



Who Are We?

Mgmt Prof Dev Committee

- Lianne Greenlee
- Duetta Langevin
- Richard Lee
- Maria Macedo
- Uyen 'Yen' Mai
- Chris Rodriguez
- Sokha Song
- Jeanne Marie Velickovic

Diversity, Equity & Inclusion Team

- Nicole Blean
- Jody Fernando
- Gary Gidcumb
- Matt Judd
- Eric Lara
- Heidi Lockhart
- Ozzie Lopez
- Ken McAlpin
- Lisa Rodriguez, chair
- Michelle Sampat
- Lina Soto



2021 Retreat Overview

- January 7-8, 2021
- Held online via Zoom due to COVID-19 pandemic
- Shortened daily schedule due to Zoom fatigue
- Focused on equity issues after Racial Unrest 2020-21
- Held one day after Capitol Riot on Jan. 6
- About 113 managers participated each day
- Retreat evaluation had 79 respondents



Survey Results: Retreat Overall

- 95% said they were very satisfied or satisfied with the retreat
- 86% said the sessions were the right length of time
- 91% would attend a virtual retreat again
- 91% said they agree or strongly agree that they have a greater awareness of their role in contributing to an equitable and inclusive culture



Survey Results: Retreat Outcomes

 I was provided a space to have courageous conversations about DEI:

94% strongly agree and agree

- I gained a foundational understanding on DEI and social justice and how to apply these understandings:
 93% strongly agree and agree
- I walked away with a deeper understanding of ways inequities show up in people's every day lives, learn tools for addressing inequities and how to apply these tools:

94% strongly agree and agree



Repeated Comments

- In person is better
- More time for discussions / breakout rooms
 - Have facilitators in each room
- More depth to better understand the topic
- More tools to implement these ideas
- Smaller breakout rooms without managers/team
 - EDITOR'S NOTE: This option would mean manager registration to the online event and pre-planning breakout rooms.
- We are headed in the right direction, but we have a long way to go



Survey Results: Monthly Meetings

- 97% find the meetings to be of value
- RECOMMENDATIONS:
 - Intentional interactions with others
 - Spotlight specific programs we don't really know about
 - More discussions, less one-way communication
 - Less frequent meetings
 - Add time for Q&A
 - Everyone on mic



Survey Results: Future Training/Topics

Recommended Multiple Times

- **Diversity, Equity, & Inclusion:** Coping with trauma and stress, coping with microaggression, addressing issues before us, supporting marginalized populations, hiring
- Management Skills: Effective communication, effective collaboration, building teams, conflict management,
- Employee Performance: Challenging issues, Motiving difficult/underperforming team members, building relationships with employees
- Work-Life Balance: Tools and practice



Survey Results: Weekly Email

 94% find the weekly management resources email to be of value

Recommendations

• n/a



Final Thoughts

- Desire for connection and DEI Topics
 - Coffee and Conversation
 - White Fragility Reading Group
 - Evening Equity Talks
- MPDC and Implementation
 - Professional Development = learning/training to support professional growth
 - Implementation = the process of putting a decision or plan into effect.
- Don't wait for more training to make changes now



Feedback, Ideas, Comments

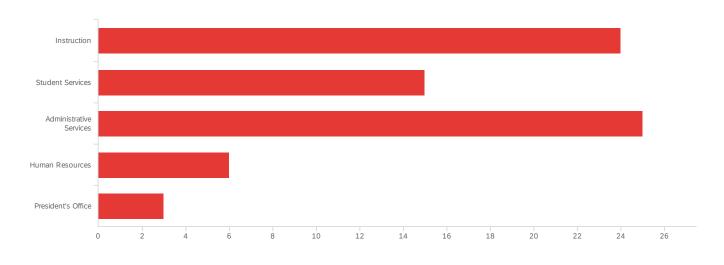
MPDC Members

- Lianne Greenlee
- Duetta Langevin
- Richard Lee
- Maria Macedo
- Yen Mai
- Chris Rodriguez
- Sokha Song
- Jeanne Marie Velickovic

Mgmt retreat Feedback 2021

2021 Management Retreat and Professional Development Survey February 2, 2021 4:37 PM MST

Q2 - Please indicate the area in which you work.



#	Field	Choice Count
1	Instruction	32.88% 24
2	Student Services	20.55% 15
3	Administrative Services	34.25% 25
4	Human Resources	8.22% 6
5	President's Office	4.11% 3
		73

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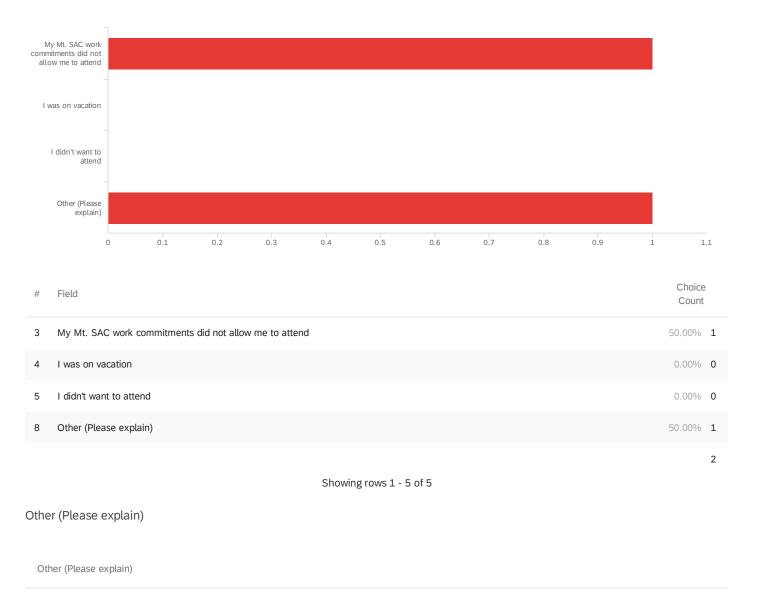
Q3 - I attended the 2021 Virtual Management Retreat



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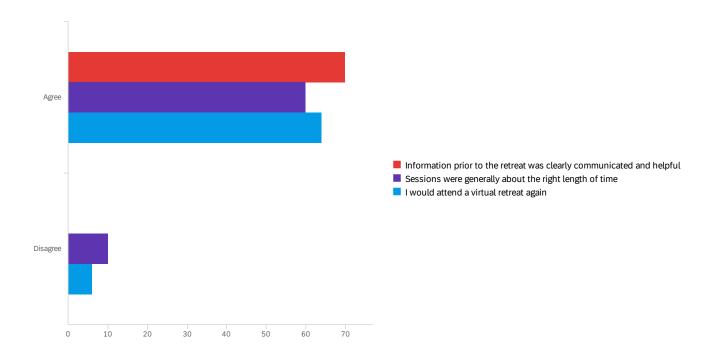
73

Q4 - Please share the primary reason you did not attend the management retreat.



I wasn't invited as my position started in January 2021

Q5 - Retreat Registration & Format



#	Field	Agree	Disagree	Total
1	Information prior to the retreat was clearly communicated and helpful	100.00% 70	0.00% 0	70
2	Sessions were generally about the right length of time	85.71% 60	14.29% 10	70
3	I would attend a virtual retreat again	91.43% 64	8.57% 6	70

Showing rows 1 - 3 of 3

Q6 - If you marked "Disagree" as a response above, please provide the Retreat Planning

Team with more information, so that future retreats can be improved.

If you marked "Disagree" as a response above, please provide the Retreat Pl...

Breakout sessions were short.

Unless it's necessary like the current covid-19 situation, I'd prefer to have an in-person retreat. It'd be tough to get managers not checking or answering emails while attending online sessions.

