

PORTLAND COMMUNITY COLLEGE – BOARD OF DIRECTORS
12000 S.W. 49th Avenue – Portland, Oregon 97219

MINUTES
BOARD OF DIRECTORS PLANNING SESSION
Century Hotel, Tualatin, Oregon
August 24, 2007

BOARD ATTENDANCE

Board Members Present:

Denise Frisbee, Jim Harper, Jaime Lim, Marilyn McGlasson, Bob Palmer, David Squire, Harold Williams

CALL TO ORDER

The meeting was called to order by Chair Harper at 8:25 AM.

APPROVAL OF THE AGENDA

The agenda was approved as published.

DISCUSSION OF OUTCOMES FOR THE DAY

Announcements

President Pulliams announced that a tentative agreement has been reached with the Classified and Faculty Federations regarding salary and benefits for classified staff, full-time and part-time faculty.

Promoting Teamwork Exercise

Vicki Willis said that interviews with individual Board members indicated that they are all committed to developing effective ways of working together as the College's Governing Board. She said that while the survey indicated there were no serious issues that need to be resolved it is a challenge that Board members have not worked together long enough to know the best ways of bringing forward and working out issues as a group. She assured them this is normal for new boards and that in working together and getting to know each other better they will become more and more effective as a Board. She said that quality communication and being supportive of each other, even in disagreements builds a strong board that is less quick to disagree with opposing ideas because they will gain insight into each other's point of view. She illustrated this by asking Board members to participate in a "generous listening" communication exercise. At the conclusion of the exercise she told them communication is very important in forging relationships that bring success and respect to the governance process.

Ms. Willis outlined the day's goals that included reaching consensus on a process for completion of the current performance review of the District President, determining the District President review process to be used in the future, and reaching consensus on a self-evaluation process for Board members' annual evaluation of themselves. The underlying goal is to continue strengthening working relationships between Board members and the District President because relationships between the Board and President are critical factors in the success of the entire college. She then asked if there were any other goals for the day that should be considered. Chair Harper noted that sometimes recommendations are brought to the Board as a whole for approval by one or two Board members who may have met with the President or others regarding an issue but the issue is not discussed thoroughly enough among the whole Board before asking for approval or denial of it. He believes involvement in the form of more discussion would be helpful in gaining buy-in and consensus among Board members on various issues and would like to develop a better mechanism for achieving that. Ms. Willis said in today's session there will be discussion on how differences can be raised without personalizing them.

Survey Results, Board Perceptions

As she provided copies of the Board perceptions survey results to Board members Ms. Willis noted that in working as a board all perspectives add value and that Board consensus matters. Following the Board's review of the summary she said that in conducting the survey she found that almost all Board members were newly-elected or within their first three years of being elected. She remarked that attitude and competence are components of working as a board and that they grow over time. She said growth can be measured in four stages: forming, storming, norming, and performing. The forming stage is polite with members engaging in surface level conversation that in time evolves to include healthy disagreement that allows movement beyond the surface to get to the real issues. Working through these four stages creates a healthy Board that is able to take on tough issues without destroying itself before it reaches the norming stage.

Following the review of the survey the Board agreed that interim working groups will be established until a workshop can be held to assist them in goal setting and identifying the long-term working groups that are needed and who will serve in them. Director Squire suggested that strategies of the goals should be identified to ensure a sound structure is created for each goal. Director Frisbee noted that President Pulliams said that a strategy he would like to see used is more community outreach including broad demographic constituencies for projects such as the upcoming bond initiative currently being considered, legislative issues, and statewide issues. She also said Board members have expressed that they would like to be involved in more substantive issues than just attending receptions and events. President Pulliams agreed and briefed the Board on the Bond Lead Committee being co-chaired by Director Frisbee to help raise money and do community outreach in anticipation of the bond initiative effort. As a next step he agreed to create a framework for the project and bring it back to the Board so they can decide where they would like to be involved and so they can identify constituencies they believe would like to be involved in this initiative. Another working group will be formed to look at how performance appraisals that include written reports

for the President and the College will be done, who is going to participate, and then how results are to be brought back to the directors for review and approval. This will also be a next step item.

