



Board of Trustees

October 12, 2023

1:30 p.m.

Big Bend Community College
ATEC Building/Hardin Community Room
7662 Chanute St NE
Moses Lake WA 98837

Big Bend Community College District #18

Governing Board:

**Chair Gary Chandler, Vice Chair Amy Parris, Anna Franz,
Bethany Martinez, Juanita Richards,**

President Sara Tweedy

2023 Meeting Schedule

Thursday, January 12, 2023 at 1:30 p.m.

Wednesday, March 15, 2023, at 1:30 p.m.

Thursday, May 4, 2023, at 1:30 p.m.

Thursday, June 8, 2023, at 1:30 p.m.

Thursday, August 31, 2023, (Retreat)

Thursday, October 12, 2023, at 1:30 p.m.

Thursday, December 7, 2023, at 1:30 p.m.

Board Goals (adopted October 13, 2022)

1. Revise the Big Bend Community College's Ends Statements and develop and implement a set of indicators which measure the progress of the institution relative to the revised Ends.
2. Advance equity, diversity, and inclusion by establishing policies and institutional goals supporting operational equity, diversity, and inclusion programs.
3. Ensure effective onboarding and support for trustees as measured by updates to the board onboarding tool and development of a cyclical board calendar of study session topics and campus engagement opportunities.

BIG BEND COMMUNITY COLLEGE DISTRICT NO. 18 BOARD AGENDA

Regular Board Meeting

7662 Chanute Street NE, Moses Lake, Washington 98837

Thursday, October 12, 2023, 1:30 p.m.

In-Person

1. Call to Order/Roll Call
2. Mission Moments – Trustees **(E-1, Information)**
Residence Hall Advisors and ASB Officer Introductions, Volleyball Team Introductions.
3. Public comment
4. Consent Agenda **(E-1, E-2, E-3, E-4)**
 - a. Meeting Minutes June 8 and August 31, 2023
 - b. Accreditation **(Information)**
 - c. Assessment **(Information)**
 - d. Student Success **(Information)**
 - e. Finance & Administration Report **(Information)**
 - f. Human Resources Report **(Information)**
 - g. Foundation Report **(Information)**
5. Tenure Presentation – President Tweedy/Chancellor Julie White (Pierce Colleges)
6. Faculty Updates – Faculty Association President Dr. Tyler Wallace **(E-1, Information)**
7. ASB Update – ASB President Ty Tait
8. President's Update
 - a. Enrollment Report **(E-1, Information)**
 - b. Accreditation Update **(E-1, E-2, E-3, E-4 for Information)**
9. Sabbatical/Exceptional Faculty Award Presentation – Instructor Lindsay Groce
10. Proprietary Budget Presentation – President Tweedy **(E-1, E-2, E-3, E-4 for Action)**
Executive Session – President Tweedy/Trustees
11. President's Evaluation – Trustees **(E-1, E-2, E-3, E-4 for Action)**
12. President's Contract – **(E-1, E-2, E-3, E-4 for Action)**
13. President's Evaluation Form Revisions – **(E-1, E-2, E-3, E-4 for Action)**
14. Board Self Evaluation – Trustees **(E-1, E-2, E-3, E-4 for Information)**
15. Board Policy 1000 Revisions – Trustees **(E-1, E-2, E-3, E-4 for Information)**
16. Assessment of Board Activity (submitted in writing) – Trustees **(E-2, Information)**
17. Next Regularly Scheduled Board Meeting – Trustees **(E-1, E-2, E-3, E-4 Information/Action)**
18. 2024 Board Meeting Schedule – Trustees, President Tweedy **(E-1, E-2, E-3, E-4 Information/Action)**
19. Miscellaneous – Trustees, President Tweedy **(E-1, E-2, E-3, E-4 Information/Action)**
20. Adjournment

The Board may adjourn to an **Executive Session to discuss items provided for in RCW 42.30.110 (1):** (b) to consider the selection of a site or the acquisition of real estate by lease or purchase; (c) to consider the minimum price at which real estate will be offered for sale or lease; (d) to review negotiations on the performance of a publicly bid contract; (f) to receive and evaluate complaints or charges brought against a public officer or employee; **(g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee;** (h) to evaluate the qualifications of a candidate for appointment to elective office; (i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions or litigation or potential litigation.

NEXT REGULAR MEETING:

Thursday, December 7, 2023 (Regular)

If you are a person with a disability and require an accommodation while attending the meeting, please contact the President's Office at 509.793-2001 (or TDD 509.793.2325) as soon as possible to allow sufficient time to make arrangements.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #2: Mission Moments (information)

BACKGROUND:

Student leaders, 2023-24 Residence Hall Advisors and ASB Officers, will introduce themselves at the meeting. Volleyball players will also introduce themselves at the meeting.

Vision:

Be our community's first choice to dream, learn, and succeed.

Mission:

Big Bend Community College
Serve as a Bridge
Stand as a Leader
Support for Success

Guiding Principles:

Honor our Role as a Hispanic-Serving Institution
Advocate for Equity, Inclusion, & Diversity
Embrace our Workplace Norms
Innovate Proactively
Model Integrity
Educate All

Approved by the Board of Trustees October 28, 2021

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM 4#: CONSENT AGENDA (for action)

- a. Board Meeting Minutes

BACKGROUND:

The minutes of the board meetings held on June 8, and August 31, 2023 are included for approval.

Prepared by the President's Office.

RECOMMENDATIONS:

President Tweedy recommends the Board of Trustees approves the minutes.

RECOMMENDED MOTION:

"I move to approve the consent agenda as presented."

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Regular Board meeting Thursday, June 8, 2023, at 1:30 p.m. in person.

Present: Anna Franz
Gary Chandler
Bethany Martinez
Amy Parris
Juanita Richards

2. Mission Moments

Board Chair Anna Franz and President Tweedy welcomed 2023 graduate Gina Todaro and presented her the All Washington Academic Team certificate, medallion and check.

3. Public comment

There was no public comment.

4. Consent Agenda

Motion 23-25 Trustee Gary Chandler moved to approve the consent agenda. Trustee Bethany Martinez seconded and the motion passed.

5. Faculty Updates

Faculty Association President Dawnne Ernette shared faculty news. English faculty members Zach Olson, Octaviano Gutiérrez, and Dawnne Ernette are wrapping up their participation in the statewide two-year long Anti-racist Curriculum Initiative experiment to implement labor-based grading in composition courses and evaluate its impact on student success and learning. In accelerated English &101, Zach and Dawnne saw an increase in students earning their ENGL &101 credit. All three instructors experienced higher levels of engagement in students with their daily work; students reported that they felt more respected for their hard work under the labor based grading system; and students seemed to engage more in meta-learning when they participated in self-assessment and self-reflective activities of their work. Students also were much more willing to revise work to learn even when they had already received full credit for those assignments.

Faculty librarian Rhonda Kitchens has started the Shirley Kitchens Memorial scholarship to support women who worked on farms with their family. Rhonda's mother was unable to attend college herself and Rhonda is honoring her mother's hard work on her family farm. Rhonda often told her mother stories about BBCC and she identified with the students here.

Tom Willingham reported that Singapore MS Datacenter Academy delegates visited Big Bend Community College Wednesday to learn best practices as they build their new academy there.

English faculty Dr. Allison Palumbo has been chosen to interview for another Washington Speaker's series grant for a presentation titled, "Me Too: The Race and Gender Politics behind Hollywood's Victim Narratives."

English faculty Dr. Steve Close has been approved for advancement to Distinguished Senior Faculty.

Communications faculty Dr. Barbara Bush took her public speaking class to the theater to practice giving speeches in a larger forum and they loved it. Usually, they can pick any topic they want, but for this short 1-minute speech, they could pick from a small list which included things such as What did you learn this year that you'd like to share with your classmates? What would you love to tell your classmates about what you appreciate about them?

Dr. Barbara Bush and Science faculty Mariah Whitney are co-advising a new student club on campus called Earthlings. It is an environmental club focusing on building awareness around pollution, clean-up, and water scarcity on campus and in and around Moses Lake.

Art faculty Dustin Regul brought artist JJ Harty to visit the 3D Foundations course. Students had been making small sculptures out of wax to be used in a sand-casting sculpture method. Once the wax versions were complete, JJ assisted in packing them in sand molds and pouring molten aluminum into the flanked forms. Art faculty Nathan Ulman shared photos of the Cyanotype project.

Agriculture faculty Dr. Aaron Mahoney shared slides from his course.

IST faculty Justin Henley shares that students involved with the new manufacturing classes and the 3D Print lab have built a Mostly Printed CNC Machine to present at the STEM Symposium and are hoping to start a Mechatronics club. This required skills in Additive Manufacturing, Computer Aided Manufacturing, Electronics, Computer Science, Assembly and CNC Technology. This project was completed by students from AMT, MPT, BEdA, and DTA for Education.

6. ASB Updates

ASB President Paige Tolley shared that ASB has hosted many recent activities with over 200 students attending. ASB-sponsored food events provide a good community setting for students and employees. There were over 250 people in attendance at the ASB-hosted Surf n Slide event, which intentionally included young siblings of students to expose them to Big Bend fun. Two new clubs have been started Chess Club and Earthling Club. Trustees expressed appreciation for ASB President Tolley.

7. President's Update

Dr. Tweedy introduced new employees including Interim Dean Sarah Bauer. it was offered. Dr. Tweedy announced an increase in FTEs, which she said is attributable to students in English Language Acquisition. Tuition collection is doing well this year compared to last year.

President Tweedy announced that she awarded Security Guard Jim Meyers the Presidential Award for Meritorious Service.

Aviation Maintenance Instructor Erik Borg and Dean Kathleen Duvall are retiring and the board may take action on their Emeritus status later in the agenda.

The Foundation's Cellarbration! for Education! Event was well attended and grossed \$167,000. The Foundation also awarded \$300,000 in scholarships.

Dr. Tweedy reminded all about upcoming commencement activities.

Motion 23-26

Trustee Bethany Martinez moved to approve Administrator Emeritus status for Dean Kathleen Duvall. Trustee Juanita Richards seconded and the motion passed.

Motion 23-27

Trustee Gary Chandler moved to approve Faculty Emeritus status for Aviation Maintenance Technology Instructor Erik Borg. Trustee Amy Parris seconded and the motion passed.

At 2:05 p.m. Board Chair Anna Franz announced that the Board would adjourn to executive session for approximately 15 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. The executive session ended at 2:20 p.m. No actions were taken during the executive session, the meeting reconvened at 2:20 p.m.

8. 2023-24 Operating Budget

VP Linda Schoonmaker presented the 2023-24 Operating Budget. The amount of \$2,944,853 consists of fee income fund swap of \$30,000, Indirect Cost Recovery of \$70,000 and Carryover funding \$2,844,853 consisting of Board of Trustees 2023-24 contingency funds requirement \$480,329 (2%) and \$120,082 (0.5%), Guided Pathways (GP) funding \$550,009 (continuing to offset current salaries and benefits for those doing GP work), leaving unfunded balance of \$1,694,433 to be covered by Reserves. While the contingency funds are a one-time budget fix and not sustainable, and the use of reserves for operating needs is not financially sound, we have increased federal grant funding and our expenditures have been less than expected. Our enrollments are trending upwards and our outreach efforts have grown exponentially due to federal funding assistance. Reserve total is \$14,000,000. All of the COVID money has been spent. We do have a small amount of funding from Grant County for healthcare related expenses, building remodeling, and program growth with behavioral health.

Motion 23-28

Trustee Amy Parris moved to approve the 2023-24 Operating Budget. Trustee Bethany Martinez seconded and the motion passed.