Given the depth of the material covered, more time was needed. I believe conversations of diversity, equity, and inclusion are best had in-person.

although in person retreats are much more fun and have more collaboration with the other managers.

Virtual retreat was great, but I will always prefer in person. It's great to see all the faces of our peers and real time interations.

Zoom sessions were excessive in length. Despite that, breakout sessions were exceptionally short and didn't provide opportunity for thoughtful exchange of ideas and experiences.

The sessions were appropriate for the time frame available in the days schedule. However, I found them to be too short for the topic at hand. This is a sensitive topic that would have benefitted from more conversations.

The time may have been right had the speaker been better organized, and effective wit the time. However I felt the speaker poorly managed his time, rushed through areas of importance and dwelled in areas that were easily understood.

The break out session were too short in time, at least for all of the groups I participated in. Ether we would not be able to get through the assign questions or a participant would be cut off during his/her response.

I marked Agree for the length of the sessions; however, some of the Breakout Sessions needed more time, especially if there were more than 4 people in the group.

I would attend a virtual retreat again but can't for us to meet in person again.

I wished we had had more time when we broke out in discussions. Many of us were not able to share in the breakouts groups.

This retreat was organized, but a virtual retreat is not my preference. I believe virtual events can be utilized in the future, but not a full retreat format.

It is hard to answer if you "would attend a virtual retreat again" because this retreat is mandatory, we are told we HAVE to attend.

I really appreciated limiting the time due to zoom. I did not get fatiqued from attending.

The virtual retreat was not my preferred format, but this was a viable option for an in-person experience.

The group breakouts definitely needed more time to adjust, process, and allow for sharing at a pace that doesn't feel rushed. The topics are thought-provoking and for some processing can't be effectively accomplished in 10 mins. As Dr Benitez said, DEI shouldn't be additive; instead central/core. That requires us to spend more time to I've beyond the surface. I suppose we will collectively need to find a way to continue building that momentum. I understand that some have had had limited exposure to the concepts presented, and many others still learning, relearning, and unlearning.

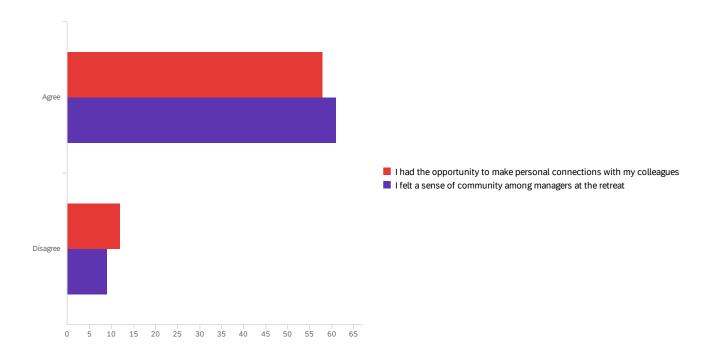
If you marked "Disagree" as a response above, please provide the Retreat Pl...

Breakout sessions were rushed, even on day 2. I often felt frustrated and unable to share because of this.

We needed more time to engage in conversations.

N/A

Q7 - Retreat Atmosphere



#	Field	Agree	Disagree	Total
1	I had the opportunity to make personal connections with my colleagues	82.86% 58	17.14% 12	70
2	I felt a sense of community among managers at the retreat	87.14% 61	12.86% 9	70

Showing rows 1 - 2 of 2

Q8 - If you marked "Disagree" as a response above, please provide the Retreat Planning

Team with more information, so that future retreats can be improved.

If you marked "Disagree" as a response above, please provide the Retreat Pl...

It was a great effort in managers getting to express themselves both formally and informally. Great balance on content and communication between managers and presenter.

not much interaction between managers. Mostly just in break-out rooms.

I appreciated the Coffee and Conversation in the morning and that gave a small opportunity to connect. Overall, timing was tough and virtual environments are challenging to make personal connections. I thought it was done as best as it could've been. In the breakouts with the speaker, I would've been able to connect more with more time.

The virtual environment is not the same. I miss the in person lunches and dinners.

Not really the fault of the conference itself, I didn't have the ability to share or receive video.

The in person retreats are more fun since we have more opportunity to collaborate and chat with the other managers.

Connections were more limited, due to virtual format. Breakout discussions could be a bit longer.

There was insufficient time to make a real, personal connection. Zoom is challenging. Breakout sessions too short and lack of connection as a consequence. That meant the sense of community and connection was undermined.

The breakout sessions were too short for anything other than the immediate topic.

I don't mean this as a fault with the people in my breakout groups. The time in breakout rooms was very short and rushed, it made it impossible for anyone to make any meaningful connection. It was just a race for everyone to try to vomit as much info as we could before the timer ran out.

Even though I felt the workshop times/length were good (even without breaks), I don't feel like we connected with other on a personal level. Yes, the breakout rooms were good and informative, but we had an agenda and time limit.

No time to catch up with others, or get to know new people over Zoom

Not easy to do on Zoom: (I missed the face to face opportunities to just chat.

Virtual can't replace in-person, but the time went by fast.

I understand that virtual retreats are different. There was no way for me to connect with colleagues in a rushed and structured environment . . . even with morning "coffee & conversation" sessions.

Within the breakouts we did get the time to share, but being virtual there was not the whole sense of community. We did not get the team building aspect as much or the social time.

Q14 - In what ways did the retreat provide tools or insights for creating or sustaining the

management culture on campus?

In what ways did the retreat provide tools or insights for creating or sust...

Multiple venues for learning.

historical perspective of racism in American and conceptual framework to promote culture and policies for anti-racism.

There are many types of leaders and as the leaders of our teams, we must look at ourselves, take responsibility, and lead our teams toward this work and be fearless in pointing out discrepancies, speed bumps, and other things that may hinder a student's progress. Race is not easy to talk about, but when we can recognize the reason for the construct of race and see how it has harmed BIPOC's ability to "succeed" at the same rate as white counterparts, we must take action and begin by removing the obstacles, unlearning our biases by getting to know people outside of our comfort zone, and reframing our patriarchal and colonized minds to one that is clear, free of fear of losing something, and actively seeking equity and justice.

Having Dr. Benitez bring a set of perspectives from his cultural foundation was very instructive, enlightening.

The Management Steering Committee has created a team atmosphere and made me feel comfortable in learning new ways to assimilate into the culture of the campus. I feel more comfortable speaking about my thoughts and asking questions.

Emphasized our personal responsibility and role as leaders in creating an equitable and inclusive environment for students and staff. It emphasized that we are each responsible for the campus culture and environment of our campus and we must always be willing to learn from each other while taking the initiative to inform ourselves.

More time to interact in breakout rooms.

Dr. Benitez provided several tools that can assist sustain the management culture on campus. The ability to safely and openly discuss our experiences with each other in the context of racism and discriminatory practices provided the opportunity get a picture of what is really taking place on campus. This is an opportunity to collectively advance the call to action that will change the culture of the campus community.

I walked away with a better understanding of everyday experiences and microagressions affecting marginalized groups and the importance of focusing on and implementing practices relating to diversity, equity and inclusion.in all areas of the college.

Management culture? I see an overwhelmed group of managers who simply agree in an effort to just get along without sharing their real thoughts and experiences.

It brought the sense of community...that we are in it together.

The retreat provided a different point of view and will give additional insight and understanding when circumstances arise.

First and foremost bringing awareness. Difficult conversations is the steeping stone for change but what I realized it is okay to ask questions to gain a better understanding of my role and how I can contribute on campus.

It reinforced my current beliefs of inclusivity as well as opened my eyes other types of inequities.

