

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Board Study Session Thursday, February 23, 2012, at 9:00 a.m. in the ATEC Hardin Community room in Building 1800 on the Big Bend Community College campus.

1. Call to Order

Present: Mike Blakely
Jon Lane
Stephen McFadden
Mike Wren

Dr. Bonaudi explained the first item on the agenda is the presentation of the 2012 Access Monitoring Report. The second item is the presentation by Cindy Hough on the Presidential search process.

2. Introductions

Dean Kirkwood introduced the 2012 Access Monitoring Report. This is the first of three reports. In the spring the Programs report will be presented and during the working summer retreat the outcomes report will be discussed. The Access report describes how BBCC informs students about our resources and how BBCC provides resources to industry and community members.

VP Mohrbacher shared continuing efforts to improve successes in pre-college math classes. In Fall 2010 the math department modularized the math components to assist students. There was great increase in success rates from 2009 to 2010. Throughout the 2010-11 quarters the success fluctuated, this is being investigated to determine the cause. Why so successful in fall and then falling backwards through the winter, spring quarters? Overall there has been significant increase in success rates in pre-college math from 2009 to 2011 from 52% in 2008-09 to 56% in 2010-11. There have also been significant increases in development English success rates.

Math instructor Tyler Wallace is currently working as a math specialist funded by Title V. The new inverted instruction model is showing good potential. The format is inverted; students become familiar with the new information prior to class and they can practice and get instant feedback in class online. They can visit with their instructor regarding information they do not understand. Once they show sufficient mastery by passing a test on the material, they progress. Specialist Wallace has piloted this model with high success rates. Many students test into developmental math. Another change is that placement testing changes are going on statewide. There will soon be reciprocity of pre-college course placement levels, students will not have to take multiple tests around the state.

In the past we have struggled to quantify the advising and education planning on campus. Many times students visit with instructors between classes and that data does

not get captured. Currently, BBCC is evaluating two advising tools: Tacoma Community College's "*Declared and Prepared*" which was developed during the AtD effort. They were almost twice as successful as the next closest school in Student Achievement Points. Walla Walla Community College's "*Advisor Data Portal*" is also a good resource and they are willing to help us install this tool. After assessing the data on both models a decision will be made.

VP Mohrbacher also shared e-learning information. E-learning growth went from 66% growth to only 1.6% statewide. At BBCC, e-learning grew at a rate of 15.3%. The drop statewide may be a trend but it is too early to make this judgment for BBCC. Hybrid classes have been more successful in some schools. Budget cuts may also be impacting this drop or the state could be saturated with e-learning. We are continuing to monitor the right mix of instruction delivery: on ground, online or a hybrid of both.

VP Mohrbacher described the Student Success Center (SSC) expansion . This will be accomplished in conjunction with the 1200 Building Remodel. Additional study space for students will be added along with some open space for student workshops, etc. The SSC is a very popular space and utilized by students to access resources. Trustee Jon Lane asked how this is different from a traditional library. VP Mohrbacher responded that this is a setting for student interactions rather than a collection of books. SSC offers wrap around support services.

BBCC's IBEST CDL program received a Governor's Workforce Training Best Practices award. The completion and pass rate in this program is nearly 99%. When surveyed the majority of the graduates from this program reported they found employment. The average annual earnings for those graduates exceed \$27,000. Instructor Guillermo Garza attended the celebration along with his family, Director Sandy Cheek, VP Mohrbacher and President Bonaudi.

Trustee Mike Blakely asked about the number of part time math instructors. There are eight part time and four full time instructors in the math department. Some part time instructors are working with math specialist Tyler Wallace developing new materials funded by the Title V grant.

Trustee Jon Lane asked about the source of the inverted instruction model. The University of Idaho uses the Emporium Model, which is very similar. Edmonds CC is also using something like this. STEM Director Andre Guzman and math specialist Tyler Wallace visited the Edmonds campus. President Bonaudi advised that this math model is recording impressive improvements nationally. It's similar to intrusive advising.

