



**March 12, 2020**

## **Board of Trustees**

**Regular Meeting 9:00 a.m.**

**ATEC**

**Masto Conference Center**

**Community College District No. 18**

**7611 Bolling St NE**

**Moses Lake WA 98837**

# **Big Bend Community College**

## **District #18**

### **Governing Board:**

**Chair Stephen McFadden, Vice Chair Anna Franz,  
Jon Lane, Juanita Richards, and Thomas Stredwick**

**President Terry Leas**

### **2020 Meeting Schedule**

**January 9, 2020**

**February 14, 2020**

**March 12, 2020**

**May 7, 2020**

**June 4, 2020**

**August 27, 2020**

**October 1, 2020**

**November 12, 2020**

### **Board Goals**

1. Conduct a successful search for the next BBCC president. Ensure effective onboarding and orientation of the new president upon arrival on campus. Develop goals for the president's first year of service.
2. Be actively engaged and monitor the progress of the Campus Climate Action Plan. Ensure the president has the tools and means to lead the campus community as it improves climate for students, staff and faculty.
3. Develop and implement an improved system for monitoring Board effectiveness that includes establishing an annual checklist for monitoring the overall performance of BBCC.

# BIG BEND COMMUNITY COLLEGE DISTRICT NO. 18 BOARD AGENDA

## Special Board Meeting

7662 Chanute Street Moses Lake, Washington 98837

Thursday, March 12, 2020, 9:00 a.m.

ATEC- Hardin Community Room

1. Call to Order/Roll Call
2. Pledge of Allegiance – Veteran Michael Garoutte  
*Executive Session (if needed)*
3. Probationary Tenure – Dr. Bryce Humpherys (E-3, Action)  
15-minute break for Tenure Celebration
4. Introductions  
New Employees
5. Consent Agenda **(E-1)**
  - a. Meeting Minutes February 6, 14, 2020 **(Action)**
  - b. President's Activity Update **(Information)**
  - c. Accreditation **(Information)**
  - d. Student Success **(Information)**
  - e. Assessment **(Information)**
  - f. Finance & Administration Report **(Information)**
  - g. Human Resources Report **(Information)**
  - h. Enrollment Report **(Information)**
  - i. Safety & Security Report **(Information)**
  - j. ASB Report **(Information)**
  - k. Classified Staff Report **(not available)**
6. Remarks  
(Public comment to the Board regarding any item on the agenda may be made at the time of its presentation to the Board according to the conditions set in Board Policy 1001.3.E)
  - a. ASB Public Relations Officer – Kelsey Sorenson
  - b. Classified Staff – Not available
  - c. Faculty Association President – Salah Abed
  - d. VP Finance & Administration – Linda Schoonmaker
  - e. VP Learning & Student Success – Dr. Bryce Humpherys
  - f. VP Human Resources & Labor – Kim Garza
  - g. Executive Director BBCC Foundation – LeAnne Parton
7. CWU Presentation – Mónica Medrano Regional Director, CWU Moses Lake & Wenatchee **(E-4, Information)**
8. Campus Climate Action Plan – VP Kim Garza **(E-6, Information)**
9. Campus Safety & Security – President Leas **(E-6, Information)**
10. BP1025 Statement on Equity, Diversity, & Inclusion for Review – Counselor MariAnne Zavala Lopez **(E-1, Information)**
11. BP 1000 for Information or Action – **(E-1, Information/Action)**  
*Executive Session – Break (if needed)*
12. Presidential Search – Trustees **(E-1, Information/Action)**
13. President's On boarding Process – Trustees **(E-1, Information/Action)**
14. ACT Board of Director Nominations – Trustees **(E-4, Information/Action)**
15. Assessment of Board Activity – Trustees **(E-1, Information)**
16. Next Regularly Scheduled Board Meeting – Trustees **(E-1, Information/Action)**
17. Miscellaneous – Trustees, President Leas **(E-1, Information/Action)**
18. 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, May 7, 2020**

*If you are a person with a disability and require an accommodation while attending the meeting, please contact the President's Office at 793-2001 (or TDD 509.793.2325) as soon as possible to allow sufficient time to make arrangements.*

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #3:** Probationary/Tenure Reviews (for action)

### **BACKGROUND:**

**The Board will consider probationary faculty contract renewal for the following faculty.**

<b><u>Faculty Member</u></b>	<b><u>Position</u></b>	<b><u>Current Status</u></b>
Theresa Calip	Biology Instructor	1 <sup>st</sup> probationary year
Johanna Doty-Fleming	Math Instructor	1 <sup>st</sup> probationary year
Rhonda Kitchens	Librarian	1 <sup>st</sup> probationary year
David Mayhugh	Math Instructor	1 <sup>st</sup> probationary year
Michele Reeves	Education ECE	1 <sup>st</sup> probationary year
Jessica Strickland	HS21+/GED/ABE	1 <sup>st</sup> probationary year
Christy Welch	Biology Instructor	2 <sup>nd</sup> probationary year

**The Board will consider awarding tenure to the following faculty.**

Sarah Bauer	Chemistry Instructor	3 <sup>rd</sup> probationary year
Aaron Linthicum	Flight Instructor	3 <sup>rd</sup> probationary year
Zachary Olson	Development English Instructor	3 <sup>rd</sup> probationary year
Terry Pyle	Ag/Econ Instructor	3 <sup>rd</sup> probationary year
Mariah Whitney	Biology Instructor	3 <sup>rd</sup> probationary year

Prepared by Vice President of Learning & Student Success Bryce Humpherys and President Leas.

### **RECOMMENDATION:**

President Leas and VP Humpherys recommend that the trustees extend probationary status and award tenure as appropriate.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #5:** CONSENT AGENDA (for action)

- a. Board Meeting Minutes

**BACKGROUND:**

The minutes of the board meetings held on February 6, 14, 2020, are included for approval.

Prepared by the President's Office.

**RECOMMENDATIONS:**

President Leas recommends the Board of Trustees approves the minutes.

## THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Special Board Meeting Thursday, February 6, 2020, 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

### Presidential Search

At 1:31 p.m., Chair Stephen McFadden announced that the Board would adjourn to executive session for approximately 30 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 2:01 p.m. with no action taken.

Motion 20-11 Trustee Thomas Stredwick moved to accept the top three presidential candidates as scored in the rubric. Trustee Anna Franz seconded the motion, and the motion passed.

At 2:01 p.m., Chair Stephen McFadden announced a 20-minute recess for VP Garza to contact the top five candidates by phone. The recess ended at 2:20 p.m.

Chair Stephen McFadden announced three finalists for position of president: Dr. Suzanne Ames, Dr. Theresa Rich, and Dr. Sara Thompson Tweedy. The dates of February 21, March 5-6, and March 13 were tentatively identified as campus visits dates and will be considered for action at the next meeting. The regular board meeting scheduled on March 26 needs to be rescheduled to occur before the end of winter quarter to accommodate the probationary/tenure schedule. The board discussed moving the March 26 meeting to March 12 as a tentative date for action at the February 14 board meeting. March 26 remains a tentative date for a special meeting for the board to deliberate the final selection for BBCC's next president.

The trustees reviewed the list of potential interviewees for the campus visits and added Foundation Director, Board Chair, executive leadership team, and external community partners.

The meeting adjourned at 2:43 p.m.

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Stephen McFadden, Chair

ATTEST:

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Terry Leas, Secretary

## THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held its regular Board meeting Friday, February 14, 2020, 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. Introductions

Women's Wrestling Coach Bryan Seibel escorted some of the team into the meeting. The wrestlers introduced themselves: Aliyah Yates from Aberdeen studying nursing; and Kayla Rogers from Seattle studying criminal justice, and Alexie Darst. Men's Wrestling Coach Jose Tanguma escorted the team into the meeting. The wrestlers introduced themselves: Eduardo Rodriguez working on a transfer degree; Roman Porter from Las Vegas, Nevada; Cody Crochet from Leavenworth; Ryan Caldwell from Ephrata studying business; Jovan Garcia from Arizona. The coaches reported that the teams have done well, and they have high average GPAs. The teams are hosting the NWCA state championships on campus this weekend. Wrestler Aliyah Yates is second in the nation, and Kayla Rogers is 7<sup>th</sup> in the nation.

### 3. Consent Agenda

a) Approval of Regular Board Meeting Minutes January 9, 21, 22, 23, 29, 30, 2020 (A); b) President's Update (I); c) Accreditation (I); d) Student Success Update (I); e) Assessment Update (I); f) Finance & Administration Report (I); g) Human Resources Report (I); h) Enrollment Report (I); i) Safety & Security (I).

Motion 20-12 Trustee Thomas Stredwick moved to approve the consent agenda. Anna Franz seconded the motion, and the motion passed.

### 4. Remarks

- a. ASB President Madison Shrope shared ASB and club activities. ASB has held several events including Grocery Store Bingo, Martin Luther King Jr. week, speech/pizza event, Viking sequin pillow activity, blood drive, pizza party for the Aviation Maintenance department, Valentine treat giveaway, and Sailesh the Hypnotist.



Upcoming events include bowling night, a movie event featuring Harriet Tubman's story, Dr. Suess Day, monthly swag day, and movie night at the Lee Theater in Ephrata.

The Agriculture students who competed in a recent competition all qualified for nationals. Phi Theta kappa held a food drive and achieved four-star status. They have a silent auction and an induction in February.

- d. VP Linda Schoonmaker reported BBCC's ctcLink start date may be delayed. The Emergency Operating Plan was posted to the web last week. There are a few issues in the WEC building, including milkiness in the concrete flooring and electrical issues which are being addressed. The project is within budget.
- e. VP Bryce Humpherys shared that staff are meeting with Senator Patty Murray's staff to work through aviation program issues for veterans. The BBCC Foundation, financial aid office, and Workforce Education Services (WES) office have provided assistance to the affected students. Trustee Jon Lane stated he also talked with federal legislators while he was in DC.

Dr. Humpherys has ongoing meetings with Representative Tom Dent and CWU staff regarding aviation programming.

The all staff in-service was held February 7, and all employees had the opportunity to provide feedback regarding campus data and decision making regarding activities and resource allocation.

- f. VP Kim Garza shared news from Classified Staff and Human Resources. ASB Program Assistant Sarah Schutt is pursuing her MBA at EWU and 11 staff members will participate in the Nash Leadership Training. Title V Secretary Senior Barb Collins is the STTAACC Region D Coordinator, and she is recruiting conference attendees. HR Consultant 1 Robin Arriaga and Credential Evaluator 3 Kerri Furman worked above and beyond completing process maps for ctcLink.

Human Resources is entering the busy recruiting and hiring season. The Director of Workforce Education Services and music instructor interviews are scheduled. VP Garza is working with a search firm to fill the Director of Health Education position, and more staff are being hired for the Open Doors Program. The Labor Management Committee is meeting with the Faculty Association to discuss issues.

- g. President Leas shared the Foundation report. The Foundation has secured pledges to date for the Building Tomorrow's Workforce Capital Campaign of \$2,989,352 or 79.71% of goal. A few more grant applications have been submitted. More visits and grants are scheduled in the future.

The Leadership work group is bringing back the Michael Nash group to provide four eight-hour sessions for supervisors in February and March. The first session on Tuesday, February 11, 2020, was well attended.

Dr. Leas shared Executive Director LeAnne Parton's appreciation for the opportunity to lead the five presidential candidates on tours.

## **6. Probationary Tenure Review**

VP Bryce Humpherys shared that the probationary tenure information will be available for the trustees review February 28 for action at the March 12 meeting.

## **7. Campus Climate Action Plan**

VP Kim Garza reported that each work group submitted questions for discussion during in-service. The value of thank-you notes was also shared with Cabinet and Shared Governance Council to help create a culture of value in the organization.

## **8. Board Policy for Action**

This was the second reading of the new board policy regarding collective bargaining.

### Motion 20-13

Trustee Jon Lane moved to approve the board policy on collective bargaining. Trustee Juanita Richards seconded the motion, and the motion passed.

## **9. Board Policy 1000 for Information or Action**

The trustees plan to take time to be intentional about updates to BP1000. It will be presented for action at the next meeting.

## **10. Presidential Search**

Board Chair Stephen McFadden announced a ten-minute executive session at 2:16 p.m. 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. He asked VP Kim Garza and AAG Jason Brown to attend the executive session. The executive session ended at 2:26 p.m. with no action taken.

- 4b. Faculty Association President Salah Abed reported that English Instructor Dr. Allison Palumbo is applying for a Humanities Washington Grant to travel the state and present on the research related to her upcoming book publication. She is also teaching a class at the Seattle Institute for Film based on chapters from her book. Early Childhood Education instructor Michele Reeves is progressing through an E-learning in the Community College course as part of certification with credits that transfer toward an Ed.D. program. World Languages instructor Jen McCarthy has facilitated movie discussions in her German classes. The movies "Enlightenment Guaranteed" and "The Lives of Others" are in German and help with the students' cultural awareness and language acquisition.

Developmental English Instructor Dawnne Ernette is hosting an annual writing contest for students.

Instructor Abed also shared that faculty members are very concerned about safety and security concerns.

#### Public Comment

Yakima Valley College (YVC) student Miguel Blancas shared that he has worked with presidential candidate Dr. Theresa Rich at YVC, and she has been incredible supporting student government and diversity, equity, and inclusion. He said students are Dr. Rich's number-one priority, and she has been instrumental with the campus food pantry addressing food insecurities. Dr. Rich helps students navigate hurdles with administration. Miguel stated he was raised in Quincy and attended TRIO College Bound at BBCC; Dr. Rich reflects the values of the area. She has hosted fireside chats and makes students feel welcomed.

