

Chabot-Las Positas Community College District

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

Date: Thursday May 7, 2020 – 8:00am - 10:00am

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

Ashanti Robinson – Student Senate, CC

Blessing Nkrumah – Student Senate, LPC

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

Signature Solutions CR Consultants:

Elñora Webb – Project Lead, DO

Veronica Sanchez Casian – Project Associate, DO

Jennifer Lough Kennedy – Writing Lead

Roy Robles – Media and Design Lead

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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

Doug Roberts – Vice Chancellor, Business Services

Bruce Griffin – Chief Technology Officer

Guisselle Nuñez – Director, PR, Marketing, and Government Relations

EXPECTED MEETING OUTCOMES:

- Clarify the purpose, role, and priorities of the District-Wide Comprehensive Planning Guidance and Coordinating Committee (DGCC)
- Discuss (and provide guidance informed by) models and terms of district-wide strategic plans (DSPs)
- Establish SSCR’s primary support role in DSP planning and what it needs to proceed with the task of writing and preparing the DSP

MEETING NOTES:

In preparation for this meeting, on April 21 and May 5, 2020, the draft agenda and pertinent reference documents were sent to DGCC members for their review. Vice Chancellor - ESSS Theresa F. Rowland opened the meeting with a welcome, provided an overview of the expected outcomes, and introduced Chancellor Ron Gerhard.

CHAT: 08:02:28 From Theresa Fleischer Rowland : Please access the meeting materials here. <https://drive.google.com/drive/folders/1ragXMehUUQQGk9hcNCwxU1LpvjTcTF21?usp=sharing>

1. Welcome and Agenda Review (:10)

Presenter: CLPCCD Chancellor Ron Gerhard

The Chancellor shared special greetings, hoping for the well-being of all and acknowledging the COVID-19 pandemic-related conditions and impact. Highlighted the “unprecedented times” and noted the need to address the various shifts (i.e., Student-centered Funding Formula, Guided Pathways, 705, other state initiatives) with the State Chancellor’s Office [which is] working to “bring all 72 community college districts in alignment with the same type of practices, data collection, vision for success goals, targeting and strategic planning practices.” Regarding planning, the Chancellor observed he didn’t think there would be a better time to go through the comprehensive planning process. He added that going through the process now will better prepare our colleges, our faculty, classified, and our district, placing us in a better position in terms of vision and planning to weather whatever may be coming at us for the next two, three, five years.

Chancellor Gerhard stated, “There’s no doubt that the circumstances that we face today, in these unprecedented times, there’s going to be lasting effects for years to come if they ever go away. As to say, thank you College Presidents and your leadership teams for really continuing to lift the EMP work at the Colleges and go through the college process in determining the college needs and college priorities, which is first and foremost. And for continuing that effort because it’s going to better us, all of us, collectively in years to come.”

In summary, Chancellor Gerhard stated it was important for him after opening the meeting to quiet and listen, and engage where requested or needed... “Thank you for taking two hours of your time this Thursday morning to plug back in. It’s been some time since we’ve met as this coordinating body. It’s going to be, at the end of this process, a very robust, thoughtful, and useful document for all of us. Thank you.”

2. Review Committee’s Purpose, Composition, and Priorities (:15)

Facilitator: CLPCCD Vice Chancellor-ESSS Theresa Fleischer Rowland

Resource documents:

- a. DGCC EMP_SP Launch Meeting Notes_2_13_2020 (see p. 9)
- b. Planning Structure Graphic for the CLPCCD EMPs and DSP

The Vice Chancellor-ESSS echoed the Chancellor’s direction, stating that, “the District-Wide Strategic Plan can serve to unite us and move us forward in a timely way, furthering the planning...is the purpose and work of this committee.” She went on to review the agenda, including the top objectives. In doing so, she conveyed the role of the Signature Solutions consultants with Dr. Webb facilitating a big portion of the meeting, assisting to resolve topics raised at the last meeting, and supporting forward direction. She stated that, “We are planning with the end in mind. This is really the exciting part of the agenda...tapping into all of your expertise to determine what the strategic plan looks like for 2021-26. What are the components that will help drive us forward? What do we feel will reflect the essence of this district?”

The Vice Chancellor-ESSS acknowledged how deeply the colleges were engaged with Educational Master Plans (EMPs). She stated her appreciation for the thorough work happening at the Colleges with Task Forces under Rajinder Samra and Samantha Kessler’s lead. The work of the EMP Task Forces is reported to/involves the College Presidents and the Presidents with the VC ESSS connect on the strategic process. VC Rowland

highlighted that “we all are actively involved in this engagement process and going deep. The Colleges will land on substantial priorities to emerge from the Ed Master Plans [of] the Colleges. The District-wide Strategic Plan will be informed by those priorities and embrace how we are thinking about the next five years, positioning us as a District to meet the needs of our community, more essential than ever during these uncertain economic and public health times.”

Review and Discussion of Resource Documents:

a. DGCC EMP_SP Launch Meeting Notes_2_13_2020 (see the last page of the note, p. 9)

In reviewing the purpose, composition, and priorities of the DGCC, the Vice Chancellor-ESSS referred to the meeting notes for the last committee meetings and the appendix that codified the Committee’s comments on purpose, planning outcomes, and desired process.

Purpose of the committee - We heard that the DGCC would play a supportive role. It’s a problem- solving group, ensuring a smooth planning process. VC-ESSS emphasized that it is important to have the right people in the room. When she asked “Is there anyone missing that we feel should be included? “any people we would add to the group as we move forward?” no suggestions were provided.

Planning outcomes – Build upon the colleges’ foundation, the EMP work, and align colleges’ goals with the district-wide strategic goals. Authentic is a word that keeps coming up...re-defined this process last fall before we put out a request for proposal for consultants. We said, this time around it is really important to have an authentic process and align the goals of each College, new environment with the Colleges coming together: So, I want to recognize that...with special acknowledgment to Chancellor Gerhard and Presidents Sperling and Foster that the district-wide approach is a uniting, a coming together, and saying how we are moving forward over the next five years.