Review President's Evaluation Process

Following a short break President Pulliams gave a report on the current process for his annual evaluation from the Board and said this process was established to conform with his contract with the College. He advised that any changes the Board decides to make should be reviewed by the College's attorney before being adopted. He begins in July by preparing and submitting his professional goals for the upcoming year which are based on the College's goals to the Board Chair for approval. Upon Board approval the President begins working to accomplish them. The following May the President provides a one-page written summary describing how he met his goals and how the College has performed on the list of goals established by the Board. Before June 30 the Board will evaluate this and other information and meet with the President in a closed-door session to present his annual evaluation to him. Although not always done in the past, written copies of this evaluation should be sent to the College attorney, provided to the President, and kept in his personnel file. Chair Harper asked Board members if they were satisfied with this process or if it needs to be changed. Director Squire noted that College Goals have not really been reviewed or substantially revised for about three years. President Pulliams said a review of College goals will begin this fall and will be completed by January 2008 in time for the beginning of the next budget planning cycle. Director Frisbee remarked that under the guidance of Dr. Chairsell that last year the College goals were condensed and revised into the current six goals.

Chair Harper said the Board will acknowledge acceptance of current 2007-2008 proposed professional goals submitted by President Pulliams in a letter regarding the President's annual assessment. Director Williams asked what in addition to his proposed professional goals is being asked of the President for his annual assessment. Chair Harper replied that the current College goals are to be re-evaluated and if changed could create a different criterion on which to evaluate the President's performance after the current cycle. President Pulliams added that everything done in the College is designed around these goals from the Board. They are the basis for the effectiveness indicators that drive the evaluation process for administrators and faculty. Director McGlasson added that annual review and revision of the College goals will keep them fresh and relevant to college needs and provide the Board the opportunity to remove goals that have been completed. Ms. Willis suggested that an annual workshop devoted to strategically setting goals might be useful and may reduce the need for more time together outside monthly meetings.

Directors Squire noted that the President's evaluation in Executive session this year seemed cursory with little depth and asked if that is usual. Chair Harper said that although it may have looked that way the Board was very comfortable and pleased with the performance of President Pulliams and that he had achieved everything he had been asked to do including becoming more visible in the community. Much of the performance review had been conducted by then Chair Lim and Vice Chair Harper and included meetings with Jerry Donnelly, Director of Human Resources to gain

comparison information about salary and benefits provided to college presidents from other colleges. Executive session was then used to determine the President's salary level for the upcoming year because there were not performance issues to discuss. The history is that the Board has gone to great lengths to demonstrate to President Pulliams how much they value him so he would not feel the need to look elsewhere but he can see how this might be perceived as not thorough to a new Board member. Ms. Willis said this is an example of how a new Board member coming in not having the lay of the land might develop different perceptions. Director McGlasson asked if there is a mechanism in place for Board members to give input into the process. Chair Harper responded that discussion is always welcome. President Pulliams suggested that the Board might want to develop a form to capture and report their findings in addition to discussion. Director McGlasson offered that another Board she is serves on successfully uses a very simple form in the evaluation process that allows them to provide valuable feedback in writing on specific observations. That information is then summarized and presented to the person being evaluated. President Pulliams agreed that this kind of feedback could be very valuable in helping clarify for the President what the Board would like to see regularly in terms of how he is conducting the College's business. Ms. Willis observed that a value of this method is that it provides the Board a method of expressing differences. It was agreed the Chair and Vice Chair will create a form and bring it back to Board members for review and revision. The form will then be used for the written evaluation of the President that will complete 2006 - 07 evaluation cycle and revised and used annually after that.

Board Self Evaluation Process

Ms. Willis asked for a description of the context and background for Board self evaluation. President Pulliams said that Board Policy B 202 says that the Board is required to evaluate its own operation and effectiveness annually. In the three years he has been at the College various methods have been used including forms for gathering information from Board members followed by discussion in executive session. The consensus was that none of the previously used forms worked well in reflecting how the Board was functioning as a working unit and that there is currently no meaningful process for Board self evaluation. Chair Harper suggested that maybe another meeting would be in order for discussing this topic because there were so many differences of opinion on how to evaluate the Board's performance that discussion might help put it all together in a meaningful manner. Director Williams feels more "getting to know each other" sessions would be helpful in developing better working relationships to increase understanding of each other's perspective. He said the Board needs to have a better understanding of each other before they can do an effective self evaluation. Ms. Willis asked if there are strategies already in place that could be used to have more of the informal conversations and one-on-ones that help Board members get to know each other better. Chair Harper said he considers the summary of individual survey interviews that was presented to the Board today as a good assessment and maybe an effective approach is to have a person from outside the College conduct an independent survey of Board members annually. Willis agreed this process could work but her concern was that it might be more an evaluation about how well the Board is working together and less about how effectively the work is being done. This is one of the values of establishing goals so achievements can be measured. Another consideration might

be to do both independent interviews conducted by a neutral party and to set annual goals or revisit college goals that are already in place. This method would provide a way to measure organizational performance as the amount of time the Board spends on areas of strategic importance as opposed to administrative tasks. Director McGlasson suggested that measurable goals that can be checked off on an evaluation instrument should be included in the process. Ms. Willis suggested that the Board Code of Ethics, Board Policy B 203, is a good list of expectations and ideals for Board members.

