NOTICE OF BOARD OF TRUSTEES MEETING
Saturday, September 15, 2012

8:30 A.M. CLOSED SESSION
9:30 A.M. RETREAT SESSION

MEETING NO. 16
SEMI-ANNUAL RETREAT

Altadena Town & Country Club
The Victorian Room
2290 Country Club Drive, Altadena, CA 91001

Enclosed is the Agenda for Meeting No. 16, a Retreat. The Open Session will begin at 8:30 a.m. with the Call To Order, Roll Call and Public Comment on Closed Session Agenda items. Closed Session will follow. Open Session will resume at 9:30 a.m. The Board will meet in the Victorian Room, Altadena Town & Country Club, 2290 Country Club Drive, Altadena, California 91001.
AGENDA

Notice: Members of the public may request the opportunity to address the Board regarding any item on the agenda. To do so, please complete a “Request to Address the Board” form and give it to the Board Secretary prior to the deliberation of the agenda item. Individual speakers are limited to five minutes; total audience participation on any agenda item is limited to thirty minutes.

I. CALL TO ORDER, ROLL CALL and PUBLIC COMMENT ON CLOSED SESSION AGENDA ITEMS (8:30 a.m.)

II. CLOSED SESSION

Government Code §54957.6

Collective Bargaining (PCCFA; CSEA 777; ISSU, POA)
 Designated Negotiator: Ms. Gail S. Cooper, General Counsel

Government Code §54954.5(e)

Public Employee Performance Evaluation
 Senior Vice President/Assistant Superintendent, Business and College Services; Senior Vice President/Assistant Superintendent, Academic and Student Affairs; Vice President, Information Technology; General Counsel; Executive Director, Foundation

Government Code §54957

Public Employee Evaluation
 Superintendent-President

III. RETREAT SESSION (9:30 a.m.)

A. PLEDGE OF ALLEGIANCE

B. PUBLIC COMMENT ON NON-AGENDA ITEMS

The Brown Act prohibits the Board from discussing or taking action on any item not on the agenda.

C. APPROVAL OF CONSENT ITEMS

ACTION/INFORMATION ITEMS

D. AWARD OF CONTRACT FOR THE ADMINISTRATION INFORMATION SYSTEM (AIS) TO ELLUCIAN/BANNER. DISCUSSION WITH POSSIBLE ACTION

E. ACCREDITATION TRAINING AND PREPARATION FOR SELF STUDY REPORT DUE TO ACCJC ON MARCH 15, 2015. DISCUSSION
   1. Review and comparative analysis of ACCJC sanctions of City College of San Francisco
   2. Review of Bylaw 1410, Roles of Board, Superintendent-President
F. REVIEW OF 2011-2012 ADOPTED ANNUAL BOARD GOALS FOR THE COLLEGE AND DEVELOPMENT AND ADOPTION OF 2012-2013 ANNUAL GOALS. DISCUSSION WITH POSSIBLE ACTION

G. PROPOSED BYLAW REVISIONS. DISCUSSION WITH POSSIBLE ACTION
1. Bylaw 1240, Agenda for Meetings
2. Bylaw 1290, Conduct of Meetings

H. AUTHORIZE CERTIFICATION OF SIGNATURES: DISCUSSION WITH POSSIBLE ACTION

I. BOARD OF TRUSTEES SELF-ASSESSMENT. DISCUSSION

J. FUTURE BOARD MEETING DATES

1. REGULAR BUSINESS MEETINGS

 Wednesday, October 3, 2012
6:00 P.M. Closed Session. Location TBA, Area 4

 Wednesday, November 7, 2012
6:00 P.M. Closed Session. Location TBA, Area 5

 Wednesday, December 12, 2012
(Organizational Meeting of the Board)
6:00 P.M. Closed Session. Location TBA, Area 6

 Wednesday, January 16, 2013 (proposed)
6:00 P.M. Closed Session. Location TBA, Area 7

2. SPECIAL JOINT MEETING WITH PUSD

 Tuesday, October 30, 2012 (TENTATIVE)
Recommend postponing to spring 2013

IV. ADJOURNMENT

The Altadena Town & Country Club and the Victorian Room are wheelchair accessible. Reasonable accommodation services are available when requests are made by 4:00 pm of the Thursday before the Board meeting. Please contact Mary Thompson at 626.585.7202 if you need assistance in order to participate in a public meeting or if you need agenda and public documents modified as required by the Americans with Disabilities Act.
CONSENT ITEMS

27-P  Appointment of Academic Administrator: Executive Director, Human Resources
PASADENA AREA COMMUNITY COLLEGE DISTRICT
Pasadena City College

Board Agenda Item D:
Award of Contract for the Administration Information System (AIS) to Ellucian/Banner

Board Meeting: September 15, 2012

Recommendation:
It is recommended that the Board of Trustees, governing Board of the Pasadena Area Community College District award a contract for a new Administration Information System (AIS) to Ellucian/Banner, and authorize the Senior Vice President/Assistant Superintendent, Business and College Services, to execute a Software License and Service Agreement and a Software Maintenance Agreement with Ellucian/Banner.

