



**APPROVED 9/11/2018**  
**GOVERNING BOARD MINUTES**  
**SPECIAL MEETING, MONDAY, JULY 30, 2018**  
**PALOMAR COMMUNITY COLLEGE DISTRICT**  
**ROOM SEC-111 (COMMUNITY ROOM)**  
**RANCHO BERNARDO EDUCATION CENTER**  
**11111 RANCHO BERNARDO ROAD**  
**SAN DIEGO, CA 92127**

**A. Opening Items**

**1. Call meeting to Order**

Board President McNamara called the meeting to order at 9:00 a.m. in SEC-111.

**2. Roll Call**

**PRESENT**

PAUL MCNAMARA, PRESIDENT  
JOHN HALCÓN, VICE PRESIDENT  
MARK R. EVILSIZER, SECRETARY  
NINA DEERFIELD, TRUSTEE (Arrived at 9:08 a.m.)  
NANCY ANN HENSCH, TRUSTEE

**ABSENT**

AMBER BANCROFT, STUDENT TRUSTEE

**3. Public Comment in accordance with Board Policy 2350** There were none.

**B. Recess to Closed Session** The Board recessed to closed session in SEC-119 at 9:00 a.m.

**C. Reconvene to Open Session** The Board reconvened to open session in SEC-111 at 11:25 a.m.  
All trustees present (Bancroft absent.)

1. Board President McNamara stated that there were no reportable actions taken in closed session.
2. Public Comment in accordance with Board Policy 2350 There were none.
3. Adoption of Agenda: Call for Removal of items - or changes to - the agenda. The agenda was adopted by unanimous consent.

**D. Superintendent/President Workshop Topics** Items were taken in a different order than was presented on the agenda by unanimous consent of the Board.

**1. Educational Master Plan Update**

Senior Director Institutional Research and Planning, Michelle Barton, updated the Board on the status of the Master Plan 2022 (MP 2022). She talked about the timeline associated with the existing Plan (which includes both the Education and Facilities Master Plans) and the development of the new Master Plan. She shared that consultants (CBT) were hired to assist the District during the update process. Director Barton discussed the three phases of the Educational Master Plan (EMP) update process. She noted that Phases 1 and 2 (including discovery, data gathering, portfolio update and, planning assumptions) have been completed and that Phase 3 will be starting in August when EMP goals, implementation strategies and alignment will take place. She noted that the goal is to sunshine the draft MP 2022 Update in September after it is reviewed by the planning groups and the Strategic Planning Council (SPC.) She hope to have the final Board approval in October.

Trustees asked for clarification regarding the external stakeholders and how projections are made when today's external stakeholders are different than future stakeholders. Director Barton talked about the different stakeholders that were involved in the listening sessions that

were conducted; discussion ensued. Dr. Blake reported that she is establishing a President's Community Advisory Group to help gather further insights from external stakeholders.

**2. Accreditation Mid-term Report Update**

Sr. Director Barton updated the Board on the District's mid-term accreditation report and timeline, noting it is due to ACCJC in March 2019. She discussed the three major sections of the report: Self-identified improvement Plans, Institutional Effectiveness Recommendations, and Data Trends Analysis. She reviewed five self-identified Improvement Plans including Participatory Governance (increasing participation in governance), Diversity in Staffing, Fiscal Planning, Participatory Governance (information accessibility and standardization), and Distance Education Online Tutoring. Trustees expressed concern that there are two improvement plans focused on Participatory Governance. Director Barton elaborated on the rationale for having the redundancy. She continued this portion of the retreat with a review of the Institutional Effectiveness Recommendations, Data Trend Analysis and Timeline for completion. She shared that the first reading with the Governing Board is slated for January 2019 and second reading and approval in February.

