President O'Hearn called the meeting to order at 3:02 p.m.

1. December 17, 2003 Meeting Notes

Meeting notes were approved with the following revision:

Page 2, the action item noted after the first bullet. Sheryl Hullings pointed out that Jerry Allen is working with her on the historical enrollment analysis.

2. Report from Vice President, Administrative Services

Vice President Rice reported on the Governor’s proposed budget, the second bond series, and provided an update from the Budget Committee.

Governor’s Proposed 2004-05 Budget

Vice President Rice distributed information on the Governor’s proposed budget and its impact on Mt. San Antonio College. As proposed, she said the budget would be very favorable to community colleges. The budget includes additional revenue of $1.5 million for Mt. SAC in terms of a cost of living adjustment (COLA), $1.9 million in growth funding, and $2.7 in equalization. Revenue concerns included: lottery reductions, low interest rates, fewer nonresident students, ability to make growth cap and base, decline in students due to the fee increase from $18 to $26 per unit, and an increase in fees to $50 per unit for students who hold baccalaureate degrees. Using the proposed budget, Vice President Rice developed a very, very tentative 2004-05 College budget, which projects a deficit of $2.1 million.

Regarding the 2003-04 budget, Vice President Rice said she believes the deficit will not be as large as originally projected because we didn’t have a mid-year cut and “chilled” positions are not being filled as quickly as expected.

Second Bond Series

Vice President Rice also reported that last week President O'Hearn, Gary Nellesen, and she went to San Francisco to make presentations to both Standard & Poor’s and Moody’s ratings agencies, in preparation of the issuance of the next series of bonds, in the amount of $75 million. She said she was very happy to report that both agencies again gave the College excellent bond ratings – Aa3 and AA – which is unusually high.
Most school districts receive a single “A” rating, while ours is called a “double A” rating. Ms. Rice said the ratings agencies were particularly interested in the College’s reserves, and the fact that the Board has a balanced budget policy. They were also impressed with the College’s financial recovery plan. According to the College’s underwriter, the agencies noted that the College is weathering the current fiscal crisis better than most community colleges and credited that to strong management.

By 9:00 a.m. on the day of the offering, there were 30-35 bidders for the College bonds from companies such as Franklin, Vanguard, US Trust, Morgan Stanley, Citizens Bank, National Citibank, Nuveen, Wells Fargo, Alliance, Capital Research, Bank of America, Goldman Sachs, and others. The College should receive the $75 million within the next couple of weeks.

**Budget Committee Update**

Vice President Rice distributed copies of the proposed signage to be put on all walk-up copiers. It was suggested that the wording should more clearly define what a “small job” is, which the council agreed was 50 copies. It was also recommended that wording include that the copier is to be used by faculty only.

Copies of a draft brochure were also distributed. The Budget Committee is recommending this brochure entitled “What Can Printing Services Do For you?” be given to all faculty. It was also suggested that this brochure include the definition of a “small job” and that copiers are to be used by faculty only.

Ms. Rice pointed out that if a faculty member runs out of copies on a card, he/she can get the card “re-charged” by Information & Educational Technology. Each time a card is re-charged, the appropriate division is notified so they are aware of the number of copies being made by staff.

Following input from President’s Advisory Council, Ms. Rice said she would take the brochure back to the Budget Committee to be revised.

**Budget Process Recommendation**

Vice President Rice said she had met earlier in the day with Jennifer Galbraith and Michelle Grimes Hillman regarding the budget process recommendation proposed by Richard McGowan. Copies of Professor McGowan’s original proposal will be given to PAC members at the next meeting.

3. **Committee Structure and Membership**
   (Sub-committee Members: Robertson Wellen, Terri Smith, Bob Lee, and Grace Hanson)

Sub-committee members said they believe they have now completed their charge. It was explained that as they reviewed the various College committees, they studied the purpose/function of each committee and tried to determine who needed to be a member based on his/her expertise rather than having ‘x’ number of faculty, ‘x’ number of managers, etc. The following information was distributed and reviewed:
- Governance Reporting and Communication Relationships – Terminology

In reviewing the function/purpose statements submitted, the sub-committee determined that there were basically four groupings of committees: Governance Committees, Academic Senate Committees, Operational Committees, and Task Forces. It was proposed that all future committees be placed into the appropriate category, in accordance with the appropriate definition.

- Draft of Committee Classifications – Included membership changes and flow chart indicating governance reporting and communication relationships

The sub-committee reviewed the information provided by College committees and determined which of the four groups listed above each would fall. There is also an “Other” category, which would include the Associated Students, Classified Senate, two CSEA chapters, Faculty Association and Management Steering. The sub-committee also reviewed each committee’s membership and was able to reduce the membership from 436 members to 322 members, a reduction of 114 members. Mr. Wellen stressed that the sub-committee was very interested in committees using resource people, but those people should be invited to meetings on an "as needed" basis rather than being permanent members.

