**THE OFFICIAL MINUTES**

The Big Bend Community College Board of Trustees held a board retreat Thursday, September 12, 2013, at 9:10 a.m. in the ATEC Hardin Community Room in Building 1800 on the Big Bend Community College campus. The location of the retreat moved to the WorkSource Conference Center at 309 E 5th Ave, Moses Lake at 1:00 p.m. as planned.

1. **Call to Order**

Present: Mike Blakely

Anna Franz

Jon Lane

Stephen McFadden

Mike Villarreal

VP Bob Mohrbacher introduced the new faculty members. Lindsay Groce was hired to instruct chemistry. She is from CWU. Valerie Wade has taught development education part-time for BBCC since 1978. BBCC has been one of a few colleges in WA State with no full-time instructors in basic skills. Instructor Wade was hired to teach full-time developmental education. James Ayers is BBCC’s new Industrial Systems Technology (IST) instructor. He has experience working for REC, Takata, and the local data centers. Libby Sullivan has been working part-time in the Library. She worked at the Harvard Fine Arts Library, and she was hired as the full-time Librarian. She said she was lucky to work with Lance Wyman before he retired. Cara Stoddard was hired and she will teach English. BBCC alumna Kristin Krcma was hired as an Instructional and Class Support Tech 2 for Science. Board Chair Mike Blakely welcomed the new employees to the BBCC family.

1. **2013-14 State Operating Budget**

VP Gail Hamburg presented the 2013-14 State Operating Budget. VP Hamburg introduced Char Rios the Director of Business Services. This report is usually presented in June; it was later this year due to the legislature’s delay in finalizing the state budget. VP Hamburg started with the budget status report. The initial 2012-13 operating budget was $14,057,990. Allocations totaling $763,527 brought the final operating budget amount to $14,821,517. The amount spent from the 2012-13 operating budget was $13,571,917. This left $1,249,600 or 8.43% in reserve. There was 8.2% remaining last year. VP Hamburg stated new projects were not initiated due to uncertainty regarding the state budget.

The instruction account underspent by 9.21% or $626,898. There was funding for a new faculty position and for two faculty positions currently in the STEM grant that was not spent. Half of the 2.5% operating reserves required per board policy is held in the instruction goods and services account in the amount of $171,439.

Primary support to instruction was overspent by $10,987 or 2.76%. This was due primarily to a decrease in funding from Title V for a data research position. This increased the salaries and benefits expenditures for this program.

The library underspent by $27,585 or 5.74%.

Student services overspent by $11,771 or .62%. This was due to some part-time salaries and pay for $13,000 for tutors in disability services. A percentage of VP Mohrbacher’s executive assistant’s salary was scheduled to be funded by STEM. When an assistant was hired in STEM, VP Mohrbacher’s executive assistant’s salary and benefits were moved to the student services budget.

The Grants account looks like it was overspent by $41,131. This is due to paying the director’s salary out of this account rather than the salaries account.

Administration had $293,261 or 10.47%. The other half of the 2.5% reserves required by board policy in the amount of $171,439 is also left in the good and services portion of this account.

Maintenance and Operations (M&O) had $324,618 or 13.33% left. They intentionally held off on projects just in case there were state budget reductions.

The allocations throughout the year are dedicated to their respective areas. The allocations totaled $763,527. The 2.5% reserve funding was not used.

Trustee McFadden asked if 8.43% was around the same amount left each year. VP Hamburg responded that until the budget cuts, BBCC usually had 4-5% remaining at the end of year. Last year there was 8.2% remaining. Since the years of the budget cuts, spending is very conservative and the average left over has been just over 8%.

Trustee Mike Villarreal inquired about planning for software updates on a regular basis. VP Hamburg explained that the student technology fee covers those expenses. Big Bend Technology (BBT) recently implemented the KACE system, which tracks hardware/software inventory and highlights areas in need of new equipment.

VP Hamburg referred to page 1 to explain the process for calculating our initial allocation. BBCC’s allocation is based on our existing base budget for FY 2013 (adjusted one-time and variable funds) with legislative funding changes added or subtracted from the base budget. Tuition and local revenues are added to the General Fund State (GFS) budget based on revenue forecasts.

