

**MINUTES**  
**YOSEMITE COMMUNITY COLLEGE DISTRICT BOARD OF TRUSTEES**  
**SPECIAL MEETING**  
**FIRST ADJOURNED MEETING OF THE 469<sup>TH</sup> REGULAR MEETING**  
**MARCH 17, 2004**

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The meeting was called to order by Board Chair Delsie Schrimp at 5:30 p.m. She indicated trustees would discuss the Chancellor's position in closed session. The Board then adjourned to closed session at 5:35 p.m. in YCCD Conference Room B.

At 7:00 p.m. the Board of Trustees reconvened to open session in the YCCD Board Room. The Pledge of Allegiance to the Flag preceded formal Board action.

Board Members Present      Pat Dean  
   Anne DeMartini  
   Linda Flores  
   Tom Hallinan  
   Paul Neumann  
   Abe Rojas  
   Delsie Schrimp

Board Members Absent      Sherrene Barnard (student trustee)

Others Present                S. Akiona, M. Baker, M. Christopherson, D. Clark, K. Clark, S. Cooper, P. Fisher, D. Jamison, L. Mayhew, V. Metcalf, F. Osnaya, M. Ott, I. Pippin, I. Ponder, J. Riggs, J. Rose, C. Sampson, T. Scott, B. Scroggins, D. Scully, N. Stavrianoudakis, S. Stroud, J. Swank, D. Waring, J. Williams, E. Osnaya (recorder)

14,859  
Report Out from Closed Session      Chair Schrimp reported that during closed session the Board of Trustees unanimously accepted the retirement (STRS Golden Handshake) of Pamila Fisher, YCCD Chancellor, effective August 20, 2004. The Chancellor's last day at work will be August 19, 2004.

Chair Schrimp said the Chancellor has decided to retire to spend more time with her family and pursue other interests. She said Dr. Fisher will be missed and commended her for doing an excellent job and bringing recognition, many new programs, and vision to the district. Trustee Rojas said he especially appreciated the Chancellor's leadership, during the last 18 months when the district has faced budget challenges and did so in a smooth manner without laying off personnel.

**ACTION ITEMS**

14,860  
Chancellor Search Process      Upon the acceptance of Chancellor Fisher's notice of retirement, the Board of Trustees considered the process for hiring her replacement. Board Chair Schrimp said that she had asked the Chancellor to look into the search process for her replacement

and requested a detailed timeline. Chancellor Fisher recommended the Association of Community College Trustees' (ACCT) search services based on YCCD's previous positive experience with ACCT and their national reputation. The Chancellor indicated that the search is a 5-6 month process that would involve the following:

- Meetings with trustees in March
- Open forums (campus and community)
- Preparation of announcement
- National search
- Search Committee formed
- Paper screening
- Identification of 4-6 semi-finalists
- In-depth reference checks
- Board selection of new chancellor

The Chancellor said ACCT had indicated that they could start the search process as soon as April. The process makes it feasible to have someone identified for the position and in place by the end of August or early September.

Trustee Dean asked how many community college CEOs are retiring this year. Chancellor Fisher stated that the number is large every year. In terms of chancellor positions, one is in the process of being filled now and approximately 12-15 college presidents will be retiring in California.

There was much discussion about the recommendation to contract with ACCT. Trustee Flores said she would like to see the search process started as soon as possible. She said the longer the Board waits, the pool of applicants will decrease. Trustee Rojas said he would like to contract with ACCT and meet with their representative to set up a timeline and get started. Trustee Neumann said that because of the consideration of a bond campaign and the necessity of presenting the community a seamless transition, he is in favor of appointing an interim chancellor. He said selecting a chancellor is an important decision and it behooves the Board to take their time in making that decision. He suggested that they not approve staff's recommendation and that they move forward to appoint an interim chancellor and open up the search for a permanent replacement later in the year. Trustee DeMartini agreed that the Board needed more time to study the search options and cautioned about moving too quickly to fill this position. She supported the recommendation to appoint an interim. Trustee Hallinan shared the same concerns as Mrs. DeMartini, and added that League materials also suggested that an interim be considered when a district has had a strong and long-time leader. Trustee Flores said that YCCD has a strong, nationally recognized reputation that will attract applicants, and the pool of

applicants is there. Chair Schrimp said that if they decide to move forward with the bond campaign, filling the Chancellor's position and having a CEO in place tells the community that the Board is together as they move on. She said that if they find that they needed an extra month to make the transition, they can then appoint someone internally to help for that short period of time.

MJC Academic Senate President Christopherson said that she appreciated the Board's discussion. On behalf of the faculty, she advocated for hiring an interim chancellor. She said delaying the search process would allow for a more inclusive process.

