

**BIG BEND COMMUNITY COLLEGE
BOARD OF TRUSTEES
STUDY SESSION**

February 24, 2009

PRESENT: Mike Blakely
Katherine Kenison
Angela Pixton
Felix Ramon
Mike Wren

Trustee Mike Blakely began the meeting at 10:00 a.m. He announced that no business would be transacted during this study session to present the first Academic Master Plan (AMP) report, Access-2009.

President Bonaudi reminded everyone that this study session is being streamed live on Media Site. The AMP is derived directly from the Board's Ends Statements. This report provides many examples of how the college uses and responds to the Board's Ends Statements. This report shows how the Ends Statements overlap and the synergy that flows between them. It focuses on what the college does to make information available to our communities. Not only do we provide information to our communities, we engage and listen to our communities. These activities culminate in student registration i.e., enrollment. President Bonaudi encouraged the Trustees to ask questions during the presentation. He introduced Dean Kirkwood.

1. Review Academic Master Plan (AMP) 2009-2014 report: Access-2009

Dean Kirkwood stated this is the first report of the 2009-2014 AMP and it combines many elements of the Ends Statements: E-2 Access, E-3 Partnership, E-4 Student Achievement, E-5 Climate, and E-6 Cultural Enrichment. Each End Statement that applies will be highlighted in each report section.

1.1 Resources/Services Inventory

E-2 Access, E-3 Partnerships, E-5 Climate, E-6 Cultural Enrichment

Dean Kirkwood reported that printed materials such as course catalogs, and schedules are also available online. The quarterly class schedule is mailed to every residence in the service district. The BBCC website provides information, including registration details. During focus groups Dean Kirkwood confirmed that many new, potential and continuing students use the website.

How do we assess our tools? The Spring Community Focus Group members suggested the website could be friendlier with more pictures and less text. When asked about the portal, students responded that they're using the portal often and half were very satisfied with the portal. As a result of the focus group feedback, a Technology Advisory Committee was formed to guide the development of an improved website. Dean Kirkwood introduced the Director of Public Information, Autumn Weis, to describe the new website.

Director Weis explained the development of the new website. She showed the new site redesign draft featuring Sara, the online helper who introduces the website. Director Weis stated there is increased flexibility in content and layout which is a direct result of the feedback received about more photos and graphics. The new web pages remain on the same platform as before which minimizes new training needs for campus users. An online survey regarding the draft website is available to staff and students. We hope to get feedback from area high schools in March. The goal is to have the new website live at the beginning of the fall quarter.

Trustee Mike Wren commented the improvements have a big impact on the look and feel of the website. The current website is very businesslike with text and data. The new website is more lively, welcoming and college-like. Director Weis illustrated how the photos on the home page are links to information about BBCC programs. There are unlimited possibilities, pictures and scrolling text can be added. The new campus news and events section will feature press releases and details regarding upcoming events including ASB events and an arts calendar. Trustee Mike Blakely commented it is a good idea to post future events. Images of upcoming events will be used for college campaigns.

Dean Kirkwood stated there are many off-campus outreach efforts. She referred the Trustees to appendix B which lists all off campus contacts by BBCC staff. Dean Kirkwood introduced Terry Kinzel the Director of Title V to describe the off-campus activity of staff not located in Moses Lake.

Director Kinzel reported that she works predominately with the Mattawa and Royal City communities. She stated it's important to have staff in the outlying communities. The Royal City site is located in facilities of the school district and the Washington State Migrant Council. This contact allows promotion of the college daily. BBCC has expanded classes and the number of students served as a result of the relationships formed. The BBCC site in Mattawa is in the Esperanza Center. Director Kinzel reported that basic skills classes and distance learning has been expanded. They teach literacy, computer literacy, and serve as a conduit to the BBCC campus. Director Kinzel provided examples of how personal connections between staff and students has increased the enrollments. One example featured a full time employee who became a distance education