VP Hamburg reported there are not many new items for this budget. The biggest news is there are no reductions. She described some of the pass-through adjustments such as the allocation for Step M for Classified Staff and the procurement rate reduction, which will be paid by the vendor in the future. The variable allocations for aerospace training was removed and then reallocated. One-time allocations workforce development projects supported in FY 2013 were removed. The temporary budget reduction of 1% was restored on a permanent basis.

The temporary 3% salary reduction was restored permanently. Institutional funding and student achievement funding will be distributed in future allocations. BBCC will receive an additional $12,000 institutional funding because Grays Harbor Community College decided not to accept the additional 3 FTEs that came with the money.

BBCC’s total budget allocation for 2013-14 is $15,304,100. This includes $1,843,170 carry over from FY 2013. The 2.5% reserves required by board policy equal $373,271 and are part of the $15,304,100. VP Gail will elaborate on the board policy regarding reserves during the next board meeting.

BBCC received, for the first time in five years, more money in the general fund operating allocation than the year before, an increase of $1,089,411. The total operating budget is $15,304,100 for 2013-14 compared to $14,057,990 for 2012-13, this is an increase of $1,246,110.

Page seven details the source of operations funds. State funds have increased by 2% this year. Recovery funds have decreased by 2% this year. Tuition funds have remained at 28% of the total.

The expenditures by program are shown in the pie chart on page eight. Instruction uses 46% of the budget; this is the same as last year, and the system average last year was 51%. Academic administration uses 5% of the budget; last year it took 3%, and the system average last year was 4%. The library uses 3% this year, and it is the same as last year and the system average. Student services uses 12% of the budget; this is the same as last year, and the system average last year was 13%. Administration uses 17% of the budget. Last year it took 19%, and the system average is 16%. Lastly, M&O takes 17%; the same as last year, and the system average is 13%.

VP Hamburg shared budget details by program beginning with instruction. The instruction budget includes transfer, workforce, development and basic skills instruction, classroom and laboratory activities, and curriculum development and assessment. The trustees met some of the new instructors on campus earlier. Three vacant positions were filled, and three new positions were added. There are also new class offerings in computer science and composite materials. The new Global Positioning System (GPS) training is for the agricultural industry. There will be a new certificate program offered with major revisions. Dean Rasmussen received assistance from the Center of Excellence for Agriculture at Walla Walla Community College. A change that will be a theme in all the programs is the exploration and implementation of the AVID program on the BBCC campus.

The expenses for instruction are very similar to last year. Half of the 2.5% reserves required by board policy are held in the instruction accounts in the amount of $186,636. The reserves are split evenly between academic goods and services and vocational supplies with $93,318 in each account. The vocational equipment account is up due to aerospace grant and computer science equipment funding.

The workforce account is also increased from last year because the allocation was already received. The pie chart shows the percentages of expenditures, and they are very similar to last year.

The academic administration budget includes the instruction deans. This budget has increased mostly due to the technology support for instruction ($325,211). In the past this came out of the instruction budget.

The library budget includes Dean of Library Resources, development education, eLearning, English skills, eTutoring, library and information literacy instruction, reference services, collection development, interlibrary loans, media equipment, and producing and updating student ID cards. Dean Tim Fuhrman from the library provided an update. New librarian Libby Sullivan has set up Lib Guides that allow students to connect to libraries at other colleges. The library also has a BBCC alumni who is a college intern helping with this.

The online learning software has switched from ANGEL to CANVAS, and it seems to work much better. The library is also adding a new search software in January. The library is also adding an online reference, which includes a chat option supported by libraries statewide. There is also a new e-learning position. The only difference in the budget from last year is the increase in salaries and benefits.

The Student Services budget includes admissions, registration, financial aid, advising, counseling, Running Start, disability services, GED testing services, career placement services and student activities. A new testing center is being planned in building 1000; it will be helpful to have all testing in one location. The financial aid account looks different from last year due to moving funding for a position from salaries and benefits to the grants account.

Institutional support includes central administration (president’s office, and three vice presidents) community and legislative relations, Foundation, fiscal services, telephone/communications, word services (printing) and administrative computing. Some items were moved for standardization in the system for coding.

