

**COCONINO COMMUNITY COLLEGE
DISTRICT GOVERNING BOARD**

RETREAT

JUNE 9, 2023



**COCONINO COMMUNITY COLLEGE
MINUTES OF A RETREAT
OF THE
DISTRICT GOVERNING BOARD
JUNE 9, 2023**

A Retreat of the Coconino Community College District Governing Board was held at 1069 E. Sterling Ln, Flagstaff, Arizona 86005. Board Chair Dr. Nat White called the meeting to order on June 9, 2023, at 8:36 am.

PRESENT: Eric Eikenberry
Joseph R. Smith
Nat White
Patricia Garcia
Patrick Hurley

Also Present: Dr. Eric Heiser, Dr. David Borofsky, and Ms. Kirsten Mead.

Reports, summaries, background material, and other documents referred to in these minutes can be found in the June 9, 2023, documents file.

INTRODUCTION AND EXPECTATIONS FOR BOARD MEMBERS

The schedule for the day was adjusted, moving the District Governing Board Self-Assessment Discussion to the end of the day.

THE FIRST FIVE MONTHS WITH DR. ERIC HEISER

Dr. Borofsky explained that his role as facilitator is not to tell the Board what to do. It is to guide the conversation so that everyone can have input.

The Board discussed the successes and challenges of the first five months:

- Mr. Joseph Smith spoke about how refreshing to hear about the meetings held in Dr. Eric Heiser's first 100 days and excited about the future with him as President
- Chair Nat White appreciates the first 100 days report and is excited to see what else is in store
- Board members have spoken to many community members, who are thrilled about their positive interactions with the President
- The Board would like more information from the President about things happening at the College before they are public news
- Where the funds for Foundation events go, such as Palate to Palette funds support the arts programs 100%
- Dr. Heiser's management style and how he will implement the vision he has for the College
- Campus meetings with the President and what he learned
- Having an appreciation for all of the College's campuses is important
- Dr. Heiser's interaction with the Board and how he views communication between himself and the Board and employees and the Board
- Dr. Borofsky described policy vs. operations and the Board's role in each
- Board members getting to know the employees of the College

- Creating a policy for the Board to onboard new Board members that shows the process of communication between the Chair and the President and the President and the Board
- The Chair’s role of addressing Board members’ concerns and possible agenda items with the President

DISTRICT GOVERNING BOARD DISCUSSION – DR. ERIC HEISER REVIEW

An informal review of the first five months of Dr. Heiser’s tenure was discussed by the Board. The Board would like to do another review of Dr. Heiser in January 2024, a mid-fiscal year review. This review is being added due to Dr. Heiser’s January start date of January 1, 2023.

EXECUTIVE SESSION At 10:22 am, a motion was made by Mr. Joseph Smith and seconded by Mr. Eric Eikenberry to enter into Executive Session pursuant to A.R.S. § 38-431.03(A)(1) for discussion of the President’s semi-annual performance evaluation. The motion was unanimously approved (Mr. Eikenberry, Ms. Garcia, Mr. Hurley, Mr. Smith, and Dr. White voting in favor).

RECONVENED IN OPEN SESSION at 10:32 am.

Mr. Eric Eikenberry motioned to reconvene in open session and was seconded by Mr. Patrick Hurley. The motion was unanimously approved (Mr. Eikenberry, Ms. Garcia, Mr. Hurley, Mr. Smith, and Dr. White voting in favor). The meeting resumed in open session at 10:32 am.

THE FIRST 100 DAYS – DR. ERIC HEISER

Dr. Eric Heiser reviewed the draft First 100 Days report, found in the June 9, 2023, documents file.

The Board discussed:

- Board attendance at Convocation for the general session to show support for the President and College
- Ms. Patricia Garcia explained where the motto “Student’s First” originated
- How artificial intelligence (AI) is changing the landscape of community colleges
- What a Student Success Coach is
- The Four Disciplines of Execution with Franklin Covey facilitators and how that will impact the College
- The mental health state of employees post-pandemic and the services available to them
- The focus on two-way communication with employees, between departments, and with leadership
- The Board’s involvement in strategic planning at the beginning vs. being fed small bits of accomplishments
- Community outreach needs to be improved
- A childcare certificate and a veterinary technician program may be considered

Additionally, Dr. Heiser showed the proposed public safety facility presentation to the Board. The Board also discussed:

DGB GOALS AND PRIORITIES 2023/2024

The Board brainstormed ideas for the 2023/2024 goals and priorities. It was noted that the Board's goals should be to support the Wildly Important Goals (WIGs) when they are developed in August. The Board asked Dr. Heiser to send them bi-monthly reports on the progress toward goals and priorities.