I really don't feel it did, we didn't really get a chance to work with each other in any meaningful way. We simply had to race to respond to prompts that were very generic in nature and did not apply to management nor to education. They were very generic prompts.

This great work needs to be continue monthly to ensure the work continues.

In what ways did the retreat provide tools or insights for creating or sust...

Our keynote/presenter. Dr. Benitez made this the best retreat in YEARS!

Not sure! As some managers mentioned we need to have these meetings and conversations on a regular basis, not just once a year or every quarter.

Based on some of the questions that were shared both verbally and in the chat, it is clear that some of management team has some further understanding and exploration to do. The willingness and opportunities to do so, will trickle to the overall campus environment and culture.

Learning how to talk about concerns and respectfully be aware of how to communicate with understanding.

The retreat gave me multiple resources to look up. I received many insights, such as the questions we were given to think about (social identity, positionality, civil disagreement). I thought the Top Qualities of an Inclusive Leader are qualities that I will strive for.

*Learning to become Anti-Racist and promote and advate for both student and staff. *Be a better listener *Recongizing we do have a problem.

I don't this that really happened this year. Equity was discussed but not in a way that would help to establish a strong "culture" among ALL managers.

Handouts, conversation among colleagues and references to literature.

to be able to speak out if you are uncomfortable with certain remarks.

Space to dialogue with others.

many reading resources available it was specific to our campus community i did not see it mentioned regarding racism against poor versus rich people and or educated versus non educated it exists I have lived it and continue to see that being problematic especially in the hierarchy of higher education.

Dr. Michael Benitez

Dr. Benitez presented the information in such a way that lowered our guard and able to hear what he said. He did this despite not being in a room where we can "feel" the energy of the people in the room. We all have a more common understanding of the work and the steps that we can take and hopefully start to hold each other accountable.

I was pleased to gain more coping mechanisms from our management culture.

Explaining the Positionability

Distinguished presenter's valuable information on the topic and interaction of all participants will go long way in creating positive management culture throughout Mt. SAC.

I can't wait to get the slides, good information, good questions, and one of the most important things was seeing so many people committed to the DEI goals.

This retreat helped me to once again reflect on how important our management culture is in moving forward together for DEI. It is the work of each of us.

I think we're still at the beginning of this journey (raising awareness in preparation for critical self-reflection). By Intellectualizing the discourse, we have been given concepts, terms, frameworks, and historical references. Reflective work takes time. We owe this to ourselves, each other, and for our students and the communities from which they come. Our mgmt culture should continue to celebrate the cultural competency we each bring and also encourage us to demonstrate an ethic of care and responsibility for the community.

In what ways did the retreat provide tools or insights for creating or sust...

I appreciated the small group dialogue and look forward for additional opportunities for engagement at this level. Dr. Benitez provided such great examples, insights, and new ways for me to view topics of DEI and anti-racism.

Expanding how we lean on our teams and how to be more inclusive of the planning/collaborative process of designing programs.

I enjoyed the opportunity to learn from others as well as express my perspectives. This retreat showed that our management culture is dedicated to equity and diversity. Let's continue to have opportunities for discussion.

Motivation and new energy, yes, but I'm not sure I gained any new tools or insights.

It provided a better understanding of terms and concepts. It gave us other's perspective and insight. It isn't going to happen over night but the process will start with us.

Deeper understanding of my own biases and the diversity of backgrounds on our management team.

The ability to dialogue in small groups was effective and appreciated. Dr. Benitez' ppt was profound and many of the concepts learned should and could be incorporated into every management meeting.

Great overall view. Very disruptive and challenging in ways that we can use going forward.

Clear DEIT terminology definitions and examples, safe space for discussions, 3 simple guidelines Dr. Benitez outlined at the end for us to implement going forward.

I found the information and activities pertinent to establishing the foundation for a culture of anti-racism within the management team.

It was a start on sharing. D Benitez was wonderful. I would strongly recommend him. Like I typed previously. I would like to see ongoing discussions in small groups or safe spaces.

It provided useful books we can read to gain further understanding and knowing that we all have similar ideas just go about them in different ways and that this is ok.

Through all the shared experiences and training activities.

Again, just helping me to become aware of my everyday bias and how to recognize when they are becoming harmful to my team.

The retreat gave me insights into the fact that we are all responsible to making our campus a better place for our students.

By prompting self-evaluation

Q11 - What were your biggest take-aways from the retreat?

What were your biggest take-aways from the retreat?

learned of some personal cultural interests and perspectives of other managers.

Characteristics of an inclusive leader: take responsibility, validates, has courage, demonstrates humility, listen generously, collaborates, and cultivate trusts.

The importance of self-reflection about what I do and say and not just pointing it out in others. Understanding that we all have a story to tell and that active listening is key to making progress toward equity and inclusion. Time to be more active and look at our policies, classroom statistics, and continue to provide safe spaces for continued discussion and strategy sessions to combat biases.

It helped expand my perspective of how things that seem minor to one person can be very negatively impactful on others

Although I thought I was broad-minded, I learned that there is so much more the understanding equity, diversity and inclusion.

-Managers are in different places at understanding equity and inclusion, especially how it is engrained into systems -Managers are still fearful of admitting ways in which they may have demonstrated an implicit bias towards students; Most in the breakouts shared assumptions that others have made about them. -BIPOC are not exempt from having implicit biases -Examining our identities and privilege is crucial in understanding our roles and how this informs the way we serve students

A greater understanding of systemic and institutional racism.

It's difficult to offer an effective retreat on Zoom. Too many people means too little real exchange. Massive and poorly focused dump of data by presenter does injustice to an important topic. Short time in breakout rooms leaves participants either withdrawn or frustrated by lack of time to share.

There is so much more we need to do in the name of equity and social justice.

We have a right to be included in the "norm." White privilege and racism are everywhere. We have to at least try to address it in our management relations.

My biggest take-aways were that we should not be so sensitive to words or phrases that were not meat to disparage. Give the benefit of the doubt to words or phrases that offend because it might not have been meant to be negative. This concept was not discussed but came to light for me during the presentation.

An inclusive leader; Validates, Has Courage, Demonstrates Humility, Listens Generously, Collaborates and Cultivates Trust. Along with: Attitude, Aptitude, Action and Accountability

My take aways were that our time was wasted. The intention was good, the topic was perfect and timely, but the presenter was an utter failure. I am unsure if he was vetted ahead of time, but it was shocking to see someone who was so poorly organized and acquired 95% of his information from the first results in a google image search. He would blaze past most of the infographics, many times very obviously just reading what was on a slide and clearly mispronouncing important terms and names and making it obvious he does not himself really understand the content. At other times he would dwell in areas that were incredibly simple for no apparent reason other than to burn time. He failed to capture my or my colleagues attention by really being unable to differentiate between important information an minutia. It really seemed the only times he had any actual insight were during his own personal stories. It is this exact kind of "training" that places these important conversations we should be having into a checkbox that just gets marked.

More understanding of other managers backgrounds.

1-There is hope for Mt.SAC. At least the President is willing to listen, engage, and is investing in DEI training. 2-We have a LONG way to go at Mt.SAC and we're moving pretty slow. 3-Some white managers are not on board and will never get it! This was demonstrated by a few who did participate, but kept comparing past (and short-lived) historical experiences of certain white groups with the horrific and traumatic experiences that BIPOC people still experiences today. 4-We talk the talk, but we (the college) need to start walking the walk. Strike that, we need to run! We are way behind and we've been dragging are feet way too long to implement real change on campus. 5-Mt.SAC keeps talking about DEI for students, but the conversation needs to shift to DEI for ALL groups. You can embrace DEI for students while some staff or managers are experiencing microaggression, discrimination, and hostility from white people who are in protected groups.

