

CONSENT AGENDA NO. 8A-1

Approval of Minutes of the June 4, 2019 Work Session

It is recommended that the Board approve the minutes of the June 4, 2019 Work Session.

The Board of Trustees of Dallas County Community College District held a Work Session on Tuesday, June 4, 2019, beginning at 11:05 a.m. in the lower level, room 007. This meeting was convened by Chair Diana Flores.

Board Members and Officers Present

Ms. Monica Lira Bravo
Ms. Charletta Rogers Compton
Ms. Diana Flores (chair)
Mr. Wesley Jameson (vice chair)
Dr. Joe May (secretary and chancellor)
Mr. Phil Ritter
Mr. JL Sonny Williams
Ms. Dorothy Zimmermann

Members Absent

None.

1. Certification of Notice posted for the meeting was confirmed by Chancellor Joe May.

**2. Board Workshop: Best Practices of an Effective Governing Board
Facilitated by Dr. Pamila J. Fisher, ACCT Consultant**

Dr. Pamila J. Fisher presented the Best Practices of an Effective Governing Board Facilitated Workshop.

Dr. Fisher began the meeting by informing the Board about the overview of the day and the purpose for the Board Workshop. She asked each member of the Board to share a story of their childhood and something that impacted them as a child. Each member shared a personal story and reason why they served on the DCCCD Board.

Dr. Fisher asked the Board to start thinking about why they were on the DCCCD Board of Trustees. The discussion led to the shared vision and how that impacted their roles as Trustees.

The Board and Dr. Fisher went to lunch at 12:35 p.m., returning to the Work Session at 1:10 p.m.

Dr. Fisher continued the exercise by asking the Board what they expected from their Chancellor and what they think he needs from the Board. The members offered the following from expectations for the Chancellor:

- Honesty & Openness
- Strong, positive leadership
- Oversight
- Accountability & Results
- Transparency
- Move organization towards a vision
- Smooth operation
- Energy & Advocacy
- Problem Solver
- Equity with all Trustees
- Clear communication

Dr. Fisher pointed out that some answers were more critical to some than others.

- Trustee Compton asked for more clarity on the topic of equity. Chair Flores responded that any Trustee should be able to pick up the phone and call the Chancellor but that it should work both ways. Flores stated that all Board members should be treated the same.
- Dr. Fisher recounted an example of when there was no equity among all members and the Board was tested. She stressed at the appropriate time and place, that members should speak up if they were unhappy. She reminded the Board that incivility gives license to staff to also be uncivil. Fisher reiterated the importance of seeking the proper setting for expressing any discontent, adding that accreditation visiting teams look for this behavior, whether it be when they come and visit and ask questions of people about the Board, or when watching recorded meetings. The Board is always on public stage.
- Trustee Ritter asked if an institution has ever lost accreditation due to Board issues or behavior. Dr. Fisher stated that institutions have been sanctioned or put on probation, and there were cases where there were warnings of loss of accreditation. She stated that ultimately, it is the Board's responsibility, as their actions could be

to the detriment of the college system. If one or two members act or speak inappropriately, the Board as a whole is held accountable. They may be asked what had been done to improve the person or persons' behavior. She asked the group to consider what they do when they feel another member is not following the code of ethics, and noted the topic was not currently in the Board's policy, specifically.

- Chancellor May stated that he felt the Board's expectations for him were:
 - Results & Accountability
 - Transparency & Openness
 - Integrity
- The Board stated the following was what the Chancellor needed from them:
 - Direction & Vision
 - Strong Support
 - Trust
 - Preparedness
 - Meaningful Engagement
 - Open-mindedness
 - Clear Understanding of Roles
 - No Hidden Agendas
 - Professional Debate as a Team
 - Consensus Building – One Voice
- Dr. Fisher stated that consensus building was very important for the Chancellor and it could be tough, but once colleagues have spoken, a Board member should support the consensus. If they could not, then that member should remain silent on the issue, as the Board needs to be represented as One Voice.
- Dr. Fisher cited that a statement in Board Policy regarding if a Chancellor turns down a request from a Board member, that he must take it back to the Board as a group and explain, could be problematic. She stated it is wise to revisit these policies to discuss and see what is working and what isn't, and ensure all are in agreement.
- Dr. Fisher asked the Board to consider what "engagement" looked like and suggested things like participation, listening, and being prepared at meetings. She asked if something was bothersome in the agenda, what was the Board's protocol? What does one do if they misunderstood something? Flores responded that she contacts Perla, Board Liaison, or goes through her to communicate with a third party or department who may be involved. Dr. Fisher stressed that

