

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held its retreat Thursday, September 11, 2014, at the CBTech Facility.

Board Chair Jon Lane led the pledge.

1. Call to Order

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

2. Introductions

Each person attending introduced themselves: Executive Assistant Melinda Dourte, Dean Tim Fuhrman, Dean Kara Garrett, VP Kim Garza, VP Gail Hamburg, Director Kim Jackson, Dean Valerie Kirkwood, Associate VP Candy Lacher, President Terry Leas, VP Bob Mohrbacher, Faculty Association President Rie Palkovic, Executive Director LeAnne Parton, Dean Clyde Rasmussen, Director Charlene Rios, PIO Doug Sly, and BBT Director Rick Sparks.

3. MOUs with Faculty Association

VP Garza introduced the two Memorandums of Understanding (MOU) that were developed the past year since the 2013-15 Negotiated Agreement was approved by all parties. The Faculty Association and BBCC agreed to work together to draft wording describing movement on the Salary Index Matrix (SIM) including a promotional step for tenured faculty and a professional development unit (PDU) process. The MOU regarding SIM movement provides a process for tenured faculty to request a promotion to senior tenured faculty.

The MOU regarding PDUs provides a process for earning PDUs and receiving a PDU stipend.

Faculty Association President Rie Palkovic thanked the team members: VP Kim Garza, Dean Kara Garrett, VP Bob Mohrbacher, Psychology/Criminal Justice Instructor Ryann Leonard, and BIM Instructor/VP Faculty Association President Daneen Berry-Guerin. She said the team worked hard and developed agreements that will benefit BBCC students and faculty. The Faculty Association voted unanimously to accept the MOU regarding PDUs and the MOU regarding SIM Movement.

Motion 14-33

Trustee Mike Blakely moved to approve the Memorandums of Understanding regarding PDUs and SIM Movement. Trustee Stephen McFadden seconded, and the motion passed.

4. Academic Master Plan

Dean Valerie Kirkwood introduced the Mission Fulfillment Workbook task. The trustees transferred their comments to the posters.

Student Success

Outcome: BBCC provides access to programs and services that meet the needs of our service district.

Objective 1.1: BBCC provides access to programs and services that meet the educational needs of our students and prospective students

Trustees' effectiveness rating for this objective: 4

Trustees' importance rating for this objective: 5

Are there areas where we are not fully meeting needs? What changes could we make to meet needs for prospective and current students?

Agriculture Tech, Engineering, Hospitality, Veterans, and maximizing STEM, are areas in which BBCC could expand.

Trustee McFadden said there is a growing focus on added-value agriculture programs. BBCC needs to help entrepreneurs develop ways to put agriculture to work for retail sales. Trustee Blakely encouraged prioritizing a science building to include an agriculture program. Trustee Villarreal advised that there is a teacher shortage. BBCC needs to be innovative and attract 4th-5th graders to agriculture science, and help young students to see BBCC as their first higher education step. VP Mohrbacher stated many BBCC students are education majors. There aren't many agriculture students. There is a fine balance to determining whether hire an instructor before there are students or recruit students and then hire an instructor.

Trustee McFadden asked about student feedback. Dean Kirkwood explained that BBCC staff talk to students at different levels of education throughout their BBCC experience. Trustee McFadden said he would like to hear the students' conversations around successes and challenges in the form of a focus group with students and no more than two trustees in attendance.

President Leas commented on the complexity of information gathering and multiple audiences and asked if the monitoring reports inform the trustees appropriately? Trustee McFadden stated focus group information will be equally valuable to him as the data.

VP Mohrbacher suggested focus groups with people who are not BBCC students may be helpful, he suggested industry employees.

Trustee Jon Lane stated the Carver model discussion will inform this. He is interested in learning about wait lists and class cancellations. Associate VP Candy Lacher said the wait lists are shorter this year.

It will be easier to capture this information once the new statewide computer software system, ctcLink, is in place.

