

## **ACCCA BOARD OF DIRECTORS**

### **RECORD OF THE MEETING**

**Friday, March 15, 2019**

**Zoom Meeting Locations: Sacramento and Various Call-In Locations**

#### **OFFICERS PRESENT:**

*O. Pourzanjani, President (CCCCO/Golden West College) Representing Instructional Services Administrators*

*T. Greene, Past-President, (American River College) Representing CEOs*

*D. Houston, President-Elect, (Yuba CCD) Representing CEO Members*

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

*W. Duncan, (Sierra College) Representing CEOs*

*W. Fong, (Chabot-Las Positas CCD), Representing Human Resource Members*

*K. Kaur, (American River College), Representing Business Services Members*

*A. Law (Las Positas College), Representing Instructional Administrators*

*S. Yaqub (Butte CCD), Representing CEOs (by phone)*

*G. Ly (City College of San Francisco), Representing Instructional Administrators*

*K. Tarrant (Norco Community College), Representing Student Services Administrators*

*J. Walters Retired Member Rep*

*L. Gormley\*, (SELF-Schools Excess Liability Fund), Representing Business Members*

#### **BOARD MEMBERS/EX OFFICIO\* MEMBERS NOT IN ATTENDANCE:**

*B. Dowd, (San Diego CCD), Representing Business Services Members*

*P. King (Yuba CCD), Representing Instructional Administrators*

*J. Lyle, (West Valley College), Representing Instructional Services Members*

*C. Ng, (MiraCosta) Representing HR/CBO Members*

*S. Shears (DeAnza College), Representing At Large Administrators*

*J. Gutierrez (Orange Coast College), Representing At Large Administrators*

*E. Cipres (Irvine Valley College), Representing Student Services Members*

#### **STAFF/GUESTS PRESENT:**

*S. Bray, Executive Director*

*C. Mikami, Administrative Supervisor*

*C. Clark, Manager, Professional Development and External Development*

*M. Underwood, ACCCA Advocate*

*\*Indicates Non-Voting*

**CALL TO ORDER:** The spring meeting of the ACCCA Board of Directors was called to order at 10:00 a.m. President **Omid Pourzanjani** reviewed the agenda. *No new agenda items were added.*

#### **ACTION ITEMS:**

**Minutes of the January 2019 Meeting.** The record of the meeting held in Sacramento on January 15, 2019 was provided to the Board in advance of the meeting for review. No amendments to the record were stipulated.

**Financial Reports for January and February 2019.** Financial reports for the period ending 2/28/19 were reviewed by staff and accepted by the Board with no changes. ***It was M/S/C [W. Fong/T. Greene] to approve the January meeting record and financial reports with no amendments. The motion carried.***

## **REPORTS OF OPERATIONS, COMMISSIONS AND COMMITTEES:**

### **CFLA Report:**

*Legislation and Budget:* Michelle reported on the current status of the Legislative Session noting we have now passed the first deadline for bill introductions and CFLA has already reviewed a few key measures and taken early support positions on a couple of bills, but the bulk of the last meeting was spent on development of the Budget Position Paper.

As indicated in the last bill report, ACCCA is in support of **AB 30**, the partnership and pathways legislation, which extends operation of the program indefinitely. Currently there is a sunset on the existing program, and this legislation would remove that. The bill is sponsored by League.

ACCCA also supports **SB 291** to create an additional level of financial support for community college students. Letters of support for both bills have been done, and a sample letter was distributed to members encouraging them to send letters in support as well. In the current bill report there are 26 pages of bills to review and take positions on at the March 26<sup>th</sup> meeting.

Director Bray asked about the bill review on 3/25 and suggested that CFLA members be alerted to allocate time for that meeting so that all pending legislation can be thoroughly reviewed. Omid Pourzanjani asked that as the CFLA reviews the bills, they focus on any issues being addressed in legislation that could be aligned in a way to help eliminate silos on campuses. Michelle agreed that this is a productive framework with which to approach a bill review for the group.