Trustee Mike Wren asked how we encourage the young adults to take advantage of this resource. The current math lab is self paced and allows students to progress at their own rate. This new model is more like a "forced march." Instructors can monitor student activities. They can determine trends in student achievement of the math components.

Trustee Mike Blakely has a relative enrolled in math who is struggling because he is in Running Start and his time on campus is limited. VP Mohrbacher reported there are online tools available such as e-chatting, etc. The inverted model does require a scheduled class. An instructor and an instructional tech will be working in the class together. Trustee Blakely stated math is an area of struggle for many students because they are not prepared well.

Trustee Stephen McFadden asked about expansion of this model after a successful pilot effort. VP Mohrbacher responded that this model will slowly grow and the full roll out is anticipated in Fall or Winter 2012. President Bonaudi reminded all that this is a national challenge. The 2012 Programs Report will be presented in May. There will be a focus on the math program in the Board presentation.

Dean Clyde Rasmussen presented information on the new partnerships that provide opportunity for BBCC students. He thanked the Board and President for supporting important partnerships with our communities. He referred to Exhibit E. Inland Helicopter is a new partner BBCC is working with to offer Helicopter training. Inland Helicopter will provide an instructor and the helicopters for instruction. This program was submitted to SBCTC as an AAS program and has been approved. Dean Rasmussen anticipates this will soon be a VA approved program. The helicopter instructor will also help with the ground school.

Trustee Mike Blakely asked for clarification on the instructors. They are employees of Inland Helicopter and they have to have certification to teach helicopter flying. The ground school classes are taught by our instructors with some team teaching with the helicopter instructors.

Dean Rasmussen also shared about the partnership with SGL. He challenged the Trustees with the question, "What is ACF?" Trustee Jon Lane came the closest to Automotive Carbon Fiber and won a Hershey bar. SGL makes carbon fiber for car parts. There are no facilities or equipment to provide training for the skills needed for SGL employees near the Basin. Many students from PET and MMT were hired by SGL. SGL focuses on cohesive teams that can problem solve and BBCC has provided team building training. President Bonaudi stated this is a good example of responding well to emerging industry. SGL/ACF provides parts for BMW. Many BMW plant visitors come to campus. President Bonaudi, VP Mohrbacher and PIO Doug Sly recently met with SGL regarding their growth and training support.

Trustee Mike Blakely asked about inroads with REC Silicon. BBCC has provided some training for REC and they have been active participants in PET in the past. Trustee Jon Lane asked about BBCC's response to aerospace needs. Dean Rasmussen responded that BBCC is a partner in the consortium and we now have a waiting list for enrollment in the AMT program. Fiber optics certification has been added to the AMT program.

PIO Doug Sly shared messaging and marketing efforts. A result of budget impacts has caused more focus on press releases and less on advertising. The number of press

releases has quadrupled from 2010 to 2011. PIO Sly said he likes to keep a steady flow of information to keep the BBCC presence out there and we are “newsworthy.” Controlling the message is important to get the facts straight. There were misunderstandings by the public that all the grants coming in were making up for the budget cuts. A guest editorial was composed dispelling this misconception as BBCC is having budget issues despite the influx of grant funding due to limits on the grant money. PIO Sly demonstrated the webpage, which features the press releases. BBCC also moved from the printed class schedule to an online class schedule. More marketing is focused on directing people to the BBCC web page, which contains a plethora of information. The Foundation Newsletter will be direct mailed to 5,500 alumni and friends of BBCC. The Columbia Basin Herald is putting together a 24 page insert about the 50 year history of BBCC. The first 25 years were written by former BBCC history instructors Martin and Rita Seedorf. PIO Sly wrote the second 25 years update and the stories will be added to the insert. PIO Sly is also looking into search engine web marketing. Coordinator of Student Recruitment and Outreach Jose Esparza held a focus group with aviation maintenance students and 29 out of 30 found us online. The search engine marketing will be funded by the aerospace grant. The search engines are very data driven.

Trustee Stephen McFadden suggested sharing the 50th anniversary insert with all of the newspapers in the community service district. Trustee Mike Blakely complimented PIO Sly for doing a great job, he said the BBCC website is complex. Good human interest stories are always newsworthy.