Planning process - Placing students at the center and making sure that our processes are in sync, and that’s one of the things that the Presidents, Chancellor, and VCESSS have been working on, i.e. to coordinate the process at the Colleges and the process at the District, ensuring alignment. Your engagement today will help us with that even further as the consultants support our work.”

b. Planning Structure Graphic for the CLPCCD EMPs and DSP

The Vice Chancellor-ESSS reviewed the key features of the graphic created based on the previous meeting. She introduced a draft graphic that reflects the district-wide strategic planning effort, as a way to conceptualize what the district is doing as integral to the Board Policy 3250 comprehensive planning expectation (see 2a. District-wide Strategic Plan Planning Structure, <https://docs.google.com/drawings/d/1Cm1131JqnXZ20wfjC6BkZWfg5FzW9NgDpkkqgbUKxkg/edit?usp=sharing>). She explained that in this green and grey document, the green-colored items reflect the nature of this effort to come together in 2020 to put together a District-wide Strategic Plan (DSP). The Ed Master Plan work is under the guidance of the College Presidents that will inform the DSP. This DGCC group comes together to help problem solve, provide a supportive role, help define a district-wide strategic plan that reflects who we are and where we want to go. And then hands that document off to PBC. We are a temporary group that will work ourselves out of a committee job when the DSP comes to fruition.

The VCESSS went on to explain that the “current timeline looks something like late fall for the Board to look at drafts and for Board adoption. Ron [the Chancellor] alluded to the timeliness, I think that we’ve all discussed that if there needs to be more time, we will take more time to make sure this is a quality and authentic process and we are currently looking at those target efforts, moving things through our constituency groups, the senates for review, drafts, confirmations and following all of our shared governance and integrated planning processes.

DGCC member commented in response to the District-wide Strategic Plan (DSP) structure graphic:

- David Rodriguez: “Is this a final draft? Are we still able to give input to this?” VCESSS – responded: “That’s a great question. It is always in draft form. It helps to further our thinking around what’s happening and the temporary nature of this committee. It addresses one of the questions...what is the purpose [of the DGCC] and how long will this group come together? All the members of this group have many other meetings. This particular schematic was to help demonstrate that we are coming together for a period of time to get the plan to support the consultants to support us – help them help us – and then it will be handed off. And in this diagram, it shows PBC, if we were going to spend more time here, there would be more changes I would make to link PBC back to the Chancellor, and so forth. I offer this...in a way to help move us forward. If you have suggestions, please email me and I’ll take that offline. We can continue to refine. There is another document that we shared last time that we did take feedback and refine, and Dr. Webb will be able to share, that was the contextual planning document.
- Further from David Rodriguez: “In part, some links I don’t understand how they work, the processes I’ve seen at the College or in development seem a little bit different than how it’s structured here. It would be good to redefine this a little bit more, especially with the roles of the task forces involved, so that we can see the relationships of those a bit more clearly. I think it’s a really great effort to put it out there and I think we can definitely improve on it.” VCESSS response: “Yes, continued improvement is always part of the game. Thank you so much for that. Feel free to send thoughts [suggestions], also ...there is a place in google docs...for notes and comments for everyone that will be captured in the meeting notes. That will be a great place also to give input.”
- Dr. Webb (Elñora) highlighted the CHAT: 08:21:44 From Samantha Kessler: Not sure if this is the right place to ask, but is the Mission at the top the CLPCCD Mission, and will the District review that mission to start, similar to how the colleges reviewed their mission statements. “The good news Samantha, all of you, the DGCC team, will be able to inform that, including during the [upcoming] agenda item 4 discussion. Yes, it is the district’s mission.”

Update on Topics/Questions Raised at the DGCC Launch Meeting (:10)

Facilitator: Elñora Webb, Signature Solutions CR

Resource document: DGCC EMP_SP Launch Meeting Notes_2_13_20

Dr. Webb provided a recap of the last meeting priorities. Five major topics were identified as priority items at the last DGCC meetings as briefly summarized below. Two of those matters were just addressed by VCESSS (see #1 and #2 below)

- 1) **Ensure that support is provided to the Colleges for their EMP planning work, and support problem-solving overall.** As illuminated by the VCESSS, the College Presidents Sperling and Foster are actively involved in this effort to ensure that the EMP planning processes are moving forward with the necessary support, meeting directly with their EMP Task Force leads, Director Kessler and Director Samra of Chabot College and Las Positas College, respectively. Chancellor Gerhard made it very evident in the first launch meeting, and subsequently, that, whatever the team desires in terms of supporting the District-wide Strategic Plan (DSP), he’s open to hearing it. He supports engagement by participatory governance leaders from each College. If at any point there are new thoughts, please be sure to share them with VCESSS Rowland so she can share them with the Chancellor, or share them directly with the College Presidents, so that they are up-to-date as they lead the educational master plans, which will inform the DSP.
- 2) **Ensure that the right people are in the room.** Vice Chancellor Rowland checked in at the beginning of the meeting to see if everyone that needed to be in the group was present and that everyone was okay with the current make-up of the DGCC.
- 3) **Set up a planning timeline with key people at the table.** The DGCC, in its guidance and coordinating role, informs that planning timeline, and consistent with what the DGCC recommended at its last meeting.
- 4) **Ensure the DGCC transparency** which Vice Chancellor Rowland had referenced. Led by the Chancellor, there’s a commitment to providing DGCC and the district-wide community details about

the planning process, meetings, agendas, meeting notes, and results from the input and guidance shared and more through websites, newsletters or direct email communications and the meeting sessions themselves.

- 5) **Assure an authentic planning process for the Colleges and the District.** Consistent with the Vice Chancellor-ESSS previous assurances, transparency and authenticity were identified as critical to the CLPCCD comprehensive planning processes (see BP 3250,

http://www.laspositascollege.edu/gv/collegecouncil/assets/docs/2016-17/051817BP3250InstitutionalPlanningRev_Bd_Approved_Dec2016Updated_030317-8.pdf

Purposely, the planning processes at the Colleges are designed to honor the input and the importance of colleagues via local “authentic” processes. The same is intended at the District level. The draft graphics,

- <https://docs.google.com/drawings/d/1Cm1l31JqnXZ20wfjC6BkZWfg5FzW9NgDpkkqgbUKxkg/edit?usp=sharing>
- https://docs.google.com/drawings/d/1_MgZrC4zzaCegolCDpeduSFik-B7-zcgYpCZGoKLAic/edit?usp=sharing

are intended to evolve to best illuminate the planning processes so that anyone who sees those graphics will understand that they are part of the solution, the input|design|solution process, and engage accordingly.

There were no questions or comments or other outstanding matters when asked for such feedback.

