

Board Retreat (Friday, January 16, 2015)

Generated by Kathy Joyner on Tuesday, January 27, 2015

A. Open Session

Procedural: 1. Call to Order

Board President Treanor called the meeting to order at 9:05 a.m.

Procedural: 2. Roll Call

Trustees Long, Tanenberg, O'Brien, Treanor, Conti and Student Trustee Trump were present. Also present were Superintendent/President Coon, Vice Presidents Eldridge and Nelson and Director Leimer.

Trustee Bevis arrived at 9:19 a.m. Trustee Kranenburg was not present.

Action: 3. Adoption of Agenda

B. Welcome/Overview

C. Vision, Mission, Values

Dr. Coon introduced Dr. Leimer who shared the results of a survey sent to Trustees and other college constituents on whether the current COM Mission statement reflected College of Marin's purpose. Based on the results of the survey, 75% of those that responded felt that it did. Survey comments included reducing redundancy, rewording two of the bullet points, adding degrees and certificates, and focus on student success. There were also suggestions to simplify the mission, clarify what is meant by "foundation of sustainability" and reconsider the use of "environmentally sensitivity" in the Mission Statement. Dr. Leimer shared a proposed version of the mission statement based on the survey comments and Trustees were asked to give their recommendations. Trustee comments included simplifying the statement, using a tag line, changing "workforce education" to "career technical education", separating lifelong learning and community and cultural enrichment into two bullet points or adding a comma, consideration of whether "social/environmental" and "global citizens" should be part of our vision rather than mission. The majority of Trustees felt it was important to keep intellectual, learning, and environmental/socially responsible language in the mission. Next steps are to vet the mission through all groups at the College, College Council, and then back to the Board sometime in March or April. The College's Vision and Values will also be a topic of conversation for the Board at a later date.

D. Institutional Goals & Objectives

Discussion: 1. Existing Institutional Priorities (David Wain Coon)

Dr. Coon reviewed the 2015/16 institutional priorities with Trustees. Vice President Eldridge noted progress in the student success area with enrollment planning and management, K-12 partnerships, implementation of the student success and support plan and the equity plans, curriculum review, counseling and department chair leadership training. Dr. Coon reported that some work has started on feasibility studies for suggested uses for IVC. It was suggested that Dr. Coon send out a communication to those who attended the September retreat to keep them informed of next steps and to consider scheduling Board meetings with community groups on this topic. Under Measure C, the Academic Center is on track and there will be approximately \$1.4 million in residual funds. It was suggested that the residual funds be used for the donor reception area originally planned for the building. A decision will need to be made soon and there will be a study session in February on this item. The TB-1 temporary building is almost completely demolished and the Austin Center is scheduled for demolition in the fall. The KTD maintenance building (\$600,000) is on hold due to staffing changes and needs. Vice President Nelson reported that roofing projects are underway at the IVC Pomo cluster. He also noted that we plan to replace the windows and install a building envelope on Fusselman Hall due to lead paint. Fusselman also has serious roof issues and a failed mechanical system which will need to be addressed. The focus for technology is on training and investing in programming. Dr. Coon reported that staff are working on plans to reduce the deficit over a three-year period, with \$750,000 in reductions planned for next year. An adjusted budget plan will come back to the Board in February and a recommitment to a 3-year budgeting plan, which allows for adjustments as necessary. There will be a reassessment of the OPEB and it was noted that once the OPEB is paid down, those funds might transfer to address the STRS/PERS issue of \$1.3 million. Advancement, Communications and Public relations will be a future board topic as well. Board President Treanor noted that there will not be a need for a fund development committee given that the Board of Trustees will oversee the College's funds given our new 501(c) (3) status. There was a request for an update on ADA compliance at both campuses.

Discussion: 2. 2012-15 Strategic Plan (Christina Leimer)

Discussion: 3. 2016-19 Strategic Plan (Christina Leimer)

Dr. Leimer reviewed the 3-year cycle of the Educational Master Plan noting that the Educational Planning Committee (EPC) will be reviewing past progress on the 2012-15 Strategic Plan as a basis for developing the 2016-19 Strategic Plan. Items of review will include student access and success, technology training and support, financial planning, basic skills and community outreach. The review will then be forwarded to PRAC, College Council and to Dr. Coon who will assign a Task Force to develop objectives and action steps for the next three years. Program revitalization and elimination due to a cost savings policy shift five years ago will be part of the review process and modifications will be made based on needs and trends. Revitalization of programs will be based on demand, sustainability and value.

E. Break

F. Board Engagement & Board Self Evaluation

Discussion: 1. Measurements on evaluating Board Performance

Trustees discussed the results of the BOT evaluation survey and then broke into groups to discuss ideas on each of the five themes that were identified. A number of overarching themes were identified as a result of the discussions. The following action items were identified: a follow-up retreat will be scheduled to discuss committees, officers will synthesize the comments from the retreat and send out to the Board, define how this process is used as part of the self-evaluation, encourage full participation of all Board members in these processes.

G. Consideration and Possible Action

Action: 1. Classified Management Personnel Recommendation

M/s (O'Brien/Tanenberg) to move item G.1. up in the agenda. Motion carried 6-0-1 with Trustees Bevis, Conti, Long, O'Brien, Tanenberg and Treanor voting aye. Student Trustee Trump cast an advisory aye vote. Trustee Kranenburg was not present.

M/s (O'Brien Bevis) to approve the Classified Management Personnel recommendations. Motion carried 6-0-1 with Trustees Bevis, Conti, Long, O'Brien, Tanenberg and Treanor voting aye. Student Trustee Trump cast an advisory aye vote. Trustee Kranenburg was not present.

H. Adjourn Meeting

Action: 1. Adjourn Meeting

COLLEGE OF
MARIN

**Special Board Meeting
Board Retreat**

**Marin Community College District – Board of Trustees
February 20, 2015**

MINUTES

➤ **Open Session**

1. Call to Order

The Board retreat was called to order by Board President Treanor at 1:33 p.m. in the Child Study Center, Room 120, 1144 Magnolia Avenue, Larkspur, California, all Trustees having been noticed of the meeting as required.

