

Big Bend Community College

Board of Trustees Regular Board Meeting



**Thursday, April 5, 2012
1:30 p.m.**

ATEC
Hardin Community Room

**Community College District No. 18
7662 Chanute Street NE
Moses Lake WA 98837**

Spring 2012 Campus Events

April						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April	5	Board of Trustees Meeting; Hardin Room 1:30 p.m.
	7	Men's Baseball vs. Blue Mtn CC 1 p.m.
	9	ASB Motivational Speaker Yo Pal Hal 1:00 p.m.; Masto Conference Ctr FREE
	10	ASB Stirfry Lunchfest 10:30-1:00 p.m.; Masto Conference Ctr
		Women's Softball vs. CC of Spokane 2:00 p.m.
	12	ASB FREE Movie Night BBCC students only 7:00 p.m.; Lee Theater, Ephrata
	14	Men's Baseball vs. Columbia Basin College 1:00 p.m.
	18	Men's Baseball vs. Treasure Valley CC 1:00 p.m.
	19	BBCC Job & Career Fair 7:30 a.m.- 3:00 p.m.; Mastro Conference Ctr
	21	Men's Baseball vs. Walla Walla CC 1:00 p.m.
May	1	State of the College 6:30 p.m.; Masto Conference Ctr
	2	Men's Baseball vs. CC of Spokane 1 p.m.
	4	Women's Softball vs. Yakima Valley CC 2 p.m.
	5	Women's Softball vs. Wenatchee Valley C 12:00 p.m.
	8	ASB Nachofest Lunchfest 10:30 a.m.-1:00 p.m.; Masto Conference Ctr
	9	Men's Baseball vs. Yakima CC 1:00 p.m.
	9-10	SBCTC Board Meetings; ATEC Building
	17	ASB Dodgeball Tourney 7:00 p.m.; DeVries Activity Ctr
	17	Board of Trustees Meeting; Hardin Room 1:30 p.m.
	19	Cellarbration! for Education 5:00 p.m.; Masto Conference Ctr
	23	ASB Spring Fling & Awards BBQ 4:00-7:00 p.m.; Quad \$5
	24	SSS Club Silent Auction Peterson Gallery/ATEC
	29	VP Holly Moos Retirement Open House 3:00-5:00 p.m.; Masto Conference Ctr



2011-12 All WA Academic Team Members
Tarra Hall & Christina Bowers



Big Bend
Community College

COMMUNITY COLLEGE DISTRICT NO. 18
BIG BEND COMMUNITY COLLEGE

7662 Chanute Street
Moses Lake, Washington 98837
Regular Board Meeting Agenda
Thursday, April 5, 2012, 1:30 p.m.
ATEC- Hardin Community Room

	Action		
<p><i>Governing Board Members:</i></p> <p><i>Mike Wren Chair</i></p> <p><i>Mike Blakely Vice Chair</i></p> <p><i>Jon Lane</i></p> <p><i>Anna Franz</i></p> <p><i>Stephen McFadden</i></p> <p><i>Dr. Bill Bonaudi, President</i></p>	A	1. Call to Order/Roll Call Pledge of Allegiance	
	I	2. Introductions	
	I/A	3. Consent Agenda	
		a.	Special Meeting Minutes February 17, 2012 (A) Study Session Minutes February 23, 2012 Regular Meeting Minutes February 23, 2012 Special Meeting Minutes March 5, 2012
		b.	President's Activity Update (I)
		c.	Student Success (I) Student Achievement Initiative Academic Master Plan
		d.	Accreditation (I)
		e.	Assessment Update (I)
		f.	Capital Project Report (I)
		g.	Security Update (I)
		h.	Human Resources Report (I)
		i.	Enrollment Report (I)
		j.	Legislative Update (I)
	I	l.	Donation (A)
	4.	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 Representative – Ryhlee Ashby, Programming Director b. Classified Staff Representative –Tana Richins c. Faculty Representative – Mike O'Konek, Faculty Assn. President d. VP Financial & Administrative Services – Gail Hamburg e. VP Instruction/Student Services – Bob Mohrbacher f. VP Human Resources & Labor – Holly Moos	
A	5.	Phi Theta Kappa, Rho Zeta- Officers	
A	6.	Exceptional Faculty Award Recommendations- VP Mohrbacher	
	7.	2011-12 Facility Master Plan-VP Hamburg	
		-----BREAK-----	
A		Executive Session	
A	8.	Aviation Program Review- President Bonaudi/VP Mohrbacher	
I/A	9.	Emeritus Award- President Bonaudi	
A	10.	Presidential Search Update –Chair Mike Wren	
A	11.	Assessment of Board Activity- Board	
I	12.	Regularly Scheduled Board Meeting– Board	
A	13.	Miscellaneous- President Bonaudi	
	14.	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 MEETING REMINDER – Regular Meeting May 17, 2012, 1:30 p.m.

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 762-6335) as soon as possible to allow sufficient time to make arrangements.

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for action)

- a. Special Board Meeting Minutes February 17, 2012
Board Study Session Minutes February 23, 2012
Regular Board Meeting Minutes February 23, 2012
Special Board Meeting Minutes March 5, 2012

BACKGROUND:

The minutes of the Special Board Meeting February 17, 2012, Board Study Session February 23, 2012, Regular Board Meeting February 23, 2012, and Special Board Meeting March 5, 2012, are included for review

Prepared by the President's Office.

RECOMMENDATIONS:

President Bonaudi recommends the Board of Trustees approve the minutes.

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Special Board meeting on Friday, February 17, 2012, 1:00 p.m. in the Hardin Community Room in the ATEC Building on the Big Bend Community College campus.

1. Call to Order

Present: Mike Blakely
Jon Lane
Stephen McFadden
Mike Wren
Angela Pixton (absent)

President Bonaudi announced his decision to retire last week to the Trustees and the campus. His retirement is effective at the end of his current contract June 30, 2012. He stated he has worked for five different colleges and BBCC has been the best and most dynamic.

Trustee Mike Wren stated the purpose of this special meeting is to set the tone with staff. He said the Board understands the result of the hiring process has very real implications on the daily work of employees. The Board will search for the most qualified person who is the right fit for the BBCC family and service district. The central point of the discussion today is the search process and the biggest driver of that process will be timing. There will be a presentation by Cindy Hough on Presidential Search processes next week during the Board Study Session.

Trustee Wren asked for comments from people who were involved in the 1994-95 search and general input. He also said he will talk about future information flow between staff and the board.

VP Moos was involved in the search resulting in Dr. Bonaudi's hiring in 1995. She reported that the process worked well and the screening committee was made up of a cross section of employees and community members. She also said the Interim President, Dr. Gene Schermer was involved in the process.

Trustee Jon Lane inquired if the previous nine-month process could be condensed to a four-month process. VP Moos responded that she felt most of the process could be completed by July 1, 2012.

Trustee Stephen McFadden asked about significant changes and the differences between hiring a consultant and using a screening committee. VP Moos stated she has not had experience with a consultant.

Some of her colleagues in human resources around the state have reported HR does the bulk of the work even when a consultant is used unless the RFP is written very specifically. Often consultants have a current list of viable applicants, however; Interested people will be looking at the advertising.

Trustee McFadden said he likes the internal screening committee process because there is strength in local folks recognizing a good fit for their community college President.

VP Moos recommended one change; conducting full background checks and she commented a firm can be hired to do that.

Trustee Blakely stated he felt BBCC could do a better job than a search firm. He said quality is more important than meeting the timeline. Finding a candidate with the right combination, like when Dr. Bonaudi was hired, is important and in house people can keep BBCC going until we find the right person. All staff should have input on the list of expectations. He also commented the single most important factor in the right person for President is the ability to grow with the institution and view employees as family; the same qualities Dr. Bonaudi possesses.

Trustee Jon Lane stated Dr. Schermer was hired as an interim President and he was not a candidate for the position in 1995. The SBCTC helped find Dr. Schermer who was a retired community college administrator. There were no internal candidates during the last Presidential search.

Trustee Wren discussed the timeline, the 1994-95 search took nine months, can the same quality search be compressed into four months? He asked which pieces of the search cannot be compressed? VP Moos stated advertising can begin after the Board develops a recruitment brochure based on characteristics gathered through the campus and community survey process. She suggested advertising on websites and The Chronicle of Higher Education. The position could be posted for only one month. Modern technology allows for a faster response. A Presidential Search web page on the BBCC website would also be helpful to candidates.

VP Moos shared survey questions regarding desired qualities for a President that she received from Bellevue College. Trustee McFadden stated he is concerned about compressing the timeline based on the breadth of the 1994-95 search. He said sometime between four months and nine months would be appropriate.

Trustee Mike Blakely stated it's important for the schedule to be flexible.

Trustee Jon Lane stated the schedule should be set with a note that if a good fitting candidate is not found within the timeframe then an interim President should be appointed or hired. Trustee Mike Wren stated he would like to meet with VP Moos to map a four month process.

The group discussed appointing an internal person who is not applying for the position as interim President if the right person is not hired and on campus by July 1. They also considered if the campus could continue to function for one to two months with no one in the President's position. VP Mohrbacher stated it will be important for the Board to be clear about who has authority on campus if the position is not filled and there is no interim July 1. Trustee McFadden stated leaving the campus adrift would not be wise. If a President is not hired by July 1 a plan should be in place for an internal person to serve as interim President. Trustee Mike Wren agreed.

Trustee Mike Wren asked about who is in charge when Dr. Bonaudi is on vacation. Dr. Bonaudi rotates the administrator in charge between the Vice Presidents when he is off campus. If one of the Vice Presidents is named interim can that person complete both jobs? Vice Presidents Mohrbacher and Hamburg both agreed they could hold the interim President position for two months through the summer.

Faculty Association President Mike O'Konek expressed concern about finding viable candidates during an off cycle search. Unemployed candidates may not be the best choices. VP Mohrbacher stated several community colleges are in various stages of hiring Presidents. There is probably an active pool of applicants.

Trustee Mike Blakely stated an internal person may be more capable than outside person to serve as interim President. Someone from outside will need to learn the culture of BBCC. During the ACCT Presidential Search session in Washington DC they were emphatic that an internal candidate for President should not fill the position as an interim.

VP Holly Moos advised not to begin the search at this time if planning to hire an interim for an entire year. Trustee Wren stated they would consider that while determining a reasonable timeline during the February 23 Board meeting. Trustee McFadden asked if Vice Presidents Hamburg and Mohrbacher would be willing to work as interim President for extended period longer than 60 days. VP Moos stated it would be very difficult to maintain a VP and interim President position longer than two months.

Trustee Jon Lane stated Cindy Hough may have an idea about applicant pools during her presentation at the February 23 Board Study Session.

VP Mohrbacher stated he would be happy to do what is in best interest of the college. He also said that through the summer both positions could be managed; in September external issues will start ramping up. In the fall a VP in the interim position would have to choose between addressing internal or external issues.

The Bellevue College survey questions could be used electronically and that would expedite the process. Faculty Association President Mike O'Konek stated the 1994 survey more clearly defined the traits. It included questions regarding desired: level of education, experience, personal characteristics, management style, leadership, and community involvement.

Trustee Mike Wren asked the Trustees to consider the survey option and be prepared to make a decision during the February 23 Board meeting. One option is to use the Bellevue College survey for community members and the 1994 survey to gather a broader, more holistic response from BBCC employees. PIO Doug Sly could distribute press releases directing community members to complete the online survey on the website. This input will provide key pieces for development of the brochure and the evaluation of candidates. The 1994-95 search brochure listed minimum qualifications and desired characteristics and qualities in eleven bullets.

Trustee Mike Wren asked what VP Moos had found regarding system wide presidential salary range and contract duration. VP Moos reported the state board current average was not available. The average one year ago was \$174,012.

Trustee Wren started the screening committee structure discussion. The 1994-95 screening committee had 12 members with 9 voting members. Voting members included: one Vocational/Technical Faculty, one Academic Transfer Faculty, one Exempt Staff, two Administrators, one Classified staff, one student, two Board members with one chairing the committee. The non-voting members in 1994-95 included Foundation representative, local industry representative and K-12 educator representative. Trustee Mike Blakely stated an equal number of vocational instructors and academic instructors should be on the committee and the Foundation representative should be a voting member. It should also include community members from outside the Moses Lake area.

VP Moos stated a larger committee makes it difficult for scheduling meetings. Trustee McFadden emphasized the importance of confidentiality within the committee. VP Moos suggested Trustee Emeritus Felix Ramon, who served as Vice Chair during the 1994-95 search, would be helpful to the committee.

Faculty Association President Mike O’Konek said the 1994-95 committee included one vocational instructor, one academic instructor and representatives from all of the employee groups. He also said he agrees with having a Foundation member and an at large member. He has no opinion on who are voting members. VP Moos stated if the committee is not finished by the end of June it may be difficult for a student to continue to serve. Committee members need to be committed to attend every meeting.