9. Mission Fulfillment Report

President Tweedy discussed the Mission Fulfillment Report. This is an annual review required by accreditation and provides evaluation and direction for the next year. It is organized around the strategic priorities (student success, employer of choice, forward looking infrastructure, and enrollment growth and diversity) and major activities that support the priorities.

Student Success

This scorecard measures include 3-year completion rate, persistence, retention, persistence and post graduate success. Accomplishments and next steps of each strategic priority are in the report namely securing grants that fund important work. Next steps in student success include continuing to grow Starfish functionality, advisor training, improving course success rates, common canvas course design, support for students who have only attended classes remotely, and inclusion and belonging around the student experience including diversity is ASB leadership.

Employer of Choice

This scorecard measures turnover rate, supervisors' timely and appropriate feedback on work, clarified work outcomes, and employees recommending Big Bend as a great place to work. The PACE survey was conducted in the past and set a baseline. It will be administered again in 2024.

Accomplishments have been in the area of people and leader development and building online resources. For example, nine staff positions are now eligible for premium pay for Spanish skills.

Next steps include implementing best practices for retention and recruitment, implementation of the Search Advocate program and developing premium pay guidelines and testing processes for positions with Russian and or Ukrainian language abilities.

Forward Looking Infrastructure

This strategic priority measures financial status, budgeting, and timely completion of capital projects and facilities. Accomplishments include clean audits, renovations of Wallenstein Theater, and upgrading most employees to laptops.

Next steps include enlarging some classroom capacities, upgrades to physical facilities, increased internet capacity, and continued monitoring of revenues and expenditures.

Enrollment Growth and Diversification

Diversification is about having a healthy blend of FTEs from different groups. The measurements of this priority include total, state funded, and Running Start FTEs. The FTE allocation model is designed to absorb impacts up and down

around students. In many community and technical colleges' FTEs are increasing and some are not. The WA state system works together to support higher education. Nationally, fewer students are attending college. Employers are looking for specific competencies and many employees are receiving training on the job. Degree attainment may be through workforce and we partner with our businesses and industries to learn what they need in employees. Businesses teach their employees skills however the employees do not earn credentials to help them move to other employers. Being responsive to industry needs makes Big Bend a dependable resource.

Accomplishments in this area include use of technology in enrollment process, identification of career clusters in Mattawa and Othello, expanding dual enrollment, receiving the HEP Grant and developing a high school outreach model.

Next steps include expansion of new student enrollments and dual enrollment. Also, offering college-level courses in Mattawa, Quincy, and Othello while maintaining BEdA offerings.

Trustee Juanita Richards stated this report format has been the easiest format to read.

10. Board Chair Matrix

The board chair position will rotate during the October meeting according to board policy. Trustee Gary Chandler is slated to be the next chair. Trustee Chandler stated he appreciates support from senior Trustees Anna Franz and Juanita Richards.

Motion 23-29

Trustee Juanita Richards moved to approve the board rotation with Trustee Gary Chandler moving into the Board Chair role and Trustee Amy Parris moving into the Board Vice Chair role. Trustee Bethany Martinez seconded and the motion passed.

11. Commencement Activities

President Tweedy described the graduation activities with the flow chart. Trustees will hand the diploma covers to Drs. Tweedy and Humpherys for presenting to the students.

12. Assessment of Board Activity

Trustee Amy Parris attended various meeting regarding AA and DTAs (E-1, E-2), meetings with Dean Kathleen Duvall (E-1), and worked with Dr. Humpherys on the Tech Hub grant (E-2, E-3).

Trustee Bethany Martinez attended the ACT Spring Conference in Walla Walla (E-3, E-4).

Trustee Anna Franz attended the ACT Conference (E-3, E-4), agenda review meeting (E-3), retreat planning meetings (E-3, E-4) and Cellarbration! for Education (E-2).

Trustee Juanita Richards attended a meeting with Dr. Tweedy (E-1, E-2), the ACT Conference (E-4), and Cellarbration! for Education (E-2).

13. Next Regularly Scheduled Board Meeting

The next meeting is the Board Retreat scheduled on Thursday, August 31, then October 12, and December 7, 2023.

14. Miscellaneous

During the Board Retreat the trustees will review the tenure process and other topics, attendance is critical.

Adjournment 3:15 p.m.

Anna Franz, Board Chair

ATTEST:

Sara Thompson Tweedy, Secretary

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Special Board meeting (Retreat) Thursday, August 31, 2023, at 9:00 a.m. in person.

Present: Anna Franz
Gary Chandler
Bethany Martinez
Amy Parris
Juanita Richards

1. Tenure Process

The trustees discussed the probationary review information they receive to ensure best practice and consider improvement ideas. The committees' feedback is helpful and the trustees requested more comprehensive information specifically regarding the surveys.

President Tweedy referenced the revised probationary tenure process that Pierce College presented at the an ACT Conference, which is centered around equity, inclusion, and diversity. Pierce College's revised tenure process includes less focus on content expertise and more on instructors' teaching philosophies. Faculty and administrators at Pierce College reported they shared their teaching philosophy videos in a more authentic way, videos, audio, or written determined by faculty preference. During the ACT Conference, Trustees from Pierce College stated trustees felt they were getting holistic information, perspective and points of contact embedded throughout the process. The trustees felt that they knew the candidates due to their presentations throughout the year.

VP Humpherys reported there is a mutual desire to provide helpful information in the probationary review process. Many elements of the probationary review process are codified in the negotiated agreement. A workgroup of three faculty members and three administrators has been working on better alignment between probationary faculty member's criteria/standard detailed in the negotiated agreement and data collected.

Probationary review committee evaluation standards (criteria) from the 2022-24 Negotiated Agreement (page 74) are included here because they were referenced during the meeting even though not shared in detail:

- 1. The probationer's instructional skills.*
- 2. The probationer's relationship with students.*
- 3. The probationer's relationship with faculty.*
- 4. The probationer's relationship with administration.*
- 5. The probationer's knowledge of the subject matter they are charged with teaching.*
- 6. Probationer's action toward professional improvement.*
- 7. Probationer's adherence to appropriate guides and specific objectives in meeting institutional goals, as determined in consultation between the faculty member,*

appropriate administrator, and faculty representative from the probationary review committee.

The work group developed a philosophy of quality teaching statement, reviewed survey instruments and vetted questions through the draft statement. They also developed a draft of the instrument to pilot this fall with tenured faculty who are not part of the review process.

Faculty Association President Dr. Tyler Wallace reported the workgroup is focusing on one piece of the tenure process rather than revamping the whole process at once. They focused on quality teaching and how to assess, specifically the instructional skills based on research around historically underrepresented groups.

Trustees shared their specific concerns about the probationary tenure review process for example are the criteria/standards current, how are the criteria/standards measured, and how to ensure the review process is less subjective and based on evidence around student outcomes. The administrative summaries and student comments are very helpful. Key descriptors and qualitative information are important to the process.

Board Chair Anna Franz asked about what the faculty members want trustees to know. Dr. Wallace responded that faculty members are also frustrated with the process and appreciate focusing on making changes. Faculty have hope around potential revisions and want trustees and administration to continue trusting them with improvements. There is concern and synergy on all sides of the process and a renewed focus on improvements for all stakeholders. The group discussed regular tenure process review updates to the board, next update could be in the spring. President Tweedy thanked VP Kim Garza, Faculty Association President Tyler Wallace, and VP Bryce Humpherys for being present during this portion of the retreat. VPs Bryce Humpherys, Kim Garza, and Faculty Association President left the meeting.

At 11:00 a.m. Board Chair Anna Franz announced a 5-minute break. The meeting reconvened at 11:05.

2. Diversity, Equity, and inclusion Discussion

Board Chair Anna Franz presented information on Diversity, Equity, and Inclusion using the definition of diversity from Board Policy 1025.

- **Equity:** *full and fair access to resources, opportunities, and services.*
- **Inclusion:** *the creation and maintenance of an accepting environment where all have equitable opportunities and support.*
- **Diversity:** *individual, group, and social differences in cultures, expectations, backgrounds, opinions, and values, all of which enrich our shared community.*

Success rates for historically underserved groups (HUGS) continue to need improvement. Trustees discussed unconscious/implicit bias from the *Blindspot* book by Mahzarin Banaji and Anthony Greenwald.

Dr. Tweedy shared about the cliff notes of Dr. Gina Garcia's book *Becoming Hispanic-Serving Institutions; Opportunities for Colleges and Universities* and Dr. Garcia's presentation at Fall 2022 In-Service. Following revisions to the Vision, Mission, and Guiding Principles through the strategic planning process, President Tweedy set the 2022-23 theme as the first Guiding Principle *Honor our Role as a Hispanic-Serving Institution* (HSI). Big Bend applied for and received several grants and funding for TRiO, Workforce Education Services (WES), and Dr. Tweedy continues to lead efforts toward servingness in Big Bend's HSI efforts. There are pockets of servingness around campus such as TRiO, WES, Basic Education for Adults (BEA) that providing belongingness to students from Hispanic heritage.

ESCALA, translates as thriving in Spanish, is an educational program offered to faculty and staff across the campus. The program requires participants to question how they are serving Hispanic students based on evidence and then to choose a process or practice to improve and measure. President Tweedy reported that the theme for the 2023-24 year is the second Guiding Principle *Advocating for DEI*. Some of the activities to move this theme forward include holding the first Shared Governance Council Retreat, reviewing and revising leadership competencies to include DEI foci, and growing a culture of belonging through culturally affirming spaces, including bilingual signage. The Committee on Equity, Inclusion, and Diversity is working on defining "culturally affirming" and how to create space for it. Employee and student surveys will measure accomplishment.

Trustees expressed appreciation of the 2023 graduation ceremony being bilingual. Discussed the different labels such as LatinX, Hispanic, and Mexican. The Hispanic community is large and diverse with different identity preferences.

The group discussed the current counseling model and the need for funding to improve it. Advising and belonging are both very important. Trustees emphasized that bilingualism is valued.

Board Chair Anna Franz announced a 40-minute lunch break at 12:40 p.m. The meeting resumed at 1:20 p.m.

3. President's Self Evaluation

Dr. Tweedy provided highlights of her accomplishments by Ends statements. The Mission Fulfillment report is also evidence for the president's evaluation. The regional tech hub application stemmed from conversations between President Tweedy and Senator Cantwell and has the potential to accelerate the pace for students to learn skills to be employable with new industry coming to Moses Lake. President Tweedy also shared Big Bend's robust English Language Acquisition (ELA) offerings in communities. The grants Big Bend has applied for and received move the work forward and are strategically scaffolded into the entire campus. She stated it is important to serve communities and community feedback is helping Big Bend serve better. Programs of note that are performing HSI work include TRiO Upward Bound (UB), TRiO Student

Success Services (SSS), and WES. WES director Yolanda is being nominated for the Northwest Commission on Colleges and Universities Beacon Award for the department's work with historically under represented student groups and their outcomes.

Dr. Tweedy stated she is investigating how to develop new residence halls to serve students better. The trustees stated they had no concerns about the Ends being accomplished.

At 2:26 p.m. Board Chair Anna Franz announced that the Board would adjourn to executive session for approximately 10 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. The executive session ended at 2:36 p.m. No actions were taken during the Executive session.

4. Board Evaluation

Board goal achievement was discussed.

Goal 1: Revise the Big Bend Community College's Ends Statements and develop and implement a set of indicators which measure the progress of the institution relative to the revised Ends.

