

## **THE OFFICIAL MINUTES**

The Big Bend Community College Board of Trustees held its regular Board meeting study session August 8, 2019, at 9:00 a.m. in the ATEC Hardin Community room in Building 1800 on the Big Bend Community College campus.

### **Call to Order**

Present: Anna Franz  
Jon Lane  
Stephen McFadden  
Juanita Richards  
Thomas Stredwick

#### **1. Employee Focus Group Report Progress**

Leadership Consultant Linda Seppa Salisbury has 53 years of teaching experience in higher education at the University of WA, Whitworth University, EWU, and Spokane Falls Community College. She teaches communications, leadership, and conflict resolution. Ms. Seppa Salisbury shared that she has been working with the President and Vice Presidents (executive team) for six months as a result of their desire to make changes based on the Employee Focus Group Report (EFGR). She read the EFGR, newspaper article, exit interview information, and the mission of the college. She stated the situation is very serious, and the EFGR represented an unofficial vote of no confidence. The executive team can make positive changes, and they need to make people feel valued, heard, and understood by being vulnerable.

Ms. Seppa Salisbury explained that she began working with the executive team by conducting the Meyers-Briggs Inventory and found that all four executive team members are introverts, which is rare in a leadership group. The executive team members' introversion explained a lot of the Clark report comments. She then asked the members to engage with the BBCC community and talk about the Clark report. The four executive team members have been visiting with campus community members; they have completed 66 interviews, which included listening to feedback on themselves. Ms. Seppa Salisbury has provided resources about introverts, leadership styles, and how to restore trust and confidence. She said the executive team needs to develop a comprehensive plan with the school community via a big increase in communication. Dr. Leas and Dr. Humpherys were the focus of the report. Dr. Humpherys took on the tough role of responding to accreditation recommendations with very little time to do so. His style helped him accomplish the imperative goal; however, employees did not fully realize or appreciate the urgency of his task. Ms. Seppa Salisbury shared that communication is key when working with educators.

Trustee Anna Franz asked about communication issues and suggestions for the trustees moving forward. Ms. Seppa Salisbury encouraged the trustees to ensure funding is allocated to provide resources that support employees in the process of improving campus culture and for the trustees to be present and seen by campus

community members. She said it is important that discernible progress is seen by the campus community and for executive team members to continue listening to and sharing with campus members.

Trustee Thomas Stredwick asked about how to measure the progress. Ms. Seppa Salisbury suggested conducting employee surveys and monitoring exit interview data; she stated progress takes time.

Ms. Seppa Salisbury will continue to work with the executive team through December. Dr. Leas stated executive team is working with groups on campus including the Deans and Division Chairs to develop and implement a campus action plan. The plan will be shared at the Campus In-Service September 16 and subsequent updates with the board during its October 10 meeting. Dr. Leas stated the plan will include identified priorities and professional development opportunities for all employees.

Board Chair Stephen McFadden announced a 10-minute executive session at 9:47 a.m. including Ms. Seppa Salisbury to discuss items provided for in RCW 42.30.110 (1): (g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The executive session ended at 9:57 a.m. with no action taken. Board Chair McFadden announced a 10-minute break. Ms. Seppa Salisbury left the meeting. The meeting reconvened at 10:10 a.m.

## **2. Strategic Plan & Institutional Priorities**

President Leas shared a list of items the trustees monitor and asked the trustees to prioritize the items. Trustee Jon Lane stated he would like to hear updates on new programs like drones, athletics, etc. Board Chair McFadden stated trustees should be alerted to trending issues. Trustees should also monitor new programs, for example, the Bachelor of Applied Science process and new athletic programs.

President Leas stated the Unmanned Aerial Systems (UAS) program and the SIM Tech programs are struggling for enrollment. The program directors are using distance education and consortia membership as enrollment strategies. The UAS and SIM Tech program enrollment challenges have not been brought to the board as a critical issue because federal funds are supporting the grant, and BBCC is not depending on the FTEs from those programs. VP Humpherys is working with the Deans to integrate the programs and promote the classes for students outside the programs. For instance, there are very few jobs in this area for Medical SIM technicians or drone operators, but Medical SIM technology classes can provide retraining for EMTs. There is an increase in robotics in the manufacturing industry and adding mechatronics to the Industrial Electrical Technology program with a mechatronics or UAS certificate could help with career-advancement paths.