Trustee Emeritus Felix Ramon agreed to serve on the committee. He also said it is important that two Board members serve on the committee and one of the Board members needs to Chair the Screening Committee. He emphasized the importance of establishing that the Presidential appointment is a function of the Board and can’t be delegated to anyone else. The Board of Trustees must lead the Presidential Search process. The Board needs to consider the goals of the college, input from the Screening Committee and hire someone compatible with that. It is imperative that the Board hire a President that they can work with.

Foundation Board Chair Katherine Swinger stated the Foundation wants to be represented on the committee. She served on the Search Committee as a community member when Greg Fitch was chosen as President. There were more than 12 members on that committee and they screened 60+ applications. She recalled it was a tedious job. VP Moos stated when Greg Fitch was hired all candidates who met the minimum qualifications went to the committee. When Dr. Bonaudi was hired, VP Moos and interim President Gene Schermer chose the top 20-25 candidates for the screening committee, 40+ applied in 1994-95.

Trustee Wren asked about choosing representatives for the Screening Committee from each group. Faculty Association President Mike O’Konek said each group would want to choose their representative. Trustee McFadden requested the employee group representatives choose tentative recommendations for representatives to serve on the Search Committee. He also suggested Trustee Emeritus Felix Ramon be added to the Search Committee as a non-voting community member.

Trustee Jon Lane stated BBCC’s priority is student success and access and the makeup of this Screening Committee reflects those priorities. Trustee Mike Wren stated the Foundation member would remain non-voting.

Motion 12-04 Trustee McFadden made a motion to establish a Presidential Search Screening Committee with the same structure as the 1994 Committee with the addition of one Board-appointed ex officio at large member. Trustee Jon Lane seconded the motion and the motion passed.

Trustee Mike Wren asked that the members be chosen by the February 23 Board meeting.

Trustee Mike Wren asked the group about what went well with the 1994-95 search process. Trustee Emeritus Ramon stated background checks and confidentiality are very important to the process. He advised that the Chair of the Committee talk with the committee about the importance of maintaining confidentiality. Any public statements should only be made by the Chair of the Committee with approval of the Board.

Trustee Mike Blakely invited Felix Ramon to the February 23 Board Study Session and Meeting.

Associate VP Candy Lacher commented that the open forums worked well for college employees to get to know the candidates. It is also helpful to stream the forums on MediaSite so all employees can view the candidates. Dean Kara Garrett stated a community option for the open forums would also be good.

Faculty Association President Mike O'Konek asked about the screening committee's involvement in interviews. VP Moos indicated that during the 1994-95 search, the committee interviewed and determined the top five candidates and the Board interviewed the top five. The top five candidates visited the BBCC campus for interviews, this included a day long process with campus forums.

President Bonaudi commented from the applicant perspective he thought the Board's visit to his Nevada campus was beneficial. He also enjoyed the BBCC campus forums and remembers that there were lots of attendees. It was a very thorough process and there were several president positions open in Washington State at that time. He also noted that when hiring an instructor it is important to adhere to the academic term, however; for other positions, especially presidencies, the academic term is not as important.

Trustee Mike Wren asked about President Bonaudi's preference for time with a new President.

He responded that he had some transition time with President Schermer. He felt an interim President could also provide that transition time with the new President.

Trustee Mike Wren advised that the flow of information from the Board to the campus and from the campus to Board is important. In order to minimize duplication of effort and confusion he stated all information requests from the Board should go through him to the President's Office. All information from the campus to the Board will also go through him from the President's Office.

Trustee Wren advised that the Board should be ready to make some timeline decisions at the February 23, 2012 Board meeting.

Attorney General Charnelle Bjelkengren commented that when the position is posted it needs to include information that information on finalists will not be kept confidential.

Trustee Emeritus Felix Ramon commented that the opportunity to hire a new President does not happen very often. He urged the Board to be aware of the budget but not to compromise the process due to finances. It's important to make an informed decision with the best input possible.

Trustee Mike Blakely stated the revenue forecast included a \$96 million surplus and K-12 is going after the money. He urged the Board and college staff to contact their legislators individually and request the money be dedicated to community colleges as we are part of the solution. The more general public responses to the legislators the more impact the message will have. VP Moos reminded employees not to use the college computers for this contact.

Motion 12-05 Trustee Blakely made a motion to adjourn the meeting. Trustee McFadden seconded the motion and the motion passed.

The meeting adjourned at 2:22 p.m.

Mike Wren, Vice-Chair

ATTEST:

William C. Bonaudi, Secretary

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Board Study Session Thursday, February 23, 2012, at 9:00 a.m. in the ATEC Hardin Community room in Building 1800 on the Big Bend Community College campus.

1. Call to Order

Present: Mike Blakely
Jon Lane
Stephen McFadden
Mike Wren

Dr. Bonaudi explained the first item on the agenda is the presentation of the 2012 Access Monitoring Report. The second item is the presentation by Cindy Hough on the Presidential search process.

2. Introductions

Dean Kirkwood introduced the 2012 Access Monitoring Report. This is the first of three reports. In the spring the Programs report will be presented and during the working summer retreat the outcomes report will be discussed. The Access report describes how BBCC informs students about our resources and how BBCC provides resources to industry and community members.

VP Mohrbacher shared continuing efforts to improve successes in pre-college math classes. In Fall 2010 the math department modularized the math components to assist students. There was great increase in success rates from 2009 to 2010. Throughout the 2010-11 quarters the success fluctuated, this is being investigated to determine the cause. Why so successful in fall and then falling backwards through the winter, spring quarters? Overall there has been significant increase in success rates in pre-college math from 2009 to 2011 from 52% in 2008-09 to 56% in 2010-11. There have also been significant increases in development English success rates.

Math instructor Tyler Wallace is currently working as a math specialist funded by Title V. The new inverted instruction model is showing good potential. The format is inverted; students become familiar with the new information prior to class and they can practice and get instant feedback in class online. They can visit with their instructor regarding information they do not understand. Once they show sufficient mastery by passing a test on the material, they progress. Specialist Wallace has piloted this model with high success rates. Many students test into developmental math. Another change is that placement testing changes are going on statewide. There will soon be reciprocity of pre-college course placement levels, students will not have to take multiple tests around the state.

In the past we have struggled to quantify the advising and education planning on campus. Many times students visit with instructors between classes and that data does

not get captured. Currently, BBCC is evaluating two advising tools: Tacoma Community College's "*Declared and Prepared*" which was developed during the AtD effort. They were almost twice as successful as the next closest school in Student Achievement Points. Walla Walla Community College's "*Advisor Data Portal*" is also a good resource and they are willing to help us install this tool. After assessing the data on both models a decision will be made.

VP Mohrbacher also shared e-learning information. E-learning growth went from 66% growth to only 1.6% statewide. At BBCC, e-learning grew at a rate of 15.3%. The drop statewide may be a trend but it is too early to make this judgment for BBCC. Hybrid classes have been more successful in some schools. Budget cuts may also be impacting this drop or the state could be saturated with e-learning. We are continuing to monitor the right mix of instruction delivery: on ground, online or a hybrid of both.

VP Mohrbacher described the Student Success Center (SSC) expansion . This will be accomplished in conjunction with the 1200 Building Remodel. Additional study space for students will be added along with some open space for student workshops, etc. The SSC is a very popular space and utilized by students to access resources. Trustee Jon Lane asked how this is different from a traditional library. VP Mohrbacher responded that this is a setting for student interactions rather than a collection of books. SSC offers wrap around support services.

BBCC's IBEST CDL program received a Governor's Workforce Training Best Practices award. The completion and pass rate in this program is nearly 99%. When surveyed the majority of the graduates from this program reported they found employment. The average annual earnings for those graduates exceed \$27,000. Instructor Guillermo Garza attended the celebration along with his family, Director Sandy Cheek, VP Mohrbacher and President Bonaudi.

Trustee Mike Blakely asked about the number of part time math instructors. There are eight part time and four full time instructors in the math department. Some part time instructors are working with math specialist Tyler Wallace developing new materials funded by the Title V grant.

Trustee Jon Lane asked about the source of the inverted instruction model. The University of Idaho uses the Emporium Model, which is very similar. Edmonds CC is also using something like this. STEM Director Andre Guzman and math specialist Tyler Wallace visited the Edmonds campus. President Bonaudi advised that this math model is recording impressive improvements nationally. It's similar to intrusive advising.

Trustee Mike Wren asked how we encourage the young adults to take advantage of this resource. The current math lab is self paced and allows students to progress at their own rate. This new model is more like a "forced march." Instructors can monitor student activities. They can determine trends in student achievement of the math components.

Trustee Mike Blakely has a relative enrolled in math who is struggling because he is in Running Start and his time on campus is limited. VP Mohrbacher reported there are online tools available such as e-chatting, etc. The inverted model does require a scheduled class. An instructor and an instructional tech will be working in the class together. Trustee Blakely stated math is an area of struggle for many students because they are not prepared well.

Trustee Stephen McFadden asked about expansion of this model after a successful pilot effort. VP Mohrbacher responded that this model will slowly grow and the full roll out is anticipated in Fall or Winter 2012. President Bonaudi reminded all that this is a national challenge. The 2012 Programs Report will be presented in May. There will be a focus on the math program in the Board presentation.

Dean Clyde Rasmussen presented information on the new partnerships that provide opportunity for BBCC students. He thanked the Board and President for supporting important partnerships with our communities. He referred to Exhibit E. Inland Helicopter is a new partner BBCC is working with to offer Helicopter training. Inland Helicopter will provide an instructor and the helicopters for instruction. This program was submitted to SBCTC as an AAS program and has been approved. Dean Rasmussen anticipates this will soon be a VA approved program. The helicopter instructor will also help with the ground school.

Trustee Mike Blakely asked for clarification on the instructors. They are employees of Inland Helicopter and they have to have certification to teach helicopter flying. The ground school classes are taught by our instructors with some team teaching with the helicopter instructors.

Dean Rasmussen also shared about the partnership with SGL. He challenged the Trustees with the question, "What is ACF?" Trustee Jon Lane came the closest to Automotive Carbon Fiber and won a Hershey bar. SGL makes carbon fiber for car parts. There are no facilities or equipment to provide training for the skills needed for SGL employees near the Basin. Many students from PET and MMT were hired by SGL. SGL focuses on cohesive teams that can problem solve and BBCC has provided team building training. President Bonaudi stated this is a good example of responding well to emerging industry. SGL/ACF provides parts for BMW. Many BMW plant visitors come to campus. President Bonaudi, VP Mohrbacher and PIO Doug Sly recently met with SGL regarding their growth and training support.

Trustee Mike Blakely asked about inroads with REC Silicon. BBCC has provided some training for REC and they have been active participants in PET in the past. Trustee Jon Lane asked about BBCC's response to aerospace needs. Dean Rasmussen responded that BBCC is a partner in the consortium and we now have a waiting list for enrollment in the AMT program. Fiber optics certification has been added to the AMT program.

PIO Doug Sly shared messaging and marketing efforts. A result of budget impacts has caused more focus on press releases and less on advertising. The number of press

releases has quadrupled from 2010 to 2011. PIO Sly said he likes to keep a steady flow of information to keep the BBCC presence out there and we are “newsworthy.” Controlling the message is important to get the facts straight. There were misunderstandings by the public that all the grants coming in were making up for the budget cuts. A guest editorial was composed dispelling this misconception as BBCC is having budget issues despite the influx of grant funding due to limits on the grant money. PIO Sly demonstrated the webpage, which features the press releases. BBCC also moved from the printed class schedule to an online class schedule. More marketing is focused on directing people to the BBCC web page, which contains a plethora of information. The Foundation Newsletter will be direct mailed to 5,500 alumni and friends of BBCC. The Columbia Basin Herald is putting together a 24 page insert about the 50 year history of BBCC. The first 25 years were written by former BBCC history instructors Martin and Rita Seedorf. PIO Sly wrote the second 25 years update and the stories will be added to the insert. PIO Sly is also looking into search engine web marketing. Coordinator of Student Recruitment and Outreach Jose Esparza held a focus group with aviation maintenance students and 29 out of 30 found us online. The search engine marketing will be funded by the aerospace grant. The search engines are very data driven.

Trustee Stephen McFadden suggested sharing the 50th anniversary insert with all of the newspapers in the community service district. Trustee Mike Blakely complimented PIO Sly for doing a great job, he said the BBCC website is complex. Good human interest stories are always newsworthy.

PIO Sly appreciated the commented about sharing the 50th anniversary insert with the other newspapers. He shares all press releases with all newspapers in the service district. Trustee McFadden, who is also the publisher of the Ritzville Journal, said he adds information that doesn't make it to print in the paper to their website. He also said it would be great to have a better mechanism of information regarding who's attending BBCC from local areas and then reporters will track down the details. Local BBCC student names in the local papers are important. Trustee Jon Lane commented the reader board has a great impact. VP Mohrbacher and ASB Advisor Kim Jackson are working on a social media policy based on a statewide policy. Currently AVP Candy Lacher, Jose Esparza and Nancy Tracy from the Foundation post information on the BBCC Facebook page.