student. She took classes via ITV and online and then encouraged other family members to do the same. Her mother took a citizenship class, and a GED class. This same employee's sister-in-law works part time, and is pursuing her GED. Her sister and brother worked for BBCC and now they are both full-time university students. BBCC is a major employer in Mattawa, working for the college is a status symbol in the community. The community offers new possibilities due to the presence of BBCC. Another employee Dulce worked full time picking cherries, she became a part time student at night. She traveled to the campus on field trips. Soon after, she became an AmeriCorps Vista worker on-campus. Her relationships helped her develop a mentoring program. These are good examples of how moving off campus makes a difference and relationships count. President Bonaudi stated this particular power point slide shows the effects of going off campus and the interrelation and interaction between the E-2 Access, E-3 Partnerships, E-5 Climate and E-6 Cultural Enrichment Ends Statements.

1.2 Assessment of Need

E-2 Access, E-3 Partnership

Dean Kirkwood explained that there are several assessment tools for data collection, used in our communities and on campus. She introduced Data Analyst Starr Bernhardt to describe the assessment instruments.

Ms. Bernhardt stated we provide and gather lots of information. She referred to appendix A, which lists all of the surveys and focus groups we used to gather data. We use this information to determine our effectiveness and the needs of those we serve. BBCC recently began using the Community College Survey of Student Engagement (CCSSE) survey which is a nationally normed instrument. This survey allows us to compare ourselves to other community colleges. The next CCSSE survey will be administered this spring, and typically about 500 students complete it.

The Survey of Entering Student Engagement (SENSE) survey is completed through the University of Texas in Austin. It focuses on new students during the fall quarter. Approximately half of entering students leave college after the first quarter. We want to understand how to improve services and retain those students. We were a pilot college for the SENSE survey. We expect to receive our results the end of this week.

Focus groups also provide good feedback. We are making efforts to go into communities to administer focus groups. Ms. Bernhardt stated that she, and other college staff will be traveling to Ritzville tomorrow to gather focus group feedback. Institutional Research is very busy collecting information needed to understand how our clients feel about us and our resources.

Trustee Wren inquired what we know about the reasons students leave after their first fall quarter, what efforts are made to determine why? Dean Kirkwood responded that personal and or family reasons are usually given. Perhaps student don't want to admit that they weren't doing very well? Financial aid probation/suspension may be playing a bigger role in students quitting. Trustee Kenison asked about accessing a basic online survey on the website? Dean Kirkwood stated we don't currently have that capability but the new website will.

Dean Kirkwood introduced Dean Kara Garrett to describe one example of how we use the data we gather. Dean Garrett stated the Medical Assistant program is one of the newest programs on campus. It was developed based on the needs survey completed in 2005-06 and feedback from local industry. The Institutional Research department developed a survey and the information gathered from it indicated Medical Assistant graduates would be hired. The feedback also indicated that the classes should be designed and offered with working parents in mind. The multiple modality program was developed for on campus classes which could be used on Media Site and online. The program can be accessed during non-traditional times. Students just have to be on campus on Saturdays for the skill lab. This is also offered as an IBEST class with two instructors in the program. At-risk students are heavily supported with two instructors and this increases their success rate. Dean Garrett explained this is also a career ladder program, and it increases enrollment in other programs. The Medical Assistant program has created a buzz in the healthcare community. To date, two cohorts have finished the program. Twenty-four students enter the program each year and an average of 20 students complete each year, that's an 83% completion rate. Of those completers all but two have achieved their Healthcare Assistant certificate. The remaining two students are completing other classes.

1.2 Counseling and Advising

E-2 Access, E-3 Partnerships, E-4 Student Achievement

Counselor contacts with students and outreach activities are detailed in appendix C. We are also using technology to keep relationships and tutors in outlying areas. The Elluminate software program is provided by the State Board for Community and Technical Colleges. This program is available for advising, tutoring, and instruction. It allows people to have electronic contact on the desktop to minimize traveling to meetings. Dean Kirkwood introduced Big Bend Technology (BBT) Director Russ Beard. He described Elluminate as a virtual office space. This program was introduced in January of 2009, and is being used for tutoring students and holding meetings. All faculty are being given a virtual office space.