3. **Plan with the End in Mind: District-wide Strategic Plan Discussion** (:65)

Facilitator: Dr. Webb

- a. Present research on DSP planning models of peer institutions (:15)
- b. Review a graphic outlining a possible DSP approach for CLPCCD (:10)
- c. Brainstorm a model, especially key elements of DSP for CLPCCD (:20)
- d. Discuss findings from the review of planning terms used previously within CLPCCD, and advise on *shared* terms for use district-wide (:20)

Resource documents:

- a. Scan of Two-College Districts (also see CLPCCD peer institutions with links to their DSPs)
- b. Comprehensive Planning Context for CLPCCD EMPs and DSP
- c. Scan of Previously Used Planning Terms for CLPCCD, the Colleges and District and Graphic of possible DSP elements (see p.2 for the “example from South Orange CCD)
- d. Goal Graphic_DSP_CLPCCD (*visuals for brainstorming purposes only*)

Review and Discussion of Resource Documents:

a. A Review of the Scans of Select California Community College Districts

Dr. Webb presented findings of the scanning of all of the two-college district and one three-college district in California, leveraging the work of District’s Special Projects Lead, Roanna Bennie, and an additional review by Signature Solutions (see the resource documents 4a and 4b in the Google Drive). In brief, this summary took a broad look at the nature of those plans, including the areas of emphasis, in addition to basic data such as names of those plans suggesting particular priorities, the number years a plan is active (from 1-7), and the range of pages, which was from 1-300. In reviewing this summary, DGCC members were asked to think about what they believe would work best for CLPCCD.

Dr. Webb continued by noting some unique features in District strategic plans. For example, the Grossmont-Cuyamaca Community College District placed emphasis on their colleges. In contrast, four other districts embedded district services in terms of priorities, as well as matrixes of expectations for

district service supports and the district overall. The Chancellor expressed his expectation and that of the CLPCCD Board, that this DSP emerge robustly and not only a District Office document. He made clear that it will be a comprehensive plan, as Vice Chancellor-ESSS also indicated, i.e. it will be informed by the priorities of the Colleges and enhanced with a broader perspective of the District support areas. It will reflect the broader community, including those segments that have yet to be touched or directly impacted by Chabot College and Las Positas College.

Dr. Webb asked everyone to study the resources spreadsheets, and think what CLPCCD should have as part of its plan. Guiding question: What is essential? If you leave it out, it would be a mistake. She emphasized that the intent is not to replicate what another district has done, but rather to consider these practices as a way to reflect on what is needed and maybe best to ensure a robust plan for CLPCCD. Chancellor Gerhard has indicated that it will not be a one-page District plan. And “we recommend that you not consider a document of 300 pages... You want something that you are going to use, that is relevant.”

Continued notes:

- What I’ve heard from the College leaders thus far is that you want to take into consideration the impact of the pandemic on the District. To question even models that you historically used. Are they still relevant? Some may be; some may not be. As you carried out your SWOT (strengths, weaknesses, opportunities, and threats) and STEEP analysis, are you recognizing some major trends? Or do you need to forecast differently than you have historically? Those are the kinds of questions you want to consider and they won’t be answered in an hour. Based upon new and current data it may take you several hours or several weeks or you might decide within two months, after rigorous discussion, where the District should land. It’s powerful to have the VCs here because, as you think about your areas, what’s the takeaway for you? What do you believe should be here as well?
- VCESSS: “In 2015 when the District did the last plan, it was centered on five goals, strategic directions, and possible actions. It focused on the District as a third entity, with the two College EMPs. This time around, the leaning is to have a District-wide Strategic Plan (DSP) that unites us. Personally, I like the Grossmont-Cuyamaca plan because it summarizes the priorities of the colleges and the EMPs, it gives a section for each college and what came through in the EMP. The district-wide strategic plan is exactly that, district-wide direction, not just what the district office is doing. I noticed in the chat conversation (CHAT: 08:34:48 From David Rodriguez: line 57 seems like it should be included] the District Services introduction. The leaning this time as Ron talks about uniting us, the DSP will represent all of us. And then some of the key questions in writing it are around: do we want centralized services included? The departments of Business Services, Human Resources, Facilities, Public Relations and Marketing, Tech and EDCE, which is a big contributor in the district also. It’s a shift from where we were in 2015. The DSP is a direction for all of us not just how the District Office is supporting the goal.”
- David Rodriguez responding: “I definitely appreciate that we need to have a coherent direction at times, especially given certain circumstances we need to work together as much as possible and find common ground. But I think that the conversations at the Colleges are very robust and, a little bit of what Elñora said earlier that if we want an authentic conversation where people actually look at it and use it in their work, that’s going to be the Educational Master Plan (EMP) at the Colleges. And so, how do we balance that at this point in the process to develop something that has buy-in at the colleges, as a district-wide with that comprehensive view, if the conversation and the dialogue and the language is being developed within the EMPs. It’s a really good idea to have those conversations but I think the really tricky part is *how* do we do that? How do we row in the same direction together in a way that is authentic and in a way that honors the work being done in the classroom, in the different departments, and the needs that are there? Thank you”
- Facilitator: ...we are capturing that very important question, “how? ...want everyone to think about that question because everyone gets to inform the answer to that question, right Chancellor? [he had to step away] I’m going to show a document that illuminates part of what you are talking about, David”

b. Comprehensive Planning Context for the Colleges’ EMPs and District-wide Strategic Plan

In further setting the stage for input from the DGCC members, the facilitator, Dr. Webb, presented this graphic, https://docs.google.com/drawings/d/1_MgZrC4zzaCegolCDpeduSFik-B7-zcgYpCZGoKLAic/edit?usp=sharing, which reflects feedback DGCC members shared at the last meeting, i.e., ensuring that the roles of the Colleges are more appropriately revealed and that what is college-level is separated from what is district-level work. Improvements in this graphic were reviewed, and all were encouraged to share more feedback to further enhance it. Dr. Webb pointed out that “More transparent are the activities and planning processes of the Colleges and how they integrate with district-level planning and allocation processes, including the environmental scan report and technology plan, to inform the district-wide comprehensive planning process. In this graphic are state and regional drivers.”

Dr. Webb restated that whatever draft language and visuals are received from the DGCC will be used to make relevant updates. Using a comparable deliberate process, the DSP will be organized consistent with the expectations and agreements informed by this group.