Title V Transfer Services Coordinator Jenny Ratigan shared highlights and activities from the Student Success Center (SSC). The SSC has a mini-computer lab, textbook check out, laptop/netbook checkout, study area, campus announcements and Supplemental Instruction (SI). There is a flat screen TV for announcements including the recent honor rolls. SI sessions are small guided study sessions with academic focus. Ms. Ratigan shared an SI developed YouTube video featuring SI leaders. Eight different classes have multiple SI sessions available. The ten SI leaders are a very diverse group including Running Start and Job Corps students. It has increased the opportunity for improving leadership skills. Transfer events have been held with partnering institutions; WGU, CWU, EWU, Whitworth and Heritage. A high energy and

fun tailgate party was enjoyed in October. A Casino event was held in January, which focused on money and promoting scholarship opportunities. This included the Foundation and Career Center.

SSC received a national grant this year called, "Connect 2 Complete" (C2C) (one of 9 in the nation) that focuses on peer to peer advocacy. C2C Peer Advocates are helping College Survival Skills classes. This will result in more connections for students. They are using face to face contacts, classroom visits and social media to develop learning communities. Peer advocates share information on the Facebook page. Daniel Herrera is a peer advocate who develops videos for the group. Ms. Ratigan showed the Peer to Peer video. Each class has their own private Facebook page and Ms. Ratigan is on every page.

Ms. Ratigan introduced Angel Ledezma to share about the Mentors & Mentees (M&M) group. There are currently 23 mentors on campus and they each have 1-2 mentees. Mr. Ledesma stated their mission statement is to create a pipeline to higher education through service-learning and utilizing the mentor as a conduit between the mentee and the necessary resources needed to be successful in college.

They complete service learning projects and reflect on what they have learned. They completed a service learning project at the Sage Hills High School. Service learning is similar to community service with the critical piece of reflection added. The group recently watched the movie "Pay it Forward" and they learned about how acts of random kindness impact others. They also performed random acts of kindness around campus. The unpaid peer advocates earn two credits and more incentives are being developed.

Dean Valerie Kirkwood concluded the report and stated the Programs report will be presented during the May 17 Board meeting.

Board Chair Mike Wren announced a five-minute break at 10:25 a.m. The Study Session reconvened at 10:30 with no action taken.

2. Presidential Search

President Bonaudi introduced WELA Administrator Ms. Cindy Hough. She also worked as the TACTC Administrator for several years. She will review the Presidential selection process.

Ms. Hough thanked the Board and President for the invitation to present to the Board. She commented she often uses the BBCC Board as the gold standard.

Ms. Hough stated the material she is presenting today is the same as the SBCTC Presidential search presentation material. She also noted that she has worked with a search consulting firm and is considering working in that capacity in the future.

Ms. Hough watched the Special meeting held on February 17 and said Board Chair Mike Wren did an excellent job and showed great leadership. He showed sensitivity to

faculty and staff. Whether the Board is considering hiring an interim or not it is important to decide whether the interim can be considered as a candidate. It is important to discuss the pros and cons of hiring a search firm and a timeline for the process. Staff, faculty and community should understand the process and where their input is felt.

Search consultants charge \$28,000 to \$32,000. It is important that the Board have someone they trust for advice. More mistakes are avoided if you have the advice of a professional search consultant. Recruitment is key. Criminal background checks and professional reference checks are important. The search consultant can be a neutral party to any issues.

Ms. Hough stated it is very important that all Trustees are looking for the same person. Lots of work gathering information on important qualifications prior to advertising will narrow the candidate pool. It's important to understanding where the college is today and where the Trustees see it 5-10 years from now and the characteristics and skills needed to get there. There have been significant changes since the last BBCC Presidential search 18 years ago. Some desired skill sets may be the same as when President Bonaudi was hired and some may be different. Trustees need to talk about this with each other and share with staff and community.

It can be difficult to believe this is a great opportunity. A Presidential search does provide an opportunity to showcase the college and gather input about the future and engage the community. PIO Doug Sly will be super active sharing with the communities. The Foundation may benefit from engaging the community in this effort. This search will bring the college family together with a single purpose and focus building toward the future growth and role.

Ms. Hough reiterated what Board Chair Mike Wren already stated, the Board of Trustees own the decision. She recommended the search committee be named an "advisory" committee. She said is usually appropriate to choose a lead staff person who is not the top HR person on campus. HR folks are usually very busy with campus activities and a Presidential search is very different than other searches. The lead person needs to be someone very detailed with a high level of confidentiality and very good communication skills. The search committee chair should be chosen and then constituent groups need to be identified. Each group chooses their own representative. It's ok to have a large committee up to 15 from a diverse geographic area. It's also important to decide if all or part of the members will be voting members.

Trustee Mike Wren commented he is comfortable following the process that was used in 1995. Trustee Mike Blakely stated one change he would like is for the Foundation representative to be a voting member due to the significance of their supporting role.

Referring to the 1995 committee roles, Ms. Hough suggested the Trustees consider making all members voting members. If the three formerly non-voting ex officio members were voting they would not rule the vote but they would inform the vote.

The Board sets the rules for the committee with clear expectations. After the committee has screened the applications and selected their top picks, they should be politely dismissed. Confidentiality is of the utmost importance and all members should sign confidentiality statements. This will protect the college from lawsuits over possible leaks. All board members should also sign confidentiality statements.

Dick Wattlely, SPSCC Trustee, chaired the search committee when Dr. Gerald Pumphrey was hired. Trustee Wattlely was masterful and he has presented Presidential search workshops. He developed 14 points, which Ms. Hough shared with the group:

1. Community college means community college. Honor the word "community."
2. The people who apply are dedicated public servants of the highest level.
3. Respect the various constituencies of the college by getting them involved in the selection process.
4. Follow a well-prescribed and communicated selection process.
5. Keep Board control of the selection process.
6. Always put your best foot forward with these high-powered candidates.
7. Keep asking for input . . . you can't get too much.
8. It is the Board's job, and only the Board's, to choose the President. . .it can't be delegated.
9. This is a highly public event. . .expect media involvement.
10. It takes Board time to do this job right.
11. Your reputation as a board is also on review.
12. Don't involve the current President in the selection process...much.
13. Your best candidate may not answer ads.
14. Understand there is a handicapping system that goes on amongst applicants.

There are lots of legal considerations and the Board's AAG should stay close. The open public meeting laws, and public records laws are very stringent. The SBCTC and AAG also have contract templates that may be helpful.

The top candidate interviews can be held in executive session however the Board cannot vote on their choice in executive session. During the SPSCC Presidential search there were five major points and five finalists. One trustee was responsible for each major point during the interviews. During executive session the Trustees share their ratings on each major point and highlighted the top candidate. During the open meeting the Trustees decide to make offer and call the candidate. The meeting reconvenes to take action to hire. At SPSCC a reporter attending the open meeting called the candidates that were not chosen before the Board had an opportunity to inform them that another candidate had been selected.

Ms. Hough encouraged the Board to have a retreat with their newly hired President right away to discuss expectations.

Colleges Presidential searches are yielding around 20-25 applications. Only committee members should know the applicants' names. The top 10-12 candidates should be contacted about preliminary reference checks in advance, and request a signed document releasing the college to do those checks. When narrowed to five candidates notify them again regarding a deeper broader search and that their name will be public within 24 hours.

The vote on the final candidate needs to be unanimous during the open meeting. The executive session is a time for discussion. If the community and staff know there is a division on the board they're less likely to immediately embrace the candidate. This makes for a tougher start for a new President. Some candidates don't accept the position if there is a split vote. Their career is in the Board's hands. A good fit is very nebulous and hard to define. The fit both ways is very important. It is also important to consider a good fit for the spouse. Each candidate needs to bring their spouse with them for the campus visit.

Ms. Hough provided an example of a college making mistakes during the process which made it in the newspaper. A failed search is better than a bad hire. The Board didn't contact the candidate about accepting the job after they voted to make the offer and then they announced that the candidate was the president and the candidate turned down the offer. Ms. Hough emphasized the importance of staying with an interim rather than hiring the wrong person.

Once the President is hired and the contract is signed, the Board is responsible for a successful year. There is a lot to do to bring a President onto campus and into the community. Clear expectations and goals for the first six months are very important. A retreat with the new President within the first four months on job will make it easier. It's also a good idea to be intentional about involving the spouse in the community.

Ms. Hough encouraged the Board to set good rules for the committee and let the committee do their work. A search consultant can help in this area. There are three types of search consultants: some have a stable of candidates to place (not good), some advise the board on the candidate to select and try to serve the role of the search committee, and finally the best consultants monitor the process and recruit high quality candidates from which the board decides. Once the candidates apply they step back and only work the process. The consultant should not share their preference with the Board. Colleges who have used search consultants can serve as references.

It's important to make the final decision when staff are on campus and available.

Trustee McFadden asked if there was a required process for choosing a search consultant. An RFP is needed. SBCTC staff can share a list of potential consultants and Ms. Hough will leave a list of colleges who have used search consultants with VP Moos.

Some of the most qualified candidates may not apply without a personal call to promote the campus. A good consultant will know which candidates prefer a smaller rural campus.

After the final screening (20-35 candidates) the committee members should provide their top ten names in alpha order and the common top ten will be obvious. Supplemental questions can be provided to the top ten candidates and then the same process can be used to determine the top five. Internal candidates need to follow the same process.

Ms. Hough explained that a search consultant may call around to inquire who would be interested in small community and college. While the consultant describes the district the candidates who don't fit will fall out. The ad in the Chronicle of Higher Education will point them to the website.

Trustee Wren asked about the availability of a pool of interim candidates. Ms. Hough responded that the SBCTC maintains a list of former presidents and current vice presidents who are interested in short term interim president opportunities.

Having links to community organizations and newspapers that will help the candidates get to know the service district will aid in finding the right candidate. President Bonaudi stated he was attracted to this area because of his experience in Nevada.

Trustee Lane asked about the process from the candidates' perspective. Ms. Hough stated that many candidates look for announcements on a regular basis and do their research. A good candidate is very selective about where they want to be president.

President Bonaudi stated that there has been no salary progression in WA State for the past few years. The best way to make more money is to move to another college. We may get candidates from within WA State system.

Ms. Hough stated the Board needs to know they will not find a replica of Bill Bonaudi; there are many different styles of presidents. A new President may not be as effective until they get to know the community.

Trustee Stephen McFadden stated the Board needs to do a good job examining where BBCC is and where it should go. Trustee Blakely stated we have a climate to maintain, we need to take care of our teachers because they take care of our students.

Trustee Lane asked about some of the differences between this search and searches for other top-level administrators. Ms. Hough stated there is much more public scrutiny, and details. It's important that communications are all the same about the process. All applications should be held under lock and key, and a room should be set up for the search committee to review applications.

Trustee Wren stated the Board will discuss the timeline during the meeting this afternoon.

The Board thanked Ms. Hough for sharing her very helpful information and insights into the Presidential search process

The meeting adjourned at 12:06 p.m.

Mike Wren Vice Chair

ATTEST:

William C. Bonaudi, Secretary

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Regular Board Meeting Thursday, February 23, 2012, 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: Mike Blakely
Jon Lane
Stephen McFadden
Mike Wren

2. Introductions

President Bonaudi introduced Ms. Jille Shankar the new Director of Financial Aid. She formerly worked for Spokane Falls Community College.

PIO Doug Sly participated in Story Corps here at BBCC last summer. His story was chosen to be on National Public Radio. The Board listened to his story.

3. Consent Agenda

a) Approval of Regular Board Meeting Minutes January 12, 2012 (A); b) President's Update (I); c) Student Success Update (I); d) Accreditation (I); e) Assessment Update (I); f) Capital Project Report (I); g) Security Update (I); h) Quarterly Budget Update (I); i) Human Resources Report (I); j) Enrollment Report (I); k) Legislative Update (I); l) Board Policy 8051 Revisions (A); m) Board Policy 4130 Revisions.

Motion 12-06 Trustee Mike Blakely made a motion to approve the consent agenda. Trustee Jon Lane seconded the motion and the motion passed.

4. Remarks

- a ASB President Spencer Pingel provided the ASB report. Thanks to everyone for supporting ASB. The batting cages and ice skating event last week had over 150 students in attendance. A free bowling event will be enjoyed by BBCC students tonight. The ASB officers are developing an introduction and welcome video for new students that will be available on the web.
- b. Classified Staff Representative Tana Richins reported that 92 people attended the Annual Classified Staff Awards Luncheon in the Masto Conference Center on Friday, February 10. Ten Classified Staff Employees received longevity awards for their years of service. Starr Bernhardt, Ruth Coffin, Teresa Curran-Sweeney and Yvonne Ponce were presented five-year awards. Todd Sauer and Angela Weber were presented ten year awards.

Sergio Cervantes and Barbara Collins were presented 15-year awards and Randy Fish and Connie Rodriguez were presented with 25-year awards.