Trustees stated this was half accomplished. The board reviewed indicators and the annual review process. Need to develop and review set of indicators

Goal 2: Advance equity, diversity, and inclusion by establishing policies and institutional goals supporting operational equity, diversity, and inclusion programs.

Trustees advanced equity, inclusion, and diversity and revised the Ends Statements.

Goal 3: Ensure effective onboarding and support for trustees as measured by updates to the board onboarding tool and development of a cyclical board calendar of study session topics and campus engagement opportunities.

Trustees discussed onboarding experience and Trustee Bethany Martinez reported she felt supported. Suggested a cyclical board calendar of board study session topics and a prioritized list of campus events.

The Trustees discussed study session topics and their desire to meet Big Bend employees and student groups. Trustees prefer hearing directly from faculty members at board meetings when possible.

Adjournment 3:30.

Anna Franz, Chair

ATTEST:

Sara Thompson Tweedy, Secretary

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #4: CONSENT AGENDA (for information)

b. Accreditation

Big Bend Community College submitted the [Mid-Cycle Report](#) to the Northwest Commission on Colleges and Universities BBCC's national accreditor. The purpose of accreditation is to maintain institutional quality and reputation. It is a requirement for colleges to receive federal funds and for students' credits to transfer.

There are three main reports and evaluations in the seven-year accreditation cycle. The foci for the reports are shown below.

Mid-Cycle Report Year 3 (fall 2023)	Policies, Regulations, and Financial Resources (PRFP) Year 6 (2026)	Evaluation of Institutional Effectiveness (EIE) Year 7 (2027)
<ul style="list-style-type: none">• Mission Fulfillment• Student Achievement• Program Assessment• <i>Institutional Planning - follow-up from the 2020 EIE Report and Evaluation</i>	<ul style="list-style-type: none">• Standard 2• Financial Performance• Policies and Regulations	<ul style="list-style-type: none">• Standard 1• Institutional Mission and Effectiveness• Student Learning• Student Achievement

The college will host a Mid-Cycle visit on October 23-24 with three evaluators who will meet with specific faculty and staff at Big Bend to evaluate our preparation for the Evaluation of Institutional Effectiveness and to follow up with the 2020 recommendation.

The Commission recommends that Big Bend Community College:

Review and articulate its goals, objectives, and indicators to provide consistent and meaningful direction for planning to determine mission fulfillment and improve effectiveness in the context of and in comparison with regional and national peer institutions. (2020 Standard(s) 1.B.2)

In addition to components listed above for the Mid-Cycle visit, there will be one evaluator who will follow-up with visits to Human Resources, Library Resources, and visit our facilities since the college had a virtual visit in 2020 due to the pandemic.

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #4: CONSENT AGENDA (for information)

c. Assessment

Faculty prepared Assessment plans for the year during Week 0 (week before classes began). They are working on updating their seven-year assessment schedules and preparing for the Mid-Cycle accreditation visit.

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #4: CONSENT AGENDA (for information)

d. Student Success

Recently Washington Community and Technical Colleges were asked to supply completion and transfer data to the [Aspen Institute](#). The Aspen Award is awarded every two years and is the nation's recognition for American's community colleges.

Big Bend data shows a continued increase in completion and transfer. The completion and transfer is standard measure across the United States on Student Achievement. Graduation (completion of a credential) and Transfer Rates are completed by all institutions that receive federal funds across the U.S. The rates are collected and published for full-time, first-time degree and certificate-seeking undergraduate students.

Big Bend Community College Three Year Completion and/or Transfer Rates

Cohort Year	Completion* Percent	Transferred** Percent	Completed or Transferred Percent
2014	36%	14%	50%
2015	38%	14%	52%
2016	40%	13%	53%
2017	37%	18%	54%
2018	47%	8%	55%

*Completion of a credential includes those who completed and transferred

**Transferred before completing a credential

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.2023

- ITEM #4:** CONSENT AGENDA (for information)
- e. Finance & Administration Update

Ongoing Capital Projects:

Key card access: Main exterior access doors in the following buildings will have electronic access installed--1000, 1100, 1200, 1300, 1400, 1500, 1600, 1700, 1800, 1900, 2000, 3000, 4100, 5000, 6000. [Completed](#)

1700 Switchgear and Transformer: Awaiting availability of parts for switchgear. Parts should be here by early June, but work won't begin until mid to late August to allow for summer nursing classes to be undisturbed. [Completed](#)

1800 Fire Panel Upgrade: Notice to Proceed (NTP) issued. Expected start date early April. Coordination between the two vendors performing work in the building occurring and expected completion by the end of June. [Completed](#)

1800 Lighting Controls Upgrade: Spring project depending on availability of components. Coordination between the two vendors performing work in the building occurring and expected completion by the end of June. [Completed](#)

NEW: 1700 Nursing mini remodel of clinical lab space to create room for another hospital bed, expanding number of students served. This work was completed in-house by our M&O staff. They did great work. Kudos to our staff!

NEW: 1600 classroom remodel (4 small classrooms into 3 classrooms) and Landscaping: Engineering phase in progress. Work planned for Summer 2024.

NEW: 1800 Storefronts (new exterior doors): Engineering phase in progress. Work planned for Summer 2024.

NEW: 1400 Remodeling area 1426/1436 to remove large reception counter and create 3 new offices. Work planned to begin Oct/Nov 2023.

Prepared by VP Schoonmaker.

RECOMMENDATION: None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #4: CONSENT AGENDA (for information)

f. Human Resources.

BACKGROUND:

Recruitment & Selection:

Caren Courtright accepted the position of Program Coordinator. This is a new full-time, classified staff position within the BEdA Department. Caren started her new position on 6/16/23.

Sarah Bauer accepted the position of Interim Dean of Academic Transfer & Allied Health. This is a full-time, admin/exempt position replacing Kathleen Duvall who retired in June. Sarah started her new position on 7/1/23.

Aaron Glenn was promoted to the position of Accommodation & Accessibility Services Coordinator. This is a full-time admin/exempt position replacing Rebecca Leavell who left BBCC in April 2023. Aaron started his new position on 7/1/23.

Mariia Antoshkina accepted the position of Program Assistant-Bilingual. This is a new full-time, classified staff position within the BEdA Department. Mariia started her new position on 7/3/23.

Ana Aquino accepted the position of Program Assistant-Bilingual. This is a new full-time, classified staff position within the BEdA Department. Ana started her new position on 7/3/23.

Elizabeth Valle was rehired to fill the TRiO SSS Academic Advisor position. This is a full-time, 11-month, grant-funded admin/exempt position. Liz returned to BBCC on 7/16/2023.

Hilario Castilleja was rehired to fill the Maintenance Mechanic 3 position. This is a full-time classified staff position. Hilario returned to BBCC on 8/16/23.

Olha Spornyk accepted the position of Program Assistant in the Workforce Education Services (WES) department. This is a full-time, non-permanent classified staff position. Olha started her new position on 9/1/23.

Cade Levine accepted the position of AMT Instructor. This is a full-time, tenure-track faculty position replacing Erik Borg who retired in June. Cade started his new position on 9/11/23.

Gina Cutts accepted the position of IST Instructor. This is a one-year, emergency hire contract replacing Reza Sharifi. Gina started her new position on 9/1/23.

Jenn Brathovde was promoted to the position of Director of Advising & Retention. This is a new, full-time admin/exempt position. Jenn transitioned to her new position on 9/1/23.

Thomas Stallings accepted the position of Security Guard 1. This is a full-time, classified staff position replacing Jim Meyers who retired in August. Thomas started his new position on 9/1/23.

Niki Allinson accepted the position of Student Resource Development Coordinator. This is a new grant-funded admin/exempt position in the Title V E3 grant. Niki started her new position on 9/1/23.

Heidi Woody accepted the position of Program Specialist 2. This is a part-time, non-permanent, classified staff position supporting the Automotive program. Heidi started her position on 9/1/2023.

Duke Dechter accepted the position of Instruction & Classroom Support Technician 1. This is a part-time, non-permanent, classified staff position supporting the Welding Technology program. Duke started his new position on 9/1/2023.

Sidney Dickerson accepted the position of Interim Director of Student Programs. This position replaces Kim Jackson who retired in August. Sidney started her new position on 9/11/23.

Rocio Franco accepted the position of Educational Planner. This is a new admin/exempt position within the BEdA Department. Rocio started her new position on 9/11/23.

Giselle Gudino was promoted to the position of WES Academic Advisor. This is a new full-time, admin/exempt position in the Workforce Education Services Department. Giselle transitioned to her new position on 9/16/23.

Claudia Schaffran accepted the position of Custodian 1. This is a full-time classified staff position replacing Isabel Ramos Vasquez. Claudia Started her new position on 9/18/23

Kelsey Wilfong accepted the position of Custodian 1. This is a full-time classified staff position replacing Katie Long. Kelsey started her new position on 9/18/23.

The following searches are currently in process:

- Director of Recruitment, Retention & Equity
- Program Assistant (PT) – CBIS
-

Retention:

The Year-to-Date Turnover Rate through September 2023 is 11.610%. The breakdown of separation reasons includes 8-Resignation, 4-Retirement, 8-Other Job, and 3-Involuntary. The goal for 2023 is to have a turnover rate less than 12%.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #4 CONSENT AGENDA (for information)

g. Foundation

BACKGROUND:

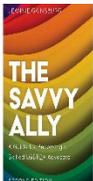
- The Foundation has brought on two new board members this year, Butch Milbrandt and B.J. Garbe. Also recruiting Jen Webb, she will be joining us June 2024.
- Attended our State Foundation Staff conference in Spokane Aug. 23-25, 2023.
- Presented Foundation update at Fall All Staff In-Service
- Hosted a dinner for the Community College Institutional Research Commission at LeAnne's home on September 28, 2023.
- Chandra and LeAnne attended the CASE conference for Community College Advancement professionals in Palm Springs, October 3-6, 2023.
- Preparing for STAR Night on October 26, 2023
- Mark your calendars for March 16, 2024 for Cellarbration! for Education.
- See all of our upcoming webinars and register cost-free at <https://alumlc.org/bbcc>. Be sure to explore past events for free on-demand viewing.

Upcoming Events



[Why We Need to Create a Culture of Connection in a World of Disconnection](#)

Morag Barrett, Award-Winning Author and Leadership Expert
Wednesday, October 18th at 9:00 AM PDT



[LGBTQ+ Etiquette and Common Bloopers: What You Need to Know to Be an Ally](#)

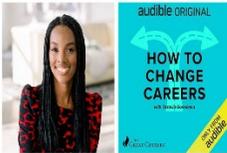
Jeannie Gainsburg, Author and Award-Winning Educational Trainer and Consultant
Wednesday, October 25th at 9:00 AM PDT



How To Close Your Power and Confidence Gaps and Reach Your Highest Potential

Kathy Caprino, Author, International Career and Leadership Coach

Wednesday, November 1st at 9:00 AM PDT



From Stuck to Soaring: How to Successfully Change Your Career

Octavia Goredema, Author and Award-Winning Coach

Wednesday, November 8th at 9:00 AM PST

BIG BEND COMMUNITY COLLEGE

Date: 10.12.22

ITEM #5: Tenure Review Process Presentation (for information)

BACKGROUND:

Pierce College Chancellor Julie White and Pierce College Fort Steilacoom President Matthew Campbell presented their revised tenure review process information at the Association of College Trustees (ACT) Spring Conference. Dr. White will share her presentation via Zoom during the board meeting. The Powerpoint from the ACT Conference is following.

Prepared by the President's Office.

RECOMMENDATION:

None.