Director of Student Activities Kim Jackson shared that a training to raise awareness of veterans' issues for staff/faculty, "Battle Grind to Campus Mind" will be available on campus in October.

Objective 1.2 Use of services correlates with success, retention, and completion.

Trustees' effectiveness rating for this objective: 4

Trustees' importance rating for this objective: 5

What services and resources seem to have the biggest impact on student learning, course success, retention, and completion rates?

TRiO, and AVID in Higher Ed stress advantages of two- and four- year degrees. I- Best, English lab, new student orientation (NSO), STEM Center, counseling, emporium math, and online textbooks all positively impact student learning, course success, retention, and completion rates.

Trustee Anna Franz suggested holding a focus group of students who have not attended NSO to understand why they aren't participating? Trustees' comments included encouraging more on-campus participation, teaching soft skills, and faculty and staff usage of the advisor tool.

Objective 1.3 Students are prepared to graduate and to transfer or to seek employment.

Trustees' effectiveness rating for this objective: 4

Trustees' importance rating for this objective: 5

Trustee Stephen McFadden suggested targeted counseling for students. Even though undecided students are exploring, focused pathway advising will help students seek appropriate classes/credits. What are the characteristics of students who are "wandering aimlessly" through classes that are not on their degree pathway?

VP Mohrbacher reported that a study revealed very few transfer problems with WA state schools. Some students take the wrong classes, which can slow their progress to their certification or degree. Students also need to understand the skills needed for their chosen profession. This insight can be illuminated by job shadowing opportunities which could be arranged by a career services coordinator. Recruiting days for employers would also be beneficial.

Board Chair Jon Lane announced a 10-minute break at 10:09 am.

Excellence in Teaching and Learning

Outcome: BBCC supports innovation, variety, and creativity; maintains high academic and industry standards; and supports professional development for continued growth.

Objective 2.1: BBCC implements innovation and creativity in programs and services.

Trustees' effectiveness rating for this objective: 4

Trustees' importance rating for this objective: 5

Are there best practices that should be expanded or taken to scale at BBCC?

Trustees asked about recognition of employee creativity and encouragement of future leaders. Employees are nominated for awards. President Leas commented that he could send more personal thank-you notes.

Discussed AVID strategies that are being used campus-wide and expanding AVID workshops. Trustee Mike Villarreal asked about faculty development process. VP Mohrbacher explained that BBCC has several processes that assess both student learning and teaching practice:

The annual assessment process involves departments, and each department develops a plan for student learning assessment for the year. The following fall they produce a report detailing the assessment results, and then use the results to make changes to curriculum, teaching practices, department procedures, etc.

Faculty in the tenure process have classroom observations, student evaluations, and peer feedback as part of their process.

Tenured faculty participate in the Tenured Faculty Evaluation process, which involves classroom observations, student evaluations, and peer feedback as part of their process.

Adjunct faculty have student evaluations and classroom observations on a regular schedule.

Objective 2.2 BBCC helps students attain high academic standards

Trustees' effectiveness rating for this objective: 4.2

Trustees' importance rating for this objective: 5

Trustees discussed continuing to develop student support services and encouraging participation. Trustee Blakely commented that the full-time faculty ratio should be increased. BBCC is implementing more peer mentoring because students listen to their peers. Trustee Lane stated he would like to see professional development education plans for faculty.

Objective 2.3: BBCC supports professional development for faculty and staff in order to improve student engagement and outcomes

Trustees' effectiveness rating for this objective: 4

Trustees' importance rating for this objective: 5

The trustees discussed AVID training and Carver Policy Governance training. VP Garza has developed staff training opportunities. She would like to develop a plan for employees who want to move up in the organization. The new professional development unit (PDU) category for faculty mentorship will be critical with new employees.

Faculty Association President Rie Palkovic stated all faculty members are on committees due to high number of new faculty.

President Leas commented that more professional/technical instructors should attend the AVID training.

