



**APPROVED 4/10/2018**  
**GOVERNING BOARD MINUTES**  
**SPECIAL MEETING OF THE GOVERNING BOARD**  
**FRIDAY, JANUARY 19, 2018**  
**SHADOWRIDGE COUNTRY CLUB**  
**B-GLENEAGLES ROOM**  
**1980 GATEWAY DR.**  
**VISTA, CA 92081**

- A. **BREAKFAST:** 8:00 a.m.
- B. **CALL MEETING TO ORDER:** Board President McNamara called the meeting to order at 8:36 a.m.
- C. **ROLL CALL:**
- PRESENT**  
PAUL P. MCNAMARA, PRESIDENT  
JOHN HALCÓN, VICE PRESIDENT  
MARK R. EVILSIZER, SECRETARY  
NINA DEERFIELD, TRUSTEE  
NANCY ANN HENSCH, TRUSTEE
- ABSENT**  
CHRIS HOPP, STUDENT TRUSTEE
- D. **CALL FOR REMOVAL OF ITEMS FROM OR CHANGES TO THE AGENDA** There were none.
- E. **PUBLIC COMMENTS** There were none.
- F. **APPROVE CONSENT CALENDAR ITEM**

**Action:** On a motion by Trustee Hensch, seconded by Trustee Evilsizer, the Board approved item 1.

**Ayes:** McNamara, Halcón, Evilsizer, Deerfield, and Hensch

**Noes:** None

**Absent:** None

**Student Trustee:** Absent

**1. RATIFY ACADEMIC EMPLOYMENT**

The Governing Board ratified the recommendation of the Superintendent/President regarding the employment of the following academic employee:

a.   **Name:** Jessica Hernandez  
      **Position:** Assistant Professor, Nursing (Medical-Surgical Nursing)  
      **Department:** Nursing Education  
      **Degrees:** M.S.N., Nursing  
                  B.S.N., Nursing  
      **Position #:** 5294  
      **New?:** Yes  
      **Remarks:** Position approved 9/12/17.  
      **Sal Grade/Stp:** C/1  
      **Salary:** \$6,105.26/month  
      **% of Position:** 100%  
      **# of Mos:** 10  
      **Effective:** January 25, 2018  
      **Account #(s):** A-111000-348200-12300-0000000/100%

## **G. BOARD WORKSHOP**

### **1. Substantive Change Report review**

Michelle Barton, Senior Director, Planning, Research, Institutional Effectiveness and Grants, explained the new streamlined process for submitting substantive change reports to the Accrediting Commission for Community and Junior Colleges (ACCJC) and why the report is required for the South Education Center (SEC) but not the North Education Center. She discussed the process and timeline of preparing the report; reviewed the different constituents involved (both on the accreditation writing leadership team and on the Advisory Group for Center Planning) and, shared that the report is approximately a month ahead of schedule. Trustees asked for clarification on faculty involvement in the planning, Director Barton responded. She then discussed how the planning and estimates for the SEC were modeled after the Escondido Center and noted that planning has been underway for more than ten-years. She talked about the initial course offerings being general education with select career and technical programs and a STEAM (science, technology, engineering, arts, and mathematics) focus. Trustees asked for clarification on the programs that will be offered at the SEC. Vice President Jack Kahn responded. Director Barton reminded attendees that the Business Community Survey completed in 2017 identified hiring needs, skills and educational training desires of employees serving the area industries in the southern portion of the district. Trustees talked about the importance establishing connections and partnerships with the industry leadership. President Blake and Vice President Kahn assured the Board that they are working with the school districts, community groups and businesses in both the north and south areas. Director Barton explained that the district must offer the high demand general course offerings to ensure a fiscally sound center that will allow the district to offer specialized career technical offerings. Trustees expressed concerns about possible enrollment impacts to the Escondido Center. President Blake, VP Kahn and Director Barton responded and noted that the planning group and administrators are looking at the whole district in its planning for the new centers.

### **2. Board Protocols Discussion**

#### *Budget*

President Blake opened this section of the retreat with a discussion of establishing a trustee budget including conference travel, local event mileage and, memberships. She discussed the need to balance the budget and shared that 25% cuts are being made across the district. Trustees reviewed the departmental budget document and discussed ways to reduce costs for the 2017/18 year. Board President McNamara led a discussion on options for allocating the funds. Trustee Evilsizer discussed the importance of having a presence at events and ongoing trustee education. Trustee Halcón expressed concern that other divisions are told to make budget reductions and the Board should too. Trustee Hensch suggested the Board plan in advance for the 2018/19 budget year. Trustee Deerfield agreed to forgo attending the ACCT conference to reduce expenses. The Board requested a report on what other Boards spend on conferences. Trustees discussed mileage reimbursement for in-district event travel and agreed to forgo reimbursement for in-district event travel. Trustees discussed valet vs. self-parking and, by unanimous consent, agreed that valet parking should be reimbursable. VP Perez shared that the district would be moving to a per diem travel allowance. Trustees next discussed professional memberships. Board President McNamara suggested that individual memberships be discussed and voted on by the Board at a planning meeting in May prior to the start of the next fiscal year.