**3. Year-End Review and Establishment of 2018/19 Board Goals**

Sr. Director Barton discussed establishing the Board's 2018-19 goals and offered some suggestions based on the Governing Board self-evaluation results, the Chancellor's Office priorities, Institutional Effectiveness recommendations for accreditation, and the California Community College Board of Governors roles and responsibilities. She facilitated a discussion with the Board on each of the existing goals and related tasks and how the Board could maintain, amend, delete or add items. Trustees offered suggestions and feedback on the tasks related to Goal #1 including which tasks they wished to maintain for 2018-19. Following discussions, they approved six proposed tasks related in part to: MP 2022, Fiscal Recovery Plan, new Funding Model, Strategic Enrollment Plan and Guided Pathways. Director Barton reviewed and discussed goals #2 and #3 and potential options for updating the related tasks. Dr. Blake talked about the importance of workforce diversity and training on unconscious bias. Trustees discussed receiving a 5-6 year hiring trend report by department. Discussion ensued and Director Barton agreed to work with Dr. Norman to address this reporting request. Dr. Norman talked about the pending exodus of employees over the next five years and how Human Resources is preparing to manage the situation. Trustees asked if an aspirational goal could be established related to aligning employee demographics with student demographics. Dr. Jack Kahn talked about some of the efforts that are being taken to encourage diverse applicants in the Natural and Health Sciences division. Barbara Baer, PFF Co-President, commented that the PT faculty is more diverse than the FT faculty. Trustees discussed the importance of streamlining the hiring process to improve the diversity of the applicant pools.

Director Barton talked about goals #4 through #6 and the related tasks. Dr. Blake talked about holding a Report to the Community event to increase engagement within the community, Board retreats each semester, the trustee on-boarding process, and creating a new regular "Report to the Community." Trustees talked about whether to make the CCLC Excellence in Trusteeship a required part for on-boarding for new trustees. Sr. Director Barton agreed to prepare a draft copy of 2018/19 goals and related tasks based on the Board's feedback.

At 12:30 p.m., the Board took a five-minute recess while lunch was distributed. The meeting continued at 12:35.

**4. Palomar Foundation Update**

Foundation Executive Director, Stacy Rungaitis, reported that 2019 marks the 60th year of the Foundation's support of Palomar and noted the Foundation is planning a celebration. She discussed the Foundation priorities including: Creating a Philanthropic Culture, diversifying the donor base and, fundraising initiatives. She reviewed the Foundations "road map" including the four key objectives: 1) Fundraising, 2) Donor Relations, 3) Community Engagement and, 4) Infrastructure. Director Rungaitis identified the funding priorities



including the core programs: Scholarships, textbook assistance, emergency grants and key initiatives including: Palomar Promise, Naming Opportunities, Comet Affordable Learning Materials ("CALM"), Veterans, food pantry, and faculty innovation. She reported that over the last five years the Foundation has averaged \$1.1M in revenue with \$1.5M raised in 2017/18. Board President McNamara asked about Foundation employee salaries; Director Rungaitis reported that four positions are supported by the District with an additional 1.5 positions supported by the Foundation and total funding is approximately \$600K, discussion ensued. Dr. Blake talked about the targeted fundraising goals and the many new donors that are giving to the Foundation due to the work being done in the community. Director Rungaitis talked about two new initiatives, 1) "Path to Success" - an engraved brick sale and 2) the Dynamic Pay app which provides support for the Foundation's goals. She talked about "sunsetting" the Starlit gala and instead holding a 5K Run/Walk - the "Monster Dash & Bash" on October 20, 2018 and a fall "Community Showcase." Trustees discussed the overhaul taking place in the Foundation and offered their support and encouragement to Director Rungaitis.

Director Rungaitis reviewed the current Board Policy and Administrative Procedure 3830 titled Naming of Facilities. Trustees discussed current and future donors, safeguards in place for donors who violate Palomar standards, criteria used to evaluate facility naming requests and possible ways to modify the current practices. Discussion ensued regarding clarifying the District's values beyond those in the district's written vision, mission and values statement. Trustees talked about valuing veterans, LGBTQ individuals and families, DACA students, and reminded attendees that they had passed several resolutions in support of students.