The group discussed building relationships between BBCC faculty and school district faculty.

Community Engagement

Outcome: BBCC supports economic development, nurtures community and industry partnerships, and acts as a responsible steward of resources.

Objective 3.1 BBCC works with community and industry partners to support economic development

Trustees' effectiveness rating for this objective: 4

Trustees' importance rating for this objective: 5

Trustees discussed the importance of networking with industry, legislators and local boards. Trustee McFadden asked about our advertisement strategy with industry sectors.

VP Mohrbacher talked about BBCC's connection with CWU's aviation program. CWU's flight contractor recently dropped services. BBCC is trying to help, but there are some limitations due to FAA regulations. Some of CWU's new students have come to BBCC. CWU also lost its VA certification.

Objective 3.2 BBCC works with K-12 and university partners to provide educational opportunities.

Trustees' effectiveness rating for this objective: 4

Trustees' importance rating for this objective: 4.8

Trustees discussed attracting students from local school districts by connecting with them at a younger age. Trustee McFadden stated Adams County needs more connection with BBCC. He talked about using a graphics wrapped bus or trailer to make an impactful statement in our communities. Students are multi-media focused, and BBCC needs to reach them with social media.

Director of ASB Kim Jackson reported the ASB is sponsoring “Thrillin’ Third Thursdays” featuring an artist on campus and open to the public. She said she could send posters and invites to school districts. Peers attract students, and BBCC’s large pool of alumni could be featured in messages to make them more personal. President Leas visited a high school that had graduates’ photos with their higher education plans; for example, “I went to BBCC!” Trustees agreed BBCC needs to celebrate with students.

Objective 3.3 BBCC practices responsible use of resources, including fiscal and natural resources

Trustees’ effectiveness rating for this objective: 4

Trustees’ importance rating for this objective: 4.5

Trustees commented about the improved lighting on campus. The PTEC building will help with energy conservation. BBCC needs to establish partnerships with the PUD, REC and wind farms.

Objective 3.4 BBCC provides an inclusive environment for students, employees, and partners in order to sustain a vibrant community

Trustees’ effectiveness rating for this objective: 4

Trustees’ importance rating for this objective: 5

Trustee Mike Blakely stated it is important to be visible in the communities. The Transforming Lives Award dinner was a great example of celebrating with students. BBCC needs to build alumni connections and use them to reach new students. Trustees also discussed reaching out to communities with cultural activities and closing the gaps in success rates between white and minority students.

Director of BBT Rick Sparks said he would like to see student competition to create viral videos as a great way to advertise the college.

The board took a break for lunch and a tour of the CBTech facility at 12:15 p.m.

Board Chair Jon Lane opened the afternoon board retreat session at 1:24 p.m.

5. Board Self-Evaluation

Dean Valerie Kirkwood facilitated the board’s self-evaluation discussion. This exercise is an opportunity to evaluate the board as a whole, not individually. The new mission, core themes and Ends Statements provide good momentum for moving forward. The board’s policies drive the college focus.

Board Chair Jon Lane asked about Achieving the Dream (AtD) activities. Dean Kirkwood responded that AtD’s focus and requirements for data collection helped guide Institutional Research, and those strategies continue to be used. AtD provides external coaches to provide feedback regarding internal processes and goals.

President Leas stated if BBCC moves forward with AtD, the institution will be an AtD leader college, which will bring national recognition, and more importantly, it raises BBCC's eligibility for grants and continuous improvement.

E-1 Mission Fulfillment: Big Bend Community College delivers lifelong learning through commitment to student success, excellence in teaching and learning, and community engagement.

Strengths:

Chair Jon Lane stated the board makes data-informed decisions. Trustee Blakely stated the board puts the needs of the students first.

Challenges:

Trustee Anna Franz commented that some of the service district's outlying communities are not represented. Trustee Stephen McFadden stated he feels removed from college between board meetings. More time on campus would provide the board a better grasp of the BBCC culture. Meeting the needs of the college and service district population is important. Trustee Blakely stated most public BBCC functions are attended by at least one trustee.