2. Roll Call

Trustees Treanor, Conti, Bevis, Kranenburg, Long and Tanenberg were present. Trustee O'Brien participated via conference call. Superintendent/President Coon was also present.

3. Adoption of Agenda

M/s (Conti/Tanenberg) to approve the agenda. Motion carried 7-0 by roll call vote with all trustees voting aye.

4. Public Comment on Agenda Items – There was no public comment

➤ **Consideration and Possible Action**

1. **M/s (Bevis/Conti) to approve Golden Bell Award Student Program Nominations. Motion carried 7-0 by roll call vote with all trustees voting aye.**

➤ **Retreat/Meeting Date Confirmation**

Trustees reviewed the meeting calendar and agreed to keep the April 11 retreat as scheduled, change the June 5 retreat to June 12 at 1:30 p.m. and change the time of the September 25 retreat to 1:30 p.m. The April 21 regular meeting remains as scheduled.

➤ **Review Summary of January 16, 2015 Board Retreat**

Trustees were provided with a summary of the January 16 Board retreat and asked to provide their thoughts and input. Comments and discussion included:

- evaluating whether calling in to meetings can be minimized due to challenges presented;
- evaluating the use of BoardDocs if it is working for trustees;
- allowing more time for deliberation and dialog;
- the ability for trustees to add agenda items, setting of the agenda;
- discussion as to whether meetings should be controlled by an individual, and consensus that the Board prefers the Chair to lead meetings;
 - The chair is tasked with moving the meetings along with collective help from all trustees.
- discussion between trustees regarding current processes at meetings and discussions for improvement;
- consensus that much progress has been made with all trustees having input; however, collaboration, communication and tone is important;
- There was an issue raised by one trustee as to the process used for selecting officers and whether it was truly random; others felt the process was random, worked well and that it was time to move on. Dr. Coon reiterated that he was prepared to follow the procedure requested by an ad hoc committee but that it was ultimately handled based on the direction of the majority of the Board at the organizational meeting. Board President Treanor noted that moving forward all comments would be considered.

➤ **Board Committees**

Board President Treanor commented that she populated committees based on input received at the organizational meeting and from individual requests. She shared the committee assignments, Board committee definitions and a proposed Committee Charter Template. There was discussion about the purpose, roles and tasks of the various committees and it was noted that committee members are responsible for reporting back items relevant to the College of Marin. Reports should be thoughtful and precise and encourage discussion. Trustee Tanenberg stated that he is unable to attend weekly meetings of the Kentfield Advisory Committee. Trustee Treanor will communicate with Ann Petersen and Dr. Coon to find out when there are items of interest to the College on the agenda. Trustee Bevis asked to be removed from the Board Policy committee and was replaced by Trustee Conti. In the context that the “Fund Development Committee” was not populated by Board President Treanor, Trustee Conti shared a copy of a letter going out to COM Foundation donors. It was noted that there will be a COM Foundation Board meeting scheduled to dissolve the Foundation and that the College of Marin Board would then adopt a Resolution to accept the Foundation funds. If approved by the Attorney General, the funds would then be managed by the College of Marin Advancement office to honor donor intent. Two proposed committees, financial planning and program review of scholarships, will be appointed by the Board of Trustees. Advancement business would be placed as a line item on the Board of Trustees meeting agendas. Dr. Coon noted that there would be more discussion with Dr. Frank on fund development at either the April or June retreats.

- **Changes to Board Presentations by Staff in Board Meetings**

Comments included a request that paper copies of reports be made available at meetings for members of the audience, a request for more presentations about the good things we are doing for students and that showcase our programs, that staff reports include accomplishments and identify needed improvements, and assurance that when questions are asked, the answers come back to the Board. It was noted that briefs are valuable if limited and short.
- **Evaluate Meeting Structure and Changes Implemented Since Last Retreat**

There was a request to receive Board meeting materials earlier to allow appropriate time for review and a request to receive paper copies of large reports such as the audit. There was a suggestion to consider two meetings per month or to reserve time from 2:00 p.m. on Board meeting days to allow time for study sessions and special topics when needed. There was a request to allow time for announcements. It was suggested that we consider another training on BoardDocs using a “real” meeting vs. the sample used with the initial training and a comment that Dr. Coon’s e-mails are very helpful.
- **Highlight of Future Issues for March and April Board Meetings**

Dr. Coon passed out a list of topics for the next 3 months and noted the “parking lot” items would be place on agendas when appropriate.
- **M/s (Tanenberg/Bevis) to adjourn meeting. Motion carried 7-0 by roll call vote. Meeting adjourned at 4:41 p.m.**

Special Meeting, Board Retreat (Saturday, April 11, 2015)

Generated by Kathy Joyner on Wednesday, May 6, 2015

A. Open Session

1. Call to Order, Roll Call

The meeting was called to order at 9:00 a.m. Trustees Conti, Tanenberg, O'Brien, Treanor and Student Trustee Trump were present. Trustee Bevis arrived at 9:04 a.m., Trustee Kranenburg arrived at 9:10 a.m. and Trustee Long arrived at 9:14 a.m. Also present were Superintendent/President Coon, Vice Presidents Eldridge and Nelson, Dean Schorske and Directors Frank and Leimer.

2. Adopt Agenda

M/s (O'Brien/Tanenberg) to adopt agenda. Motion carried 4-0-3, with Trustees Conti, Tanenberg, O'Brien and Treanor voting aye. Trustees Bevis, Long and Kranenburg were not present for the vote.

3. Public Comment on Board Retreat Agenda

There was no public comment.