Lew Mayhew, on behalf of the faculty association, said he strongly requested that the Board consider appointing an interim chancellor. He said it would be much better to start the permanent process in late fall. He added that there are probably many strong candidates that would be available for a year who would be well-received by the community. He said that an accelerated process would not sit well with faculty.

Trustee Neumann said the timeline presented would give the perception that the Board is conducting the chancellor search when faculty are gone. Thus, he felt that it would be better to wait until late fall or early next year to start a cautious search.

A motion was made by Trustee Neumann, seconded by Trustee DeMartini, that the Board of Trustees begin a process for identifying an interim chancellor.

The motion carried with a vote of 5 ayes (Dean, DeMartini, Hallinan, Neumann, Rojas) and 2 noes (Flores, Schrimp).

14,861  
Central Services  
Reorganization

Chancellor Fisher summarized what had transpired on this issue since the March 10 meeting. At that meeting a reorganization within Human Resources, Educational Services, and the Chancellor's Office was proposed. As faculty requested that District Council needed to discuss the reorganization and trustees asked that that discussion take place, the Board adjourned the March 10 meeting to this special meeting to allow for further discussion and consideration. Stephen Stroud, Faculty Consultant to the Board, thanked Chancellor Fisher for the expeditious convening of the District Council on Friday, March 12, to further discuss the Central Services reorganization proposal.

Chancellor Fisher explained that there are a number of openings currently in the areas of Human Resources, Educational Services, and a number of retirements that were accepted at the last Board meeting and more are coming in these areas. Consequently, a proposal was prepared for restructuring those

areas of Central Services and redistributing the responsibilities of those areas to existing people without hiring two new vice chancellors, two new administrative assistants, and a new director of research. Dr. Fisher explained that part of the duties of the Vice Chancellor for Human Resources would be given to the Director of Human Resources, and some duties of Vice Chancellor of Educational Services would be absorbed by the Chancellor's Office. The Chancellor added that with respect to the possible bond campaign, this proposed reorganization would help distribute duties more equitably, so the new chancellor has the time and resources to address that campaign, as well as assist in the accreditation process. Dr. Fisher reiterated that the total savings from this proposal, even after the approximate \$55,000 spent to upgrade some positions, would be a savings of about \$595,000. The Chancellor pointed out that it would be much easier to fill the current openings and is prepared to do that if the Board chooses to go that route. Dr. Fisher said that would reduce the savings to about \$150,000.

There was some discussion about considering hiring the Vice Chancellor for Education and Human Resources on an interim basis. Chancellor Fisher said it would be appropriate to advertise for an Interim Vice Chancellor and then let the new chancellor decide if the combination works. Dr. Fisher said the Board also can decide in a year's time whether both vice chancellor positions need to be filled. She pointed out that the district is still facing a \$3 million deficit that needs to be made up by June 30. The district also is facing a 10-15% increase in health benefits that has not been budgeted, requests for salary increases, requests to hire more faculty, and requests not to layoff people. Dr. Fisher said this reorganization plan is an option to reduce administrative costs for at least one year. She said she understands the Board had been asked to fill only the Vice Chancellor for Human Resources position. She cautioned trustees that it is not a good idea because it would leave them vulnerable in a number of areas, and the situation is made worse by the Chancellor's retirement.

Some trustees discussed concern with paying staff more money for doing the same job. Dr. Fisher said she challenged anyone to find any unit in the district that has reduced their staff by 40%. She also said that when classified staff work extra hours they are paid time and a half, and when faculty take on extra workload or extra sections they are paid for it. Managers do not receive that compensation. There was a question about whether the proposed savings will make an impact in solving the \$3 million deficit. The Chancellor said that the \$600,000 savings, along with the savings from the Golden Handshake will help toward that. Currently the Chancellor is unsure as to how much savings will result from the Golden Handshake retirements because it is not known yet how many staff will take advantage of it.

Trustee Flores asked who was involved in determining the \$600,000 savings. Vice Chancellor Scott said the district's internal auditor, Jane Chawinga, prepared salary and benefit data.

Lew Mayhew suggested that the choice that was being presented was a "false dichotomy." He said they are being presented with a savings of about half a million dollars vs. spending \$50,000. He felt there might be something in between. He said that people are working hard and the work is being accomplished. He felt that the interim chancellor should look at the reorganization and structure it in a way that he/she sees appropriate. He suggested that if trustees have to act now, that a minimum would be to hire or find an interim Vice Chancellor for Human Resources.

Trustee Flores reminded everyone that we are in this situation because of budget cuts. She felt that people have taken additional responsibilities and should be compensated accordingly.

Michelle Christopherson addressed the issue of morale. She agreed that many people on campus are working hard, particularly this year. She said that they are down 20 faculty positions and that work has to be made up somewhere. She said although faculty are paid for overload, they also have had to be more productive by taking more students in a class. She agreed with Mr. Mayhew, that the Board fill the Vice Chancellor for Human Resources position and wait on the rest of the proposal.