Fiscal Implications:
Total cost to the District of both agreements over five contract years is not to exceed $11,235,000. Funds for this purpose are provided in the 2012-2013 Adopted District Budget and will be charged to:

Cost center 41-6413-7115-000 (Capital Outlay: ERP (AIS) System).

Background:
As previously determined by the Governing Board, purchase of a new AIS is necessary for the purpose of achieving the goals set forth in its Educational Master Plan (EMP: C1, C1.1, C1.2). At the April 4, 2012 Board Meeting, Consent Item 119-B, the Board approved an authorization to solicit Request for Proposals for AIS providers to replace the existing system while improving business processes throughout the college. Ellucian/Banner was selected through the process of Requests for Proposals to select and contract with an AIS provider as one of three lowest responsive proposers with the Banner software, recommended by Strata Information Group and selected through a campus-wide evaluation committee. The District will enter into a binding Software License and Service Agreement for purchase (perpetual license) of software and implementation services with a total cost over five contract years of approximately $6,898,440 (estimated based on time and materials based contract). The District will also enter into a binding Software Maintenance Agreement for updates, enhancements and patches/fixes to the licensed software and maintenance of service for software issues with a total cost of approximately $3,337,500.

Implementation of the component systems is to take place over the next 16 to 18 months with the first major component, Banner Financial Aid, expected to be in production within 12 months. Additional sums may be expended for change orders and additional fees and costs.

Recommended for Approval

[Signature]
Senior Vice President/Assistant Superintendent
Business and College Services

Approved for Submission to the Board of Trustees by:

[Signature]
Superintendent/President
ELLUCIAN/BANNER: HIGHLIGHTS OF CONTRACT TERMS AND CONDITIONS

Ellucian/Banner Software License and Service Agreement

- 5 year agreement for purchase (perpetual license) of software and implementation

**Total Cost over 5 years -- $6,898,440**

Ellucian Software License $3,009,785 (one time fee, includes Oracle Campus wide based on current user count)

Implementation Fees and Services $2,799,135
  - FTDs $1,361,537
  - Rave $900
  - Talent Management $125,400
  - Fixed fee deliverables $148,318
  - Time and Materials estimate $1,162,980 (additional request advance written consent)

Recurring Subscription Fees $492,417
  - Financial Aid FM Methodology Subscription $26,675 (over 5 years, 4 percent escalator)
  - Rave $115,492 (over 5 years, 4 percent escalator assumed)
  - Talent Management Subscription $350,250 ($70,050 5 years – no increase)

Travel and Living estimate $597,103

Time and materials contract but includes some fixed deliverables
Includes five full-time designated consultants (approximately 1600 hours per year)
  - Project Manager 18 months (reduced by pre-contract work under MOU)
  - All others 12 months
12 month warranty from date of signing
Limitation of liability $7,000,000
No limit on hold harmless/indemnity against third party claims for IP infringement
Security data breaches fall under License Agreement but subject to Limitation of Liability
Travel and living caps – no cap but best efforts to limit expenses
Travel – one roundtrip per week per person, limit 4 hours each way plus 2 hours total prep/follow-up
  - Hotel -- $120 per night/Per Diem – PCC current rate

Ellucian/Banner Software Maintenance Agreement
To provide updates, enhancements and patches/fixes to licensed software
To provide maintenance of service for software issues

**Total Cost to District over 5 years: $3,337,500**

Cost Year 1 -- $550,580 (includes discount of $80,469 in Year 1 only)
Service fee escalator – 4 percent per year (Year 2 escalated from undiscounted price)
Initial contract 3 years 6 months
District’s sole option to renew with second contract for 3 years 6 months and third contract for 3 years at 4% escalator
Limitation of liability
  - Year 1: 1.5x service fee
  - Years 2 and 3: 3x service fee (Year 2 $1,966,840; Year 3 $2,047,626) Effects extension of limited warranty under License Agreement
  - Years 4-10: 1.5x service fee

**Combined Total Cost to District of both Contracts over 5 years**

$10,235,940

Does not include Years 6-10 of Maintenance Agreement
Does not include two independent collateral contracts for related services (Touchnet, Runner)
Does not include fees/cost overruns if approved in advance in writing by District

