

## THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Special Board meeting October 15, 2018, at 1:30 p.m. in the ATEC Hardin Community room in Building 1800 on the Big Bend Community College campus.

### 1. Call to Order

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

### 2. Pledge of Allegiance

Combat Veteran and student Kenny Vogel led the Pledge of Allegiance. He served in the WA National Guard and the OR National Guard. Mr. Vogel transferred here from Wenatchee Valley College and plans to transfer to EWU after graduation.

Board Chair Jon Lane announced that agenda item 7 "Proprietary Budgets" is being moved to follow agenda item 9 "Athletics-Wrestling Financial Model."

### 3. Introductions

Dean of Arts & Sciences Kathleen Duvall introduced David Mayhugh, Ann George, and David Bryce. New interim math instructor Mr. Mayhugh is from the Ephrata High School and was raised in Taiwan. New interim math instructor Ms. George is from Brewster High School where she taught college-level classes. Mr. Bryce completed his doctoral dissertation in chemistry and is the instructional and class support technician 2.

Dr. Jose da Silva introduced new Registrar Starr Bernhardt who recently was promoted from the Institutional Research department.

### 4. Consent Agenda

a) Approval of Board Meeting Minutes August 9, 2018 (A); b) President's Activity Update (I); c) Accreditation (I); d) Student Success (I); e) Assessment (I); f) Finance & Administration Update; (I); g) Human Resources Report (I); h) Classified Staff Report (I); i) Enrollment Report (I); j) Safety & Security Report(I); k) Public Correspondence (I); l) Advisory Committee List (A).

Motion 18-37 Trustee Thomas Stredwick moved to approve the consent agenda with changes. Trustee Stephen McFadden seconded, and the motion passed.

There were no public comments.

**5. Remarks**

- a. ASB VP Joshika Suresha shared ASB activities. ASB started off the quarter with a huge Back-to-School BBQ, which involved over 280 attendees. There was a great turnout from the residence life students as well as athletes. The weather was great, the food was delicious, and the band and interactive activities were a success!

Our quarterly Movie Night followed this event at Lee Theater in Ephrata. ASB intentionally reached out to students from Ephrata and Quincy, inviting them to attend. Just over 130 people attended this event. ASB also helped with Star Night this past Thursday.

ASB is on week three of Monday Morning Treats to students all over campus. This morning ASB provided free donuts; last week they gave out bags of popcorn. ASB has reached 100-150 students per week by doing this, including Work Force Ed students. It has been well received and greatly appreciated. ASB is sponsoring a Blood Drive on Thursday, with a comedy event that night free for all Big Bend students and staff, as well as open to the public for general admission price of \$5 per person.

ASB held its first leadership training this past Friday, for both ASB Officers and programmers, along with club members. Forty people participated in this four-hour event, which helped create bonds between ASB and club members. The theme was Digital Team Building. ASB also started a Club Council, which will meet once a month and will consist of a representative from each club, so that we can work together and create stronger dynamics.

For Constitution Day awareness, ASB provided Constitution booklets at Viking Orientation. They also advertised and provided Voter Registration applications at both the orientation and in the Activities Office.

ASB will interview and hire five more programmers later today to complete the ASB staff. ASB expenses have been trimmed by only hiring a total of eight programmers instead of ten and combining the ASB Treasurer and Secretary into one position.

The Aviation Club held their first get together, called "Dinner with the Chief," which included new officer elections and overview of the club's plans for the year. Phi Theta Kappa took off running already this quarter with car wash and concessions fundraisers already completed. They participated in the Adams County Fair, Viking Orientation, Star Night and the ASB Leadership training as part of their club activities.

The Brazilian Jiu Jitsu Club is sponsoring a presentation by World Champions James Foster and Gustavo Pires on October 18, at 1:00 p.m. in the Masto Conference Center.

The Nursing Club is sponsoring an upcoming Krispy Kreme Donut fundraiser for the Level-1 students and organizing a bone marrow donor drive with the Level-2 students taking the lead on it.