*State Budget Update:* Michelle reported that the latest tax collections are just barely beating forecast. She said that January collections were just above projections, and although February collections were better, personal income tax collections (PIT) continues to miss the mark. Some are expressing concerns regarding revenues overall and that's the best news. Tax collections in January were very poor. PIT is off by \$2 billion alone. December was fine, but between then and end of January there was a \$2.3 billion shortfall.

DOF explains that this is a matter of timing noting that incentives for doing taxes weren't there with the impacts of tax reform, and they expect numbers to

raise later in the tax season. Additionally, LAO is expressing concern about the economic forecast overall between January and the May revision. They report that current year Prop 98 is diminished and decreasing in 19/20, and Governor Newsom does not have much of a buffer in the proposed budget. In past years Brown used ongoing funding for one-time items, and in the 2019-20 budget spending is proposed for ongoing items with one time funds which could impact Strong Workforce and other ongoing programs.

Another concern she said is the current year shortfall in the states appropriation for SCFF of \$69 million. This may or may not be corrected at May Revision. In addition, a property tax shortfall for the current year of \$200 million adds up to pretty significant shortfall overall. LAO is also concerned that the 2019-20 budget is built on very optimistic capital gains projections. Unlike recent years, we can't count on a good May revise.

Post Retirement Parity: Regarding the Post Retirement Parity issue and possible legislation, a meeting has been arranged with the Chancellors Office to discuss the issue and assess where they stand. Michelle reviewed the crux of the issue that ACCCA is seeking parity between PERS and STRS in terms of post retirement earnings limitations which is being pursued as both a remedy for districts struggling to fill interim positions while searches are conducted for permanent employees, and to assist our retired members in seeking those positions.

Currently both CalSTRS and CalPERS are trying to achieve a 6 month window for post-retirement work, but in Ed Code PERS achieves that through an hours cap, and STRS through a dollar cap. What ACCCA is seeking is parity in the process that would allow districts to more effectively use retired administrators in interim roles. The next step, she said, is to calculate where everyone stands on that concept starting with CCCCCO. At the same time, conversations with PERS and STRS are ongoing and she is exploring other options to address the disparity. Michelle summarized that a lot is going on behind the scenes, but we can't actually show the draft of a bill at this point or ask for support.

All acknowledged that the environment in which even mentioning pensions is difficult, getting the support of the STRS Board will be critical in deciding whether or not to pursue the issue legislatively. Issues of impacting the unfunded liability, or employers contributing to the interim employee's pension are still being discussed.

Willy said it's too bad that an omnibus bill isn't an option because that would be simpler, and Michelle confirmed that to get at the issue we will need a stand-alone piece of legislation and that is an uphill climb. She also noted that there are CTA and faculty reps on the STRS Board who would be obstacles to getting the STRS to support, and their support is necessary to make the bill viable.

Wyman posed a question regarding individual waivers from STRS on a case by case basis, and Michelle agreed that these are the kinds of remedies that are also being explored. This work will continue and she will keep the Board apprised.

*Legislative Platform Discussion:* Members were presented with a revised document with updates on the prior year platform. Essential platform items that members felt were essential are in the document, however, Director Bray commented that what may be missing, is any reference to the health and well-being of the administrator. She felt that in keeping with the mission this would be important to include, and there was general agreement.

President Pourzanjani suggested some form of ranking of student, administrator and then college related issues in terms of our platform goals. It was agreed that Director Bray would draft a statement to be included in the platform regarding the general welfare of the administrator for CFLA review at their 3/26 meeting. Bray further addressed the distribution map of the platform and all agreed on distribution to all affiliates and agency personnel as well as members and on the web site.

*Budget Position Paper Discussion:* Board members reviewed the two versions of the position paper provided to the Board. One reflecting the original draft advocating support of the Governor's proposed pause on implementation of the SCFF, and a second version submitted by CFLA member Sharlene Coleal proposing an opposite course of action regarding the pause.

Willy began the discussion by noting that the fact is that some districts do better under SCFF than others, and COC is one of those. He noted that perhaps LACCD does as well, but he's not sure if they will oppose the pause. He reported that the League has asked about our position as well, and as yet they haven't take one to his knowledge. He recommended the Board opt for the pause given that so much is unknown about metrics and data, to push forward with the formula doesn't make sense. He noted that this reflects our position last year in advocating for a slower implementation because of these same factors.