The Maintenance and Operations budget includes custodial services, maintenance trades, vehicle maintenance, grounds maintenance, utilities, safety and security, and theatre and activity center management. The ESCO audit lighting projects come from this area, and VP Hamburg is considering applying for another grant for building 1600. This one is also based on the ESCO audit and includes new heat pumps and updates.

The percentages of all expenses equal 59% for salaries, 19% for benefits, 15% for supplies, 1% for travel, 2% for equipment and 4% for grants. Our budget is consistent with other WA community colleges.

Page 23 of the budget shows pie charts that detail the institutional funds. The percentages changed slightly from the last budget. The state operating budget increased from 46% last year to 48% this year or $15,304,100.

The grants, contracts and propriety budgets, will be reviewed at the next meeting, decreased from 54% last year to 52% this year or $16,605,045.

The legislature has reported a plan to provide a 1% increase in salaries next year if the revenue will fund it. This will be the first salary increase in five years except for the Step M for classified staff.

Trustee Mike Villarreal complimented VP Hamburg and her team. He stated that he appreciated the process and thought behind it. The explanation was very clear.

Trustee Mike Blakely also appreciated the thorough explanation.

Trustee Stephen McFadden would like to see more investment in outreach and marketing. VP Mohrbacher stated the webmaster that will be hired will also work on BBCC’s social media strategy. This position is funded by student services. Losing employees in the outreach and CBIS areas hurt our recruiting this year.

Trustee Jon Lane asked about the time frame on the PTEC building. VP Hamburg responded that the project manager is preparing a contract for the architect to update the Facilities Master Plan. VP Hamburg will also be working on the proposal with a PTEC committee. The request is due in February. PTEC will house automotive, welding, industrial electrical, computer science, CDL, maintenance mechanics, and some flexible space for customized training. The architects have talked with the vocational faculty to document what is needed in PTEC. VP Hamburg stated the results will be shared in December.

Motion 13-25 Trustee Stephen McFadden moved to accept the 2013-14 State Operating Budget as presented. Trustee Anna Franz seconded, and the motion passed.

1. **President’s Evaluation**

Board Chair Mike Blakely announced that the Board will convene an executive session under RCW 42.30.110(1) for the following purpose: g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The executive session will last 10 minutes, and no final action will be taken during this executive session.

The regular meeting reconvened at 10:20 a.m., and no final action was taken by the Board during executive session.

Board Chair Mike Blakely read the following presidential evaluation statement.

*The following summary of the performance of Dr. Terry Leas is based upon:*

1. *His recognition and contribution to the mission statement, vision, values and core themes of BBCC.*
2. *His self-evaluation and list of activities during the year.*
3. *Written evaluations by administrators, faculty and support staff.*
4. *Individual observation by the trustees on campus and during community visitations.*
5. *End statement documentation that the board goals of innovation/partnership, access, student achievement, institutional, climate, resource managements and multicultural goals were met.*

*We are very pleased with the first year performance of Dr. Terry Leas. He replaced one of the most popular community college presidents in the state, who retired after 17 years at BBCC. Dr. Leas has not changed the culture of BBCC, but he is slowly and methodically taking ownership of the institution. Those who work around him are devoted to his ideals. He is liked by the faculty and support staff and they all feel that he is very accessible.*

*It is our consensus that Dr. Leas has meet or exceeded the goals set forth by the trustees as verified by the ends statements. We are looking forward to an even more productive second year and hope that Dr. Leas will allow us to extend his contract one more year.*

Trustee Stephen McFadden thanked President Leas for the manner in which he approached his role as president. He said it was very healthy for trustees and campus. He also appreciated President Leas’ willingness to be present and visible in the service district communities.