Trustee Kenison asked why counseling and advising is declining? VP Mike Lang stated part of the reason is that advising has not been required beyond students' initial enrollment. Many students don't take time to make contact with a counselor, they seek peer advising. Or, they sometimes wait until the last minute and can't get in to see a counselor. The requirement has been updated and now students must seek advising while pursuing their first 30 credits.

Trustee Kenison asked if Elluminate is needed to connect with advisors online? Director Beard responded that students can use the links on the portal or the website. Trustee Ramon emphasized accurate advising and making students aware of correct classes is extremely important. VP Mike Lang stated we are trying to provide students with more information. Counselor Max Heinzmann conducts several workshops on the "Mysteries of Transfer." Trustee Felix Ramon asked if these components are introduced in the CSS classes? VP Lang state the CSS instructors teach the students to seek out resources.

Dean Kirkwood stated BBCC is actively training advisors. Achieving the Dream (AtD) recommends intrusive advising. Trustee Ramon stated once people have their minds set, some significant emotional event must take place to cause them to deviate. Dean Kirkwood stated that focus group feedback indicates that even top students don't always take the right classes.

Trustee Blakely asked how many students each faculty member would have to have for every student to have an advisor. Associate VP Candy Lacher noted that students are assigned advisors according to their interest area. Faculty advisors get about 35 new advisees each year; combined with previous advisees it adds up to about 50 advisees per faculty member. Prof/tech faculty advise their own students. Counselors each have about 100 students assigned to them.

When students change their mind about their transfer plans sometimes the classes they've taken are no longer applicable to specific college/major requirements. Trustee Mike Blakely relayed that each student should have someone assigned to contact them. Associate VP Candy Lacher stated the AtD team and Title V staff are looking at this and determining who could make this contact. VP Mike Lang reported that 300 post cards were sent announcing the "Mysteries of Transfer" training and only 23 students attended. Trustee Blakely stated it is important that students know someone cares and is checking on their progress. Trustee Pixton asked about providing parents more access to encourage their kids. Associate VP Candy Lacher stated federal law hinders sharing information. They are considering adding a parent piece to the new student orientation program.

1.4 Marketing, 1.8 Communication

E-2 Access, E-3 Partnership, E-4 Student Achievement, E-6 Cultural Enrichment

Dean Kirkwood stated 1.4 Marketing and 1.8 Communication fit hand in hand. She referred the Trustees to appendix D which includes marketing activities. She again introduced Director of Public Information Autumn Weis to elaborate on the BBCC Marketing Plan.

Director Weis relayed that the full marketing plan is on the website. She shared that the BBCC media list includes local newspapers and radio stations. Press releases and public service addresses are sent to the media list. Trustee Kenison asked if there were opportunities to provide information to high school papers? Director Weis stated they have only asked about display ads. She will check with the high schools about sending the press releases to them.

Director Weis described the College Goal Sunday as an event offering assistance to potential college students to complete their FASFA applications. Financial Aid wanted to bump up promotion of this event and Director Weis provided information to the media list and public service announcements were run the entire week prior to the event. They also send post cards to Moses Lake and Othello High Schools seniors. The event was successful with 75 students completing their applications, this is a significant increase from previous College Goal Sunday events. Even though these students are not necessarily committed to BBCC, this is a community service to help students make the best educational choices.

A second example described by Director Weis involved promotion of adult literacy week. Director Weis sent a press release to the media list, Trustee Mike Blakely wrote a guest editorial in the Columbia Basin Herald and the Quincy News Register. A reporter from the Columbia Basin Herald came to the event and wrote an article. We also partnered with Grant Transit Authority (GTA) they placed a mobile advertisement banner on two bus routes for three months. The event was held at Lamb Weston, formerly Ochoa Foods in Warden. They provided space and time for their employees to pursue GED/ESL courses. They were recognized for the accomplishments of their employees.