Michelle agreed and noted that she described this paragraph in the budget paper as "controversial" because moving forward helps some, but it hurts others and as a member-supported statewide organization, perhaps this isn't a question on which we take a stand. She cautioned that we need to be clear about the costs of one course over the other. Those held harmless in the implementation will keep what they have now, and this will cost more to keep implementing. The Governor says however that overall, it costs less than the current implementation structure in law. In advocating moving forward, the question becomes who is taking a haircut because we can't afford it based on current shortfall projections? At full implementation, how do you incorporate

a bigger deficit factor? All districts held harmless are at 2017-18 levels, plus cola and the resulting deficit factor is applied to everyone else. Never before as a system have we done this. Some could get 2% and some 5% but we just don't know right now.

Director Bray asked about the timeline for publishing this paper. Must we decide this issue today? She noted that the Fiscal Affairs work group is meeting today on these very questions. Can we delay and try to get feedback from Bonnie? Omid asked if the details about the pause/no pause arguments could be better expressed in the paper, and Willy agreed to make it clearer in the draft.

Doug Houston weighed in noting that discussion within the CEO task force was enthusiastic about preparing a position paper that would go to Eloy, the BOG and then the Legislature. They wanted to resurrect work of last years' SCFF task force and advocate for a longer implementation and for more data cleaning and modeling. He said they acknowledged at the time that there would be some "gaming" which could drive some unintended consequences in the data. He concluded by saying that someone needs to take this up with urgency, but I don't know that it's the ACCCA Board. ACCCA may be better served if we continue to work behind the scenes to move the issue forward and get some stability at the system office. The uncertainty is more disruptive than what the actual outcomes will be.

Willy agreed saying that from the CEO Task Force perspective, these efforts are moving forward, communications are going out and a meeting with system office is planned. However, the question for ACCCA regarding our position paper is whether we should support or oppose the pause, or remain silent.

Omid commented that some colleagues around the state have reported that they've been forced to open positions based on belief they will get funding with the SCFF moving forward. He cautioned that they wouldn't be happy about us advocating for the pause. Michelle reiterated that there will be winners and losers with or without the pause, but as a statewide organization taking a stand on what we feel is best for the system—pausing on the formula—we will get blow back, this is the conundrum and beauty of a statewide organization.

Kuldeep weighed in: from a member point of view, ACCCA is better off not taking a position at this moment. Director Bray agreed noting that our statement could serve to remind the community that we do represent individual members, some of whom will win with a pause and some who will be hurt. Michelle reminded board members that this pause is key to the Governor's budget penciling out.

Willy brought discussion to a conclusion by proposing that ACCCA wait to

make a statement on the pause, and hold the position paper until we know more. ACCCA shouldn't get out ahead on this issue while so much is going on behind the scenes right now, and with so many unknowns. ***The Board concurred.***

*\*Agenda Adjustment: The discussion of the Budget Position Paper appears in the minutes under the CFLA Report item although it occurred later in the meeting.*

## **Operations Report:**

**Strategic Plan Update:** Director Bray provided members with a written update on the strategic plan but stressed that not much has changed since their last meeting in January. Instead, she asked that they consider the current status of the four areas of the plan in preparation for the June planning meeting and consider how these areas move forward in the 2019-20 year and beyond. She reviewed all four areas and suggested some specific changes she will be advocating for at the June meeting, and she encouraged each Board member review the plan prior to June and consider these factors:

*Membership:* At the present time ACCCA is growing faster than the goal we set according to data from June through February, however this could change by the end of the year. Depending on how the year ends, we may want to consider raising the goal.

She reported that the benefit review process was completed, but the marketing related to better communicating benefits has been hampered by the unanticipated loss of staff. She reported that she has prioritized marketing tactics specifically related to building membership that will be addressed by a combination of part time personnel, existing staff and contracted services. A campaign is being planned for July that would incorporate outreach on multiple fronts with messaging collateral being developed over the next few months.

