BOARD OF TRUSTEES
PASADENA AREA COMMUNITY COLLEGE DISTRICT
MEETING NO. 18 – SEMI-ANNUAL RETREAT
Saturday, September 10, 2011
10:30 A.M.
The Athenaeum at CalTech
Mezzanine
551 South Hill Avenue
Pasadena, California 91106

To listen to the full deliberation of the Board, please go to the college website, www.pasadena.edu/board, and click on “Audiocast of Meetings”.

Meeting No. 18
The Board of Trustees, acting as the Governing Board of the Pasadena Area Community College District, met for Meeting No. 18 on Saturday, September 10, 2011, in the Mezzanine of The Athenaeum, 551 South Hill Avenue, Pasadena, California 91106.

I. CALL TO ORDER, ROLL CALL, AND PUBLIC COMMENT ON CLOSED SESSION AGENDA ITEMS
The meeting was called to order at 10:30 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. Alexander Soto, Student Trustee

There was no public comment on closed session agenda items.

II. CLOSED SESSION

Government Code §54957
Evaluation of Public Employees (Vice Presidents and Deans)

Government Code §54957.6
Collective Bargaining (PCCFA; CSEA 777; ISSU; POA)
Designated Negotiators: Mr. Bruce Barsook, Mr. Benedict Lastimado, Ms. Gail S. Cooper

Government Code §54957.6
Negotiation with Unrepresented Employees (Confidentialis; Management Association)
Designated Negotiators: Mr. Bruce Barsook, Mr. Benedict Lastimado, Ms. Gail S. Cooper

III. OPEN SESSION

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

B. PUBLIC COMMENT ON NON-AGENDA ITEMS
There was no public comment.
C. FACILITATED DISCUSSION ONLY: Dr. Jane B. Wright, Consultant
   Please see attached Discussion Summary.
   1. Review of Roles and Responsibilities of Trustees and
      Superintendent-President
   2. Review of Board By-Laws, Policies and Procedures
   3. Schedule for Community Outreach Meetings

IV. OPEN SESSION

D. 1. Review of 2010-2011 Annual Goals
    3. Adopted Budget, 2011-2012 (if necessary: discussion with possible
       action)

E. FUTURE BOARD MEETING DATES

   Wednesday, September 21, 2011 (Study Session at South Pasadena USD) –
   6:00 p.m.

   Wednesday, October 5, 2011 (Regular Business Meeting) – 7:00 p.m.
   (Closed Session begins at 6:00 p.m.)

V. ADJOURNMENT

   Mr. Thomson adjourned Meeting No. 18 at 3:30 p.m.

Submitted by:

Mark W. Rocha, Secretary
Board of Trustees
Annual Board Retreat  
Saturday, September 10, 2011   
Cal Tech Athenaeum  

Meeting Notes

Present: William Thomson (Board President), Geoffrey Baum (Board Vice President), John Martin (Board Clerk), Berlinda Brown (Board Member), Anthony Fellow (Board Member), Jeanette Mann (Board Member), Linda Wah (Board Member), Alex Soto (Student Trustee), Mark Rocha (College President), Ben Lastimado (Vice President of Human Resources), Gail Cooper (General Counsel), Mary Dowell (Liebert Cassidy Whitmore), Dustin Hanvey (Academic Senate Vice President), and Jane Wright (Facilitator)

Morning Open Session (10:30 a.m. - 12:30 p.m.)

I. Pledge of Allegiance – Trustee Thomson led the group in the Pledge of Allegiance.

II. Public Comment on Non-Agenda Items – Trustee Thomson invited public comment on non-agenda items. No comments from the public were made.

III. Introduction – President Rocha introduced the facilitator, Dr. Jane Wright, who coordinates the Community College League of California’s Policy and Procedure Service. She was also a manager at Mt. San Antonio College for 16 years and the topic of her doctoral dissertation was accreditation. Jane added that she had visited PCC many times over the years as a member of an accrediting team in 1997 and for the dedication of the Library facility.

IV. Ground Rules – The following ground rules (based upon the ground rules from the 2010 Board Retreat and the Board Norms) were written on a flip chart and reviewed with the group:

- Respect
- Everyone participates
- Listen without interruption
- Stay focused
- Try it on (try on new ideas; be open to new ideas)
- Talk about issues important to the Board
- Approach issues professionally, not personally
V. Roles and Responsibilities of Trustees and Superintendent/President