B. Study Session

1. Student Dormitory Feasibility Study

Vice President Nelson introduced Matt Bohannon and Lorin Fremgen from Brailsford and Dunlavey to review the results of the first two phases of a student housing assessment completed by their firm in the fall. They reviewed details of the preliminary and market analyses which included a visioning session, focus group and stakeholder interviews, an off-campus market analysis, a student survey for housing preferences and a demand analysis to determine bed demand for student housing based on data from the student survey. It was determined that while demand exists, more analysis is needed to understand the financial impacts as well as the impact of a 24/7 operation on the IVC campus. Copies of their presentation and materials are attached to the meeting agenda. Board members commented on and discussed the need for additional and affordable housing in Marin, the need to address dining, entertainment, and transportation needs associated with student housing, the impact on the campus and surrounding neighborhoods, whether this would be sustainable, focus on short-term housing and closing in the summer, what population we would focus on serving, international student needs and issues, and the need for an EIR. Other comments included considering housing at Kentfield and walking/biking to class, that campus life is missing from community colleges and that this could help with student success and keep students engaged. There were also questions about the survey process and the response level and whether it was adequate. It was noted that we would need policies to determine who would live here and how it would be managed, that there were many associated costs and we must be able to support it. It was noted that the first two phases cost \$20,000. Dr. Coon noted that based on this discussion, more information would be brought back to the Board at a later date.

Discussion: 2. IVC Parking

In response to concerns raised by the community, parking lot 6 at the Indian Valley Campus will be designated as a free lot seven days per week. The lot has 55 parking spaces to accommodate students and the public and will be signed appropriately to inform students and the public.

3. Fund Development

Dr. Coon introduced Dr. Linda Frank to provide an update to the Board on opportunities for fund development at the College of Marin. Dr. Frank noted a number of ways to build on programs we already have, including annual funding programs in support of student success, engagement of alumni as donors and supporters, celebrating program anniversaries such as the Nursing Program 50th Anniversary and the upcoming 90th anniversary of the College of Marin, encouraging gifts for programs, scholarships, assistance for first year students, STEM program, grants, and encouragement of planned gifts or endowments from estates. She noted that there are a great number of ways to encourage donor opportunities with both large and small events. She also stated that it is important to encourage staff, retirees, alumni and the Board to give which sends a message to the community that we support the College of Marin. Reaching out to alumni, local business who employ our students, and reconnecting with donors to build back trust will also help encourage donations. Dr. Frank plans to meet with each of the Trustees over the next couple of months to discuss ideas about how they can help. Trustees commented on the importance of visibility in the community, showcasing our programs, marketing and media, the need for an outline and plan of funding activities, capital campaigning, naming opportunities, grants, legacy giving, how to ask employees to donate without making them uncomfortable, and reaching out to employers that already support our programs. Dr. Frank's handout is attached to the meeting agenda.

5. Board Self-Evaluation

The Board Self-Evaluation Committee met two times and developed a draft evaluation tool based on review of previous survey questions, which was shared with Trustees for their review and comment. The survey will be sent out after the April 21 Board meeting with a 7 - 10 day response time and review at the May Board meeting.

6. Future Agenda Items

Branson Contract

Emergency Operations Plan/Security Plan

Student Success Scorecard

K-12 Collaborative Initiatives

William Keith Room Dedication

C. Consideration and Possible Action

1. Mission Statement

M/s (O'Brien/Long) to approve the revised mission statement. Motion carried 7-0 with all Trustees voting aye.

2. Fund Bequest

Vice President Nelson handed out a summary of the conditions of the home on Pacheco Avenue noting a large list of deficiencies. It is recommended that the home be sold with no improvements made due to the extensive cost of approximately \$200,000 to bring it up to code. The estimated value of the home in the current condition has been appraised at \$1.1 - \$1.4 million. Trustees discussed and commented on how the sale proceeds might be used, expressed concern with selling an asset, asked whether the property could generate on-going revenue, and that it was important to note that the property was donated to the College of Marin Foundation. Vice President Nelson reported that that the property was not accessible for use by the college for any purpose. How the sale proceeds would be used, and that they should benefit the students, will be a topic of future discussion. A copy of the Summary of Conditions is attached to the agenda.

M/s (Bevis/Tanenberg) in support of the recommendation that the College of Marin Foundation sell the property (190 Pacheco Avenue, Novato) bequeathed to the COM Foundation with legal clarification and guidance from legal counsel. Motion carried 7-0 with all Trustees voting aye.

3. Adjourn to Closed Session

Adjourned to closed session at 12:50 p.m.

D. Closed Session

2. Adjourn to Open Session

E. Open Session

1. Report from Closed Session

There was no report from closed session.

2. Motion to Adjourn Meeting

M/s (O'Brien/Long) to adjourn meeting. Meeting adjourned at 1:05 p.m.

Special Meeting, Board Retreat - REVISED (Friday, June 12, 2015)

Generated by Kathy Joyner on Wednesday, June 24, 2015

A. Open Session, 1:30 p.m.

Procedural: 1. Call to Order, Roll Call

The meeting was called to order at 1:36 p.m. Trustees Treanor, O'Brien, Conti and Tanenberg were present.

Trustee Bevis arrived at 1:40 p.m.

Trustee Kranenburg arrived at 1:42 p.m.

Trustee Long arrived at 1:44 p.m.

Action: 2. Adopt Agenda (Open & Closed)

M/s (Tanenberg/Conti) to approve agenda. Motion carried 4-0-3, with Trustees Treanor, O'Brien, Conti and Tanenberg voting aye. Trustees Bevis, Kranenburg and Long were not present for the vote.

Procedural: 3. Public Comment on Board Retreat Agenda

B. Retreat Agenda

Discussion: 1. BoardDocs

Trustees discussed the BoardDocs system and how it was working in general. Trustees agreed that they were getting used to the program and that it was working better. There were requests for additional training on the note taking function, word search, print options, voting options and the timer. It was suggested that the summary information on board items be more detailed and capture major highlights of the topic, especially when there are large documents to be reviewed for a particular item. It was suggested that the officers discuss which items will be made available to Trustees in print when they are reviewing the agenda.