(Resolution adopted 9/5/12 was $11,235,000)
<table>
<thead>
<tr>
<th>Ellucian Software Modules</th>
<th>Benefit 1 Real Time Information</th>
<th>Benefit 2 Enrollment Management</th>
<th>Benefit 3 Student Success</th>
<th>Benefit 4 Accreditation: Student Services</th>
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<tbody>
<tr>
<td><strong>Banner Student</strong></td>
<td>Access to current enrollment/FTES, Enrollment trend as it impacts student income and expenses</td>
<td>Support System for all instructional facility, academic, demographic, assessment and student services information</td>
<td>Support System for all academic, demographic, assessment and student services information</td>
<td>Integrated support system for all academic, demographic, assessment, placement, orientation, registration and progress information on students</td>
</tr>
<tr>
<td><strong>Banner Relationship Management</strong></td>
<td>Access to retention trends as it impacts student income and expenses</td>
<td>Automated communications management and retention support tools for students based on any selection criteria maintained in Banner</td>
<td>Automated communications management and retention support tools for students based on any selection criteria maintained in Banner</td>
<td>Communications and retention tool supporting all student services, academic progress and student government information</td>
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<tr>
<td><strong>Banner Financial Aid</strong></td>
<td>Integration between registration, drop and adds, financial aid availability/awards, funds management and the general ledger</td>
<td>Automated Financial Aid information, packaging, disbursement and tracking of student progress. Analysis of the impact of student aid on retention, and completion</td>
<td>Self Service access for all students and prospective students concerning educational financial support. Automated process applications, awards, disbursement and monitoring of all College aid.</td>
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<tr>
<td><strong>Banner Human Resources</strong></td>
<td>Integration between instructor assignments, class schedule, faculty load &amp; compensation, budget positions/assignments, financial aid (student employment) and talent management</td>
<td>Assignment, tracking, payment of student employees including College Work Study Programs</td>
<td>Automated application, assignment, tracking, and payment of student employees. Integrated to other support systems in tracking: funds availability, legal requirements for working and enrollment requirements.</td>
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<td><strong>Banner Finance</strong></td>
<td>Center of all financial transactions for the District. Complete integration of financial data as maintained in all Banner systems and appropriate support systems. Supports unlimited budget &quot;what if&quot; scenarios.</td>
<td>Position Control Budgeting, Cost of Instruction per course section analysis</td>
<td>Analysis of the impact of student aid on retention, and completion</td>
<td>Real time information on funds available in support of student services, FTES generated, costs of services/instruction, etc.</td>
</tr>
<tr>
<td><strong>Banner Document Management &amp; Integration Component</strong></td>
<td>On-line access to images, audio and video documents tied to any functional area in Banner (PO's Requisitions, Budget Requests, Fixed Assets, CAD Drawings, etc.)</td>
<td>Maintenance, routing and approval processing of student, counselor and faculty information found in image, video and audio formations</td>
<td>Maintenance, routing and approval of images, audio and video files in support of student services</td>
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<tr>
<td><strong>Banner Operational Data Store (PCC Data Warehouse)</strong></td>
<td>Reporting and comprehensive information analysis for all financial transactions at the College</td>
<td>Analytical information on facilities utilization, student demographics, enrollment trends, course section demand, enrollment persistence and completion</td>
<td>Reporting and information source for all factors in support of student success (retention, completion and employment).</td>
<td>Reporting and information sources for all student service reports and analysis</td>
</tr>
<tr>
<td><strong>DegreeWorks and TreQ</strong></td>
<td><strong>Central planning tool for all degree audits and education plans. Source for all future course enrollment requirements.</strong></td>
<td><strong>Tracking tool for students' progress term to term as they complete their educational plans. &quot;What if&quot; functions for students who are investigating options beyond their educational plan.</strong></td>
<td><strong>Self Service tool used by students allowing student support services to spend more time with students and less time evaluating their progress.</strong></td>
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<td><strong>Luminis Platform (PCC Campus Portal and Communications Hub)</strong></td>
<td><strong>College portal for all college employees, students and potential students. Communications hub for financial alerts, task reminders and general communications</strong></td>
<td><strong>College portal and communications hub for students at risk, students in need of special services and instructor/counselor communications</strong></td>
<td><strong>College portal and communications hub for all college and student government activities from general student services information to targeted communications to specific student cohort groups.</strong></td>
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<td><strong>Rave Alert (Mobile Security Alerts)</strong></td>
<td><strong>Campus wide security alerts</strong></td>
<td><strong>Up to the second security response for all students, staff and faculty</strong></td>
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<td><strong>Banner Workflow</strong></td>
<td><strong>Automate finance related processes throughout the College</strong></td>
<td><strong>Automate student services related processes through the College</strong></td>
<td><strong>Automated communications, approvals and system updates based on events tied to student success</strong></td>
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<td><strong>Mobile Connection (PCC Mobile Applications)</strong></td>
<td><strong>Staff and Administration alerts (budget, approvals, etc.)</strong></td>
<td><strong>Communication tool for students and instructors. Alert functions for new course sections available during peak enrollment periods</strong></td>
<td><strong>Information communication to students, staff and instructors concerning everything from the college in general, to individual success steps for students</strong></td>
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<td><strong>fsaATLAS (International Student Processing)</strong></td>
<td><strong>International student support federal reporting and student tracking</strong></td>
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<td><strong>Talent Management Suite</strong></td>
<td><strong>Recruitment, training compliance/certification management for employees including goal alignment, performance competency assessments, career management and succession planning</strong></td>
<td><strong>Reporting on students in need of special support needs, are not making satisfactory progress towards an educational goal, etc. Analysis of trends based on any information maintained in Banner</strong></td>
<td><strong>Reporting and analysis of all student services, metrics, and outcome analysis for student services.</strong></td>
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<td><strong>Banner Self Service Reporting and Analytics (powered by Evisions Argos)</strong></td>
<td><strong>Self Service reporting and analytics throughout the Banner database as well as non-Banner data sources</strong></td>
<td><strong>Self Service reporting and analysis for student, enrollment and course status information.</strong></td>
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</tbody>
</table>
ellucian’s software modules