President Pulliams said that developing relationships with individual Board members allows him to keep abreast of each Board member's feeling about how well the Board is working together and he encourages each of them to develop a strong working relationship with the Board Chair and share any concerns they might have with the Chair. He suggested having a periodic social event for the Board, the President, and their spouses only, no staff or guests. Director Frisbee agreed that this approach would be effective in developing closer relationships between Board members and the Chair. She feels important components of Board self evaluation are talking about the ways the Board has been successful in helping move the College toward some of the goals. This is to be added to the next steps list and the first Board, President, and spouses only event will be planned for the near future by the Chair & Vice Chair.

Ms. Willis summarized the Board self evaluation discussion saying that in January the Board will look at goals currently in place and possibly set new ones to begin next year's evaluation process. President Pulliams commented that this is an excellent Board and their commitment to conducting an annual self evaluation will help it function even better.

Establish Orientation for New Board Members

President Pulliams asked if a formal orientation process needs to be developed. Directors Squire and McGlasson commented that their one-on-one with the President along with the information binder have been valuable in orienting them to Board policy, state laws, etc. Chair Harper and the President suggested Board members make plans to attend one of the annual OCCA new board member training sessions as well as the annual OCCA Convention in October.

Expectations of Chair and Vice Chair by Board

Ms. Willis asked if there are any expectations from Board members for the Chair and Vice Chair that need to be discussed. Director Squire said there need to be clear expectations and limitations for actions taken on the Board's behalf without Board discussion because he feels there is a fine line between making inappropriate agreements and fostering a smooth running, well informed decision process. Chair Harper and Director Frisbee feel communication should occur before any decision is made that would affect Board members would be a benefit to all of them. Discussion followed about what constitutes an appropriate communication method.

President Pulliams remarked that he, the Chair, and Vice Chair meet monthly to approve meeting agendas and discuss issues. If there are issues that need further discussion with other Board members he, the Chair, or the Vice Chair do that. Director

Palmer added that there is always opportunity to ask for further clarification or discussion of all issues in board meetings. Chair Harper said that this Board uses the consent agenda method for approving resolutions brought before the Board. When additional discussion about any item on the consent agenda is needed a Board member requests the Chair to table that item for additional discussion and information. When that has been done to the satisfaction of Board members the vote goes forward. Both Chair Harper and President Pulliams reiterated that it is important that no one make a decision on any item brought for vote until they are satisfied they have received adequate information from staff.

Director Squire suggested that the State's new accountability and key performance measures reporting requirements and the RFP that OCCA recently sent for their upcoming Conference present an opportunity for the College to demonstrate its leadership by preparing a breakout presentation on PCC's current accountability process. President Pulliams agreed that PCC has a great accountability model and should share that. He asked if Director Squire would be the presenter for the session and Director Squire said he would. This too was added to the next steps list. President Pulliams shared a report with the Board titled "PCC and Legislative Key Performance Measures" that demonstrates how PCC already tracks ten of the thirteen key performance measures the Legislature is asking all Oregon Community Colleges to report on through Community College and Workforce Development (CCWD). He said that he will ask Commissioner Cam Preus-Braly to meet with Board members to talk about the accountability process and where the College fits into it.

Working Lunch

College Plan for Land Acquisition

President Pulliams said that at a recent executive session there was vigorous discussion surrounding land near Cascade Campus that is currently for sale but is just outside the campus boundary in the master plan approval. Some concern was voiced that because some directors have interest in property surrounding Cascade Campus it might be considered a conflict of interest for the College to purchase additional land in that area. Director Williams asked that a more objective look at population growth and property values be taken if the College plans to capitalize on the urban growth taking place in that area and the fact that the Cascade Campus region is a hub for shopping, transportation, sports, hospitals and medical care. He said property costs have skyrocketed over the past few years making those properties less accessible cost-wise to the College as time goes on.

Director Squire asked for a description of what the current Cascade campus boundary in the master plan approval is. President Pulliams said the College has an agreement with the City of Portland not to purchase land outside a specified boundary around the campus and to not purchase residential zone properties. The two parcels of land in question are both residential properties and are outside the agreed upon boundary. He concurred it would be a good move in terms of investment to purchase these properties but said there is a very limited amount of money for land purchases and with population growth in Washington County, the Cascade Campus area and other areas within the

College District careful consideration must be made to assure the College can meet current needs when considering the purchase of any property.