DISTRICT GOVERNING BOARD POLICY DISCUSSION

Chair Nat White proposed a new Board–President Communication Policy:

Board Trustee/President Communication:

- Individual Board members should share ideas and concerns with the President but shall not direct or imply direction as an individual Board Trustee
- Board Members and the College President will promote a healthy working relationship through respectful, supportive, open, and honest communication
- In the case of Board Members or Board Committees requesting information or assistance in which the President demonstrates that the request will require a material amount of staff time or funds or be disruptive, the President will direct the request to the Board Chair for consideration

President/Board Communication:

- Provide a mutually accepted mechanism for official President/Board communication
- Provide and/or present accurate and complete information that is concise, current, and relevant, including monitoring reports and other key data
- Keep the Board informed of relevant trends, anticipated adverse media coverage, actual or anticipated legal actions, or significant external and internal changes
- Communicate with the Board as a whole, except when fulfilling individual requests for information
- Ensure that the Board has adequate information to make informed decisions

Dr. Borofsky suggested the Board create a Delegation of Authority policy. The policy would officially delegate the responsibility for the College's day-to-day operations to the President. Dr. Borofsky presented the following language for the policy:

Delegation to and Accountability of President

- The Board's sole official connection to the operational organization, its achievements, and conduct shall be through the College President.
- Only officially passed motions of the Board shall be binding on the President. Accordingly, decisions or instructions of individual Board members, officers or committees shall not be binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
- The President shall be the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, shall be considered the authority and accountability of the President. Accordingly,
 - Pursuant to ARS 15-1444(A)(6) & (B)(4), the Board hereby delegates to the College President all of its authority to employ, specifically, it delegates all of its authority to enter into, amend, or terminate all employee contracts on behalf of the College, without the need for the Board to approve such actions before they are effective, except for any

actions taken with regard to a contract of employment for the position of College President. The College President may designate others serving under the President to assist with the duty; however, the College President shall continue to be responsible to the Board for the satisfactory execution of the delegated duty. This delegation may be rescinded in whole or in part at any time by the Board.

- The Board shall not formally or informally evaluate any staff other than the President

The Board discussed the current procedure of putting new hires and terminations in the consent agenda, which is inappropriate, as it gives the impression that the Board oversees these activities. Additionally, the College has a procedure that states the Board must approve all terminations, which is also inappropriate.

DISTRICT GOVERNING BOARD SELF-ASSESSMENT DISCUSSION

Dr. Borofsky reviewed the Board self-assessment and talked about his overall impression. Each Board Member brings their own diverse life experience to the Board, reflected in the results.

The Board reviewed the Board Self-Assessment and the results of that process. The Board discussed ideas on how they can work together more effectively, show respect for differing opinions, and have inclusive conversations.

FOLLOW UP

- Palate to Palette funding distribution
- AACCT August 24 – 23, 2023
- New DGB Communication Policy for the August Work Session
- Draft a Delegation of Authority Policy for the Board to Review (legal opinion of how delegation affects the liability of the Board and is in accordance with statutes). David will reach out to the Yavapai College attorney for her opinion)
- Consent agenda need to remove new hires and terminations; it can be put in an HR report
- Look into replacing our attorney
- The Board would like a listing of employees, titles, and photos so they can familiarize themselves with them
- Would like a policy to define the Vice Chair’s job and expand the duties

ADJOURNMENT

There being no further business, Dr. Nat White adjourned the Board Retreat at 5:24 pm.

MINUTES PREPARED BY:

Ms. Kirsten Mead
Board Recorder

ATTEST and APPROVED:

Mr. Joseph R. Smith
Vice Chair/Secretary of the Board

Dr. Nat White
Board Chair