PIO Sly appreciated the commented about sharing the 50th anniversary insert with the other newspapers. He shares all press releases with all newspapers in the service district. Trustee McFadden, who is also the publisher of the Ritzville Journal, said he adds information that doesn't make it to print in the paper to their website. He also said it would be great to have a better mechanism of information regarding who's attending BBCC from local areas and then reporters will track down the details. Local BBCC student names in the local papers are important. Trustee Jon Lane commented the reader board has a great impact. VP Mohrbacher and ASB Advisor Kim Jackson are working on a social media policy based on a statewide policy. Currently AVP Candy Lacher, Jose Esparza and Nancy Tracy from the Foundation post information on the BBCC Facebook page.

Title V Transfer Services Coordinator Jenny Ratigan shared highlights and activities from the Student Success Center (SSC). The SSC has a mini-computer lab, textbook check out, laptop/netbook checkout, study area, campus announcements and Supplemental Instruction (SI). There is a flat screen TV for announcements including the recent honor rolls. SI sessions are small guided study sessions with academic focus. Ms. Ratigan shared an SI developed YouTube video featuring SI leaders. Eight different classes have multiple SI sessions available. The ten SI leaders are a very diverse group including Running Start and Job Corps students. It has increased the opportunity for improving leadership skills. Transfer events have been held with partnering institutions; WGU, CWU, EWU, Whitworth and Heritage. A high energy and

fun tailgate party was enjoyed in October. A Casino event was held in January, which focused on money and promoting scholarship opportunities. This included the Foundation and Career Center.

SSC received a national grant this year called, "Connect 2 Complete" (C2C) (one of 9 in the nation) that focuses on peer to peer advocacy. C2C Peer Advocates are helping College Survival Skills classes. This will result in more connections for students. They are using face to face contacts, classroom visits and social media to develop learning communities. Peer advocates share information on the Facebook page. Daniel Herrera is a peer advocate who develops videos for the group. Ms. Ratigan showed the Peer to Peer video. Each class has their own private Facebook page and Ms. Ratigan is on every page.

Ms. Ratigan introduced Angel Ledezma to share about the Mentors & Mentees (M&M) group. There are currently 23 mentors on campus and they each have 1-2 mentees. Mr. Ledesma stated their mission statement is to create a pipeline to higher education through service-learning and utilizing the mentor as a conduit between the mentee and the necessary resources needed to be successful in college.

They complete service learning projects and reflect on what they have learned. They completed a service learning project at the Sage Hills High School. Service learning is similar to community service with the critical piece of reflection added. The group recently watched the movie "Pay it Forward" and they learned about how acts of random kindness impact others. They also performed random acts of kindness around campus. The unpaid peer advocates earn two credits and more incentives are being developed.

Dean Valerie Kirkwood concluded the report and stated the Programs report will be presented during the May 17 Board meeting.

Board Chair Mike Wren announced a five-minute break at 10:25 a.m. The Study Session reconvened at 10:30 with no action taken.

2. Presidential Search

President Bonaudi introduced WELA Administrator Ms. Cindy Hough. She also worked as the TACTC Administrator for several years. She will review the Presidential selection process.

Ms. Hough thanked the Board and President for the invitation to present to the Board. She commented she often uses the BBCC Board as the gold standard.

Ms. Hough stated the material she is presenting today is the same as the SBCTC Presidential search presentation material. She also noted that she has worked with a search consulting firm and is considering working in that capacity in the future.

Ms. Hough watched the Special meeting held on February 17 and said Board Chair Mike Wren did an excellent job and showed great leadership. He showed sensitivity to

faculty and staff. Whether the Board is considering hiring an interim or not it is important to decide whether the interim can be considered as a candidate. It is important to discuss the pros and cons of hiring a search firm and a timeline for the process. Staff, faculty and community should understand the process and where their input is felt.

