AGENDA

I. CALL TO ORDER 9:00 a.m.
   1. Roll Call
   2. Approval of Minutes, January 11, 2014
   3. Comments from the Public - This is a time for the public to address the Board.

II. DISCUSSION ITEMS
    1. Board Comments on Board Goals and Strategic Planning
    2. Board Goals
    3. Strategic Planning
    4. Budget
    5. Self-Evaluation
    6. Shared Governance

III. CLOSING ITEMS
     1. Adjournment

GAVILAN COLLEGE MISSION
Gavilan College cultivates learning and personal growth in students of all backgrounds and abilities through innovative practices in both traditional and emerging learning environments; transfer pathways, career and technical education, developmental education, and support services prepare students for success in a dynamic and multicultural world.

PUBLIC COMMENTS – Individuals wishing to address the Board on a non-agenda item may do so during the Comments from the Public. However, no action may be taken on an item, which is not on the agenda. The public is welcomed to address the Board on particular agenda items and may do so at the time it is presented. Guidelines for Comments from the Public will be as follows:

A maximum of 5 minutes will be allotted to each speaker with a maximum of 20 minutes to a subject area. No disruptive conduct will be permitted at any Gavilan College Board of Trustees meeting.

AGENDA ITEMS – Individuals wishing to have an item appear on the agenda must submit the request in writing to the Superintendent/President two weeks prior to the regularly scheduled meeting. The Board President and Superintendent/President will determine what items will be included in the agendas. Regular meetings are held the second Tuesday of each month.

Items listed under the Consent Agenda are considered to be routine and are acted on by the Board of Trustees as one motion. There

Board of Trustees: Tom Breen
Laura A. Perry, Esq.
Jonathan Brusco
Mark Dover
Kent Child
Walt Gilnes
Lois Locci
Gabriel Sawyer, Student Trustee
items. Each item on the Consent Agenda approved by the Board of Trustees shall be deemed to have been considered in full and adopted as recommended.

In compliance with the Americans with Disabilities Act, if you need special assistance to access the Board meeting room or to otherwise participate at this meeting, including auxiliary aids or services, please contact Nancy Bailey at 408-848-4711. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Board meeting.

Members of the public may inspect agenda documents distributed to the Board of Trustees at the President's Office, SC130, during regular working hours, or at http://www.gavilan.edu/board/agenda.php.

Please help keep Gavilan College a litter-free campus and preserve its park-like setting.

Thank you.
I. CALL TO ORDER 10:00 a.m.
The meeting was called to order by Trustee Laura Perry at 10:10 a.m.

1. Roll Call
   Trustees Present: Tom Breen, Jonathan Brusco, Kent Child, Mark Dover, Laura Perry, Tony Ruiz
   Trustees Absent: Walt Glines, Anél Tovar
   Dr. Steven M. Kinsella, Superintendent/President
   Dr. Kathleen Rose, Executive Vice President, Instructional Services
   Terry Newman, Interim Senior Director, Administrative Services
   Angie Oropeza, Executive Assistant to the Superintendent/President

   Others in Attendance:
   Cabrillo College: Ed Banks, Donna Ziel, Laurel Jones, Rachael Spencer
   Hartnell College: Brian Lofman, Willard Lewallen, Al Munoz, Patricia Donahue, Candi De PauW, Demetrio Pruneda
   Gavilan College: Lynn Hildon, Debbie Klein
   Monterey Peninsula College: Margaret-Anne Coppennoll, Loren Steck, Rick Johnson, Walter Tribley, Marilynn Gustafson

2. Comments from the Public - This is a time for the public to address the Board.
   None

II. DISCUSSION ITEMS
1. Budget Training – 10:00 a.m. to 12:00 noon (tentatively)
   Dr. Steven Kinsella reviewed “From Accreditation to Zero-Based Budgeting – 12 Key Knowledge Areas for California Community College Board Members

2. Strategic Planning – 12:00 noon to 2:00 p.m. (tentatively)
   The Gavilan College Board of Trustees reviewed the draft Strategic Plan FY 2014-2015 through 2018-2019

III. CLOSING ITEMS
1. Adjournment
   The meeting was adjourned at 1:40 p.m.
Note - not in priority order

1. Solidify joint efforts with K-12 districts that will enhance incoming students' preparation and readiness for college-level course work.