That we are all on different levels of understanding, but that the commitment is shared.

More awareness of diversity and the commonality of our colleague.

Years ago, equality was the important word... everyone should have equal rights and be treated the "same." "Do unto others as you would have them do unto you." "Be color-blind." Now, that is no longer the case. We don't want to be "color-blind." Everyone needs to be proud of who they are... what color they are... what ethnicity they are. Equity is more important to achieve and maybe someday we will all obtain equality.

*How much I still have to learn on the subject. *How much more the College needs to do but we are on the right track.

One of the biggest take-aways was that we had a no judgement forum to speak and give our point of view in regards to the current events around the country.

The depth of literature in the area The knowledge of the presenter The passion of the audience for improvement in DEI area

Need for on-going engagement with these issues.

That there is a thing called "whiteness" something I would have not realized existed because I have always respected people for what they bring to the table regardless of their color, education or title...

The institution has a long way to go to create DEI on campus, in the workplace, and with our hiring.

That this continues to be hard work. A reminder that everyone is at different places in beliefs and actions around diversity, equity, and inclusion. And some good actionable steps we can take.

I gained more coping mechanisms to trouble shoot and navigate microagressions, diversity, equity, and inclusion.

I think it was helpful to see that we still have far to go. We are heading in the right direction, but this highlights we have much still to do. Very glad to see the support from Dr. Scroggins.

I have a deeper understanding of how identity and positionality intersect. I also have a better understanding of what inclusive leadership looks like in practice.

Showing up authentically for each other means creating space that invites all of our intersecting identities and lived experiences to contribute, inform, disrupt, dismantle the current system. Reimagining leadership through critical curiousity, humility, and drawing from our collective wisdom.

That I need to reflect continuously on the experiences of others, my own privilege, and ways that I can use my privilege to advocate for marginalized and minoritized groups. That there is always room for growth and improvement. That we have so much work to do to make Mt. SAC an equitable place for students and colleagues.

Our lived experiences are just as important as our education. And, education, as diverse access for our community, is the answer.

Continuous awareness of my absent spots as well as increasing engagement in advocacy.

We have a lot of passionate people who are advocates of DEI and expressed their thoughts clearly. I appreciate that. I would also like to have heard from those who were less willing to share verbally or in chat; there may be opportunity to improve our policies, processes, and services to students (the ultimate goal of this training) by hearing from them directly and engaging in meaningful dialog that may actually move the needle.

That self-reflection is needed so action can occur. The concepts discussed made me feel discomfort. I have to ask myself why? Also I need to reflect on my role, not referring the department I work at, but my role as part of the college. I enjoyed the knowledge I received these past two days. I need to internalize it and process it so I can implement it at work and in my life.

Positionality and advocacy, my role and responsibility in both.

The management team is REALLY engaged and committed to progress on DEI.

I was surprised to learn that within minority cultures, there are examples of racism & prejudice.

SO many new perspectives on DEIT, learning about my colleagues' multiple identities, and the 3 action steps Dr. Benitez outlined at the very end.

This is just the start of our work. We need to engage more deeply in these topics despite our discomfort and move towards action to promote equity, diversity, inclusion, social justice, and anti-racism on our campus.

An understanding that this is an ongoing process that we must continue to build upon.

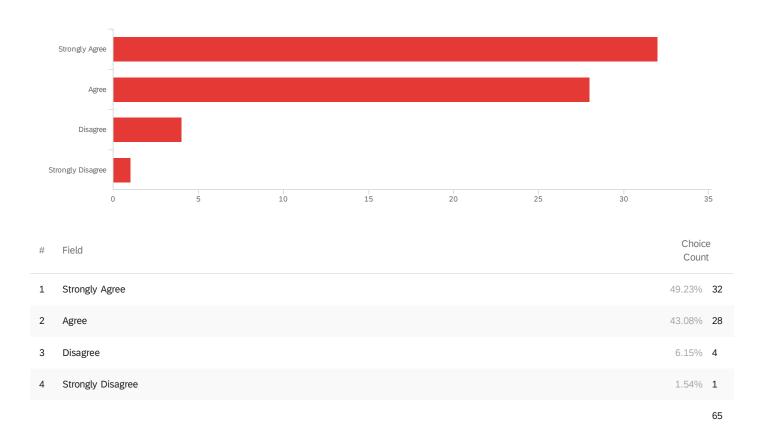
Understanding how to recognize yourself, that titles matter, that we are striving to the same goal and that we all have unique backgrounds and started from somewhere

How Mt SAC is progressing with the challenging times and willing to take on the hard and serious work of being reflective and forward thinking as an institution.

We need to really challenge ourselves as managers and not just have a sense of "I've arrived" but "How can I improve for myself and my team that relies on me".

great conversation points. Would have preferred more break-out talks with colleagues.

Q12 - I left with a greater awareness of my role in contributing to an equitable and inclusive culture at Mt. SAC.



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Q13 - If you marked "Strongly Agree" or "Agree" as a response above, please discuss briefly how you plan to contribute to an equitable and inclusive culture at Mt. SAC in the coming year. If you marked "Disagree" or "Strongly Disagree," please provide the Retreat Planning Team with more information, so that future retreats can be improved.

If you marked "Strongly Agree" or "Agree" as a response above, please discu...

Continue the dialogue in both formal and informal venues. Love the coffee cafe concept and ability for managers to pick and choose topics.

Strive to be an inclusive leader.

I would say my awareness for my role is still the same.

I plan to continue working with my department about how we serve students and how we can be more equitable. I want to look at our internal processes to see what may be road blocks or speed bumps we have inadvertently created for students and see how we can make the road smoother to help students reach their goals. I plan to continue to work with DEIT team, attend seminars, conferences, and read to get more ideas on what I can do to move the needle.

I will focus more effort into trying to understand the ways people communicate so I can anticipate how their experiences would tend to affect how they process information/situations.

I plan to listen to others and be sensitive to their positions, be helpful, and open to difficult dialogues. I want to help stop discrimination when I see it happening, and help make others aware.

The information provided validated how I already contribute to an equitable, just, and inclusive campus environment. I will however be braver to hold my colleagues accountable when they are not reflecting these values and will be more intentional about self reflection for self improvement. I do have a few recommendations on how to build community, especially given that there are so many managers that we do not all know each other or what we do. Whether our management meetings are in-person or in zoom, the approach is always getting down to business without making room for us to interact and get to know each other further. 1. Rename on zoom to Name, Title, Dept/Program 2. Have interactive "getting to know you" games in smaller breakouts (the thirty minute sessions were a great addition) 3. Have everyone in the chat share what they are hoping to gain from the retreat and at the end to share a word that describes their experience

I plan to be proactive in my approach to contribute to an equitable and inclusive culture at Mt. SAC by continuing to focus on learning how to become anti racist and transitioning to the the growth zone and speck out when I see racism in action and encourage discussion in the classroom about racism and becoming anti racist.

Bring in equity discussions during department chair meetings and retreats; have an equity focus during committee meetings.

I don't believe what was delivered in the conference would be equitable and inclusive to all individuals but merely to certain groups.

This training further enforced my current style of management. However, I will be more patient, companionate, and patient when I suspect internal terror has been experienced by a person.

If you marked "Strongly Agree" or "Agree" as a response above, please discu...