Banner Student
- Course Catalog
- Class Schedule
- General Person, including Support Services
- Faculty Load
- Location Management
- Accounts Receivable
- Academic Records/Transfer Articulation, including Graduation Processing
- Recruiting
- Admissions
- General Student Registration
- Curriculum, Advising and Program Planning (CAPP)
- Financial Aid Self-Service
- Faculty and Advisor Self-Service

Banner Relationship Management
- Communications Management
- Student Retention

Banner Financial Aid
- Applicant Record Creation
- Funds Management
- Requirements Tracking
- Disbursement
- Budgeting
- FFELP and FDSSLP Loan Processing
- Need Analysis
- Verification
- Student Employment
- Award History/Transcripts
- Electronic Data Exchange (EDE)
- Packaging
- User-Defined Fields
- Open Learning Registration
- Transfer Monitoring
- Student Self-Service
- Student FA Need Analysis

Banner Human Resources
- Applicant Tracking
- Position Management
- Employment Administration
- Personnel Services Budgeting
- Compensation Administration
- Time and Attendance Reporting
- Employee Relations Administration
- Payroll Calculation
- Payroll Adjustments and History

Banner Finance
- General Ledger;
- Fixed Assets;
- Purchasing and Receiving;
- Accounts Payable;
- Accounts Receivable;
- Stores Inventory;
- Budget Development and Position Control;
- Research Accounting (Grants, Contracts, Projects);
- Endowment Management;
- Finance Self-Service; and
- Faculty Effort Reporting (Banner Human Resources)

Banner Travel And Expense Management

Banner Document Management & Integration Component

Banner Operational Data Store (PCC Data Warehouse)

DegreeWorks and TreQ
- Degree Audit
- Education Planning
- “What If” Planning
- Student Self Service
- Course Section Demand Analytics

Luminis Platform (PCC Campus Portal and Communications Hub)

Banner Flexible Registration
(Registration Shopping Cart for Non-Credit Courses)

Banner Workflow (Ellucian and Other PCC Online application workflows)

Mobile Connection (PCC Mobile Applications)

Health and Safety Administration
- Benefits Administration
- Employee Self-Service

fsaATLAS
- Student and Exchange Visitor Information System (SEVIS)
- reporting requirements processing
- Department of Homeland Security (DHS) Processing

Infinity Process Platform (Web Services Integration)

EDI.Smart (Electronic Data Interchange)

Oracle Relational Database Management Software & Tools
(Campus-Wide Full Use License)

Talent Management Suite - Recruiting

Talent Management Suite - Learning
- eLearning Delivery
- Instructor Led Training Administration
- Virtual Classroom Integration
- Content Management
- Compliance/Certification Management

Talent Management Suite - Performance
- Goal Alignment
- Performance Reviews
- Competency Assessments
- Individual Development Plans
- Pay-for-Performance
- Talent Pools
- Career Management
- Succession Plans

Evisions Argos Enterprise (Banner Self Service Reporting and Analytics and forms)

Banner Document Management Suite Enterprise Edition

Evisions IntelleCheck

Evisions FormFusion

Banner Enterprise Scheduler

Rave Alert (Mobile Security Alerts)
ellucian implementation benefits

**Cultivate Relationships**
- Identify, advise, support, communicate and enroll students.
- Create more connected learning communities.
- Connect students to the resources they need to succeed.
- Engage alumni, prospects, and donors.

**Improve Performance**
- Build data-driven capabilities, processes, and culture.
- Make timely and actionable decisions.
- Focus on the data that matters and deliver that data in a “best-fit” format.
- Design a business intelligence strategy.

**Nurture Learners**
- Improve teaching and learning outcomes.
- Manage student retention and progression programs.
- Automate alerts and other interventions to help students thrive.
- Improve completion rates.

**Connect Anywhere**
- Support the mobile strategy that’s right for students, faculty, staff and community.
- Build applications for use across multiple devices.
- Download and deploy mobile app today.

**Achieve Results**
- Integrate systems across the college – HRS, Fiscal, Student Services and web.
- Leverage your current technology investments for a better return on investment.
- Explore the cloud and alternative sourcing.

**Drive Efficiencies**
- Automate and streamline the business processes critical to information flow.
- Unite applications and systems to improve efficiencies.
- Deploy a platform that best supports the Educational Master Plan.
**ACCREDITATION RATING**

Based on your current perception and understanding, please rate PCC on its progress toward completing full compliance with each one of these CCSF recommendations:

<table>
<thead>
<tr>
<th>Description</th>
<th>No real Progress</th>
<th>Little Progress</th>
<th>Some Progress</th>
<th>Substantially Complete</th>
<th>Complete</th>
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<tbody>
<tr>
<td>1. Review and Revise Mission Statement</td>
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<td>2. Implement Effective Planning Processes</td>
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<td>3. Assess Institutional Effectiveness</td>
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<td>4. Identify Student Learning Outcomes</td>
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<td>5. Improve Student Support Services</td>
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<td>6. Link Outcomes to Faculty Evaluations</td>
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<td>7. Assess Adequacy of Staffing Levels</td>
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<td>8. Inventory Physical Resources</td>
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<td>9. Develop Plan for Technology Systems</td>
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<td>10. Improve Financial Planning</td>
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<td>11. Provide Timely Financial Reporting</td>
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<td>12. Define Leadership, Governance Roles</td>
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<td>13. Improve Governance Structures</td>
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<td>14. Boost Board Development</td>
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Recommendations for Accreditation of CCSF
Monday, August 06, 2012 - Compiled by CCW Staff