RECOMMENDED MOTION:



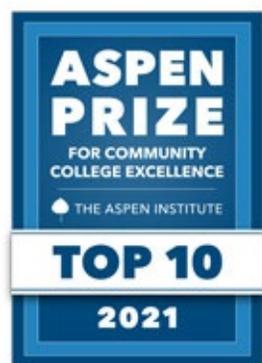
Redesigning Faculty Hiring, Onboarding, and Tenure to Center Black & Brown Student Excellence



52%
BIPOC

13,000+
Students

68%
First Gen



RACIAL EQUITY LEADERSHIP ACADEMY

The Need For System Change

Representation: Hiring, Induction, Ecosystem

FT Faculty Representation	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
FT Faculty of Color	12% (16)	17% (21)	18% (24)	19% (25)	20% (28)	24% (34)
FT White Faculty	88% (116)	17% (105)	82% (108)	81% (105)	80% (112)	74% (106)

100%
Increase

Positive steps ...but *what stories are not told in these data?*

Specifically, our systems are based on historic, white supremacy culture, often focused on *reproduction* and *assimilation* rather than the radical purpose, care, and bravery we need to become an antiracist college.

Board Goals 2022-2023

2. The Board acknowledges the critical role quality faculty play in institutional excellence and student learning and success and will tenure only candidates who demonstrate quality performance in all evaluation areas *in order to achieve Black and Brown student excellence, apply inclusive pedagogy, and advance inclusive, equitable, and antiracist action.*

Committing to Racial Equity and Black & Brown Student and Employee Excellence

*"We don't tolerate bad teaching
any more than we do bad policing."*

Union rep during public Trustee meeting

Recognizing the weight and power of this moment and our shared commitment to these ends, the PCFT Executive Board and members of the Executive Team met to discuss how we can advance this work together in a meaningful and intentional way. We identified **four shared interests**:

- Build and implement **anti-racist curricula** (including pedagogy and content);
- **Diversify** the faculty (which includes interrogating and adjusting the full process, from recruitment through tenure committee design and support);
- **Advance equitable and equity-centered professional development** (particularly related to anti-racism and equity within the tenure/post-tenure processes and broad support for adjunct development and engagement); and
- **Ensure Accountability** (particularly with regard to how faculty and administrators center and support brave, anti-racist actions and challenge racist ideas, policies, and practices).

Doing this requires that everyone is an **active participant**. There is no option to engage in our work that does not include this as a central focus. Indeed, **anti-racism in higher education is our work**.

Achieving
the **Dream** 

USC Race and
Equity Center

RACIAL EQUITY LEADERSHIP ACADEMY

**Hiring
Process**

**First-Year
Faculty Cohort**

**Tenure
Process**

Cluster Hires Approach

Job Description

Hiring Process

Tenure-track Faculty Cluster Hire to Support Black and Brown Students

Cluster Hires of Tenure-track Faculty to Support Black and Brown Students

Pierce College District is student-centered and mission-driven to ensure that all our students thrive and reach their fullest potential. As an institution committed to antiracism, we are action-oriented and intentional in dismantling every systemic barrier that prevents Black and Brown student excellence and liberation.

As Pierce College deepens its commitment to racial equity, it is of the highest priority that we focus our tenure-track faculty hiring process to seek faculty with the expertise to lead our institution in serving Black and Brown students. This cluster hire is an opportunity for the college community to continue to act upon our values but more importantly for the empowering of our students' self-efficacy, for cultivating sense of belonging, and for the diversity of our entire student body, especially Black and Brown students, being reflected in a position of power in the classroom. We are fortunate that the Washington state legislature recognizes this through SB 5194 in its efforts to address student areas of inequities with the funding of additional faculty positions.

We are excited to invite you to bring your lived experiences and authentic selves to contribute to discourse and action in supporting Black and Brown students.



Related Pages

- [Home - Human Resources](#)
- [Maps and Directions](#)
- [Employee Benefits and Leave](#)
- [Applicant Login](#)
- [Administrative Opportunities](#)
- [Faculty Opportunities](#)
- [Tenure-track Cluster Hire](#)
- [Staff Opportunities](#)
- [Recruitment Accommodations](#)
- [New Employee Orientation](#)
- [College Mission/Vision/Values](#)
- [Collective Bargaining Agreements](#)
- [Bridge \(Intranet\)](#)

Contact Information

Voice: 253-964-7342
jobs@pierce.ctc.edu

Office Hours

Mon-Fri: 8 a.m. to 5 p.m.

Cluster Hires Approach

Job Description



Candidates

In order to be considered, we desire candidates who have two or more of the following characteristics:

1. Has experience or has demonstrated commitment to teaching, mentoring and/or engaging in services for Black and Brown students
2. Has demonstrated knowledge of barriers for Black and Brown students and experience in addressing disproportionate impact at an institution
3. Has experience in or has demonstrated commitment in facilitating Black and Brown students' navigating a higher education institution
4. Has experience or has demonstrated commitment to integrating elements of culturally relevant and inclusive pedagogy

**Hiring
Process**

Cluster Hires Approach

Job Description

Faculty Hire Criteria

Discuss and rank

Score five variables

Deans identify faculty needs

% BIPOC Student Success

% BIPOC Faculty

Total Enrollment

% BIPOC Student Enrollment

Adjunct Faculty

Hiring Process

First-Year Faculty Cohort

Tenure Process

Refocus on Black and Brown Student & Faculty Excellence

Hiring
Process

First-Year
Faculty Cohort

Tenure
Process

**Redesigned with
curriculum that centers
Black & Brown
student excellence**
across the faculty role
and throughout the
induction experience *as
an expectation.*

**Hiring
Process**

**First-Year
Faculty Cohort**

**Tenure
Process**

First-Year Faculty Cohort (FYFC)

The First-Year Faculty Cohort (FYFC) is a community of practice that invites new tenure-track faculty to bring their lived experiences and authentic selves to contribute to discourse and action in supporting our entire student body, especially Black and Brown students. This year-long experience draws upon peer learning and sharing to enhance the skills of new faculty members in teaching & learning, advising, and shared governance. This cohort-based experience facilitates first-year faculty members' successful tenure process.

Welcome to Pierce



<https://www.pierce.ctc.edu/elad-fyfc>

**Hiring
Process**

**First-Year
Faculty Cohort**

**Tenure
Process**

**Redesigned to Center
Black & Brown
Excellence:**

- Board of Trustees expectations/training
- Tenure Guide revamped
 - Training/Learning for each committee member

**Hiring
Process**

**First-Year
Faculty Cohort**

**Tenure
Process**

Who evaluates me and what elements will be used?

The Pierce College Board of Trustees evaluate you throughout the tenure process (annually) using the following five elements. They consider your tenure committee's recommendation in their decision.

A. Black and Brown Student Excellence

Pierce College faculty will critically engage with the Black and Brown student experience and engage in activities that promote their excellence, including the application of the college's inclusive pedagogy framework. Outcomes include:

1. Awareness of the current Black and Brown student experiences and journeys at Pierce College
2. Reflection of positionality, power, and privilege in relation to this awareness
3. Engagement with support structures for Black and Brown students
4. Application of practices to advance Black and Brown student excellence both in learning environments (i.e., inclusive pedagogy in classroom, library, advising, counseling sessions, and all learning environments) and across the scope of the faculty role

Examples of where learning and practice can happen: First Year Faculty Cohort (FYFC), Employee Learning & Development (ELAD), Department & Division Meetings

B. Discipline/Field Excellence Applying Inclusive Pedagogy (IP)

Pierce College faculty will engage with their respective discipline/fields to maintain currency of knowledge and be best prepared to deliver outcomes in ways our students find relevant and that apply the college's inclusive pedagogy framework. Outcomes include:

1. Awareness, application, and iteration of the Pierce College IP framework
2. Awareness of IP impact to systemically non-dominant students, through analysis of disaggregated data from learning assessments
3. Demonstrate currency of field knowledge
4. Demonstrate relevant application of field to students
5. Ability to teach successfully to learning outcomes without areas of inequity in all learning environments

Examples of where learning and practice can happen: Inclusive Pedagogy Website & Knowledge Tree, FYFC, ELAD, Division & Department Meetings

C. Student Experience, Mentoring and Advising

Pierce College faculty will actively engage with students to increase their sense of belongingness and self-efficacy. Outcomes include:

**Tenure
Process**

D. Racial Equity Learning Journey

Pierce College faculty will engage in continuous learning to strengthen their racial equity practitioner skills. Outcomes include:

1. Awareness of one's own biases, power, and positionality
2. Reflection on areas of growth and ability to plan and execute own learning
3. Identify and act on needs in one's journey toward attaining Black and Brown student excellence

Examples of where to attain: All District Day, ELAD, Dean, Faculty In-Service

E. College and Community Engagement

Pierce College faculty will collaborate with other college practitioners to fulfill college mission. They will also engage and collaborate with local communities, community-based organizations, the statewide community & technical college networks, and workforce. Outcomes include:

1. Develops and maintains constructive relationships within and outside their division and across our diverse local communities
2. Awareness of and engagement in Pierce College shared governance and other forms of faculty service
3. Applies leadership to advance inclusion and self-efficacy of systemically nondominant students and employees
4. Create connections with communities within one's field/industry such as advisory boards and professional organizations

Examples of where to attain: FYFC, All District Day, Faculty In-Service, Division Meetings, formal shared governance structure (Cabinet & Councils), other college committees, statewide community & technical college system convenings and networks

Reflection on Development Throughout the 3-Year Process

You will reflect on and engage with the five elements in three iterative levels: prepare, do, adapt.

- **Prepare:** involves learning and applying self-assessment to determine your own needs as well as highlighting your own strengths.
- **Do:** involves applying the learning and putting specific actions into practice based on reflection.
- **Adapt:** involves assessing from action and taking action again with new insights.

The table below shows the five elements and expectations for engagement every year of this process.

Elements	Year 1 Reflection	Year 2 Reflection	Year 3 Reflection
A. Black and Brown Student Excellence	Prepare	Do	Adapt
B. Discipline/Field Excellence Applying IP	Prepare	Do	Adapt
C. Student Experience, Mentoring and Advising	Include data	Prepare & Do	Adapt
D. Racial Equity Learning Journey	Prepare	Do	Adapt
E. College and Community Engagement	*	Prepare & Do	Adapt ²⁷

Additional changes to the process in order to begin to disrupt traditional mechanisms and processes for evaluation and to center candidates and their "authentic selves."

Tenure Process



Changing more than the elements.

**Hiring
Process**

**First-Year
Faculty Cohort**

**Tenure
Process**



Questions?

**Hiring
Process**

**First-Year
Faculty Cohort**

**Tenure
Process**

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #6: Faculty Updates (information)

BACKGROUND:

Faculty Association President Tyler Wallace may report faculty activities.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #7: ASB Updates (information)

BACKGROUND:

ASB President Ty Tait Introduction: My name is Ty Tait. I am currently a level 2 nursing student. I have enjoyed working in various leadership positions and am excited to serve as the ASB President for the 2023-24 school year.

ASB Vice President Emily Pugh Introduction: My name is Emily Pugh and I am currently the ASB Vice President. I am in the running start program. I wanted to join ASB because I love Big Bend and the events that ASB puts together for the student body.

ASB Secretary/Treasurer Daissy Quevedo Introduction: I am Daissy Quevedo. I am this year ASB's Secretary/ Treasurer. I am currently a running start senior from Moses Lake High School. I decided to join ASB because I figured it would be a great opportunity for me to open new doors to express myself in a different environment. I also thought it would be great to bring my own ideas that I believe all our student body, faculty, and staff would enjoy! And I believe that taking this opportunity would provide me with different experiences and knowledge of various aspects of a job, tasks, responsibilities, social interactions, and most importantly learning how to create an inclusive and welcoming environment!