2. Secure a viable facility that will accommodate both the Public Safety Consortium and expanded academic course offerings in the Morgan Hill/Coyote Valley area of the District.

3. Clarify options and sequencing issues that must be resolved in order to expand course offerings in the Hollister area. As the development of a viable education center will take an indeterminate length of time, develop a realistic transition set of alternatives. Communicate the results to the community.

4. Ensure that remaining bond funds are utilized in the most strategic, efficient and timely manner.

5. Develop a magnet programming plan that will be phased in at both future education centers.

6. Assure that faculty, professional support and administrative staff all participate appropriately in planning and implementation endeavors.

7. Continue collaborative efforts with other local agencies to develop a adult education consortium.

8. Continue to integrate planning efforts and ongoing programming and endeavors with fiscal stability and solvency as an assured outcome.

9. Find a solution that will provide a stable and sustainable A.S.B. oversight, advocacy and directorial function.

10. Upgrade the Physical Education/Athletics facilities as much as is fiscally achievable in a reasonable time frame.

11. Implement a trustee development process that will meet accreditation criteria, will clarify and enhance roles, policy and regulations understanding, decision-making and communication. The first phase should include a review of shared governance, the Brown act, board ethics and protocol at a workshop in early 2015.
STRATEGY #1
Optimize enrollment, course offerings, and services to reflect community needs and growth.

Goal #1 Create an institutional approach to offer and integrate student outreach activities, recruitment, assessment, orientation, counseling, retention and follow-up efforts, with particular attention to educationally under-represented student populations.

Goal #2 Strengthen career programs through a cohesive organizational approach such as creating an Occupational Career Program Institute.

Goal #3 Increase course and program offerings, as funding allows with a particular emphasis on Transfer Model Curriculum (AA/AS-Ts).

Goal #4 Support programs that bridge pre-collegiate credit/non-credit courses and other learning support options intended to prepare students for entry into basic skills, transfer, and career technical programs.

Goal #5 Evaluate alternate delivery of courses and services such as online, hybrid, and High Step.

Goal #6 Use data to plan a complete general education transfer pattern of courses and appropriate basic skills and career technical courses at the Hollister and Morgan Hill facilities, and the Gavilan campus in the evenings and weekends.

Goal #7 Work with local school districts to establish an adult education consortium in accordance with AB 86.

STRATEGY #2
Improve student services and enhance curriculum and programs in order to help students meet their educational, career, and personal goals.

Goal #1 Increase the student success, completion, and transfer rates.

Goal #2 Complete student learning outcome assessment for continuous improvement of all courses and programs.

Goal #3 Support professional development for faculty in order to improve quality of teaching and curriculum for basic skills, career technical, and transfer courses.

Goal #4 Support professional development for staff to improve services that support student success.

Goal #5 Provide appropriate technology and support for teaching, student success, and administrative services.
Goal #6  Implement plans that enhance student engagement by strengthening collaborative partnerships with our communities.

Goal #7  Create communication methodology to increase the awareness of student well-being services such as mental health.

**STRATEGY # 3**
*Improve and expand existing facilities to enhance the learning environment.*

Goal #1  Expand facilities in the north and southeast portions of the district that will allow the expansion towards educational center size (20,000 square feet).

Goal #2  Improve existing classroom facility space to optimize instructional success.

Goal #3  Integrate cost effective green practices for facilities, landscaping, and college systems into all campus improvements. Landscaping changes should include conversion of grass lawns to more sustainable and less water-consuming California native landscaping.

Goal #4  Establish permanent facility for South Bay Public Safety Consortium.

**STRATEGY #4**
*Recruit and develop staff to foster success for our diverse students in their attainment of educational goals.*

Goal #1  Determine optimal staffing levels for all departments to meet student needs and create a staffing plan.

Goal #2  As budget permits, continue to implement the five-year full-time faculty hiring plan to ensure that 60% to 62% of credit courses are taught by full-time faculty. In completion of this goal the following carry-over practices and commitments will be honored:

  a. Retirements will be replaced by hiring a full-time faculty member for the position and academic department vacated by the retirement as appropriate.
  b. Develop second five-year hiring plan.
  c. Create a culture that promotes a commitment to Gavilan’s history to a personalized model that best serves students.

Goal #3  Maintain competitive salary and benefit packages to ensure the attraction and retention of the best qualified employees.