Eleven people were nominated for the Excellence in Customer Service Award this year: Michael Andresen, Mark Rogerson, Darci Alamos, Brad Beukman, Kathy Aldrich, Ana Bolivar, Tom Munyan, Nancy Theis, Irene Osumi, Yvonne Ponce and Debbie Simpson who was chosen as the winner of the award.

The Classified Staff Committee asked various departments to volunteer gift baskets to be given away at the awards luncheon. Seven extraordinary gift baskets were provided valued around \$100-\$200 each. There was such a positive response from everyone that this will definitely be included next year.

Kathy Aldrich was awarded a plaque of appreciation by Dr. Bonaudi for her many years of service as the Classified Staff Representative.

The Classified Staff Break Away is scheduled for Friday, April 27.

Classified Staff training opportunities included:

Jessica Aloysius began attending an Operations Management training through EWU's Riverpoint Campus in Spokane on January 1. The training will continue each Tuesday night until March 20. Jim Tincher and Angel Uresti from the Maintenance Dept. attended the Noxious Weed Board Seminar on January 18 at BBCC. Eric Gruber attended SQL 2012 Database Business Intelligence and Server Management training was held in Bellevue on January 24-25. Yvonne Ponce attended Higher One training on January 25 and January 31 at BBCC.

7. Aviation Program Review

VP Mohrbacher stated the Program Review process is outlined in the Negotiated Agreement. The Aviation Program Review Committee was composed of VP Mohrbacher, Dean Clyde Rasmussen, IET Instructor Bill Autry, AMT Instructor Erik Borg, Accounting Instructor Les Michie and Counselor MariAnne Zavala-Lopez. The committee met weekly through the fall quarter and Aviation faculty attended one meeting. This program review was not prompted by the quality of the program but focused on a viable business model including a plan for replacing the fleet. VP Mohrbacher thanked the committee members who took their responsibilities very seriously. Instructor Bill Autry also did a lot of work outside the meeting process gathering information.

A list of recommendations was provided to President Bonaudi in December. President Bonaudi asked for clarification and received it and then he provided a response to each recommendation. VP Mohrbacher stated that the desire is to have a healthy program moving forward with a reduced cost per FTE. The department needs to run as efficiently as possible and maintain a fleet into the future.

President Bonaudi said his focus was on the cost per FTE of the program, the amount of state dollars invested, which is almost exclusively the salaries, and the challenge of one on one instruction. This is more critical this year due to budget cuts and anticipating another cut this year, which will reduce the funding available for all BBCC programs. Some of the less expensive programs generate money to supplement the more expensive programs. BBCC makes a conscious choice to continue the higher cost programs like Aviation, AMT and Nursing. Another issue with Aviation is the fleet. The adequacy and safety of the fleet is not in question today. We need to look forward to where the program will be in 5-10 years. Some BBCC aircraft have operated hours beyond expectations, parts and repairs are expensive. What plans do we have in place to assure we have a fleet to continue to fly?

President Bonaudi said he agrees with all recommendations from the committee. He initially had two reservations regarding the committee's recommendations. The reservation was regarding moving funds from the lab equipment reserve in order to balance the lab operating account on a one-time basis. President Bonaudi stated this would take the replacement lab account to an inadequate level. It is too early to do this. It's better to improve the efficiencies, and work through a sustained attempt to reduce operation debt.

Trustee Mike Wren asked about the replacement lab account. A portion of the revenue from lab fees, 15%, goes into that account. To zero out the debt in the operation account would greatly reduce the reserve account.

Another committee recommendation to combine the Aviation Program with another Division is not feasible. This involves the internal alignment of the college and is in the Negotiated Agreement, it can't be simply changed.

The other committee recommendations don't cause major changes to the program. This needs to be an overall review to insure viable program in the future. The committee members fulfilled their obligation.

Chief Pilot John Swedburg stated the Senior Flight instructors were also present today. He said it is difficult to be on a Program Review and he assured the Board that the Aviation Department are active in the process and hope to find a resolution. The department needs to increase the number of students. The past decade has been the worst in the nation for aviation . BBCC saw a 45% decline back in 2006 and since then a steady increase. Last fall there was a marked increase 28-32% in enrollment due to recruiting, a stronger union with CWU, and open enrollment each quarter.

Reducing the cost per FTE is a major goal, stated Chief Pilot Swedburg. The Aviation Department response to the Program Review Committee recommendations is in the items the Board has received. Aviation has been a department for BBCC for the past 47 years.

They have been asked to make some changes; some changes are supported by the program and some not. The department will rise to the challenge and be in a better position. Chief Pilot Swedburg invited the Board to visit the flight program to ask questions.

Trustee Mike Blakely thanked the department for their response. He asked about progress made for training international students. Chief Pilot Swedburg responded that opportunities were presented 3-4 years ago and he responded to every group but there have been no new international groups follow through. Trustee Blakely asked about diluting the aviation program cost by establishing an air traffic control program. Chief Pilot Swedburg responded that Green River Community College currently has an air traffic control program and we would need to work with them. Students can get some of the training they need for the Green River CC program here at BBCC and transfer.

Trustee Mike Wren stated he loves aircraft and he is the Aviation program's biggest fan. He must look at this financial situation from a Board perspective. Core programs should not suffer to support another program. He asked Chief Swedburg about the area of greatest gain to help resolve this situation. Chief Swedburg responded that increasing enrollment is the best resolution. In the next decade the "age 65" rule will take effect in the airlines and there will be a huge retirement surge. Word is getting out and people are getting into aviation again. He said he's trying to stay competitive, but still raise rates appropriately. The outlook for pilot employment is a big help. Working on the review committee's recommendations will help. Chief Pilot Swedburg stated all aviation students are AA transfer degree students and they generate academic FTE's. In 1991, aviation students generated 18% of the total FTE's. That number is currently at 5-7%. Aviation students' generate revenue for tuition, books and dorms.

Trustee Mike Wren stated the Aviation program is valuable. What about adding "Part 61 Training" which is offering just private flying lessons rather than the entire commercial pilot program. Chief Swedburg said historically the state was very concerned that BBCC would take away business from private flying businesses. More recently private businesses have dwindled. At what point do we have a reputation or obligation as a school to become the local FBO or stay with the career-oriented person. The commercial pilot aviation students are known to aviation instructors. Maybe this is a way to go and the Board could help with this.

Trustee Mike Blakely suggested if the program does begin offering private lesson it could be under a different program name. He also asked how other community colleges compete against BBCC. Chief Swedburg responded that teaching in a classroom environment helps generate more FTE's. Some other community colleges are only offering the ground school classes.

BBC is more unusual as we offer airplane training too. We have the perfect environment here for flight training ; weather, airport, and few trees.

Trustee Wren stated according to the response there is tension regarding the recommendation regarding the consultant. Chief Pilot Swedburg stated it is good to have outside input. The Aviation Advisory Committee provides that input and they don't need someone else to tell them to balance their budget.

Trustee Stephen McFadden stated he has background in aviation. He suggested considering the Part 61 to generate revenue to sustain the program. He also asked about other options to increase FTE or revenue other than increased student enrollment. He suggested a consultant could perform a feasibility study and play a role in identifying other options and grow the legacy.

President Bonaudi stated this is not urgent and he suggested the Board consider taking action related to the recommendations during the April 5 Board meeting.

Motion 12-07 Trustee Mike Blakely made a motion to postpone further action on the Aviation Program Review to the April 5, 2012 Board meeting. Trustee Jon Lane seconded the motion and the motion passed.

Trustee Mike Blakely introduced his guest Ms. Liz Graft, President of District 9 Agriculture Teachers' Association and Ms. Erica Whitmore Vice-President. Ms. Graft teaches at the Quincy High School and Ms. Whitmore teaches in Odessa-Harrington and serves on the National Ag Association Board with five other delegates. They award to individuals who are important to schools at the district, state, and regional levels. Automotive Instructor Mike O'Konek was nominated and chosen to receive the district award. He has helped Ag in District 9 through being a cooperative partner hosting state potato competitions and he helps with the Ag Mechanic competition. He also helped arrange the welding competition. It makes sense to hold potato judging in the middle of WA State in potato country. District 9 has 700+ Ag kids in this area in FFA from Washtucna to Ritzville and Connell to Wahluke. Instructor O'Konek is also involved with baseball and he works with Skills USA and VICA. He was awarded an Outstanding Cooperation Award and also received an honorable mention at the state level. Instructor O'Konek said it was an honor to help and part time Automotive Instructor Chuck Cox is also very involved in this support.

Trustee Mike Blakely congratulated Instructor O'Konek on his award. He also said Instructor Chuck Cox will receive the Honorary State Farmer Award.

4. Remarks (continued)
 - c. Faculty Association President Mike O'Konek reported English Instructor Matt Sullivan is a coordinator for an event, World Book Night. They have a goal to give away one million books on April 23.

BBCC hosted the Automotive Skills USA Power Mechanics District Competition on February 18. Former graduates working in industry judged central region skills USA.

Automotive Instructors Mike O'Konek and Dick Wynder will attend technical training in Seattle starting tomorrow. They will complete 20 hours of technical training required for ASE certification for the BBCC Automotive program. Instructor O'Konek also thanked the Aviation Faculty and Aviation Program Review Committee for the efforts.

- d. VP Gail Hamburg reported she has discussed the possibility of energy use efficiencies and there may be grant funding available for this in the future. A group will visit campus and they will review our energy consumption and let us know if we have enough potential savings to qualify to apply for a grant.
- e. VP Bob Mohrbacher referred to the Student Success Initiative Consent Agenda item information, which includes college enrollment for our local high school graduates. This information illustrates which districts we are working with effectively. Are we partnering effectively in all districts? Should we visit some partners more? How can we work together to meet needs and get more students overall to go to college? He will also be attending a meeting with the Rural Alliance and the focus will be hearing best practices from the colleges. At that same meeting Associate VP Candy Lacher will share some of our first year experience activities.
- f. VP Holly Moos reported that searches will be closing soon on the following positions: Volleyball Coach, Baseball coach, STEM grant , DOL funded AMT Instructor, and Executive Director of HR. Dean Tim Fuhrman is the chair of the Executive Director of HR committee. VP Moos also indicated she was waiting to see what role her office will have the in the Presidential search.

5. **AMP Access Monitoring Report**

Dean Kirkwood shared the 2012 Access Monitoring report during the Study Session this morning. Trustees Mike Blakely and Stephen McFadden stated the report was very well done.

Motion 12-08

Trustee Mike Blakely made a motion to accept the 2012 Access Monitoring Report. Trustee Stephen McFadden seconded the motion and the motion passed.

Board Chair Mike Wren announced the Board would adjourn to an Executive Session to discuss items provided for in RCW 42.30.110 (g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The anticipated time of the executive session was 20 minutes beginning at 2:40 p.m.

The meeting reconvened at 2:55 p.m. with no action taken.

6. Probationary Tenure Reviews

Motion 12-09 Trustee Jon Lane moved that the Board of Trustees, after having given reasonable consideration to the recommendations of the Probationary Review Committee, Dr. Bonaudi and VP Mohrbacher renew the probationary contract of Dr. David Holloway effective September 17, 2012. He further moved that the President notify Dr. David Holloway as soon as possible of this decision. Trustee Mike Blakely seconded the motion and the motion passed.

Motion 12-10 Trustee Stephen McFadden moved that the Board of Trustees, after having given reasonable consideration to the recommendations of the Probationary Review Committee, Dr. Bonaudi and VP Mohrbacher extend the probationary review period for Mr. Jerry Wright for three quarters effective September 17, 2012. He further moved that the President notify Mr. Wright as soon as possible of this decision. Trustee Jon Lane seconded the motion and the motion passed.

Motion 12-11 Trustee Mike Blakely moved that the Board of Trustees, after having given reasonable consideration to the recommendations of the Probationary Review Committee, Dr. Bonaudi and VP Mohrbacher grant tenure to Ms. Mercedes Gonzales-Aller effective September 17, 2012. He further moved that the President notify Ms. Gonzales-Aller as soon as possible of this decision. Trustee Stephen McFadden seconded the motion and the motion passed.

Motion 12-12 Trustee Mike Wren moved that the Board of Trustees, after having given reasonable consideration to the recommendations of the Probationary Review Committee, Dr. Bonaudi and VP Mohrbacher grant tenure to Mr. Richard Wynder effective September 17, 2012. He further moved that the President notify Mr. Wynder as soon as possible of this decision. Trustee Jon Lane seconded the motion and the motion passed.

Faculty Association President Mike O’Konek asked about the summary in each binder. Trustees responded that it was helpful.

8. **Trustee Emeritus**

President Bonaudi stated that former Trustee Katherine Kenison resigned with regret after 13 years of service.

Motion 12-13

Trustee Jon Lane moved that Ms. Katherine Kenison be honored with Emeritus status. Trustee Mike Blakely seconded the motion and the motion passed.