ASB Public Relations Officer Cooper Cox Introduction: My name is Cooper Cox. I am a running start student based out of Warden. I have been a part of Warden's ASB since the 7th grade and was sad when I became a Junior and found out I couldn't do ASB at the high school due to being a running start student. So, I took a leap of faith and applied for Big Bend's ASB Public Relations officer. I love being involved and helping others and seeing smiles on everyone's face.

Upcoming events:

October 3rd - Guest Speaker Marisol Lozano for Hispanic Heritage Month

October 18th - Guest Speaker Deja Young for Disability Awareness Month (in collaboration with Accommodations)

October 25th - Trunk or Treat 5:00-6:30pm in athletics parking lot, volleyball game after (best decorated car contest and costume contest at volleyball game)

Nov 1st - Collaboration with TRIO and WES for Dia De Los Muertos

Nov 16th – Bowling Night

Nov 27-29th - De-Stress Fest (last week of instruction) - puppies on campus, coffee/tea truck, yoga, mental health activities

Nov 29th – Holiday bash

In addition to some food days!

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #8: President's Update (information/action)

BACKGROUND:

Dr. Thompson Tweedy will provide an update.

- a. Enrollment (information)
- b. Accreditation (information)

RECOMMENDATION:

None.

a. Enrollment (E-1, Information)

Spring 2023 enrollments ended approximately 21% higher than spring 2022 enrollments. Total headcount was up by nearly 370 students (a 20.9% increase) and total FTEs were up 21.1% from last year. State-funded FTEs increased even more dramatically, going from 897.5 in 2022 to 1188.8 in 2023 – a 32.5% increase.

Enrollments were up in all groups (Arts and Sciences, Workforce Education, and Basic Education for Adults) with the biggest increase seen in Basic Education for Adults. The spring 2023 final enrollment report is included for review.

Total summer 2023 headcount (770) ended nearly 7% higher than last summer (721). There were more part-time enrollments this summer than last with the biggest increase seen in Basic Education for Adults. Total FTEs (332.6) were nearly 3% higher than last summer and state-funded FTEs (315.7) were 4% higher. The summer 2023 final enrollment report is included for review.

Fall enrollment is up, overall, when compared to the past three years. As of October 2, 2023, total fall headcount was 2,306 – up nearly 16% from the start of week 3 last fall (2022). Additionally, total FTEs (1844.0) and state-funded FTEs (1352.4), were up just over 18% and 17%, respectively, from this time last fall. Headcount, total FTE, and state-funded FTE enrollments have surpassed the past three years' numbers and are just 3% (headcount), 2.7% (total FTE), and 4.3% (state-funded FTE) below pre-COVID numbers from Fall 2019. Fall instruction started on September 18, 2023, and runs through November 29, 2023.

The tuition amount budgeted for 2023-2024 is \$3,500,000. As of Sept 30, 2023, we have collected \$1,440,790 or 41.2% of the budgeted amount. As of Sept 30, 2022, we had collected \$1,096,907 or 32.3%.

TUITION COLLECTION REPORT
As of Sept 30, 2023 and Sept 30, 2022

	<u>2023-2024</u>	<u>2022-2023</u>
Annual Budget	\$3,500,000	\$3,400,000
Total Collections as of Sept 30	\$1,440,790	\$1,096,907
As a % of Annual Budget	41.2%	32.3%
Left to Collect to Meet Budget Target	\$2,059,210	\$2,303,093
<i>CARES Lost Revenue</i>	<i>\$ 931,947</i>	<i>\$ 721,016</i>

Prepared by Registrar Starr Bernhardt and Executive Director of Business Services Charlene Rios.

SPRING FINAL ENROLLMENT REPORT

HEADCOUNTS

	SPRING 2023	% Change	SPRING 2022	SPRING 2021	SPRING 2020	SPRING 2019	SPRING 2018	SPRING 2017	SPRING 2016	SPRING 2015	SPRING 2014
<u>ETHNIC ORIGIN</u> (duplicated - as of spring 2022, students may indicate more than one ethnicity)											
Amer. Indian/Alaska Ntv	53	-1.9%	54	25	34	31	17	26	33	24	28
Asian ^a	83	29.7%	64	66	55	64	66	55	49	37	46
Native Hawaiian/Pacific Islander ^a	19	-9.5%	21								
Black	55	19.6%	46	34	20	19	25	35	33	39	34
Hispanic	1,480	26.8%	1,167	883	910	1,054	811	914	923	861	787
White	1,412	23.0%	1,148	1,125	1,032	1,196	1,128	1,325	1,425	1,302	1,207
Not Specified ^b	55	22.2%	45								
Not Reported ^b	522	>100.0%	101	192	174	365	443	487	432	321	296

^{a,b}Prior to spring 2022, these groups were combined

SEX

Female	1,181	11.8%	1,056	1,285	1,285	1,331	1,312	1,530	1,511	1,325	1,226
Male	878	27.6%	688	1,019	934	1,389	1,169	1,299	1,367	1,247	1,166
Not Exclusively Male or Female ^c	7	n/a									
Not Coded	64	>100.0%	18	21	6	9	9	13	17	12	6

^cNot reported prior to spring 2023

STUDENT STATUS

Full-time (12 or more crs)	1,137	18.9%	956	1,131	1,555	1,542	1,235	1,256	1,354	1,341	1,321
Part-time (less than 12 crs)	993	23.2%	806	1,194	670	1,187	1,255	1,586	1,541	1,243	1,077
Percent full-time	53.4		54.3	48.6	69.9	56.5	50	44.2	46.8	51.9	55.1

TOTAL HEADCOUNT	2,130	20.9%	1,762	2,325	2,225	2,729	2,490	2,842	2,895	2,584	2,398
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Running Start	389	-6.3%	415	453	420	407	378	397	355	346	271
International*	5	>100.0%	1	**	**	3	6	9	12	8	7

**No enrollments due to COVID-19

SPRING FINAL ENROLLMENT REPORT

FTES											
	SPRING <u>2023</u>	% <u>Change</u>	SPRING <u>2022</u>	SPRING <u>2021</u>	SPRING <u>2020</u>	SPRING <u>2019</u>	SPRING <u>2018</u>	SPRING <u>2017</u>	SPRING <u>2016</u>	SPRING <u>2015</u>	SPRING <u>2014</u>
<u>STATE FUNDED</u>											
ABE/ESL	257.4	>100%	71.4	69.4	63.6	128.9	160.5	158.2	166.6	132.8	129.2
Academic	581.0	14.5%	507.4	544.4	631.5	707.9	722.1	771.0	864.7	867.9	846.8
Occupational	350.4	10.0%	318.7	406.2	433.6	469.6	463.3	464.9	473.8	495.4	518.9
TOTAL STATE FTES	1,188.8	32.5%	897.5	1,020.0	1,128.7	1,306.4	1,345.9	1,394.1	1,505.1	1,496.1	1,494.9
<u>OTHER FTES</u>											
Community Service	31.2	n/a	0.0	1.2	1.1	1.2	1.1	2.8	3.1	1.4	1.7
Contract Funded	60.3	-10.9%	67.7	138.1	208.7	113.4	66.7	143.3	65.2	55.4	36.7
Running Start	364.3	-5.3%	384.7	435.7	403.3	380.3	357.0	374.7	341.0	280.5	203.1
Self-support (Employ., Sr. Cit.)	4.8	-60.0%	12.0	7.5	6.7	6.3	8.7	10.6	14.0	17.7	14.7
GRAND TOTAL FTES	1,649.4	21.1%	1,361.9	1,602.6	1,748.6	1,807.6	1,779.4	1,925.5	1,928.4	1,851.1	1,751.1

SUMMER FINAL ENROLLMENT REPORT

HEADCOUNTS

	SUMMER 2023	% Change	SUMMER 2022	SUMMER 2021	SUMMER 2020	SUMMER 2019	SUMMER 2018	SUMMER 2017	SUMMER 2016	SUMMER 2015	SUMMER 2014
<u>ETHNIC ORIGIN</u> (duplicated - as of summer 2022, students may indicate more than one ethnicity)											
Amer. Indian/Alaska Native	13	-23.5%	17	7	9	9	7	5	8	8	9
Asian ^a	60	25.0%	48								
Native Hawaiian/Pacific Islander ^a	5	0.0%	5	16	28	22	17	12	20	15	14
Black	26	52.9%	17	11	12	7	11	10	10	9	8
Hispanic	508	13.6%	447	213	300	253	221	241	260	221	202
White	383	4.1%	368	247	307	316	314	343	463	374	381
Not Specified ^b	11	-26.7%	15	58	33	57	89	84	119	48	37
Not Reported ^b	37	-5.1%	39								

^{a,b}Prior to summer 2022, these groups were combined

SEX

Female	443	10.2%	402	288	416	333	353	401	522	374	362
Male	312	-0.3%	313	264	272	331	305	291	356	300	289
Not Exclusively Male or Female ^c	1	n/a									
Unknown	14	>100%	6	0	1	0	1	3	2	1	0

^cNot reported prior to summer 2023

STUDENT STATUS

Full-time (12 or more crs)	90	-6.3%	96	160	81	82	83	85	135	147	111
Part-time (less than 12 crs)	680	8.8%	625	392	608	582	576	610	745	528	540
Percent full-time	11.7		13.3	29.0	11.8	12.3	12.6	12.2	15.3	21.7	17.1

TOTAL HEADCOUNT	770	6.8%	721	552	689	664	659	695	880	675	651
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Running Start*	36	n/a*	76	n/a - no Running Start in summer							
International	1	0.0%	1	**	**	2	2	4	8	5	4

*Washington SBCTC and OSPI implemented a Running Start credit-recovery program in summer 2022 that allowed students to enroll in certain classes; the program changed in summer 2023, so enrollments are not comparable

**No enrollments due to COVID-19

SUMMER FINAL ENROLLMENT REPORT

FTES

	SUMMER <u>2023</u>	% <u>Change</u>	SUMMER <u>2022</u>	SUMMER <u>2021</u>	SUMMER <u>2020</u>	SUMMER <u>2019</u>	SUMMER <u>2018</u>	SUMMER <u>2017</u>	SUMMER <u>2016</u>	SUMMER <u>2015</u>	SUMMER <u>2014</u>
<u>STATE FUNDED</u>											
ABE/ESL	100.6	20.5%	83.5	31.6	12.7	17.9	22.6	53.7	31.5	20.7	11.8
Academic	155.9	4.3%	149.4	138.9	177.2	167.0	191.2	166	215.3	232.3	195.1
Occupational	59.2	-16.3%	70.7	84.9	89.3	109.1	84.5	98.8	121.6	107.8	107.1
TOTAL STATE FTES	315.7	4.0%	303.6	255.4	279.2	294.0	298.2	318.5	368.4	360.8	314.0
<u>OTHER FTES</u>											
Contract Funded	16.2	-16.8%	19.5	8.7	25.0	10.3	2	1.7	3.2	0	0.3
Self-support (Employ., Sr. Cit.)	0.7	n/a	0.0	0.5	2.1	2.1	2.2	2.7	2.9	4.5	3.5
GRAND TOTAL FTES	332.6	2.9%	323.1	264.6	306.3	306.9	302.4	323.5	375.6	365.6	318.1

b. Accreditation (E-1, E-2, E-3, E-4, Information)

President Sara Thompson Tweedy will share details about the upcoming visit by the Northwest Commission on Colleges and Universities Evaluators October 23-24.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #9: Sabbatical/Exceptional Faculty Award Report (information)

BACKGROUND:

Chemistry Instructor Lindsay Groce was awarded an Exceptional Faculty Award during the January 2023 board meeting. She was also awarded a Sabbatical during the January 2022 board meeting. The awards funded her travel to London, England and Paris, France to learn about the history of science and develop a new course. Instructor Groce will present information about her experiences and their impact on her teaching.