She stressed the need for a full review of both retired and business membership benefits in the coming year, including the communication strategy to grow both those areas in 19/20.

*Organizational Structure:* In June the Board will need to consider future board development opportunities in addition to tying professional development sustainability to the multi-year budgeting process

*Professional Development:* All agreed that with the loss of the Chairperson, MDC Leadership must be strengthened in 2019-20 if we are to address issues of sustainability. Bray stated that member survey results will be key to this planning.

Advocacy: Communicating to members the importance of this work that clearly goes beyond their weekly updates, and putting it in the context of a member benefit, will be a focus in the coming year.

**ACCCA Board Election:** Director Bray reported on progress toward the upcoming board election noting that the timetable has been moved up and nominations are currently being accepted. Affiliate groups, particularly those that are technically oriented like CISOA and RP Group are being asked to nominate to achieve a wider perspective on the Board. Bray reported that CISOA and others have responded and are sending names in. The cut off for nominations is April 1<sup>st</sup> and the ballot will be distributed to voting members on April 5<sup>th</sup>. Members will have until the 22<sup>nd</sup> to get their votes in and we will announce results on the 25<sup>th</sup>.

Bray reported that the Business Member rep on the board will also be open as of June as the current rep's term will expire in 6/30. To date, six business member organizations have indicated they'd like to be considered. Bray reviewed the nominations and indicated that profiles will be sent to the Board for consideration and an electronic vote will be taken the first week of April.

Omid suggested that the Business Member rep be affiliated with a company that serves members and not necessarily their institutions. Bray countered that regardless of the nature of the business, every business member is eligible for consideration and some business members are simply more engaged with the Association and that should be considered as well. Staff was directed to provide a summary of ACCCA engagement included with each profile.

**Member Recruitment and Retention:** Bray referenced the February member report provided to the Board and noted that currently ACCCA has 1198 members which is up from the 1065 starting point in June, and already well above the state recruitment goal of 3% growth.

**Regional Member Council Chair Appointment.** Bray asked the Board to consider Phillip King to replace Diane Fiero who is stepping down as Chair of the Council. Phillip has indicated he is agreeable to take over the Council in the coming year and will work with council members to strengthen communications and regional recruitment in 2019-20. ***It was M/S/C to approve the appointment [W. Fong/D. Houston]. The motion carried.***

**Marketing Plan:** Bray referenced the document provided to the Board outlining the top three priorities for executing tactics in the current Marketing Plan that are currently in development and set for completion in the coming year. The three tactics outlined are directly related to member communications and recruitment and focus on initiating a campaign around benefits; the launch of the newsletter and the development of a communications calendar and map for the coming year to address new member onboarding and retention tactics for existing members. She clarified that much of this work

will be carried out by existing staff, but a portion of the message and collateral development will be accomplished through contracted services which will be reflected in the proposed budget in June. The Board concurred.

**Annual Member Survey:** Bray referenced the draft Member Survey 2019 that was provided in advance and asked for feedback. She noted that the new survey has gone through RMC review and staff edits and some questions were eliminated or consolidated to streamline the survey and some questions were reframed to better target the needed data. Bray reported that the survey would be in draft until the 22<sup>nd</sup> when it will be finalized and sent to members. This timeline is earlier than prior years in an effort to allow more time to apply necessary metrics on the data collected. Additionally, the RMC will be called upon to ensure better response rate on the survey. Bray noted that a separate survey is being developed specifically directed at ACCCA's retired members.

### **Policies and Procedures Report:**

Bray reported that the PPC met on March 6<sup>th</sup> to review and consider Section 6.7 of Chapter 6 of the Operating Manual concerning the Campus Contact Network. She provided an overview of the document that was provided to the Board just before the meeting. Given the short review time, the document is being presented to the Board as a 2<sup>nd</sup> read [they were provided an earlier version at the January meeting]. The Committee will next meet on April 24<sup>th</sup> to finalize Section 6.7 and consider additional sections of Chapter 6 at that time. If members have any feedback on the draft, or the outline for Chapter 6, they were encouraged to provide comments to Director Bray prior to the 4/24 meeting.