Search consultants charge \$28,000 to \$32,000. It is important that the Board have someone they trust for advice. More mistakes are avoided if you have the advice of a professional search consultant. Recruitment is key. Criminal background checks and professional reference checks are important. The search consultant can be a neutral party to any issues.

Ms. Hough stated it is very important that all Trustees are looking for the same person. Lots of work gathering information on important qualifications prior to advertising will narrow the candidate pool. It's important to understanding where the college is today and where the Trustees see it 5-10 years from now and the characteristics and skills needed to get there. There have been significant changes since the last BBCC Presidential search 18 years ago. Some desired skill sets may be the same as when President Bonaudi was hired and some may be different. Trustees need to talk about this with each other and share with staff and community.

It can be difficult to believe this is a great opportunity. A Presidential search does provide an opportunity to showcase the college and gather input about the future and engage the community. PIO Doug Sly will be super active sharing with the communities. The Foundation may benefit from engaging the community in this effort. This search will bring the college family together with a single purpose and focus building toward the future growth and role.

Ms. Hough reiterated what Board Chair Mike Wren already stated, the Board of Trustees own the decision. She recommended the search committee be named an "advisory" committee. She said is usually appropriate to choose a lead staff person who is not the top HR person on campus. HR folks are usually very busy with campus activities and a Presidential search is very different than other searches. The lead person needs to be someone very detailed with a high level of confidentiality and very good communication skills. The search committee chair should be chosen and then constituent groups need to be identified. Each group chooses their own representative. It's ok to have a large committee up to 15 from a diverse geographic area. It's also important to decide if all or part of the members will be voting members.

Trustee Mike Wren commented he is comfortable following the process that was used in 1995. Trustee Mike Blakely stated one change he would like is for the Foundation representative to be a voting member due to the significance of their supporting role.

Referring to the 1995 committee roles, Ms. Hough suggested the Trustees consider making all members voting members. If the three formerly non-voting ex officio members were voting they would not rule the vote but they would inform the vote.

The Board sets the rules for the committee with clear expectations. After the committee has screened the applications and selected their top picks, they should be politely dismissed. Confidentiality is of the utmost importance and all members should sign confidentiality statements. This will protect the college from lawsuits over possible leaks. All board members should also sign confidentiality statements.

Dick Wattley, SPSCC Trustee, chaired the search committee when Dr. Gerald Pumphrey was hired. Trustee Wattley was masterful and he has presented Presidential search workshops. He developed 14 points, which Ms. Hough shared with the group:

1. Community college means community college. Honor the word "community."
2. The people who apply are dedicated public servants of the highest level.
3. Respect the various constituencies of the college by getting them involved in the selection process.
4. Follow a well-prescribed and communicated selection process.
5. Keep Board control of the selection process.
6. Always put your best foot forward with these high-powered candidates.
7. Keep asking for input . . . you can't get too much.
8. It is the Board's job, and only the Board's, to choose the President. . .it can't be delegated.
9. This is a highly public event. . .expect media involvement.
10. It takes Board time to do this job right.
11. Your reputation as a board is also on review.
12. Don't involve the current President in the selection process...much.
13. Your best candidate may not answer ads.
14. Understand there is a handicapping system that goes on amongst applicants.

There are lots of legal considerations and the Board's AAG should stay close. The open public meeting laws, and public records laws are very stringent. The SBCTC and AAG also have contract templates that may be helpful.

The top candidate interviews can be held in executive session however the Board cannot vote on their choice in executive session. During the SPSCC Presidential search there were five major points and five finalists. One trustee was responsible for each major point during the interviews. During executive session the Trustees share their ratings on each major point and highlighted the top candidate. During the open meeting the Trustees decide to make offer and call the candidate. The meeting reconvenes to take action to hire. At SPSCC a reporter attending the open meeting called the candidates that were not chosen before the Board had an opportunity to inform them that another candidate had been selected.

Ms. Hough encouraged the Board to have a retreat with their newly hired President right away to discuss expectations.

Colleges Presidential searches are yielding around 20-25 applications. Only committee members should know the applicants' names. The top 10-12 candidates should be contacted about preliminary reference checks in advance, and request a signed document releasing the college to do those checks. When narrowed to five candidates notify them again regarding a deeper broader search and that their name will be public within 24 hours.