Goal #4  Create a Staff Development Plan for all employees.

Goal #5  Promote a safe and healthy work environment.

Goal #6  Create institutional standards for customer service, for providing services to students and staff, with regular assessment. Research and share “best practices” across campus.

Goal #7  Develop a model Equal Opportunity Employment Plan to encourage equitable access to employment opportunities.
STRATEGY #5
Update the Educational Master Plan to include development of multi-college expansion by coordinating all instructional programs, student and administrative support services, organizational structure and staff, and site development through linkage with Strategy 3.

Goal #1 Develop a faculty, staff, and community driven plan for the expansion of educational programs and related educational specifications (i.e. specific facility needs) for campus expansion.

Goal #2 Create a class schedule to accommodate the needs of San Benito County students in newly obtained facilities with the objectives of reaching 500 FTEs and of maintaining adequate enrollments at main Gavilan campus.

Goal #3 Develop a proposed administrative structure and staffing plan to best support the expansion of facilities in San Benito County and Morgan Hill, through linkage to Strategy #4.

Goal #4 Develop a process to coordinate courses, programs, and services among all campuses as the college expands.

STRATEGY #6
Develop a rolling five-year fiscal stability plan.

Goal #1 Publicize opportunities and impacts of grant-funded programs in addition to the fiscal impact at the end of the grant cycle.

Goal #2 Increase the college’s budget ranking and allocation process’ transparency and its linkages to articulated needs and the integrated planning system.

STRATEGY #7
Improve communication, coordination, collaboration, and participation to foster a campus culture of engagement and excellence.

Goal #1 Improve communication processes to increase awareness about planning activities, resource allocations, and significant factors affecting the college.

Goal #2 Create opportunities to improve integration and collaboration at every level, with emphasis on student success, e.g., a college hour, staff development opportunities.

Goal #3 Increase the number of opportunities for cross-disciplinary discussions with special attention to the inclusion of students, classified staff, and part-time faculty.

Goal #4 Strengthen and augment means for students to communicate among themselves and to the broader campus community on issues of common concern.

Goal #5 Broaden contacts and communication with local high schools, businesses, and agencies so such contact, collaboration, and feedback is widespread and frequent in all sectors of campus.

Board Approved 3/11/14
GOAL 1: Finalize administrative reorganization plan, addressing vice president vacancies, long-term stability and effectiveness potential, financial impact and hiring sequence and timing.

Update as of July 1, 2014: The college has filled both of the vacant vice president positions. The focus for the remainder of the calendar year will be used to continue the conversations regarding the dean position that is necessary to provide adequate support to learning support programs of the college. A recommendation on that position is expected to come to the Board for a first reading by the December, 2014.

Update as of October 1, 2014: With the hiring of the vice presidents and return of all administrative personnel who had been serving in multiple roles to just their permanent assignments, it is necessary to operate the college under the existing administrative structure until the State’s change in mission is fully internalized before any changes can be recommended. In early summer the State focused its attention on student success and shifted the focus away from providing access to higher education to success of students within the community college system. Using the Student Success Support Program (SSSP) as the vehicle to implement changes in the way colleges provide direction to students who seek educational services at community colleges, the state has fundamentally changed the manner in which support services were offered to students. Now that the state has begun to flesh out its concepts into implementation guidelines, the college is adapted and adjusting to these new directives fairly regularly. Given the uncertainty in the directives being issued by the state, it is important to know what exactly is going to be required before the college makes any permanent changes to administrative positions.

The only remaining item open for review at this time is the reorganization change associated with consolidation of the MESA and TRIO programs under one academic coordinator. A reclassification study of the administrative positions including the Coordinator, MESA and TRIO is underway. The reclassification study is expected to be completed by the end of academic year (June 30, 2015).

GOAL 2: 

a. Finalize and initiate Coyote Valley Educational Center/Public Safety Consortium site development
b. Clarify Educational Center options for San Benito locale
c. Review enhancement options for services provided at our off-site locations

Update as of July 1, 2014: Coyote Valley development activities remain the highest priority for the college as the public safety program has to be relocated from Evergreen College in not more than two years. Coyote Valley is on-hold until habitat clearance is received. An application has been sent to the agency
administering the Santa Clara County Habitat Conservation Plan. If this site is not functional in time for the required move, Gavilan College could lose 500 FTES that could cost the college $2.4 million annually. Accordingly, the main focus of effort is in this area of the district as failure to accommodate existing public safety training will have severe financial consequences to the district.