A 17-member team of evaluators from the Accrediting Commission for Community and Junior Colleges visited City College of San Francisco last March for the purpose of evaluating the institution’s request for reaffirmation of accreditation. Based on its review, the commission recommended that the college show cause why its accreditation should not be revoked. The commission issued 14 recommendations the college must address to keep its accreditation:

1: Review and Revise Mission Statement

The team recommends that the college establish a prescribed process and timeline to regularly review the mission statement and revise it as necessary. The college should use the mission statement as the benchmark to determine institutional priorities and goals that support and improve academic programs, student support services and student learning effectively linked to a realistic assessment of resources.

2: Implement Effective Planning Processes

The college should develop a strategy for fully implementing its existing planning process to look at each campus and site, examine revenues and expenses, and systematically address instructional program planning, staffing requirements, provision of student and library services, including facilities needs and competing priorities. The planning process should include clearly prescribed roles and scope of authority for all governance stakeholders.

3: Assess Institutional Effectiveness

The college should fully implement its model for program review for all courses, programs and support services and advance its framework for defining and assessing Student Learning Outcomes for all courses, programs, support services and certificates and degrees, in order to measure institutional effectiveness, including information on noncredit students.

4: Identify Student Learning Outcomes

The team recommends that the college identify the intended student learning outcomes at the course, program, general education, certificate and degree levels; develop and implement assessments of student learning; and analyze the results of assessment to improve student learning. The results of ongoing assessment of student learning outcomes should foster robust dialogue and yield continuous improvement of courses, programs and services.

5: Improve Student Support Services

The college should systematically assess student support services using student learning outcomes and other appropriate measures to improve the effectiveness of its support services and develop, as well as communicate, its plans for the expansion of delivery and prioritization of student
services that support student learning and achievement.

6: Link Outcomes to Faculty Evaluations

The team recommends that the evaluation of faculty and others directly responsible for student progress toward achieving stated student learning outcomes include a component that assesses the effectiveness in bringing about those learning outcomes.

7: Assess Adequacy Of Staffing Levels

The college should assess the adequacy of its current number of qualified classified staff and administrators and their appropriate preparation and experience necessary to support the institution’s mission and purpose. The college must ensure that human resource planning is fully integrated with the institutional program review, planning and budgeting processes and linked to the annual allocations of funding to maintain and improve institutional effectiveness.

8: Inventory Physical Resources

The college should incorporate all costs required to appropriately operate and maintain existing facilities, whether owned or leased, into its annual and long-term planning and budgeting processes and annually allocate the required human and fiscal resources to effectively operate and maintain physical resources.

9: Develop Plan for Technology Systems

The team recommends the college develop a comprehensive plan for equipment maintenance, upgrade and replacement that is integrated with the institution’s budget allocation processes; and that the college monitor its information technology systems and implement measures to more fully secure the technology infrastructure.

10: Improve Financial Planning

The college should use its mission statement to inform its allocation of resources decisions to match annual, ongoing expenditures with ongoing financial resources. This action is needed to increase its reserves to a prudent level that will allow it to meet financial emergencies and unforeseen occurrences, to meet operating expenses without excessive short-term borrowing and manage long-term liabilities.

11: Provide Timely Financial Reporting

The college should use the resources necessary to provide accurate and timely reporting of financial information; and to report this information to internal users so they may effectively participate in the annual and long-term planning and budgeting processes.

12: Define Leadership, Governance Roles

The district should engage the services of an external organization to provide a series of workshops for all college constituencies, including the members of the governing board in order to clarify and understand their defined roles of responsibility in institutional governance and
decision-making.

13: Improve Governance Structures

College leaders from all constituencies should evaluate and improve the college’s governance structure and consequent processes used to inform decision-making for the improvement of programs, practices and services. The college must ensure that the process does not create undue barriers to the implementation of institutional decisions, plans and initiatives.

14: Boost Board Development

The team recommends that the Board of Trustees act in a manner consistent with its policies and by-laws, assess and develop operating procedures, develop and implement a plan for board development, and regularly evaluate the effectiveness of its policies and practices.

Source: Accrediting Commission for Community and Junior Colleges

Community College Week
http://www.ccweek.com/
Title: Roles of Board, Superintendent/President, College Community and Public

Legal Authority: Education Code, Section 70902

Bylaw No. 1410

Page 1 of 1

1. Role of the Board
   a. The Board shall be responsible for the adoption and amendment of general policies
governing the operation of the Pasadena Area Community College District.
   b. The Board reserves the right to direct revisions of the administrative procedures should
they, in the Board's judgment, be inconsistent with the Board's own policies.
   c. The Board takes cognizance of AB 1725 and its provision to "encourage the participative
role of faculty, staff, and management, and students in District and College governance
through an ongoing consultative process." To that end the Board has adopted Policy
2000.