### 10. Presidential Search

Motion 20-14 Trustee Anna Franz moved to set special meetings February 21, 2020 to visit the Lake Washington Institute of Technology campus, March 5 to visit Westchester Community College, and March 13 to visit Yakima Valley College. Trustee Jon Lane seconded the motion, and the motion passed.

Motion 20-15 Trustee Thomas Stredwick moved to set a special meeting March 26, 1:30 p.m. to deliberate on selection of BBCC's next president. Trustee Jon Lane seconded the motion, and the motion passed.

Board Chair Stephen McFadden will draft a letter regarding intent, process, and questions for campus visits for consistency.

### 11. President's Onboarding Process

Trustees Anna Franz and Thomas Stredwick are developing the president's onboarding process draft. They have information-gathering meetings planned. This topic will be revisited at the next meeting.

### 12. Assessment of Board Activity

Trustee Jon Lane reported that he attended the ACCT Conference and learned about the Higher Education Reauthorization Act, student loans, Pell Grants, and college affordability (E-1, E-2, E-3, E-4, E-5, E-6). He also attended the monthly birthday/service award celebration (E-1, E-3, E-5, E-6), presidential search meetings (E-1, E-2, E-3, E-4, E-5, E-6), and the BBCC In-Service (E-1, E-2, E-3, E-4, E-5, E-6).

Trustee Juanita Richards reviewed the presidential search information (E-1, E-2, E-3, E-4, E-5, E-6).

Trustee Thomas Stredwick reviewed the presidential search information (E-1, E-2, E-3, E-4, E-5, E-6) and worked on the president's onboarding sub-committee (E-1, E-2, E-3, E-4, E-5, E-6).

Trustee Anna Franz reviewed the presidential search information (E-1, E-2, E-3, E-4, E-5, E-6) and worked on trustee sub-committees (E-1, E-2, E-3, E-4, E-5, E-6).

Trustee Stephen McFadden worked through presidential search planning and information and provided campus updates (E-1, E-2, E-3, E-4, E-5, E-6).

### **13. Next Regularly Scheduled Board Meeting**

#### Motion 20-16

Trustee Anna Franz moved to cancel the March 26 regular meeting and set a special meeting on March 12, 9:00 a.m. to replace the regular meeting. Trustee Juanita Richards seconded the motion, and the motion passed.

### **14. Miscellaneous**

Dr. Leas announced that Trustee Thomas Stredwick was confirmed by the Senate. Trustee McFadden reported he has nudged legislators to confirm the other trustees.

Dr. Leas also reported that the Workforce Education Center ribbon cutting is set for Thursday, June 4, 4:00-6:00 p.m. Dr. Leas referenced a *Seattle Times* article he shared with the trustees regarding Guided Pathways.

Board Chair Stephen McFadden shared that Clark College pared their presidential finalists to two candidates and BBCC presidential candidate Dr. Sara Thompson Tweedy is one of the two Clark College finalists.

The meeting adjourned at 3:15 p.m.

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Stephen McFadden, Chair

ATTEST:

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Terrence Leas, Secretary

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #5:** CONSENT AGENDA (for information)

b. President's Activity Update

### **BACKGROUND**

Highlights of President Leas' activities from February 3, through February 28, 2020.

Prepared by the President's Office.

### **RECOMMENDATION:**

None.

2/03/20	State Auditor's Exit Conference					X		
	Personnel Request						X	
2/04/20	Press Release							
	Director of Transforming STEM Pathways Director Rafael Villalobos	X	X	X		X		
	Newsletter						X	
2/05/20	Rotary Lunch Meeting	X			X			
2/06/20	Review Board Agenda	X						
2/07/20	All Staff In-Service	X	X	X		X	X	
	WACTC Legislative Action Conference Call	X			X	X		
2/10/20	Dialogue with Dr. Leas	X					X	
	WEC Building Tomorrow's Workforce Appointments (Yakima)	X			X	X		
2/11/20	Nash Leadership Training	X					X	
2/12/20	Interview Candidates (2)	X	X	X		X	X	
	Rotary Lunch Meeting	X			X			
	WEC Grand Opening Planning	X			X			
	Newsletter	X					X	
2/13/20	Interview Candidate	X	X	X		X	X	
2/14/20	Board Meeting	X						
2/17/20	Transforming Lives Award Dinner (Olympia)	X	X					
2/18/20	ACT Conference	X			X			
	Legislative Contacts- Rep Tom Dent, Senators Schoesler & Warnick, Rep Ybarra, Rep Mary Dye	X	X	X	X	X		
2/19/20	Grant County EDC Board Meeting	X			X			
	Director of Transforming STEM Pathways Director Rafael Villalobos	X	X	X		X		
	Interview Candidate	X		X				
	Title V Director Tammy Napiontek	X		X		X		

2/20/20	Samaritan Healthcare Strategy & Finance Meeting				X			
	Nash Leadership Training	X					X	
	Foundation Board Meeting	X	X		X	X		
2/21/20	NWAC Business	X		X				
	Interview Candidate	X		X				
	CBH Managing Editor, Dave Burgess, Tour	X			X			
	WACTC Legislative Action Conference Call	X			X	X		
2/24/20	Dialogue with Dr. Leas (2)	X					X	
	Newsletter	X					X	
	Dean of Institutional Research Valerie Parton	X	X				X	
	Samaritan Healthcare Agreement	X	X			X		
2/25/20	Visit Port of Mattawa, Stakeholder meeting	X			X	X		
2/26/20	Executive Team Meeting with Vice Presidents	X						
	Director of Communications Matt Killebrew	X	X	X	X	X	X	
	Executive Director of the Foundation LeAnne Parton	X				X		
2/27-28	WACTC Meetings	X			X	X		
	Viking Booster Club Hall of Fame Dinner & Auction	X	X			X	X	

See next page.

**2019-20**

<b>End</b>	<b>This period</b>	<b>YTD (9/2019)</b>
<b>E-1 Mission</b>	37	301
<b>E-2 Student Success</b>	12	81
<b>E-3 Excellence Teaching/Learning</b>	11	72
<b>E-4 Community Engagement</b>	15	105
<b>E-5 Integrity &amp; Stewardship</b>	18	104
<b>E-6 Inclusion &amp; Climate</b>	14	70



## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

### **ITEM #5: CONSENT AGENDA (for information)**

#### **c. Accreditation**

NWCCU President Sonny Ramaswamy, recently shared an article in Education Dive that “speaks to the need for and efforts by accreditors to look at disaggregated data-informed approaches to drive student outcomes. NWCCU’s new standards are called out as “the strongest yet to address equity in outcomes and gaps.”

This will require the colleges to make disaggregated data publicly available on their websites.

The article is following this item and linked:

<https://www.educationdive.com/news/accreditors-renew-focus-on-equity-in-student-outcomes/570057/>

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

### **RECOMMENDATION:**

None.

**BRIEF**

# Accreditors sharpen focus on equity in student outcomes

By Jeremy Bauer-Wolf

Published Jan. 8, 2020

**Dive Brief:**

- The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), a regional accreditor, is newly requiring institutions within its purview to separate out data on graduation rates for students by gender, ethnicity and socioeconomic status, among other measures.
- SACSCOC-accredited colleges will use this information to analyze whether at-risk student groups are falling behind. Institutions must do this to meet the agency's expectations in the area of "student achievement," which is a part of maintaining accreditation.
- Advocacy groups and researchers have pressed accreditors to consider equity issues more when formulating their standards for student outcomes.

**Dive Insight:**

In April 2018, the Center for American Progress (CAP) released a report detailing the deficiencies it perceived in how accreditors use the information they collect on students' performance.

Regional accreditors might review high-level metrics such as graduation rates, but none had developed a clear definition of what counts as poor performance for a college and what the

consequences would be for institutions if their students were not successful. Colleges sometimes keep their accreditation despite having poor outcomes, Antoinette Flores, now CAP's director for Postsecondary Education, wrote in the report.

National accreditors, which typically oversee career-focused programs, had developed clearer benchmarks for student success than their regional counterparts, Flores wrote.

CAP urged accreditors to adopt student outcome standards that focused on equity. At the time, only two of the seven regional accreditors — the WASC Senior College and University Commission and the Accrediting Commission for Community and Junior Colleges — required institutions to disaggregate academic data by student demographics.

The Institute for Higher Education Policy and EducationCounsel also put out recommendations last year, one of which was the disaggregation of such student data. And a recent Lumina Foundation report on equity in higher ed similarly called on accreditors to do so as a way to help vulnerable students.

Since CAP published its report, two accreditors, SACSCOC and the Northwest Commission on Colleges and Universities (NWCCU), have revised their policies to include new elements related to student equity, Flores told Education Dive.

Flores called NWCCU's standards "the strongest yet to address equity in outcomes and gaps."

NWCCU directed its institutions to make disaggregated data publicly available on their websites. That information should be "used for continuous improvement to inform planning, decision making, and allocation of resources," the standards read.

Flores said SACSCOC's new standards, which the agency's Executive Council approved in December, are a positive step. But she points out that it never clearly articulated that it wants to address equity gaps.

That "makes it harder to actually hold institutions accountable if there is a big problem," Flores said.

SACSCOC's president did not respond to Education Dive's email requesting comment Tuesday.

Accreditors have come under fire for not holding their institutions accountable, particularly in the case of for-profit colleges that have abruptly collapsed despite clear signs of financial distress.

Lawmakers have noticed. U.S. Rep. Frederica Wilson, D-Fla., introduced the Quality Higher Education Act last year intending to enhance the country's accreditation system.

The legislation would force accreditors "to set rigorous standards and performance benchmarks" based on how many students graduated college and if they were able to find work, according to a press release. Accreditors would also need to disaggregate institutional data, including for minority and low-income students.

## BIG BEND COMMUNITY COLLEGE

Date: 3/12/20

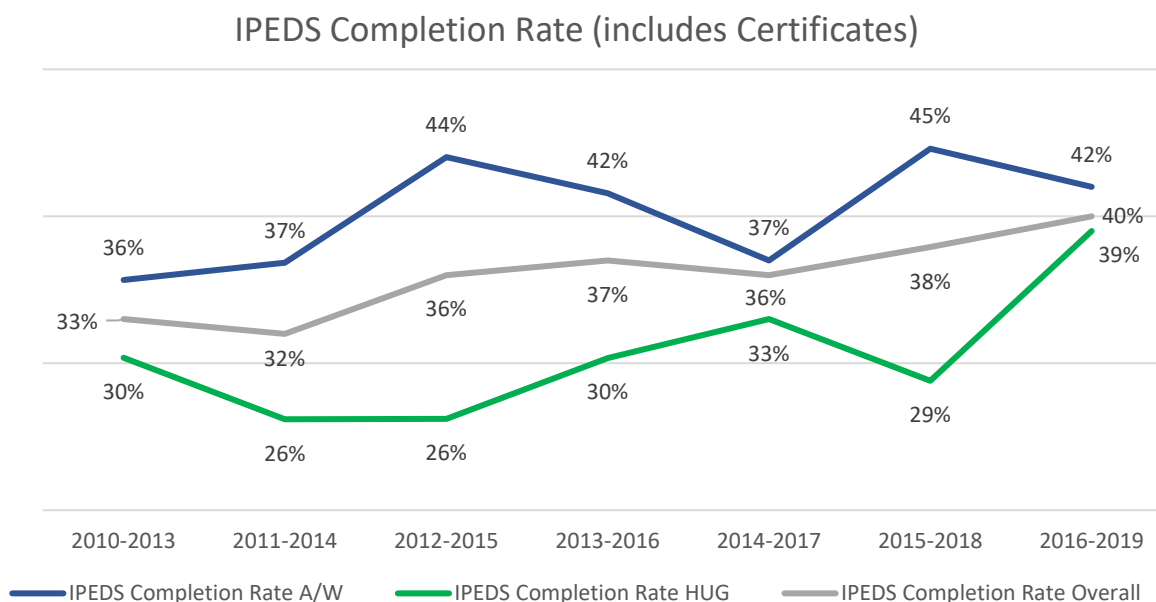
### ITEM #5: CONSENT AGENDA (for information)

#### d. Student Success

##### IPEDS Completion Rates

IPEDS is the country's postsecondary education data collection program. One of the primary indicators policy makers use is completion rates within 3 years for community colleges. Big Bend, along with the other community and technical colleges in the state, is focused on increasing completion rates for all students and eliminating equity gaps for students from historically underrepresented groups.

BBCC's recently submitted IPEDS data show a continued increase in completion rates and a narrowing of the equity gap. This speaks to the dedication of BBCC faculty and staff to help students learn and succeed.



IPEDS completion rates are for first-time, full-time students completing within 3 years, dual enrollment students are not included. A/W represents Asian and/or White students, HUG represents Historically Unrepresented Groups (African American, Native American, Native Hawaiian/Pacific Islander, and Hispanic student).

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

#### RECOMMENDATION:

None.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

### **ITEM #5: CONSENT AGENDA (for information)**

#### **e. Assessment**

At the winter inservice, faculty discussed the progress the college is making on the assessment of student learning. They also looked at how their assessment reports would score on a NWCCU rubric. Faculty believed the assessment process has moved from trying to meet accreditation requirements to trying to improve program assessment and student learning. Faculty noted that online course success rates are lower, and they are developing standards for online teaching.

There is a continued interest in getting more feedback on department/program assessment reports, having a commonly accepted set of assessment procedures, and having dedicated time when faculty can meet to perform assessment work.

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

### **RECOMMENDATION:**

None.

## BIG BEND COMMUNITY COLLEGE

Date: 03/12/2020

### ITEM #5: CONSENT AGENDA (for information)

#### f. Finance & Administration Update

**ctcLink Update:** Scheduling for DG4, 5, & 6 has been a bit fluid. It currently appears that we will be moving to the Business Process Fit Gap portion in the July/August 2020 timeframe.