President Leas encouraged the trustees to think of the board collectively, rather than individually. The board represents the service district and provides insight into students' experiences. Trustee Mike Villarreal suggested a strategic approach to cross-geographical community visits. Up to two trustees could accompany President Leas when he visits communities and business/industry leaders. He also encouraged the entire board to meet with other boards. Trustee McFadden stated the local economic development councils and BBCC's workforce résumé are great tools. He invited President Leas to accompany him when visiting with workforce industries (this applies to E-4 Community Engagement) President Leas stated trustee attendance and interaction at community meetings fulfills mission effort. He reminded the board that they inform the "why" for the college.

Regarding E-3 Excellence in Teaching and Learning, Trustee McFadden stated he would like trustee involvement in stakeholder focus groups. BBCC gives outstanding effort to gather data and provides great financial information.

President Leas stated an important role of the board includes adding credibility to requests to business and industry for support and reminding legislators about funding needs.

Trustee McFadden asked about the next capital project, after PTEC. VP Hamburg responded that the Allied Health and Fitness Center, located next to the DeVries Activity Center will be the next capital request. She confirmed that equipment is included in the PTEC budget, and we have plans to provide sponsorship opportunities. PTEC will include the "latest and greatest" technology at the time it is built. Faculty and industry leaders are involved in the planning.

E-3 Excellence in Teaching and Learning

Board Chair Jon Lane stated the data indicate BBCC instructors do a good job teaching. Hispanic students are performing above their counterparts nationally. VP Mohrbacher stated he is working with faculty emphasizing that teaching is about the outcome, not the input; in other words, what students learn, not what instructors teach.

Trustee Villarreal asked how teaching and learning is monitored. VP Mohrbacher stated there are multiple pathways, including master course outlines with outcomes and general education outcomes, which include critical thinking, quantitative reasoning and communication at the institutional level. Random student work and tests are used as evidence for student learning.

President Leas stated E-3 sets the tone and expectation for BBCC as the desired outcome. The monitoring reports are useful for operational staff, are they valuable for informing the board? Do the monitoring reports help the board self-evaluate?

Trustee Blakely stated the monitoring reports shows incremental increases. Board Chair Lane responded that the data and monitoring reports are valuable; they may provide more information than necessary. Trustee Villarreal stated BBCC is headed in the right direction; how do we continually improve?

Challenges: One challenge is the decrease in percentage of full-time instructors; BBCC is down to 55% full-time instructors. Tenured full-time instructors participate in governance and offer more availability to students.

Strength: Trustee McFadden stated reviewing the tenured evaluation information is a good experience for trustees. Seeing the interaction in the reviews, recommendations, self-evaluations, and student surveys is very helpful. Tenured faculty members make the collective culture, and they are the legacy of trustees.

E-2 Student Success

Board Chair Jon Lane and Trustee Anna Franz agreed that BBCC is doing a great job with teaching and learning and that impacts student success. Developing partnerships ensures BBCC's offerings reflect the community. Chair Jon Lane reminded all that BBCC is a Hispanic Serving Institution (HSI).

President Leas encouraged the trustees to set a vision with examples. BBCC's graduation rate of 35% is a challenge even though we are in the 89th percentile nationally. What happens to the 65% of students who don't graduate? The board does a good job praising the good work employees do. Trustees asking employees to continually improve for our students helps create a culture of excellence.

Trustee Mike Blakely asked about a mechanism to follow up with students who miss multiple classes.

The Academic Early Warning (AEW) system is labor intensive, but it does have good results when a personal connection is made with the student. In a ten-week quarter, it takes three to four weeks to reach students, which is almost halfway through quarter.

VP Mohrbacher stated many outside issues impact students. The WA Family Support Network (WFSN) grant will target some external issues, support building financial literacy and assets, and career planning. For most students, academic problems stem from family or financial issues. BACC's service district has a low per capita income.