The vote on the final candidate needs to be unanimous during the open meeting. The executive session is a time for discussion. If the community and staff know there is a division on the board they're less likely to immediately embrace the candidate. This makes for a tougher start for a new President. Some candidates don't accept the position if there is a split vote. Their career is in the Board's hands. A good fit is very nebulous and hard to define. The fit both ways is very important. It is also important to consider a good fit for the spouse. Each candidate needs to bring their spouse with them for the campus visit.

Ms. Hough provided an example of a college making mistakes during the process which made it in the newspaper. A failed search is better than a bad hire. The Board didn't contact the candidate about accepting the job after they voted to make the offer and then they announced that the candidate was the president and the candidate turned down the offer. Ms. Hough emphasized the importance of staying with an interim rather than hiring the wrong person.

Once the President is hired and the contract is signed, the Board is responsible for a successful year. There is a lot to do to bring a President onto campus and into the community. Clear expectations and goals for the first six months are very important. A retreat with the new President within the first four months on job will make it easier. It's also a good idea to be intentional about involving the spouse in the community.

Ms. Hough encouraged the Board to set good rules for the committee and let the committee do their work. A search consultant can help in this area. There are three types of search consultants: some have a stable of candidates to place (not good), some advise the board on the candidate to select and try to serve the role of the search committee, and finally the best consultants monitor the process and recruit high quality candidates from which the board decides. Once the candidates apply they step back and only work the process. The consultant should not share their preference with the Board. Colleges who have used search consultants can serve as references.

It's important to make the final decision when staff are on campus and available.

Trustee McFadden asked if there was a required process for choosing a search consultant. An RFP is needed. SBCTC staff can share a list of potential consultants and Ms. Hough will leave a list of colleges who have used search consultants with VP Moos.

Some of the most qualified candidates may not apply without a personal call to promote the campus. A good consultant will know which candidates prefer a smaller rural campus.

After the final screening (20-35 candidates) the committee members should provide their top ten names in alpha order and the common top ten will be obvious. Supplemental questions can be provided to the top ten candidates and then the same process can be used to determine the top five. Internal candidates need to follow the same process.

Ms. Hough explained that a search consultant may call around to inquire who would be interested in small community and college. While the consultant describes the district the candidates who don't fit will fall out. The ad in the Chronicle of Higher Education will point them to the website.

Trustee Wren asked about the availability of a pool of interim candidates. Ms. Hough responded that the SBCTC maintains a list of former presidents and current vice presidents who are interested in short term interim president opportunities.

Having links to community organizations and newspapers that will help the candidates get to know the service district will aid in finding the right candidate. President Bonaudi stated he was attracted to this area because of his experience in Nevada.

Trustee Lane asked about the process from the candidates' perspective. Ms. Hough stated that many candidates look for announcements on a regular basis and do their research. A good candidate is very selective about where they want to be president.

President Bonaudi stated that there has been no salary progression in WA State for the past few years. The best way to make more money is to move to another college. We may get candidates from within WA State system.

Ms. Hough stated the Board needs to know they will not find a replica of Bill Bonaudi; there are many different styles of presidents. A new President may not be as effective until they get to know the community.

Trustee Stephen McFadden stated the Board needs to do a good job examining where BBCC is and where it should go. Trustee Blakely stated we have a climate to maintain, we need to take care of our teachers because they take care of our students.

Trustee Lane asked about some of the differences between this search and searches for other top-level administrators. Ms. Hough stated there is much more public scrutiny, and details. It's important that communications are all the same about the process. All applications should be held under lock and key, and a room should be set up for the search committee to review applications.

Trustee Wren stated the Board will discuss the timeline during the meeting this afternoon.

The Board thanked Ms. Hough for sharing her very helpful information and insights into the Presidential search process

The meeting adjourned at 12:06 p.m.

Mike Wren Vice Chair

ATTEST:

William C. Bonaudi, Secretary