Responses to Comprehensive Planning Context for CLPCCD EMPs and DSP:

- Rajinder Samra response: I’ve had an opportunity to review a number of the strategic plans that were collected [and] I notice on several sample plans (South Orange County), [they] did extra work when trying to link their colleges together. We don’t want to get into doing extra work just to make the Colleges seem similar. There’s a lot of stuff in that plan, like collecting baseline data through surveys because they didn’t have it before. I would not want to get into things like that, where it just creates additional work for us to try to link the Colleges together to something. I want to say that early on because I think there’s a tendency to do additional, beyond what’s needed. With this district-wide strategic plan, there’s a lot of uncertainty for me still, what that even means. Even as we talk about it, I’m not entirely even sure we are using words at the 37-foot level. A lot of the work is going to happen at the Colleges and there are some who feel that this is going to create additional work at the Colleges, the DSP. I want to say, let’s try to streamline this so that we are not adding work to the Colleges as a result. Thank you.
- Dr. Webb (Facilitator): Very good. To clarify, these examples are not necessarily models to follow. There may be aspects of each or a few that you deem to be models. Our intent...is to share these California community college district samples from two-college districts, and we added a three-college district to give you examples. So thank you for that feedback. Please be mindful of the recommendations that Rajinder shared. The good news is that *you* are creating, you’re not modeling after another district. You’re just recognizing that these are key components of a DSP. CLPCCD is determining what’s in its best interest.
- Samra: I hope so.
- Facilitator: ...I have a history of working with Ron, as a Vice Chancellor, and not that he needs me to say this, I could always trust that if he said something, he was going to do it (deliver). So that’s my history. I don’t know how long your history has been with Ron and ideally, it’s been not only good, it’s been stellar. [with him] As your Chancellor, you are, from my humble perspective, you are fortunate.
- Samra: Well, ...I’m sorry this is not about personalities or things like that. I’m just talking about the structure of it. I trust Ron fully. We co-chair a committee and I think he’s the best that we’ve ever had. This is not about that...I think some people want to frame it that way...I thought this committee was about raising concerns about the structure of this and so I hope it doesn’t become attacks on whether you trust someone or not because I think that’s not the direction I think we need to go.
- Facilitator: Yes, thank you for your feedback.
- David Rodriguez response: ...that seems a little puzzled, what did you mean by that?
- Facilitator: Leadership is powerful. You all know that for you all are in different leadership roles. The College Presidents are leading their institutions with input and facilitating, and providing guidance...and their expectation is a particular result. While I don’t mean to speak for President Sperling and President Foster, if they don’t get that particular result, then they go back to their leads and process expectations and more, to achieve the result they are looking for in EMPs. In the same way, the Chancellor is looking for a particular result, that’s inclusive, that’s reflective of the feedback of the folks that are a critical part of the DGCC, and so when I mention Ron, it was to make very clear

that as Chancellor, his expectation to his planning lead VCESSS, to the consulting team, to the College Presidents, and to all of us... is a particular result that is synergistic with essentially with what you said, Rajinder. So when you have leadership that's bound to a particular outcome, I think that leads to a greater level of confidence. It's about confidence in the process. Having worked in a number of districts and institutions of higher learning, not all leaders care about real input and that was my point, David. I hope that's helpful.

- Facilitator: Going back to the details of the institutional scan – Please share what you would like to see in the DSP, as much detail as you'd like to provide in chat, comments document or as direct comments to the group. What is essential? If we leave it out, it would be a mistake. And the good news is that we've already started with David, who provided the comment earlier that line 57 seems essential.
- DGCC's Input - Proposed Elements of the DSP
 - The District-Wide Environmental Scan that Signature Solutions is pulling together for us all is going to be a hefty document. I've got a copy of the scan from 2015, about a 90-page document, pretty dense, but it's a foundational piece.
 - The District-Wide Strategic Plan lifts up priorities, goals, whatever terminology we want to use as the essential things that the District is focused on for the next 5 years, should be evidence-based.
 - I am more about brevity; I land on the side of *not* 300 pages. I saw that in the chat also, so I'm with that sentiment.
 - I see the environmental scan as referred to, as an appendix or a separate document, but that the strategic plan is evidence-based and you can see that connection.
 - The Colleges working hard to actually get the data for the District-wide Environmental Scan. There's a commonality in terms of the data. Some of the data will be interpreted differently because of the context of where the Colleges are located and, sometimes, the population that is served.
- VCESSS: Thank you, I know that the Institutional Research offices have been working hard to start assembling the data that will ultimately be in the environmental scan. I appreciate that very much.
- I know the Colleges started this process of reviewing the mission statement and I am wondering if this group will facilitate this process to review the District mission.
- Specifically, about this list of things [see spreadsheet], it's hard to think about these things without content. Wondering at what level of [in the] weeds will this get, in terms of the content? I can see priorities being at a very high level. Maybe just describe with a couple of words describing each item. How specific will these strategies, goals, and objectives be to get to where they are holding the Colleges to a certain thing?
- Facilitator: Correct me if I'm wrong, I see a connection between your question Samantha and the question that Rajinder asked earlier, what level of specificity? How does it inform the Colleges? Because it is directly informed by the colleges. Rajinder's previous comments, what is the purpose of the strategic plan? Perhaps that is something we should hear your feedback on, now, so that we can suggest what should be in this plan.
- I think there's so much silence here because we need to address that first.
- Facilitator: I am asking the Chancellor to indicate what you'd like to see at the end of the day to inform what the DSP should be and then I want to get others' input as well.
- Chancellor: I didn't say this at the beginning because I wanted to see how the conversation would organically progress. Over a year ago, in February 2019, when I was the interim chancellor, the Board scheduled a board strategic planning, board retreat. The purpose at that time...we had some new Board members... There continues to be a deep desire for our Board to become more engaged, but not inappropriately in the weeds. Our Board members are in education and know enough what their roles are, what their lane is, and what is appropriate, and what is not. One thing that came out of that 2019 Board retreat was strategic planning and Board engagement. We were revisiting those 2015 Board priorities and Board goals. Seeing how that conversation was going—and being one month into the Interim Chancellor job—my recommendation because of timing was to take the 2015 Board priorities and mode them or keep them relatively the same until number one a new Chancellor could come on board. The new Chancellor may have a new direction and vision that may radically change the course of the Board's priorities. Most importantly, knowing our colleges had not yet gone through the EMP process. In my view, looking at the documents from 2015, and having some experience in multi-college districts with strategic planning, often what happens and the concern that I'm hearing is, that there's often a cookie-cutter approach or some