- b. STAR Representative Cassandra Fry reported Classified Staff activities. She shared about the six-month buddy program for onboarding new employees which includes a campus tour, training promotion, and integrating into the campus community.
- d. VP Linda Schoonmaker shared that the WEC building project is on-time and on-budget. Trustee Thomas Stredwick asked about fleet vehicles for staff usage. BBCC has a fleet of six vans for students and athletes, and maintenance and operation has a fleet of 12 vehicles for on-campus use. Director of Facilities and Capital Projects James Saucedo maintains a fleet replacement schedule. VP Schoonmaker said she hopes to purchase an e-vehicle in the future.
- e. Dr. Bryce Humpherys reported FTEs are stabilizing. He also shared that the past year of faculty and staff working on assessment and continuous improvement culminated in submission of the accreditation report. Dr. Humpherys became aware of rubrics for the report in April and discovered that the accumulated evidence supported all rubric criteria. The Northwest Commission on Colleges and Universities will review the report and take action in January. BBCC will receive notification of their decision in March of 2019. Dr. Humpherys expressed appreciation for faculty and staff working through the necessary processes. Trustee Stephen McFadden commended the faculty and staff for their efforts with the laborious work and processes.
- f. VP Kim Garza reported that she shared aggregated data regarding exit-interview survey feedback in the board packet. Dr. Christine Clark was selected to conduct focus groups to inform a developmental plan to improve the culture for the next generation of employees. A 25% participation rate by employees is expected, and Dr. Clark will submit her report in December. Trustee Stephen McFadden stated the survey responses regarding "leadership really listens to employees" indicate this area continues to be challenge. There is some challenge with public service having fewer resources and moving slowly. Diversity is increasing in classified staff and administrative exempt employees and staying about the same in faculty. Trustee Juanita Richards asked if there were any surprises in the exit survey results. This is the first time more people have not indicated BBCC is the best employer. It will be interesting to see if that response is influenced by the length of employment.
- g. Executive Director of the Foundation LeAnne Parton reported that she and President Leas have secured pledges totaling \$941,050 to date for the Building Tomorrow's Workforce Capital Campaign. Their goal is to meet with 10-12 individuals or companies a week.

The annual Star Night event was revised allowing more visiting time at the table, and the feedback has been positive. The keynote speaker was Jeremy Iverson, and student speaker was James Leland; they both shared meaningful messages. Kevin and Ann Peterson donated a Beach Craft, B-19 airplane to the Commercial Pilots Program today.

#### **6. WAC 132R-136-080 Posting of Materials**

Director of Communications Matt Killebrew reported that the proposed WAC changes were revised based on feedback from the August 9, board meeting. He and AAG Jason Brown worked together on the revisions.

##### Motion 18-38

Trustee Anna Franz moved to approve the proposed revisions to WAC 132R-136-080 Posting of Materials. Trustee Stephen McFadden seconded, and the motion passed.

#### **8. Enrollment Management Strategies**

Dr. Bryce Humpherys discussed BBCC's enrollment management strategies. He explained the inverse relationship between high employment rates and low enrollment for community colleges. Full-time equivalent students (FTEs) are defined as students enrolled in 15 credits for three quarters. BBCC's FTE target is set by the SBCTC, which in turn determines our state allocated budget. Dr. Humpherys shared a chart illustrating how the SBCTC's data detailing our three-year average adjusts our FTE target up and down. Last year BBCC reached 89% of the target or 198 fewer FTEs than the target. Enrollment management strategies have been focused on full-time students, and half of BBCC students attend half-time. During the last board meeting, we reported that student athletes make up 11% of the student population, which is incorrect. Most student athletes are transfer students, and athletes make up 11% of the transfer student group. BBCC is distinctive because we are one of the smallest community colleges in Washington, and we have a low college participation rate in our service district. BBCC offers workforce support programs along with transfer degree programs. Some workforce programs meet statewide employment needs and attract out-of-service district students. Out-of-service-district students are usually full-time students. There has been a decline in transfer and workforce FTEs and an increase in FTEs from Running Start students (approximately 20% of BBCC student population). President Leas added that school districts are actively working to retain students on their campuses.

Strong enrollment strategies should stabilize FTEs. Enrollment strategies include offering evening and online classes, athletics programs, strengthening relationships with high schools, and the Workforce Education Center (WEC) will also attract students.

#### **9. Athletics – Wrestling Financial Model**

Dr. Humpherys shared data about how athletics programs contribute to enrollment, including FTE generation, immediate impact on enrollment, not connected to economy, and high retention. Athletics also support the BBCC mission; athletic students provide service hours to the community, increase community engagement, support academic

excellence, raise funds, promote a collegial atmosphere, foster a sense of belonging at sporting activities, and provide leadership development opportunities.