Summary of Experience and Impact on Teaching for Board of Trustees:

I was awarded a sabbatical for Spring 2023 and I spent just over two months in Europe studying the history of science. I had a flat in London that I used as a home base and I travelled around from there to places like Edinburgh (good history of medicine and magic), Paris (I went to Marie Curie's lab at the Radium Institute), Wales (Isaac Newton was the Master of the Mint in the last few years of his life and the Royal Mint is there), and places of scientific importance around England (Cambridge, Greenwich, Stonehenge, Bath). The majority of my time was spent exploring London. I went to two academic conferences – one on the chemistry and history of textiles and the other on Leonardo Davinci's papers – and took one short course on reading and interpreting Medieval manuscripts. Through these experiences, I have made some professional contacts and collected resources to help create and build curriculum for the SCI/HIST 105 (Intro to the History of Science) course that I will be offering for the first time in Spring 2024.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #10: Proprietary Budgets (action)

BACKGROUND:

President Tweedy will present the draft 2023-24 proprietary budgets.

Prepared by VP Schoonmaker and Executive Director of the Business Office Charlene Rios.

RECOMMENDATION:

President Tweedy requests that the Board approve the budget.

**BIG BEND COMMUNITY COLLEGE
 PROPRIETARY FUNDS BUDGET
 BOOKSTORE
 2022-2023**

INCOME	Actual 2019-2020	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023
New Books	288,031	239,544	233,707	
Used Books	140,255	90,046	0	
Trade Books	7,787	11,307	0	
E-Books	26,792	16,418	0	
Access Codes	0	85,044	98,695	159,089
Lost Revenue COVID	0	296,860	0	
Other Income	85,671	44,105	0	
B&N Commission			3,737	2,416
B&N Signing Bonus	0	0	15,000	0
TOTAL INCOME	548,536	783,324	351,139	161,505
EXPENDITURES				
TOTAL COST OF GOODS SOLD**	398,231	399,053	384,368	219,437
GROSS PROFIT	150,305	384,271	-33,229	-57,932
Operating Expenditures				
Salaries	107,845	110,280	111,512	0
Benefits	49,351	49,324	42,439	0
Goods and Services	34,486	32,730	19,752	122
Travel	1,008	0	0	0
Equipment/Depreciation	652	0	572	189
A TEC Fee	30,000	30,000	30,000	30,000
TOTAL OPERATING EXPENSES	223,342	222,334	204,275	30,311
INCOME FROM OPERATIONS	-73,037	161,937	-237,504	-88,243
Other Income:				
Interest Income	7,052	3,486	1,794	4,110
Miscellaneous Income	10	20	-41	0
TOTAL OTHER INCOME	7,062	3,506	1,753	4,110
INCREASE/DECREASE FUND BALANCE	-65,975	165,443	-235,751	-84,133
ENDING CASH BALANCE	343,576	580,240	523,347	450,568

** COGS include written off inventory of \$180,469 (21-22)

**BIG BEND COMMUNITY COLLEGE
PROPRIETARY FUNDS BUDGET**

ASB				
	Actual <u>2020-2021</u>	Actual <u>2021-2022</u>	Actual <u>2022-2023</u>	Projected <u>2023-2024</u>
Year End Balance	805,950	1,167,828 *	1,258,169	1,290,610
REVENUE				
Advertising	340	-	-	-
Gameroom	-	-	11	-
Interest	-	7,619 *	5,289	4,500
Club Fundraising Match	(1,160)	(1,000)	(1,500)	(2,000)
Event Receipts	-	-	-	-
S&A Fees**	348,768	389,347	229,085	275,000
Lost Revenue Covid	76,581	97,409	-	-
Sales	475	545	1,144	500
Total ASB Revenue	425,004	493,920	234,029	278,000
EXPENSES				
Salaries	46,369	32,568	22,561	52,735
Benefits	21,155	8,788	7,160	29,663
Accrued Leave Expense	4,038	(6,608)	(15,987)	-
Contracted Entertainment	26,340	25,104	87,457	75,000
Printing	8,854	1,227	1,540	1,500
Scholarships	31,058	17,412	22,500	41,411
Supplies	56,942	36,481	9,904	22,250
Travel/Workshops/Training	3,187	17,071	8,553	23,000
Total ASB Expenses	197,943	132,042	143,688	245,559
CLUBS				
	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
Year End Balance	37,719	35,368	31,997	32,297
REVENUE				
PTK Dues	670	360	803	500
Fundraiser	6,988	2,683	3,581	4,500
ASB Matching	1,160	1,000	1,500	2,000
S&A Fees/Disbanded	5,020	-	(2,618)	-
Total Clubs Revenue	13,838	4,043	3,265	7,000
EXPENSES				
Printing	-	483	506	500
Supplies	9,041	5,847	4,563	4,700
Travel	-	63	1,568	1,500
Total Club Expenses	9,041	6,393	6,636	6,700

** Includes a portion from Running Start and Open Doors FTE's.

* **2021-2022 Restatement**

- Interest understated from 20-21 and the exclusion of Fund 846 - ASB Scholarships

**BIG BEND COMMUNITY COLLEGE
PROPRIETARY FUNDS BUDGET
ATHLETICS**

	Actual <u>2020-2021</u>	Actual <u>2021-2022</u>	Actual <u>2022-2023</u>	Projected <u>2023-2024</u>
Year End Balance	117,669 ^	275,365 ^	127,100	8,350
REVENUE				
Camps	1,951	-	-	-
Facility Rental	-	-	1,758	1,500
Foundation	25,538	-	-	-
Gate Receipts	-	-	9,421	10,000
Internal Transfer	85,493	169,292 ×	154,262	158,000
S&A Fees**	399,019	418,456	329,158	350,000
Lost Revenue Covid	81,101	134,518	-	-
Tuition & Fees ***	750,991	596,483 ×	856,768	865,000
Tournament Fees	-	-	-	-
Total Athletics Revenue	1,344,093	1,318,749	1,351,367	1,384,500
EXPENSES				
Tuition Waivers ***	203,813	211,777	285,110	290,000
Salaries	173,269	192,729	168,302	185,000
Benefits	58,539	45,269	37,284	45,000
Printing	578	1,282	167	250
Membership Fees	-	15,995	11,520	13,000
Scholarships	85,143	89,158	89,026	90,000
Supplies	151,321	215,587 ×	239,062	200,000
Travel	54,803	120,893	97,503	105,000
Total Athletics Expenses	727,466	892,689	927,974	928,250

** Includes a portion from Running Start and Open Doors FTE's.

*** Required for RCW 28B.15.120. Tuition & Fees is not retained by the athlete department and the Tuition Waivers line item represents a non cash value.

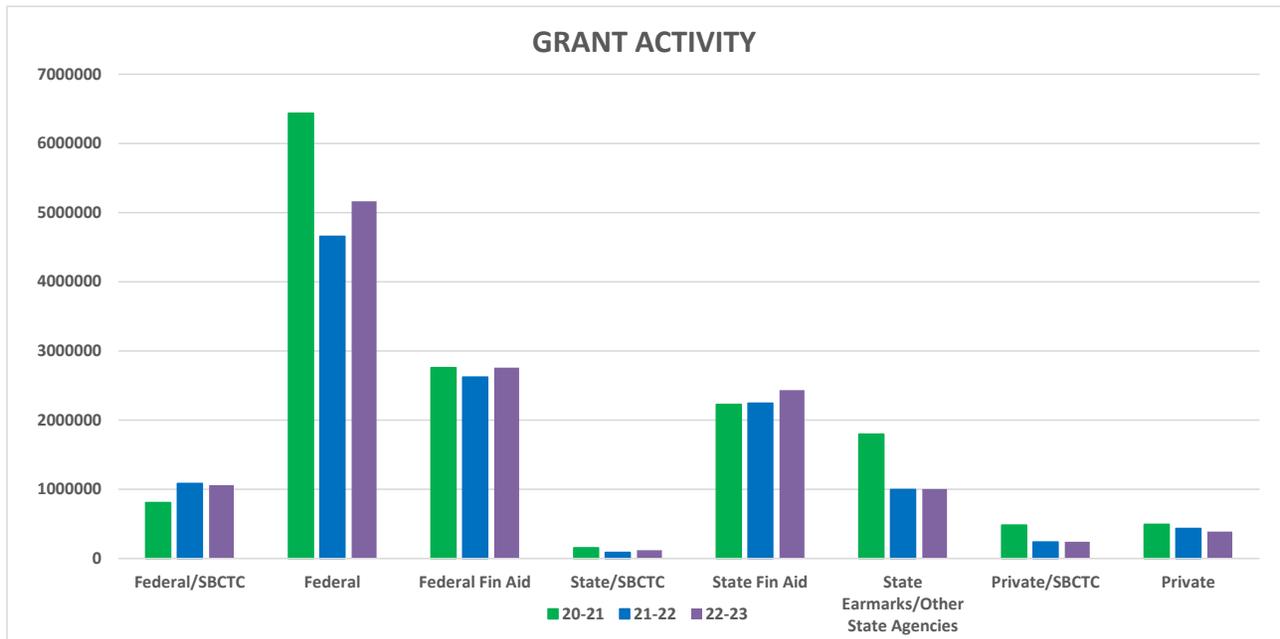
^ Year End Balance - Scholarship Account (Fund 846) not included; respectively understated by \$64,727 and \$99,914

× **2021-2022 Restatements**

- Internal Transfer adjustment to account for membership fees
- Tuition & Fees - Missed reporting Winter Quarter; understated by \$69,933
- Supplies adjusted for duplicated expense

**BIG BEND COMMUNITY COLLEGE
HOUSING
2023-2024**

REVENUE	Actual HOUSING 2020-2021	Actual HOUSING 2021-2022	Actual HOUSING 2022-2023	Projected HOUSING 2023-2024
FROM OPERATIONS	317,909	336,064	585,387	525,000
Lost Revenue Covid	187,920	84,283		
TOTAL REVENUE	505,829	420,347	585,387	525,000
EXPENDITURES				
SALARIES	189,358	128,074	180,536	190,000
BENEFITS	62,412	42,026	61,043	64,000
GOODS AND SERVICES	70,671	130,083	126,979	130,000
TRAVEL	-	1,512	141	500
EQUIPMENT	-	14,889	32,359	25,000
EMERGENCY BOILER WORK	220,993			
TOTAL EXPENDITURES	543,434	316,584	401,057	409,500
INCREASE/DECREASE FUND BALANCE	(37,605)	103,763	184,330	115,500



BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #11: President's Evaluation (for information/action)

BACKGROUND:

The trustees will discuss President Sara Thompson Tweedy's annual evaluation.

Prepared by the President's Office.

RECOMMENDATIONS:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #12: President's Contract (for information/action)

BACKGROUND:

The trustees will discuss President Sara Thompson Tweedy's contract.

Prepared by the President's Office.

RECOMMENDATIONS:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #13: President's Evaluation Form (for action)

BACKGROUND:

The trustees may act on revising the president's evaluation form.

Prepared by the President's Office.

