The Board of Trustees, acting as the Governing Board of the Pasadena Area Community College District, met for Meeting No. 3 on Saturday, January 29, 2011, in the Mezzanine of The Athenaeum, 551 South Hill Avenue, Pasadena, California 91106.

I. CALL TO ORDER, ROLL CALL
The meeting was called to order at 8:30 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
Ms. Linda Wah
Mr. Nolan Pack, Student Trustee

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

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

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

- Brief Overview: Roles and Responsibilities of Board of Trustees and Superintendent-President
- Educational Master Plan
  - Board Goals and Priorities
  - 2011-2012 Budget
  - College organization and staffing
- Next Steps

D. FUTURE BOARD MEETING DATES
Wednesday, February 2, 2011 (Regular Board Meeting) – 7:00 p.m.
  (closed session begins at 5:30 p.m.)
Thursday, February 17, 2011 (Study Session at Jackie Robinson Center) – 7:00 p.m.
II. **ADJOURNMENT**

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

Submitted by:

Mark W. Rocha, Secretary
Board of Trustees
Pasadena CCD Board of Trustees  
Semi-Annual Retreat  
Saturday, January 29, 2011  
Retreat Notes (prepared by facilitator, Dr. Cindra Smith)

Opening  
Trustees introduced themselves. They established “ground rules” for the retreat, including respect, everyone participates, stay focused, talk about issues important to the board, and no side-bar conversations. They identified the following as outcomes for the day:

- Set priorities and board goals  
- Have a clear idea of our role in master plan  
- Give CEO guidance on key issues  
- Be on the same page on how we operate as a board  
- Understand the fiscal crisis and implications for PCC  
- Have specific timelines for proposed accomplishments  
- Know what’s on the horizon  
- Understand resources available to CEO  
- Know how to communicate and garner support for PCC related to financial crisis.

Board and Superintendent/President Roles and Responsibilities  
The board reviewed progress on issues discussed at the August 2010 retreat. Consensus was that the board and CEO had successfully clarified and implemented changes related to board delegation to CEO, board and CEO communication, board meetings, and role of board officers. Trustees and CEO recognized the strong partnership and hard work of all, which has enhanced board performance and set an effective governing tone for the college.

The board discussed the committees of the board, noting that trustees no longer serve on college committees. Discussion affirmed that board and ad hoc committees are not intended to replace study sessions – they provide an opportunity to study detailed documents (such as an audit) and/or to develop proposals for board consideration. The board intends to operate as a committee of the whole. Current committees are:

- Audit  
- Legislative  
- Policy Review (the role is to check proposals for content and appropriate level for policy)  
- KPCC (contractual oversight for radio station).  
- Ad hoc committees may be appointed to review and recommend changes to CEO and board self-evaluation processes.

Board members discussed strengthening their advocacy role. The legislative committee will be charged with proposing strategies to do so.

Educational Master Plan  
Dr. Rocha reviewed the Educational Master Plan developed in Fall 2010, discussed the impact of board discussions on the EMP’s goals, and noted that the “passion points” identified at the August retreat had been incorporated. Key EMP goal priorities for trustees in the coming year are:
• Exploring and prioritizing PCC mission goals, including who is served and what we emphasize in transfer, CTE, and basic skills.
• Exploring alternatives for delivering life-long learning, given state direction to focus on other community college missions. Alternatives could include supporting legislation that would provide flexibility, and moving selected courses to community service if they could be self-supporting.
• Ensuring that students succeed in achieving their goals in a timely, efficient manner (which has implications for course scheduling and services)
• Expecting quantitative evidence for student success, including course completion and cost per student data.
• Ensuring support for student services, which would contribute to accomplishing other student success goals, e.g.
  o Support for reviewing local policies and practices that support student success, such as mandatory orientation, counseling and advising.
  o Support a review of registration priorities including consideration of first time freshman and in district students.
• Continuing to strengthen institutional effectiveness, transforming from complacency to a culture of service and priority for student success
• Supporting alternative educational delivery to be more efficient and effective, particularly in basic skills.
• Supporting efforts to ensure technology is current and viable, and that technology increases accessibility to PCC.
• Strengthening trustees’ role as advocates for resources and support (local, state, national)
• Revenue enhancement, including strengthening and broadening the Foundation role to increase revenues for programs
• Continuing to address sustainability, perhaps starting with a sustainability “inventory”
• Supporting the Pathways initiatives
• Supporting access and equity
• Continuing community outreach
• Supporting the transfer mission, including a review of where they transfer and why

**Review of Accomplishments**
The board reviewed the priorities identified at the August 2010 retreat. Priorities related to the master plan and accreditation have been accomplished. Good progress continues to be made on streamlining college operations. As noted above, board and board/CEO relationship effectiveness has improved. The board self-evaluation was completed; however, members noted that the results were not discussed in-depth and are no longer particularly useful given the changes in the board.

The process for the next board self-evaluation was discussed. The board supported beginning the board self-evaluation process in March and that the results would be discussed at the summer retreat.

**2011-2012 Budget**
Dr. Rocha reviewed the state budget situation and the planning principles for the 2011-2012 budget. It was noted that reductions could impact the budget by $5.3 million if the June initiative is approved, $9.2 million if not. He noted that the faculty and staff have been exploring options and have been creative and responsive to the fiscal crisis.
After discussion of the nature and use of reserves, the board continued its support for a 15.5% deferral reserve. The board discussed planning principles (attached) to be explored in developing recommendations for the budget, including the proposals to be more cost effective, and the value and use of program reviews and student benefit analyses. It was noted that the EMP will be driving budget decisions. Factors that support student success in the CEC were considered. It was noted that changes in course scheduling to optimize availability to students and use of buildings will impact faculty expectations and practices.

Recommendations will be developed by the college’s Budget and Resource Allocation Committee and the Enrollment Management Committees and will be reviewed and refined by the College Council. The board indicated that it supports and will uphold the process.

**College Organization and Staffing**
The board and Dr. Rocha discussed ideas for college organization to optimize administrative resources to support the EMP. Ideas for changes to the board policy and procedure on administrative hiring were reviewed. Policy and procedure changes will be subject to college consultation and will be presented to the board in March.

Discussion included definitions of board policy and administrative procedure and clarification that while the board may review procedure to assure that it complies with board policy, it does not approve procedure. Procedures may be revised by internal processes without board approval. The benefits of reviewing procedures include that the board learns about college operations. The drawbacks include the perception that the board approves procedures and is invited to involve themselves in determining day-to-day operations.

**Future Board Meeting Dates**
The board reviewed the February 2 and 17 board meeting schedules.

**Board Priorities for the Next Six Months**
The board proposed the following priorities for the next six months. (The facilitator noted that discussion of progress on these comprises a portion of the board self-evaluation.)

- Adopt a budget that accommodates reduced state support and meets budget principles
- Adopt a management hiring policy and support procedures that streamline the process
- Develop a legislative agenda and implement a communications/advocacy strategy to strengthen support for the college. Hold a study session on communication strategies.
- Clarify and articulate role of board in approving policy and reviewing procedures.
- Continue to explore and provide direction related to mission and educational master plan priorities (particularly those identified above).

**Closing**
The retreat closed with the evaluation that the outcomes were generally achieved and/or referred for further review. Board members were thanked for their participation in a Saturday retreat.