Director Frisbee asked for additional information about the agreement to not expand into residential areas of Cascade Campus. The President explained that when the College negotiated with the City of Portland for the expansion of Cascade Campus the City asked the College to agree to stay within the approved boundary and out of residential zones because going into them causes home owners to be concerned about what will happen to their property. He reminded the Board that only a few years ago when Cascade Campus was expanded some properties were taken by condemnation making property owners anxious about PCC property acquisitions. President Pulliams said that if the Board wants the issue of property purchase to be added as part of the Bond process that can be done.

Director Squire asked if land can be purchased on speculation. President Pulliams responded that the College has to be careful with public monies and purchasing property on speculation would likely be harshly viewed by the public.

Director Lim said that as a business property owner across the street from Cascade Campus whose parking is routinely used by PCC students making it unavailable for his customers he feels the College can't justify more expansion without providing additional parking for students as well but this means additional land would need to be purchased. President Pulliams replied that the College currently owns enough land to improve facilities and build a parking structure but the challenge is to get the money to do that. He said that is where the proposed bond initiative would come into play. Director Frisbee said it would be very, very difficult to get residential land rezoned to parking.

Director Williams reiterated that the College needs to recognize the political and financial power it wields and that it is one of the paramount economic engines in the community and as such should expect cooperation and respect from the City as well as the county. He said this is a political issue that needs to be dealt with in a political manner rather than from the staff report now being considered in the decision. Director McGlasson asked what the staff report is and when it was developed. President Pulliams said it was developed two or three years ago as preparation was begun for the upcoming bond initiative. He reminded Board members that the largest population growth in the PCC district is in Washington County and that much of the growth in the Cascade campus area consists of double income families with no children and who are not part of the College's base student population. The College makes many considerations in each land purchase decisions but it is ultimately up to the Board to decide the course the College should pursue. Director Williams said he wanted to clarify his position in that his concern is not about purchasing or not purchasing two parcels of property but rather he has concerns that the College is not exercising the political influence it has in the Cascade Campus area. He cited the example of Cascade Campus' need for a parking structure but the City is blocking that being done. He feels the College needs to use as leverage Portland Development Commission need for the College's support, and that the College needs to use its political and economic capacity to remove barriers. He closed by saying the Board should look at using the College's

broader structures of political and economic impact it has available to it. Chair Harper asked Director Williams to clarify what it is he would like to the Board to do. Director Williams said he agreed with President Pulliams about the demographic composition of the Cascade Campus land owners but he is recommending the College request another City and County review of the College's request to remove the barriers to building parking structures and other buildings needed for additional Cascade Campus expansion. President Pulliams offered, as part of the September bond workshop, to provide specific information about what is zoned where and what that means for Cascade Campus. He said if the Board wants to look at additional Cascade Campus expansion that will be done. Director Frisbee said she would like to look at it again to evaluate whether or not the current plan is unduly restrictive because the College is in the position to do a lot of good in that portion of the city and the College should be working more aggressively with the City if the City is indeed being overly restrictive.

President Pulliams said there is another issue that needs to be discussed. For some time Portland Public Schools (PPS) have said they would like PCC to run Jefferson High School but have made no formal agreement for that to happen even though PPS has committed to providing \$750,000 over the next five years to help the Cascade Campus have joint programs with the Jefferson High School students. The President suggested that if Jefferson High School was turned over to PCC the land might be used for expansion of joint programs or joint building for PCC and Jefferson High School. No firm decisions or plans can be made until a new Superintendent of Portland Public Schools is hired. Director Palmer agreed with Director Williams that not only at Cascade Campus but in any Board jurisdiction the Board should look out for the College's interests by aggressively promoting in whatever the jurisdiction is, including the Legislature. He agrees that the College is a "sleeping tiger" that has never really exercised its potential in terms of influence. He commended President Pulliams for his work in looking out for the College, telling its story, and creating a reservoir of good faith but he wants it to exercise that power when it's appropriate to gain the cooperation the College needs.

ADJOURNMENT

There being no further business, the meeting adjourned at 12:30 PM.

NEXT MEETING

The next business meeting of the Portland Community College Board of Directors will be held on September 20, 2007 at 7:30 PM in Board's Conference Room at the Sylvania Campus.

Chair Harper

President Pulliams

Prepared by:

Lorna J. O'Guinn
Assistant to Board of Directors

Minutes approved on September 20, 2007