

The following pages are transcribed from easel notes taken during an extensive dialogue including college staff and trustees during the San Joaquin Delta College Board of Trustees strategic planning retreat of 2/19/09.

Trustees Present: Dr. Teresa Brown, Steve Castellanos, Dr. Mary Ann Cox, Taj M. Khan, Ted Simas, Janet Rivera, C. Jennet Stebbins

College Staff Present: Dr. Raul Rodriguez, Lee Belarmino, Vince Brown, Greg Greenwood, Dr. Kathy Hart, Dr. Jon Stephens, Valerie Stewart-Green, Trudy Walton, Dr. Matt Wetstein

In the first phase of the discussion, the facilitator asked participants to identify and discuss aspects of the college's operations they felt were successful. Participants identified the following:

- Curriculum development with strong faculty involvement
- Professional development for all staff in the Professional Development Center
- Reaching diverse populations in all senses of the word diversity
- Community partnerships XXX
- Excellent support services for students
- Good job of capturing federal/state grant funding
- Excellent reputation in the community for quality education
- Information Services are among the best in the country
- Good job of providing for the diverse needs of students
- Exceptional Employees
- Self Regulation of liability issues (workers compensation)
- Assistance for handicapped
- Committed and involved Associated Student Body Government
- Spirit of collaboration/non-territoriality throughout the college
- Committed new board of trustees: congenial and non-combative
- Outstanding facilities for the public: theaters, athletics and more
- Signature programs such as E.M. Speech Language Pathology, Athletics and Arts
- Beautiful Campus
- People (internal and external) care about the college
- High level of educational attainment within the faculty as evidenced by number of Ph. D.'s
- High number of vocational certificate programs >140
- History of sound financial management and high reserves
- High graduation rates especially among Latino students
- Expanded nursing program
- Dedicated and well trained classified staff
- Safe campus environment
- Multiple delivery systems for instruction
- Excellent management team

An "X" to the right of any listed item indicates that it was mentioned by an additional trustee.

- Excellent special programs (Title V, Affirm)
- Increases in transfer rates
- Student clubs and organizations
- Caterpillar program and C.A.D. program
- Community supports the college and believes it fulfills community needs
- Grounds people are committed and take pride in their work
- Free tuition for employees

In the second phase of the discussion, the facilitator asked participants to identify and discuss areas that presented opportunities for improvement. Participants identified the following:

- Better use of evidence in evaluation and planning
- Strengthen /improve internal and external communication
- Better regional access
- Facilities need to be upgraded and modernized
- Expand and improve programs, especially nursing and fine arts
- Strategic planning needs to be tied to budget
- Board needs to become a cohesive unit
- Board needs to be prepared for votes and have time for discussion
- Use expertise of faculty and staff for facilities planning
- Balance salaries with comparable colleges
- Need 100% transparency in decision making
- Board members and administration need to set an example
- Follow existing goals and keep commitments
- Prepare for the future: Plan for good and bad times
- Abide by decisions/policies
- Improve Parking
- Reduce cost of textbooks
- Change the culture of the campus from fear to trust
- Change perception of lack of good faith in H.R. Department
- Improve/expand community partnerships, K-12
- Abide by contracts, policies and procedures
- Change perceptions about weak leadership
- Do a better job communicating with the service area. Get out and talk/listen to people
- Keep students in mind when making decisions
- More shared governance training. Involve those affected in decision making XXX
- More diversity in staff to reflect diversity of the community
- More transparency/clarity with Measure L finances/processes
- Improve media coverage/relations
- Improve cleanliness of bathrooms
- Board needs to commit to supporting the staff
- Community needs to know qualifications/expertise of college staff
- Building/Grounds need more resources
- Improve trustee communication and trust with CEO XX
- More recognition of staff such as in the Delta Express
- Board and administration need to set a more positive model
- Build trust throughout the campus community

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In the final phase of the dialogue, participants were asked to draw upon the previous discussions to identify possible short and long term goals for the college. Participants identified the following:

Short Term Goals:

- Aggressively pursue Board Policy update project
- Measure minority and women owned business interactions with an eye toward making improvements
- Maintain focus on already established goals/priorities
- Triage Bond projects
- Don't take on additional major financial undertakings at this time.
- Focus on what is important. Delta can't be all things to all people
- Make budget presentations quarterly or more often to the board and to the campus community at large
- Take care of current staff and operations before expanding
- Focus on student skill deficits and how to make improvements
- Track/study diversity in hiring. Implement training to make improvements XXX
- Improve relations between CEO and board and between board members XX
- Pursue completion of Student Learning Outcomes (SLO's) XX
- Board members work to become active cheerleaders for the College
- Improve seamless transfer of students
- Address issues of trust and climate on campus
- Improve shared government process. More participation and better understanding of processes
- Foster student success
- Pursue details of the newly signed climate commitment
- Focus on community relations XX
- Strategic planning and goal setting should be better linked with budgeting
- Settle down the Bond XXX
- Create and follow a policy for regional expansion
- Create and follow a policy for Middle College requests and other special program requests

Long Term Goals

- Pursue more financial resources beyond Sacramento: XX
- Implement programs that address changing workforce and regional needs XX
- Improve CEO/board and board/board relations
- Improve diversity of hires-expand and improve training XXX
- Focus on student transfer
- Ensure that Voc-Ed training is matched to local economic needs
- Improve college climate

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- Improve collective bargaining process
- Conduct classification/salary study
- Work to maintain affordable health care/benefits for employees
- Sustainability planning in facilities and curriculum
- React to enrollment pressure by planning for growth
- Conduct an instructional delivery trends analysis
- Focus on Basic Skills deficit for incoming students
- Identify student needs we're not addressing

During the workshop, a number of thematic categories developed. As discussed by the facilitator, possible thematic areas may include:

Students:

- Educational Delivery
- Facilities

Campus Communication and Climate

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