I have worked at many institutions prior to Mt Sac, more than I generally care to mention. However most of these intuitions, even with all of their faults, took equality and equity seriously. Meaning they didn't throw training after training and check a box and say all was well. They did not waste time with speakers such as this one who talk a great deal but offer little true content that leads to change. Instead, they had hard hitting conversations and challenged their employees to fix what was broken. They dealt in actual initiatives and specifics, not generalities and the theoretical. As the great Billy Madison once said- "The part of the story I don't like is that the little boy gave up looking for his puppy after an hour. He didn't put posters up or anything, he just sat on the porch like a goon and waited. That little boy's gotta think 'You got a pet. You got a responsibility.' If your dog is lost you don't look for an hour then call it quits? You get your ass out there, and you find that fucking dog!". I think a training session with that type of mentality may do us all some good.

it is part of my regular work. This helps to remind me of why I do what I do.

Being open to the opinion of others. Understanding that an opinion is not a personal attack.

I'm not sure how, but I want to weave DEI practices into my department. We're already doing some of that with our hiring. I also want to support other related initiatives on campus.

I am willing to contribute in any structured opportunities both in my personal and professional experience. I am always looking for ways to actively and passively create a safe space for all.

Although, I have always and strongly believe in inclusiveness, this retreat re-enforce how important as a manage in my role to insure a positive climate is continuously practiced.

I can contribute to a more equitable and inclusive culture by being more conscious of my biases. Other ways: the hiring process... making sure the team is diverse. Also, holding other accountable for what they say and do around me... don't ignore racist statements made by others... call them out on it and let them know where I stand.

I will use all the positive information I received and will make sure that everyone from employees to students are treated in a fair manner so everyone feels like part of the Mt. Sac family

speaking up when i see that something is wrong

Learned some new things that may make others feel uncomfortable that I didn't know about.

I intend to be a vocal advocate for improvement in the hiring, retention, and promotion process.

Our program has an equity plan in place that we are reviewing and implementing over the course of the year. I would also like to be involved in a book group on equity issues to continue to increase my understanding.

I believe I am going to add the slide that Dr. Benitez shared into every committee and integrate it in my presentations

I will be more purposeful including minoritized staff at meetings and just daily conversations that take place.

I plan to continue to show empathy and compassion to all people.

Through supporting changes with policies, procedures, guidelines.

I plan to participate and be part of the solution rather than just a bystander.

Emphasize on creating user friendly work environment. Create transparent guide line to protect personnel and institution. Be open minded to constructive criticism and make necessary changes based on the recommendation.

If you marked "Strongly Agree" or "Agree" as a response above, please discu...

I am going to try to be more aware, more active, and listen carefully to others to see how we can improve in my area. I thought Dr. Benitez was excellent.

I am going to look at my personal leadership practices and areas of influence for where I can be the advocate for DEI in breaking down institutionalized barriers.

Part of my commitment is to continue advocating for minoritized communities to be adequately represented in curriculum (centering student narratives and their need for representation and academic scholarship (representation in higher education journals). Working towards the institutionalization of the equity support programs.

I would love to have ongoing training and opportunities for dialogue so that I can improve in my understanding of how to contribute to an equitable and inclusive culture. In addition, I am working on continuous improvement outside of the workplace, with reading of books and research on topics of diversity, equity, and inclusion. I am committed to continuous self-reflection and knowledge-building in the coming year.

Stop assuming my experience is not relevant.

We are already planning an equity retreat with my staff and a looking at ways to increase our equity efforts in terms of access and success. I also plan to contribute via DEIT and other opportunities to promote equity and diversity.

My role has always included advocacy for underrepresented groups. This training has given me some food for thought in ways I, personally, can do so more effectively at Mt. SAC and beyond as I reconsider the barriers and new ways to overcome them.

I need to connect with others. Just because I am not impacted directly, meaning it's not happening to me, doesn't mean injustices aren't occurring. However, I could be part of the solution. I need to reflect more but it starts with having awareness.

Not sure of this yet, but will definitely make it a priority.

Continue to advocate for inclusive programming for students that takes into account accessibility and participation. Also ensuring that land acknowledgements are practiced.

Lead the DEI effort in several Call to Action initiatives.

For me, this starts with awareness of the need, and then making a conscious effort to be inclusive of different groups.

I plan to continue my involvement on the DEIT management team as I look for opportunities to make changes in my own sphere of influence as a manager on campus.

I will seek opportunities to continue conversations and work with campus constituents. I think a takeaway over these past two days has been the realization that, despite where I am or thought I was in my understanding of equity, inclusion, anti-racism, I had moments of discomfort. There is still much I have to learn.

I believe that we need to set up safe spaces where we have small diverse groups to talk and share and ask questions without the fear of saying the wrong thing. I would like to promote for training on identities from Dr. Lara. I think we need to continue training, but also start acting. I will make sure that I am aware of my own biases.

To me at the end of the day we are equal what color or what your background is shouldn't make a difference, we will all have different opinions but acknowledging those opinions and differences is what makes everyone unique.

Just to be mindful to check my bias when dealing with staff and not to use it as a hindrance to the team.

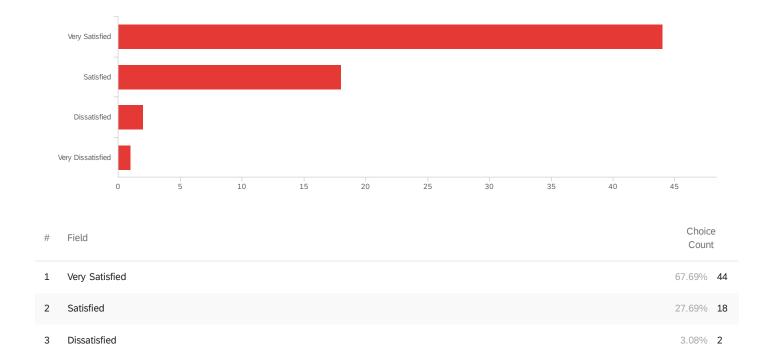
I am uncertain how I can contribute to an equitable and inclusive culture given my role on campus, lack of leadership roles available to me, and my ranking among management.

If you marked "Strongly Agree" or "Agree" as a response above, please discu...

continue to educate myself on several cultures and ethnicities Being open-minded and listening to colleague experiences.

Q15 - Overall, how satisfied were you with this virtual retreat?

Very Dissatisfied



65

1.54% **1**

Showing rows 1 - 5 of 5

Q16 - Do you have any comments or suggestions for improvement of the Management

Retreat?

Do you have any comments or suggestions for improvement of the Management R...

Great job and thank you for all of your hard work.

No

I liked that it was not an 8 hour day, because the topic was a bit difficult to understand and comprehend. I also appreciated the wellness / meditation session at the end of each day. Learning to relax is a skill I need to work on. Thank you!

Dr. Benitez was exceptional, thought-provoking, insightful, and full of knowledge.

Schedule out time for President Scroggins' opening and closing comments. Provide quick quidelines for breakout discussions (e.g., have a timekeeper, facilitator, have someone ready to report out, make sure to give everyone the opportunity to participate)

Avoid large groups because they limit people. Focus on small group work to provide more honest, trusting communication.

I believe any topic(s) that are presented should provide all point of views for discussion. I'm sure if I contributed more in discussion that might have brought about a different point of view. Therefore, I am partly responsible for my dissatisfaction with the retreat.

It was a bit difficult at times during the retreat as my children were both online for school. However, once they finished, I was able to fully engage.

Lets avoid speakers that last the entire retreat, especially if they are unvetted. If he had been one of three, the entire 2 days would not feel like a loss

Fixing breakout rooms for more diversity so I am not in rooms colleagues in my department. I would like to get to know the other 130 managers.

Why did we not get lunch? Grubhub or doorddash gift card? So much was saved on hotel and food cost. I feel we missed an opportunity to connect socially during lunch or happy hour with others.

The presenter was phenomenal. I didn't think I'd like the virtual retreat, but when you have a good presenter and the break-out sessions are well planned, it works! That said, this wasn't a "retreat", it was a 2-day online training session, so in the event that it somehow miraculously becomes 100% safe for us to travel and congregate again this calendar year, I hope that MPDC plans a real-in-person retreat.