district-level stamp, in terms of vision/expectation/desire for the colleges to plan around that. That's exactly the opposite of what I think needs to happen and why I asked the Board to, in the meantime, update Board priorities, don't change it much because the Colleges are going through their EMP processes. And the EMP process at each College is going to be unique to that college and is going to undoubtedly result in directions that are different than certainly what our 2015 priorities were. The Board needs to take the results of those EMP processes to then synthesize them and come up with Board priorities that are reflective of the College planning, as opposed to the opposite. What I am hoping to get out of this, I've had conversations with Dr. Sperling and Dr. Foster, Vice Chancellor Fleischer Rowland, and Dr. Webb [about this]...is really what I'm hearing from Rajinder and others is that it's the College EMPs that are really forming what the DSP is going to be and that's the way it should be. The fear is, from a year ago, is if the Board gets out there and develops priorities that are completely removed and there's no connection point to the Colleges' EMP, in my mind, it was a failed process. It was a failed strategic planning opportunity. What I'm hoping to get out of this is exactly what I'm hearing, that the EMP process at each College is unique to each college. It needs to be authentic; it needs to reflect the uniqueness and the needs of each college. On the back end of that, finding those connective tissues, as I said in our February meeting, find ways where those things can be melded together not replaced, but melded together to then present to the Board. These are the recommended priorities that are a result of authentic college-level planning strategically reflected in the EMPs, that then the Board can go through the process, as we did last February, developing Board priorities, developing ways that the Board can interact and further the College EMP documents and priorities and reiterate it. For example, one of the things that came out of last February's Board retreat was that document, I am sure a number of you have seen probably a number of times. Basically, Guisselle took the lead to take the minutes from that meeting and put into a one-page document that the Board carries around to community events and to the state to really advocate and really tout the great work that is going on here. All this to say that an ideal in my mind is if we are going to have a successful strategic planning process, it needs to first start with the Colleges in an authentic college engagement in your processes that you already have, you are already committed to, and you are already down the path. Continue that and then find ways, as Elñora was talking about, that we can really incorporate and meld that together for a District vision, then it is presented to the Board. In terms of timelines, tentatively, I am looking to take that to the Board at the February 2021 retreat for the Board to put their stamp on it. Again, their stamp on priorities and EMPs that are coming from the Colleges, not the other way around. And that number one we can revise the Board priorities and get them then to approve it, then get them then to adjust Board policy that articulates that in Board policy and then get them to support in the community and at the state level on issues where they can and it's appropriate for the Board to really provide governance level support to the colleges. So this is probably a long-winded response, but I felt it an opportunity to share with you in terms of what, in my mind, a successful process is going to look like if it's really going to be meaningful.

- David Rodriguez's response: I think that makes sense, what Ron said, the connection is a lot clearer that way. I would like that those diagrams looked a little bit more aligned with what our Chancellor just said, because it seems the communications are a little bit unaligned and a little contradictory because sometimes it's how we do things and what we put on paper. That's why when we looked at the Excel sheet, we can look at those reports but many times what is put on paper is not exactly actually what we do. And so that's a little bit of the concern, we need to have a more open conversation about what is it that we are trying to accomplish. And going back to the conversation about confidence, I think in order for our organization to be effective we need to develop and nurture that trust and that does include confidence, but it also includes being able to have those conversations that we need to have in order to get into alignment, where it's not an artificial structure above what we do. If we really want alignment, if we really want to move in a common direction, we need to be able to talk to each other and find common ground. I really appreciate our Chancellor's words, because I think it was very clear the direction that I think we're trying to head to. Underlying all this and the reason we want authentic processes at the colleges is to continue to develop that trust. If we break that trust everything gets even more challenging to do and more costly. And so I think that it starts with, how can we be transparent with each other here in having an authentic process? And then that helps, I think, everything else, speaking to our community, as well as speaking to our constituents in our areas and understanding that our priorities are common. Whatever we develop that

it is something that we buy into, not that we are forced to do or speak to, which adds redundancy and a lot of wasted time, right. So we don't necessarily want an extra layer, we want to develop common understanding so we all can harken back to that and work together in that way.

- Facilitator: acknowledging the substantive statements of David, thank you. Additional details related to the purpose of the strategic plan.
- Facilitator: I saw your hand up earlier, Rajinder, yet I think you were letting Ron know that his statements were perfect, right?
- Rajinder Samra's Response: Yes, that was applause [laughter] to Ron, not a question.
- Facilitator: Wonderful... The take-away is, and catch me if I'm off point, Ron, the District-wide Strategic Plan is informed by College's EMPs, and the primary focus is to support the Colleges, is that correct? [CHAT 09:11:40 From Ronald Gerhard : yes, sorry lost phone [connection]]
- Facilitator: we have time now as David was recommending that we do, which is to hear from each member here. What is your recommendation for the purpose of a district-wide strategic plan? ...that may be comparable or in addition to what the Chancellor has committed to.
- Rajinder Samra's Response: I think that it should address common goals across the district. I think that would help. That would be a point of opportunity to align and to collaborate
- Facilitator: let me just say in my line of work that silence is invaluable...considering that we're thinking people. Give yourself time to really reflect and share as things come up and sharing. I should have stated earlier that brainstorming is just that; there is no right or wrong input. The value of brainstorming with all of you is that everyone gets to hear the other and leverage the other. When you keep it in your head...we miss out on the opportunity to "get your gem" even if you do not think it is a gem. Somebody else may think that is exactly what I was thinking, but I did not know how to frame it. Each member is welcomed to chime in:
- Feedback on the purpose of District-wide strategic plan
 - Common goals across the district to align and collaborate
 - Informed by the Colleges' EMPs
 - Primary focus in support of the Colleges
 - Include key findings from the District-wide Environmental Scan
 - Has to be sustainable, enhance (streamline) what is currently being done, with an end goal(s) in mind), and does not add unnecessary work
 - Build the plan through the lens of the new reality post-COVID and SCFF. The use of data will be invaluable, however, much of the data will be lagging. Be sure to look at leading indicators as well.
 - Other required components of the DSP (leveraging members of the Task Forces directly):
 - Review/update mission statement
 - I think one thing it should address common goals across the District. I think that would help, that would be the point of opportunity to align and collaborate.
 - Facilitator: Silence is invaluable... we are thinking people, so give yourself the time to really reflect and share as things come up. Brainstorming is just that—there's no right or wrong, the value is that everyone gets to hear the other and leverage the other. When you are keeping to yourself in your head, we miss out on the opportunity to get your gem, even if you don't think it's a gem.
 - As mentioned before, these common goals that end up being in the District-wide Strategic Plan should demonstrate the connection to the EMPs from the summary of the College EMPs, substantial priorities, and then a reference also to the District-Wide Environmental Scan so that what emerges is connected to data that we are looking at together.
 - Yes, we actually came up with a diagram maybe we can discuss that at a separate meeting that visualized that. (Rajinder)

Facilitator's recap of comments: Wonderful. I placed in the comment section of item #4-Purpose of Strategic Plan. It has four points that you've illuminated: 1) Informed by the College's EMPs; 2) focus and support of the Colleges; 3) a common goal across the district to align and collaborate; and, 4) reference to the District-Wide Environmental Scan.