The UAS and Medical SIM grants were written before VP Humpherys arrived. There was some market demand noted in the initial grant applications. Mechatronics has good partnerships with data centers.

President Leas stated additional enrollment strategies include attracting working adults with online/hybrid offerings and adjusting evening classes to have common start times, ensuring students can take multiple classes without overlap.

Regarding the B&O-tax-funded HB 2158, the SBCTC is concerned that more than half of the oversight board for this legislation is employers who pay B & O tax. These employers want to know the return on their investment. The WA Student Achievement Council (WSAC) is focused mostly on high school graduates, while the SBCTC wants to focus on working adults.

The Workforce Education Center (WEC) building is on schedule and Automotive, Welding, Industrial Electrical, and MMT will be located on the first floor. The second floor is scheduled for completion in February. The second floor delay is due in part to a lack of full funding as the project depends on securing local funding. Dr. Leas encouraged trustees to continue to use their contacts to raise money for the WEC.

President Leas stated one of the trustees was on campus during a New Student Registration session and inquired about attending New Student Registration or New Student Orientation. Dr. Leas is talking with administrators to learn about opportunities for trustees to observe and interact with students. Trustee Anna Franz commented that increasing student and employee accessibility to the board responds to the EFGR. Board Chair McFadden stated trustees need to be involved in the campus healing process.

Topics identified for study sessions included the EFGR and action items to approach solving issues strategically. Trustee Jon Lane asked about adding marketing as an important topic as well as meeting policy goals, monitoring programs through the institutional dashboards, and allocating the budget to priority items.

President Leas shared that the state allocation enrollment reports show an increase in headcount and non-state funded FTEs, BBCC is struggling to increase state-funded FTEs, which tie directly with state budget allocations. BBCC has been protected from the impact of enrollment drops due to safe harbor and FTEs are down across the state. In 2020-21, college budgets across the state will be negatively affected by the enrollment drop, which underscores our focus on enrollment management strategies.

Board Chair McFadden stated cautionary issues similar to the enrollment challenges need to be shared with the trustees. Trustee Franz stated emails from President Leas have been helpful.

Dr. Leas reported that he attended a meeting with CWU President Gaudino, Senator Warnick, Representative Dent, and Representative Ybarra regarding transferring CWU's aviation program to BBCC. The CWU aviation program currently has 200 students, \$7 million in airplanes plus flight simulators, four tenured faculty, ten non-tenured faculty paid at different rates, and 35 support staff and mechanics. This transfer represents a huge logistical challenge, and it would be a multi-year process.

Board Chair McFadden reported that CWU's aviation program has faced challenges, and Representative Dent is invested in seeing a stable aviation program that serves students. Representative Dent is also working with private industry to support the transfer. Trustee Franz stated BBCC needs to be thoughtful about protecting the aviation program and overcommitting resources that might harm the program.

President Leas stated pilots are currently in demand; however, that demand may drop and future enrollments may not support the costs. BBCC needs to stay flexible and not overcommit with tenured faculty and equipment. The transfer from CWU could be a great opportunity. Dr. Leas talked with Richard Hanover from the Port of Moses Lake about working on a task force with Rep. Dent. The Port of Moses Lake may have access to resources to support the transfer. FAA regulations are another important piece to consider.

Dr. Leas referenced the trend chart and stated BBCC is struggling in pre-college and workforce education FTEs. Running Start is boosting academic transfer FTEs. Running Start and Open Doors FTEs are non-stated funded. Dual-enrollment students help BBCC's enrollment. Running Start students may transfer into the BAS program and be tuition-paying students.

Board Chair McFadden said EWU recruits Running Start students from Ritzville. Universities have more recruiting resources. BBCC will participate in the Lind-Ritzville Career Showcase.

The meeting adjourned for lunch at 11:45 a.m.

The meeting reconvened at 12:30 p.m.

### **3. Trustee Onboarding/Orientation**

Trustee Thomas Stredwick introduced the onboarding and orientation schedule. This is an ongoing topic of discussion intended to create clarity and consistency with onboarding a new trustee. The goal today is to edit the schedule for formal adoption at the October board meeting. The trustees discussed the schedule and suggested a few changes. Trustee Stredwick will fine tune the schedule for board action at the October meeting. A checklist and resource packet will be added to the board webpage.