RECOMMENDATIONS:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #14: Board Self-Evaluation & Board Goals (information/action)

BACKGROUND:

The board discussed their self-evaluation and board goals during their board retreat August 31, 2023. Trustee Anna Franz may provide a draft board self-evaluation statement and draft board goals for the trustees' consideration.

2022-23 Board Goals

1. Revise the Big Bend Community College's Ends Statements and develop and implement a set of indicators which measure the progress of the institution relative to the revised Ends.
2. Advance equity, diversity, and inclusion by establishing policies and institutional goals supporting operational equity, diversity, and inclusion programs.
3. Ensure effective onboarding and support for trustees as measured by updates to the board onboarding tool and development of a cyclical board calendar of study session topics and campus engagement opportunities.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #15: BP1000 (information/action)

BACKGROUND:

BP1000 will be reviewed for revision (in red).

RECOMMENDATION:

None.,

1000.1 ENDS

Big Bend Community College Ends		
E-1: Student Success		
Big Bend Community College provides the entire district with access to learning opportunities, assists students in completion of their educational and workforce development goals, develops skills for continued learning, and maintains high academic standards.		
E-2: Community Engagement	E-3: Stewardship	E-4: Diversity, Equity, Inclusion
Big Bend Community College supports economic development by nurturing community and industry partnerships to enhance access and service to our district.	Big Bend Community College acts as a responsible steward of resources by promoting accountability, sustainability, ethics, and prudent resource management to provide quality and affordable resources to our district.	Big Bend Community College fosters inclusiveness for students, employees, and visitors by maintaining a safe learning environment promoting cultural inclusiveness and respect by embracing diversity, access, opportunity, and equity.

(Annual reports on these Ends Statements will be presented to the board according to the schedule outlined in the current Academic Master Plan.)

1000.2 EXECUTIVE LIMITATIONS

EL – 1 General Executive Constraint

The President shall not allow in or by the operating organization of BBCC, any practice, activity, or decision, which is either unlawful, or in violation of commonly accepted professional ethics, or is contrary to the provisions set forth in the Governance Process Policies. The duties and responsibilities of the President are outlined in the President’s Job Description in the Human Resource Office.

EL – 2 Respect For Students

Students should be treated with respect at all times. The President shall not cause or allow conditions, procedures, or decisions which are unsafe, lacking in respect, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.

The President may not:

1. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the information elicited.
2. Fail to provide a grievance process, ~~including access to the Board~~, to those students who believe that they have not been accorded a reasonable interpretation of rights established pursuant to this policy.
3. Operate without written procedures which clarify the rules for students.

EL – 3 Respect For Community Members

BCCC recognizes that our community members are our stakeholders and that all visitors to our facilities should be treated with respect. The President shall not cause or allow conditions, procedures, or decisions which are unsafe, lacking in respect or unnecessarily intrusive.

The President may not operate without written procedures which describe rules for visitors.

EL – 4 Respect For Employees

Paid and volunteer staff should be treated with respect at all times, and in compliance with established policies, process, and contracts. The President may not cause or allow conditions which are unsafe, lacking in respect, unnecessarily intrusive or are knowingly in violation of college policies, process, and contracts.

The President may not:

1. Operate without written personnel procedures which clarify personnel rules for staff, and provide for effective handling of grievances.
2. Discriminate against any staff member for expressing an ethical dissent within the framework of existing policy, process, and contracts.
3. Restrict the exercise of academic freedom.
4. Prevent non-academic ((non-represented classified and admin/exempt)) employees (*) from the exercise of all rights provided to classified and exempt employees in AP4200 Communications/Grievance Procedure for Classified & Exempt Staff including an appeal to the Board.

~~(*) Academic employees (faculty) have a separate defined grievance process defined in the Negotiated Agreement~~

5. Hinder employees from becoming acquainted with their rights under this policy.

EL – 5 Ethical Conduct

The President must establish and maintain high levels of professional and institutional integrity, adhering to the ethical standards of the State of Washington and of Big Bend Community College.

The President may not:

1. Change his or her own compensation and benefits.
2. Allow a conflict of interest or the appearance of a conflict of interest to exist in the approval of any college contract.
3. Promise or imply permanent or guaranteed employment in disregard of college hiring policies, procedures, and practice.

EL – 6 Asset Protection

The President may not allow assets to be unprotected, inadequately maintained nor unnecessarily risked nor allow any action that is contrary to the provisions set forth in the Governance Process Policies.

The President may not:

1. Unnecessarily expose the college, its Board or staff, to claims of liability.
2. Fail to protect intellectual property, information and files from loss or significant damage.
3. Receive, process or disburse funds under controls, which are insufficient to meet the State Auditor's standards.
4. Fail to provide adequate protection against theft and casualty.
5. Fail to establish disaster/emergency management plans.

EL – 7 Financial Planning

Financial planning shall not deviate materially from Board Ends priorities.

The President shall not fail to demonstrate concurrence between Board Ends priorities and the annual budget.

EL – 8 Financial Condition And Activity

The initial and ongoing receipt and expenditure of funds shall be maintained within the approved budgetary expectations. Extraordinary changes in receipts or expenditures shall not cause or allow the development of fiscal jeopardy.

The President may not:

1. Expend more funds than have been received in the fiscal year
2. Allow an annual budget to be submitted for approval with dedicated contingencies of less than 2.5% of the total General Operating Budget and Operating Tuition Fund.
3. Fail to settle payroll and debts in a timely manner.
4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
5. Acquire, encumber, or dispose of real property.

EL – 9 Communication And Support To The Board

The President must keep the Board informed regarding monitoring data, relevant trends, media coverage, and Board compliance with its own policies, while acting as counsel to the Board.

The President may not:

1. Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board Policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board Policy has previously been established.
3. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Linkage, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and the President.
4. Fail to provide a mechanism for official Board communications.
5. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board.

EL – 10 Emergency Executive Succession

In order to protect the Board from the sudden loss of chief executive services, the President may not have fewer than two other executives familiar with Board and President issues and processes.

1000.3 GOVERNANCE PROCESS

GP – 1 Governance Commitment

The purpose of governance is that the Board, on behalf of the constituents of community college district # 18, ensures accountability of Big Bend Community College by assuring that it (a) achieves appropriate results for the appropriate recipients at an appropriate cost and (b) avoids unacceptable activities, conditions and decisions.

GP – 2 Governing Style

The board will govern with an emphasis on outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of board and chief executive roles, collective rather than individual decisions, future rather than past or present, and proactivity rather than reactivity.

The board will:

1. Deliberate in many voices, but govern in one.
2. Be responsible for excellence in governing and an initiator of policy.
3. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting the board's values and perspectives. The board's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect for roles, and ensuring the continuity of governance capability.
5. Monitor and discuss the board's process and performance periodically. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Staff Linkage categories.
6. Continual board development will include, but not be limited to, orientation of new members in the board's governance process and periodic board discussion of process improvement.

7. Seek input from staff, students, alumni, employers and other community members on Board Policies.

GP – 3 Board Job Descriptions

The job of the board is to represent the constituents of community college district #18 in determining and demanding appropriate organizational performance. To distinguish the board's own unique job from the jobs of its staff, the board will concentrate its efforts on the following job "products" or outputs:

1. The link between the organization and the constituents of community college district #18
2. Written governing policies which, at the broadest levels, address:
 - A. *Ends*: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which needs, at what cost).
 - B. *Executive Limitations*: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - C. *Governance Process*: Specification of how the board conceives, carries out and monitors its own task.
 - D. *Board-Staff Linkage*: How power is delegated and its proper use monitored, the President's role, authority and accountability.
3. The assurance of the President's performance (against polices in 2A and 2B).
4. A link between the Board and the College Foundation Board for maintaining communication and providing coordination between the two boards.

GP – 4 Chair's Role

The Chair assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. The Chair is the only board member authorized to speak for the board (beyond simply reporting board decisions), other than in rare and specifically authorized instances.

1. The job result of the Chair is that the board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting content will focus on those issues which, according to board policy, clearly belong to the board to decide or examine, not the President.

- B. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly, and kept to the point.
2. The authority of the Chair consists of making decisions that fall within the topics covered by board policies on Governance Process and Board-Staff Linkage, except where the board specifically delegates portions of this authority to others.
 - A. The Chair is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing, agenda-setting).
 - B. The Chair has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the President.
 - C. The Chair may represent the board to outside parties in announcing board-stated positions and in stating Chair decisions and interpretations within the area delegated to him or her.
 - D. The Chair may delegate this authority, but remains accountable for its use.
 3. In the absence of the Chair, the Vice Chair will assume the responsibilities of the Chair. In the absence of the Chair and Vice Chair, the members of the Board shall select a member to assume the responsibilities of the Chair during the continuance of the absences.

GP – 5 Board Members Code Of Ethics

The board commits itself and its members to ethical, businesslike, and lawful conduct. This includes proper use of authority and appropriate decorum when acting as board members.

1. Members must represent unconflicted loyalty to the interests of the community. This accountability supercedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staff. It also supercedes the personal interest of any board member acting as a consumer of the organization’s services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - A. There must be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to “inside” information.

- B. When the board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - C. Board members must not use their positions to obtain employment in the organization for themselves, family members or close associates. Should a member desire employment, he or she must first resign.
 - D. Members will annually disclose their involvements with other organizations, with vendors, or any other associations which might produce a conflict.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
- A. Members' interaction with the President or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 - B. Members' interaction with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board.
 - C. Members will give no consequence or voice to individual judgments of President or staff performance.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

GP – 6 Cost Of Governance

Because poor governance costs more than learning to govern well, the board will invest in its governance capacity. Accordingly,

- 1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - A. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - B. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
 - C. Outreach mechanisms will be used as needed to ensure the board's ability to listen to the viewpoints and values of the constituents of community college district #18.

2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

GP – 7 Naming Of Facilities

The Board retains its right to name and rename college buildings and facilities as an appropriate honor to individuals and organizations for friendship, service and support of the college.

1. The Board will also approve the naming of buildings and facilities according to the wishes of a donor who has met the schedule of financial support for the various capital projects of the college. The schedule of naming opportunities will be set in Administrative Process AP1020.
2. The Board may also approve the naming of buildings and facilities in order to honor those who have rendered extraordinary service to the college or who, by their personal or professional achievements have significantly enhanced the reputation of the college. Honorees for extraordinary service may not be current employees, and may include those who have given extraordinary service to the college in a service or volunteer capacity such that their contributions are widely recognized by the community and their peers.

GP – 8 By Laws Of Community College District #18

INTRODUCTION

The Big Bend Community College Board of Trustees, under law, is charged with the responsibility of Community College District No. 18. The authority is vested in the board, not in its individual board members. To assist the board in carrying out its responsibilities, it shall employ a president of Big Bend Community College and delegate to him/her the responsibility for administering the district under policies approved by the board. (RCW 28B.50.100) [see Board Resolution 2003.1 and BP1004]

Policies of the Board of Trustees are found in the records of board action and in the Board Policy Manual of which this document is a part. The bylaws which follow contain all of the rules adopted by the board which are in force and which relate to the organization and powers of the board and its method of conducting business.

OFFICES OF THE BOARD OF TRUSTEES

The Board of Trustees shall maintain an office at Big Bend Community College, Moses Lake, Washington, where all regular meetings shall be held, unless otherwise announced, and all records, minutes, and the official college seal shall be kept. This office shall be open during all normal business hours to any resident taxpayer of the State of Washington.

Correspondence or other business for the board shall be sent to the Secretary of the Board, who is located in this office at 7662 Chanute Street, Moses Lake, Washington 98837.