Discussion: 2. Committee Reports

Ad Hoc Committee - Friends of IVC

Trustees Bevis and Conti shared a list of individuals they felt were potentially good candidates for initial appointees to the "Friends of IVC" and asked for Trustee feedback. There was significant discussion and suggestions to define the committee function, member criteria and term, and institute an application process. Trustees Bevis and Conti will work on defining a purpose statement and bring it back to the Board.

Discussion: 3. Future Facilities Planning and Funding

WHAT DOES IT MEAN TO BE A “GREAT BOARD”?

GETTING TO A GREAT BOARD

- Change the dynamics of the Board meetings and discussions (while building Trust & Respect)
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 - by bringing meaning to their work as a Board

Increase and/or enhance BEING A GREAT BOARD BY:

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- ✱ Be a model to the college and the larger community about the role of the Board and
- ✱ Honor the authority of the Board-as-a-whole in making policy decisions

The Right Role

- Boards must actively engage in discussions and decide upon the direction for the future, specifically the vision and strategic plan to feel of a value.
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LET’S JUST DO IT !!!

Excerpts from the May 2009 CCCT Presentation:

Effective Board Leadership – Wanden Treanor & Bill McGinnis

Dr. Coon distributed a Program Summary based on the bond budget approved by the Board of Trustees on May 19, 2015 as a complete list of all bond spending projects. Vice President Nelson reported on the status of the IVC Pomo roof and ADA work, Fusselman Hall windows and paint, Academic Center, Austin Demolition, Lot 2 top coat and restripe, Village Square ramp upgrades and the IVC retaining walls.

Dr. Coon also shared a list of outstanding facilities needs to be met over the next 10 to 15 years, noting that it was developed using the Gilbane study. Vice President Nelson reviewed the list briefly and answered questions about parking, vehicles, and computers. It was noted that some projects should be listed in higher priority, such as the Student Services building renovation, LRC retrofit and renovation, artificial turf fields (safety) and ADA compliance on both campuses. Other items noted as wish list were system controls for various buildings (LRC, SS, FH), Mechanical unit replacement at both campuses, vehicle replacements, small capital projects (scheduled maintenance), and IT & instructional equipment. The list will be discussed in more detail at the June 19 Board meeting. The Board Study session will start at 4:00 p.m. to allow enough time for discussion.

Information: 4. Student Discipline - Board's Role in Expulsion Proceedings

Randy Parent, Liebert Cassidy Whitmore, provided information to Trustees about their role in expulsion proceedings and copies of Board Policies 5500 Standards of Conduct, Administrative Procedure 5520 Student Discipline and Due Process and the excerpts from the schedule related to Standards of Conduct.

C. Closed Session - No Action Taken.

D. Re-Convene to Open Session

Discussion: 1. Board Self-Evaluation

Trustees completed their self-evaluation. A copy of the BOT Evaluation Summary and handout from Trustee Treanor is attached.

E. Adjourn Meeting

Action: 1. Motion to Adjourn Meeting

M/s (O'Brien/Tanenberg) to adjourn the meeting. Motion carried 7-0 and meeting was adjourned at 5:15 p.m.

**COM Board of Trustees
Self-Evaluation 2015
Summary Report of Findings
June 12, 2015**

All Trustees responded to the survey (thank you for that!). The following is a general assessment of the data as developed by the committee, as well as a summary of the ratings. A separate sheet contains comments provided under each question.

COMMON THEMES SYNTHESIS

Overall, the large majority of Board members view the BOT as greatly improved in its functioning, with suggestions for improvement in all areas, and a few areas requiring more work than others.

Many of the comments build on themes that were discussed at the January retreat this year.

It appears to be a high priority to continue to identify and implement ways to more proactively involve the BOT in all planning, policy-setting, and priority-setting. It is also a priority to identify ways to involve all Board members in general discussions and up: front priority-setting, developing more specific roles for Trustees as “community ambassadors” for COM, etc.

Trustees want to improve their training and professional development and their working knowledge of best practices for community colleges. They also want to improve the orientation and training of new Trustees and develop effective mentoring for new members.

Trustees wish to explore ways to have general discussions among all Board members about everything from future directions to various strategies and good ideas, to having input early and often in all institutional planning.

There were several suggestions made about having more Board retreats, and Trustees want to continue to expand study session processes and improve the effectiveness of the study sessions.

The BOT is structured around our monthly Board meetings, which do not generally offer the opportunity for exploring new ideas or helping strategically and collectively frame many issues.

The Board officers have more input in supporting Dr. Coon's agenda development, and there is a desire among Trustees to develop new ways to bring all Trustees into the loop early on with issues. Reports from staff at Board meetings about upcoming issues were intended to help that, but it does not appear to really address the need for more robust early discussion with all Trustees.

Most Board members see improvement in the conduct of meetings and respectful dialogue that honors various points of view, learning styles, and governance styles. They also feel more work is needed in this area.

CONSOLIDATED RESPONSES:

Q1 How effective is the Board's oversight relative to planning (Facilities Plan, Enrollment Management Plan, Student Success, Distance Education, etc.)?

"Effective"	6 responses
"Adequate"	1 response

Q2 How effective is the Board in utilizing a comprehensive integrated approach in monitoring and ensuring accountability for student success, SLO's, institutional effectiveness and other metrics

"Highly Effective"	2 responses
"Effective"	3 responses
"Adequate"	2 responses

Q3 How effective is the Board in strengthening its knowledge and utilization of various best practice measures used by similar community colleges?

"Effective"	2 responses
"Adequate"	2 responses
"Needs Improvement"	2 responses
"Sub-standard"	1 response

Q4 How effective is the Board in maintaining a strong, effective working relationship with the Superintendent/President, and appropriately delegating responsibility and authority to him?

"Highly Effective"	3 responses
"Effective"	3 responses
"Sub-standard"	1 response

Q5 How effective is the Board in oversight and monitoring the District's fiscal integrity?

