Call to Order, Roll Call and Adoption of Agenda
The Board of Trustees of the Marin Community College District met in AC108 on the Kentfield campus for a Special Board Meeting (Board Retreat), all members having received notice as prescribed by law. Board President Conti called the meeting to order at 8:50 a.m. All publicly elected Trustees were present except Trustee Kranenburg, who arrived at 8:53 a.m., and Trustee Dolan and Student Trustee Parker who were absent. President Coon was also in attendance.

M/s (Hayashino/Treonor) to approve the agenda as presented. The motion passed unanimously (6-0).

Comments from the Public
None

M/s (Treonor/Hayashino) to Approve Ratification of Collective Bargaining Agreement with United Professors of Marin (UPM)/AFT Local 1610. The motion passed by a unanimous vote of 6-0.

Approve Academic Personnel Recommendations
A. M/s (Hayashino/Treonor) to Approve Phased-In Early Retirement of Academic Personnel. The motion passed by a unanimous vote of 6-0.

The Trustees acknowledged the fine work of both instructors as they begin their retirement.
V. Retreat Format Review

Board President Conti reviewed the format of the retreat. She explained that the format would be based on the reoccurring themes that were evident in the results of the Board’s Self-Evaluation (copy attached) and dialogue among the Trustees.

Trustee Conti noted that many of the issues that the Board has experienced are based on the concept of “many masters,” in that the Board answers to many entities:

- Voters
- Shared Governance
- Ed. Code
- WASC
- Etc...

Tension is created because each Trustee has a different idea as to which entity should be considered most important.

VI&VII. Board Self-Evaluation

Results of the Board Self-Evaluation presented five reoccurring themes:

- Decision Making
- Staying informed on policy and current trends
- Developing strategic direction
- Fundraising and the Board’s role in it
- Topics for future Board of Trustee meetings

Board President Conti asked that as Trustees work through each theme that they use “I statements” when responding to each theme.

Decision Making

Board members discussed the following concepts related to effective decision making that emerged from the Self-Evaluation survey results:

- All perspectives heard and respected
- Ability to synthesize perspective, compromise, create shared direction
- Assuring adequate information
- Structure meetings to allow for thorough yet timely decision making
- Effectively assimilating community input
- Thorough, timely staff work
- Need to create a positive direction for COM

Board President Conti facilitated a discussion of a case study on DSPS issues which was designed to demonstrate a decision making model that the Board could follow in an effort to work together better at Board meetings. Dr. Coon presented background information on budget issues affecting our DSPS offerings and the steps that have been taken thus far to meet the $786,000 reduction in categorical funds from the state. Even with cuts already made to our Adaptive PE classes our
DSPS budget will be $250,000 short this year. Staff are recommending the elimination of the High Tech Center which serves 28 students and Dr. Coon and Board members have been receiving letters from these students protesting this proposal. Dr. Coon stated that when this comes up as an information item at the Board meeting students, family and friends will come to the meeting and he will have to know if the Board wants to backfill the budget deficit for DSPS programs.

Board members were asked to tell Dr. Coon what additional information they need on this topic to be included in a Study Session at the next Board meeting and their responses included the following:

- Clarity on budget numbers
- The history of how we got into the physical therapy program
- More information on DSPS programs and how the money is spent; seeing how this fits into the context of the big budget picture, our Mission and the Ed Code
- Amount of money we spent on special education last year
- An overview of what is going on in the state and what the legislature is looking at in terms of policy and spending
- Spreadsheet showing who are customers are (numbers and demographics) and funding sources
- More information about transition time and “soft landing” for the students affected
- Information on program deliveries of DSPS and ADA requirements

Suggestions from Board members on how to deal with this situation included:

- Asking the Brain Care Center to do fundraising
- Seeing if we can offer the program through community education
- Finding a short-term strategy to get us through the fall
- Working on communicating to our constituents so it doesn’t sound like the college doesn’t care
- Looking into turning this into a lower cost structure with an adjunct
- Looking into developing a repeatability limit policy
- Exploring possibilities for grants, partnerships, shared services and private donors
- Looking at hiring a grant writer
- Looking at using de Borba funds
- Identifying priorities to be able to carry out our mission
- Developing a policy for prioritizing overall course options
- Receiving information from Dr. Coon that will help the Board to be proactive
- Finding ways to better educate the community and getting input from the community before people come to Board meetings

The Trustees found this approach (having Dr. Coon bring information contextually
to the Board and then asking the Board to identify additional information needed to be presented at a subsequent Study Session) to be helpful.

**Staying informed on policy/current trends**

Trustee requests for information and suggestions on this topic included the following:
- Need more information on the implications of SB1440
- Need updates from a legislative advocate on what is happening in the state and the community college system (i.e., the shift from access to retention and completion, students being pushed down from UC’s to CSU’s to community colleges)
- Investigate sharing resources and services with other school districts and/or county entities
- Provide incentives for faculty innovation and teaching based on how people learn
- Talk to our legislators and/or their aides about supporting education

**Developing Strategic Direction**

Trustee input on this topic included the following suggestions:
- Keep up with state trends for CSU’s and UC’s
- Understand regulatory requirements
- Determine overall priorities in course offerings — deal with state trends and local community’s priorities
- Encourage creative innovation at all levels
- Tap into talented community leaders as a resource — hold educational forums
- Explore alternative funding
  - Join with K-12 districts to ask for a ½ cent sales tax
  - Ask for a parcel tax for instruction
  - Look at endowments for specific programs
  - Consider a profit making academy
  - See if the Foundation can restructure some programs into a 501c3
- Have conversation about fact that we’ll see an increase in students coming from other counties
- Ask for collaborative efforts of faculty and staff to solve problems and build best practices

**Fundraising and the Board’s Role in It**

Trustee comments and concerns about this topic included the following:
- We need to identify and prioritize needs
- We need to set up a structure for fund development with clarity of roles and responsibilities
- Not being able to set up a structure for building fund raising was a huge missed opportunity

March 26, 2011 Board Retreat
- Concern was expressed about taking the taxpayer into account

Dr. Coon stated that he hopes to have a fund development proposal to the Board no later than July.

**Topics for Future Board of Trustees Meetings**

- Fund development – building relationships
  providing a margin of excellence

### VIII. Wrap-Up and Adjournment

Board President Conti mentioned that Dr. Coon sent Board members a memo stating that the Board budget for Trustee travel and dues is over spent. She suggested that the Board have a discussion about who will go to which event before development of the next budget.

Trustee Namnath stated that he does not agree with criticism of Board attendance at meetings in our Accreditation Self-Study. He believes we have fantastic attendance and asked to have this recorded in the minutes.

Trustees commented that this was a productive retreat with good participation and interaction.

M/s (Namnath/Treanor) to adjourn the meeting. The motion was passed by a unanimous vote of 6-0 and Board President Conti adjourned the meeting at 12:30 p.m.