John Rose, member of the audience and president of the Stanislaus County Taxpayers Association, thanked trustees for using due diligence in the decision to appoint an interim chancellor. He said it also is time for the Board to establish a division of power between the Board and the Chancellor's Office. Mr. Rose suggested that the Board consider making a change in the legal counsel arrangements for the district. He said he expects that an exit audit be conducted to confirm all the accounts under the control of the Chancellor's Office.

Trustee Neumann assured Mr. Rose that the Chancellor has been transparent with regard to her travel expenses. He informed Mr. Rose that trustees receive regular detailed reports on what the Chancellor spends. Trustee Neumann said that no one on the Board has the slightest qualms about the fiscal prudence of the Chancellor.

Trustee Hallinan said he did not have all the information he needed regarding the reorganization to make a decision at the last Board meeting. He said he still did not feel he had all the information and coupled with the issue of morale, and the

decision to move forward with an interim chancellor, he would support tabling this issue indefinitely. Trustee DeMartini said she agreed with everything except holding off on the Vice Chancellor for Education and Human Resources position. Trustee Hallinan made a motion that they move forward in hiring a Vice Chancellor of Education and Human Resources and the administrative assistant, and wait on the rest of the proposal. Trustee Neumann seconded the motion.

Chancellor Fisher said that would not work. She said that the combined position could not be given to one person without offsetting the workload. Dr. Fisher said she would withdraw the proposal if that is the case. She said the Board can drop the reorganization plan and fill both of the Vice Chancellor positions, both administrative assistants and the other position in Human Resources and not do any of the upgrades. It would not work to do only one piece of the plan. She said she would not ask staff to take on the additional duties without compensating them. The Chancellor repeated that she had brought a viable reorganization proposal to the Board that would generate significant savings. She cautioned trustees that taking only part of the proposal would not work.

Trustee Neumann reiterated that he had a philosophical problem with the reorganization because it would create negative change in the campus environment that he did not want to see happen. He said if that meant spending \$400,000, they would tighten their belts and move on. With the Board preparing to ask the public to raise their taxes to support a bond, Dr. Fisher asked trustees if there was any concern about the message they are sending when there is an opportunity to save a half million dollars and they choose not to. Trustee Neumann said he did not see a problem. Chair Schrimp said she saw a problem. She said during the last year they fought to keep staff employed and now are trying to cover the \$3 million deficit. She said the district might have to layoff staff, not give raises, and many other unpopular choices. She said she did not like giving up this opportunity of saving money. Mr. Rojas stated that running an institution in a prudent and efficient manner is what matters and he believes the public would look at it that way.

Trustee Flores asked if this reorganization proposal is not accepted, would the original vacancies be filled. Chancellor Fisher stated that they would revert to status quo, and proceed with filling the positions as if the reorganization had not been presented. There still would be a savings of approximately \$150,000.

There was a motion on the floor to replace only the Vice Chancellor of Education and Human Resources. The Chancellor strongly suggested not to move forward with that. Mr. Hallinan

withdrew his motion and asked to table staff's recommendation and go back to status quo. It was clarified that tabling means to bring this back and that would not provide authorization for the Chancellor to move forward in filling any positions. Mr. Hallinan stated that he did not want to take any action on the recommendation to reorganize and if they are serious about saving money, they can look at the entire district in the future.

To help the discussion move forward Dr. Fisher said it was appropriate to see if there is support on the original recommendation. If the recommendation dies, it will end up where Trustee Hallinan wants to be – status quo – and would end the discussion.

A motion was made by Trustee Schrimp, seconded by Trustee Flores, that the Board of Trustees approve the reorganization plan for Human Resources, Educational Services, and the Chancellor's Office.

The motion failed with a vote of 2 ayes (Flores, Schrimp) and 5 noes (Dean, DeMartini, Hallinan, Neumann, Rojas).

Chancellor Fisher said she will proceed with recruitment and hiring. She stated for the record that trustees may remember this when they have to make other tough decisions about possible layoffs, not hiring new faculty, and not being able to do some of things they would like to do. Mr. Hallinan rebutted that the record also should reflect that they will be saving \$150,000 to \$200,000 and that is why they have a reserve, and they might have to dip into it this year. Mr. Rojas stated that he is optimistic because months ago when they were talking about laying off personnel, thanks to some legislative changes and the Chancellor's leadership they made it through. Dr. Fisher added that one of the reasons for the district's fiscal stability is because trustees had taken her recommendations on fiscal issues. She said she did not share Mr. Rojas optimism. However, the Board has made the decision and it will be carried out.

The meeting adjourned at 8:30 p.m.

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Delsie Schrimp, Chair  
YCCD Board of Trustees

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Pamila J. Fisher, Secretary  
YCCD Board of Trustees