The AMT program, which is currently under-enrolled, was looking at what can be done differently to promote the program. Historically, they believed that classified ads were most effective. Ads were placed in 96 newspapers, statewide in 3 key markets resulting in \$2,000 spent on the campaign. The results were reviewed after the fact, and a disappointing response rate was noted. Print and classified ads are no longer seen as effective for promoting the AMT program.

AMT faculty meet regularly and will meet with the AMT advisory committee to discuss their marketing plan. It is hoped that good ideas will stem from those meetings. Director Weis stated there are nine target markets in our marketing plan, two of which are particularly hard to reach effectively, they are underserved, and non-traditional targets. A small percentage of print materials are currently focused on these groups. Our goal for this year is to expand promotion of these two targets and programs. Trustee Mike Blakely suggested a good contact is the Chamber of Commerce. He also stated that prior to the last meeting Trustee Kenison asked for student success stories and the board received those. These would be great stories for the website and could include video interviews or statements about our campus, on the website. Director Weis stated she is hoping the website redesign will allow the addition of testimonial video clips. Trustee Pixton stated testimonials could be used on high school campuses by counselors. Director Weis replied that she is developing commercials using students, with different scripts and one is in Spanish.

1.5 Partnerships

E-2 Access, E-3 Partnerships, E-6 Cultural Enrichment

Dean Kirkwood introduced Rebecca Waller, Pre-Employment Training (PET) Coordinator, to describe the PET program. Coordinator Waller reported she is working with a subset of the Central Washington JOBS folks who have been meeting at the college for two years. There are great manufacturing jobs available but our local applicant pool is not adequate to fill the need. The challenge is to build resources to elevate potential employee skills. Eleven manufacturers are invested in a training pool for potential employees. The manufacturers have worked together to mesh the training to be applicable to all 11 employers. Once students complete the six-week, 120-hour training program they will be eligible for hire by any of the 11 employers. They pay family wage rates from minimum wage to \$21 per hour.

Program students will be visiting each facility. This gives the employers the opportunity to get to know the applicants and schmooze them. The master course outlines are being examined for college credits. The employers added the requirement that students cannot miss more than one class and being late more than twice will cause them to be discharged from the program. They are mimicking the real work world.

Good jobs are available through this program. Instructors are from the different companies. Training includes: safety, teamwork, computer technology, communications, general food manufacturing, quality/continuous improvement, math, blue print reading, personal development, resume building, interviewing skills, and first aid/cpr. A certificate of completion will be awarded. This will be the primary source of recruitment for the 11 companies invested. Those

employers are: McCain, REC, Genie, Simplot (Moses Lake and Othello), Quincy Foods, SVZ, Laserfab, Basic American Foods, Lamb Weston, and Columbia Colstor.

This program is based on an Ohio model that was presented during 2-day conference. The kickoffs were successful with 211 people attending, 90 people stayed to take the test, 57 people passed the test, and 46 people were scheduled for interviews. Thirty-six people were invited into the program. The students provide \$250 for the training and they also submitted to and passed a drug test. They will get some college credit. They will have the opportunity to network with 11 employers all at once. The model in Ohio reported a 98% job placement rate. They are already discussing the next round of kick offs. Once the first class completes the training and receives job offers, the word will spread. This will be an excellent return on investment, they will be people with good skills.

Trustee Mike Wren commented that this is fantastic, tying partnerships and raising the bar including responsibility of the students. He asked how many students could be accommodated? Coordinator Waller responded the first group will include 25 students. The program is a self-funded model by the employers and BBCC is paying the coordinator's salary. This is a pay to play budget, employers pay for each hire. New employers can get involved and they will pay higher fees as they have not been involved in the labor-intensive development of the program.

Trustee Pixton asked if this same model could be used in the medical industry. Coordinator Waller stated this is a launching board to build partners, and we can develop similar programs to fit whatever needs are apparent. Press releases will inform our communities and Ms. Waller will be also attending the BBCC Job and Career fair. Trustee Mike Blakely stated local Rotaries would be a way to inform the communities too. This is a good service to the community. A benefit for BBCC is that the potential applicants who don't pass the test will be referred to the basic skills program. Also the successful applicants and the employers will recognize the training resource that BBCC represents. We want them to continue to be students as they become acquainted with BBCC. This will be enhanced by whatever college credit they can gain while in the PET program.