- And it has to be sustainable. Ideally, it's the streamlined stuff that we are doing that already, it doesn't add additional work. It's streamlined. Maybe enhanced, when we talk about common goals we are usually talking about collaboration. You know there are great minds in this district and, so, just

recognizing that with the common goals there's the opportunity to build connections. Have to be sustainable, but with an end goal in mind. (Rajinder)

- "Achievable" maybe a synonym that Rajinder was trying to get at, a suggestion. (David)

Facilitator – When I see the word achievable that frames the end goal, is it achievable? Are you talking about a SMART goal?

- Usually, when people talk about SMART they get into KPIs. That's the context that I've heard most often used. I think right now we should step back a little right now [from SMART], but ultimately, yes, we want SMART. (Rajinder)

Facilitator referencing Bruce Griffin's Chat comment (01:28:11) I think the use of data will be invaluable, however much of the data will be lagging and we need to be sure to build the plan through the lens of the new reality post-COVID and the Student-Centered Funding Formula (SCFF)." Do you want to speak any further about this Bruce, it is pretty explicit.

- These have changed and when we pull data we also need to look for some leading indicators as well, particularly in light of what's going to happen economically in this region, as well as demographically and with respect to the overall environment in higher ed. We are seeing things start to contract and need to ask what our role will be, in addition to looking at things that we can monitor that have since happened already, prior to those driving events of COVID and the SCFF.

Important Considerations:

- Miguel Colon response: I don't mean to be a problem. Sometimes I do mean to be a problem, but, in this particular case, I really don't. Sara and I explicitly asked that this be delayed until the fall. We have so many other priorities that this is truly a distraction and I don't mean that with any disrespect at all. As faculty, we are dealing with a whole other world with our students. As academic senate presidents, we've got significantly more demands being placed on us from faculty to try and navigate what some of this new world is going to look like and, as a result, a bunch of other committees have been spawned. We did, we asked a couple of weeks ago for this to be delayed. I had hoped that maybe that would be taken into account. While I appreciate that this is super important, you're going to get none of my brainpower at all. If my brainpower is required you're not going to get any of it because I'm literally, and no disrespect, please, I've been doing my Chabot work for the last hour and twenty minutes, while I've been listening passively. Please don't hear me being a jerk, hear me saying that there are other priorities that are weighing in right now. If we really want some of the people that are on this call besides me, to be able to bring some significant brainpower to this, we need to delay this. Or just keep moving forward and then in three years maybe then the colleges can add the feedback that we had been hoping to be able to put in this time. I'll keep listening and I'll keep doing my work, but if you've got questions for me, you may be disappointed with the answers. Maybe it's just me, in which case, there's twenty-two other people ready to go get it, in which case I will bring you guys coffee if you need it and will offer you all the support. I don't have time to really focus on this.

Facilitator: Appreciate that comment...

- Noell Adams response: Elnora can I comment on this. [Facilitator (Elnora): yes. We lost you Noell, you were on earlier. Signified that she is having a challenge with technology and will reboot her system. Facilitator emphasized to Noell that we need to hear from her]
- Sarah Thompson's response: I won't leave Miguel hanging. For very similar purposes we requested a postponement of this process so that we could wrap our heads around the really critical things that are demanding our time and creativity. The immediacy of decisions and active work that have to be done and I'm thinking...that despite the fact that my head's been going in all directions, our core group at the college has been working on the EMP. They are not, they are still focused. They're the ones you want to draw answers out of not us. I feel like I'm a passive participant today, just because some of these questions are so big, I just don't have the emotional or intellectual capacity at the moment to give them the energy that they deserve.

Facilitator: invaluable feedback. Noell are you back?

- Cynthia G. da Cruz: ...I would also just echo what Sarah and Miguel just said, I'm trying to build a faculty survey, work on data for fall 2020, a handout on just proportion impact of online learning, all will also trying to listen to this conversation, and I need to be working on a student survey. I'll like to build

on...Good point...I'm trying to balance this and crunching data on student needs given COVID-19. I'm in the same boat. This is important. I want to be a full paying attention member and I'm struggling at this moment to balance all of the COVID-19 related research requests and this at the same time. Thanks

Facilitator: Thank you for the feedback. Okay, there is a comment here also from Chasity Whiteside to everyone...[01:35:15 "hard to have the required bandwidth for this at the moment with all the additional workload caused by the pandemic."

Facilitator: As the *facilitator encouraged continued sharing, she "acknowledged everyone and thanked everyone for sharing. As well, she acknowledged the overload being felt due to COVID-19 conditions. She emphasized their invaluable leadership expertise stating also that the Chancellor, their College Presidents, and the Vice Chancellor-ESSS are listening to this and will ensure that you're able to remain focused on your primary tasks. Collectively, they will come up with a way(s) to leverage the DGCC's expertise and ensure that they are able to remain focused on their primary tasks.*