2. Role of the Superintendent/President
   a. The Superintendent/President, shall make policy recommendations to the Board and
provide proposed texts.
   b. The Superintendent/President, or designee, shall recommend policies deemed to be
compatible with the interest of the college community and the public at large.
   c. The Superintendent/President shall provide such data as will permit the Board to
formulate policy and evaluate the effectiveness of policies.
   d. The Superintendent/President, and not the Board, shall be responsible for the
administration of policies and the operations of the District.
   e. The Superintendent/President shall be responsible for the development, maintenance
and revision of procedures to assure compliance with PACCD policy, as delegated by the
Board.
   f. The Superintendent/President shall ensure that copies of all policies and procedures are
readily available to the Board, District employees, students, and members of the public.

3. Role of the College Community
   a. Members of the college community, whether they be faculty, staff, management, or
students, and their respective organizations, should work with the Superintendent/
President or designee to arrive at the formulation of equitable policies and amendments
thereto.

4. Role of the Public
   a. Members of the public are welcome to comment on policy adoptions or amendments, at
the time such matters come in for hearing.
   b. Members of the college community are encouraged to resolve differences, but if
differences are not resolved, the matter may be resolved through District procedures
which include being brought before the Board.
   c. All District employees are expected to know of and observe all provisions of law
and policies pertinent to their job responsibilities.

Approved by the Board of Trustees: August 17, 1994; Revised August 6, 2008
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.
Title: Agenda For Meetings

Legal Authority: Education Code Section 72121; Brown Act, Section 54956.6; Board of Trustees Minutes, April 2, 1997, Page 7,381

Bylaw No. 1240

Page 1 of 3

1. An agenda for the meetings shall be provided by the Superintendent/President. The agenda items must relate to the business of the District. The agenda shall be posted in a place reasonably accessible to the public at least 72 hours prior to the meeting time for regular meetings, and at least 24 hours prior to the meeting time for special meetings except that in the case of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, the Board may dispense with the 24 hour notice requirement, and in lieu thereof, shall comply with the then applicable provisions of Section 54956.5 of the Government Code, including any Code section revising or replacing such section.

2. No action or discussion shall be undertaken on any item not appearing on the posted agenda, except that Board members may briefly respond to statements made or questions posed by persons exercising their public testimony rights under Section 54954.3. In addition, on their own initiative, or in response to questions posed by the public, members of the Board may ask a question for clarification, provide a reference to staff or other resources for factual information, or request staff to report back to the body at a subsequent meeting concerning any matter. The Board may take action to direct staff to place a matter of business on a future agenda.

3. Notwithstanding Paragraph 2 above, the Board may take action on items of business not appearing on the posted agenda under any of the conditions stated below. Prior to discussing any item pursuant to this subdivision, the Board shall publicly identify the item.
   a. Upon a determination by a majority vote of the Board that an emergency situation exists, as defined in Section 54956.5.
   b. Upon a determination by a two-thirds vote of the Board or, if less than two-thirds of members are present, a unanimous vote of those members present, that there is a need to take immediate action and that the need for action came to the attention of the District subsequent to the agenda being posted as specified under Paragraph 1 above.
   c. An item appeared on the agenda of and was continued from a meeting held not more than five days earlier.

4. The Superintendent/President and the President of the Board shall both and each be entitled to have a matter placed on the agenda. Matters placed on the agenda by the President of the Board shall be so identified on the agenda, with a general description sufficient to comply with Brown Act requirements. All matters thus placed on the agenda shall be designated as either "for possible action" or "for discussion only."

5. Each member of the Board, either alone or in conjunction with other Board members, shall have the right to place items on the agenda by either of the following two methods:
   a. A Board member subject to the provisions of Paragraph 7, following, may request that a matter be placed on the agenda by so requesting at a regular meeting. The request shall be in sufficient detail so that the administration can meet the requirements of the Brown Act as to the subsequently posted agenda. The request shall also specify whether the matter is for possible action or for discussion only. It is recommended that the Board
member give advance notice to the Superintendent/President so as to receive the benefit of any suggestion or comments which he or she may have.

(1) The fact that the item has been requested by a Board member or members shall appear on the agenda.

(2) Prior to consideration of the item the Board President shall make reasonable efforts to confer with the Superintendent/President as to matters pertinent to the agenda item.

(3) At the Board meeting the Board President shall report on any pertinent information and/or request that other sources of information do so. The Board President may suggest any action he or she deems appropriate.

(4) Notwithstanding Robert’s Rules of Order, each requesting Board member (if more than one) shall have the right to speak at least once to the agenda item. If the requesting Board member has not yet spoken, he or she shall be allowed to speak before application of the rule that when a motion has been made but not seconded the motion is lost.

(5) Once an item comes up on the agenda, and it is for possible action, the Board, after observance of the above provisions, shall have the power to decide as to what action should be taken. Such action may include, but not be limited to, the following:

(a) Outright approval.