### **Finance Committee Report:**

Bray reported that the Finance Committee continues its work on the projection model and tying the model to ACCCA professional development programs and the questions of growth, capacity and sustainability.

Omid commented that the budget feels fragile, in that if we don't have a good conference or we encounter some other financial challenge it could significantly affect the Association's ability to meet member needs. He stressed that tying the issue of program sustainability and growth to overall budget projections requires the attention of the Board in June.

Bray also reported on the Internal Controls Audit of the 2017-18 year. The auditor's report including Association responses was provided to the Board. The report shows just three findings, all of which are resolved. The 2018-19 [current] year audit will be conducted in December.

## **MDC Report:**

Bray reiterated the need to identify new leadership for the Commission with the departure of the Chair Kimberlee Messina. In lieu of that, staff is managing the work of the Commission. Courtney Clark, the Association's Manager of Professional Development and External Relations, reported on team activity.

*Admin 101:* Courtney reported that applications are now being accepted for both Admin 101 and 201 and the interest list was notified last week, and a general announcement went to all members and affiliate groups this week. The Admin 101 planning team led by Russi Egan and Stacey Shears has been meeting and are currently confirming panelists and speakers, while content is being updated.

*Admin 201:* Susan Bray reported that Admin 201 program development is moving forward, and she is working with Co-Chairs Charlie Ng and Joi Blake to confirm panel members. The assessment tool for the program has been put in place and the case study that was developed as unique to the program is done and has been vetted by an independent ad hoc committee.

*Great Deans:* Courtney report the program will also launch in July and the team welcomed new volunteer Amy Grant who will join co-Chairs Daren Otten and Jean Shankwieler to facilitate this year's cohort.

*Mentor Program:* Geisce Ly reported on the Mentor Program noting that the 2018-19 cohort just graduated in February at the Conference. The newest cohort has 20 participants but ACCCA received over 70 applications which made the selection process difficult once again. Team leaders have planned activities including the annual Spring Retreat in Los Altos Hills where new topics will be explored. The participants have requested training on "Leading in Challenging Times" and "Identity Politics", and co-Chair Andy MacNeil will present "Strengthening your WHY" and "Navigating the Political Landscape."

Geisce reported the team is also planning for the fall retreat [Friday, 9/13 at San Mateo (north) and San Diego (south)]. The Fall Retreat is now a full day [9 a.m. to 4 p.m.], and there are also now 2 optional meet ups scheduled for June. The North meet up is June 14 and the south is on June 28; mentees can go to either. The meet ups are inspired by the participants themselves and are adding value to the program. He concluded by noting that the team will be promoting the mentor program at Admin 101 in July. Team members now include Lizette Bricker [north]; Jessica Enders and Jeanie Harris in the south.

## **Annual Conference Debrief:**

Board members were debriefed about the February conference. Courtney reported that in lieu of the final bill, we are cautiously optimistic about the

overall numbers. Early indicators tell us that the 2019 conference achieved 118% of projected revenue, and growth in attendance [265 attendees in 2018 and 284 in 2019 for a 7% increase]. Omid commented that this growth is impressive given that there are so many conference options around the state.

An on-site debriefing was facilitated immediately following the event, but Director Bray asked for feedback about their own experiences. Judy Walters commented that there was a lot of excitement and energy throughout the event; exhibitors were gratified that several Board members took the time to visit and thank them for their support.

Kuldeep reported she was impressed with the facilities and organization of the event. She mentioned that the Sabotage session by Geisce, and the breakout on project management that Charlie facilitated was very good. Constructive criticism was provided on the Fast Pitch sessions which suffered from last minute cancellations by presenters and were difficult to manage again this year. Courtney said survey results bear that out. She noted that we have struggled with fast pitch sessions since we started using that format 4 years ago. Staff recommends we discontinue Fast Pitch in the future. The Board concurred.