"Highly Effective"	4 responses
"Effective"	2 responses
"Sub-standard"	1 response

Q6 How effective is the Board in adopting policies and procedures to ensure the District's sustainable economic future?

"Highly Effective"	1 response
"Effective"	4 responses
"Adequate "	1 response
"Sub-standard"	1 response

Q7 How effective is the Board in providing training and orientation for new members?

"Highly Effective"	1 response
"Adequate "	5 responses
"Needs Improvement"	1 response

Q8 How effective are Board members in implementing common understanding as to how trustees should respond to one-on-one contacts by members of the community and college employees?

"Effective"	6 responses
"Adequate "	1 response

Q 9 How effective is the Board at conducting Board meetings in an orderly and mutually respectful manner?

"Highly Effective"	1 response
"Effective"	5 responses
"Needs Improvement"	1 response

Q10 How effective is the Board at providing sufficient opportunities at meetings and study sessions to explore key issues?

"Highly Effective"	2 responses
"Effective"	2 responses
"Adequate "	2 responses
"Sub-standard"	1 response

Q11 How effective is the Board in functioning as a governance team?

"Effective"	5 responses
"Adequate "	1 response
"Sub-standard"	1 response

RATINGS SUMMARY:

Effective or Highly Effective ratings:

66% of questions (8 of 11) rated the BOT “effective” or “highly effective” by a range of 58% to 86%. 7 questions that were rated in this category ranged from 71% to 86%. 1 question rated 58%

The highest ranked question was Q5 (oversight of fiscal integrity), with 57% “highly effective” and 28% “effective”.

- Q1 - 86% (oversight of planning)
- Q2 - 71% (accountability re: student success)
- Q3 - 28% (utilizing best practices)
- Q4 - 86% (effective working relationship with CEO, delegation of authority)
- Q5 - 86% (oversight of fiscal integrity)
- Q6 - 71% (insuring sustainable economic future)
- Q7 - 14% (training of new members)
- Q8 - 86% (understanding of how to respond to community)
- Q9 - 86% (conduct at Board meetings)
- Q10 - 58% (opportunities to explore key issues)
- Q11 - 72% (functioning as a governance team)

Adequate ratings:

Questions 1, 2, 3, 6, 7, 8, 10 & 11 received 1 to 2 responses rating them “adequate”. Question 7 had 5 rankings of ‘adequate’:

- Q1** - 1 response (oversight of planning)
- Q2** - 2 responses (accountability re: student success, etc.)
- Q3** - 2 responses (utilizing best practices)
- Q6** - 1 response (insuring sustainable economic future)
- Q7** - 5 responses (training of new members)

Needs Improvement ratings:

3 questions received rankings of “needs improvement”. For **Q7** and **Q9**, there was 1 respondent (14% of each question’s responses), and in **Q3** there were 2 responses (28%) offering this rating.

- Q3** (utilizing best practices)
- Q7** (training of new members)
- Q9** (conduct at Board meetings)

Sub-standard ratings:

6 questions received 1 "sub-standard" rating.

Q3 (utilizing best practices)

Q4 (effective working relationship with CEO and delegation of authority)

Q5 (fiscal oversight)

Q6 (ensuring sustainable economic future)

Q10 (opportunities to explore key issues)

Q11 (functioning as a governance team)

Within these specific questions, there appears to be a wide divergence of opinion:

Q4 had 86% ranking it "effective" or "highly effective"

Q5 had 86%, ranking it "effective" or "highly effective"

Q6 had 71% ranking it "effective" or "highly effective"

Q11 had 71% ranking it "effective" or "highly effective"

Q3 had the most diverse responses with:

- 2 trustees ranking it "effective"

- 2 trustees ranking it "adequate"

- 2 trustees ranking it "needs improvement"

- 1 trustees ranking it "sub-standard"

SUGGESTIONS FOR IMPROVEMENT

Many recommendations for improvement are included in the comments. The Board should discuss these further.

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- ✱ Support and maintain good communication with the CEO/President
- ✱ Be a model to the college and the larger community about the role of the Board and
- ✱ Honor the authority of the Board-as-a-whole in making policy decisions

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Excerpts from the May 2009 CCCT Presentation:

Effective Board Leadership – Wanden Treanor & Bill McGinnis

Special Meeting, Board Retreat (Friday, September 25, 2015)

Generated by Kathy Joyner on Monday, September 28, 2015

Members present

Stephanie O'Brien, Eva Long, Phil Kranenburg, Brady Bevis, Diana Conti, Stuart Tanenberg, Wanden Treanor

Meeting called to order at 1:49 PM

A. Open Session, 1:30 p.m.

Procedural: 1. Call to Order, Roll Call

The meeting was called to order at 1:49 p.m. Trustees Treanor, O'Brien, Conti, Bevis, Kranenburg and Tanenberg were present. Also present were Superintendent/President Coon, Vice Presidents Eldridge and Nelson and legal counsel Mr. Parent and Ms. Coffman. Trustee Long arrived at 1:55 p.m.

Action: 2. Adopt Agenda

Adopt Board Retreat agenda as modified moving item A.4. Adjourn to Closed Session to C.4.

Motion by Stephanie O'Brien, second by Stuart Tanenberg.

Final Resolution: Motion Carries

Aye: Stephanie O'Brien, Phil Kranenburg, Brady Bevis, Diana Conti, Stuart Tanenberg, Wanden Treanor

Procedural: 3. Public Comment on Board Retreat Agenda

No public content on Agenda items.