### **4. Board Self Evaluation**

Board Chair McFadden said the board self-evaluation process the past couple of years has been more informal. He prefers completing the self-evaluation as an activity. The trustees agreed that a better process is needed to ensure board accountability. Next year they would like to appoint a sub-committee to establish a more rigorous self-evaluation process. Board self-evaluation will be added to the workshop topic list.

The trustees reviewed their 2018-19 board goals on page 16. President Leas said BBCC's strategic planning and accreditation process is being simplified. He asked if the

board's self-evaluation form is meeting their needs. The board members would like to adapt their process to meet updated accreditation standards. They also see issues with the executive limitations in policy governance, which have not be modified in several years. It may be time to revise policy governance to clarify and communicate expectations more effectively. In 2012, the Ends and Core Themes did not necessarily match, and we tried to force them together to meet accreditation standards. The new standards are less prescriptive than the old standards and have more flexibility around evaluating the college and conducting the board's self-evaluation. VP Humpherys will provide a training on the new standards during an upcoming study session. The next accreditation report is due summer of 2020, and we will have an accreditation visit October of 2020.

The trustees rated their 2018-19 board goal achievement (goals in *italics*).

*Continued involvement at the State and Federal level.*

The goal was met. There were increases in legislative funding for the first time in a decade.

*Development of a timeline to receive meaningful, accurate, and reliable data to determine board effectiveness.*

Trustee Franz stated the board needs to do a lot of work to establish standards of accountability, a self-evaluation process, and to ensure policy governance is functional. The EFGR called out administration, and the board is part of the leadership. She said the board's self-accountability is deficient, and they need to send a clear message to campus about their responsiveness to the EFGR.

*Development of an "on-boarding" process for new trustees and others who are in leadership positions.*

The board is implementing an on-boarding and orientation schedule.

*Enriching and expanding our relationships with our "workforce partners" to better understand and respond to their needs.*

Board Chair McFadden said Leadership Consultant Linda Seppa Salisbury's quote about the EFGR being an "unofficial vote of no confidence" was sobering. The trustees need a better process for evaluating performance and goals to ensure BBCC is moving in the right direction.

Trustee Franz stated the board was not effective based on the EFGR. All trustees agreed there needs to be a fundamental change in board goals.

At 2:08 p.m., Board Chair Stephen McFadden announced a 5-minute break to be followed by a 30-minute executive session, including President Leas, to discuss items provided for in RCW 42.30.110 (1): (g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The executive session ended at 2:38 p.m. with no action taken.

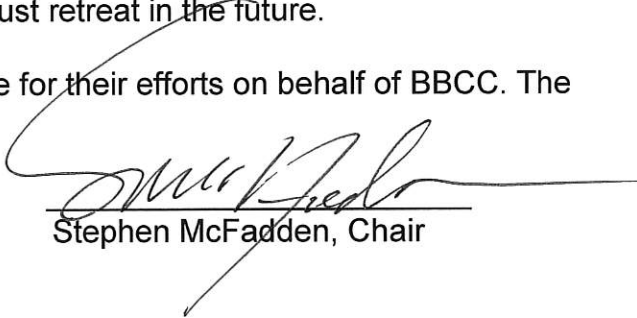
The board is in agreement to hold a workshop to evaluate the board this year. They would also like to learn about the new standards and during the next accreditation cycle, they want to hold a study session on goal setting.

#### 5. President's Evaluation Process

VP Kim Garza facilitated the president's evaluation process session. She asked about the board's reference materials and if they needed additional information. The president's evaluation goes through June and the evaluation letter will be shared at the October board meeting. President Leas' existing contract goes through the end of June 2020. The 3% wage increase is added the same as other employees.

The board discussed the timing of the president's evaluation. They would like to conduct the president's evaluation during the August retreat in the future.

Board Chair McFadden thanked everyone for their efforts on behalf of BBCC. The meeting adjourned at 2:55 p.m.



Stephen McFadden, Chair

ATTEST:



Terrence Leas, Secretary