MEETINGS OF THE BOARD OF TRUSTEES

The Board of Trustees shall hold at least one meeting each quarter and such other regular or special meetings as may be requested by the Chair of the board or by a majority of the members of the board. Regular meeting dates and times are set by an annual schedule approved by the board and published by the Office of the President. All regular meetings of the board will be held within Community College District boundaries at locations published prior to the meeting.

- A. Information for Board Members. Information and materials pertinent to the agenda of all regular meeting of the board shall be sent to trustees prior to each meeting. Any matters of business or correspondence must be received by the Secretary of the Board by 12:00 noon the Monday of the week preceding the meeting in order to be included on the agenda. The chair or secretary may, however, present a matter of urgent business received too late for inclusion on the agenda if in his/her judgment the matter is of an urgent nature.
- B. Executive Sessions. The Board of Trustees may convene in executive session during a regular or special meeting ~~((for the purposes set forth in RCW 42.30.110, as amended.)) to consider matters affecting national security; the selection of a site or the acquisition of real estate by lease or purchase of real estate, when publicity regarding such consideration would cause a likelihood of increased price; to consider the disposition of real estate by lease or sale, when publicity regarding such consideration would cause a likelihood of decreased price; the appointment, employment or dismissal of a public officer or employee; or to hear complaints or charges brought against such officer or employee; or to hear complaints or charges brought against such officer or employee by another public officer, person, or employee unless such officer or employee requests a public hearing.~~ The Board of Trustees also may exclude from any such public meeting or executive session, during the examination of a witness on any such matter, any or all other witnesses in the matter being investigated by the Board of Trustees.
- C. Records of Board Action. All business transacted in official board meetings shall be recorded in minutes and filed for reference.
- D. Parliamentary Procedure. Three members of the Board of Trustees shall constitute a quorum and no action shall be taken by less than a majority of the board members.

Normally, voting shall be viva voce. However, a roll call vote may be requested by any member of the board for purposes of the record.

In questions of parliamentary procedure, the actions of the board shall be conducted according to the rules contained in the current edition of Robert's Rules of Order Newly Revised, unless specified otherwise by state law or regulation of the State Board for Community and Technical Colleges.

- E. The chair shall announce at the beginning of each meeting that interested citizens or groups may make five-minute oral or written presentations to the board regarding any item on or off the agenda. If a written presentation is to be made, a notice of such written presentation must be submitted to the Secretary of the Board of Trustees at least 24 hours prior to the scheduled meeting.

If oral comment from other members of the public is accepted at a regular meeting, and upon the request of any individual who will have difficulty attending a meeting by reason of disability, limited mobility, or for any other reason that makes physical attendance at the meeting difficult, the Board of Trustees, when feasible, shall provide an opportunity for that individual to provide oral comment at the meeting remotely.

Nothing in this section of the policy requires the Board of Trustees to accept comment which renders the orderly conduct of the meeting unfeasible. In such a scenario, the Board of Trustees may take steps to return the meeting to orderly conduct in accordance with state law.

OFFICERS OF THE BOARD

At ~~the October~~ ((a)) regular meeting of the board each year the board shall elect, from its membership, a chair and vice-chair to serve for the ensuing twelve months ((commencing on October 1st)). In addition the President of Big Bend Community College shall serve as secretary to the Board of Trustees as specified by state law. The secretary may, at his/her discretion, appoint the president's secretary or other appropriate college staff member to act as recording secretary for all regular and special meetings of the Board of Trustees.

The chair, in addition to any duties imposed by rules and regulations of the State Board for Community and Technical Colleges, shall preside at each regular or special meeting of the board, sign all legal and official documents recording actions of the board, and review the agenda prepared for each meeting of the board. The chairman shall, while presiding at official meetings, have full right of discussion and vote.

The vice-chair, in addition to any duties imposed by rules and regulations of the State Board for Community and Technical Colleges, shall act as chair of the board in the absence of the chair.

The secretary of the board shall be the President of Big Bend Community College and in addition to any duties imposed by rules and regulations of the State Board for Community and Technical Colleges, he/she shall keep the official

seal of the board, maintain all records of meetings and other official actions of the board.

The secretary shall also be responsible for board correspondence, compiling the agenda of meetings, and distributing the minutes of the meetings and related reports.

The secretary, or his/her designate, must attend all regular and special meetings of the board, and official minutes must be kept of all such meetings.

RESTRICTIONS OF INDIVIDUAL AUTHORITY

Legal authority is vested in the Board of Trustees and may be exercised only by formal action of the board, taken in regular and special meetings. No individual member of the board may act on behalf of the board unless specifically instructed by action of the board. Every member of the board shall be under obligation to support the decision or policy of the majority and shall not publicly oppose such a decision or policy after it has been adopted by the majority.

FISCAL YEAR OF THE BOARD OF TRUSTEES

The fiscal year of the board shall conform to the fiscal year of the State of Washington and shall be from July 1 to June 30 inclusive.

SEAL AND NAME OF THE COLLEGE DISTRICT

The Board of Trustees shall maintain an official seal for the use upon any or all official documents of the board. The seal shall have inscribed upon it the name of the college which shall be:

BIG BEND COMMUNITY COLLEGE
DISTRICT NO. 18
STATE OF WASHINGTON

CHANGES TO BYLAWS OF THE BOARD OF TRUSTEES

Bylaws of the board may be revised by majority vote of the board provided such changes are proposed at least one meeting prior to the meeting at which the vote is taken. Bylaws may be revised by unanimous vote of the board at the same meeting at which the revision is originally proposed.

DELEGATION OF RESPONSIBILITY

It shall be the responsibility of the Big Bend Community College Board of Trustees to establish policy and to evaluate the success of the college operation. The Board of Trustees shall employ a President for Big Bend Community College and hold such president responsible for the interpretation of board policy into administrative action and for the administration of the college in general.

Specific policies and their administrative interpretation shall be described in detail in the several sections of the Board Policy Manual. [see Board Resolution 2003-1 and BP1004]

1000.4 BOARD-STAFF LINKAGE

BSL - 1 Chief Executive Role

The President, as chief executive officer, is accountable to the board acting as a body. The board will instruct the President through written policies, delegating to him or her interpretation and implementation of those policies, as per Board Resolution 2003-1 and BP1004.

BSL - 2 Delegation To The President

All board authority delegated to the operating organization is delegated through the President, so that all authority and accountability of the operating delegation – as far as the board is concerned – is considered to be the authority and accountability of the President.

1. The board will direct the President to achieve specified results, for specific recipients, at a specified worth through the establishment of *Ends* polices. The board will limit the latitude the President may exercise in practices, methods, conduct and other “means” to the ends through establishment of *Executive Limitations* policies.
2. As long as the President uses any *reasonable interpretation* of the board’s *Ends* and *Executive Limitations* policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
3. The board may change its *Ends* and *Executive Limitations* policies, thereby shifting the boundary between board and President domains. By so doing, the board changes the latitude of choice given to the President. But so long as any particular delegation is in place, the board and its members will respect and support the President’s choices.
4. Only decisions of the board acting as a body are binding upon the President.
 - A. Decisions or instructions of individual board members are not binding on the President except in rare instances when the board has specifically given prior authorization for such exercise of authority.
 - B. In the case of board members requesting information or assistance without board authorization, the President can refuse such requests that require – in his/her judgment – a material amount of staff time or funds or is disruptive.

BSL – 3 President’s Job Description

As the board’s single official link to the operating organization, the President’s performance will be considered to be synonymous with organizational performance as a total.

Consequently, the President’s job contributions can be stated as performance in only two areas:

1. Organizational accomplishment of the provisions of board policies on *Ends*.
2. Organization operation within the boundaries of prudence and ethics established in board policies on *Executive Limitations*.

BSL – 4 Monitoring Presidential Performance

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on *Ends* and *Executive Limitations*.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - A. Internal report: Disclosure of compliance information to the board from the President, or his/her designee.
 - B. External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the board. Such reports must assess executive performance only against policies of the board, not those of the external party unless the board has previously indicated that party’s opinion to be the standard.
 - C. Direct board inspection: Discovery of compliance information by a board member or the board as a whole. This is a board inspection of documents, activities or circumstances directed by the board which allows a “prudent person” test of policy compliance.
3. Upon the choice of the board any policy can be monitored by any method at any time. ~~For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the board according to frequency and method. ((*Ends* and *Executive Limitations* shall be monitored annually in the Mission Fulfillment Report and Budget Presentations.))~~

~~A. Annual Internal Reports for policies on:~~

~~EL-2 Respect for Students~~
~~EL-3 Respect for Community Members~~
~~EL-4 Respect for Employees~~
~~EL-7 Financial Planning~~
~~EL-9 Communication and Support to the Board~~
~~EL-10 Emergency Executive Succession~~

~~B. Annual External Reports or direct Board inspection for policies on:
EL-1 General Executive Constraint
EL-6 Asset Protection
EL-8 Financial Condition and Activity~~

~~C. Quarterly Internal Reports on Actual Budget~~

~~D. Annual Internal Reports for all *Ends* policies contained in:
Academic Master Plan Reports
Mission Fulfillment~~

~~Budget Presentations~~

4. The board will conduct a formal evaluation of the President annually. This evaluation will focus on the monitoring data on *Ends* and *Executive Limitations* policies provided during the intervening year. However, the board's evaluation may also include pre-determined criteria based on the board's expectations of the President's performance so long as such criteria have been specified one year in advance of the evaluation.

~~A. A tool to be used in the evaluation of the president is a focus group of community leaders from across the college district, to discuss college accomplishment of board *End's* statements. Prior to the conduct of the focus group the board will discuss and select any specific questions they wish introduced to the focus group dialogue directly related to the president's job description and/or *Executive Limitations* in addition to those based on the *End's* statements.~~

~~B.~~ The board will discuss the Academic Master Plan report results, Executive Limitations information and focus group conversations with the president in executive session.

~~C.~~ The results of the evaluation will be reported in open meeting with any necessary action to occur at that open meeting.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #16: Assessment of Board Activity (for information)

BACKGROUND:

This agenda item provides an opportunity for the individual trustees to report on community contacts they have made and/or meetings they have attended since the previous board meeting. This reporting process has been implemented as an assessment tool to give the board a way to measure definitively what is accomplished throughout the year for its next self-evaluation review.

It is requested that the trustees submit their self-evaluation trustee activity report via email to Melinda.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #17: Next Regular Meeting (information/action)

BACKGROUND:

The next regularly scheduled board meeting is scheduled on Thursday, December 7, 2023, at 1:30 p.m.

Prepared by the President's Office.

RECOMMENDATION:

President Tweedy requests that the Board confirm the date of the upcoming meeting.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #18: 2024 Board Meeting Schedule (information/action)

BACKGROUND:

The following suggested 2024 Board meeting dates are provided for the trustees' consideration and action.

Thursday, February 1, 2024 at 1:30 p.m.

Thursday, March 14, 2024, at 1:30 p.m.

Thursday, May 9, 2024, at 1:30 p.m.

Thursday, June 6, 2024, at 1:30 p.m.

Thursday, August 29, 2024, (Retreat)

Thursday, October 10, 2024, at 1:30 p.m.

Thursday, December 12, 2024, at 1:30 p.m.

RECOMMENDATION:

President Tweedy recommends the trustees adopt the schedule as presented.

BIG BEND COMMUNITY COLLEGE

Date: 10.12.23

ITEM #19: Miscellaneous (information/action)

BACKGROUND:

President Tweedy and the trustees may discuss miscellaneous topics.

This is also an opportunity for trustees to discuss agenda items for future meetings.

Prepared by the President's Office.

RECOMMENDATION:

None.