B. Study Session

Presentation: 1. IVC Solar Farm Options

Vice President Nelson gave a presentation on Solar Power options for the Indian Valley Campus. He presented three potential locations, noting that the panels will track with the sun to increase energy savings and that they will not impede neighbor sight lines or present glare problems at the pool or other areas of campus. Vice President Nelson also reported on the size options noting that farms in excess of 1 megawatt will trigger tariffs, taxes and PG & E Rate hikes, so keeping under that level is recommended. He reviewed four options, including purchase outright, a purchase power agreement, 3rd party ground lease and District Purchase and Finance Option, and shared the pros and cons of each option. Staff recommend the District purchase with financing, which can be accomplished using a Community College League of California (CCLC) program. The program has a predefined RFP and guarantees resources at no cost to the College up through contract negotiations. If the contract negotiations are not successful, there is no cost to the District. In response to Trustee questions, Vice President

Nelson responded that there are no environmental impact report requirements or zoning issues for farms under 1 megawatt, that the College uses a Best Value approach with RFPs and gives advantage points to local vendors, that the CCLC program only supports behind the grid small sites, that the roofs cannot support the weight of solar panels and that the site will be tied to the Tesla battery storage. As a result of the tie with the Tesla battery storage, IVC will be 75% off the grid. There was also discussion about potentially having a solar site on the Monterey property and adding solar panels to other parking areas as was done in the Physical Education lot. Trustees agreed by consensus for staff to move forward with Option 4. Vice President Nelson stated that this will come to the Board in November and the RFP would be out in January with the hope that the farm would be up and running next November. Trustees suggested reviewing other loan options from CCLC. A copy of the presentation is attached to the agenda.

C. Consent Calendar Items - Consideration and Possible Action (ROLL CALL VOTE)

Action (Consent): 1. Approve Consent Calendar Items - ROLL CALL VOTE

Resolution: The Superintendent/President recommends that the Board of Trustees approve the listed consent calendar items by roll call vote.

The Superintendent/President recommends that the Board of Trustees approve the listed consent calendar items by roll call vote.

Motion by Eva Long, second by Diana Conti.

Final Resolution: Motion Carries

Aye: Stephanie O'Brien, Eva Long, Phil Kranenburg, Brady Bevis, Diana Conti, Stuart Tanenberg, Wanden Treanor

Action (Consent): 2. Out of Country Travel

Resolution: The Superintendent/President recommends that the Board of Trustees approve an out-of-country travel request previously approved by the Professional Affairs Committee for Walter Turner to attend the "Afr-Colombian Peace Council" in Cali and Bogata, Colombia, 9/30/15 – 10/8/15.

The Superintendent/President recommends that the Board of Trustees approve the listed consent calendar items by roll call vote.

Motion by Eva Long, second by Diana Conti.

Final Resolution: Motion Carries

Aye: Stephanie O'Brien, Eva Long, Phil Kranenburg, Brady Bevis, Diana Conti, Stuart Tanenberg, Wanden Treanor

Action (Consent): 3. District Door Lock Hardware Implementation Phase II

Resolution: The Superintendent/President recommends that the Board of Trustees approve bid number 15-0908 for the District wide electronic hardware/software installation phase II and authorization to award the contract to Capitol Hardware in amount not to exceed \$750,000.

The Superintendent/President recommends that the Board of Trustees approve the listed consent calendar items by roll call vote.

Motion by Eva Long, second by Diana Conti.

Final Resolution: Motion Carries

Aye: Stephanie O'Brien, Eva Long, Phil Kranenburg, Brady Bevis, Diana Conti, Stuart Tanenberg, Wanden Treanor

D. Closed Session, 2:00 p.m.

E. Study Session

Procedural: 1. Report from Closed Session

Returned to Open Session at 4:11 p.m. There was no action taken in closed session.

Discussion: 2. Board/Superintendent's Goals

Dr. Coon shared the institutional priorities for 2015/16 as a result of strategic planning, noting that the Board and President's goals should align with the themes in the Strategic Plan. Board President Treanor shared the 2014/15 Board priorities and Trustees responses to the CEO Evaluation for the top goals and objectives for 2015/16 for the President and asked for Trustee input. There was some discussion and it was determined that Trustee Treanor and President Coon will work on this and come back with more information. There was also a suggestion that a committee be formed to review what has already been accomplished.

Discussion: 3. Meeting Schedule Options

Trustees discussed the possibility of two meetings per month or one longer meeting. It was determined that they would try two meetings in October and one long meeting in November to see what worked best. Due to the difficulty of scheduling two meetings in October, it was determined that one long meeting is the best option. The October meeting will be held at the Kentfield Campus and will start at 12:00 noon. The November 17 meeting will be held at the Indian Valley Campus and will begin at 1:30 with a tour of the campus.

Discussion: 4. Prioritize Parking Lot Items

Trustees reviewed the list of "parking lot" items to be discussed at future Board meetings. As a result of the review a number of items were assigned to specific months, some were removed from the list, some were combined, and others were listed as Board training items.

Discussion: 5. AACT Congress Position/Candidate Recommendations

Trustees Long and O'Brien shared their recommendations for the three ACCT position up for consideration during this election. They recommended Emily Yin for Regional Director, Pacific Region; Stephan Castellanos for Director at Large; and Judy Chen Haggerty for Diversity Committee, Pacific Region. Trustee O'Brien will be the Voting Delegate and Trustee Long will be the Alternate. Voting will occur at the upcoming ACCT Conference in October.

F. Adjourn Meeting

Action: 1. Motion to Adjourn Meeting

Meeting was adjourned at 5:11 p.m.

Motion to adjourn meeting.

Motion by Eva Long, second by Stuart Tanenberg.

Final Resolution: Motion Carries

Aye: Stephanie O'Brien, Eva Long, Phil Kranenburg, Brady Bevis, Diana Conti, Stuart Tanenberg, Wanden Treanor

Special Meeting, Board Retreat (Friday, January 22, 2016)

Generated by Kathy Joyner on Monday, February 1, 2016

A. Open Session, 1:30 p.m.

Procedural: 1. Call to Order, Roll Call

The meeting was called to order at 1:30 p.m. Trustees Bevis, O'Brien, Tanenberg and Conti were present. Trustee Treanor arrived at 1:35 p.m. Trustee Long arrived at 1:37 p.m. Trustee Kranenburg was not present.