President Bonaudi announced that an Emeritus plaque will be presented to Ms. Kenison and she will be the Commencement speaker June 15, 2012.

9. **Presidential Search Committee**

Board Chair Mike Wren asked if the Trustees felt the search could be conducted without a search firm. He stated that he had met with VP Moos to develop a proposed timeline. Employee and community surveys requesting input on the desired qualifications and characteristics are online. After gathering information from the survey results and determining common threads, the recruiting brochure can be developed. The position can be posted on or about March 13 and remain open for 25 days. Trustee Blakely emphasized that the brochure also needs to be a “sales pitch” for BBCC. The week of April 10 the committee could be screening applications.

Trustee Mike Blakely said he agreed with this schedule and it should be flexible. Trustee Lane stated the schedule is ambitious but doable. He also said the Board should be open to hire an interim if the timeline cannot be met or the search does not yield a successful candidate.

Faculty Association President Mike O’Konek stated it is important that faculty have the opportunity to meet the candidates before summer break. Other campuses also shut down for the summer and getting references and visiting campus could be problematic if those schools are on summer break.

The Trustees discussed the merits of a search firm or managing the search internally. Trustee Wren expressed confidence in VP Moos competence and knowledge base to conduct the search with direction from the Board. The Trustees asked President Bonaudi for his input. He stated a consultant could be hired for very specific pieces of the search at any stage in the process. Trustee McFadden informed the group that he will be unavailable for meetings May 23-29.

Trustee Mike Wren proposed the Board move forward with this tentative schedule.

Motion 12-14

Trustee Mike Blakely moved that the Board move forward with the Presidential Search with support from VP Holly Moos using the proposed calendar. Trustee Jon Lane seconded the motion and the motion passed.

The Trustees discussed the makeup of the Presidential Search Advisory Committee and voting authority.

Motion 12-15 Trustee Jon Lane moved that all Presidential Search Advisory Committee members be voting members. Trustee Stephen McFadden seconded the motion and the motion passed.

The Trustees discussed the Board Chair rotation in agenda item #11.

Motion 12-16 Trustee Mike Blakely moved that Trustee Mike Wren continue to fill the partial 2011-12 Chair term vacated by Angela Pixton and the 2012-13 Board Chair term. Trustee Jon Lane seconded the motion and the motion passed.

Board Chair Mike Wren will Chair the Presidential Search Advisory Committee and Trustee Mike Blakely will also sit on this committee.

The Trustees discussed the other members of the committee. Trustee Stephen McFadden will research industry representatives and present Trustee Wren with names of potential committee members. Trustee Jon Lane will research K-12 system representatives and provide Trustee Wren with names of potential committee members. It was emphasized that committee members should come from around the entire geographic area of the service district.

Board Chair Mike Wren directed that VP Moos will guide the process internally. He will also review the survey input and set a Special meeting to finalize qualifications.

10. Assessment of Board Activity

Trustee Jon Lane stated he attended the Moses Lake Martin Luther King Celebration and former BBCC instructor Joe Rogers spoke. He also attended Grant County EDC meetings and is currently on their Board of Directors. Trustee Lane enjoyed coming on campus to attend the American Legion Speech Contest for high school students. February 1 he attended the Rotary Education Summit and President Bonaudi was a panel member along with Moses Lake Superintendent Michelle Price. Trustee Lane attended the Moses Lake Chamber of Commerce Legislative Forum and Representative Judy Warnick supports funding for community colleges. Lastly, he attended the Job Corps Community Relations luncheon.

Trustee Stephen McFadden stated he attended the TACTC New Trustee Orientation and the TACTC Conference January 22-24, 2012.

He also visited legislators Senator Schoesler, Representative Fagan, and Representative Schmick. February 2 Trustee McFadden attended the Adams County Development Council (ACDC) Annual meeting. He was a charter member of the ACDC and he is considering returning to the Board. He also met with the Ritzville Public Development group regarding a Wheat Interpretive Center business plan. As the President of the Ritzville Chamber of Commerce he hosted the Chamber luncheon which featured a presentation by NoaNet Fiber Optics.

Trustee Mike Blakely reported he is helping VP Hamburg locate a farmer for BBCC's conservation property. He attended a BBCC Foundation meeting the Quincy Leadership Roundtable and the Grant County EDC luncheon. While attending the TACTC Conference in January Trustee Blakely also visited legislators Representative Judy Warnick and Senator Parlette. He also solicited the Quincy Port District to sponsor a table at the President's Ball. Trustee Blakely attended the Moses Lake Rotary Education Panel and reported President Bonaudi provided a very good presentation. Trustee Blakely mentored BBCC graduate Cristian Ramon and sent her information to the local newspapers. He also had telephone contact with Senators Parlette and Schoesler and Representative Warnick. Trustee Blakely reported he enjoyed the Classified Staff Luncheon on campus and he visited Biology Instructor Kathleen DuVall's classroom. He stated BBCC has a lot of good teachers and he plans to visit campus more. He has also been busy recruiting potential Trustees.

Trustee Mike Wren reported he attended the Grant County EDC Board meeting. He also reviewed probationary tenure folders and attended the Special Board meeting on February 17. Trustee Wren attended the Classified Staff Luncheon and he met with VP Moos regarding the Presidential Search.

11. Trustee Succession

This topic was discussed earlier in the meeting during the Presidential Search discussion. The Trustees chose option one, Trustee Wren will remain the Chair until July 2013.

12. Regularly Scheduled Board Meeting Date

Motion 12-17 Trustee Mike Blakely moved to set the next Regular Board meeting April 5, 2012, at 1:30 p.m. Trustee Jon Lane seconded the motion and the motion passed.

13. Miscellaneous

President Bonaudi announced that he had received notification that Trustee Jon Lane was confirmed by the Senate. Trustee McFadden's nomination is out of the Rules Committee and on the Senate floor.

The BBCC President's Ball will be held March 3 and the 50th anniversary will be celebrated. There are currently 180 attendees scheduled to enjoy dinner and dancing.

The President's State of the College Address will be held April 23 after the legislative session closes.

President Bonaudi reported that he recently visited with potential trustee, Ms. Anna Franz.

VP Moos' retirement open house is scheduled on May 29 from 3:00-5:00. President Bonaudi's retirement dinner will be held June 21.

Trustee Mike Wren asked if another Trustee was interested in serving as the Board Foundation Liaison. Trustee Jon Lane accepted the role.

Motion 12-18 Trustee Stephen Lane moved to adjourn the meeting.
Trustee Mike Wren seconded the motion and the motion passed.

The meeting adjourned at 3:45 p.m.

Mike Wren Chair

ATTEST:

William C. Bonaudi, Secretary

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Special Board Meeting Monday, March 5, 2012, at 10:00 a.m. in the ATEC Hardin Community room in Building 1800 on the Big Bend Community College campus.

1. Call to Order

Present: Mike Blakely
Jon Lane
Stephen McFadden
Mike Wren

Mike Wren opened the meeting stated there were three tasks to accomplish during the meeting. The first discussion will be to set the salary to be noted on the presidential search brochure.

The system wide average for Presidents' salaries the past five years, as of last year, was \$174,000. VP Moos stated several Presidents were hired in the last year with salaries between \$185,000-\$200,000. The first year BBCC will pay the difference between President Bonaudi's salary and the new President's salary from local funds. After the first year the state budget will fund the new salary in full. Trustee Blakely asked if BBCC had the funds to cover the salary difference. VP Hamburg responded affirmatively. VP Moos stated many Presidential search brochures do not give a salary but rather they state something similar to "commiserate with state average..." VP Moos commented the ad drafted for the Chronicle of Higher Ed also describes the lower cost of living in this area. Instructor Mike O'Konek asked about presidents' salaries at small colleges like BBCC. Peninsula is currently interviewing and their salary offer could go up to \$185,000, they are undecided. The Trustees discussed the wording of the salary in the brochure. The Trustees agreed to the following wording: "minimum salary of \$175,000."

Board Chair Mike Wren thanked everyone for completing the online Presidential search survey. The information gathered will be used to develop the brochure and interview questions. The survey is not closed and data will continue to be gathered throughout the process. Board Chair Mike Wren stated there are three minimum qualifications that need to be decided: level of education, administrative experience, and community college experience.

The Trustees agreed that the minimum education qualifications will be: "doctorate or completion of doctoral program from a regionally accredited institution within the initial three year contract term."

The Trustees discussed the different levels of experience and they referred to the 1995 presidential search brochure, which stated: "Significant administrative experience at the dean level or above" and "College teaching or student services experience."

Student services experience is defined as college counselor or librarian, or non-teaching faculty.

Trustee Lane inquired about excluding candidates who don't have college experience. The Trustees discussed the differences between the role of a school district superintendent and a college President. School districts are run very differently than colleges. School district boards make legislative contacts whereas college Presidents make those legislative contacts and they also have fundraising tasks to accomplish. Instructor Mike O'Konek stated college teaching experience is invaluable in a college President. President Bonaudi stated familiarity with the uniqueness of higher education is important. Traditionally, college Presidents gain their administrative experience from instruction or student services. Another difference is that the BCC Board follows Policy Governance and most school district Boards provide a high level of direction to their superintendent. Our Board follows policy governance, where as school district boards often are involved in day to day details of the operations rather than at the policy level.

Trustee McFadden agreed that the college level experience is important. Many school district superintendents are very capable. There is a major separation of roles and responsibilities between superintendents and community college presidents, i.e. fund raising and legislative contacts.

Trustee Lane stated he doesn't want to close the door on a superintendent who has the right skills. The former Chancellor of Spokane Community Colleges was a former school district superintendent.

It is important to consider timing and making community college experience required will narrow the pool.

Trustees Blakely and Lane commented we may need to hire an interim in order to get to the right person.

The Trustees agreed on the following wording "Required: significant successful educational administrative experience at the Dean level or above and college teaching or student services experience."

Trustee Lane reported that he talked with K-12 Superintendents and the North Central ESD Superintendent for recommendations for the K-12 representative on the search advisory committee. Of those recommended by their peers the following administrators were willing to serve on the committee: Moses Lake Superintendent Michelle Price, Othello Asst Superintendent Mike Villarreal, NC ESD Superintendent Rich McBride. Board Chair Mike Wren suggested someone from outside the Moses Lake area would be good in order to pull members from the entire geographic area.

Trustee McFadden reported he needs more time to contact potential industry representatives.

The BCC Foundation will vote on who will represent them out of four members willing to serve. They will submit the name of their representative Thursday.

Trustee Mike Wren stated the first Presidential Search Advisory Committee (PSAC) meeting is scheduled on Tuesday, April 3. In order to meet the tight timeline of the process it's important the committee be finalized soon. The PSAC will review all applications that meet the minimum qualifications beginning April 9 for ten days. He asked if another meeting needs to be set to finalize the committee or if the Board can authorize him to appoint the remaining PSAC members. AAG Charnelle Bjelkengren stated all deliberating and suggestions need to be in open public meetings. Meetings can occur when Trustees are not all physically together. Information can be distributed without a meeting but the information cannot be discussed. Passive receipt of an e-mail does not violate the Open Public Meetings law. It is also important to educate the PSAC on this subject. Trustee Wren stated that will be shared at the first PSAC meeting.

Motion 12-19

Trustee Mike Blakely moved to authorize Board Chair Mike Wren to select the industrial and K-12 representatives for the PSAC. Trustee Jon Lane seconded the motion and the motion passed.

Trustee Mike Wren reported he needs to study the survey results and compare the data to the 1995 search brochure. The Board members agreed that Trustee Wren could work on the wording with VP Holly Moos. Trustee Mike Blakely reiterated the importance of "bragging" on our service district in the brochure. Trustee Wren stated one advantage of the Presidential search web pages is that we can link several sites with information regarding our communities.

Trustee Mike Blakely asked about sharing hard copy surveys with the Quincy community for those who don't have Internet connections. Trustee Lane stated he appreciated PIO Doug Sly sharing the survey and Presidential search web page with the entire service district. Trustee McFadden expressed concern that there could be a perceived conflict if the Quincy area receives hard copy surveys and the other service district communities don't receive equitable treatment. There is also an issue with gathering the survey data manually rather than electronically.

Board Chair Mike Wren will send BBCC's Presidential search notification letters to the community colleges in the Pacific Northwest to encourage interest. He also plans to have the PSAC score sheet drafted by March 28.

The meeting adjourned at 11:16 a.m.

Mike Wren Chair

ATTEST:

William C. Bonaudi, Secretary

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3 CONSENT AGENDA (for information)

b. President's Activity Update

BACKGROUND:

Highlights of President Bonaudi's activities from February 10 through March 28, 2012.

Prepared by President Bonaudi.