- Using Bylaw 1410 as the basis, President Rocha explained that all authority is invested in the Governing Board. The Superintendent/President is the Board's direct employee and is delegated the authority to administer the college. Contact with staff members should be made through the Superintendent/President. This process of funneling communication through the Superintendent/President allows for better coordination and fosters effective communication. Board members conducted an extensive discussion regarding the importance of the Superintendent/President communicating with all Board members, the dissemination of information from the Superintendent/President to Board members, and the best methods for Board members to interact with one another. All Board members agreed that there was an exceptional level of communication from President Rocha to the Board. President Rocha sent weekly emails, met regularly with individual Board members, and was accessible at all hours to speak with Board members. Board members discussed constructive methods for addressing instances when there is disagreement between Board members. President Rocha said that he meets regularly with the Board President to discuss key issues. The Board President meets with other Board officers on occasion as the need arises. President Rocha explained that the Board Agenda is disseminated to Board members on the Friday prior to the meeting. He asked Board members to pose questions to him that weekend so that he would have the opportunity to communicate with his staff on Monday morning so they would have time to research questions/concerns. On Wednesdays, President Rocha meets with his staff to review the agenda in detail. He also meets with Board President to review the agenda. President Rocha explained to Board members that he communicates and consults with college leaders and key constituent groups regarding planning and other issues. Although consultation occurs with the key leaders and constituent groups, these leaders/groups may make recommendations, but they are not asked to approve decisions. The Superintendent/President approves the item to be brought before the Board for review.

VI. Schedule of Community Outreach Meetings – The discussion regarding Board Roles/Responsibilities and Communication overlapped with the topic of scheduling community meetings. President Rocha reviewed the process last year of scheduling one Regular Meeting and one Study Session a month. Clarification was sought regarding the determination of where Study Sessions will be held. Gail Cooper, General Counsel, explained that Bylaw 1210 titled Regular Meetings addresses time and place of Board Meetings. She disseminated a copy of Bylaw 1210 with the related Government Code Sections attached. Government Code Section 54954 titled Rules for Conduct of Business; Time and Place of Meetings says, “Each legislative body of a local agency,
except for advisory committees or standing committees, shall provide, by ordinance, resolution, bylaws, or by whatever other rule is required for the conduct of business by that body, the time and place for holding regular meetings." Board members discussed the rotation of Study Session location throughout the district areas. The October 2011 Study Session will be scheduled at Sierra Madre Elementary School and the November 2011 Study Session will be scheduled at Arcadia High School. At the Annual Organizational Meeting in December, the schedule of proposed 2012 Study Session locations will be reviewed. A process for addressing necessary revisions to the meeting venue location will also be presented to the Board. In addition to scheduling Study Sessions in different areas throughout the district, Board members indicated interest in having the Superintendent/President schedule informational reports at local school board meetings (including La Canada-Flintridge School District, Altadena Town Council, etc.). Finally, Board members asked President Rocha to develop and share a schedule of community outreach events where PCC will have a presence.

VII. Review Board Bylaws, Policies, and Procedures – President Rocha referenced a handout of the 121 policies in PCC's current on-line manual. He stated that many of the policies include prescriptive details that should be moved to administrative procedures. He suggested that the Board review and approve policies and delegate administrative procedures to him for creation/updating. The administrative procedures could be presented to the Board for information so they would be aware of how the Board Policies would be addressed at an operational level. He recommended that an Administrative Procedures Manual be developed under general counsel's coordination. An extended analysis of the board policies and administrative procedures will be conducted to identify gaps in the current documents and any unaddressed areas. The following policies as examples of those that could be reviewed to make sure they are updated:

- 2000 Shared governance
- College administrative organization (no existing policy)
- Administrative evaluation (no existing policy)
- 6300 Administrator hiring policy
- 6200 Classified hiring policy
- 3210 Program discontinuance
- 4055 Course repetition
- 6022 Consensual relationships
- 5575 Smoking
- 4900 Commencement

ACTION: The Board authorized a project of policy review and revision to go forward. President Rocha will engage Jane Wright as the CCLC Policy Coordinator to work with the administration, general counsel, Board of Trustees to prepare recommendations for policies that will advance the college mission and norm with accepted best practices in California community colleges. The goal is that policy recommendations will be
consulted in the college and handed up to the Board by the Superintendent-President by the winter retreat for review and approval.

**Lunch Break (12:30 – 1:30 p.m.)**

During the lunch break, the following administrative leaders joined the meeting: Richard van Pelt (Vice President of Administrative Services), Jacqueline Jacobs (Vice President of Instruction), Robert Bell (Vice President of Student and Learning Services), Bob Miller (Vice President of Educational Services) and Dwayne Cable (Vice President of Information Technology).

**Morning Open Session (1:30 - 3:30 p.m.)**

I. **Review of 2010-11 Annual Goals** – President Rocha referenced Educational Master Plan (EMP) Document that includes Signature Goals which stemmed from the passion points identified by Board members during the 2010 Board Retreat. He explained that all of the goals in the EMP are operative with the draft College Annual Goals for 2011-12 as specific working goals/action items stemming from the EMP goals. The list included ten areas: Realignment, Technology, Student-Centered Class Schedule, Basic Skills Revision, CTE Program Development, CTE Access, Sustainability, Revenue Enhancement, Compliance, and Personnel. Board members reviewed the draft College Annual Goals for 2011-12. The EMP would be revisited and updated this year. An example of a signature goal that will be further clarified is the commitment to lifelong learning.