President Leas stated he read an article in the *Chronicle of* Education recently regarding the non-renewal for convenience clause of the President’s contact. The article it was explained that the president and trustees had philosophical differences. When the president’s contract was not renewed, there was speculation regarding the cause. The president and trustees agreed on wording to clarify the situation in order for the president to avoid suspicion later in his career. President Leas stated he does not plan to leave; however, he would like to add a clause to his contract stating upon exercising the termination for convenience clause in his contract, he and the trustees will mutually agree on a public statement. The trustees agreed with adding the clause: *In the event the Board of Trustees exercises this termination for convenience clause, the Board of Trustees and President agree that a statement to the public regarding the termination will be mutually agreed upon by the President and Board.*

Motion 13-26 Trustee Jon Lane moved to accept the 2012-13 Presidential evaluation as presented. President Leas’ contract will be extended one year to end June 2015, and include the addition of the mutually agreed on statement clause. Trustee Mike Villarreal seconded, and the motion passed.

Trustee Jon Lane congratulated President Leas and stated it has been a great transition.

1. **Meeting Dates**

Motion 13-27 Trustee Jon Lane moved to revise the date of the October 31 regular meeting to October 24. Trustee Stephen McFadden seconded, and the motion passed.

1. **Facility Naming Discussion**

Board Chair Mike Blakely reminded the other board members that he mentioned naming the library after President Emeritus Bill Bonaudi during the last meeting. Chair Blakely asked Executive Director of the Foundation to comment on the budget for the Paul Hirai Fine Arts Dedication. She responded that the lettering, bronze and celebrations expenses totaled $7,200. Director Parton suggested using the trustees’ scholarship account to fund the library dedication celebration.

VP Hamburg suggested using the foundation’s facilities and equipment account instead of the trustees’ scholarship account. PIO and former Foundation Director Doug Sly stated in the past, the expense of the donor bronzes were always paid out of the foundation’s facilities and equipment account. Trustee Mike Blakely said he talked with Dr. Bonaudi, and he is very pleased with this honor. Trustee Blakely will share Dr. Bonaudi’s list of accomplishments with the board members. The timing of the event will be coordinated with Dr. Bonaudi.

Motion 13-28 Trustee Jon Lane moved to name the BBCC library in honor of President Emeritus Bill Bonaudi with the details to be arranged. Trustee Stephen McFadden seconded, and the motion passed.

Trustee McFadden clarified that the consensus is to fund the dedication celebration expenses from the foundation’s facilities and equipment account.

President Leas stated Associate VP Candy Lacher shared the recently released summer enrollment information. He said BBCC’s total state FTEs are up 7% over last summer. This is a very positive trend and was due in part to more money allocated for classes and sections. VP Mohrbacher stated the increasing enrollment trend is continuing. There are 154 students staying in the recently updated dorms. This is the largest group in several years. The aviation enrollment is up, and those students usually stay in the dorms. There are also more nursing students in the dorms. Director of the Residence Halls Hugh Scholte reorganized the dorms to allow for quiet areas and more focus on study sections rather than socializing. Fulltime students for summer increased 3%.

Trustee Mike Blakely referred to the program EWU is providing in the Quincy High School. VP Mohrbacher stated BBCC is providing a similar program in the Ephrata High School. This program could be pursued with other area high schools. BBCC’s Running Start numbers are increasing. Changes to the Moses Lake High School class scheduling may increase their Running Start students even more.

President Leas shared that he has been accepted as a panelist for the Education Law Association National Conference to address free speech issues in higher education. He will attend the conference in November.

The meeting adjourned at 10:43 a.m. The Board joined the Grant County Economic Development Council Luncheon. The meeting was scheduled to reconvene at 1:00 p.m. at the WorkSource Office at 309 East 5th Avenue in Moses Lake.

The meeting reconvened at the WorkSource Office at 1:15 p.m. All trustees were present: Mike Blakely, Anna Franz, Jon Lane, Stephen McFadden and Mike Villarreal.

VP Bob Mohrbacher introduced Susan Murray, the Executive Director of Institutional Effectiveness at Wenatchee Valley College. She is a Washington Executive Leadership Academy (WELA) participant, and VP Mohrbacher is her mentor.

1. **Academic Master Plan**

Dean Valerie Kirkwood introduced the outcomes workbook that was provided to the Trustees. She highlighted the National Community College Benchmark Project (NCCBP) section, which is new this year. The trustees transferred their ratings on the rating scale from 0-25 and their notes from the workbooks to the posters of each Academic Master Plan (AMP) outcome.