Director Rungaitis, referencing the Naming of Facilities Policy and Administrative Procedure, talked about the vetting process that naming opportunities go through prior to being presented to the Board for final approval. Dr. Blake talked about the importance of remembering that donors support the District's students who are a very diverse population. She shared that the way to reach the \$30M Foundation endowment goal is through naming opportunities. She asked the Board to provide clarity on what they want to do regarding the policies and procedures stating that there are potential donors interested in naming opportunities. Trustees discussed the importance of understanding Palomar's values and how they align with potential donors. Trustees discussed different options for improving the policy/procedure noting ultimately that naming opportunities are vetted through multiple shared governance groups.

#### **5. Board Bulletin**

Dr. Blake talked about developing a special monthly report to the community and asked the Board if they wanted to have something similar to SDCCD's report. Dr. Blake talked about including Board actions and events to help highlight the District. The Board supported the idea.

Dr. Blake reflected on the 2017/18 Campus Theme and two books, Simon Sinek's , *"Together is Better"* and Thomas Bailey's *"Redesigning America's Community Colleges"* which helped guide the college last year. She reported that while talking with Kelly Falcone, Professional Development Coordinator, about plenary, faculty needs and interests, the desire was to have three priorities that faculty could focus on in 2018/19. Further discussions narrowed the institutional priorities to these areas: Diversity, Guided Pathways and, Fiscal Stabilization.

Board President McNamara asked if the campus was involved or surveyed about establishing the institutional priorities. Dr. Blake responded that Sr. Director Barton conducts "campus climate" surveys.



## **E. Finance/Administrative Services Workshop Topics**

### **1. Facilities Update**

Vice President for Finance and Administrative Services, Ron Ballesteros-Perez, and Dr. Blake talked about options for "diversifying" funding to create alternative revenue streams. He reported on four items including:

- A marketplace/land lease on several acres at the Fallbrook site. VP Perez reported the site cannot be developed by the District due to DSA requirements. Dr. Blake talked about establishing partnerships with potential student employers at the marketplace. There was discussion regarding a Starbucks drive-thru (or something similar) that could benefit the community and as well Palomar students by providing employment/internship opportunities.
- An electronic bulletin board in Fallbrook (marquis sign similar to - but smaller - than the one at the at Westfield North County shopping mall in Escondido)
- A solar farm in Borrego Springs (discussions with PG&E and SDG&E – for a ground lease and a % of revenues are in the works), and
- Student housing on the San Marcos campus. (Public Private Housing - no money "out of pocket.") VP Perez shared that there are three sites that have been identified: 1) at the church parking lot on Mission east of the cactus garden, 2) next to Lot 12 near the Las Posas area or 3) the area on campus where the current M&O facilities are located. VP Perez stated that the M&O site would be preferable so as not to lose any parking. Dr. Blake talked about a turnkey situation where all maintenance and student oversight/resident servicing is provided. She talked about focusing on international students, athletes, and transfer students. There was discussion of faculty/staff housing and possible incentives for new hires.

VP Perez shared that the District is looking at establishing a Corporation to manage these potential alternative revenue streams and noted that initial discussions have begun on the possible land lease with a developer (CBRE) doing the building and the District receiving a portion of the retail revenues as well as the land lease income. Trustees asked questions about each potential project, VP Perez and Dr. Blake responded. VP Perez clarified that selling the properties under consideration for the projects is an option but that the funds would have to be returned to the taxpayers and therefore they would not provide additional revenue to the district. He also shared that the district is considering a full-service property management firm to manage these possible projects. He reported that an RFQ would need to be prepared for any of the projects to move forward. Dr. Blake suggested these alternative revenue streams could generate \$5-10M a year thereby mitigating the district's deficit.