Currently, BBCC has around 100 student athletes who create 91 FTEs. On average a BBCC student creates .4 FTEs; on average student athletes create .9 FTEs. The revenue generated by athletics is \$830,528 with expenses at \$537,988. The expenses are increased due to funding a full-time athletic director and three sports teams qualifying for post-season play. Athletics are funded partially by S&A funds, which are shared by ASB. ASB and student clubs have established reserves because not all S&A funds are spent. The allocation of S&A funds benefits all students by adding to the collegial atmosphere. Dr. Humpherys explained that some programs cost more than others; for example, the nursing and aviation programs. Scholarships in the form of tuition waivers and funding are mandated by the NWAC and funded from athletics along with uniforms, equipment, and travel. Cutting athletic programs was considered, with volleyball and men's basketball as the most likely programs to cut. Discontinuing volleyball and men's basketball would have saved \$90,000 and lost \$192,000 in FTEs and revenue. Implications from cutting volleyball also included the need to cut another male sport (men's basketball, for example) to comply with Title IX requirements.

Dr. Humpherys discussed strategies to increase revenue related to sports such as fundraising, recruiting full rosters and reconstituting the Viking Booster Club. Currently, all fund raising is applied to operations. Dr. Humpherys and AD Mark Poth are working to create a sustainable budget for athletics. From the coaching perspective, recruiting full rosters meant higher expenses. Coaches will be incentivized to fill rosters and retain athletes resulting in maximum FTE generation. Wrestling was the best option for adding a sports team to generate FTEs while keeping expenses low. VP Humpherys explained that to test the funding model, the tuition of only the wrestling athletes is split. Preliminary conclusions as of fall quarter show that wrestling athletes are generating 28 FTEs and our 10<sup>th</sup> Day enrollment FTEs are increased by 25.4. The amount of tuition revenue from wrestling athletes for the athletic department budget was \$14,000. College officials are continuing to review the budget and model and considering additional low-initial-cost sports teams, including cross country, e-sports, and bowling.

Trustee Thomas Stredwick asked about the trustees' role in this process. Dr. Leas stated that this information is shared for the trustees to understand to support the proprietary budget and to provide talking points for community members. Trustee Anna Franz stated the information will also be used for the annual review of college performance and Ends for the president. Trustee McFadden clarified that sports generated 30% net revenue into the college. President Leas stated new academic programs such as the Unmanned Aerial Program and Med Sim Programs are also intended to attract new students. A Bachelor of Science program may also be considered to attract new students. He also stated it is important not to undermine prosperity; if the volleyball and men's basketball teams were cut, it would result in a \$100,000 deficit and reduced FTEs. Trustee Anna Franz asked about the marginal cost of a non-athletic new student. VP Humpherys did not have that information and stated BBCC has unfilled capacity to serve additional students. VP Linda Schoonmaker stated 167 out of 273 residence hall beds are filled; the bulk of residence hall students are

from aviation. Trustee Juanita Richards thanked Dr. Humpherys for the data and research about the allocation of funding and student information.

Board Chair Jon Lane announced a five-minute break at 3:21 p.m. The meeting reconvened at 3:26 p.m.

- c. Faculty Association President Salah Abed reported that Madam Jennifer McCarthy, French and German Associate Faculty members, has a full class of enthusiastic students learning French songs, dates, and weather.

#### **7. Proprietary Budgets**

VP Linda Schoonmaker shared about the proprietary budgets. She stated ASB and clubs are using a new format and have healthy reserves that will be systematically used for the next ten years per the SBCTC's direction. There is a decline in the S & A fees based on tuition revenues and declining enrollments. VP Schoonmaker reviewed the athletics funding from fundraising and 58% or \$300,000 of the S & A fees. The Bookstore budget shows a significant decline that includes the \$30,000 ATEC fee to help pay the construction bonds. VP Schoonmaker and Director Courtright are discussing options to help the budget. Many community colleges are moving to mini-stores or contracting out to Barnes & Noble. Regarding housing and food, housing is profitable and catering with Sodexo is decreasing. VP Schoonmaker is working with Sodexo staff to increase marketing. WACTC asked the business officers to create a common presentation for cash balances, and the new format is in the board packet on page 42.

Motion 18-39 Trustee Juanita Richards moved to approve the Proprietary Budgets. Trustee Stephen McFadden seconded, and the motion passed.