More time with teams or break out session. This builds understanding, bonding and relationship with other managers.

You are doing a great job! This was one of the best retreats.

i think that MPDC did a wonderful job. Best speaker we've had so far. I wanted to keep hearing him and wish we had more time. Please bring him back to a future retreat

I would suggest that we do some sort of regular "tune up" or maintenance to ensure retention and progress on these issues.

Continue presenting videos etc. regarding this topic

Looking forward to being able to do this in person again.

Do you have any comments or suggestions for improvement of the Management R...

the speaker was fantastic and a good length of time without being to long and very informative. I would like to see what the next steps are with this is there is changes we can on the campus community to walk the talk... thanks again to the DEIT as well as mgmt steering and MPCD

How do we move from the retreat to practice? Everyone says the right thing, then continue to treat people in the same racist, discriminatory ways. Where is the accountability for executive leadership? It is fine to bring Dr. Benitez to speak, but the action is insincere when the resources continue to go to the same areas and people.

I thought the "virtual" retreat was a success. It was very obvious that the team put in a lot of thought and work to ensure the managers were not getting zoomed out. I would like to continue this conversation when we get back and maybe have a mini-retreat in the summer (again if we can based on the pandemic) at an offsite location to both allow managers to reconnect after being away for a year and to be face-to-face for these conversations.

Can't wait to be back in person for it. Dr Benitez was an incredible choice. Thank you!

Great job to the committee and Dr. Benitez!

More time during the breakout. Not having facilitators in each breakout caused time lost in silence.

More time for break outs...maybe 15 minutes instead of 10 each time. Thank you for a wonderful event.

Thank you for putting it together! It was a tough topic to tackle virtually; so much can be shared but not ideal in breakrooms with the clock ticking. Perhaps you can pre-assign breakout facilitators who will make sure all members contribute equitably, or come up with ways all participants can provide input through polls, pre-assigned worksheets, etc. that can be shared with all.

I appreciate your efforts and hard work. Thank You!!!

Palm Springs for 2022

Just would love to be back in person next year.

Looking forward to having in-person retreats again.

Similar to other comments in the chat, I agree that this was the BEST retreat!

More time to engage in conversations. Loved the mindfulness activities as well!

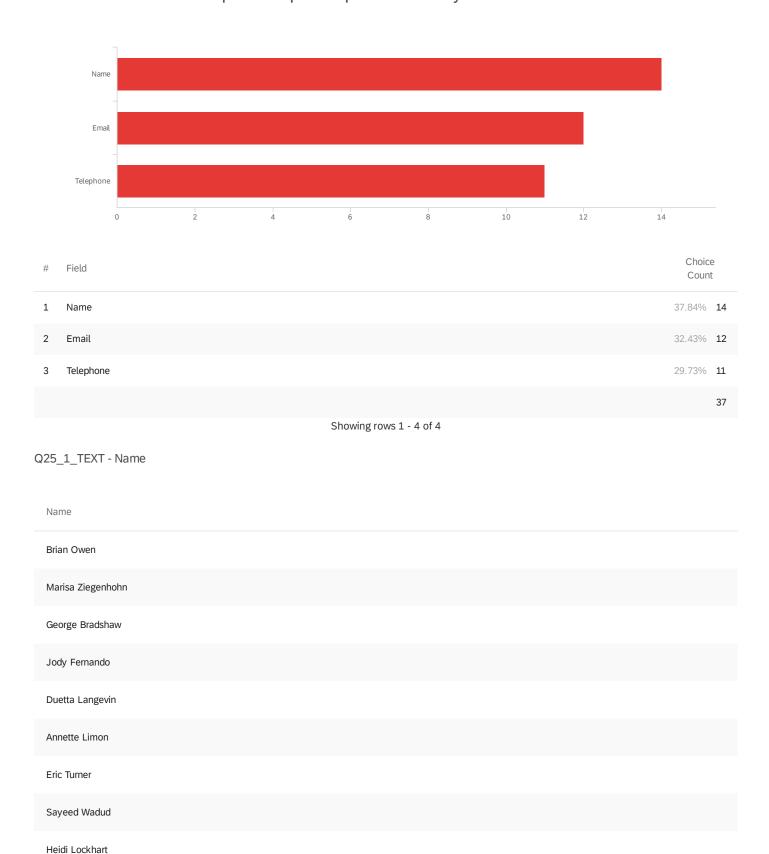
It would have been nice to have more time with Dr Benitez. I love the mindfulness. It was a perfect way to end the meetings.

Great presenter and timely topic.

Not at this time.

Great job everyone!

Q25 - If you are interested in being a part of a team that is working to support our commitment to leadership development please share your contact Information.

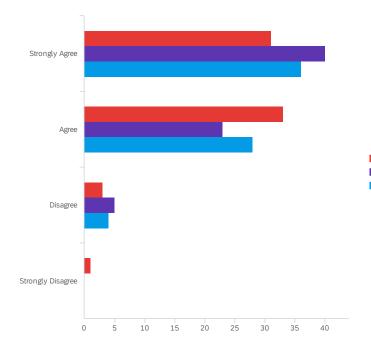


	Name
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(909) 786-6332
9512648977
5950
7147420917

(909) 274-4280

Q9 - Retreat Objectives



I was provided a space to engage in courageous and reflective conversations...
 I gained a foundational understanding on DEI and social justice (i.e. micro...

I walked away with a deeper understanding of ways inequities show up in peo...

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I was provided a space to engage in courageous and reflective conversations about diversity, equity, and inclusion (DEI)	1.00	7.00	1.79	1.22	1.49	68
2	I gained a foundational understanding on DEI and social justice (i.e. microaggressions, implicit bias, structural racism, and anti-racism) and how to apply these understandings to leadership, institutional policies and work place practices	1.00	6.00	1.71	1.30	1.68	68
3	I walked away with a deeper understanding of ways inequities show up in people's everyday lives and talk with tools for addressing inequities, and how to apply these tools in my leadership at Mt. SAC.	1.00	6.00	1.71	1.18	1.38	68

#	Field	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
1	I was provided a space to engage in courageous and reflective conversations about diversity, equity, and inclusion (DEI)	45.59% 31	48.53% 33	4.41% 3	1.47% 1	68
2	I gained a foundational understanding on DEI and social justice (i.e. microaggressions, implicit bias, structural racism, and anti- racism) and how to apply these understandings to leadership, institutional policies and work place practices	58.82% 40	33.82% 23	7.35% 5	0.00% 0	68
3	I walked away with a deeper understanding of ways inequities show up in people's everyday lives and talk with tools for addressing inequities, and how to apply these tools in my leadership at Mt. SAC.	52.94% 36	41.18% 28	5.88% 4	0.00% 0	68

Q10 - If you marked "Disagree" as a response above, please provide the Retreat

Planning Team with more information, so that future retreats can be improved.

If you marked "Disagree" as a response above, please provide the Retreat Pl...

I learned more about my collegues and how to continue to support them regarding our commitment to equity and diversity.

This training required a foundational understanding of DEI and social justice in order to fully understand the content. I am grateful that I came in with that understanding having completed prior trainings; however, several managers expressed during the breakout sessions that they were not understanding the content and the questions being posed. This is highly complex content that requires significant time to cover microaggressions, implicit bias, structural racism, and anti-racism. I thought the presenter did a good job covering the material in the time available; but I believe more time was needed. I think the examples of inequities strong and I appreciated that the presenter updated his presentation materials to include the riot at the capitol; however, I do not feel there was enough focus on the tools managers should be using to be anti-racist. We have a consistent message for a call to action and to stop racism, however, very little indication of a cohesive campus-wide plan to get there and the tools to implement such a plan.