**SAO Federal Grants Attestation update:** State Auditor's Office (SAO) is ready. They have been in contact and we are waiting for them to select team and the engagement letter to arrive from SAO.

#### Ongoing Capital Projects:

**Workforce Education Center (New Building):** Work on 2<sup>nd</sup> floor and punch list items on 1<sup>st</sup> floor continue.

**Aviation Maintenance Technology (New Building):** Reviewing plans for occupancy move after graduation in June.

**Wallenstein Review for Updating/Renovating:** Reviewing the architect's assessment and recommendations for improvements to the functions of the theater spaces.

**Various Roofs:** Waiting for RFP to close.

#### **Concrete and Asphalt work for ADA:**

##### History:

**Workforce Education Center (WEC) formerly Professional Technical Education Center (New Building)**

**2/14/2020:** Work on 2<sup>nd</sup> floor and punch list items on 1<sup>st</sup> floor continue.

**01/09/2020:** We will have full first floor occupancy for Winter Quarter class start on January 6<sup>th</sup>!

**11/14/2019:** New furniture begins arriving November 12-15. Discussion with DES and Lydig (construction co) begins on dates for completion.

**10/10/2019:** While the building has an occupancy permit for portions of the first floor, and did open to students in 7 classrooms and 2 labs, the first floor is not complete. Classrooms and labs will be completed during the Fall quarter, and move in dates for programs will begin in early December for full occupancy beginning Winter quarter in January. New furniture will begin arriving in mid-November. Demolition of 3300 begins—all hazardous materials have been removed.

**6/6/2019:** Remains on Schedule. While still pouring cement on the east side, the west side is getting some drywall, mudding, and even painting.

**4/3/2019:** Remains on Schedule. Rapidly taking shape. Roof decking on in some places. Storefronts going in.

**3/14/2019:** Construction site closed for the week of Feb 11<sup>th</sup> for weather related issues. Still on the original completion date as days were built into the construction schedule for such weather related events.

**1/31/2019:** The building continues to grow with rooms taking shape!

**12/20/2018:** On schedule. Structure taking shape now, and you can see the "bones" of the building.

**11/15/2018:** Project on schedule. More structural steel erected; Cement and Cement Masonry Unit (CMU) walls are being erected; most ground floor slabs poured; visible progress reflected every day!

**10/15/2018:** Project on schedule. One cement interior wall poured, another being prepared for pour; a few pieces of structural steel erected; some slabs poured this week. Exciting to watch!

**8/9/2018:** Permitted. Footings and some stem walls being poured. Mechanical and Electrical contractors on site now. Day 84 out of 480 and On Schedule.

**6/7/2018:** Notice to Proceed issued May 18, 2018—total project is to meet ‘substantial completion’ in 650 days. Waiting for Grant Co permit, fence is up and both Lydig Construction & Apollo construction trailers on site. Construction cost approx \$300 per sq ft.

**4/12/2018:** Construction Bid Opening April 11, 1:05pm.

**3/08/2018:** Building plans are currently under review at the Grant County Planning Department and water/sewer connections are under review with the City of Moses Lake. The BBCC Foundation has been working with a consulting company on a feasibility study for raising funds for the project.

**01/17/2018:** The architects are preparing the plan package for submission to the Planning Department of Grant County for their review.

#### **Aviation Maintenance Technology (New Building):**

**2/14/2020:** Reviewing electrical outlet placements/additional needs for new equipment with instructors and electrical engineer.

**01/09/2020:** We have masonry walls at over 12 feet high on all sides!

#### **Wallenstein Review for Updating/Renovating:**

**2/14/2020:** Reviewing the architect's assessment and recommendations for improvements to the functions of the theater spaces.

**01/09/2020:** Architect provided building assessment and recommendations for renovation. There are some safety issues with electrical power and theater lighting needing to be addressed.

**11/14/2019:** Waiting for Notice to Proceed (NTP).

**10/10/2019:** DES has engaged an architectural firm to review the building and provide us with a ‘laundry list’ of items to be attended to and in which order.

#### **Various Roofs:**

**2/14/2020:** Expecting to place the RFP out for Bid this month.

**01/09/2020:** Creating the Request for Proposal (RFP), expecting to advertise in February.

**11/14/2019:** Hazardous materials survey completed architectural review/design in process.

**10/10/2019:** Architect engaged for describing the specific work for an RFP.

#### **Concrete and Asphalt work for ADA:**

**2/14/2020:** Concrete work to commence in the spring.

**01/09/2020:** Asphalt work is completed; concrete work to commence in the spring.

**11/14/2019:** RFP completed. Contract has been awarded. Scheduled work for springtime.

**10/10/2019:** RFP in draft form for additional concrete sidewalk and access ramp repair work.

Prepared by VP Schoonmaker.

**RECOMMENDATION:** None.



## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

### **ITEM #5: CONSENT AGENDA (for action)**

- g. Human Resources & Labor

### **BACKGROUND:**

#### **Recruitment & Selection:**

Yolanda Ibarra accepted the position of Director of Workforce Education Services. This is a full-time, admin/exempt position. Yolanda begins work at BBCC on March 16, 2020.

Brett Iksic accepted the position of Agriculture Mechanics Specialist. This is a new full-time, grant-funded admin/exempt position. Brett began work at BBCC on February 19, 2020.

CarlaLouise Christian accepted the position of JATP Director. This is a new full-time, admin/exempt position created as a result of the closure of the JAEC Offices in Seattle. CarlaLouise has been working under the Transforming STEM Pathways Grant. She will transition to her new position on March 9, 2020.

The following searches are currently in process:

- Director of Health Education Programs
- Nursing Instructor, non-tenured
- Math Instructor, tenure-track
- Business/Accounting Instructor, tenure-track
- Sociology/Social Sciences Instructure, tenure-track
- Director of Basic Education for Adults (BEdA)
- Education Planner (4 positions)
- English Instructor, tenure-track
- Instructional Design Specialist – Transforming STEM Pathways Grant

Anticipated searches for the remainder of the 2019-20 academic year include:

- Disability Services Coordinator

#### **Retention:**

There was one separation in February for personal reasons. Our goal for 2020 is to have a turnover rate less than 12%.

## BIG BEND COMMUNITY COLLEGE

Date: 3/12/20

### ITEM #5: CONSENT AGENDA (for information)

#### h. Enrollment Report

#### BACKGROUND:

As of March 2, 2020, winter headcount (2,644) is 5.7% higher than this time last year (2,502). Total FTEs for winter are 2,047.8 (a 5.7% increase over last year) and state-funded FTEs are 1,453.1 (a 0.6% decrease from last year). Online and evening FTEs remain higher (8.5% and 14.9%, respectively) than this time last year. Spring registration is underway and updates will be shared in future reports.

The tuition amount budgeted for 2019-2020 is \$4,000,000. As of January 31, 2020 we have collected \$2,722,630 or 68.1% of the budgeted amount. As of January 31, 2019 we had collected \$2,649,490 or 66.2%.

#### TUITION COLLECTION REPORT

	<u>2019-20</u>	<u>2018-19</u>
Annual Budget	\$ 4,000,000	\$ 4,000,000
Total Collections as of Jan 31	2,722,630	2,649,490
As a % of annual budget	68.1%	66.2%
Left to collect to meet budget target	\$1,277,370	\$1,350,510

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

## BIG BEND COMMUNITY COLLEGE

Date: 3/12/20

### ITEM #5: CONSENT AGENDA (for information)

#### i Safety & Security Report

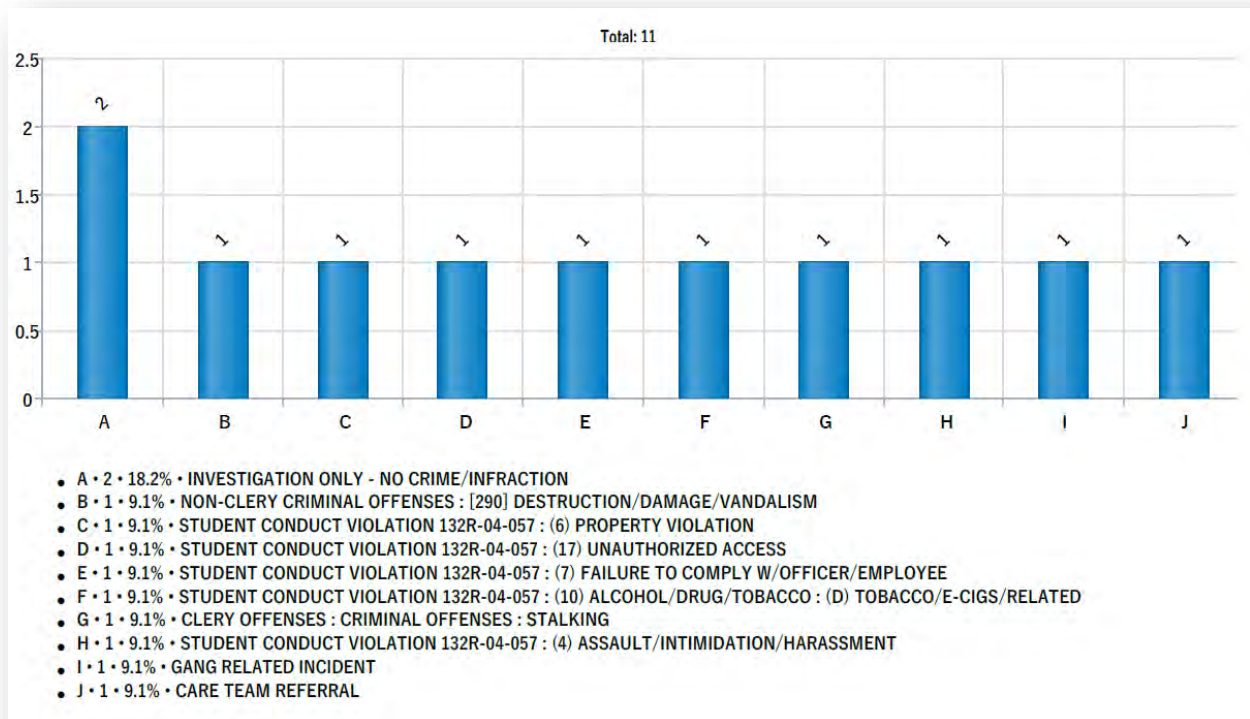
### February 2020 Campus Safety Report

Campus Safety's Promise: Excellent Customer Service by Nice People,  
Candid and Transparent Communication, Your Safety Comes First.

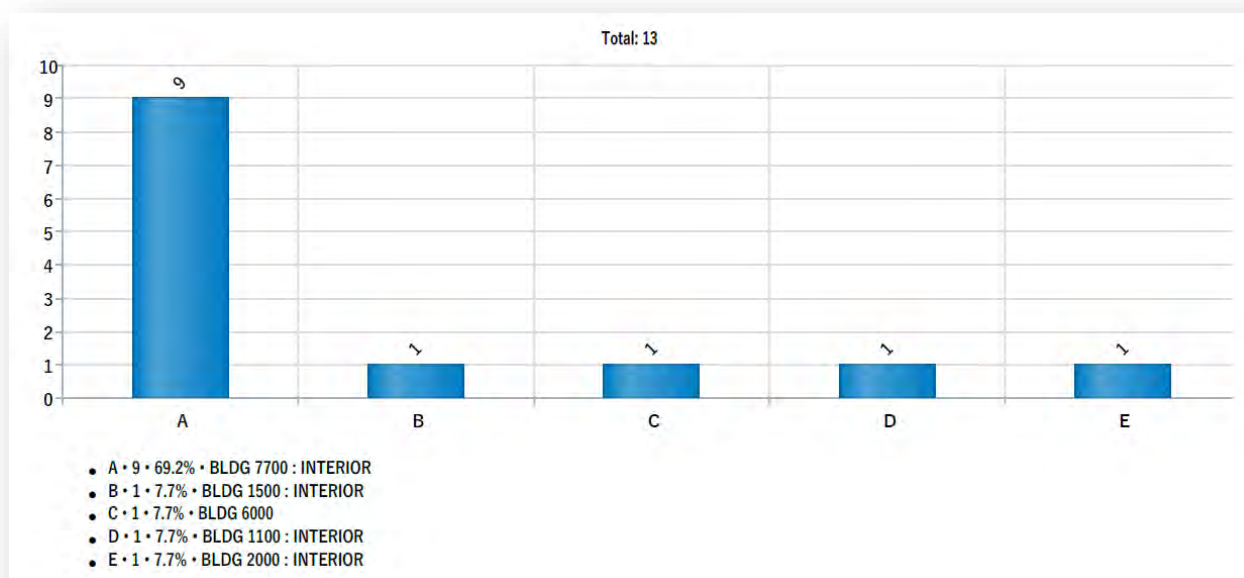
#### #StudentReady

Note: Due to the technical nature of Campus Safety's records management system, incidents and calls for service that happen outside of hours staffed by security may not be recorded.

### What Incidents Happened on Campus during February 2020



## Where Incidents Happened on Campus during February 2020



### SIGNIFICANT INCIDENTS OR TRENDING ISSUES

- a. Campus Safety continues to address the increase of gang graffiti on campus, specifically inside Building 7700. Information sharing with the Grant County Sheriff's Office and regional law enforcement's criminal street gang intelligence resources is giving us the opportunity to identify gang members and activity in order to prepare for future on-campus incidents. Campus Safety is asking the Grant County Sheriff's Office's gang investigator to deliver presentations on gang awareness in March, 2020 for BBCC employees.
- b. Campus Safety will be assisting staff with addressing possible drug activity in the Building 7700 parking lot. One former student was found to be in possession of marijuana. That student admitted he received the marijuana at BBCC.
- c. Campus Safety is assisting staff with unauthorized access issues in Building 7700. Plans to reduce future occurrences include "hardening" the facility, such as installing locks or relocating doorways leading to off-limits areas.
- d. To evaluate possible mitigation measures, during the week of February 24-27, Campus Safety parked a manned Campus Safety patrol vehicle in the parking lot of Building 7700 between 9 a.m. and 1:10 p.m. No incidents were reported at 7700 during those hours.