#### **10. Public Facility Use for Political Campaigns**

Motion 18-40 Trustee Anna Franz moved to table item 10. Public Facility Use for Political Campaigns to the next meeting. Trustee Juanita Richards seconded, and the motion passed.

#### **11. Board Policy for Action**

Motion 18-41 Trustee Anna Franz moved to approve revisions to BP 6000 Institutional Fund Balances & Contingencies as presented. Trustee Juanita Richards seconded, and the motion passed.

Motion 18-42 Trustee Juanita Richards moved to approve revisions to BP 6100 College Tuition and Fees as presented. Trustee Anna Franz seconded, and the motion passed.

Motion 18-43

Trustee Anna Franz moved to approve revisions to BP 6110 College Tuition and Fees Refund Policy as presented. Trustee Juanita Richards seconded, and the motion passed.

**12. Transforming Lives Award**

The trustees chose a Transforming Lives nominee and an alternate from the pool of nominations.

Motion 18-44

Trustee Anna Franz moved to nominate Jim Leland, with Yesenia Marquina as the alternate, for the ACT Transforming Lives Award. Trustee Juanita Richards seconded, and the motion passed.

Chair Jon Lane will work with the President to complete the nomination paperwork. The local event, honoring all nominees, will be held at BCC Thursday, November 29. The ACT Transforming Lives Dinner will be held January 21 in Olympia.

**13. Assessment of Board Activity**

Trustee Juanita Richards reported that she attended the Back-to-School Breakfast (E-1, E-3), lunch with President Leas ((E-1, E-5), and Star Night (E-1, E-2, E-4, E-6).

Trustee Anna Franz reported that she attended a meeting with President Leas (E-1, E-2, E-3, E-4, E-5, E-6).

Trustee Thomas Stredwick reported that he attended three WEC funding meetings (E-1, E-2, E-3, E-4, E-5, E-6), a meeting with Dr. Leas (E-1, E-2, E-3, E-5), and Star Night (E-1, E-4, E-6).

Trustee Stephen McFadden reported that he attended a meeting with Dr. Leas (E-1, E-5), Upskill/Backfill State Workforce Board Grant Roundtable and Grant Writing, Planning meetings (E-1, E-4), an OCS meeting (E-1, E-4), WEC funding meeting (E-1, E-2, E-3, E-4, E-5, E-6), Japanese Agricultural Exchange Council graduation (E-1, E-2, E-3, E-4, E-6), and Transforming Lives Committee meetings ((E-1, E-2, E-3, E-6).

Trustee Jon Lane reported that he attend the Hall of Fame event (E-1, E-2, E-4, E-6), two meetings with President Leas (E-1, E-2, E-3, E-4, E-5, E-6), a meeting with Convergent (E-1, E-2, E-3, E-4, E-5), and Star Night (E-1, E-2, E-4, E-5).

**14. Next Meeting**Motion 18-45

Trustee Anna Franz moved to change the November 15 board meeting to begin at 9:00 a.m. Trustee Juanita Richards seconded, and the motion passed.

**15. Miscellaneous**

President Leas shared that he met with each trustee regarding athletics to compile concerns for Dr. Humpherys to address in his presentation.

Trustees Jon Lane and Thomas Stredwick will attend the ACCT Leadership Congress October 24-27 in New York City.

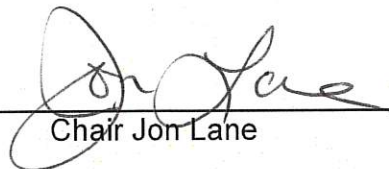
Motion 18-46

Trustee Anna Franz moved to appoint Chair Jon Lane the ACCT Voting Delegate. Trustee Stephen McFadden seconded, and the motion passed.

The ACT Fall Conference and Legislative Action Committee Meetings are scheduled November 8-9 in Seattle. The SBCTC is supporting discussions with legislators about salary increase priorities. Legislators recognize formulated presentations, and it would be helpful if Transforming Lives nominee Jim Leland accompanied Dr. Leas to the January ACT Conference and legislative visits to share how legislative decisions affect students. It was suggested that Chair Jon Lane and Dr. Leas discuss and prioritize legislative issues for presentations during legislative visits.

Lastly, Dr. Leas congratulated Trustee Stephen McFadden for becoming a Certified Economic Development Professional and on his reappointment as a trustee by the Governor.

The meeting adjourned at 4:37 p.m.

  
Chair Jon Lane

ATTEST:

  
Terrence Leas, Secretary