RECOMMENDATION:

None

President's Activity Log Highlights

Date	Activity	Purpose of meeting	Location	Comments
2/13/12	Aerospace Mtg	Program Support	Conference Call	
	ctcLink	Information Sharing	ITV	
2/15/12	Grant County EDC Mtg	Community Collaboration	BBCC	
	Chinasoft	College Promotion	BBCC	
	David Olson Moses Lake Clinic	College Support	BBCC	
	Mike Scroggins SBCTC	System Support	Conference Call	
2/16/12	PEMCO Board Mtg	Professional Development	BBCC	Board Member/Annual Leave
2/17/12	BBCC Faculty In-Service	Welcome	BBCC	
	Staff Training for Technical & Community Colleges (STTACC)	Welcome	BBCC	
	Special Board Meeting	Presidential Search	BBCC	
	Al Ralston	Conference Call	BBCC	Legislative Report
	Legislative Update	Higher Ed Support	Conference Call	
2/20/12	WACTC	Budget Information	Conference Call	
2/21/12	Bob Fancher	College Support	BBCC	LeAnne Parton
	North Central WorkForce	Board Meeting	Wenatchee	
2/22/12	Anna Franz	Potential Board Member	BBCC	
2/23/12	BBCC Board of Trustees Study Session & Meeting	College Guidance	BBCC	
2/24/12	Annual Leave			
2/28/12	Gene Sharratt	Community Collaboration	Moses Lake	
2/29/12	Rob McKenna WA Gubernatorial Candidate	College Support	BBCC	
	Legislative Update Conference Call	Higher Ed Support	Conference Call	
3/2/12	Al Ralston	Conference Call	BBCC	Legislative Report
	Legislative Update	Higher Ed Support	Conference Call	
3/3/12	President's Ball	College Support	BBCC	

President's Activity Log Highlights

Date	Activity	Purpose of meeting	Location	Comments
3/5/12	Special Board Meeting	Presidential Search	BBCC	
3/9/12	Legislative Update	Higher Ed Support	Conference Call	
	Grant County EDC Annual Banquet	Community Support	BBCC	
3/12/12	Aerospace Mtg	Program Support	Conference Call	
3/13/12	David Olson Moses Lake Clinic	College Support	Moses Lake	
3/15/12	Bill Stevenson Columbia Basin Herald	College Support	Moses Lake	
3/16/12	Annual Leave			
3/19/12	WA Campus Compact	College Support	Conference Call	Preparation for 4/11/12 meeting
3/22/12	PEMCO Board Mtg	Professional Development	BBCC	
3/24/12	Samaritan Hospital Fundraiser	Community Support	BBCC	
3/26/12	JATP Dinner & Welcome Ceremony	Program Support	BBCC	

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for information)

- c. Student Success Initiatives Update
 - 1. Student Achievement Initiative
 - 2. Academic Master Plan

Student Achievement Initiative

Our three-year trend in student transitions shows improvement: up 3% in Basic Skills, up 5% in Dev Ed Math, and up 6% in Dev Ed English.

Transitions from Basic Skills to College Programs

ABE/ESL Students last year in program	2006-07	2007-08	2008-09	2009-10
N	822	830	934	766
transitioned in current or following year to a college program	31	35	50	54 *
Percent	4%	4%	5%	7%

*7 out of the 54 that transitioned in 2009-10 or 2010-11 were in IBEST Programs

Developmental English Students	2006-07	2007-08	2008-09	2009-10
N	396	374	416	513
transitioned in current or following year to a college-level Applied English or English Course	226	215	251	323
Percent	57%	57%	60%	63%

Developmental Math Students	2006-07	2007-08	2008-09	2009-10
N	800	858	930	1102
transitioned in current or following year to an Applied Math (including Business Math), College-level Math course, or Intro to Logic course	331	405	407	510
Percent	41%	47%	44%	46%

Academic Master Plan

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

On March 13, 2012, BBCC student services administrators had a teleconference meeting with representatives from Tacoma Community College to discuss their Declared & Prepared model and Advisor Dashboard. This is an intrusive advising model, with a central advisor database, that allows TCC to track students in the educational planning pathway. It has led to great success for them in the Student Achievement Initiative.

Currently, Scott Carsey, BBT Director, is researching the Advisor Dashboard component of this program to determine what it would take to implement this software at Big Bend. After that evaluation, we will be able to decide whether to move ahead with implementation of TCC's program, or to look at Walla Walla CC's Advisor Data Portal as an alternative.

Prepared by VP Mohrbacher, and Dean Kirkwood.

RECOMMENDATION: None

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for information)

d. Accreditation Update

We are in the midst of finishing the Accreditation Self-Study report for the Northwest Commission on Colleges and Universities (NWCCU). The current timeline is outlined below:

April 15: Complete Standards 1, 2, and 4

April 30: Complete Standard 3 and 5

May-June: Review and Revise all Standards

July: Final editing

August 15: Submit report to NWCCU

August-September: Prepare exhibits for display

October 1-3: On-site visit from NWCCU

Prepared by VP Mohrbacher, and Dean Kirkwood.

RECOMMENDATION:

None

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for information)

e. Assessment Update

The Assessment Committee has been discussing a potential change to the General Education outcomes. A group of faculty from Humanities and Social Science have made a proposal to add an outcome related to diversity and multiculturalism. Recall that multiculturalism represents the most recent Ends Statement revision approved by the Board

At the March meeting of the Instructional Council (IC), Steve Close, Assessment Committee Chair, presented the proposal. A draft of the proposed outcome and a rubric from assessment are included on the following page. IC discussed the proposal and made some suggestions for revision. The revised proposal will be returned to IC at the next meeting for further discussion and approval.

If this General Education outcome on cultural diversity were approved, it would join the four other outcomes on effective communication, quantitative reasoning, critical thinking & problem solving, and information literacy, which together form the basis for our Gen Ed program.

Prepared by VP Mohrbacher, Dean Kirkwood

RECOMMENDATION:

None

STUDENTS WILL BE ABLE TO DEFINE AND ARTICULATE PERSONAL, HISTORICAL, GLOBAL AND WORKPLACE/COMMUNITY ASPECTS OF CULTURE.

Performance Area	Exemplary	Proficient	Developing	Emerging	Score	Comments
Personal	Student shows exceptional ability to define and articulate an objective sense of personal culture as it relates to external cultures.	Student shows a strong ability to define and articulate an objective sense of personal culture as it relates to external cultures.	Student shows a moderate ability to define and articulate a sense of personal culture in a subjective manner.	Student shows limited ability to define or articulate any aspects of personal culture.		
Historical	Student shows exceptional ability to define and articulate historical aspects of cultures using appropriate vocabulary and examples.	Student shows a strong ability to define and articulate historical aspects of cultures using appropriate vocabulary and examples.	Student shows a moderate ability to define and articulate historical aspects of cultures using appropriate vocabulary and examples.	Student shows limited ability to define and articulate historical aspects of cultures.		
Global	Student shows exceptional ability to define and articulate meaningful aspects of global cultures using appropriate vocabulary and examples.	Student shows a strong ability to define and articulate meaningful aspects of global cultures in terms of either appropriate vocabulary or examples.	Student shows a moderate ability to define and articulate meaningful aspects of global cultures using appropriate vocabulary and examples.	Student shows limited ability to define and articulate aspects of global cultures.		
Workplace/Community	Student shows exceptional ability to define and articulate concepts related to the culture of the workplace and community.	Student shows a strong ability to define and articulate concepts related to the culture of the workplace and community.	Student shows a moderate ability to define and articulate meaningful aspects related to the culture of the workplace and community.	Student shows limited ability to define and articulate aspects of the culture of the workplace or the community.		

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for information)

f. Capital Project Update

BACKGROUND:

Title V Project: Last year the Student Success Center was completed with Title V funds. There are additional construction funds available to expand the Student Success Center this year. The plan involves renovating 1,211 square feet of existing space and adding on 1,536 square feet to the west side of Building 1400. The grant provides about \$400,000 for this renovation. This expansion will provide space to support the peer mentoring program, allow more rooms for supplemental instruction, and add more student study areas. This project is on the same timeline as the STEM project. A drawing of this remodel is at the end of this update.

STEM Project: A drawing of the STEM remodel of Building 1200 is at the end of this update. We are still on target to have construction documents completed by April 20, 2012.

Old Developments/Background:

2/23/12 BBCC received a \$4.4 million federal grant focusing on science, technology, engineering, and math (STEM). The grant provides \$900,000 per year for five years toward STEM curriculum, facilities, equipment, career advising and professional development. The term of the grant is October 1, 2011 through September 30, 2016.

The grant includes funding for extensive renovation of Building 1200 to create the STEM Center Complex, including a Math Lab, STEM Support Center, Resource Room, Digital Logic lab, and CAD Lab. The grant provides almost \$800,000 for this renovation.

RGU Architecture & Planning was awarded the contract for architectural services for this project. There have been several meetings with STEM personnel and the math and science faculty to review designs with the architects. The timeline for this project is: design development complete by 3/2/2012, construction document completed by 4/20/2012, pre-bid walk-through on 5/2/2012, bid opening on 5/9/2012, and notice to proceed on 6/10/2012. The plan is for construction to begin right after spring quarter ends.

Facilities Master Planning:

Old Developments/Background:

2/23/12 The Facility Master Plan is available online under Information Center. The Facility Master Planning Committee will be meeting in the next two weeks to review the STEM project plans.

1/12/12 One copy of the Facility Master Plan is available in the library for viewing or for checking out. It should also be available online by December 22, 2011.

11/30/11 The Facility Master Plan has been finalized. Robert Uhrich of RGU Architecture & Planning will be presenting the Facility Master Plan at the November 30, 2011 Board Meeting.

10/19/11 RGU Architecture & Planning has been finalizing the Facility Master Plan. The architects will be on campus on October 7 to participate in the Facility Condition Review by Andre Pack along with Director of Facilities Todd Davis. RGU Architecture & Planning will be presenting the completed Facility Master Plan at an upcoming Board Meeting.

9/7/11 RGU Architecture & Planning has been reviewing each building to make certain the information on the state system is accurately reporting room use. They have been gathering data on how each facility is currently functioning and what needs to be done to meet challenges of the future. They will be on campus on September 1 to gather more information on the infrastructure and to review a draft of the Facility Master Plan.

8/9/11 RGU Architecture & Planning is looking at total square footage for classrooms and lab spaces in relation to Big Bend's instructional needs. We are planning a meeting with professional technical faculty to discuss PTEC. They have been discussing education/training needs in our service district with Grant County Economic Development Council.

6/21/11 RGU Architecture & Planning is helping with the new Facility Master Plan. They are working on campus maps and a brochure. Robert Uhrich, principal with RGU, is preparing for focus groups with K-12 group and community and industry representatives.

5/31/11 The Facilities Master Planning Committee met and reviewed survey results. They also identified five goals:

1. Goal #1 – Offer state of the art teaching and learning opportunities.
2. Goal #2 – Provide a safe, accessible and sustainable campus.
3. Goal #3 – Create a sense of campus identity.
4. Goal #4 – Expand and enhance partnerships and collaborations.
5. Goal #5 – Increase community engagement with the college.

Objectives were identified for each of the goals. A set of planning principles is being utilized to develop the Campus Master Plan. These guides give careful consideration to the context and history of the campus and its surroundings. These design principles include:

- Sustainability
- Connections with the community
- Flexible, adaptable, multi-use spaces
- Safety and accessibility
- Adaptability to future technologies
- Informal & formal learning spaces