(b) A direction that the administration study the proposal and report by a certain date or by a certain time on the status of the matter. The direction may include the priority of the matter in relation to other pending matters.

(c) A determination that the cost of any study (in time spent and/or dollar cost) so outweighs any possible benefits that such study would not be justified.

b. At times other than in a regular meeting, a board member may propose agenda items subject to the following:

(1) The proposal must be made prior to the posting of the agenda.

(2) The proposal is made to the President of the Board (or if he/she be not available, to the next available officer of the Board) who shall exercise his/her sound discretion as to whether under the circumstances it is appropriate not to wait until the next regular meeting, in which case the Superintendent/President shall be directed to add the item to the agenda.

(3) If at any time prior to the posting of the agenda, at least three Board members request in writing that a matter be placed on the agenda, that shall be done.

6. Pursuant to Section 72121.5 of the Education code, members of the public shall be entitled to have placed on the agenda matters which are directly related to community college district business. The regulations and procedures governing such placement on the agenda shall be as follows:

a. Written request shall be filed at the Superintendent/President’s office.

b. As quickly as feasible, but not later than ten working days after receiving request, the Superintendent/President or his/her designee, if finding the matter to be directly related to community college district business, shall place the matter on an agenda no later than the third regular meeting occurring after the filing of the request. If the Superintendent/President or his/her designee, determines that the matter is not directly related to community college district business, the person shall be so notified by first class United States mail within said ten working days. To appeal after such determination, a written request for a ruling may be made to the Board, such requests to be filed with the Superintendent/President’s office, and he/she shall place the matter on the agenda no later than the second regular meeting occurring after the filing of such request.
c. The person requesting that a matter be placed on the agenda shall receive a copy of the agenda for the meeting at which the item will be listed, if a self-addressed, stamped envelope is left at the Superintendent/President’s office at the time the agenda item is submitted.

d. The Board reserves the right to consider and take action in closed session on items submitted by members of the public as permitted or required by law.

e. Any agenda item submitted by a member of the public and heard at a public meeting cannot be resubmitted before the expiration of a 90 day period following the initial submission.

7. Whether proposed at a regular meeting to be placed on a future agenda, or placed on the agenda by the Superintendent/President, the President of the Board, Board members, or by members of the public, any proposed agenda item or item appearing on the agenda is subject to the point of order that the item is not directly related to the business of the District. The Chair shall either rule upon the point of order or refer the point of order to the Board for decision. If the Chair rules, such ruling may be appealed, with four votes being required to overrule the Chair. Should an agenda item be determined to be not related to the business of the District, then no further action or discussion shall take place at the meeting.
Title: Meetings: Audience
Legal Authority: Education Code, section 72121; Government Code 54957.9 (The Brown Act)

Bylaw No. 1290
Page 1 of 2

1. The Board serves the district and, therefore, encourages employees, students, and members of the community to express their views directly during board meetings. However, because of the pressure of business, the procedures hereinafter set forth have been established for addressing the board.

2. Members of the public may bring matters directly related to the business of the District to the attention of the Board in one of two ways.
   a. There will be a time at each regularly scheduled board meeting for the general public to discuss items not on the agenda. Public members wishing to present items should submit a written request to the Superintendent/President prior to the start of the meeting. The request should summarize the item and provide the name and organizational affiliation, if any. No action may be taken by the Board on such items.
   b. Members of the public may place items on the prepared agenda in accordance with Bylaw 1240, Section 6.

3. Members of the public may also submit written communications to the Board on items on the agenda and/or speak to the agenda items at the Board meeting. They should submit a written request prior to the start of the meeting to the Superintendent/President as to the agenda item to which they wish to speak. It is the Board's policy to hear such persons during the period in which the agenda is being heard and, in particular, before any vote is taken.

4. The Board will make every effort to recognize speakers who have not advised the Superintendent/President as provided in items 3 & 4 above, but who, by holding up a hand, indicate the desire to be heard.

5. When recognized, a speaker shall stand and preface his or her remarks by stating the speaker's name, address, and organizational affiliation, if any. However, the address is optional, but recommended so as to enable reports to be given to the speakers should the Superintendent/President deem that to be useful to the speaker.

6. The Board shall exercise its discretion as to the number of speakers to be heard and the time allocated per speaker. The total time available and number of those wishing to be heard will be among the factors given consideration by the Board. Normally, and in the absence of a different ruling by the Board, speakers should not speak for more than five minutes, nor more than 30 minutes shall be used per audience participation. At the end of five minutes, if the speaker desires additional time he/she may request it of the Board. The Board may at any time shorten time for speakers. In the event of speakers being on opposite sides of a question, the chair shall attempt to alternate the recognition of speakers.

7. Members of the Board and the Superintendent/President may ask questions of a speaker and respond to the speaker's remark on agenda items. As to items not on the agenda, the Brown Act...
permits the Board to comment thereon but the effect of comments should not be such as to constitute commitment to any action.

8. Complaints against personnel will be considered in closed session as set forth in 1225, item 2.

9. The President of the Board may rule members of the public out of order if speakers do not speak to the issues or are disorderly or defamatory. As used herein “defamatory” refers to what reasonably appears to be the commission of actionable slander and/or the presentation of writings or other materials which reasonably appear to constitute actionable libel.