Dean Kirkwood again introduced Dean Kara Garrett to talk about the Warden Memoirs project partnership with WSU and Heritage University. Dean Garrett reported that through private funding Warden students visited the BBCC campus for one week and stayed in the dorms while taking drama classes by WSU in the Wallenstein Theater. The students practiced presenting their own stories to the public. A drama coach helped them find their voice. The goal of the project was to increase attendance and retention of Warden students in college. WSU VP John Fraire stated, "Much of life is a performance." The students were very

excited and performed well on our campus and they also performed around the state. This same program is in the planning process for this summer.

Dean Kirkwood introduced the Director of Career Advising & Outreach and Tech Prep, Mary Shannon. Director Shannon reported that Tech Prep is a dual credit program that connects area high schools to BBCC. It is federally funded through the Carl D. Perkins Act. There are 22 Tech Prep consortia in Washington State. Career and tech education courses at area high schools are taught with the same completeness as many of our professional/technical classes. It is industry based and focuses on competencies and skills sets, not seat time. More motivated students meet the grade requirements.

This is a good deal for students as they begin earning their Associate's degrees while at their high schools. Credits and grades are noted directly on their college transcript with no cost to the student. Tech Prep students can earn 12 credits toward their Arts & Science degree. All high school districts except Washtucna work with Basin Tech Prep. Trustee Mike Wren inquired about Washtucna's reluctance. Director Shannon stated Washtucna has limited professional/technical opportunities.

Director Shannon reported she has 213 articulation agreements, involving 34 BBCC courses. In 2008, there were 850 local Tech Prep students and enrollment continues to grow. Tech Prep is a huge door opener for students who don't think they'll go to college. Enrollment continues to increase statewide, we have a great market share locally. Basin Tech Prep was the first direct transcription, direct registration consortium. The steering committee has developed a scholarship to eliminate fees.

The Job and Career Fair, and Destination Healthcare, are also good partnership activities. Director Shannon shared a student success story about Dain Schroeder. He is a 2007 Quincy High School graduate and Tech Prep student who received a Tech Prep scholarship to attend BBCC and pursue computer science technology. He participated in an internship with the Department of Energy and has been offered a job with them.

1.6 Recruitment

E-2 Access, E-3 Partnerships, E-5 Climate, E-6 Cultural Enrichment

Dean Kirkwood introduced Associate VP Candy Lacher and she presented examples of recruitment and outreach that have been accomplished to date. Last year BBCC counselors and/or staff visited every high school in our service district at least once. Financial aid sessions have been held with many high schools for students going to any college, not just BBCC. College fairs have been held in Connell, East Wenatchee, Kennewick, Coulee Dam, Manson, Othello and

Tonasket. Additional information fairs were held at the Gear Up Career Fair, Genie Job Fair, Nespelam Community Resource Fair, Samaritan Healthcare Career Fair and the Ephrata, Moses Lake and Othello Job & Career Fairs. The counselors have also offered to present information to any high school about the Running Start program. She commented that our faculty are great recruiters. There are also 80 athletes from out of state that have been recruited and they sometimes bring their friends to campus with them.

Coordinator of Student Recruitment and Outreach Jose Esparza discussed the annual Latino Education Fair, *iEducate*. Around 250 visitors attend the fair and 40 BBCC faculty and staff host 32 booths. The 3rd Annual *iEducate* is scheduled on May 8, 2009. Dean Garrett supports the event with \$2,000 from grant money, and ASB contributes \$2,500 for the fair. This is an outreach effort to increase awareness of BBCC resources. Coordinator Esparza is using the same recruiting model that coaches use to recruit athletes.

Coordinator Esparza explained the eight-step admissions process and highlighted the gaps between the steps that potential students fall through before achieving success. Seventy percent of the students who apply actually enroll. He stated he has been searching for a tool to stay connected to the students and increase the recruitment yield. He said it is important to show the students that someone cares and is checking on their progress.