Trustee Bevis left the meeting at 3:05 p.m.

Action: 2. Adopt Agenda

Motion to adopted Agenda by Diana Conti. Seconded by Stuart Tanenberg. Motion carried 4-0-3.

Procedural: 3. Public Comment on Board Retreat Agenda

Public comment on Item B.1. IVC Pool.

After discussion of Item B.1., Dr. Coon informed Trustees that the Bay 10 CEO/Board meeting and the Marin County School Board Administrators dinners were both scheduled for April 6, which also coincides with the 90th Anniversary of the College of Marin. Trustees indicated their desire to be present at the College of Marin on that date. Dr. Coon will send regrets for the Bay 10 event.

He also reported that he will review upcoming Board topics for the next three months to see if it is necessary to have an April retreat.

B. Study Session

Discussion, Information: 1. Status of IVC Pool Condition & Repairs (No Action)

Superintendent/President Coon provided an update on the status of the IVC Pool, noting that the recent plan to rebuild some of the sand filters to get the pool up and running was not possible. The College is currently in contact with the only two companies that provide these filters to obtain either rebuilt and/or new filters. The system can operate on less than 7 filters, so we are hoping to find some rebuilt and purchase some new as well. He reported that it is anticipated that the pool will be closed for a minimum of 2 to 6 weeks and updated information will be provided when it is available. The cost to purchase all new filters would be approximately \$120,000.

Public Comment: Anne McCormack commented that the college has a commitment to its students to maintain the pool, the problem should have been addressed in the fall when it was identified, she has paid for her class and driving to Kentfield is not an acceptable option due to

the commute. She noted that maintenance has fallen down and that this is a community resource. Bette Reece stated that repairs should have been made when sand was found in the pool, that we should hire a pool manager, that she hoped the repairs would happen quickly, and that she would like her money back for the paid class. Fred Reece suggested talking with the City of Novato about opening the Hamilton Pool. Colleen Hogue noted that this is an important resource that cannot be closed. Sue Derana agreed with the previous comments and voiced her concern about rumors that that it was our intent to close the pool.

At the end of the discussion, Vice President Nelson reported that 4 traps have been located and that he would leave this afternoon to pick them up so that repairs can begin on Monday. He anticipated that the pool would be up and running in 4 to 10 days.

Dr. Coon handed out a Draft Action Plan for the IVC Pool (attached to the agenda). He stated that a conditional analysis will be conducted to determine the cost of needed repairs/replacement and that staff will compile information past repairs/costs, operational revenue and expense, funding alternatives, user information and scenarios for integrating the pool with a community center. This information will be shared with end-users for feedback.

Trustee discussion included questions about funding resources, the need to commit to maintain the pool for students and the community, user fee structure, balancing student use with public use, communication and that this is a valuable asset. Trustees thanked the community for their input and staff for working hard to get the pool up and running. It was noted that it is important to continue to evaluate the role and needs related to the pool.

Discussion, Presentation: 2. Facilities Master Plan Scenarios

Tim Haley and Ellen Mejia Hooper from IEP2 updated the Board on the facilities master planning process, highlighting various needs and potential projects at both the Kentfield and Indian Valley Campuses. Renovation, new construction, solar, technology, parking, paths of travel, maintenance, and storage were among the topics discussed.

Trustees emphasized the importance of facilities planning being tied to the Educational Master Plan and ultimately what's best for students and the community. Enrollment and program enhancement and expansion were also discussed. Community messaging was also discussed.

Dr. Coon agreed to regroup with the Board task team focused on a new facilities bond and consultants to determine the next steps, including revisiting the facilities projects list as well as the IVC pool issues recently identified. He will communicate with Trustees about dates for a follow up study session on this topic.

Discussion: 3. Protocol for Individual Reports/Requests

This item was postponed. There will be discussion at a later meeting about defining the difference between an announcement and a report.

C. Adjourn Meeting

Action: 1. Motion to Adjourn Meeting

Motion to adjourn the meeting by Diana Conti. Seconded by Stuart Tanenberg. Motion carried 5-0-2. Meeting adjourned at 4:08 p.m.

Special Meeting, Board Retreat (Thursday, February 4, 2016)

Generated by Kathy Joyner on Wednesday, February 24, 2016

A. Open Session, 1:30 p.m.

Procedural: 1. Call to Order, Roll Call

The meeting was called to order at 1:30 p.m. in Academic Center, Room 217 on the Kentfield Campus. Trustees Conti, O'Brien, Treanor and Tanenberg were present. Trustees Bevis and Long were present via teleconference. Trustee Kranenburg arrived at 2:08 p.m.

Action: 2. Adopt Agenda

M/s Tanenberg/Conti to approve the retreat agenda. Motion carried 6-0-1.

Procedural: 3. Public Comment on Board Retreat Agenda

Sandi Bowman handed out an edited version of the information provided to the Board by the Friends of IVC at the November Board meeting as a reminder of the facilities priorities identified for the Indian Valley campus. A copy of the information is attached to the agenda.

Dave Patterson and Sarah Frye addressed the Board and encouraged them to support a bond measure in June that would include a much needed new library. Comments are attached to the agenda.

B. Study Session

Discussion: 1. Potential 2016 Facilities Bond

Dr. Coon commented that he has met with a number of individuals and groups to discuss the College's need for a facilities bond, including the League of Women Voters, Novato Rotary, Marin Builders Trade Council, San Rafael Chamber of Commerce and Supervisors Rice and Connolly and has received very positive feedback. Additional meetings are scheduled with Supervisors Arnold and Sears, and at upcoming Board meetings with Tamalpais High School, San Rafael City Schools and Marin County Office of Education. Dr. Coon shared a proposed project list which grouped those projects into three categories; code compliance/scheduled maintenance, new, or potential renovation versus new. The projects and associated costs were generated from the information in the 2014 Gilbane Facilities Assessment and include scheduled maintenance costs for newer buildings. Each project was discussed to provide additional detail about the project and to answer questions.