E-5 Integrity and Stewardship

The trustees agreed that they receive high-quality fiscal information from VP Hamburg and the business services office. The trustees reiterated their role as policy-makers.

E-6 Inclusion and Climate

The trustees agreed that they do a good job setting the tone at the college. Supporting hiring a Director of Campus Security and Safety is an example of this. Trustee Mike Villarreal encouraged the college to continue to embrace diversity and look for more opportunities. He said the board could be more strategic about making industry connections.

E-4 Community Engagement

This was discussed during the Mission Fulfillment conversation. There are opportunities for growth outreach to businesses and segments of population. Trustee McFadden stated the board's overarching role is to continue to challenge and fine-tune what is being done well. He said he has never had a dissatisfied moment as a trustee. BACC is always advancing, and the family culture is strong and healthy.

6. 2013-14 President's Evaluation

The Board adjourned to an executive session for 20 minutes 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. Chair Jon Lane extended the executive session 10 minutes. The meeting resumed at 3:25 p.m. with no action taken.

7. 2014-15 President's Evaluation Process

The current evaluation process and timeline for the president is in conflict with policy (BSL4 Monitoring Presidential Performance). The board sets the terms of the president's employment. VP Garza asked the board what they want from the evaluation process.

Board Chair Jon Lane stated the June evaluation completion date is poor timing. VP Garza stated that 95% of the community college boards in Washington State

complete their presidents' evaluation in May or June. The review cycle could be revised to align with the fiscal cycle, which would provide access to current financial information and the BBCC's Ends Statement outcomes. Trustee Stephen McFadden stated he prefers that the review cycle be adjusted to begin the evaluation discussion during the fall retreat, which will provide access to current financials and outcome data. Trustee McFadden also suggested the board and president participate in an annual focus group with community stakeholders about the college in general to receive feedback on the college rather than an assessment of the president. Student focus groups would also be helpful for gathering information. Trustee McFadden discussed delivery of a year-end report to the community that is interactive with participants sitting around the table together to give stakeholders a voice in the process.

VP Garza reported the TACTC website contains numerous presidential evaluation processes from community colleges around the state. The boards that request feedback on their president make deliberate requests and some use surveys. Survey feedback could help determine questions for the focus group. Currently, a biennial survey is administered campus wide on the president, vice presidents and deans with a focus on leadership competencies. VP Garza stated assessing how well the college is meeting the communities' needs is within the Institutional Research duties; performance evaluations are within the Human Resource duties.

Trustee Anna Franz suggested changing "June" to "annually" on page 16 of BP1000. She also suggested keeping the BSL4 policy broad and not prescribing a particular method of gathering information. Trustee McFadden emphasized the importance of the focus group. He asked President Leas and VP Kim Garza to present revised wording of BSL4 Monitoring Presidential Performance at the next board meeting.

Board Chair Jon Lane asked the trustees to provide feedback on the day's activities. Trustee Anna Franz said the new Ends Statements require fine-tuning of the information.

President Leas stated the board self-evaluation portion of the retreat was a good opportunity for the trustees to think strategically as a board. Dean Kirkwood facilitating the board's self-evaluation was a new approach.

Trustee Franz stated she would like to talk about aligning the board goals with the Ends at a future meeting.

Trustee McFadden asked who evaluates the board outside of the board's self-evaluation. He is interested in how the board is perceived. Board Chair Jon Lane suggesting holding a community forum formatted similarly to the mission, vision, core themes stakeholder meeting that was facilitated by Ron Baker. President Leas suggested holding forums for Grant and Adams counties separately.

Trustee Mike Blakely thanked his fellow board members for being a good effective group. His term expires September 30, and he will continue to serve until his replacement is appointed by the Governor.

The meeting adjourned at 3:56 p.m.

Jon Lane Chair

ATTEST:

Dr. Terrence Leas, Secretary