Dean Kirkwood led the group through discussions of the trustees’ feedback as noted on the outcomes posters. Some of the posters had a section addressing “… adequate use of college resources?” The trustees stated they prefer the word “acceptable” rather than “adequate.”

**Outcome A.1 Use of college resources improves student success.**

The trustees’ ratings of this outcome averaged 20. Trustees noted four affirmative answers and one “no” to adequate use of college resources.

Trustee Mike Villarreal commented that BBCC has learned to be resourceful and lean. Trustee Mike Blakely stated students who leave BBCC for employment before earning a certificate or degree are successful. Trustee Jon Lane commented that the data show effective teaching is essential. Trustee Mike Villarreal noted that the Advancement Via Individual Determination (AVID) program is not a set of curricula. It is a set of skills to be learned, i.e., organization, strategy to succeed, and problem solving. If BBCC becomes an AVID for Higher Education institution, more students from AVID high schools may be attracted to campus. VP Mohrbacher commented AVID focuses on improved study skills, critical thinking, professional development for faculty, and improved relationships with school districts. President Leas stated the professional development opportunities will be especially helpful for professional/technical instructors who come directly from industry with little teaching experience or preparation.

The trustees noted the following services and resources impact student success: TRiO, New Student Orientation, Student Success Center, and Emporium Math. The trustees noted the following suggestions for other services and resources: AVID for Higher Education and additional counselors.

**A.2 Increased college contact with potential students leads to increased enrollment.**

The trustees’ ratings of the outcome averaged 17.2. In response to the question if BBCC is attracting an adequate number of students from the service district, one trustee responded affirmatively and four responded with “no.” They also commented that enrollment from rural districts is lagging, perhaps in part, because there is less BBCC name recognition in those school district areas.

Trustees indicated specific areas in which BBCC should focus recruitment and outreach efforts included using the BBCC name, location, and website address on “everything, and seen everywhere.” They also commented BBCC should focus more on outlying school districts, continue working with industry, implement AVID for Higher Education, host community meetings and develop a strong marketing plan. Hosting tours for prospective parents and students, featuring student leaders, and a renewed focus on agriculture were also recruiting ideas. Trustee McFadden suggested using a consultant to conduct a marketing study. Susan from WVC stated local consultant Pam Cox conducted a marketing study for WVC a few years ago. Trustee McFadden said newspapers are the least effective venue for BBCC marketing. He encouraged the use of billboards, Twitter, and Facebook. It is important to remember good marketing is consistent and relational. Trustee Mike Villarreal commented an overarching marketing plan that is strategic and visible would be very helpful.

**A.3 Meet or exceed state FTE target.**

The trustees’ average rating for this outcome was 22.8. When asked about planning to meet the enrollment target for the upcoming year, the trustees responded with the following ideas: building awareness of engineering and computer science programs, continuing the Facilities Master Plan (FMP), pursuing AVID for Higher Education, and adding faculty and classes, particularly in the agriculture area, and comprehensive marketing.

**B.1 Students complete courses with a grade of passing or 2.0 grade point or better.**

The trustees’ average rating for this outcome was 19.6. When asked if the overall success rate of 79% was adequate or acceptable, four trustees answered affirmatively and one trustee answered “no.”

Focus areas which the trustees emphasized included additional high school contacts and tutoring, AVID for Higher Education, Emporium English and continuing to improve math success rates.

VP Mohrbacher said the state system is considering implementing competency-based degrees. The difficultly is that the financial aid structure, faculty workload, and tuition models don’t fit well with competency-based programs. Dean Kara Garrett commented that this is the first year BBCC has had a waiting list in calculus, and entrance into college-level math is at an all-time high.

**B.2 Advising and counseling lead to improved student retention and success.**

The trustees’ average rating for this outcome was 20.2. When responding to the question if BBCC’s overall advising efforts are adequate, three trustees indicated “yes” and two indicated “no.” Trustees stated the Hispanic males and white males are falling behind. They asked if part-time students are adequately served. The trustees acknowledged the difficulty in tracking all counseling contacts due to students being advised informally by their instructors and other staff. Working with the state’s archaic data system makes tracking some advising efforts difficult.