### CLERY COMPLIANCE

#### **1. Primary Prevention and Awareness Program**

- a. Trained one new employee in February. (One-hour class).

#### **2. Ongoing Prevention and Awareness Program**

- a. No tasks completed.

#### **3. Monthly Clery Compliance Tasks**

- a. Each year, a list of 59 administrative tasks must be completed in order to maintain Clery Act compliance. Per the checklist, five tasks were completed in February. These tasks are in addition to the Annual Security and Fire Report and all other disclosures.

## **ENVIRONMENTAL HEALTH AND SAFETY**

### **1. State Safety Survey**

- a. Washington's Department of Enterprise Services conducts an annual safety survey of employees of all state agencies, including community and technical colleges. This was an opportunity for employees to offer their opinions on their experience with safety at BBCC. BBCC had 127 employees complete the online, anonymous survey.

### **2. Bloodborne Pathogens Plan**

- a. Draft submitted. Awaiting approval to publish.

### **3. Hazardous and Universal Waste Management Plan**

- a. Draft submitted. Awaiting approval to publish.

### **4. Accident Prevention Plan**

- a. Draft submitted. Awaiting approval to publish.

### **5. Chemical Hygiene Plan**

- a. Working with new lab tech to establish Chemical Hygiene Plan.

### **6. Hazardous Waste**

- a. Hazardous waste from Building 1200 science labs was removed on Friday, February 7. A total of 265 lbs. of waste was removed.
- b. A previously unidentified container of potassium was located during the February 7 lab cleanout. Due to the age of the chemical, a special Hazardous Materials Removal Team has been scheduled.
- c. The annual Hazardous Waste Report for 2019 was submitted to the state Department of Ecology. The waste generated and removed from campus in 2019 included 30 gallons of flammable liquids, 110 gallons of antifreeze, 5 gallons of used brake fluid, and 5 containers of mixed laboratory waste.

## **EMERGENCY MANAGEMENT**

### **1. Emergency Drills and Exercises**

- a. Tabletop exercise designed for college's response to a student suicide. The training was conducted with Cabinet members on February 4.

### **2. Emergency Operations Plan**

- a. Published 02/03/2020.

### **3. Crisis Management and Communication**

- a. Novel Coronavirus 2019 (COVID-19)
  - The Washington Department of Health, the Center for Disease Control, the US Department of State, and the Grant County Health department have been sharing information to help communities prepare for and mitigate impacts of coronavirus.
  - An email message with information about mitigation and prevention measures for flu and other viruses such as COVID-19 was sent to all student and employee email accounts. The email also highlights the Emergency Operations Plan and the pandemic/infectious disease information within. The messaging assures students and employees that BBCC has a plan to address safety and disaster concerns, helps reduce fear, stop rumors and direct people to reliable and credible sources for accurate information.

## **CARE TEAM**

### **1. Intakes and Referrals**

- a. Assisted CARE Team with the intake, referral or investigation of three students experiencing behavioral issues or mental health crises.

## **SITE SECURITY**

### **1. Strategic Planning**

- a. Facilitated two table discussion at the 2/7 faculty in-service, reviewing core theme objective of 'BBCC practices responsible use of resources, including fiscal & natural resources'. Discussion questions were 'Are roving security officers in place at the right times? When do we need to increase or decrease security staffing?' The response by the two groups of participating employees is that more security presence is needed when students are on campus. On a scale of 1 to 5 the consensus was a score of 2.
  - i. The college is making limited progress to achieving this objective.
  - ii. Resources need to be prioritized to provide security at appropriate times of the day.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

### **ITEM #5: CONSENT AGENDA (for information)**

#### **j. ASB Report**

#### **BACKGROUND:**

ASB hosted a hypnotist last month and came close to doubling their attendance, which included families. The following Thursday night there were 125 students in attendance at Bowling Night at Lakebowl. Last Thursday night, in honor of Black History Month, ASB showed the movie "Harriet" about the life of Harriet Tubman with 55 in attendance. We received many comments of gratitude for bringing such an impactful movie to campus with free admission. Several families attended the event. Current events coming up are Movie Night at Lee Theater in Ephrata, as well as Library Campout with pizza and soda for students who are getting ready to study for finals. Our Monday Morning Treats are still a success, reaching many different departments, as well as students in the 1200 and 1600 buildings. Dr. Suess Day was a new event for ASB. We gave away almost 30 Dr. Suess books to students with children/grandchildren. All those who participated really appreciated the gesture from ASB.

ASB sponsored a competition with the clubs and ASB to see which group could donate the most weight in food items to the Viking Food Pantry. Aviation Maintenance Club won with 553.0 pounds, ASB came in second with 321.8 pounds, Nursing with 266.4 pounds, Phi Theta Kappa with 34 pounds and Engineering Club with 30.4 pounds. AMT is receiving a pizza party this week as a result of their success. AMT is also involved with a t-shirt/sweatshirt sales/fundraiser currently. The Agriculture Club is doing a raffle to raise funds for their national competition, which will take place in March in Minnesota. Aviation Club is doing a t-shirt sales fundraiser right now and recently had a movie night in the hangar for their club members, with a turnout of around 50. MEChA is preparing to hold their annual Caesar Chavez Blood Drive. They recently sold hot chocolate and Pan Dulce as a fundraiser. Phi Theta Kappa recently held its Induction as well as a silent auction in February. Club officers for PTK are planning to attend their regional spring conference this month.

Prepared by Director of Student Activities Kim Jackson.

#### **RECOMMENDATION:**

None.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #7:** CWU Program Update (information)

### **BACKGROUND:**

Mónica Medrano, Regional Director, Central Washington University Moses Lake and Wenatchee will share CWU program updates offered at CWU-Moses Lake.

Prepared by the President's Office.

### **RECOMMENDATION:**

None.



## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #8:** Campus Climate Action Plan (information)

### **BACKGROUND:**

VP Kim Garza will provide a verbal report.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #9:** Campus Safety & Security (information)

### **BACKGROUND:**

Dr. Leas will update the trustees regarding faculty and staff concerns about safety and security.

Prepared by the President's Office.

### **RECOMMENDATION:**

None.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #10:** Board Policy for Information (information)

### **BACKGROUND:**

The trustees expressed a desire to review their board policies during the board retreat in October 2017. The board reviews board policies for consideration at one meeting and then for action at the subsequent meeting. This is the first reading for the following proposed new policy.

The Committee on Equity, Inclusion, and Diversity proposes the following BP1025 Statement on Equity, Inclusion and Diversity after gathering campus feedback.

Prepared by the President's Office.

### **RECOMMENDATION:**

None.

## **BP1025    STATEMENT ON EQUITY, INCLUSION & DIVERSITY (EID)**

### **1025.1    PURPOSE**

The purpose of this policy is to provide common understanding of equity, inclusion, and diversity at Big Bend Community College.

### **1025.2    POLICY STATEMENT**

Big Bend Community College believes that every person's background—which includes identifiers such as ethnicity, race, gender, religion, sexual orientation, and ability—helps enrich our campus community when an environment is conducive to the expression of that identity. We commit to providing a campus climate where equity, inclusion, and diversity thrives and leads to individuals pursuing their educational, personal, and professional goals.

These definitions reflect Big Bend's understanding that in order to intentionally apply our commitment to equity, inclusion, and diversity, we must challenge social, political, and cultural norms and policies that perpetuate inequality and exclusion of underrepresented groups.

- **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.

Reference:    BP 1000 **E-6 Inclusion and Climate**

Big Bend Community College provides and maintains a climate of inclusiveness for students, employees and partners by maintaining a safe learning environment and promoting cultural inclusiveness, understanding, and respect by embracing diversity, access, opportunity, and equity.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #11:** Board Policy 1000 for Information or Action (information/action)

### **BACKGROUND:**

The trustees expressed a desire to review their board policies during the board retreat in October 2017. The board reviews board policies for consideration at one meeting and then for action at the subsequent meeting. This is the second reading for the following policy.

During the January 9 board meeting the trustees took action to form a committee of Jon Lane and Anna Franz to draft revised wording regarding board chair elections and trustee job descriptions. Trustees Anna Franz and Jon Lane provided revised wording regarding the board chair elections, which is included in the following version BP1000. They continue to develop the job descriptions. BP1000 was discussed during the February 14 board meeting and Trustees Anna Franz and Jon Lane continue to work on wording of trustees' job descriptions.

BP1000 Policy Governance is attached with suggested revisions:

Per new accreditation standards, the president cannot act as Chair of the board. The trustees discussed revising the wording of *GP – 4 Chairperson's Role* and Trustee Anna Franz offered the pro tem wording in red on page 8.

The board discussed developing a more detailed trustee job description; section *GP – 3 Board Job Descriptions* on page 6 is highlighted in yellow. Trustees Anna Franz and Jon Lane continue to develop job descriptions.

The trustees also discussed changing the timing of the board chair election from "the first regular meeting of the board each fiscal year" to October following the board self-evaluation work at the board's annual retreat. Trustees Anna Franz and Jon Lane provided revised wording, which is incorporated into the current version.

Prepared by the President's Office.

### **RECOMMENDATION:**

The board may choose to approve the current revisions or wait until the job descriptions are also included.

## Concepts of Trusteeship

Strong, effective boards help create strong effective institutions by focusing on their own unique responsibilities. The board's role is significantly different than the roles of the president and other employees at the college. **The board does not do the work of the institution, but ensures that it is done.**

The challenge for governing boards lies in establishing and focusing on a vision and mission that clearly defines the expected impact of the district on the areas served by the college. It is the board's responsibility, on behalf of the public, to define what the end result of all of the colleges' efforts should be. Boards should define, in consultation with those they represent and with internal groups at the college, what the benefits of the college are for the community, who should receive those benefits, and the relative importance of the benefits.

As a trustee, you are a member of a lay board that, as a unit,

- Sets the policy direction;
- Employs a chief executive officer as the institutional leader;
- Acts as community bridge and buffer;
- Establishes the climate in which educational goals are accomplished;
- Defines legal, ethical, and prudent standards for college operations;
- Assures fiscal health and stability;
- Maintains standards for good personnel relations;
- Monitors institutional performance; and
- Serves as a positive agent for change.

Trustees are an essential link with the community. They govern on behalf of the public and must be responsive to the needs of external constituents. They both represent the community to the college, and advocate for the college in the community and state. They can be powerful influences in building partnerships with business, industry, and government.

Trustees face the exciting challenge to seek out, consider and balance many diverse values and interests as they engage in the policy-making process that guides their colleges to excellence and success.

# TRUSTEE RESPONSIBILITIES AND WORKING RELATIONSHIPS

RCW 28B.50.140 spells out the powers and duties of trustees; however there are other responsibilities delineated in other chapters of the statute, trustees should become acquainted with the entire Community and Technical College Act of 1991.

There are many issues not addressed by the RCWs which trustees will face. The board of trustees at every community and technical college district are policy-making boards and responsible for the mission, goals and objectives of the college.

## Responsibilities

The responsibilities are many, but the following list addresses some of the obvious and most important.

1. First and foremost is choosing the chief executive officer for the college or district and periodically evaluating the person in that position.
2. Adopting the mission statement, goals and objectives and seeing that they are followed.
3. Setting policy for the institution, making certain that the policies are updated, available for everyone concerned, and implemented or changed.
4. Staying informed about the district, reading the material sent by administration, and being a conduit to the communities served.
5. Always being prepared for board meetings by being familiar with the agenda, action items and information provided.
6. Assisting the system and district by informing legislators and other policy makers about college issues and needs.
7. Trusteeship is a serious commitment; therefore board members should attend a minimum of 80 percent of all regular and special meetings, as well as study sessions.
8. Attending college functions whenever possible. Trustees' presence at ceremonial events adds importance.
9. Participating in system meetings, trustee orientation, state association events, and national meetings gives trustees a perspective that cannot be gained by attending only local board meetings.
10. Periodically evaluating the institution and conducting board self-evaluations to assure the mission, goals and objectives are being accomplished.
11. Last, but by no means least, is the adoption of and responsibility for the budget. The president or chancellor should keep the board fully informed of the financial situation at the district and present budget analyses regularly. Trustees should understand the material presented and make appropriate decisions necessary to meet the financial obligations of the district.

A trustee is uniquely equipped to serve the district in a public relations capacity. You are of the community and yet of the district, but since you are a volunteer, your commitment is different from that of the staff. Your credibility is paramount for the success of your institution.

## **Working Relationships**

As a trustee you have a unique relationship with the college's various entities – president, faculty, students, State Board, community and media. You are a representative of the college, but not a spokesperson unless you are board chair or designated spokesperson. You need to be responsive to everyone's needs, but **as a single individual, you must remember that the authority lies with the entire board.**

**Board/President** – There must be an atmosphere of trust between the board and the president. If trust isn't there, the college cannot possibly prosper. The president must keep his or her board informed and the board must read the material provided, be willing to listen, ask questions and then make a decision. The president is considered the "resident expert" and may guide the board in matters of policy, but it is the board's decision to adopt policy. The president should be able to rely on the board whenever he or she needs help. The board should not get involved in "second guessing" his or her decisions, if those decisions are based upon board policy. Communication lines should remain open and honest. It is the president's job to run the college. If the president doesn't perform as the board wishes, it is time for a change; the board does not become involved in the administration of the college.