Kaneesha commented on demographics reflected on the survey and wondered if we are reflecting the diversity of the total audience. Courtney responded that the survey results don't really reflect what we saw and continue to see at the event. She believes the conference is increasingly diverse, both in attendance and content, with each conference. Willy agreed saying it was a really diverse crowd from what I saw, and in gender, age too.

Wyman commented on the growing size of the audience and increase in revenue over the past few years—going in the right direction. Regarding the Association Meeting, Omid reported that based on survey results, those that did attend, appreciated it. Members agreed that getting attendees to go to the Association meeting is something to work on.

Geisce suggested expanding the New Admin Orientation session to a pre-conference workshop. Director Bray agreed, noting that we can facilitate a half day or even full day event that focuses on more specifics. The workshop could have a separate registration and could draw even more to the conference. She suggested seeking a co-sponsorship of the event with an affiliate group. Doug suggested we capture and record for PLN to make the training available to all.

### **Budget Workshop Debrief:**

As with the Conference, the Board received a summary of the evaluations from attendees of the January budget workshop which were mixed. They discussed their own perceptions and the reactions/comments from the survey

and possible scenarios to improve content and deal with capacity issues. Courtney reported that the current venue is booked for the next two years. Bray reported that one solution staff is exploring is expanding to a webinar audience in addition to the on-site option, capping the capacity of the room. Based on survey results attendees indicated they wanted both a more micro level analysis of the budget as well as a higher level analysis. Willy commented that we need to decide who our audience is.

If it's CEOs and CBOs they need a specific type of message that includes Legislature, DOF, and a chance to vent their own feelings about the proposal. If the audience is more mid-level administrators and managers, they want the details of the budget in a walk through. Right now we're doing a bit of both and making both audiences frustrated. Would two dueling sessions work? Do we have space for that?

Staff responded that we can explore splitting the room in the morning and bringing it together in the afternoon for the joint session. Judy encouraged to promote the event to college/district teams as something is lost in translation when attendees come back from the event. All agreed we need to address content problems. Members present agreed that the first session wasn't well liked. The Legislative staffers to the oversight committee moderated by Bonnie seemed not to resonate with the audience, and the FCMAT director got mixed results.

Kuldeep commented that many concerns of the audience relate to funding formula so we need to think through the content more for next year. She agreed with Willy's suggestion of split sessions.

Staff suggested that we expand the planning team to get more perspectives besides just the CBO focus. Omid suggested introducing some original data or content. For example, a projection of what it would look like if all districts achieved the vision goals? What does that do to the funding formula? Director Bray noted that such data would need to come from the Chancellor's Office and Omid responded they don't have the resources.

It was agreed that Staff will explore expanding the existing space to accommodate concurrent sessions and work with the planning team to enhance content. It was also agreed that the planning team be expanded to incorporate CEO and other perspectives through the CFLA. Additionally, staff will explore a plan to offer alternative access via webinar. Staff was directed to provide a breakdown of positions that came to the event to the planning team. Mentor program attendees are an aberration of that list, but since they are going to continue to be a part of the audience along with other job classes, a split session is best.

Michelle suggested that whatever the format, if you have a moderated panel,

they should be asked questions they can answer. Most agency representatives are going to be non-controversial and walk the party line. Michelle was asked to assist with crafting the questions in the future. The Board agreed that the planning committee needs to be established now, and specific steps should be presented to the Board in June.

**Sustaining Professional Development Programs:**

Director Bray began by reiterating that new leadership on MDC is going to be key in addressing the ongoing challenges of capacity. In June we will need the Board to consider how do we make sure what is working can be expanded to accommodate impacted programs? She noted that leveraging Regional Events is one way to provide needed content in a one day format and probably the most expedient.

According to our current structure, the MDC is needed to define how expansion is handled and what resources are needed. Staff commented that another 101 and Mentor Program isn't a realistic goal. Volunteer capacity, presenter availability and other limitations are a factor. How do we project how long will the demand last? Omid asked that the MDC focus on these questions before the June meeting and staff asked for Board participation in that conversation. Bray indicated that both Doug Houston and Omid Pourzanjani will be notified of future monthly meetings of the MDC so they can weigh in. They concurred.

**END OF MEETING###**

