation, financial aid, 40-40-20 reengineering. After the presentation the Leadership Team and Board broke into groups to discuss Board involvement with the Leadership Team. Their flip chart notes are as follows

- Be clear about what is delegated to the President
- Direct operational issues/questions to administration
- Increase our follow through on interests, decisions – try to identify what by when.
- Support good public relations
- Be unified in representing the Board
- Ask for Board member opinions individually
- Include time for open discussion – brown bag
- Bring policy issues and administrative actions of interest of the Board to the Board earlier to help set direction – brown bag
- Direct specific questions to Dr. Toda – use brown bag time for this

6.0 BREAK

7.0 MAKING KEY LEADERSHIP PRIORITIES A REALITY

At 12:30 pm the Board welcomed their invited guests to the work session; this included staff and faculty from CGCC, CGCC Budget Committee members, students, and various leadership representation from both Hood River and Wasco counties. This group initially broke out into pairs to discuss what will moved the college forward on this strategic initiative and what “I” can do to help move the college forward. Succeeding these conversations the entire group had the opportunity to break out into smaller groups to brainstorm about the seven areas of focus and the previously mentioned questions. The flip chart notes from each table and their exchange are below.

- Academic Master Plan
 - Applied Science
 - How to keep up with local economy needs and global
 - Transferable Skills
 - How do we decide with is next prog?
 - Transfer Degrees
 - More emphasis
 - Recognition that many will ultimately need bachelors degree
 - CGCC
 - Halfway house or destination college?
 - Focus on bread ed. Humanities, social sciences, and arts
 - Unaffordability of universities = windfall for CC
 - Does our college have a short attention span?
 - Institutional attention deficit
 - Tactical but not strategic
 - Keep pace with universities – win win, 2+2
- Organizational Stability
 - What
 - Business Community Partnerships (workforce dev revenue)
 - Ongoing professional training (prof dev)
 - Job shadow/mentor (succession)
 - K-12
 - Quality improvement for programs
 - Expand nursing program
 - Support
 - Process for gen ed and universities
 - Brewing program
 - What the community needs and will support
- Accreditation
 - Two examples of student success
 - Address CLO student learning outcomes

- Programmatic review
 - CA/OS review
 - ECEFS review
 - RET review
 - A closer look at the educational process and measureable results
 - Address the recommendations
 - Outcomes
 - Fulltime/Part-time faculty ratios
 - Accreditation compliance is an ongoing process that cannot be sacrificed for convenience. If we create something because accreditation requires it, let's not be so swift to let it go following a NWCCU visit. It should not be casually abandoned.
 - Student Success
 - Be flexible and nimble in customized training
 - Define Success
 - Provide opportunities for students to make connections with other students and community
 - Open communication between admin, faculty, staff, and students
 - Transportation
 - Quality of food (nutrition) at affordable
 - Lots of students living in poverty
 - What can we do?
 - Provide positivity and opportunities for dialogue
 - SLife food pantry
 - Financial Aid
 - Student success courses
 - That include financial literacy element
 - Required for degree
 - Cross training
 - Student Services
 - Faculty
 - High school outreach including financial literacy elements
 - Partnerships with financial institutions (Navient, USA Funds) to do workshops (guest speakers in classes)
 - Default specialist in place
 - North star appts. Include financial aid.
 - Trust
 - What could move college forward
 - Transparency
 - Accountability
 - Retreat from isolation by upper administration

- People need to be heard and responded too – need acknowledgement
- Open meetings with participation to have conversations to help (retreat from isolation by upper administration)
- Honesty – confront problems and statements
- Hold conversations to clear air
- Acknowledge issues and acknowledge legal limitations to sharing details
- Issues get delayed responses create discord = what more prompt quick response
- Lack of trust → Lack of response
- Restart Labor Management Committee
- Eliminate fear (with fear – trust not possible)
 - Fear of losing jobs and resources
- Students thought college was closing
- Communicate successes and issues/concerns. Be open without fear of retribution at all levels
- Community trust with CGCC diminished with last year
- Follow through on key strategies
- High school → CGCC pipeline and presence needed to rebuild trust
- Message within community mistaken that college is closing
- Hispanic increase
 - Need Spanish speaking staff on each campus all the time
 - Need to specifically rebuild trust with Hispanic community
- Employees can be ambassadors for CGCC with positive messaging
- Open, listen, interact
- Disconnect between faculty, staff, and administration – no voice in policies at college
- Figure out how to fix this problem
 - This conversation is a start
- What can we do
 - Do not nit-pick
 - Offer constructive criticism
 - Words matter
 - Learn who to address questions to. Change in directors and chairs
 - Restart Labor Management Committee

- Communication skills – slow to respond to due toxic responses
- Rebuild trust at and between all levels
- Acknowledgement of communication (received the email)
- Clarity in who the email is addressing and who needs to respond
- Open and clear lines of communication
- Share decision making criteria with all – not through a management funnel
- Faculty have a role in students fear
- Instructional Council
 - Share response to faculty issue
 - Report back minutes from meetings to all faculty
- Encourage Communication
- Management to get example of being open to communication and show action upon the communication
- Communication important on good and bad things
- After hearing a concern show you received the message and follow up with
- Develop etiquette of communication
 - Acknowledge request
 - State steps
 - Follow up with status and updates
- CGCC advisor on high school campus always
- Weekly column in newspaper with success stories, learn about financial aid
- Spanish GED
- ESOL in Odell
- MECHA
- Institute a Faculty Senate

8.0 SUMMARY

Carol, facilitator, summarized the day's activities while Chair Arnold touched on some of the Board's next steps and thanked everyone for coming.

9.0 ADJOURN

The meeting was adjourned at 3:33 pm.

As recorded by Tiffany Prince,
Administrative Assistant to the President and Board of Education