Board members requested that the notion of student success (defined as progression and completion) from the EMP be incorporated in the general sentence preceding the list of 2011-12 Annual Goals. President Rocha said the EMP is the “driver” that informs the annual goals. Prudent fiscal management was also recommended as an overarching principle related to all annual goals. Board members mentioned the importance of alignment with workforce development and career success as another area of focus.

During an extensive discussion, trustees expressed their continuing passion points and areas to be emphasized within the Annual Goals. At the conclusion of the discussion, the following recommended language revisions were made in the draft:

- Adding an overarching phrase at the beginning of the goals such as “... In this time of diminishing state funding...”
- Adding wording to the Student-Centered Class Schedule goal regarding access and the linkages to in-district student pathways for success.
- Adding wording to the CTE Program Development goal about workplace and career/technical programs of all types.
- Inserting wording to the Revenue Enhancement goal to address a larger net financial distribution be made to the college.
• Deleting the words, "Calls on general counsel to" and "all" from the Compliance goal.

ACTION: The Board adopted the Annual Goals as revised. (See attached for final document.)

II. **Review of Mission Statement** – The college must submit its midterm report to the ACCJC on March 15, 2012, and this report must include a review and possible revision of the mission statement. The current Mission Statement as stated in Policy 0200 was distributed. The reverse side of the handout also included a draft sample of revised language based on the current EMP (shown in gray shading). The Board Policy Committee will meet in the next few weeks to review the current Mission Statement. The review of the Mission Statement will be led by the Board policy review committee and then submitted to college-wide consultation. The Mission Statement review will culminate in a final review of any proposed revision at the Board’s Winter Retreat in January 2012.

III. **Evaluation of Meeting** – Trustee Baum said the Board Retreat included productive dialog with candid conversations aiding the members to work effectively in the future. Trustee Mann commented that she was pleased that the commitment to students was articulated and the role of Board members was reinforced. All of the Board members thanked Jane for her facilitation efforts.

IV. **Future Board Meeting Dates** – Trustee Thomson reminded the Board members that the next meeting is a Study Session scheduled for September 21 in South Pasadena followed by an October 5 Regular Business Meeting at PCC.

**JBW 9/11/11**
Pasadena Area Community College District

2011-2012 ANNUAL GOALS FOR PASADENA CITY COLLEGE
ADOPTED BY BOARD OF TRUSTEES AT MEETING OF SEPTEMBER 10, 2011

The Board of Trustees commits itself to the college's mission statement, the foundation of which is "student learning and success." All college goals and activities serve this primary mission of student learning and success as described in the actions of the college's current Educational Master Plan (EMP). The Board calls upon faculty, staff, and administrators to work together effectively and collegially to continue progress on the EMP for the good of our students.

In this time of diminishing state funding, the Board of Trustees also charges the Superintendent-President, Executive Committee, and college administration to manage the college's adopted annual budget prudently and with utmost transparency.

In addition, the Board of Trustees directs that the following be achieved for 2011-2012:

1. REALIGNMENT – Develop, recommend, and complete in this year 1) a college-wide realignment of the administration and staff that includes the division of Instruction and 2) continue to streamline the administration and staff to reduce costs and improve efficiency and service.

2. TECHNOLOGY – Develop, recommend, and begin to implement, the Technology Plan that will include a business process revision, improved student service, and improved support for teaching and learning.

3. STUDENT-CENTERED CLASS SCHEDULE – Develop, recommend, and implement a college-wide student-centered class schedule for Fall 2012 that will 1) accord priority to SB1440 transfer degree programs and other cohort-based programs; 2) maintain priority for in-district 'pathways' students; and 3) maximize student access to class sections needed for progress to graduation.

4. BASIC SKILLS REVISION – Continue the fundamental revision of assessment and basic skills instruction in English and math to improve the rate of students proceeding successfully to college-level courses within a one year period.

5. CTE PROGRAM DEVELOPMENT – Assess vocational, workforce, and professional programs of all types so that they are responsive to job market needs and federal 'gainful employment' provisions.

6. CTE ACCESS – Develop preparation programs for CTE programs so that in-district students, especially underrepresented students, have an assured opportunity to qualify for admission.

7. SUSTAINABILITY – Make measurable progress on the college's sustainability goals, including the President's Global Climate Initiative.

8. REVENUE ENHANCEMENT – 1) Clarify and strengthen the relationship with the PCC Foundation to increase annual fundraising revenue and net distribution to the college and 2) implement other revenue enhancement initiatives.

9. COMPLIANCE – Perform an internal audit of college operations to provide a "compliance gap analysis" to the Board with a plan focused on closing the gap in this year.

10. PERSONNEL – Develop and implement a comprehensive professional development plan for all administrators, faculty, and staff to improve and provide support for student learning and success.