#### *Communication*

Dr. Blake asked trustees to share information they receive from others with her. That way she can look into matters that are operational and work with the executive team to address appropriately. She reminded the Board that as the CEO she is ultimately responsible for the district and protecting its interests. Trustee Halcón talked about challenges he has experienced using the district's phone system. President Blake reported that the district is in the midst of a business process analysis and identifying areas for improvement. Trustee Deerfield shared that she has difficulties contacting office staff. In response, President Blake said she would explore

getting staff district cell phones. Board President McNamara then moved to a discussion on the Board as a policy level group noting he would prefer if constituent groups limited their oral reports (at Board meetings) to policy level matters rather than day-to-day operations. Discussion ensued; President Blake offered to discuss the matter with the constituent group leaders when she meets with them. This portion of the retreat concluded with President Blake reporting that a divisional report was being prepared for the Board. At 9:55 time the Board recessed for a short break.

At 10:12 the Board reconvened with all members present.

### **3. Diversity Training**

Sharon Ormond and Meredith Brown, consultants from Atkinson, Andelson, Loya, Ruud & Romo presented best practices for achieving a diverse faculty. Ms. Brown provided a brief overview of the presentation and provided a printout of the Power Point presentation - on file in the Governing Board Office in accordance with AP 3310. She began with a review of Nine Multiple Methods used to increase employee diversity during the three phases of the hiring process: Pre-Hiring, Hiring, and Post-Hiring. She reviewed state data noting that diversity in faculty has changed very little since 2005 with only about 25% of full-time faculty hired from under-represented communities. She also talked about the value of diversity. The next portion of the presentation focused on the laws dealing with hiring including: The importance of complying with state and federal law in hiring; appropriate training of screening/selection committee members; and identifying and eliminating barriers to employment. Trustees discussed their understanding of the issue and noted they have been focused on this topic for several years. Ms. Brown shared that some of the key components to increasing faculty diversity include proper placement of advertising; outreach and involvement with graduate programs and local institutions and; incentive programs. President Blake talked about the District's hiring policy and the Faculty Senate's resolution regarding faculty hiring. Trustees discussed that years ago the Board at that time had included faculty hiring policy, criteria and procedures as a separate subset to academic and professional matters. Trustee Deerfield brought up the topic of the hiring timeline and commented that she has heard repeatedly from the Palomar Faculty Federation that the timeline creates problems. Trustees talked about the campus culture, unconscious bias, and efforts being undertaken to educate hiring committee members. Ms. Brown talked about creating checks and balances to help assure a diverse committee and, the importance of teaching skills and compassion towards others being more important than degrees from elite institutions. Trustees discussed the importance of including cultural competence questions in the interview process. Jack Kahn, Vice President for Instruction, talked about shifting the cultural focus from generalized diversity to a more focused effort on hiring from underrepresented and marginalized groups.

Ms. Ormond briefly reviewed the Employment and Equal Opportunity (EEO) laws applicable to hiring and Ms. Brown talked about implicit bias and cultural competence. Trustees discussed their own observations of implicit bias and reviewed ways to handle it. Trustee Hensch asked for clarification on the district's hiring outreach efforts, Lisa Norman, Vice President for Human Resources Services responded. She and the Board discussed the difference between full- and part-time hiring and changes in the law that have granted seniority rights to part-time faculty. Ms. Ormond talked about the practical measures that the Board may wish to examine further including the academic and professional matters of faculty hiring policy, criteria and procedures; higher levels of training for hiring committee members, and; accountability, especially at first level interviews. VP Norman talked about the importance of on-boarding new faculty, making them feel welcomed, and not just hiring them and turning them loose with the expectation that they understand the expectations. At 12:00, the Board recessed for a short break.

At 12:11, the Board reconvened with all members present. The retreat continued with a working lunch.

#### **4. Facilities and Budget Plan Update**

Ron Ballesteros-Perez, Vice President for Fiscal and Administrative Services reviewed the list of facilities projects that have been, and are being funded with the current bond funds. He shared that the final project that will be funded from this bond is the Athletic Complex and that discussions are underway with Student Services to determine the best way to complete a one-stop building to house all student service functions. He talked about a potential future bond in 2020 and polling local taxpayers to measure the support for an additional bond. Trustee Evilsizer asked if any state funding would be available for use, VP Perez reported that at this time the district does not qualify for state funding towards construction. President Blake talked about the single-campus caucus that has been established in part to look at capital project funding from the state. VP Perez talked about improving efficiencies and space utilization. He shared that the state is changing the funding formula and that it is still in flux. Adrian Gonzales, Vice President for Student Services talked about the Promise Program and how it may tie into the funding formula. Executive staff talked about the challenges with the new funding formula and differing priorities between the Promise Program, Guided Pathways and concurrent enrollment. VP Perez talked about the status of the district's stabilization/restoration efforts and budget cuts that are being examined as part of the budget reduction plan. President Blake talked about the adult education market and the importance of working with home-schooled students to increase enrollments. Trustees talked about student housing and pros and cons of managing student housing. President Blake talked about some funding models she has heard about to fund student housing. VP Perez closed this portion of the retreat with a discussion of the Enrollment Management Plan and alternate sources of revenue including facilities rentals, naming rights, and international students.