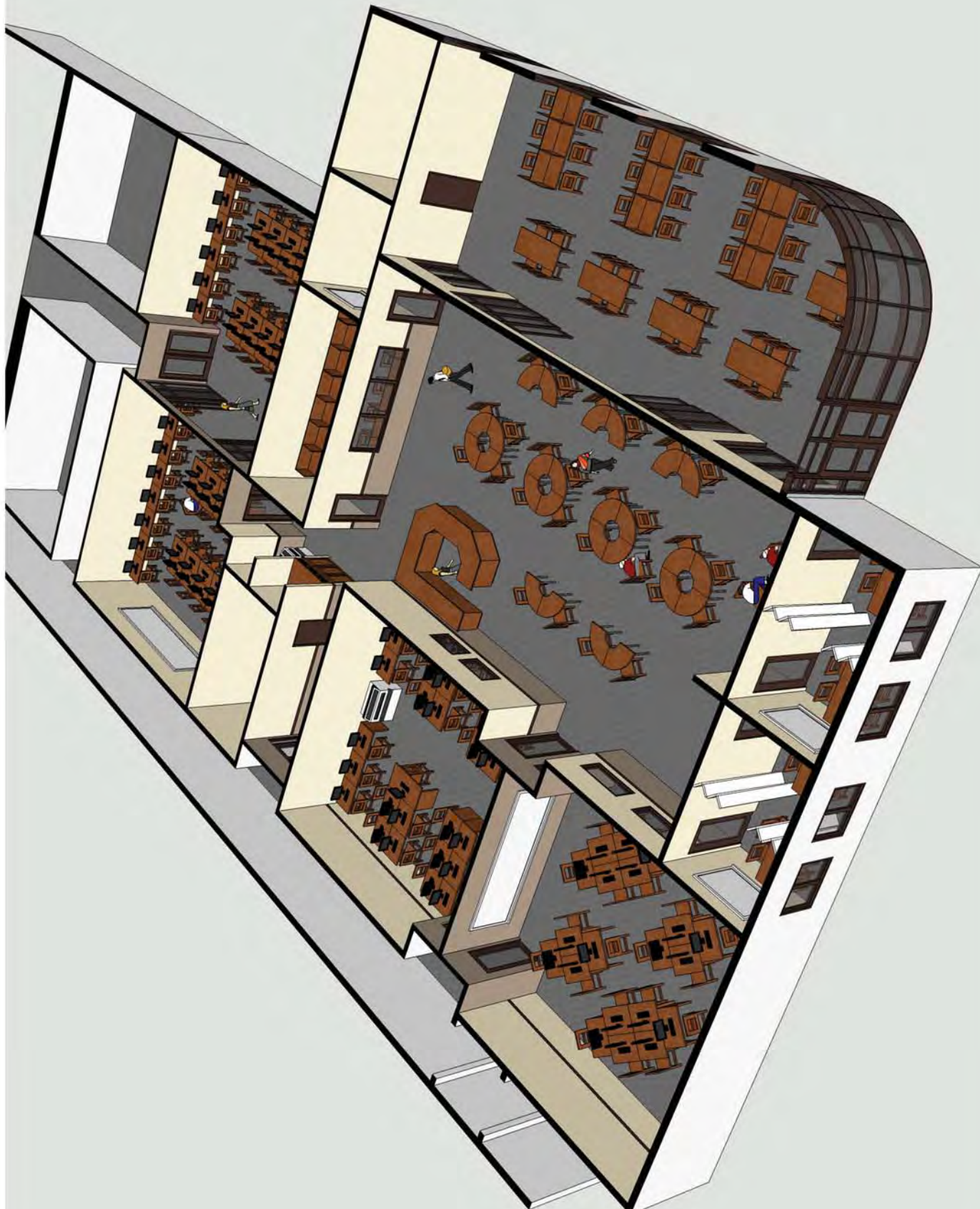
The committee is planning forums with a K-12 group and community and industry representatives.

4/12/11 The Facilities Master Planning Committee has been formed and started the process of creating a Facilities Master Plan. The committee met on January 28 and discussed each member's vision of where they see their program or department in 20 years. A Facility Assessment Survey was distributed to campus on February 14. Input from this survey will help us better understand the needs and future needs of all programs. A similar survey was distributed to students on March 15. The committee will meet again on April 8th to review results of the surveys. There are focus groups for community members and tours of facilities on other campuses planned.

3/15/11 VP Hamburg is in the planning stages for updating the Facilities Master Plan.



BBCC ADMIN GROUP STUDY, INDIVIDUAL STUDY - OPT A, LOOKING SOUTH



BBCC STEM CENTER - OVERVIEW LOOKING FROM THE SOUTH

BIG BEND COMMUNITY COLLEGE

Date: 4/4/12

ITEM #3: CONSENT AGENDA (for information)

g. Security Update

BACKGROUND:

Security Update: The new security vehicle is in use and highly visible on campus. The security telephone number is displayed on the sides and rear of the Explorer. In addition the security telephone number is now being placed on student ID cards and on the entrances to all buildings. One of Mike Campbell's recommendations was to increase safety education on campus. Ryann Leonard and I met with Kyle Foreman and created a security education plan for the next few months, starting with a classified staff in-service training on April 27 and a NIMS training on April 25.

Old Developments/Background:

2/23/12 We have purchased a security vehicle that was funded by the residence halls. It is a 1996 Ford Explorer. We are in the process of having lettering and a light installed on the Explorer. The lettering will identify it as a security vehicle with the telephone number. The amber light will allow the vehicle to be highly visible in the parking lots. It will be equipped with a fire extinguisher, AED, and first aid kit. Todd Davis, Director of Facilities & Operations, has continued to work on lighting solutions on campus. After a walkthrough of campus at night, some concerns were noted. We have updated some light fixtures and changed light bulbs to improve outside lighting. We are still looking for better lighting solutions for campus when funding is available.

1/12/12 We are continuing to work on recommendations from the report completed by Mike Campbell. The Director of Purchasing is still looking for a professional security vehicle that will be funded by the residence halls. We hope to have this vehicle in place soon. Also, Big Bend Technology is testing security cameras. So far one has been placed in the entrance of Building 1700 and another facing the parking lot adjacent to Building 1700. They are in the process of installing a camera west side of Building 1900, facing the GTA Bus Shelter. In addition, Todd Davis, Director of Facilities & Operations, is looking at solutions to improve outside lighting on campus.

11/30/11 We have been working on some of the recommendations from the report completed by Mike Campbell. On November 10, several staff members attended a webinar on Successful Campus Crime Prevention Programs and Strategies for Two-Year Institutions hosted by International Association of Campus Law Enforcement Administrators. We are incorporating some of the ideas from this webinar in the education program that we are working on. The Director of Purchasing is looking for a professional security vehicle that will be funded by the residence halls. We hope to have this vehicle in place within a month. Also, Big Bend Technology is looking at making some changes to the warning notification system as recommended by Mike Campbell. We had to postpone hiring a day time security person due to the budget.

There have been three speed bumps added to the parking lot to the east of Buildings 1400 and 1800. If the weather cooperates, three more will be added this month. We are hoping this will deter drivers from going too fast in parking lots.

10/19/11 We have received the final report from Mike Campbell. He detailed the following recommendations:

1. Enhancing the current campus safety and personal security awareness education program.
2. The completion of an outside light survey.
3. The purchase of a clearly marked "professional" looking security vehicle.
4. The hiring of a day time security presence.
5. Making upgrade changes to the current timely warning notification system.

We will be considering these recommendations as we work through the anticipated supplemental budget cut.

9/7/11 Mike Campbell, Director of Homeland Security Center of Excellence at Pierce College, was on campus on August 16 to review several security surveys with us. We discussed security measures currently in place and brainstormed ideas for improvements. Mike did a walk-about campus and reviewed information in the mapping system. He is gathering more information and will prepare a report with recommendations.

8/9/11 The Safety Committee meets monthly and reviews all incident/accident reports. If the incident requires repairs or other follow up by Maintenance & Operations, the committee prepares the work orders. They also do building inspections and update the Safety Manual. The committee discusses safety training and makes recommendations to administration for new training. The committee recently designed an information sheet for campus. This notice will be placed on all exterior doors for all buildings. It has the contact numbers for Security and seven common reasons for calling them as follows:

SECURITY

509.750.8529* or 509.793.2286

Reasons to Contact Security:

1. Any emergency situation.
2. To report a crime (Theft, Vehicle Damage, etc.)
3. You would like an escort to your vehicle or building in the evening.
4. You or someone is injured.
5. You are locked out of a building/room.
6. Someone is following you.
7. You see suspicious activity.

In light of the July 25 abduction of one of our students from a parking lot on campus, we are reviewing current security measures with Mike Campbell, Director of Homeland Security Center of Excellence at Pierce College. We are completing a Re-Look Security Survey to use as a base for this review. Mike will help provide a cost vs. risk analysis, do a walk-about campus, review the information in our mapping system, and write up an action plan with recommendations.

We have taken some immediate steps in response to this incident:

- we asked the Sheriff's Office to increase patrols on campus
- we assigned security/M & O personnel to make frequent sweeps through the parking lots and across campus
- we asked staff to keep an eye out for any suspicious activity and report anything they notice
- we encouraged staff and students to use the "buddy system"

In addition, we are continuing our training regarding emergency planning to build on our preparedness to handle most emergencies. We are continually working towards making the campus a safe place to learn and work.

BBC Security Vehicle



BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for information)

h. Human Resources Report

BACKGROUND:

One of our assistants in Admissions/Registration decided not to return from maternity leave so we have been recruiting for a new Program Assistant for this area. Debbie Simpson, a current employee from in Financial Aid interviewed and accepted the position. We will be filling Debbie's vacant position. Because we were fortunate to have a large and strong pool of applicants. We anticipate filling the Financial Aid vacancy from this pool.

Rafael Villalobos has been hired to be the STEM Support Specialist for the STEM grant. He will report directly to Andre Guzman, STEM Director.

Pete Doumit has been hired as the part-time head baseball coach for next year. Donny Lingren is not returning as head coach.

We have conducted a search for a part-time head volleyball coach, but have not hired for this position. Mike DeHoog resigned from his coaching position and is not returning as head volleyball coach next year.

Interviews will be held in Mid-April for the position of Executive Director of HR & Labor. Dean Tim Fuhrman is the chair of the screening committee.

Interviews were held for the non-tenurable, grant funded AMT Instructor on March 20th. An offer has been made but we have not finalized a hire as of March 26, 2012.

Carla Boon, part-time Operations Coordinator for JATP in the Seattle JATP Office resigned her position. HR is in the process of recruiting for Carla's a replacement.

TRiO Upward Bound's summer program has several part-time positions being recruiting for at this time.

And last, but certainly not least, is the Presidential Search. This is an active recruitment with committee members starting to review files on April 9, 2012. Interviews and forums will hopefully be in held mid-to late May.

Reported Administrative/Exempt Training since last Board Meeting:

- Annemarie Cadle-Safety Committee on February 16 at BBCC
- Jose Esparza-Leadership Training for Workforce Deans on January 31-February 2 at Bellevue College

- Nancy Tracy-Greater Giving Meeting on February 24 via Teleconference
- Kelsy Bendtsen-CPR/First Aid on February 10 at Samaritan; Children Who Challenge on February 24 via Webinar
- LeAnne Parton-Greater Giving Auction Training on February 1 at Spokane Community College; The Role of the Community College President in Fundraising on February 13 via Webinar; Greater Giving Online Payments “How it Works” on February 14 via Webinar; Greater Giving Join me “How it Works” on February 22 via Webinar; Effective Networking/Chamber of Commerce on February 28 at The Porterhouse Restaurant
- Holly Moos, Gail Hamburg, Melinda Dourte, Bob Mohrbacher, Bill Bonaudi, Doug Sly, Char Rios, Candy Lacher-Confidentiality, Contracts, Public Records Retention, First Amendment, Employment, and Electronic Discovery AG Training on March 15 via ITV.

Prepared by Holly Moos, Vice President of Human Resources & Labor.

RECOMMENDATIONS:

None.

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for information)

i. Enrollment Report

BACKGROUND:

The final winter 2012 enrollment report is included for your information. State FTE for winter 2012 was down 33.9 quarterly FTE from winter quarter 2011. The percentage of students attending full-time continues to increase, this winter it was 62.4%. As of March 27 we are 3.5% over our state FTE funding level for the 2011-2012 academic year and 7.0% over our funding level for the 2010-2012 two year period.

The tuition amount budgeted for 2011-2012 is \$3,608,514. As of February 29, 2012 we have collected \$2,966,563 or 82.2% of the budgeted amount. As of February 28, 2011 we had collected \$2,697,918 or 81.5%.

TUITION COLLECTION REPORT

As of February 29, 2012 and February 28, 2011

	<u>2011-12</u>	<u>2010-11</u>
Annual Budget	\$ 3,608,514	\$ 3,308,514
Total Collections as of February 28	\$ 2,966,563	\$ 2,697,918
As a % of annual budget	82.2%	81.5%
Left to collect to meet budget target	\$ 641,951	\$ 610,596

Prepared by Associate Vice President of Student Services Candy Lacher and Director of Business Services Charlene Rios.