- Detailed Committee Recommendations

Sub-committee members provided detailed recommendations for each council/committee. Some included proposed revisions to membership and/or changes to function statements.

- General Overview of Recommendations

The subcommittee had five general recommendations:

- A year-end report of accomplishments should be required of each committee. Reports should be submitted to the President’s Office and incorporated into the Program Review Summary. Reports should also be posted on the web.

- Each team needs to have its own organizational chart. All appropriate operational committees should be placed on the chart. Team leaders (Vice Presidents) will submit charts to the President’s Office.

- Committees may request individuals to serve as resource specialists on an as-needed basis. These individuals would not be members of the committee.

- Membership is defined in the Governance Structure document (AR&P) and committee appointments will be made by appropriate bodies.

- The Governance Structure document will be posted on the web.

President O'Hearn said the sub-committee’s goal was to make the College more efficient and less bureaucratic in decision-making. Also, a goal is to empower people to make decisions at the most local level possible. He applauded the sub-committee for the inordinate amount of work they have done. PAC members were asked to review the information shared. This will be added to the next agenda for further discussion and
questions. Dr. O'Hearn stressed that everything is marked draft – it is still in the concept phase. Nothing has been approved. At this point, nothing is changing.

President O'Hearn said an important point to remember is that for many years colleges have defined governance as membership on committees. What the sub-committee is suggesting is that effective governance is not measured by the number of committees we have or how many people serve on them. If we are really participating in governance, staff at the department and division levels make decisions where they can and it is respected. We should respect the impact, quality, and efficiency of those decisions.

Dr. O'Hearn asked PAC members to share this information with others in the college community to get their input.

**Action:** This item will become a standing agenda item.

4. **Classified Staff – Membership on Committees**

   The sub-committee is still working on this. A recommendation will be presented at the next PAC meeting.

   **Action:** This item will be placed on the next PAC agenda.

5. **2020 Vision Strategic Plan**

   Phil Maynard distributed information he has acquired since the last PAC meeting. The handout provides a summary of the Strategic Plan from Fall 2000 until President O'Hearn joined the College. It appears that at that point, work on the Strategic Plan stopped. According to Professor Maynard, it appears to be just a matter of taking the existing plan and identifying the status of each initiative and those who are responsible for completion of items. He said he and Professor Allen are moving forward on this item. Their goal is to complete the information before the end of this semester.

6. **Mission Statement**

   At the last PAC meeting, it was agreed that PAC would create a task force to review the College’s current mission statement and make a recommendation as to whether it needs to be changed or not. It was noted that a mission statement should be as campus specific as possible. The new accreditation standards require that a mission statement identify the population it serves and where the College falls in higher education.

   Those agreeing to serve on the task force included William Chiu, Ralph Jagodka, Deb Blackmore and Christopher O'Hearn.

   **Action:** President O'Hearn will schedule the first meeting of the task force.

7. **Board Policy Revision**
President O'Hearn reminded PAC members that one of his goals is to revise the College’s Board Policy, which hasn’t been updated in over ten years. The College subscribes to the Community College League of California’s (CCLC) Policy and Procedure Service, which provides the College with regular updates of suggested policy/procedure language. The College, working with Jane Faulkner Wright, is in the process of updating the policy handbook, chapter by chapter. We are beginning with chapter 2, because chapter 1 relates to the College’s Mission statement. Chapter 2 is specific to the Board of Trustees.

Dr. O'Hearn distributed copies of the proposed Chapter 2, which will be taken to the Board of Trustees for first reading and discussion this month. Following that, it will be returned for adoption at the March Board meeting.

As chapters are prepared for Board review, they will be shared with PAC members.

8. Other

- Dr. O'Hearn distributed copies of the Vice President, Instruction announcements. These will be mailed to CIOs nationwide. He reminded PAC members that Community College Search Services will be assisting the College in recruiting candidates to strengthen the scope and quality of the candidate pool. President O'Hearn also reviewed some of the changes that have been made to streamline the application process. We hope to have the position filled by July.

- President O'Hearn reviewed the Future Agenda Items being carried forward on each agenda:
  - Facilities Master Plan Update – An architect has been selected to update the College Master Plan. This will be removed from future agendas.
  - Process for Changes to AR&P’s – The Policy handbook is currently being updated. The AR&P handbook will be updated when the Policy handbook is completed. This will be removed from future agendas.
  - Faculty Priority Committee – College Direction – AMAC decides on this process and the committee’s membership. This will be removed from future agendas.
  - Distance Learning – Significant progress is being made toward lifting the moratorium. This will be removed from future agendas.
  - Historical Enrollment Analysis – This should be ready for discussion by PAC in March. It will be added to this portion of the agenda.

9. Next Meeting

The next meeting will be February 18, 3:00-4:30 p.m., Administration Building, Room 205.

The meeting adjourned at 4:08 p.m.

CCO:dc