San Benito County property continues along its path towards habitat clearance but the timeline for completion is uncertain. Additionally, state funding is necessary for development of the site. Local borrowing is an option but until the state is paying for the enrollment we already generate, adding more service requires reductions in other aspects of the college’s educational programming.

Expansion of services in any offsite location, absent new state funding, will depend on reducing services in other areas. While the state’s economy is doing quite well, community colleges remain restrained and there is no ability system wide to obtain any funds beyond the limited cost of living allowance provided in the state budget. That rate is 0.85% and does not address the ever increasing costs of operations for goods and professional services that result from routine increases in commodities and services charged by vendors.

Update as of October 1, 2014: A Needs Assessment has been completed for a Coyote Valley Educational Center and was submitted to the State Chancellor’s Office on July 30, 2014. This is the first required step in acquiring educational center status for this site. Enrollment projections have been certified in the range of 1,000 Full Time Equivalent Students (FTES) by the Department of Finance. This level of enrollment is critical to the application and will determine the level of support the college may receive from the state to support operations at the Coyote Valley site. The newest requirement from the State is that 1,000 FTES must be generated before additional funding is provided.

There is $12 million of Measure E funds allocated to the preparation of this site. The current estimated cost for project work needed to establish a footprint on the property is $17 million. South Bay Public Safety Consortium will pay for funds in excess of $12 million most likely in the form of a loan through Gavilan College that will be paid by the Consortium’s members over a scheduled long-term repayment plan that will equal the amount of any loan that may be needed. It is too early to seek a loan for the difference between the funds available and the funds needed for actual construction. Once the project reaches the bid stage the College will learn how accurate the cost estimate of $17 million actually is. Past projects have all come in with bids that were lower than the estimated cost.

There is no additional information available on the San Benito property at this time. Enrollment in Hollister is in the range of 300 to 350 FTES. A Needs Assessment will also be developed for the San Benito County site. Although until 1,000 FTES are generated, there will not be any additional operational support from the State.

**GOAL 3:** Create pathways between high schools and Gavilan with a focus of bringing more college-ready students into the college.
Update as of July 1, 2014: AB 86 is the key vehicle to create firm and institutionalized pathways between colleges and local K-12 districts. The college has made minimal progress in this area and no instructional offerings have been developed to address the remediation issues discussed over the last two years.

Update as of October 1, 2014: A half-time Coordinator has been hired to lead the development of the AB 86 Adult Education Consortium. This position was filled on an interim basis due to the uncertainty of the funds currently offered for just planning activities during the FY 14/15 year. The position was filled in late July. The high school districts within the Consortium are now meeting regularly. A part-time program specialist has also been hired to provide direct support to the Coordinator.

GOAL 4: Develop policy on staffing plans for faculty, professional support staff, and administrative positions.

Update as of July 1, 2014: The Final and Tentative Budget documents include the financial standards the college uses to maintain stability year-after-year. Those standards provide guidance on how the college approaches full-time faculty, professional support, and administrative personnel. Those standards will be revisited and changes as appropriate will be provided to the Board by the end of the calendar year.

Update as of October 1, 2014: No additional activity has occurred related to this goal since the July update.

GOAL 5: Review Title IX Status Report and provide administrative and professional support staff adjustments if appropriate, to ensure college has data necessary to adequately review information and conclusions in the report.

Update as of July 1, 2014: Professional support staff was increased at the beginning of the calendar year to assist with documentation and information gathering for the areas of Title IX related to the college’s athletic programs. Staff members are scheduled for training to learn more about Title IX requirements that exist for not just athletics but for all the college’s operations.

Update as of October 1, 2014: Staff has received training in Title IX requirements. An information report is scheduled for the November 2014 Board meeting.

GOAL 6: Analyze district security policy.

Update as of July 1, 2014: No analysis has been conducted related to this goal.

Update as of October 1, 2014: BP 3500 Campus Safety, BP 3501 Campus Security and Access and BP 6800 Safety are existing policies that are scheduled to be reviewed with the College’s Health, Safety, Facilities and Grounds committee with appropriate updates expected to be developed. No timeline for the review has been developed as of the date of this update.