I. CALL TO ORDER, ROLL CALL
The meeting was called to order at 9:30 a.m. by Mr. Thomson, President.

ROLL CALL
Trustees Present
Mr. William Thomson, President
Mr. Geoffrey L. Baum, Vice President
Mr. John Martin, Clerk
Ms. Berlinda Brown
Dr. Anthony Fellow
Dr. Jeanette Mann
Mr. Nolan Pack, Student Trustee

A. PLEDGE OF ALLEGIANCE
Mr. Baum led the Pledge of Allegiance.

B. PUBLIC COMMENT ON NON-AGENDA ITEMS
There was no public comment.

C. FACILITATED DISCUSSION: Dr. Cindra Smith, Consultant
Please see attached Discussion Summary.

  • Introductions and Ground Rules
  • Differentiating Roles and Responsibilities of Board of Trustees and CEO
    • Delegation and accountability
    • Communication and information
  • Review Board of Trustees governance processes
    • Meeting agendas and processes
    • Committee structure and roles
  • Next Steps to conclude Board of Trustees assessment (per ACCJC midterm report)
  • Process for Board of Trustees guidance and input to Educational Master Plan
  • Board/CEO priorities for 2010-2011
  • Closing
D. FUTURE BOARD MEETING DATES

Wednesday, September 1, 2010 (Regular Board meeting) – 6:00 p.m.
Wednesday, September 15, 2010 (Regular Board meeting) – 6:00 p.m.

II. ADJOURNMENT

Mr. Thomson adjourned Meeting No. 28 at 3:30 p.m.

Submitted by:

Mark W. Rocha, Secretary
Board of Trustees
Pasadena CCD Board of Trustees Retreat
August 28, 2010
Discussion Notes
Prepared by Dr. Cindra Smith, Consultant

Opening
Board members introduced themselves and reviewed “ground rules” and expected outcomes for the retreat.

Board Delegation to CEO
Board members discussed delegation to the CEO and acknowledged that it is accomplished through policy and board action, reinforcing that individual trustees have no authority to direct the CEO. Discussion of the board’s policy and policy role included:

- Clarification that the board does not approve procedures. Per policy, the board may ask for a review of procedures if, in its opinion, they are not a reasonable interpretation of board policies.
- Agreement that some policies, particularly in fiscal and human resource areas may be too prescriptive and procedural. Policies should be reviewed and revised as necessary to clarify levels of responsibility and relieve the board of procedural matters.

The Superintendent/President will review all policies with the intent to streamline policies and foster delegation of procedures to the CEO. Key areas to address include human resources, fiscal, and governance processes.

Board and CEO Communication
Board members and the CEO discussed the importance of and strategies for ongoing and open communication, including the principle of “no surprises.”

The Superintendent/President will email a weekly update to all trustees, ensure that all trustees receive the same information, and call each trustee about urgent or emergency situations as soon as feasible.

Board members will reinforce their policy role and uphold their communication protocols as defined in Bylaw 1450 by referring staff members who contact them to the appropriate college process. They will let the CEO know of such contacts.

Board Meetings
To improve board meetings, the board would like:

- More time for and meeting formats that encourage open discussion to explore issues
- Delegating routine matters to the CEO (see policy review) to reduce the need for the Board to approve routine items
- A consent agenda consisting of routine items that does not engender discussion
- Referencing relevant policies, pros and cons, questions and action required for the board in agenda items
- Streamlining board and staff reports
- Rephrasing information on public comment to reinforce limits on trustee response
- Have general counsel attend board meetings

The Superintendent/President will develop a proposal to refine board meetings agendas per the discussion, including instituting the practice of one business meeting and one study session a month.
Board members will alert the CEO regarding questions on the agenda prior to the meeting to assure that information is available and that they understand all items.

Role of Board Officers and Committees
Discussion of current practices included:
- The board affirmed that the CEO and board president will meet regularly to consult on the agenda and other matters.
- Regular board officer meetings with the CEO will be replaced by increased communication to all trustees and study sessions that involve all trustees.
- The practice of appointing ad hoc committees to support board business will continue.
- Trustees will reduce their participation as members of college committees.

Board Self-Assessment
By mid October, the board will complete the process as defined in policy. Board members will use the constituent feedback as information when they complete their self-evaluations. They will also use the goals they set last year and evaluate progress on them.

The board may revise the process and criteria for next year’s evaluation.

2010-2011 Tasks/Priorities
The retreat results in the following priorities and tasks for the Board and CEO
1. Educational Master Plan: Draft goals by December that incorporate five key areas of transfer/associate degrees, career and technical education, basic skills, in-district student access and success and facilities/technology. Board members expressed support for these areas, and discussed the importance of student success, access, equity, serving in-district students, as well as the strategies of improving relations with high schools, and providing distance learning.
2. Accreditation: Complete progress report on recommendations
3. College Operations: Streamline operations, starting with revising policies to increase and strengthen delegation, particularly in human resources, fiscal operations, and governance.
4. Board Effectiveness: Strengthen board functioning by completing and using the results of the Board self-evaluation, streamlining committees, reducing trustee membership on college committees, following communication protocols, and reworking board meeting agendas.