

## THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Special Meeting Board/Administrative Strategic Summit Friday, September 30, 2016, at 9:00 a.m. in the ATEC Hardin Community room in Building 1800 on the Big Bend Community College campus.

Attendees: Research Analyst 3 Starr Bernhardt, Dean Daneen Berry-Guerin, STAR Co-Chair Barbara Collins, Executive Assistant Melinda Dourte, Faculty Association President Kathleen Duvall, Trustee Anna Franz, Dean Tim Fuhrman, VP Kim Garza, Dean Dawna Haynes, VP Bryce Humpherys, Trustee Jon Lane, President Terry Leas, Trustee Stephen McFadden, Dean Valerie Parton, Trustee Juanita Richards, Executive Director of Business Services Char Rios, Director of Facilities James Saucedo, VP Linda Schoonmaker, Director of BBT Rick Sparks, Trustee Mike Villarreal.

Board Chair Anna Franz started the meeting with introductions of all participants.

### 1. Academic Master Plan Report #3 Student Success Review

Dean Valerie Parton introduced the Academic Master Plan Report #3 Student Success feedback summary for review. The student success review survey rates increased from last year. All of the trustees responded, and the response rates for employee groups were as follows: Admin/Exempt 35%, Classified Staff 10%, Full-time Faculty 30%, and Part-time Faculty 2%. Completing the survey is a new process for many participants. A lot of written and verbal feedback has been shared, including improvement ideas. Institutional Research (IR) will consider how to inform staff why these particular indicators were used for this report.

The group discussed the challenge of reviewing, interpreting, and drawing conclusions from the large amount of raw data that was shared in the student success survey. Institutional Research is planning to distill the information even more next year. The timing of the data review and the end of the first week of classes was problematic for staff who directly serve students. To encourage more survey participation, the trustees agreed that the board summit could be moved later in the calendar year to accommodate the data gathering and survey response timeline. Faculty Association President Kathleen Duvall stated a short video tutorial presentation at the full-time and part-time faculty in-service meetings would be helpful for completing the surveys. Trustees commented that having the survey and the data in the same document would be less cumbersome than juggling two documents. Another improvement idea included linking to the website for background information and additional data.

STAR Co-Chair Barbara Collins suggested data survey completion would be a good topic for a Classified Staff workshop to share about the process and the importance of providing input.

Trustee Jon Lane reported that he would like to know which employee groups generated which comments to understand the perspective of each group while maintaining confidentiality for individuals.



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

The average rating for this objective dipped slightly from 3.7 to 3.61. This dip may be due in part to a larger group of employees participating.

The group discussed how to identify students' needs. Student surveys and focus group responses as well as employer surveys provide insightful information. Employer surveys have indicated that students need to learn soft skills, i.e., coming to work on time, call in if not coming to work, communication, and computational skills. Some of these soft skills are included in the general education outcomes that are the cross-curricular skills and embedded in multiple classes across the campus.

The survey feedback had common themes about helping student success. Similar feedback was shared at the college in-service such as enhancing resource awareness, simplifying financial aid processes, and guiding students to the right academic/career pathways. Another common theme from the survey feedback was communication. All BBCC employees interact with students. We need to understand our resources, share event details, and break down the silos of information.

There was more discussion about how student service delivery is scattered around campus. TRiO has good success with offering their services all in one place.

It is important to self-reflect and be open and transparent about what is and is not working. Beginning to talk about the areas for improvement is a good start. There are many good things happening as well as areas in which we can improve.

Suggestions were shared about helping students who are on class wait lists and cannot get into the classes they want. Reportedly, students are told the class is full and that they should sign up for any class that is available. The messaging needs to be focused on what the students need.

There was a 20-minute break at 10:15 a.m. The meeting reconvened at 10:35 a.m.

**Objective 1.2: Use of services correlates with success, retention, and completion.**  
Average rating 3.36.

Suggestions for improvement regarding this objective focused on resources and raising awareness of resources. The challenge is that students don't know what they don't know. How do we inform students about resources effectively? How do we know when a student needs resources? Some schools require every student to check in with a counselor or advisor quarterly. BBCC requires all students, who have earned fewer than 30 credits, to see an advisor before they register for classes each quarter. VP Humpherys is formalizing systems and structure to implement more effective advising, which he hopes to have in place by November for winter quarter. Implementation includes identifying how to inform advisors of their students and students about their advisors and consistent advising practices. The group discussed sustaining TRiO-like services for all students. Title V grant resources may be an avenue to institutionalize TRiO-like wrap-around advising across campus. Another suggestion was moving away



from sharing resources via hard copy papers and using electronic means such as social media, YouTube videos, the website, and Canvas to inform students of resources and events. Leaner processes result in more sustainable systems. Two Title V grants, NOA UAS and SIM Tech, are both working on improved utilization of electronic messaging.