Despite long Zoom sessions, there was not enough time to fully explore DEI. Moreover, a kind of orthodoxy has entered the ranks. People nod their heads to everything uttered instead of approaching the subject critically and analytically. The event's design further inhibits and discourages this kind of honest exchange.

I believe I am sensitive to the DEI issues and open to further understanding. However, I felt the presentation was one sided and appealed only to those who mirrored what was presented. I believe there is a middle ground that would benefit the audience.

As mentioned earlier the space was inadequate as there was never any meaningful chance to communicate. Myself and my colleagues felt like we walked away with nothing new learned. This was disappointing as this could have been a much more meaningful two days. Instead it was filled by a single speaker, who filled very long PowerPoints with as many memes and chart and acronyms as could be readily found on google search.

What discussed the definition and examples, but we really did not spend anytime on institutional policies and practices. We keep focusing on educating and training people, but we're missing the other elements that are needed to affect institutional change. Strong language from the college BOT and President, strong anti-racist policies and procedures, a DEI office (VP), training for managers on implementing practices that are systematized, and accountability.

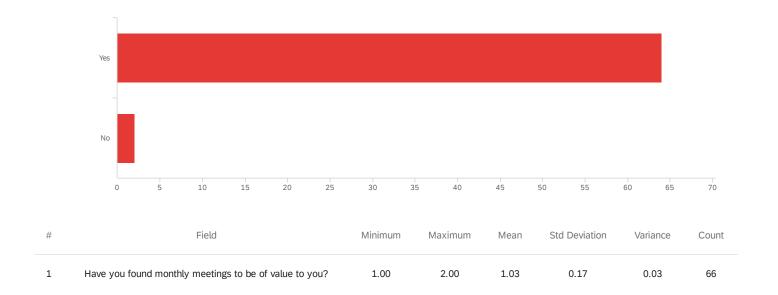
More time needed

We scratched the surface and I would like to see this continue in an environment that includes more space and time.

Not a fan of wordy slides that are read by the presenter.

N/A

Q18 - Have you found monthly meetings to be of value to you?



#	Field	Choice Count
1	Yes	96.97% 64
2	No	3.03% 2

66

Showing rows 1 - 3 of 3

Q19 - If you marked "No" as a response above, please provide us with more information, so that future meetings can be improved.

If you marked "No" as a response above, please provide us with more informa...

Most of the time it's info we could have gotten in a newsletter/email. Everyone is not fully engaged. We are rushed and don't have time to express thought.

These meetings are SOO HELPFUL to me. They're one of my favorite meetings of the month. thanks for the work you put into them.

N/A

Q20 - What topics would you like to see at future monthly managers meetings?

What topics would you like to see at future monthly managers meetings?

Challenging staffing issues; what are some of the difficult situations in working with staff and peer managers, and how we can effectively handle them?

Teamwork

More news of what is going on with other departments, and more opportunity to get to know other managers.

New technologies, managing employees in a remote environment

Incorporate into the structure of the meetings small group interactions so that we can get to know each other more and support each other. Rename ourselves on zoom to our full name, title, and dept/program. Topics: How to keep staff accountable without micromanaging while working remotely, How to care for ourselves as leaders when we have to care about so many others (staff, faculty, students, personal relationships), Strategies for staying connected to colleagues and peers during remote work

We should revisit strategies for dealing with trauma/stress Build on the retreat topics for ongoing training on diversity, equity and inclusion Look at transformative leadership from a diversiy, equity and inclusion lens

Discussions on methods in which managers and classified employees work more in concert. I don't know about other department managers and their classified employees but within my Department, classified employees will immediately contact their union rather than address the issue with their managers. I have never experienced this with previous employees. Any insight and suggestions pertaining to the classified employees thought process and why they practice these methods would be appreciated.

Specifics. We really should be dealing with specific on campus problems, less theatrical, more real. There are employees who constantly bring up real on campus problems and they seem to either be ignored or actively shutdown. It really seems to be a place for people to make speeches to impress people when they are applying for higher level positions or for people who have those positions and feel they need to justify holding them by making said speeches.

inclusion of continued equity, diversity, and inclusion work.

1. On-going DEI and how we are moving the needle. DEI won't happen unless it is something we're always working on. 2. A union for managers to offer job protection.

Organizational Leadership How to be a better communicator and listener

I would like to know how the allocation for staffing, in departments, is determined. It doesn't seem equitable on our campus.

More education about specific marginalized populations and how we can create a more supportive and inclusive culture for these groups.

some type of follow up to the topics of the retreat maybe a debrief session on what managers have changed as a result of the retreat.

Continue to have guest speakers from outside of campus.

More coping mechanisms to handle microagressions.

Update on Campus Construction and future plans More on Diversity, Equity, and Inclusion Tips, Tricks, and Examples of how to conduct effective employee evaluations, especially for underperforming employees.

What topics would you like to see at future monthly managers meetings?

"isms" by Mica Stewart Training on preferred pronouns Use of slides from the 2-days to inform next training direction, especially focus on inclusive leadership elements.

I think we are missing regular key updates from major units (highlights from SS and Instruction). Maybe a newsletter/E-newsletter or a briefing to critical items we should all be aware of).

Expanded conversations of the work from home morning session - learned about additional tools available to us, many of us never knew.

Continue equity and diversity topics please!

Follow up on DEI

The meetings are a good way to provide mass training, and keep managers up to date on current issues. At times though, it has felt like either the frequency or duration is too much.

continued discussion re: specifically implementing ideas discussed in the retreat

We need to continue conversations about equity, inclusion, and antiracism and move from theory to application as managers.

manager evaluations, mindfulness or self help

I'll need to reflect more on this but relevant topics to keep managers informed and moving forward.

N/A

managing staff concerns of work performance and how to address them

Q24 - What future professional development for managers would you like to see offered?

What future professional development for managers would you like to see off
Tools or ideas to manage daily tasks effectively.
Not sure
Continued education on what is discrimination and how to avoid it or deal with it. Also more opportunity to engage with others.
Situational leadership training.
Having difficult conversations around equity issues Team building at work around equity, diversity and inclusion Strategies for mentoring and supporting staff
Techniques and methods to motivate classified employees to accomplish and achieve the goals of Mt SAC and the Department for which they work without being in conflict with their union.
Something real and tangible. Lets drop the paid speakers and sit down and deal with our problems.
Continued efforts for training and participation to change the campus culture to be more equitable, diverse, and inclusive.
1-How to deal with racist colleagues. 2-Steps and process for implementing progressive discipline with employees who engage in microaggressive, racist, discriminatory, or bigoted behaviors.
Team building
Ways to stop working 50+ hours per week (and weekends).
Hiring new faculty/staff with DEI in mind. Finding and improving your own "hidden" spots as a manager.
PMP, SIx Sigma, etc
Continued workshops on microaggressions, equity, and equality.
Tips, Tricks, and Examples of how to conduct effective employee evaluations, especially for underperforming employees.
Continued DEI focus with other elements of Transformative Leadership.
Developing/improving cultural competency. Affective domains of leadership (what does bringing all of ourselves into our leadership)? Being able to distinguish or highlight cultural practices that inform or enhance leadership. Think of things like what LEAP Advance (formally LDPHE) focuses on (see Audrey for that).
Continued training opportunities on DEI in general and effectively leading teams with equity and inclusiveness in the forefront.
Putting egos aside
Equity book club and bring Dr. Benitez back!

What future professional development for managers would you like to see off...

Sounds like we need more specific tools and practices for work life balance.

more opportunities to work with Dr. Benitez!