#### **5. Discussion of Staffing Plan**

Lisa Norman, Vice President for Human Resource Services provided an overview of Human Resources including: Recruitment, EEO Plan, Professional Development and the Staffing Plan. She talked about targeted recruitment advertising and shared that the return on investment may need to be analyzed since specialized hiring sites may not be of actual value. VP Norman shared that the department is looking at alternative advertising via social media, will be participating in multiple hiring fairs, and is developing marketing and promotional materials. She reviewed the EEO preliminary demographic data and professional learning. She shared that the district will hold training sessions on progressive discipline, evaluation writing and, interviews and investigations for administrators. Other thematic learning opportunities are also being offered for all classifications. VP Norman then reviewed the accreditation standards associated with staffing and how the staffing plan ties in with the EEO Plan and Strategic Plan. She discussed the problems with the district's old hiring prioritization practices noting it was too formula driven. Trustee Evilsizer asked for clarification on the status of the re-hiring of the SERP positions. VP Norman responded that some departments reorganized and hired following the SERP and others may have maintained their old structure and re-hired the same positions which may or may not have met the specific needs of the department. At 1:40, the Board recessed for a short break.

At 1:47, the Board reconvened with all members present.

#### **6. Strategic Management Enrollment (SEM) Update/Guided Pathways discussion**

Jack Kahn, Vice President for Instruction talked about the importance of access, retention, completion, community engagement and fiscal stability as it relates to SEM. He shared that the division has been actively recruiting for concurrent/dual enrollment programs and distance education and working on developing partnerships with local business and industry. He reported that the district is working to simplify the registration and enrollment processes. VP Kahn shared that along with others, Instruction is helping with the development and implementation of a financial recovery plan. He next moved to a discussion of Guided Pathways and shared the purpose of this new state level initiative designed to make the community college experience easier for students with appropriate sets of course-taking patterns. He shared that the Guided Pathways (Self-) Assessment is completed and the next step in the process is creating a Guided Pathways Plan. He shared that there are funds tied to implementation of the Pathways Plan that



will be distributed over a five-year period with a reassessment at the end of that timeframe. He shared that the workgroup noted that there are some plans already in place that address various components of the Guided Pathways assessment. Thus, pulling some of the strategies, approaches and activities from existing plans into a single Guided Pathways Plan will provide greater structure to the district. President Blake talked about some of the district wide initiatives geared towards changing the structure and culture of the district. VP Gonzales talked about the role of simplification in designing course-taking patterns and the challenges counselors face when students want to pursue different avenues. VP Kahn shared that approximately 30 certificate programs have been largely inactive over the last several years and they are being analyzed for deactivation. In closing, he noted that some faculty are excited about the direction the college is taking whereas others are less enthusiastic.

#### **7. Outreach & Retention Update**

Adrian Gonzales, Vice President for Student Services, discussed the difference between outreach and recruitment, noting that outreach is more of a marketing angle whereas recruitment is forming partnerships for specific purposes. He shared that the Outreach office is utilizing the Student Ambassadors in various ways very successfully and that numerous departments, faculty and staff are involved in various initiatives, one of the most recent being "Palomar Nights." He shared that the department does 20-50 college tours each semester both individual and group tours. VP Gonzales shared that they are pushing for dual enrollments and getting CCAP agreements negotiated, but noted that students can always concurrently enroll. Trustees asked for clarification on the differences of advanced placement courses vs. college level courses, discussion ensued. Trustee Hensch talked about the importance of educating parents on the value and benefits of the community college experience. VP Gonzales talked about efforts underway to change the messaging high school students are hearing about community college vs. university. He pointed out that for many students admittance into a university is out of reach and that high schools do a disservice to their students when they portray community college as being a less desirable choice. VP Gonzales next discussed the retention services in place to help students with the matriculation process. He shared that initiatives include CCC Apply, the new payment plan, Starfish Early Alert System, Puente Program and others. VP Kahn shared that the new waitlist auto-enrollment improvements have helped both students and faculty.

#### **H. BOARD REQUESTS FOR REPORTS**

Trustee Evilsizer asked about the numbers of classes cancelled per semester, discussion followed on some reasons classes are cancelled. President Blake shared that roughly 200 classes are cancelled but noted that most students find other classes to enroll in.

There were no requests for reports however Board President McNamara asked about cancelling the February regular meeting. President Blake shared that a special closed session meeting would be held on February 27

#### **I. ADJOURNMENT** The meeting adjourned at 2:44 p.m.

  
Paul McNamara, Board President

  
Mark Evilsizer, Secretary