Improvements to BBCC’s advising efforts suggested by the trustees include constant reminders of services, encouraging white males to utilize services, mandatory counseling to all students, and AVID in Higher Education. VP Mohrbacher suggested access to YouTube style video messages may work better for those students who don’t want to ask for help.

**Outcome B.3 Students persist to attain completions, certificates or degrees.**

The trustees’ average rating of this outcome was 18.8. Three trustees indicated BBCC’s graduation rate of 30% was adequate but could be improved; one trustee checked “yes” and “no,” and one trustee checked “no.” Other measures that could be used to gauge completions success were noted as employment rates and somehow tracking the number of students who leave BBCC prior to meeting a benchmark but still improve their skills. The trustees noticed that students from low-income families are falling behind. Hispanic and white students may not be falling behind, but it would be good to close the gaps between and among the two groups.

**Outcome C.1 Resource awareness and recruiting activities result in increased enrollment in specified groups.**

The trustees’ average rating of this outcome was 16.8. The agriculture program needs to set new enrollment goals. The vacancies in the recruitment and outreach position impacted this outcome.

The trustees noted that a Campus Tour Day for high school groups would help with increasing enrollment for high school students. They also suggested working more closely with high school guidance counselors. Continuing to improve transfer of English as a Second Language (ESL) students to college classes would also help enrollment.

Trustee McFadden suggested many students in Ritzville like Spokane for the “big city” lifestyle. He said BBCC needs to be strategic about changing the culture in the high schools so the students will want to attend BBCC.

**Outcome C.2 Utilization of technology and eLearning lead to student engagement and success**

The trustees’ average rating of this outcome was 18.8. Comments regarding trends they noticed in eLearning enrollment and/or successes: eLearning not yet equal to classroom experience, beginning level classes are not as successful, there are more distance education opportunities, better able to serve “modern” non-traditional students, and the online classes need to be partnered with face-to-face instruction.

The group discussed other technology that may be impacting student engagement and success. BBCC needs a 3-5 year plan regarding technology for students. K-12 has iPads in the classroom, and they use the cloud; is BBCC moving in that direction?

AVID in Higher Education was mentioned several times through the review today. BBCC is in a planning year, and faculty and staff development needs that could be met by AVID are being evaluated. Trustee Mike Villarreal will provide an AVID overview during the Back-to-School Breakfast with all staff Monday, September 16. AVID students from the high schools who enroll at BBCC will assist with initiating AVID clubs. Dean Kara Garrett will form a larger AVID stakeholder team from the campus and community.

Trustee Jon Lane talked about encouraging a higher level of school pride. He said Athletic Director Preston Wilks is talking about developing an athletic hall of fame.

Board Chair Mike Blakely announced a 10-minute break. The meeting reconvened at 3:43 p.m.

VP Mohrbacher has been leading the rewrite of the mission, vision and values effort. He shared that the mission is the umbrella of what BBCC is trying to accomplish. President Leas and VP Mohrbacher suggested the trustees consider the following wording for the ends statements.

**Student Success**: Big Bend Community College provides access to opportunities, assists students in completion of their goals, and develops skills for lifelong learning.

**Excellence in Teaching and Learning:** Big Bend Community College supports innovation, variety, and creativity; maintains high academic standards; and supports professional development for continued growth.

**Community Engagement:** Big Bend Community College supports economic development, nurtures community partnerships, and acts as a responsible steward of common resources.

VP Mohrbacher stressed the importance of making the pieces fit together smoothly and to have indicators for measuring progress. The Board’s Ends Statements provide the trustees’ direction to the college. The objectives in the core themes are the operational measures of mission fulfillment. The ends statements are made operational through the development and operation of BBCC’s AMP.

President Leas stated the importance of minimizing the complexity and confusion that was highlighted by accreditation. The accreditation team reported BBCC has a good culture of evidence.

The AMP committee will meet next week to discuss the timeline for the AMP rewrite. The AMP rewrite needs to be completed before the next monitoring report is due in February.

The trustees will discuss their board goals and ends statements during the next few meetings.

Mike Blakely, Chair

ATTEST:

Terrence Leas, Secretary