**Board/Faculty** – **Uninvited** direct contact between individual members of the board and faculty is not encouraged. Board members should encourage faculty members to participate in a meeting of the entire board either in regular, special or study sessions. If an invitation is presented individual board members or the entire board to attend classes or discuss programs the board should be made aware of the invitation and should welcome these interactions.

**Board/Students** – Much the same relationship should exist with students as with faculty. Students with information to convey or complaints to lodge should be referred through the normal channels provided.

**Board/State Board** – The State Board holds meetings throughout the state, and when your college is the site of its meeting, endeavor to have some representatives of your board there. These meetings can give you an insight into the mechanics of the system and the problems the State Board faces. State Board members are interested in your campus and your problems because we are all a part of the whole system.

**Board/Community** – Since you represent the community to the board and the board to the community, there will be some direct contact; however, always remember, as an individual trustee, you do not speak **for** the board. Tactfully refer any complaints or information to the proper department within the college. If it is not possible for the community member to contact the college, the trustee should contact the president and pass on the offered information. It is not the duty of the trustee to instigate or initiate any investigations. You can expect the president



to get back to you about the disposition of any problem laid at your feet. Always take the opportunity to make some positive statements about the college, faculty or administration when contacted by community representatives for any reason.

**Board/Media** – This is a delicate relationship best served through the office of the president or chair of the board. In some instances another board member will be designated spokesperson; however, most often the president and/or the board chair should speak for the college and board. If you are contacted by the media, always refer the caller to the designated spokesperson. If you are forced to reply to a media representative emphasize that you can speak only for yourself. But be warned that no matter what the disclaimer, your voice will not be judged to be yours alone. It is best to let the media know that you will pass along the question or request to the designated spokesperson and have them respond in a timely manner to that question or request. There is nothing more conducive to board disharmony than open public disagreement with other board members or with an action of the board. There is a real place for opinions firmly held and for honest disagreement openly voiced, but the media is not that place. If you disagree with a board decision, make your arguments, but support the majority decision. Nothing is more devastating to a college than open conflict among board members and/or the administration.

With your appointment as a trustee, you have been honored by the governor and any number of other individuals who were involved in your appointment. Wear that appointment with the pride, commitment and devotion it deserves. It will not always be easy, but it will always be rewarding.

## **Characteristics of an Effective Community College Trustee**

### **Ideal trustee skill set**

- 1) Know the community needs and trends**  
Good trustees are connected to the community. They should be aware of the business and economic dynamics within the college district and bring a perspective to the board that reflects the needs of the college's service area.
- 2) Able to commit time and effort**  
The responsibilities of being a trustee extend far beyond one meeting a month. Trustees need to have the flexibility – and the commitment – to dedicate the time it takes to attend college functions, to study board materials, and to attend training sessions so they can be informed about the local, state and national trends impacting higher education. Trustees should be willing to commit to continuing trustee professional development.
- 3) Proactive, visionary and future-oriented**  
Trustees need to be able to concentrate on policy issues and to set a vision for the future for the college – where it needs to be in 10 or 15-years. Trustees need to set goals to help the college achieve that vision. Trustees should not get into the “how” of achieving the goals – that is the domain of the president and staff.
- 4) Willing to advocate for the college and its students**  
Most trustees accept their appointment to a board with a general understanding of their policy governance role, but another responsibility is to serve as a strong advocate at the local, state and national levels for their college and the system.
- 5) Demonstrated ability to be a team player**  
A good trustee is one who has a history working well as part of a team. The power of a board rests with the five-member board acting together, not as individuals. A trustee needs to be willing to work cooperatively to help the board reach consensus and then support the decisions of the board.
- 6) Committed to the college and serving the public good**  
A valuable trustee is committed to the role the college plays in the community and is committed to working for the good of the college and the students. A trustee should not join a board with a personal agenda or for personal gain.
- 7) Ethical, respected leader**  
Trustees set the standard for ethical and professional conduct. A trustee's reputation will reflect on a college. A trustee should be someone who has earned the respect and trust of those who know and work with that individual and someone who will enhance the standing of the college within the community.

### **Every board has unique needs**

One of the strengths of community and technical colleges is the ability for colleges to be responsive to the unique characteristics of the community. A board should reflect that community. Board appointments should mirror the business and industry of the district, the ethnic diversity of the community, and the geographic regions of the college's service area.

The Board, responsible to the citizens of Community College District XX and sensitive to their hopes, ambitions, and needs, shall have the legislative responsibility of formulating broad public policy for community college education in the District. The formulation and adoption of written policies shall constitute the basic method by which the Board exercises its leadership in the operation of the District.

## BOARD DUTIES AND RESPONSIBILITIES

Without limiting the powers granted to the Board by the state, and subject to lawful and applicable rules and regulations, Board responsibilities are as follows:

1. Select and appoint a president, and set salary, terms and conditions of employment;
2. Evaluate the president annually;
3. Determine the broad general policies that guide the operation of the College, and review them annually;
4. Delegate responsibility for decisions concerning appointments, retention, or dismissal of faculty, administrators, and classified personnel; provided however, the Board does not delegate its appointing authority on issues relating to the granting or denial of tenure, the dismissal of a tenured faculty member, or the dismissal of a probationer during the term of his or her contract;
5. Function as the legislative and policy making body, leaving the executive functions to the president;
6. Utilize the services of the attorney general of the State of Washington and cooperate fully with officers of the state attorney general;
7. Authorize lawsuits and recommend legal defense;
8. Approve the College Facilities Master Plan;
9. Review and approve an annual budget to finance the operation of the District in accordance with the statutes of Washington and lawful and applicable regulations;
10. Delegate to the president the authority to approve the expenditures of all funds and let all contracts;
11. Authorize borrowing money and the issuance and sale of revenue bonds;
12. Name College facilities, landmarks, and other outdoor features, programs, institutes or centers;
13. Recognize the right of the duly elected employee organizations to negotiate employee rights and benefits within the tenets of the respective Collective Bargaining Acts;
14. Consider communications and requests from citizens and organizations of the District on matters of District policy at regularly scheduled board meetings;
15. Adopt and periodically review a statement of philosophy, mission, and goals which clarifies basic educational beliefs and educational responsibilities of the District;
16. Establish a yearly planning cycle that links the Board's agenda with the College's Strategic Plan;
17. Annually review and evaluate progress towards the goals in the College's Strategic Plan through a variety of measures;
18. Appraise the efficiency and effectiveness of District operations and the educational programs and services of the College;
19. Refer all matters concerning the District directly to the president for study and recommendation before such matters are considered by the Board, except where immediate action is deemed necessary by the Board;
20. Inform the public concerning the progress and needs of the District, the educational programs, and the financial status of the District;
21. Conduct an annual self-evaluation and determine a corrective course of action as necessary; and
22. Act in the best interest of the College pursuant to various authorizations granted in the Community and Technical College Act of 1991 or in the rules and regulations of the State Board for Community and Technical Colleges.

# Boards and Commissions Membership Handbook

ROLE OF A BOARD MEMBER AND RESOURCES AVAILABLE

LAWS AFFECTING BOARD ACTIVITIES

BOARD TRANSACTIONS

OFFICE OF THE GOVERNOR

JANUARY 2013



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### **Message from the Governor**

Congratulations on your appointment! Thank you for your willingness to serve the people of Washington state. As Governor, I am committed to increasing our citizens' faith in government. Our state needs public servants who share my vision of open and accountable government. Your service on a board or commission is a tremendous opportunity to influence the decisions and actions taken by our government.

Your gubernatorial appointment carries a great deal of responsibility. You will be expected to maintain the highest level of ethical standards and avoid the appearance of conflicts of interest. Your preparation for and regular attendance of meetings are vital to the success of your term. Your level of participation will directly correlate to the satisfaction you derive from your experience.

As you put your time and considerable talents to work, it is critical that you keep the public interest in mind. You are not only a representative; you are an ambassador to your community.

Again, I deeply appreciate your commitment to public service and improving the quality of life in Washington. I know you will do a great job!

Sincerely,

Jay Inslee

# THE ROLE OF A BOARD MEMBER AND RESOURCES AVAILABLE

## Citizen Participation through Boards and Commissions

Washington's system of boards and commissions is fundamental to encouraging the use of citizen talent and interest in affairs of the state, keeping government innovative and responsive, and improving the performance of state agencies and institutions.

Our citizens have enjoyed a long tradition of participation in state government. Through representation on boards and commissions, Washington residents are offered an important avenue to help create effective and equitable policies. Citizen involvement contributes to the success of government and the quality of life enjoyed by our families and communities.

Citizen participation works at all levels of state government. It encompasses a broad range of issues, such as education, the environment and natural resources, general government, social services, economic development and transportation. Some boards appointed by the Governor shape policy for major state agencies and departments, others prepare regulations governing program areas, and some serve solely in an advisory capacity.

In selecting members, the Governor strives to create geographic, gender and ethnic diversity. This helps ensure that decisions reached and services rendered more adequately reflect the populations being served.

## Types of Boards and Commissions

Boards and commissions are created by state laws and rules, executive orders, and federal laws and regulations.

Each board is unique in its purpose, mission and role. It is especially important that members be familiar with their board's governing statutes or other authorizing directives so they understand the framework within which the board must operate. Copies of your board's governing statutes or authority may be obtained from your staff employees. The three main types of boards are:

**Advisory Boards.** These may be created by the Governor, Legislature, individual agencies or existing boards. The members serve as advisers on policy matters to the appointing authority responsible for administering policy. Advisory boards may study policy and make recommendations for changes or implementation. Advisory boards do not have authority to enforce policy or create rules, but their analysis and recommendations can play an important role in furthering the effective operation of state government.

**Policy-Making Boards.** These boards generally receive their authority by statute. Policies are created through careful analysis and interpretation of legislative intent, as set forth in law. Policy-making boards often serve as governing boards for an agency. The boards may be responsible for directing the agency, approving budgets, creating and implementing agency policy, or appointing the agency director. Members of these boards have final decision-making authority.

**Regulatory Boards.** These boards may have some of the responsibilities of the advisory and policy boards, depending on the statute or order under which they were created. Usually, these boards are created by the Legislature, and perform rule-making or quasi-judicial functions. In fulfilling these functions, the board may operate as a legislative body or as a review and appeals body. As an appeals body, regulatory boards hear individual cases and issue rulings; board decisions, however, are subject to judicial appeal.

Some regulatory boards have the responsibility to determine the competence of members of a professional or occupational group. Such boards examine and license members of occupations to practice in the state, and take disciplinary or corrective actions, such as revoking or suspending licenses.

### **The Advisory Role**

Members of advisory bodies provide an important link among the public and agencies, the Legislature and the Governor. The information that members provide about community needs and opinions can have a profound effect on state policies and lead to better service. Advisory board members play a very special role in creating recommendations on important societal and governmental issues.

If you are appointed as a member of an advisory board, you will be expected to:

- » Interpret community opinions, attitudes and needs to agencies, the Legislature and the Governor.
- » Study programs and services, and analyze issues and needs.
- » Offer proposals and recommend changes in programs, policies and standards.
- » Provide the public with information and interpretation of department and state policies, programs and budgets.

Advisory boards support and counsel departmental and gubernatorial staff. They make important recommendations about policy. Most advisory boards, however, do not create or administer policy, programs or services, unless this power is granted to them by their governing statute.

When presenting recommendations to an agency, the Legislature or the Governor, it is essential that board members keep the following in mind:

- » Recommendations should be in written form.
- » Ideas should be expressed in clear and concise language.
- » Proposed solutions should be viable and cost-effective.
- » Recommendations should identify reasons for the changes suggested.
- » Advice should reflect the views of a consensus or a majority of board members.

### **About Policy Making**

As a board member, you are responsible for being knowledgeable about board policies and changes. Understanding the fundamental meaning and characteristics of policy is essential.

Policy is a written statement intended to be a guiding principle that defines an organization's intent and direction. It is most useful when set forth in broad terms so that it remains applicable and usable for a long period of time. It should not be so detailed that it dictates how, when or where things must be done. Policy should be stated clearly and concisely.

Policy may be amended, rewritten or abolished. Thus, policy should be reviewed periodically to ensure that it remains appropriate.

Board interpretative policy statements should be made available to the public in compliance with the Administrative Procedure Act, RCW 34.05.230. This requirement is most applicable to regulatory boards.

### **Rule Making**

Most boards are granted authority by the Legislature to establish the rules and regulations necessary to implement their own statutory powers; however, a board may not pass rules which go beyond the scope of its statute.



A rule is any agency order, directive or regulation of general applicability, as defined in RCW 34.05.010 (15). It may set forth standards and expectations in general terms or may deal specifically with day-to-day objectives. A rule, rather than a policy, is adopted when the subject matter affects the public or another agency of government, or when the statute directs that a rule be adopted. Once adopted, a rule has the force of law, and all people or entities to whom the rule applies must adhere to it. Failure to adhere to the rule may subject a person to a penalty or administrative sanction.

**Legal Guidelines.** Because rules often affect the public, they must be adopted in compliance with the Administrative Procedure Act (Chapter 34.05 RCW). In developing rules, board members should keep the following guidelines in mind:

- » The board must have statutory authority to adopt the rules, and may adopt only those rules supported by statute.
- » The board may not adopt a rule which conflicts with law or the state Constitution.
- » The board must comply with the Administrative Procedure Act on rule-making procedures.
- » The board's legal counsel from the Attorney General's Office should approve all proposed rules.
- » The board must give notice to the public on the intent to adopt the proposed rule, and hold a public hearing.
- » Rules must reflect a consensus or a majority of members of the board.
- » The board must take into account the economic impact of the proposed rule on consumers, businesses, industries and others who may be affected.

