

## THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Special Board meeting on Thursday, August 9, 2012, 9:00 a.m. at Pillar Rock Grill, 1373 Rd F.2 NE, Moses Lake, WA.

### 1. Call to Order

Present: Mike Blakely  
Anna Franz  
Jon Lane  
Stephen McFadden  
Mike Wren

Chair Mike Wren welcomed the group and introduced Columbia Basin College President Rich Cummins as the facilitator of the President/Board Orientation Retreat. Dr. Cummins stated he worked with Chair Mike Wren and President Leas to determine the agenda for the morning. He will review the Community and Technical College system, core principles of Carver Policy Governance and promote Trustee/President conversations.

### WACTC Overview

Each Washington state community and technical college is independent and autonomous locally. The State Board for Community and Technical Colleges (SBCTC) is the fiscal and policy agent for WA community and technical colleges. The Legislature provides funding to the SBCTC and the SBCTC determines how to distribute the money based on FTEs (Full Time Equivalents). The SBCTC also creates policies regarding funding. The Student Achievement Initiative is an example of a skim on all CTCs to create a pool of money that is then shared based on student achievement points earned at each college.

The Washington Association of Community Technical College (WACTC) group is made up of the 34 Presidents and 3 Chancellors of the Washington community and technical colleges. This group meets monthly to strategize moving the system forward. The most important job of each Board of Trustees is the hiring of their President.

Trustee Mike Blakely shared his frustration regarding the lack of capital funding for BBCC. Dr. Cummins explained that several years ago the WACTC group agreed on criteria on which to judge capital funding requests and those requests are approved by the WACTC Capital Budget Committee on which six Presidents sit. There are three capital project categories: growth, remodel and new. Dr. Cummins stated there has been some conversation within WACTC to change the structure of the committee and revise the criteria to eliminate any bias on the capital committee.

## Policy Governance

Columbia Basin College was the first WA community colleges to adopt policy governance. Currently, BBCC, Centralia and Green River Community College work under policy governance. This structure removes micromanaging from the Trustees and empowers the President.

Dr. Cummins listed key points of policy governance.

- Trust in trusteeship- high value placed on needs of the community, what does the larger group want to achieve? This is defined by BBCC's mission statement.
- One voice- Following group discussions it is important that decisions are unanimous to provide confidence and assurance. Board decisions are based on policy. Policy is determined by the broadest value i.e. nested bowls. The largest bowl is the policy and can be refined to the smaller ideas (smaller bowls) at the Board members' comfort level. BBCC's policy governance demonstrates this by stating the policy goal and then providing more detail in a, b, c, etc.
- Define and delegate rather than react and ratify- Trustees define expectations for the CEO, delegate to the CEO and then assess the outcomes.

President Leas asked how Trustees handle complaints about the college by community members. The Trustees discussed listening to issues and then passing the information on to the Chair for sharing with the President if appropriate. When necessary the Board will discuss issues being careful not to inflame situations. If there were large issues community members would attend the Board meetings to express their concerns. It's important to follow the policies in place and it is helpful for the AAG to attend the Board meetings. Dr. Cummins stated policy governance is like a mobile and when one piece is off balance it effects the other pieces. The Board needs to be careful responding to one issue over the many.

- Ends determination- monitoring the progress toward the Ends is a pivotal duty.
- Control the staff- Executive Limitations address this area. The Trustees don't tell the President what to do but they do set parameters on what the President should not do. It is important for the Board and President to share healthy conversations with relevant information. The group agreed with the "no surprise" policy. It will be important after Dr. Bonaudi's long tenure for President Leas to have his own footprint.

Dr. Leas stated he has an open and transparent communicating style. The Trustees agreed that Dr. Leas will manage employee tensions and bring them to the Trustees' attention if necessary.

- Board self-evaluation- Board should design its own explicitly designed self-evaluation processes that further the high value work of holding the needs and desires of the community.
- Policy linkage- this is spelled out clearly in BBCC's policy governance. The Board should not interfere if the institution is making progress toward the Ends and regular progress reports (monitoring reports) are shared showing progress.

- CEO evaluation- CEO performance should be evaluated against policy criteria.
- Servant leader- the Board Chair is the servant leader to the Board and the Board is the servant leader to the community.

It is important to note that AAG Charnelle Bjelkengren works for the Board. If there was an issue with the President he would be represented by an HR AAG.

Social settings including a quorum of the Board need to avoid violating the Open Public Meetings Act and also the appearance of any violation. Social interactions are important for getting to know each other and it is important that no decisions about the college are made at social events that are not posted as Open Meetings. Dr. Cummins elaborated that each Trustee is a representative of the community. Taxpayers deserve to know all decisions that are made about the college. Recently the AAG advised that conferences being attended by more than three Trustees should be posted as meetings.

The Board rates the President's performance based on the Ends statements and progress on the Ends statements is presented in the three monitoring reports. The monitoring reports are inquiry based and presented for Trustee/staff interaction. BBCC's annual process includes review and discussion of significant amounts of data at a Board/Administrative Retreat each fall. Dr. Cummins stated a huge value of policy governance is the focus on the Ends. Trustee Jon Lane noted [grantcountytrends.ewu.edu](http://grantcountytrends.ewu.edu) is a great resource.

Trustees shared some of their challenges. Trustee Mike Blakely stated the budget situation has caused BBCC to hire more part time instructors. Also, many Running Start students from Quincy can't get into their first choice classes due to the reduced course offerings.

Trustee Stephen McFadden indicated most Ritzville graduates choose EWU or Spokane Community College. There has been an increase in BBCC staff visits to Ritzville. He would like to see more BBCC outreach to the Ritzville/Lind area to generate interest and encourage Ritzville/Lind graduates to see BBCC as an education option. The community knowledge center is functional at the community library and it needs to be promoted in the community. Access issues need to be anticipated prior to promotion of BBCC in Ritzville. Dr. Cummins commented the Access issue is a good discussion. If BBCC pushed Running Start in the Ritzville/Lind communities it would take away some of their K-12 funding. What are some other ways to increase access in rural locations?

CBC, also an Hispanic Service Institution (HIS) institution, is part of the Sage Consortium (central WA community colleges) working on back office efficiencies.

Trustee Mike Wren commented that the Board's ratings of the outcomes during the Board retreat each fall is well received.

Trustee Jon Lane stated BBCC is in a competitive market with online universities. BBCC needs to institutionalize outreach efforts not just based on Trustees' interest; institutional intentionality vs. personal dependency. Trustee McFadden mentioned message branding is important. Trustee Lane stated BBCC's aviation program is key for the college; we have a prime location to expand on aviation opportunities.

The Board sets annual goals at the Board/Admin Retreat each fall. Trustee Lane stated he would like to sustain what is good and make any changes indicated based on policy and data. President Leas' role is to create a strategic plan.

Trustee Wren noted that he appreciates Terry's relational management style. He would like to see BBCC build partnerships with the data centers and new industrial growth organizations. Trustee Blakely commented that Lisa Karstetter is connected with the data centers and he could work on setting up a meeting with her and the data center representatives. The President will meet the new REC Silicon CEO at the Grant County EDC luncheon on August 23.

The Trustees and President talked about conducting a service district "listening tour." They would also like to pursue more interaction with the BBCC Foundation Board.

The Trustees discussed providing President Leas with performance feedback quarterly (every other Board meeting) in executive session and/or open session.

The meeting adjourned at 1:00 p.m.

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Mike Wren Chair

ATTEST:

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Terrence Leas, Secretary