Coordinator Esparza introduced the Azorus software, a customer/constituent relationship management program, as the solution that can help us build relationships with inquiring potential students. Continuous relationships with potential students lead to enrollment and retention. Azorus is offered on the state contract which will give us a discount. The software will allow us to track potential student activities and help them navigate the admissions process. Customized e-mails can be sent to students from the software to lead them to their next step. The financial aid application is a big obstacle and we can give them tips to help. We don't have the staff to call everyone personally but with Azorus we can track if they aren't opening their e-mail and contact them through a post card. We can also use this to contact international students. Students can create their own portal to manage their registration process. Azorus has a feature that builds reports to show the effectiveness of the program. Azorus is hosted and BBT staff don't have to manage this program; customer service is included in the purchase. Trustee Mike Wren asked when this is being implemented? President Bonaudi stated the freeze on purchases has initiated a search for non-state appropriated money to fund this \$21,000 purchase. Trustee Angela Pixton asked about the company's history. Coordinator Esparza relayed that Columbia Basin College and Peninsula College use this program and are pleased with it.

Trustee Mike Blakely announced a 5-minute break at 12:08 p.m. The meeting reconvened at 12:17 p.m.

Dean Kirkwood clarified that appendices F, G and H relate to increases in enrollment.

1.7 College Services

E-2 Access, E-4 Student Achievement, E-5 Climate, E-6 Cultural Enrichment

Dean Kirkwood commented that many areas fall under college services. BBT Director Russ Beard discussed the new tutoring resource Tutor.com. He commented that the monthly use chart shows that the student usage doubled when tutor.com became available 24/7. Student comments reflected that the students using this service are pleased with it. Tutoring is available in English and Spanish. President Bonaudi elaborated that this service was acquired from AtD funds. The AtD team determined that online tutoring would be helpful to students.

Dean Kirkwood stated distance education is becoming more popular. She showed a chart that illustrated how distance education enrollments have changed. In 2005-06 there were more WAOL enrollments, now we have higher enrollments in on-line portal classes.

Associate VP Candy Lacher reported there are two major distance education areas: ITV and online. She explained further that ITV classes are taught from a single site, usually Moses Lake, and sent to multiple sites. ITV is available to all students however, Running Start students are the primary users. Running Start classes are offered during the day on the high school campuses. The advantage with ITV is that students can interact with faculty and they can see each other, though it is not as cost effective as online portal classes.

There are three types of online classes: portal, WAOL shared, and WAOL private. Online classes offer much variety as a physical space does not have to be scheduled. A BBCC AAS degree can be completed online. Online classes offer flexibility to students. They choose where and when they log in to the classroom. Students often log in at midnight to complete their work. Portal classes are maintained by BBCC at no extra cost to BBCC or the students. WAOL classes are switching from the Blackboard platform to the Angel platform. Instructors are beginning to receive training on the Angel platform. Shared courses allow an instructor at one college to teach students from the originating college as well as other colleges in the system. This allows BBCC to offer classes that might otherwise be cancelled due to low enrollment. BBCC pays a \$50 per credit, per student fee for the WAOL shared classes, the Angel fee is \$4 per quarter. Private WAOL courses use the same platform, we pay the instructor, and all of the students are BBCC

students. Students pay \$4 per quarter and we must be sure we're making the minimum enrollment. In conclusion, Dean Kirkwood stated there are many activities we use to recruit.

President Bonaudi stated everyone will have a chance to digest this information. He also stated he has seen many presentations and this is the best presentation regarding a college strategic plan. It showed the powerful connection with the Ends Statements and how they guide the college. The next report is about what we do with students once we get them. Trustee Ramon thanked all for the excellent presentation. Trustee Mike Blakely also stated this was an excellent presentation and it shows real progress from year to year.

The meeting adjourned at 12:35 p.m.

Mike Blakely, Chair

ATTEST:

William C. Bonaudi, Secretary