Trustees commented on the need to address the LRC and SS seismic issues that we were not able to address with the first bond; FF&E life and replacement; addressing our needs over an extended period of time; the impact of the potential flood project on our parking and related costs for that project; IVC priorities due to facilities condition index and projects such as the commercial kitchen, food service and science lab upgrades; the importance of upgraded and

current information technology; incorporating the pool and pool building into one project, ADA upgrades and keeping students, faculty and the community a priority. Other discussion included the need to inform the public why certain projects were not completed during the first bond, that suggestions from the last meeting were appropriately incorporated into this list, that this list is intended to provide the Board with details of the projects, that the bond ballot language will more general and will not specific project costs. A further detailed and defined bond spending plan will be created after the bond passes and funds are secured. It was noted that we did not have this level of detail for the first bond and this puts us in a much better position to answer questions about our known facilities needs.

Dr. Coon asked Trustees if they were in agreement that we need a bond. Trustees agreed, however there were some concerns noted about whether the funds requested were sufficient to meet our needs and whether the community would be supportive at that funding level. Mr. Cohen commented that the polling was positive for the \$265 million level at under \$20 per \$100,000 assessed value. Vice President Nelson stated that the first bond was at \$19 per \$100,000.

Dr. Coon then asked Trustees if they were in agreement with placing the bond on the June ballot. It was noted that polling was supportive for success in June, though slightly higher for November. Mr. Cohen reiterated that the November ballot will be very long with a lot of competition with the Presidential election, State initiatives, tax measures, minimum wage measures, local bond measures and local issues including Marin Strong Start. The potential for voter fatigue is high. He also noted that there is typically a higher voter turnout, which will require more campaign work to reach more voters. In his experience, favorable polling for June means we should go for June. Trustees agreed that June was the logical option based on polling results, consultant advice, and the current economy, however there was concern expressed about the short timeline to get the word out to the community. It was noted that we will need to move quickly and should be prepared to address questions about enrollment projections and maximizing our space.

Trustees Treanor and Conti have been discussing the campaign committee and asked for suggestions of individuals that might be interested in serving on that committee so we are ready to go if the bond passes. They also asked for recommendations for groups or individuals that Dr. Coon might address. Dr. Coon noted that formal action will be taken at the February 16, 2016 Board meeting where a Resolution containing the bond language will be presented. He shared a copy of the 90-year Anniversary flyer which will be sent out to Marin County residents tomorrow, noting that it will help to inform the community of our important service and of our facilities needs.

Trustees requested training on how to respond to questions, a list of talking points, frequently asked questions and responses, dos and don'ts and coaching on how to communicate our needs to the public. Mr. Cohen noted the importance of keeping the bond separate from District business once it has been placed on the ballot.

Trustees commented on the importance of including faculty, staff and students in the process, ensuring communication with the Kentfield and Greenbrae communities, and notifying Trustees Treanor or Conti of any concerns heard.

C. Adjourn Meeting

Action: 1. Motion to Adjourn Meeting

M/s Treanor/Tanenberg to adjourn meeting. Motion carried 7-0. Meeting was adjourned at 3:09 p.m.

Friends of IVC Request

Indian Valley Campus Tour

The following is a reminder of what Friends of IVC found out from our community who toured our campus on 8/22, reduced to how these priorities relate to Facilities. They are supporters who want to see our campus becoming a more thriving one.

Facilities Related Projects & Improvements: Conference Community Center

Solar Farm (local schools are applying for govt matching funds will expire soon.)

Outdoor Amphitheater, and/or existing Theater Improvement

Dorms (local, international students & faculty who need help)

More Active Partnering with local companies for expanded Tech Education Classes and Equipment, i.e. Bio Marin, Buck Institute, dentists, auto tech related businesses, etc.

Cafeteria / Food Service / Commercial kitchen (with food grown locally & from the farm?)

Expansion of Facilities for Organic Farm: (better enabling sale to local restaurants, etc.)

Campus spaces capable of renting after remodeling (large rooms, theatre, etc.)

Leasing land for community benefit projects

Improved and furnished inviting Public Spaces and Social Areas for Student & Public Events (e.g., Speaker Series, authors, etc.)

11/15/15 (revised) Edited for facilities only 2-3-16 by Friends of IVC Steering Comm.

01/01/16

Good afternoon. I'm Dave Patterson, one of your librarians.

I'd like to encourage you to place a bond measure on the ballot this June and to include a brand new library. The current library is inadequate in four ways.

First, the building has woefully limited technology. An academic library our size needs 50-100 computers for students to use. We have 25. Greg Nelson, who has moved mountains to improve the current library, tells us that the design of our building makes further improvements difficult.

Second, we need more collaborative spaces. Our library has 5 group study rooms. Santa Rosa Junior College Library has 33! (By the way, I don't know if you've been in their library. It's an educational palace!)

Third, academic libraries have a classroom for teaching information literacy. What we have is a funny little area with no walls, so we disturb students studying nearby whenever we teach, and we teach a lot!

Fourth, I'll bet when our building was built in 1973, its architectural seemed cutting edge, but 99% of the people I've asked think it's ugly.

At my former institution, Canada College in Redwood City, the voters of San Mateo County voted for a ballot measure that included a new library and learning center. Architects and designers, including our very own Board of Trustee President Stephanie O'Brien, created a welcoming space with lots of light, plenty of technology, and inspirational spaces for collaboration: you know the end of that story -- the number of students using the library skyrocketed.

Putting a library in your measure might help the measure to pass. Marin County's well educated voters generally support library ballot measures. Since we are now a part of MARINet the library directly benefits the entire county.

Finally, if my arguments haven't convinced you, maybe I can bribe you: if you put a library in your measure and if you put your measure on the ballot, the library is prepared to offer you ... a lifetime supply of free library books! Of course since I'm a librarian I'm obligated to add, the overdue fine is 25 cents per day. Thank you!