10. If a speaker is found to be out of order, he/she shall be warned and if out of order conduct is continued, the right of the speaker to speak may be terminated.

11. Persons willfully interrupting a meeting are subject to removal. Where order cannot be restored by such removal, the Board may clear the meeting room in accordance with Section 54957.9 of the Government Code, as said Section may from time to time be amended. The Board may readmit, based on procedures it then and there deems appropriate to the circumstances, persons nor responsible for disturbing the orderly conduct of the meeting.

12. Employees who are members of a bargaining unit represented by an exclusive bargaining agent may address the Board under this policy, but may not attempt to negotiate terms and conditions of their employment. This policy does not prohibit any employee from addressing a collective bargaining proposal pursuant to the public notice requirements of Government Code Section 3547 and the policies of this Board implementing that section.

13. Non-scheduled substitutes may not speak in place of scheduled speakers unless alternates have been submitted on the original request.

14. Audio taping, filming, other recordings and broadcasts are permitted unless constituting, in the words of the Brown Act, a “persistent disruption.” District audio casts of the meetings of the Board of Trustees will be kept in a publicly accessible space for no less than five years.”

15. It is the general policy of the Board to refer new matters to the Superintendent/President for investigation and report. It is strongly recommended prior to coming before the Board the prospective speaker talk to the Superintendent/President or to his designate so that an appropriate investigation may be made.
Board Agenda Item H: Authorize Certification of Signatures

Board Meeting: September 15, 2012

Recommendation: It is recommended that the Board of Trustees, governing board of the Pasadena Area Community College District of Los Angeles County, California, authorize the following individuals or positions to sign documents on behalf of the District:

1. Board President, Board Vice President, and Board Clerk to sign contracts, warrants, and documents without limitation.
2. Mark W. Rocha, Superintendent/President, and Robert B. Miller, Senior Vice President and Assistant Superintendent, Business and College Services, to sign contracts, warrants/checks, and documents without limitation.
3. Mark W. Rocha, Superintendent/President, and Robert B. Miller, Senior Vice President and Assistant Superintendent, Business and College Services, to sign orders for salary payments and notices of employment.
4. Scott W. Thayer, Assistant Dean, Student Affairs, and Maria Descalzo, Supervisor, Accounting/Fiscal Services, to sign warrants/checks.

Background: College Districts are required by Sections 72000, 85232, and 85233 of the Education Code to certify signatures of the persons authorized to sign documents on behalf of the District.
Title: Board Self-Assessment
Legal Authority: California Education Code Section 70902; WASC/ACCJC 2002 Standard IV.B1e and g

1. The Board of Trustees shall conduct an annual self-assessment in accordance with applicable regional accreditation standards. The goal of the assessment is to provide for improvement in the Board’s operation and, where possible, the assessment will be based on objective measures.

2. The assessment shall be based upon performance of duties according to the Board’s Code of Ethics and upon progress made in achieving the goals and objectives developed annually by the Board.

3. The Board shall review the Code of Ethics annually. Instruments used in the self-assessment will be reviewed periodically and revised as appropriate.

4. The assessment form as prepared by the Board shall be completed by each Board member and submitted to the Board President no later than the last regular Board meeting in June, unless the Board by a majority vote acts to extend this deadline.

5. The Board President shall consolidate the assessments into one written report. This report shall be discussed, be subject to amendment by the Board, and be approved no later than the first regular Board meeting in August, unless the Board by a majority vote acts to extend this deadline.

6. All the documents referred to herein shall constitute public records and all discussion and actions taken shall be in open session of the Board.

7. In addition to the foregoing process, all Board members are subject to ultimate evaluation by the voters of their respective areas.

Approved by the Board of Trustees: Original version as Resolution No. 227, December 20 1994; revised September 20, 2000, revised June 4, 2008; revised August 15, 2012
CONSENT ITEM TITLE: Appointment of Academic Administrator: Executive Director, Human Resources

Board Meeting Date: September 15, 2012

RECOMMENDATION: It is recommended that the Board of Trustees of the Pasadena Area Community College District of Los Angeles County, California, approve the following action pertaining to academic employees. EMP: A3.1

<table>
<thead>
<tr>
<th>NAME, CLASSIFICATION AND DEPARTMENT/DIVISION</th>
<th>CLASS &amp; STEP</th>
<th>ASSIGNMENT</th>
<th>EFFECTIVE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hampton, Terri Executive Director Human Resources</td>
<td>Contract</td>
<td>100% - 12 months</td>
<td>09-26-12</td>
</tr>
</tbody>
</table>

FISCAL IMPLICATIONS: Funds are budgeted in respective cost centers.

BACKGROUND: Routine personnel transactions.

Approved by:

Vice President, Information Technology
Senior Vice President/Assistant Superintendent, Academic and Student Affairs

Recommended for Approval:
Senior Vice President/Assistant Superintendent, Business and College Services

APPROVED FOR SUBMISSION TO THE BOARD OF TRUSTEES:
Superintendent/President

(Requires two signatures)