The group discussed how grants are set up at BBCC. In the past the grants were set up with a separate administrative unit rather than being integrated into the campus' current structure. Separate administrative units are not sustainable, efficient, or effective.

Another issue discussed was full-time faculty ranks not growing in comparison to other employee groups and the need to review and plan for increasing faculty numbers. It is also important to think about how to shift current resources, including into a more efficient structure. For example, the vacant CDL instructor position was converted to a History Instructor position. Faculty members are contacted by students and employees through the summer even though they are not under contracted; the expectation of campus involvement over the summer has increased.

The groups requested data showing the FTEs by student groups such as Running Start, ABE, part time, and full time. It was noted that enrollment in music classes doubled last year.

### **Objective 1.3: Students are prepared to graduate and to transfer or to seek employment**

Average rating 3.47

The group discussed how to help employees understand why we measure what we measure. Suggestions included messaging with "did you know" emails, using *USA Today* type infographics highlighting the top five things, and campus e-newsletters with updates from around campus.

Trustees McFadden shared about a training at Spokane Community College with a 25% wash-out rate due to math and technical classes. Industries need apprenticeship and internship programs. There are many employment opportunities in Othello.

VP Humpherys is working with SBCTC to gather the most meaningful data related to workforce education. Dean Berry Guerin is sharing data with faculty. Faculty Association President Duvall shared an idea about graduation coaches for students' last quarters to be sure students are meeting graduation requirements.

Common themes for being a transformative college include advising, resource awareness, and an environment inclusive for all traditional and non-traditional students.

The comments from today's meeting and the recent Shared Governance Council meeting will be integrated into the monitoring report, which will be shared during the October 27 board meeting. It is important to make a plan based on the survey feedback. Strategic goals give support to the core themes and sharing a plan based on the feedback and data will build credibility into the process. An important part of the next steps is to send an email detailing what will happen with the survey feedback and



comments. We are moving forward, and we need to connect the dots between feedback, action steps, and outcomes.

President Leas shared that he serves on a strategic committee for Samaritan Healthcare. They have developed a dashboard; the same format may work well for BBCC.

The group took a break for lunch at 11:30 a.m.

Afternoon session attendees: Executive Assistant Melinda Dourte, Trustee Anna Franz, VP Kim Garza, VP Bryce Humpherys, Trustee Jon Lane, President Terry Leas, Trustee Stephen McFadden, Dean Valerie Parton, Trustee Juanita Richards, VP Linda Schoonmaker, Trustee Mike Villarreal.

## **2. Board Self-Evaluation**

Dean Parton led the trustees through their self-evaluation, beginning with the Ends Statements: E-2 Student Success, E-3 Excellence in Teaching and Learning, E-4 Community Engagement, E-5 Integrity and Stewardship, and E-6 Inclusion and Climate. Dean Parton stressed the importance to articulate clearly the path from data gathering to feedback to action steps and then back to outcomes.

The trustees stated they would like to see a three-year, side-by-side comparison of the Ends Statements' ratings. Higher survey participation rates will change the ratings. Employees new to the process may be more critical in their ratings and not have the same historical reference.

Trustees shared that they would like to focus more on excellence in teaching and learning rather than on specific completion rates. Achieving progress is important as well as understanding what is being measured and why.

President Leas stated the trustees' roles are to represent constituents in the service district. How do the trustees know if the outcomes being measured reflect the needs of the constituents? He went on to say that he and the vice presidents are interviewing a firm that conducts community surveys, which may provide additional information to the board. Trustees' community involvement provides opportunities to hear community feedback about how BBCC is doing.

The trustees shared that there is a lot of raw data in the surveys. The data could be layered, rather than reduced, so survey participants could link deeper into the data if desired.

Measures of inclusion and climate need to be enhanced. The Multi-cultural Development Team is building awareness and more inclusion conversations are occurring on campus. How do we demonstrate our commitment through our actions?

The trustees discussed board policy and policy governance, including executive limitations and board job descriptions. They discussed the risk to boards that are



uninformed. Dr. Leas communicates via email regarding important happenings on campus. Boards have difficulties when there is a disconnect with the president, which is not the case at BBCC.

