CERRITOS COMMUNITY COLLEGE DISTRICT
MINUTES OF THE SPECIAL MEETING
OF THE BOARD OF TRUSTEES

APRIL 5, 2006

I. CALL TO ORDER

The meeting was called to order at 5:30 p.m. by Mr. Moore the Board President. Those present were:

Mr. John Moore      Ms. Carmen Avalos
Dr. Ted Edmiston    Mr. Bob Epple
Dr. Bob Hughlett    Mr. Tom Jackson

The President of the College was also present. Mr. Bob Arthur and Mr. Paulo Amaral were absent.

II. PLEDGE OF ALLEGIANCE

The flag salute was led by Andrea Jones.

III. PUBLIC PRESENTATIONS

Mr. Moore stated the following:

“The members of the Board have requested that staff obtain a legal opinion on an action that the Board took at the March 23, 2006 meeting regarding agenda item X.F, which was the consideration of approval to enter into negotiations with Bovis Lend Lease as the District’s College Advocate/Owner's Representative (CA/OR). As per legal opinion, the motion carried to approve to enter into negotiations with Bovis Lend Lease as the District’s College Advocate/Owner's Representative (CA/OR). This action was done in accordance with Board Policy 1014.4, which reads:

A tie vote, such as 3-3, shall be deemed a vote of “no action” and a condition of “status quo” related to agenda item should exist. An abstention shall be considered as an affirmative vote or a vote with the majority of those voting.”

IV. BOARD RETREAT

The notes for the Board Retreat were prepared by Cindra Smith, facilitator, Community College League of California and Andrea Jones, Secretary to the President/Superintendent.

Introductions

As part of the introductions, members identified what their dreams for the college were when they were first elected. Responses included that the college:

- serves community and students needs from A to Z
- makes a difference for students
- provides an opportunity for students to learn and succeed
- is differentiated from neighboring institutions as an educational and cultural center
- delivers flexible learning approaches, including distance learning
- provides access and reaches out to all students, including recent immigrants and first time students.

These common values and focus on student success are guides for board decision-making.
Ground Rules
Participants set ground rules for the retreat discussion, including:
- Listen with an open mind, and as an ally for Cerritos College
- Be recognized to talk
- Communicate with civility; focus on issues, not people
- Do “reality checks” to stay on same page
- Have fun
- “Count to 4.” Recognize and support the majority decision of the board.

Retreat Outcomes & Interview Highlights
The facilitator distributed and reviewed the anticipated outcomes of the retreat and other highlights of the interviews with each trustee, which were used to identify the discussion topics.

Board & Stakeholders; Board Roles in Community
In response to the questions, “Who does the board represent?” and “To whom is the board accountable?” participants identified the following groups:

External Stakeholders:
- The “owners” of the college – the public.
- The voters who voted for the trustee
- The community, the people
- At the broadest moral level: the planet, humanity, civilization
- Those who fund the college; taxpayers
- Universities
- Employers
- Those not yet served by the college; the students of the future

Internal Stakeholders:
- Staff and students

The facilitator noted that the board’s primary responsibility is to the external community, since they, as Board members, are the official link to those groups. The board is responsible to set policies that ensure that staff and students are successful. Discussion included trustees roles and responsibility related to supporting and advocating the college in the community and at the state level.

The Board’s Policy Role
Updating board policy
Processes for updating the board policy manual were discussed, and the CEO was asked to bring back a proposal to hire a consultant to assist in reviewing and updating of the policy and procedure manuals. The League’s Policy and Procedure Subscription Services will be the basis for the update. Administrative procedures will be linked with policy, but will not be part of policy statements. Potential consultants will be sought from the League, retired staff of the college, and others. The board expressed its desire to be proactively involved in the review of board policy to contribute its perspective.

What is policy?
- The vision
- General direction to the college as guide to decision-making
- The “what” as opposed to the “how”
- Boundaries on the “how”; expectations and standards for college operations
- Statements reflecting board values as representing the community; reflect the most important issues.