Vice President Perez provided a status update on the Prop M bond projects that are currently in process and talked about unmet needs that will be identified when the facilities master plan is updated. He mentioned that if the Board decides to go out for another bond it could begin the process in 2019 to make the 2020 election.

### **2. Budget Update**

Vice President Perez talked about fiscal stabilization and the new 70/20/10 funding model, noting everything is changing to a performance-based model. He reported that 2017/18 is the starting year of a three-year "hold harmless" transition period and shared that the district was able to pull 1,000 summer '18 FTES to the 2017/18 academic year. Dr. Blake stated that was the rationale for changing the academic calendar last year. She talked about building out the centers during the hold harmless period, increasing Pell and BOG eligible student enrollments and, building Guided Pathways. She noted that 2018/19 was the year Palomar was to have "fallen out" of stability and that the new funding model works for Palomar. VP Perez clarified the transitioning of the new funding model and responded to questions posed

by the trustees. He also addressed questions related to any future economic downturns and Palomar's ability to respond to large increases in enrollments.

**F. Instructional Services Workshop Topics**

**1. Enrollment Update**

Vice President for Instruction, Dr. Jack Kahn, provided an overview of the Chancellor's vision of Guided Pathways. He shared that Palomar will do well to integrate the various practices that are currently separate. He used the example of tutoring, noting that the District has numerous excellent options for tutoring and there are multiple ways for students' access the services. However, due to the organization of tutoring services is difficult for students to determine where they need to go because the services are spread across various areas and departments.

Vice President Kahn reviewed the summer 2018 enrollments and shared that the summer WSH/FTES had increased even though enrollments were down across the region. He talked about the ASU/CSUSM Retro awards partnership and described how the program works by awarding students their AA degrees retroactively once they have completed their remaining units at CSUSM.

**2. Centers Update**

Vice President Kahn provided a summary update on the new Education Centers. In closing, he reviewed the child development short-term salaries and what it would cost the district to increase the lowest pay rate to \$15/hr. He talked about possible issues the District would need to consider if it opts to make the change. Board President McNamara reported that the Board supports the increase. Dr. Blake reported additional research is needed to understand the implications across the District including, but not limited to, categorical programs.

**G. Student Services Workshop Topics**

**1. Palomar Promise Update**

Acting Vice President for Student Services, Aiden Ely, talked about targeted outreach, community engagement and the Palomar Promise. Vice President Ely talked about enrollment strategies, retention initiatives, completions strategies, and financial aid. He shared that Guided Pathways is designed to help students complete their educational journey at Palomar. Trustee Evilsizer asked about outreach efforts directed specifically towards the parents of Latino students. In response, Dr. Blake talked about the 'Parent Nights' outreach effort. Trustee Halcón talked about some of the different perspectives the Latino community has regarding higher education.

**H. Human Resource Services Workshop Topics**

**1. Employee Benefits Update**

Vice President for Human Resource Service, Dr. Lisa Norman, shared that the department regularly utilizes data to assess hiring trends including underrepresented groups. She shared that since 2013/14 there has been a 4% increase in Latino faculty hires and there have been increases in other underrepresented groups over the five-year period. Dr. Norman discussed targeted recruitment efforts undertaken this past year and EEO Training conducted and planned. She reviewed fiscal stabilization and discussed efforts underway to increase cost savings on medical and ancillary services. She shared that employees will now have five choices for medical coverage and discussed the incentives being offered for the HSA and FAS program options.

**2. Staffing Plan Update**

Due to time constraints, there was no time to provide a Staffing Plan Update.



- I. **Board Requests for Reports** There were none.
- J. **Continuation of Closed Session**
1. **The Board will recess to Closed Session (if needed.)**  
No additional closed session was needed.
  2. **Reconvene to Open Session**  
Not applicable, no additional closed session was needed.
- K. **Adjournment** The meeting adjourned at 2:59 p.m.

  
Paul McNamara, Board President

  
Mark Evilsizer, Secretary