whatever could be done to prepare the staff ahead of time, the better.

- The group reviewed the ACCT packet which Dr. Fisher stated reinforced what they'd been discussing. The Board discussed roles and responsibilities and reiterated that once on the Board, you represent everyone. In a District as large as DCCCD, there were difficult issues such as money spending, but also balancing representing personal values and constituents, with the issues of the whole Board at hand. It shouldn't have to be "either/or". Vice Chair Jameson added that advocating for efficiency improved the overall process as each area of concern got discussed.
- Roles of the Board were outlined as follows and discussed:
 - Influence Other Members
 - Set Policy
 - Monitoring
 - Advocate for the College/ Legislative Involvement
 - Be a Good Team
- The group filled out a self-assessment quiz for an effective trusteeship and then discussed their responses.
- Trustee Ritter stated that the Board gets too involved in personnel decisions; approving all contracts etc. He stated that although the Board is concerned with ethnic participation in our workforce and community, it doesn't seem appropriate that the Board review the ethnicity of every hire, but that it should be the realm of Management. Dr. Fisher stated that the Board's role is to monitor how the District is doing in terms of diversity, but it is not their role to get involved in individual hires and accreditation could be hit hard for that. She suggested that both a legal and ethical discussion be had regarding this.
- The group broke into three teams to answer some case study questions based on the District. During the discussion, Dr. Fisher pointed out that understanding confidentiality and open meeting laws was very important and she suggested also that the Board members review current policies.
- Trustee Compton wanted to discuss the new Board Governance committee. She cautioned the group, as an elected Board, to not dictate to the public who they want to elect as their representative. Dr. Fisher responded that it was a good idea to look carefully at the wording used in the policies, especially regarding ethics and responsibilities. Trustee Ritter agreed with Compton's concern regarding accountability to constituents and added that accountability between Board members should also be reflected in

the policies, along with the expectations members have of each other. Dr. Fisher agreed that it should be a part of the Code of Ethics. She reiterated to the group how a Board in higher education is very different than in other industries, especially corporate, because of accreditation. Without accreditation, there would be no funding, students don't get financial aid or transfers, and there would be no state support.

- Vice Chair Jameson asked for examples of rules and violations, so they could see what others are doing and Dr. Fisher said she could provide something.
- Trustee Compton stated there could be a misconception about corporate vs open government and the Board needs to be on the same page.
- Dr. Fisher stated that she would be sending a summary for the Board's review. She reviewed the Equity Action Agenda which shared best practices of colleagues around the country.
- Dr. Fisher suggested that the Governance Committee should simplify the Board's policies and have accompanying procedures to explain how they will be implemented. The group agreed that's the path they were on.
- Dr. Fisher closed the session by outlining the Board's role in diversity, inclusion and equity. Chair Flores asked about training in diversity best practices to help them establish policy. Dr. Fisher stated that there were entities that focused on that type of training. Dr. May pointed out that the District was developing surveys on this topic that would assist us.

3. Executive Session

An Executive Session was held from 4:15 p.m. to 5:04 p.m. during the Audit Committee meeting.

4. Adjournment

The Work Session was adjourned at 3:36 p.m.

Captioned video and transcripts for DCCCD Board Committee Meetings, Work Session and Regular Board Meetings are available at our website, www.dcccd.edu/boardmeetingslive, under the Archived Videos section.