### **Being an Effective Board Member**

Despite the different sizes and types of Washington boards and commissions, it is imperative that board members recognize they are in a critical position to shape and influence board decisions and actions. It is important that each member keeps informed and up-to-date on issues, legislative activity and statutes affecting their board.

**Attendance.** Regular attendance is essential so that decisions will represent the opinions of the board as a whole. In addition, regular attendance enables board members to keep abreast of board concerns and helps ensure that issues are examined from a variety of perspectives. The bylaws of your board should define attendance requirements. A person may forfeit his or her position on the board as a result of poor attendance.

**Preparation.** Adequate preparation is another requisite for effective board membership. Your board's staff members will provide reports, proposals and other information to help you make informed decisions. Do not hesitate to request additional information you need to make thoughtful and appropriate decisions.

In a nutshell, effective board members:

- » Attend all board meetings.
- » Are well prepared for meetings.
- » Recognize that serving the public interest is the top priority.
- » Recognize that the board must operate in an open and public manner.
- » Are knowledgeable about the legislative process and issues affecting the board.
- » Examine all available evidence before making a judgment.
- » Communicate well and participate in group discussions.
- » Are aware that authority to act is granted to the board as a whole, not to individual members.
- » Exhibit a willingness to work with the group in making decisions.
- » Recognize that compromise may be necessary to reach consensus.

- » Do not let personal feelings toward other board members or staff interfere with their judgment.

**Resignations.** If you are unable to complete your term, it is important to inform the Governor's Office and the appropriate staff from your board. A letter of resignation should be sent to the Governor indicating the date your resignation is effective and whether you are able to serve until a replacement is named.

### **Board Staff Members**

Some boards have employees dedicated to perform daily administrative tasks. However, there are a number of boards that work within a state agency or have access to advice from the agency, with no exclusively dedicated staff. In such cases, the agency usually provides support services. Board members must keep in mind that staff have other job responsibilities outside of their board duties.

**Staff Functions.** The primary function of the board staff is to carry out the rules, policies and programs developed by the board. In addition, staff members notify board members of pertinent issues and legislative activity. They may also arrange meetings, prepare meeting materials, compile background information and conduct research.

Board staff members also serve as a liaison to other boards and agencies, the Attorney General, the Legislature and the public. Staff members are a valuable resource to boards. A good staff member can enhance the productivity and effectiveness of a board. Board members should not hesitate to ask staff for reasonable help in carrying out their responsibilities.

### **Office of the Attorney General**

The state Attorney General is the state's chief legal officer and is elected for a term of four years. The Attorney General is responsible for providing a broad range of legal services to public officials and others.

**Legal Counsel.** The Attorney General serves as legal counsel to the Governor, members of the Legislature, state officials, and boards and commissions. The Attorney General advises and represents state agencies as they fulfill their official duties, issues legal opinions, and defends state officials and employees for actions performed in their official capacities and in good faith.

**When to Involve Your Assigned Counsel.** Each board and commission is assigned an Assistant Attorney General to provide valuable information and advice about statutes and legal issues. A board that follows the advice of its Assistant Attorney General is immune from liability and is far less likely to find itself involved in legal problems.

Board members may request the following services from their Assistant Attorney General:

- » Assurance that board decisions and actions fall within statutory authority.
- » Questions about conflict of interest.
- » Review of proposed regulations and revisions, and the drafting of such documents in legally correct language.
- » Evidence in support of complaints, and the cross-examination of witnesses in disciplinary hearings.
- » General legal advice about board actions and activities.

**Legal Fees.** The board should be aware that its budget will be charged for all advice and service rendered by the Office of the Attorney General. Agencies generally have budgeted funds for this purpose, but they are limited.

## **The Office of Financial Management**

The Office of Financial Management (OFM) was established to coordinate and integrate the biennial budget proposals of state agencies with the long-range, unified planning goals of the state. In addition, OFM advises the Governor and Legislature on matters of planning, management and policy. It also provides policy direction, and reviews business and management practices of state agencies and institutions. The director of OFM is appointed by and serves at the pleasure of the Governor.

**Policy Support.** The Governor's Executive Policy Office is one of several divisions within OFM. This unit works most closely with boards and commissions. It is composed of executive policy advisors who are responsible for advising the Governor on areas of state government such as education, transportation, social services, general government, the environment and natural resources, and economic development.

The Governor's Executive Policy Office reviews all legislation proposed by state agencies. The policy advisors then track the legislation and provide analyses. Policy advisors are very knowledgeable in their areas and an excellent resource if you require information on issues, legislation or statutes. They also can direct you to other resources both within and outside OFM.

## **The Office of State Human Resources**

The Office of State Human Resources (OSHRD) is a valuable resource that appointees should consult for guidance and training when dealing with hiring or other human resource issues. If your board has the responsibility of hiring the agency head, it is critical that all board members have a clear understanding of the state's hiring process and follow appropriate procedures.

**Recruitment/Hiring.** Because agency heads are exempt from state civil service laws, there is considerable latitude in the hiring process. OSHRD can assist the board in developing an appropriate recruitment strategy. Remember to communicate with the Governor's Office and keep the Governor's staff updated on the progress of recruitment and hiring efforts.

**Evaluation of Agency Head.** Once the decision to hire has been made, the board must make it clear to the agency head what is expected and how the board intends on measuring that person's success. Regular, periodic performance reviews of the agency head are crucial to determine how well the expectations of the board and the Governor are being met. The board should develop and agree upon the best method for conducting performance reviews of the agency head. This is another area where the board should use the expertise of OSHRD staff.

**Supervisory Responsibilities.** For the board and agency head to work successfully together, the role of the board versus that of the agency head must be clear. Who supervises the agency head? Who supervises other staff members? Clear understanding of these issues will help ensure a successful working relationship.

## **LAWS AFFECTING BOARD ACTIVITIES**

### **Restrictions and Requirements**

As a Governor's appointee, you must be aware of certain restrictions and requirements that may affect you during your tenure:

- » Board members must be familiar with and operate at all times within their board's governing statutes and bylaws, and state and federal laws.

- » To ensure accountability, all applicable policies and procedures adopted by the board should be in written form.
- » No board member may make unilateral decisions or take action without the consent of the board as a whole.
- » At professional or industry gatherings, or in other settings where appearance may be construed as representing the board, individual board members must use discretion to avoid the appearance of speaking for the board, unless specifically authorized to do so.
- » Board members must keep in mind that their mission is to serve the public, and that it is inappropriate to use board membership to create a personal platform.
- » Members are restricted by RCW 42.52.130, 140, 150 and 42.18.230 from accepting or soliciting anything of economic value as a gift, gratuity or favor if it is given only because the member holds a responsible position with the state.
- » Questions about board issues should be directed to the board's administrative or executive officer, who will see that all board members receive full information by the next regular meeting.
- » Details of board investigations, personnel files or business discussed at closed executive sessions should not be disclosed unless they are part of the public record.

## **Open Public Meetings Act**

The Open Public Meetings Act applies to nearly all boards and commissions. To determine whether the Act applies to your board, consult the Assistant Attorney General assigned to your board. Regardless of whether the Act applies, all boards should comply with open meeting requirements to the extent they can do so.

**Notification of Meetings.** The Open Public Meetings Act requires that all meetings of the governing body of a public agency, as well as some other meetings on policies affecting the public, be open to the public. In addition, the public must be notified of such meetings in a timely manner.

**Confidential Transactions.** Exceptions to the Open Public Meetings Act include confidential subjects such as personnel matters and real-estate transactions, which may be dealt with in executive sessions.

**Public Disclosure.** The minutes of all regular meetings must be recorded and made available for public inspection.

**Accessibility Requirements.** To afford members of the public who have disabilities an equal opportunity to participate, meetings subject to the Open Public Meetings Act are to be held in facilities which are wheelchair accessible. Public notices about such meetings must include a statement that sign language interpreters, materials in Braille, large print or tape, and other necessary auxiliary aids will be provided with advance notice. Notices should include the name and phone number of the individual responsible for coordinating such requests. Refer to RCW 42.30.010 and 42.30.900 for more information.

## **Reasonable Accommodation of Persons with Disabilities**

In addition to the Open Public Meetings Act, the Americans with Disabilities Act (ADA) sets criteria for accessibility and accommodation. Under the ADA, people who have disabilities have a right to an equal opportunity for effective participation in the activities of boards and commissions, whether as appointed members or as members of the public.

**Accessible Locations and Communications.** Meetings and other board-sponsored activities should be held in wheelchair-accessible locations. Qualified sign language interpreters, materials in accessible formats such as Braille, large print and tape, and other forms of auxiliary aids for effective communications should be provided upon request.

Reasonable modifications should be made to policies or procedures, including travel reimbursement policies for members of boards, whenever such a policy or procedure creates a barrier to the full and equal participation of a person who has a disability.

As is true for all entities of Washington state government, boards and commissions are required to carry out five steps necessary to bring a public entity into compliance with the ADA. These steps are:

- » Designate a responsible employee or ADA coordinator to plan and coordinate the entity's compliance efforts.
- » Provide notice on a regular basis to employees, members, participants, other interested individuals and the public of the protections against discrimination on the basis of disability provided under the ADA.
- » Establish and publish grievance procedures for the prompt and equitable resolution of complaints alleging discrimination on the basis of disability.
- » Conduct a self evaluation to identify policies or practices that do not comply with the requirements of the ADA, and modify those policies and practices to bring them into compliance.
- » Develop a transition plan that identifies any physical barriers that limit the accessibility of board programs, services or activities to people with disabilities; describes the methods and timetables for the elimination of those barriers; and designates the public official responsible for the implementing the plan.

A board that is administratively linked to a larger state entity may choose to incorporate its own ADA compliance activities into those of the host agency or institution.

### **Administrative Procedure Act**

The Administrative Procedure Act applies primarily to those boards involved in rule making and adjudicative actions. The Act provides that any orders, directives or agency policies or procedures that have general applicability to the public must be adopted as rules in accordance with Chapter 34.05 RCW. You should always consult with your Assistant Attorney General when preparing and adopting rules.

### **Executive Branch Ethics in Public Service**

The Ethics in Public Service Act places restrictions on the activities of those working with state agencies, boards, commissions or any other entity of state government.

Additionally, the Act provides that former state officers and employees may not benefit from or assist others regarding certain contracts or other decisions or transactions that they were involved in while in state service. State employees are prohibited from disclosing any confidential information acquired while in state service.

The Executive Ethics Board has jurisdiction to enforce the ethics laws and rules, and to order payment of penalties and costs.

All board members should familiarize themselves with the Ethics in Public Service Act, Chapter 42.52 RCW. The Assistant Attorney General assigned to your board can offer additional information.

### **Ethics and the Appearance of Fairness**

As a board member, you are expected to uphold a high ethical standard. It is extremely important that board members avoid conflicts of interest or even the appearance of conflicts of interest.

Using a public position for private gain is improper and illegal. Similarly, actions benefiting close relatives are prohibited. There are penalties for violations of state ethics statutes.

The following are examples of conflicts of interest:

- » Directing state contracts to a business in which you have a financial interest.
- » Using confidential information for private investments.
- » Accepting gifts or favors in exchange for certain regulatory rulings.
- » Accepting gifts or favors in exchange for making certain purchases.
- » Obtaining personal favors from employees.
- » Accepting favors for disclosure of confidential information.
- » Engaging in outside employment which assists non-governmental entities in their quests for state business.

Board members can avoid conflict of interest issues by being aware of and adhering to statutory restrictions, using good judgment, and being fair and equitable in decision-making. For additional information on provisions of the state ethics law, visit the Washington State Executive Ethics Board website at [www.ethics.wa.gov/](http://www.ethics.wa.gov/).

## BOARD TRANSACTIONS

Each board should have a set of bylaws to direct and clarify its actions, procedures and organization. Board members are expected to adhere to bylaws and all relevant statutes.

Bylaws are the guidelines by which a board functions. According to Robert's Rules of Order, bylaws define the primary characteristics of an organization, prescribe how it should function, and include rules that are so important that they may not be changed without prior notice to members and formal vote and agreement by a majority of members.

An organization's bylaws include a number of articles, such as the following:

- » Name of board
- » Mission statement
- » Membership
- » Officers
- » Meetings
- » Executive board (if needed)
- » Committees and subcommittees
- » Parliamentary procedure, often including the name of the manual of parliamentary procedure the board will follow
- » Amendment procedures for making changes in the bylaws

Bylaws should include expectations as well as guidelines for members. Issues such as attendance, responsibilities and discipline should be addressed in the bylaws.

### Quorum

A quorum is the number of members who must be present to conduct official business. If a quorum is not present, any business transaction is null and void. The quorum protects against unrepresentative actions by a small number of individuals.

The bylaws should specify the number of individuals who constitute a quorum and whether a majority of this quorum may take action. In some cases, the governing statutes will establish what the quorum will be.



The minimum number of officers who must be present to conduct business includes a presiding officer and a secretary or clerk. If these officers are members of the board (as they usually are), they are counted in determining whether there is a quorum.

At meetings where a quorum is not present, the only actions that may be legally taken are to fix a time for adjournment, adjourn, recess or take measures to obtain a quorum (such as contacting absent members).

### **Order of Business**

After the presiding officer has called the meeting to order, a board generally follows the order of business specified in its bylaws. If a board has not adopted an order of business, the procedure below is generally followed:

1. Reading and approving of minutes of previous meeting(s).
2. Reports of officers and standing (permanent) committees.
3. Reports of special (select or ad hoc) committees.
4. Special orders (matters previously assigned a special priority).
5. Unfinished business and general orders (matters introduced in previous meetings).
6. New business (matters initiated in present meeting).