Trustee Villarreal stated he is in agreement with the Ends and that the communication behind the scenes is part of why all is working well at BBCC. Transparent communication and leaders openly sharing to pursue improvements sets the right tone for the campus.

Dr. Leas shared that he is building a culture of inquiry, so people will be candid and share constructive criticism. He anticipates that there may be dips in the survey ratings and negative comments because people are beginning to feel safe enough to provide constructive criticism. He appreciates that there are more people having transparent conversations about culture on campus.

Trustees Jon Lane stated hiring quality people like the current vice presidents is important. He also stated Dr. Leas is held with ultimate respect at statewide community and technical college meetings.

The Multi-cultural Development Team is revealing that there are areas of improvement for minority groups on campus. As expectations raise, we are responsible to meet them. Inclusivity needs to be maximized. More voices should be heard, and it is okay to have different perspectives and to respect opposing lifestyles. In past survey cycles, some students revealed that low socio-economic groups and different sexual orientations were not accepted.


The trustees stated they appreciate that key campus leaders are included in the board meetings. Their written and verbal reports at board meetings are informative. The organization of the information given at board meetings is rich and includes key components. BBCC's board meeting process and information is first class. Trustees understand their role of supporting the president.

The trustees agreed that reviewing the ends is a critical part of the function, and the current ends are working. An important function of the board's self-evaluation is to connect the dots for accreditation purposes. Chair Anna Franz will draft a board self-evaluation statement for review at the October 27 board meeting.

Board Chair Anna Franz announced a 15-minute break at 1:45. The meeting reconvened at 2:00 p.m.

### **3. President's Evaluation**

Board Chair Anna Franz announced a 30-minute executive session 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. At 2:30 p.m., board chair Franz extended the executive session by 30 minutes.





#### 4. President's Evaluation Process

Board Chair Anna Franz stated the president's evaluation process is important especially in the case, unlike now, of contentious issues or a president not meeting expectations. She described the evaluation tool she drafted, which includes Ends Statements and evaluative information.

VP Kim Garza explained that odd-numbered years, Survey Monkey surveys are shared campus wide for employees to provide feedback on the leadership team, deans, vice presidents and the president. In 2015, trustees indicated the information from the survey on the president was not helpful. The trustees were interested in stakeholder focus groups; however, focus groups are resource intensive. Trustee Stephen McFadden developed a stakeholder list for Adams County.

Dr. Leas stated it is a challenge for the trustees to distinguish between the president's accomplishments and the performance of the college staff. The Ends Statements ratings articulate the college performance, which implies the president is performing at an acceptable level. It is important to respect core tenants of policy governance and still give the president valuable feedback. The trustees said Dr. Leas is transforming the college through visionary leadership.

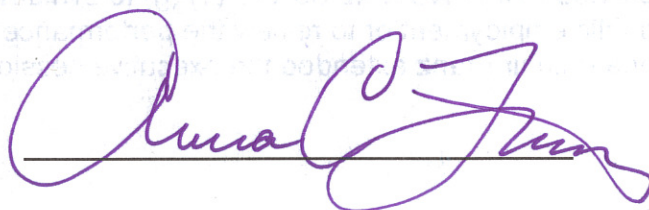
VP Garza stated the draft form is fine and may be helpful for the trustees to organize their thoughts. If the trustees want to send a Survey Monkey survey or hold a stakeholder focus group, it is important to select stakeholders that work closely enough with the president to have informed feedback.

The trustees stated they do not want the date of the retreat to drive the monitoring reports. VP Garza reminded the trustees that the president's contract is effective July through June. If the evaluation is completed after the last report, it won't be completed before the new contract begins. The trustees discussed performing the president's evaluation separate from hearing the monitoring report feedback and performance of the board self-evaluation, which would allow more time to work through the width and breadth of the data and survey responses during the strategic summit. The monitoring reports from the previous year could be used for the president's evaluation. The president has a two-year rolling contract; he is not working without a contract. It would also be helpful to have a metric for the board self-evaluation.

President Leas emphasized the importance for the board to determine if his self-assessment and self-evaluation provide useful information for their evaluation of him. He also underscored the importance of the board's self-evaluation for accreditation purposes.

VP Garza will share the president's contract with the board prior to the October 27 board meeting.

The meeting adjourned at 3:29 p.m.



Anna Franz, Chair

ATTEST:

  
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Terrence Leas, Secretary