Identity training from Dr. Lara

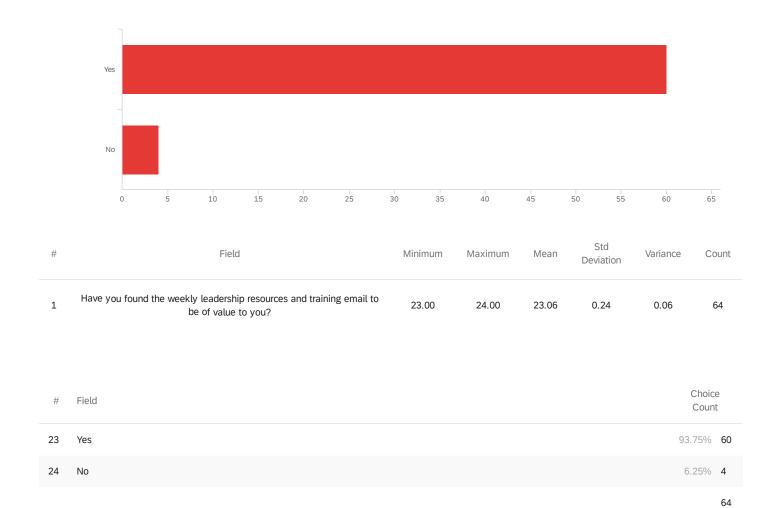
Ask this question again over the next several months but continued effective leadership topics.

How to defuse a stressful work environment.

Campus cultural diversity that can help all of us to recognize and respect each other.

Q21 - Have you found the weekly leadership resources and training email to be of value

to you?



Showing rows 1 - 3 of 3

Q22 - If you marked "No" as a response above, please provide us with more information, so that ongoing communication regarding leadership resources and training can be improved.

If you marked "No" as a response above, please provide us with more informa...

I am so busy at my job that I don't take advantage of weekly resources. I will try to do that in the future.

not applicable at this time

get to many emails.

I just haven't had time to really look and utilize/review, in all honesty. So it's not that it is not valuable.

N/A

End of Report

Managers Monthly Meeting - MPDC Training Focused Meeting

Mai, Uyen 'Yen' <umai@mtsac.edu>

Mon 1/31/2022 2:37 PM

To: MgtStaff@LISTSERV.MTSAC.EDU < MgtStaff@LISTSERV.MTSAC.EDU >

Cc: Salinas, Romelia <rsalinas12@mtsac.edu>;Wong, Debbie <dwong69@mtsac.edu>;Medina, Robert <rmedina99@mtsac.edu>;Macedo, Maria <mmacedo@mtsac.edu>;Valle Ward, Bianca

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Join Mt. SAC Managers at this monthly meeting to connect and grow.

AGENDA

SILO BUSTERS

- Retreat Results Lianne Greenlee
- Bystander Intervention Training Lianne Greenlee
- Information Security Chris Schroeder

PROGRAM SPOTLIGHTS

- · COVID-19 Updates Morris Rodrigue
- · Contract Tracing Process Denise Lindholm

DISCUSSION

· Tackling a Management Challenge - Jody Fernando

AUDIO ONLY ZOOM LINK

Please Note: The call-in option below will feel like listening to a PODCAST. We do not have the resources to provide a full hybrid meeting experience. To listen to an <u>AUDIO ONLY VERSION</u> of the meeting, connect via Zoom:

Join Zoom Audio-Only Meeting

https://mtsac-edu.zoom.us/j/93582494703

Meeting ID: 935 8249 4703

One tap mobile

+16699009128.,93582494703# US (San Jose) 13462487799.,93582494703# US

+(Houston)

Dial by your location

- +1 669 900 9128 US (San Jose)
- +1 346 248 7799 US (Houston)
- +1 253 215 8782 US (Tacoma)
- +1 301 715 8592 US (Washington DC)
- +1 312 626 6799 US (Chicago)
- +1 646 558 8656 US (New York)

Meeting ID: 935 8249 4703

Find your local number: https://mtsac-edu.zoom.us/u/aemvx0jIEN



Management Staff Meeting

Meeting: 8:30-10:30 a.m.

Building 9C

Organized by: Bill Scroggins/Management Steering Facilitator: Jennifer Galbraith

March 3, 2022

AGENDA

Item	Speaker/Facilitator	
Welcome	Jennifer Galbraith	
 New Managers (Newly Appointed/Promoted/Reclassified) Catherine Datko, Director, Distance Learning and Instru Technology Sylvia Ruano, Dean, Instruction Sokha Song, Vice President, Human Resources 	Jennifer Galbraith	
President's Report • Planning for the 2022-23 Academic Year • Strategic Planning and Accreditation • DEISA Council	Bill Scroggins	
Training/Information	15 minutes 15 minutes	Marisa Ziegenhohn Tami Pearson

Upcoming Meetings

- April 7, 2022 (MPDC)
- May 5, 2022 (MPDC)
- June 2, 2022 (Quarterly)



Management Staff Meeting

Meeting: 8:30-10:30 a.m.

Building 9C

Organized by: Bill Scroggins/Management Steering Facilitator: Jennifer Galbraith

June 2, 2022

AGENDA

Item	Speaker/Facilitator	
Welcome	Jennifer Galbraith	
 New Managers (Newly Appointed/Promoted/Reclassified) Laura Sherwood, Special Project Coordinator, School of Continuing Education Minerva Avila, Special Project Manager, School of Continuing Education Lizette Henderson, Special Project Manager, Professional and Organizational Development Nafiseh Kaeni, Special Project Manager, Design and Construction Tika Davé-Harris, Associate Vice President, Human Resources Marci Matsushita-Sanchez, Director, Transfer Center Diana Lupercio Ibarra, Director, Short-Term Vocational Shannon Rider, Manager, Noncredit Workforce Elizabeth Jauregui, Special Project Manager, Human Resources 	Jennifer Galbraith	
President's Report • State Budget 2022-23 Impact on Mt. SAC • Enrollment: Return, Recover, and Reinvest • Managing Equity • Remote Work – Big Picture	Bill Scroggins	
Training/Information • Meet and Confer Updates	Jennifer Galbraith/Tami Pearson	

Upcoming Meetings

- July 7, 2022 (MPDC)
- August 4, 2022 (MPDC)
- September 1, 2022 (Quarterly)



Management Staff Meeting

Meeting: 8:30-10:30 a.m.

Building 9C

Organized by: Bill Scroggins/Management Steering Facilitator: Jennifer Galbraith/Tami Pearson

September 1, 2022

AGENDA

Item	Speaker/Facilitator
Welcome	Jennifer Galbraith
 New Managers (Newly Appointed/Promoted/Reclassified) Kashima Samuels, Director, Honors Program Pedro Suarez, Assistant Director, Academic Technology Delana Miller, Chief Fiscal Services Officer Valerie Arenas Rey, Assistant Director, Capital Construction Programs Denise Bailey, Dean, Natural Sciences Joe Louis Hernandez, Director, Rising Scholars Liann Osborne, Director, Deaf and Hard of Hearing Services Rigo Estrada, Director, Basic Needs Resources Shelly Laddusaw, Special Project Manager, Short-Term Vocational Jonathan Sage, Special Project Director, Technical Services 	S Jennifer Galbraith
President's Report Update on Accreditation Timeline Fall Enrollment Update Outline of Adopted Budget DEISA Council New Smoke-Free Board Policy and Administrative Procedure	Bill Scroggins
Training/Information • Meet and Confer Updates	Jennifer Galbraith/Tami Pearson

Upcoming Meetings

- October 6, 2022 (MPDC)
- November 3, 2022 (MPDC)
- December 1, 2022 (Quarterly)