### **The Chair and Voting**

If the chair is a member of the board, he or she may vote just as any other member. When not a member of the board, the chair may vote whenever his or her vote will affect the outcome; to break or cause a tie; or to block or cause attainment of a two-thirds majority when it is necessary.

A chair has only one vote, and may not vote as a member of the board and as a presiding officer.

Voting by secret ballot is prohibited by the open meetings law.

### **Public Disclosure**

State agencies and boards are required to have available for public inspection and copying their public records, such as procedural rules and statements of general policy, and other records, written or electronic, pertaining to the board's business. Exemptions to disclosure are limited and identified in statute.

Records relating to the conduct of official business are subject to disclosure even if they are on a personal computer.

For additional information on disclosure requirements and exemptions from disclosure, refer to Chapter 42.56 RCW or consult with your Assistant Attorney General.

### **Lobbying**

There exists a very fine line between advising and lobbying. It is important that board members be aware of this distinction. Board members are in a unique position that allows them to provide information and recommendations on issues.

However, a board member becomes a lobbyist when he or she attempts to influence the passage or defeat of any legislation by the Legislature, or the adoption or rejection of any rule, standard, rate or other legislative enactment or any state agency action under the Administrative Procedure Act, RCW 18.185.200, Chapter 34.05 RCW.

Lobbying also includes trying to influence the Governor's actions on legislation that has passed both houses.

**Quarterly Reporting.** Any public entity that undertakes lobbying must submit quarterly reports that consolidate all lobbying expenditures made or incurred by the entity's departments or divisions during the calendar quarter. Lobbying includes in-person contacts by agency lobbyists or liaisons with legislators to influence action or inaction on legislation, as well as in-person contacts with legislative staff. Boards must report all gifts, travel, contributions and entertainment expenditures for legislators and staffers alike, whether using public or nonpublic funds.

**What, When and Where.** All lobbying must be accomplished within the established channels of the Legislature, such as testifying at hearings, contacting legislators and staff, etc.

According to the Public Disclosure Commission (PDC), lobbying does not include any of the following activities for public agencies:

- » Agency requests for appropriations to OFM or requests by OFM to the Legislature for appropriations other than its own agency budget. (Once a budget request is before the Legislature, attempts to influence any portion of it does constitute reportable lobbying.)
- » Recommendations or reports to the Legislature in response to a legislative request, whether oral or written, expressly requesting or directing a specific study, recommendation or report on a particular subject.
- » Official reports, including recommendations submitted annually or biennially by a state agency as required by law.
- » Requests, recommendations or other communications between or within local or state agencies. However, attempts to influence the Governor with respect to signing or vetoing legislation are considered reportable lobbying. Other communications or negotiations with the Governor's Office would not be reportable.
- » Telephone conversations or preparation of written correspondence. Thus, only in-person contact, including testifying at hearings, is considered lobbying.
- » Preparation or adoption of policy positions within an agency or groups of agencies. However, once a position is adopted, further action to advocate it may constitute lobbying.
- » Attempts to influence federal or local legislation.

For details or additional information about lobbying, contact the PDC or your Assistant Attorney General.

**Prohibition on Elections or Ballot Measures Using Public Resources.** RCW 42.17.130 strictly forbids the use of public or agency facilities for the purpose of assisting a campaign for election of any person to any office or for the promotion or opposition to any ballot proposition unless they are activities which are a part of the normal and regular conduct of the office or agency.

### **Testifying at Hearings**

Board members often have an opportunity to testify at hearings conducted by legislative, local government or community committees. When providing testimony on behalf of the board, members should refrain from expressing personal opinions.

**Effective Testimony.** To provide effective testimony, members should keep the following guidelines in mind:

- » Testimony should be brief, concise and truthful.
- » Avoid reading lengthy written testimony; instead, orally highlight important points in the written report.
- » If others are offering similar testimony, try to coordinate information to avoid repetition.
- » Avoid being technical.



- » Be prepared to answer questions and comments by committee members. If you are unable to answer a question, offer to provide a written response later and always follow through.
- » If you must give a personal opinion, make sure that the committee understands that you are not speaking for the board, but for yourself.
- » Legislative staff members find it helpful to receive copies of written testimony prior to the hearing.

**When Testifying Becomes Lobbying.** Providing testimony is not a form of lobbying if it is done on behalf of the board and at the request of the committee. Testimony provided by individuals outside of board activities and for personal interest may be considered lobbying; therefore, the individual may have to register with the PDC. For applicability, contact the PDC or refer to Chapter 42.17 RCW.

Providing testimony may be deemed lobbying if a board member is visibly advocating an issue. Any contact with committee members or legislative employees after a hearing about testimony may be considered lobbying, and consequently must be reported under Chapter 42.17 RCW.

## **The News Media**

The news media has the important function of informing the public about state government operations. In doing so, it provides a valuable communications link with the community. It is important to maintain a truthful, cooperative and open relationship with the media without violating privacy or other citizen rights.

The following are suggested guidelines for working with the media:

- » Establish policies for media relations and designate staff people as media contacts.
- » Be as open as possible and keep your focus on the business of the board. Personal opinions, especially those of other people, are inappropriate. The news media is not the avenue to air dissatisfactions or carry on conflicts among board members or agency employees.
- » If you do not know the answer to a question or are unsure about an issue, refer the matter to a knowledgeable person in your agency or to the Governor's Office.
- » If you believe it is important that the public have specific information, please notify the Governor's communications director.
- » A "wise" board anticipates when an event in the community will stir the interest of the media. It provides materials that are responsive and informative, but which do not violate individual privacy or undermine the dignity and authority of the board. In such a case, inform the Governor's communications director prior to the release of any such information.
- » Be aware that the comments you make in public may also have to be repeated in a court of law. Do not risk your personal integrity or that of another by thoughtless or unwarranted remarks.

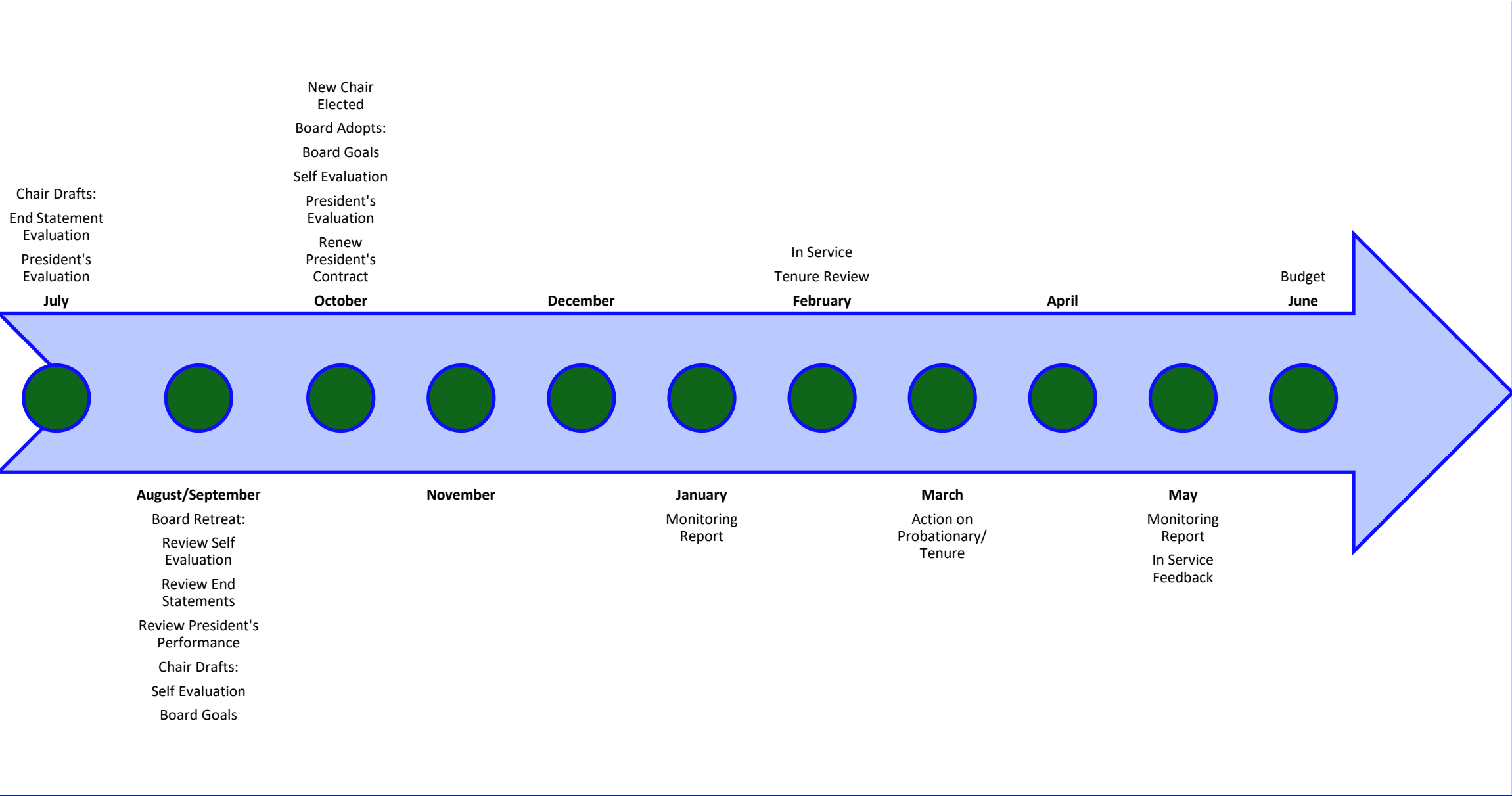
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The Board, responsible to the citizens of Community College District XX and sensitive to their hopes, ambitions, and needs, shall have the legislative responsibility of formulating broad public policy for community college education in the District. The formulation and adoption of written policies shall constitute the basic method by which the Board exercises its leadership in the operation of the District.

## BOARD DUTIES AND RESPONSIBILITIES

Without limiting the powers granted to the Board by the state, and subject to lawful and applicable rules and regulations, Board responsibilities are as follows:

1. Select and appoint a president, and set salary, terms and conditions of employment;
2. Evaluate the president annually;
3. Determine the broad general policies that guide the operation of the College, and review them annually;
4. Delegate responsibility for decisions concerning appointments, retention, or dismissal of faculty, administrators, and classified personnel; provided however, the Board does not delegate its appointing authority on issues relating to the granting or denial of tenure, the dismissal of a tenured faculty member, or the dismissal of a probationer during the term of his or her contract;
5. Function as the legislative and policy making body, leaving the executive functions to the president;
6. Utilize the services of the attorney general of the State of Washington and cooperate fully with officers of the state attorney general;
7. Authorize lawsuits and recommend legal defense;
8. Approve the College Facilities Master Plan;
9. Review and approve an annual budget to finance the operation of the District in accordance with the statutes of Washington and lawful and applicable regulations;
10. Delegate to the president the authority to approve the expenditures of all funds and let all contracts;
11. Authorize borrowing money and the issuance and sale of revenue bonds;
12. Name College facilities, landmarks, and other outdoor features, programs, institutes or centers;
13. Recognize the right of the duly elected employee organizations to negotiate employee rights and benefits within the tenets of the respective Collective Bargaining Acts;
14. Consider communications and requests from citizens and organizations of the District on matters of District policy at regularly scheduled board meetings;
15. Adopt and periodically review a statement of philosophy, mission, and goals which clarifies basic educational beliefs and educational responsibilities of the District;
16. Establish a yearly planning cycle that links the Board's agenda with the College's Strategic Plan;
17. Annually review and evaluate progress towards the goals in the College's Strategic Plan through a variety of measures;
18. Appraise the efficiency and effectiveness of District operations and the educational programs and services of the College;
19. Refer all matters concerning the District directly to the president for study and recommendation before such matters are considered by the Board, except where immediate action is deemed necessary by the Board;
20. Inform the public concerning the progress and needs of the District, the educational programs, and the financial status of the District;
21. Conduct an annual self-evaluation and determine a corrective course of action as necessary; and
22. Act in the best interest of the College pursuant to various authorizations granted in the Community and Technical College Act of 1991 or in the rules and regulations of the State Board for Community and Technical Colleges.



**1000.1      ENDS****E-1      Mission Statement**

Big Bend Community College delivers lifelong learning through commitment to student success, excellence in teaching and learning, and community engagement.

**BBCC Goals**

The College provides learning opportunities that include;

- Critical thinking and problem solving
- Computation
- Communication
- Workplace skills and values
- Awareness and sensitivity to cultural diversity
- Arts enrichment and cultural activities

**BBCC Characteristics**

Big Bend Community College maintains a working and learning environment with the following:

- A discrimination-free environment which promotes diversity and staff and student success
- A service-oriented environment which provides access and support services to all students, including those who are physically and mentally challenged yet have the ability to benefit
- A climate which encourages safety, individual wellness, and human dignity
- Facilities and equipment to support student learning
- Continual assessment of student outcomes

**E-2      Student Success**

- Big Bend Community College provides the diverse population of its entire district with access to opportunities, assists students in completion of their goals, and develops skills for lifelong learning.

**E-3 Excellence in Teaching and Learning**

- Big Bend Community College supports innovation, variety, and creativity; maintains high academic and industry standards; and supports professional development for continued growth.

**E-4 Community Engagement**

- Big Bend Community College supports economic development by nurturing community and industry partnerships and support to the college to enhance access and service to our district population.