Examples of policy and the “broad to narrow” concept of policy definition were discussed. For instance:
Example 1:
- Broad statement: The college shall meet the educational needs of the students and community
- Narrowing the definition of needs: The college shall provide education that promotes multilingualism
- Narrowing still further to the procedure level, and therefore not policy: The college shall offer Chinese

Example 2:
- Broad statement: Financial management and budget shall reflect a prudent use of funds.
- Narrowing the definition of “prudent,” e.g. “the uncategorized reserve shall be 5%”
- Board involvement in such things as approving line items would not be policy. This would be considered micromanaging.

What is not policy?
- Administrative or college procedures
- Steps to the vision; how one gets to the goals
- How you carry out the policy statement, standard or rule.

Setting Policy Direction
Participants discussed the board's role in setting broad goals and direction for the college, including setting long-range and strategic goals. Discussion included the value of the board discussing future needs for the community early in a planning or review process, in order to provide the external, community-based perspective to inform the planning process. The board supported an annual review of the strategic plan and the goals.

Specific areas to explore include the college's role in: globalism, literacy, technology, community partnerships, economic development, regional needs, funding streams, and who the college should be serving. These discussions should be planned for and data-driven by information provided by college staff to the board.

Administrative Roles
Participants discussed two specific areas that are administrative in nature, but where board members have been involved:

Committees of the college. College committees are, by their nature, administrative. Board members generally have not and should rarely sit on college committees. However, given that there might be a time when board involvement might be appropriate, the board will develop a protocol or policy on when the board might appoint a member to a college committee and what the criteria would be. Consideration would be given to the board members effect on committee dynamics, the importance or necessity of having a board member perspective, and addressing concerns that board members receive committee recommendations and therefore the board may duplicate its influence (undue influence) by being represented on a committee.

Hiring staff, faculty, administrators, contractors. The board noted that in the past it had interviewed finalists for vice-president positions but that it had withdrawn from that practice and delegated that work to the president. Consensus was that the process had been working well. Discussion included the recent review of proposed contractors, what might work better in the future, and the need to clarify when, if at all, the board would be involved in interviewing finalists for key positions or contracts.

Board Communication and Unity
Discussion included that the disagreements, conflict, and in part dysfunctional communication related to the recent project manager discussion was not typical of the
board. Fostering good communication may involve following the ground rules of civility, listening with an open mind, and focusing on issues not personalities when there is a disagreement.

Participants expressed their commitment to supporting the actions of the board, and recognized the importance of the “board as a unit.” Emphasis was placed on the fact that authority resides with the Board “as a unit” at an official Board meeting and not with any one or individual member of the Board.

**Board Meetings and Preparation**

Discussion included that:

- Getting the Board agenda on Thursday or Friday allows for sufficient time to review
- Sufficient discussion and meeting efficiency are both strong values. Agendas should be crafted to allow for both within a three-hour period. The business portions of the meetings have been efficient.
- Trustees are encouraged to contact the president when and if they have any questions about any item on the Board agenda; the president requested that, whenever possible, trustees call before Monday or Tuesday morning in order for staff to have sufficient time to gather the information.
- Information requested by any board member shall be shared with all board members, unless the information requested is a personal matter.
- Meetings and/or study sessions where time and resources are dedicated to exploring the future should be scheduled.

**Next Steps**

- Update the policy manual, including appropriate roles for the board in the development of policy
- Develop strategies to hold “future-oriented” discussions
- Staff will be requested to identify fiscal implications in reports to the board and action items
- Schedule another board retreat to further explore specific board roles, at a time when all board members can be there.

**Workshop Evaluation**

- Good leadership
- Good content
- Active participation, discussion flowed well
- Disappointed that not all trustees could be there
- The level of comfort with each other was strengthened.

V. **ADJOURNMENT**

The meeting was adjourned at 8:40 p.m.

VI. **NEXT MEETING**

The next regular meeting of the Board of Trustees is scheduled for Thursday, April 19, 2006.

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John Moore, President

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Bob Arthur, Secretary