- President Sperling: Susan here. You know, actually I'd like to see if our institutional effectiveness lead who's been working very directly with our appointed task force for the EMP—Samantha, do you have any thoughts about the sense that you have from the appointees? For the sake of folks who may not know,... our taskforce is made up of appointees from the senates and shared governance.
- Samantha Kessler: Yes, similar to what Sarah mentioned our taskforce is focused and dedicated to continuing the Ed master planning at the College. That being said, we have slowed down a bit just because we want it to be an inclusive and engaging process for our campus, so we are hesitant to push them to engage in some extra kind of meeting where we want input. We haven't stopped completely but have pulled back a little bit, but knowing that the task force is still thinking behind the scenes and prepping to really come back in the fall and hopefully have a better collective focus on this. That being said, I think also Sarah is right that some members of [EMP] Task Force would be valuable on this district-wide committee because they are a little bit more in tune to EMP and strategic plan thinking right now; even if not completely, given that they also are pulled aside with COVID-19 diversions. I hope that is helpful.
- President Sperling: Just on this point about the membership on the EMP Task Force. The idea here has been that you and Rajinder would bring forward the updates, thoughts and status of the membership of the workgroups. Who would you like to see on the task force [participate in the DCGG planning process]?
- Samantha Kessler: Cynthia is here so she and I are on the [EMP] Task Force. One additional member would help with the thinking. We can certainly bring forward updates and things like that. It's a little bit ambiguous for me to be commenting right now, because of where we are at, at the Colleges. I am struggling to comment because we are not there yet. In fall for many reasons, I probably can comment a little bit better because we'll have thought about some content and what our plan is starting to look like and be able to more appropriately inform and answer these questions.
- President Sperling: thank you for that.
- President Foster: I wanted to comment as well, one thing that's been clear, the need to have an authentic process. I think the things that have been shared, I acknowledge that and I appreciate the honesty. In one way it would be easy to sit back and let this process move on and not engage and let it go where it goes...and to share that you don't have the bandwidth right now, the capacity to engage in a meaningful way, that just shows how much you care about this process really. I want to acknowledge that and appreciate your honesty, that authenticity that you are bringing to this conversation. We'll have to figure out how to merge the two and be mindful of that. I wanted to pause now and acknowledge that, and that this is now truly reflective of an authentic and honest process, so thank you all for sharing your feedback and input in regards to where you are with this.
- Samantha Kessler: I'd like to go back and add something. I haven't talked about the District-wide Strategic Plan with [EMP] Task Force at this point in a very specific way. They know it's out there. I think LPC did get a little bit further, but we are focused on our College work and sorry if that was my bad that I didn't put that on our agenda more specifically. It's coming like I said. We are just delayed but still moving forward in a way that we are all comfortable with and have the bandwidth for. That's been my message and gentle moving them along in the most respectful way, and Cynthia can add in too because she's on our [EMP] Task Force. The other thing I wanted to say was that I'm all for pre-planning. I see this as a pre-planning effort and, under normal circumstances, I'm all about pre-planning and that's what I see for the District-wide Strategic Plan. [However] these are extraordinary circumstances where pre-

planning is not a priority, I guess.

- President Sperling: Thank you, Samantha, and also Cynthia, for your comments I appreciate the candor.
- Rajinder Samra: ...wanted to talk briefly about Las Positas. Our approach back in 2015 after we got the master plan from the consultants, we said thank you and then we created something else that was meaningful to us. And so as we approach this process, our approach was, let's evaluate what we have because we really like it. We really own it. I've heard that so often this is the first time since '15 our current EMP people feel like they really own it. It's never really happened like that in the past. We are starting from a perspective where we have a good foundation we have goals, strategies we've gone through the process of evaluating those goals, how far we've gotten with them, on the strategies, and where we want to go in the future. Our angle approaching this was unique in that way. Our EMP Task Force started the process back in August when we started with our mission, vision, and values. As we got to December, we formed the EMP Task Force and we started meeting in January on a weekly basis. The Task Force has been awesome, even though through this process, especially the faculty, have spent enormous time working on the educational master plan and giving feedback. We are fortunate because we had the opportunity in March to do breakout sessions in person and that was significant. The education master plan task force did homework and spent twelve hours on zoom talking about how did those comments about the goals and strategies. We had that golden opportunity to do that in March. Now we are in the second phase of the plan which is to do an environmental scan. I just presented the environmental scan at the town meeting, yesterday. We piloted it the week before in our planning committee. I'm just in awe of the dedication and given the situation that we are in, how much the task force is still committed to moving forward. I'd like to conclude that with regard to a District-wide Strategic Plan, we, the Task Force, did have an opportunity to talk about that. It's quite amazing because what Ron was saying in his comments earlier, was exactly what the Task Force wanted; for a District-wide Strategic Plan to be something that followed from the colleges, that is authentic and moves us forward. We want to get a first draft of the EMP by convocation that's our goal. Just wanted to conclude with that thank you.

Facilitator: David gave a thumbs up too ... Encouraged those who had not spoken to share if they have additional comments.

- Noell: I'll make my comments, real quick, then before Ron does. And I feel like now that everybody else has said their piece. I like to say that with the clarification that Ron provided regarding what he envisions the purpose of the District-Wide Strategic Plan (DSP), I think it would be beneficial to all of us to wait. My reason for wanting to wait on moving forward with this DSP conversation, if this is going to be built from college EMPs and we're going to be looking for connectedness between the two, and some synthesis and developing of district-wide goals that we could share together, I think it would just make more sense to make further progress at the Colleges on those EMPs before we move forward.

Facilitator: valuable, thank you. Reminded all to review the comments in the chat section of Zoom.us. All good feedback... Referenced the Chancellor Ron's note echoing what President Dyrell shared earlier, and provided a brief recap and confirming the feedback. Returned to VC Theresa for her comments.

- We have some good feedback on the purpose of the strategic plan, it's informed by the Colleges' EMPs, the primary focus is in support of the Colleges, a common goal across the district to align and collaborate, reference the District-wide Environmental Scan, and emphasize the importance of building the plan through the lens of a new reality post-COVID-19 and the SCFF. The plan has to be sustainable, and enhance or streamline what is already being done, with end goals in mind. On top of that, we got some constructive feedback about timing and need to provide input.
- Vice Chancellor-ESSS: I will just offer this, the feedback has been great, it's also been consistent, and thinking about the EMP Task Forces more directly I know we were thinking Task Force representation was at this table, we certainly can be thinking about ways to connect feedback from the EMP Task Forces, going to them for example. I am listening to the feedback and trying to think about timing, which will be Ron's call and working with the Presidents on that but also thinking about options. I want to thank you for the comment on pre-planning. This conversation when we held up elements of peer district plans and so forth, was the pre-planning of starting to build a framework for the DSP, and we know for sure that that the EMPs will provide emerging priorities. We know to expect that, so building on --and knowing-- the preferred direction hearing from all of you around the District-wide Strategic Plan. I think we've come to

some clarity today, which is very helpful and I look forward to working with the Presidents and the Chancellor to further discuss the planning effort.