## **E-5 Integrity and Stewardship**

- Big Bend Community College acts as a responsible steward of resources by promoting accountability, sustainability, ethics and honesty, and prudent resource management to provide quality and affordable resources to the diverse population of our service district.

## **E-6 Inclusion and Climate**

- Big Bend Community College provides and maintains a climate of inclusiveness for students, employees and partners by maintaining a safe learning environment and promoting cultural inclusiveness, understanding, 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 AP3500.

### **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**

BBCC 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 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 (Article XXXV).

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 policies 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 Chairperson's Role**

The Chairperson assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. The Chairperson 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 Chairperson 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 Chairperson 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 Chairperson is empowered to chair board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing, agenda-setting).
  - B. The Chairperson 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 Chairperson 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 Chairperson 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 Chairperson. **In the absence of the Chair and Vice Chair, the members of the Board shall select a member to assume the responsibilities of the Chairperson during the continuance of the absences.**

4. ~~In the absence of both the Chair and the Vice Chair, the President shall serve as Chair without privilege of vote in any official meeting of the board.~~

## **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 Chairman 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 chairman 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 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 chairman shall announce at the beginning of each meeting that interested citizens or groups may make oral or written presentations to the board regarding any item on the agenda at the time of its presentation to the board. 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. The chairman shall have the right to limit the length of time used by a speaker for the discussion of a subject.

## OFFICERS OF THE BOARD

At the first-((October)) regular meeting of the board each-fiscal year the board shall elect, from its membership, a chairman and vice-chairman to serve for the ensuing year((twelve months)). 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 chairman, 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-chairman, in addition to any duties imposed by rules and regulations of the State Board for Community and Technical Colleges, shall act as chairman of the board in the absence of the chairman.

The secretary of the board shall be the President of Big Bend Community College and shall serve as chairman, without privilege of vote, in any official meeting of the board conducted in the absence of the chairman and vice-chairman. 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. The duties and responsibilities of the President are outlined in AP3500.

**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* policies. 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.
- 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
    - Excellence in Teaching & Learning
    - Community Engagement
    - Budget Presentations
4. Each June the board will conduct a formal evaluation of the President. 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: 3/12/20

**ITEM #12:** Presidential Search (information/action)

### **BACKGROUND:**

The trustees may discuss the presidential search.

Prepared by the President's Office.

### **RECOMMENDATION:**

None.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #13:** President's Onboarding (information/action)

### **BACKGROUND:**

During the January 9, 2020 board meeting, the board created a committee of Trustees Anna Franz and Thomas Stredwick to develop a draft onboarding plan. The trustees may discuss and seek action on a proposed onboarding process for the successful presidential candidate.

Prepared by the President's Office.

### **RECOMMENDATION:**

None.

## Big Bend Community College – Presidential On-Boarding

Before Arrival	<ul style="list-style-type: none"> <li>• Board Chair emails greeting/introduction including overview of onboarding process.</li> </ul>
Week One	<ul style="list-style-type: none"> <li>• Board Chair meeting to review job description, presidential evaluation process, and policy governance model.</li> </ul>
Week Two – 30 Days	<ul style="list-style-type: none"> <li>• Board Chair check in meeting.</li> <li>• Board retreat to discuss governance, expectations, goals.</li> <li>• Begin stakeholder meetings in service district communities.</li> <li>• Individual Trustees to provide introductions to civic organizations and legislators.</li> </ul>
30 – 90 Days	<ul style="list-style-type: none"> <li>• Board Chair check in meeting to evaluate Board expectations and goals.</li> <li>• Leadership training with President and Board. Will coordinate with Linda Seppa Salisbury on timing.</li> </ul>
90 Days – 1 Year	<ul style="list-style-type: none"> <li>• Monthly Board Chair check in meeting.</li> <li>• Continue stakeholder meetings in service district communities.</li> <li>• Board Presidential evaluation at end of first year.</li> <li>• President and Trustee participation in ACT conferences.</li> </ul>

Service District Community Stakeholder Groups		
Moses Lake	School District	
	Government	
	Industry	
	Civic Orgs	
Quincy – George	School District	
	Government	
	Industry	
	Civic Orgs	
Othello – Warden	School District	
	Government	
	Industry	
	Civic Orgs	



Ritzville – Lind – Washtucna	School District	
	Government	
	Industry	
	Civic Orgs	
Mattawa	School District	
	Government	
	Industry	
	Civic Orgs	
Ephrata – Soap Lake	School District	
	Government	
	Industry	
	Civic Orgs	

Royal City	School District	
	Government	
	Industry	
	Civic Orgs	
Grand Coulee Dam Area	School District	
	Government	
	Industry	
	Civic Orgs	
Wilson Creek - Odessa	School District	
	Government	
	Industry	
	Civic Orgs	

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #14:** ACT Board of Director Nominations (information/action)

### **BACKGROUND:**

The Association of College Trustees (ACT) is asking for nominations for Board of Directors. One of ACT's priorities is to advance diversity, equity and inclusion in our community and technical colleges including the diversity of the Board of Directors. ACT President-elect and Tacoma Community College President stated "To assure ACT continues to have capable, effective leadership, we need your active participation in the nominations process. We welcome new as well as more experienced trustees to consider becoming a candidate for an office."

The positions of President-Elect, Secretary, Treasurer and two Member-at-Large positions are open.

Nominations are due by April 1, 2020.

Prepared by the President's Office.

### **RECOMMENDATION:**

None.

February 27, 2020

Dear Washington State Community & Technical College Board Chair:

On behalf of the ACT membership I ask that you consider adding the discussion of the nomination process for the 2020-21 ACT Board of Directors to your next upcoming College Board meeting. Please share this letter and the attached nomination materials with your trustee board.

One of our priorities of ACT is to advance diversity, equity and inclusion in our community and technical colleges including the diversity of the Board of Directors. To assure ACT continues to have capable, effective leadership, we need your active participation in the nominations process. We welcome new as well as more experienced trustees to consider becoming a candidate for an office, or if you know of another trustee who is interested, we are eager to hear from you.

ACT's current officers are:

President	Carl Zapora, Edmonds Community College
President-Elect	Bob Ryan, Tacoma Community College (Automatically assumes position of President)
Secretary	John Pedlow, Whatcom College (Eligible for re-election for Secretary)
Treasurer	Doug Mah, South Puget Sound Community College (Eligible for re-election for Treasurer)
Members-at-Large	Lindsay Fiker, Skagit Valley College Beth Thew, Community Colleges of Spokane
LAC Co-Chairs	Greg Dietzel, Bellevue College (appointed by ACT president) Glenn Johnson, Community Colleges of Spokane (appointed by ACT president)

The ACT Nominating Committee is seeking nominations from ACT's membership to fill the positions of **President-Elect, Secretary, Treasurer** and **two Member-at-Large positions**. A description of the responsibilities for these offices is listed below.

**Member-at-Large Positions:** Nominations for two Member At-Large positions will be accepted by the Nominating Committee and also solicited from the floor at the annual business meeting. The two nominees with the most votes by the full membership will be appointed to the Board of Directors. Trustees from the same district may not serve as Members At-Large at the same time. Members At-

Large shall take office upon adjournment of the annual business meeting and serve through adjournment of the following year's annual business meeting.

**Legislative Action Committee Chairs:** The Legislative Action Committee (LAC) policy and advocacy co-chairs are appointed by the ACT president. The term of office shall be from adjournment of the annual business meeting through adjournment of the following year's annual business meeting. The LAC co-chairs serve on the ACT Board of Directors as leads for legislative and advocacy matters.

If you have any questions about this process, please call Kim Tanaka at (360) 704-4307 or email at [Ktanaka@sbctc.edu](mailto:Ktanaka@sbctc.edu)

Thank-you,

Bob

Bob Ryan  
ACT President-elect and Tacoma Community College Trustee

***\*\*Nominations are due by Friday, April 1, 2020\*\****

#### **ACT PRESIDENT RESPONSIBILITIES**

- ❖ The President shall exercise general governance oversight over the business affairs of ACT and shall perform all the duties incidental to the office, including those duties properly delegated by the membership.
- ❖ The President shall preside over all membership and Board of Directors meetings and shall ensure all actions are in accordance with these Bylaws.
- ❖ The President or the President's designee shall act as spokesperson for ACT and shall represent the organization at meetings with other organizations and committees. No pronouncement made as spokesperson or representative of ACT shall obligate or commit the organization except as provided by these Bylaws or specifically authorized by the membership or the Board of Directors.
- ❖ The President retains the right to vote at all times and may exercise this right in the event of a tie vote.
- ❖ The President shall appoint a Parliamentarian, Legislative Action Committee Co-chairs, and the Chairpersons of the standing and ad hoc committees, except the Nominating Committee.
- ❖ The President, in consultation with the Board of Directors and the Director of ACT, will appoint all committee members except the Nominating Committee and the Legislative Action Committee.
- ❖ Perform other duties as assigned by the ACT membership.

#### **ACT PRESIDENT-ELECT RESPONSIBILITIES**

- ❖ In the absence of the President, the President-Elect will perform the duties of the President, including the presiding at the Membership and Board of Directors meetings.
- ❖ The President-Elect shall perform other such duties as assigned by the President or by the membership.
- ❖ The President-Elect serve as the Chair of the Trustees Education Committee and will work with the Committee to provide training and educational guidance for all ACT conferences. The training will be determined in consultation with the ACT President and ACT Board of Directors.

### **ACT SECRETARY RESPONSIBILITIES**

- ❖ The Secretary shall take the minutes of all membership and Board of Directors meetings and shall oversee the execution and preservation of all key records as directed by the President.
- ❖ The Secretary shall be responsible for the sending of all notices in accordance with the provisions of these Bylaws and shall perform other such duties as assigned by the President.
- ❖ The Secretary may delegate the administrative functions of the office to the Director of ACT.

### **ACT TREASURER RESPONSIBILITIES**

- ❖ The Treasurer shall have oversight of all funds of this organization and shall approve payment of all bills and obligations authorized by the membership.
- ❖ The Treasurer shall ensure the organization maintains an accurate record of the collection of dues and other income and all receipts and disbursements.
- ❖ The Treasurer may delegate the administrative functions of the office, including maintaining ACT bank accounts, to the Director of ACT.
- ❖ Perform other duties as assigned by the President or the membership.

### **ACT MEMBERS-AT-LARGE RESPONSIBILITIES**

- ❖ Members-at-Large serve the Board's strategic needs. Members-at-Large may have various short- or long-term responsibilities and projects.
- ❖ Members-at-Large shall serve as full voting members on the Board of Directors and shall perform other such duties as assigned by the Board or President of the Board.

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

### **ITEM #15: 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.

#### **Board Goals**

1. Conduct a successful search for the next BBCC president. Ensure effective onboarding and orientation of the new president upon arrival on campus. Develop goals for the president's first year of service.
2. Be actively engaged and monitor the progress of the Campus Climate Action Plan. Ensure the president has the tools and means to lead the campus community as it improves climate for students, staff and faculty.
3. Develop and implement an improved system for monitoring Board effectiveness that includes establishing an annual checklist for monitoring the overall performance of BBCC.

(Adopted during November 14, 2019 Board Meeting, revised January 9, 2020.)

#### **RECOMMENDATION:**

None.



Name: \_\_\_\_\_

Trustee Activity Report

Core Themes	Mission	Student Success	Excellence in Teaching & Learning	Community Engagement		
<div>Activity</div> <div>(Briefly describe and check which End(s) your activity supported)</div>	<div>E-1</div> <div>Mission</div> <div>Deliver lifelong learning</div>	<div>E-2</div> <div>Student Success</div> <div>Provide access, assist completion, develop skills</div>	<div>E-3</div> <div>Excellence in Teaching &amp; Learning</div> <div>Support innovation, creativity, high academic standards; professional development</div>	<div>E-4</div> <div>Community Engagement</div> <div>Support economic development</div>	<div>E-5</div> <div>Integrity &amp; Stewardship</div> <div>Responsible, prudent resource management</div>	<div>E-6</div> <div>Inclusion &amp; Climate</div> <div>Welcoming to all</div>
1.						
2.						
3.						
4.						
5.						

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #16:** Next Regular Meeting (information)

### **BACKGROUND:**

The next regular board meeting is scheduled on Thursday, May 7, 2020. A special meeting is set on March 26 to deliberate on the presidential search.

Prepared by the President's Office.

### **RECOMMENDATION:**

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

## **BIG BEND COMMUNITY COLLEGE**

Date: 3/12/20

**ITEM #17:** Miscellaneous (information/action)

### **BACKGROUND:**

President Leas and the trustees may discuss miscellaneous topics.

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

The ASB calendar is included in the packet to inform trustees about activities on campus.

### **Upcoming Trustee Events:**

#### **ACT Event Schedule:**

2020 ACT Spring Conference is **May 14-15**, hosted by Edmonds Community College

2020 ACCT Congress is **September 30- October 3**, Chicago, Illinois

2020 Legislative Action Committee Retreat is **November 12**, Hilton Seattle Airport & Convention Center, Seatac (Veterans Day falls on Wednesday, November 11<sup>th</sup>)

2020 ACT Fall Conference is **November 13**, Hilton Seattle Airport & Convention Center, Seatac

2021 ACT New Trustee Orientation (during the day) and Transforming Lives Award Dinner are **January 25**, RL Hotel, Olympia, WA

2021 Winter Legislative Conference is **January 26**, RL Hotel; Olympia, WA

2021 ACCT National Legislative Summit is **February 7-10**, Marriott Marquis; Washington D.C.

In addition the 2022 ACT Transforming Lives Award Dinner and Winter Conference is scheduled for **January 24-25** at the RL Hotel in Olympia.

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Prepared by the President's Office.

### **RECOMMENDATION:**

None.