4. **Wrap Up and Next Steps (:05)**

Facilitator: Very good! We are ahead of schedule because of smart people around the Zoom.us “table” metaphorically. What I’d like to do is ask if there are any questions or any outstanding recommendations or thoughts as part of wrapping up and preparing for the next step. I can’t say that I know what the next step is going to be, given the most recent feedback. What I do know is that Vice Chancellor-ESSS, as the planning lead, working directly with the District Chancellor and the College Presidents, will take into consideration all the points that were made and decide on the next step. Currently, we have a meeting scheduled for June 4th. I want to hand facilitation back to Chancellor Ron to provide some key observations and takeaways.

Recommendations | Important Follow up Items:

- 1) Leverage the good feedback on the purpose of the strategic plan, specifically:
 - a) It is informed by the College EMPs, the primary focus is in support of the Colleges, and identifying common goals across the district to align and collaborate.
 - b) Enhance the current visuals to reflect more clearly the directions of the Chancellor.
 - c) Reference the District-wide Environmental Scan and emphasize the importance of building the DSP through the lens of a new reality post-COVID-19 and the Student-Centered Funding Formula.
 - d) Must be sustainable and enhance or streamline what is already being done, with end goals in mind.
 - e) Very constructive feedback about timing and need to provide input.
- 2) Add a check-in or open discussion early in these meetings.
- 3) Delay the DGCC due to current COVID-19 demands, consider resuming in Summer 2020 and Fall 2020, and develop a timeline for the DSP that complements the timelines for the two College EMPs.
- 4) Define the DSP using the explicit statements made by the Chancellor in multiple sections above.

5. **Conclusion – Observation and Key Takeaways (:05)**

Presenter: Chancellor Gerhard

“I really appreciate the candor. Like President Foster said, it shows the investment that folks want to put into this process. But because of everything that is going on, it’s difficult. We all are spread so thin and I can relate to Miguel’s comments earlier, in listening and finding moments to engage in this meeting to do things. I’ll be honest with you, I am listening to Governor Newsom in a press conference on the fiscal situation and his release to the May revision, which is not good, which tells me that making the adjustments necessary for our spring term and what we did for summer in light of COVID-19 is going to be the lighter lift, in terms of what we are going to have to do to get out and respond to COVID-19 for the fall, and for years to come. That’s heavy on me and as I’m thinking and engaging in this meeting and this dialogue. It all goes to share with you that I am with you in terms of the feeling of so many things going on and concern about not having the bandwidth and the focus at this moment in time to thoughtfully and appropriately engage with you as colleagues in this process. I am with you in feeling that and in being in that position.

I think we need to go back and revisit, not that that is going to influence or stop what’s going on at the colleges. I know that effort will continue to go, but we’ll have to really take a moment to think and step back about, if not now, when would be the next best opportune moment given everything that is going on where we can get back together and engage in this conversation and do ..., and hopefully, get to a point which I articulated earlier and apparently LPC folks shared said they want to see, which I am heartened to hear that we are on the same page. The question is going to be when right? And this isn’t necessarily something to be answered now, but answering the question when I’m not sure because, again, as data is coming out by the moment, and within the last thirty minutes the May (state budget) revision. Clearly, there isn’t going to be a material let-up, in terms of things coming our way that we are going to have to respond to. All to say, I’m with you, in terms of how you are feeling and trying to adjust this. I guess the

question that we need to perhaps pause and give some contemplation to is: when would be the next opportune moment? As I understand it, in talking to the College Presidents and Vice Chancellor Fleischer Rowland and Dr. Webb is, the Colleges right now are on different timelines and different paths, which is absolutely fine.

I guess it'll be looking at those calendars that each college is operating under and finding a moment. That being said, there's no guarantee, and if this morning is any indication, there's no guarantee that there's going to be a better moment six months from now, eight months from now, or maybe one year from now. Not to say that I am trying to put even more of a cold and heavier wet blanket on the conversation, but just the realities that exist. We'll still continue to touch in and engage with what's going on in the Colleges' respective EMPs and try to figure out --considering those calendars— (find) connection points and opportunities to come together.”

- Miguel Colon: Ron, if I may, I've got two thoughts: One is, maybe, assuming people are available, we do some of the work over the summer. I know some people are not going to be into that and that's cool. The other is that we've got a couple of weeks here that are going to be sort of high stress as we try to figure out what we are going to do in the fall. So we've got this sort of end-of-semester madness where we've got students, submitting grades at the last possible minute, we are trying to be as accommodating as possible. At the same time, people on campus are figuring out what we are going to do in the fall. I think summer, there may be some windows assuming there's enough people available to maybe dig into this. If not, it may have to be the first part of the new semester. There's a bunch of budget stuff that's going to have to be done, I'm up for working a bit over the summer. I don't have a problem with that, but I don't want to commit a bunch of people to that either.
- President Sperling: Ron could I add something? In-kind, I want to underline a point that Bruce made a few minutes ago in the chat. [09:17:56 From Bruce Griffin: I think the use of data will be invaluable, however, much of the data will be lagging and we need to be sure to build the plan through the lens of the new reality post-covid and SCFF.] I think, really, Ron, that's something that you have been indicating. As...we collectively face into, this very fluid and unpredictable situation, I just think that's a very valuable thought for all of us. It's as folks have articulated, yes, it's a bandwidth issue. But it is also an issue of at what point in time are we able to formulate district-level planning and articulate it most effectively around these very emergent factors connected to COVID-19 and the SCFF? Thanks.
- Chancellor: Thank you, President Sperling. Absolutely.

Facilitator: Other comments? I am honored to have partially facilitated this meeting. You are all remarkable in your clarity, I appreciate and thank you. I look forward to the subsequent meetings, however, they may emerge. This was extremely substantive. Again, thank you all.

- Rajinder Samra: Elnora, can I comment real quick? [Facilitator affirmed] A couple of things, one is thank you, I can tell from the agenda that this was really thought through. There was a lot of structure built into it and I definitely can appreciate that. And so thanks for that work. The other thing is that leaving open some time for discussions like this on the agenda would also be valuable. Kind of doing a check-in at the beginning, making sure we are all on the same page as we are moving forward because of the number of comments that people have already said. This is an evolving situation and so it would be nice if we could get it in at the beginning.

Facilitator: Excellent. Consider it done. Well, have a remarkable...at least relaxing, valuable balance of the day. Be well.

Location of all resource documents:

<https://drive.google.com/drive/folders/1ragXMehUUQQGk9hcNCwxU1LpvjTcTF21?usp=sharing>