F.T.E. REPORT

3/28/2012

	ANNUALIZED <u>FTEs</u>
1st year (10-11)	
SUMMER	135.6
FALL	604.5
WINTER	597.3
SPRING	<u>543.2</u>
<i>Total</i>	<i>1880.6</i>
2nd year (11-12)	
SUMMER	110.8
FALL	563.0
WINTER	586.0
SPRING	<u>498.3</u>
<i>Total</i>	<i>1758.1</i>
TOTAL	<u>3638.7</u>
1st year Target	1708
2nd year Target	<u>1694</u>
<i>Two-year Target Total</i>	<i>3402</i>
SBCTC 2-year rolling enrollment count	
Past year + current year actual FTE	3638.7
Past year + current year allocation	3402.0
% of allocation target attained to date	107.0%
Add'l FTEs to meet minimum 96%	-372.8
Add'l FTEs to meet target 100%	-236.7
FTEs over target - 1st year	172.6
FTEs over target - 2nd year	64.1

WINTER FINAL ENROLLMENT REPORT

HEADCOUNTS

	WINTER	WINTER	WINTER	WINTER	WINTER	WINTER	WINTER
	2012	2011	2010	2009	2008	2007	2006
ETHNIC ORIGIN							
Amer. Indian/Alaska Ntv	38	31	42	54	42	45	51
Asian/Pacific Islander	25	36	38	30	49	36	36
Black	44	46	41	38	32	25	29
Hispanic	963	1,057	1,038	1,125	1,059	963	1,014
White	1,243	1,502	1,504	1,358	1,335	1,428	1,437
Other/Unknown	153	39	220	239	237	224	106
SEX							
Female	1,397	1,619	1,691	1,569	1,625	1,561	1,521
Male	1,051	1,082	1,144	1,157	1,064	1,089	1,133
Not Coded	18	10	48	118	65	71	19
STUDENT STATUS							
Full-time (12 or more crs)	1,518	1,592	1,502	1,312	1,206	1,214	1,166
Part-time (less than 12 crs)	948	1,119	1,381	1,532	1,548	1,507	1,507
Percent full-time	62.4	58.7	52.1	46.1	43.8	44.6	43.6
BY TIME/LOCATION							
On-Campus Day	1,952	2,028	2,081	1,909	1,717	1,674	1,642
On-Campus Evening	132	181	178	147	232	332	303
Off-Campus Day	193	286	310	307	374	307	277
Off-Campus Evening	189	216	314	481	431	408	451
TOTAL HEADCOUNT	2,466	2,711	2,883	2,844	2,754	2,721	2,673
Running Start	170	157	141	146	146	136	131
International	4	5	2	4	3	1	2

FTES

	WINTER	WINTER	WINTER	WINTER	WINTER	WINTER	WINTER
	2012	2011	2010	2009	2008	2007	2006
STATE FUNDED							
ABE/ESL	199.5	219.3	255.6	322.7	278.2	232.1	273.1
Academic	973.4	971.9	919.4	782.2	720.3	736.3	733.8
Occupational	585.2	600.8	625.6	576.9	578.5	557.7	503.7
TOTAL STATE FTES	1758.1	1792.0	1800.6	1681.8	1577.0	1526.1	1510.6
OTHER FTES							
Community Service	9.8	17.0	8.5	3.8	9.3	11.1	7.5
International Students	0	0	0	0	0	0	2.2
Contract Funded	6.5	113.3	106.5	36.7	26.8	31.4	45.3
Running Start	151.1	141.3	130.5	127.8	120.7	107.5	102.4
Other (Employ., Sr. Cit.)	13.7	14.0	13.2	13.5	15.7	24.6	23.0
GRAND TOTAL FTES	1,939.2	2,077.6	2,059.3	1863.6	1749.5	1700.7	1691.0

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for information)

j. Legislative Update

Prepared by President Bonaudi.

RECOMMENDATION:

None

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #3: CONSENT AGENDA (for action)

k. Donation

BACKGROUND:

The Grant County Health District would like to donate a 1997 Chevrolet Astro Van to the BBCC Automotive Program. This vehicle will be used for student instruction.

Prepared by the President's Office.

RECOMMENDATION:

President Bonaudi and VP Hamburg recommend acceptance of this donation.



Big Bend Community College

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March 21,, 2012

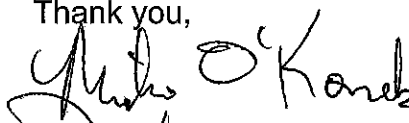
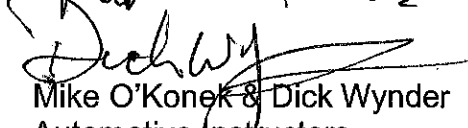
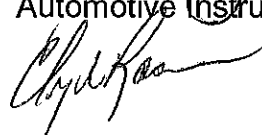
Clyde and Gail,

The BBCC automotive program would like to accept the donation of this 1997 Chevrolet Astro Van from the Grant County Health District. This vehicle will be used for instructional purposes in our program.

I have attached an e-mail from Pattie Anderson from the Health District about the donation.

Please let us know if you require any further information.

Thank you,



Mike O'Konek & Dick Wynder
Automotive Instructors




BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #5: Phi Theta Kappa, Rho Zeta Chapter (for information)

BACKGROUND:

The Phi Theta Kappa Rho Zeta Chapter Officers and Advisory Barbara Whitney will present a report regarding the recognition they received at their recent conference.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #6: Exceptional Faculty Award Recommendation (for action)

BACKGROUND:

The Exceptional Faculty Awards Committee is pleased to recommend the following award:

Mr. Dan Moore, Aviation Maintenance Technology Instructor, applied for an award (\$2,000) to attend the Aviation Technician Education Council Conference in Tempe, Arizona April 14-17, 2012. The committee supports this award.

Prepared by the President's Office and the Exceptional Faculty Awards Committee.

RECOMMENDATION:

President Bonaudi and VP Mohrbacher recommend approval of the Exceptional Faculty Award for Mr. Dan Moore.



RECEIVED

MAR 01 2012

PRESIDENT'S OFFICE

February 21, 2011

Dear President Bonaudi,

The Exceptional Faculty Award committee is pleased to inform you that we have an Exceptional Faculty Award application for your consideration. The committee has reviewed the application, believes it fits the guidelines and fully supports the activities as presented.

Dan Moore has requested an award so he may attend the ATEC Conference (Aviation Technician Education Council) in Tempe Arizona. The conference will give Dan the opportunity to network with many of his fellow aviation maintenance instructors and his experience may ultimately bring new ideas to the classroom. The committee is inspired by Dan's desire to make a difference in his field and enthusiastically supports his endeavor.

We have included copies of the applications and other materials for your convenience. We look forward to your recommendations and, ultimately, the Board's consideration. The EFA committee wishes to thank you, President Bonaudi, the Foundation, and the Board of Trustees, for your support, trust and guidance.

Sincerely,

Sonia Farag

Dennis Knepp

Gregory Crane

Charlene Rios

Bill Autry

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #7: Facility Master Plan (for action)

BACKGROUND:

After campus visits and extensive collaboration with VP Hamburg and BBCC staff, Robert and Lauri Uhrich from RGU Architecture & Planning presented the Facility Master Plan to the Board during the November 30, 2011 meeting. The Board could choose to accept the Facility Master Plan as presented.

Prepared by VP Gail Hamburg.

RECOMMENDATION:

President Bonaudi and VP Hamburg recommend approval of the Facility Master Plan.

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #8: Aviation Program Review (for action)

BACKGROUND:

During the February 23, 2012, Board meeting the Aviation Program Review was presented. VP Mohrbacher and Chief Pilot Swedburg made oral statements. The Board passed a motion to postpone further action to today's meeting.

February 23, 2012 Meeting

The Aviation Program was notified of a program review consistent with Article XXIV of the Negotiated Agreement. Reports prepared for this review included the report from the Program Review Committee, President Bonaudi's request for information from the Program Review Committee, the Aviation Department response and President Bonaudi's recommendations.

RECOMMENDATION:

President Bonaudi recommends approval of his final recommendation as presented and discussed at the February 23, 2012, regular meeting.



Dr. William C. Bonaudi
President

Office: 509.793.2000
E-mail: billb@bigbend.edu

February 14, 2012

To: Board of Trustees
From: President Bonaudi *B*
Subject: Aviation Program Review

I've reviewed the December 22, 2011 recommendations of the Aviation Program Review Committee and have received an acceptable response to my subsequent request for additional information regarding their report.

I am in agreement with many of the recommendations that I have indicated below, however, I believe that there are a number of other observations that are missing in the Program Review Report. This is not due to a lack of effort on the part of the PRR committee; rather it's due to the somewhat imprecise process that is our negotiated program review process.

The Aviation Program is people intensive, meaning outside of some lecture courses such as ground school, and meteorology, the bulk of the curriculum is predominantly one on one instruction. We have experience with other low student to teacher ratio programs, such as Nursing, and Commercial Driver's License, the former mandated by licensing and accrediting requirements, the latter by lab space in the trucks. And, as noted in the program review report, the costs are lower and in some cases there is a little flexibility in the curriculum to improve the cost efficiency. But the negotiated workload language and current program requirements limit the student to faculty ratio and hence the ability to lower the actual cost per student FTE, particularly when compared to other programs across the college.

If our current Aviation program curriculum and teaching format (pedagogy) is the only way to operate a successful commercial pilot training program in an otherwise low cost community college setting, then the recommended steps in the program review report, if followed to the point of correcting the revenue shortfall, may increase student cost too high to sustain the program. This is not to say that increased student cost is not necessary.

But clearly this program that is a high cost, relatively low enrollment program, and best suited for employment outside of the district and the state, cannot continue to draw resources from other more productive programs and disciplines at the current levels. In other words, the cost per FTE from the state-operating budget must be lower.

February 14, 2012

Page Two

Realize that there are two basic and significant financial challenges to maintaining an excellent commercial pilot program at Big Bend Community College. The first is the cost, the highest in the college, from the state-operating budget. This is the source of salaries for the full-time faculty in the program. Reduction in cost here can be a function of workload changes and/or alternative sources of funding for full time faculty. Overload assignments, mechanics, and flight interns are paid from the flight fees lab account.

The other significant financial challenge is the fleet. There is a finite life cycle for each plane and without the ability to replace them, we will run out of airplanes, i.e., no planes, no program. We need more than a replacement schedule. We need to know what to replace and how to replace. Do we continue to own aircraft or are there other options?

The PRR recommendation #13 gives us a tool to explore more deeply these two fundamental challenges to the program. I recommend that the Board direct preparation of an RFP for an aviation consultant with background in flight instruction and fleet management. The consultant hired would work with the administration and aviation faculty to explore alternative instructional formats and fleet replacement practices that will allow the college to sustain the aviation program for the future with less financial demands on the state operating budget. The consultant would also explore options to establish and maintain an instructional fleet.

The college has been exploring other opportunities to generate revenue for the program. For several years we have explored contract training of foreign nationals to staff rapidly expanding private airlines around the world. Most recently we are exploring the opportunity to provide flight training to a nearby sister institution. Successful exploitation of these opportunities requires flexible instruction options that are consistent with off campus opportunities.

I am supportive of the following recommendations from the Program Review Report:

Recommendations 1,2,3, and 4. I also support recommendation 5, but note that I believe this is a task that cannot be completed without the input from the aviation consultant noted in recommendation 13.

I support recommendation 6. This will provide the Dean and Vice President the opportunity, in consultation with the aviation faculty, to set staffing levels consistent with equipment availability, and budget.

I cannot support recommendation 7. This is debt that has been and can be carried on the books for some extended period of time.

Correction to the revenue stream of the flight fee lab account should demonstrate some consistent rate of correcting the debt in the operating side of the lab fee account. A consistent pattern of debt retirement could lead to a future decision to extinguish the debt earlier.

February 14, 2012

Page Three

I support recommendations 8, 9, and 10. The Dean and Vice President can accomplish them in consultation with the aviation faculty.

I am in full agreement with recommendation 11. Aviation faculty, the Dean and Vice President, and the Big Bend Community College Foundation can develop a program to take advantage of the alumni tracking that is already going on within the department.

Recommendation 12 proposes to eliminate a division chair, either from Aviation or the other existing division with which it would merge. While we could discuss this on your behalf during the next round of negotiations, I'm not sure that this addresses the representation issues around division chairs.

I have earlier endorsed recommendation 13 above.

Finally, recommendation 15 (I don't know where 14 is) speaks to recruitment. This past year and a half we have shared a position with CWU and so have a half time recruiter. We certainly want to evaluate the effectiveness of this position, as does Central. I would note this as an encouragement to the college and the department to continue to make recruiting efforts, keeping in mind the "target enrollment" discussion noted in recommendation 6 that deals with program limits.

I will summarize my comments by noting that many of these recommendations are good immediate steps to address funding issues. But I believe the larger issues of pedagogy and fleet replacement are subjects requiring longer and deeper analysis and as such on going reports on this cornerstone program are appropriate and expected.

Vice President Mohrbacher and I recommend the adoption of the analysis in this memorandum, the incorporation of our mutual recommendations and contracting with an aviation consultant.

It is further recommended that the findings of the consultant be presented to the board within one year of the signing of the consultation agreement. At that time the board will also receive workload information and budget information showing the impact of the implementation of all the above recommendations.

To: President Bonaudi

From: Bob Mohrbacher, on behalf of the Program Review Committee for Aviation

CC: Clyde Rasmussen, Bill Autry, Erik Borg, Les Michie, MariAnne Zavala-Lopez

Date: December 22, 2011

Subject: Program Review Recommendations for Aviation

On October 26, 2011, a Program Review was initiated for the Aviation program, in accordance with the procedures outlined in Article XXIV of the Negotiated Agreement. The committee was composed of myself and the following members: Bill Autry, Erik Borg, Les Michie, MariAnne Zavala-Lopez, Clyde Rasmussen. I particularly would like to thank the members of the committee for their service to the college on this committee. Their work was professional, insightful, and collegial.

The program review committee has considered a variety of evidence and spoken with faculty from the Aviation program, as indicated by Article XXIV A.2.a. The committee started by considering the following concerns noted in the memo calling for the initiation of the review process:

- Very high cost per FTE. Over the past 5 years, this cost has ranged from \$10,790 in 2009-10 to \$16,056 in 2006-07. For 2010-11, preliminary figures estimate the cost to be \$13,570.
- The smallest FTE generation by Division. In 2010-11, Aviation Division generated 35.38 AFTE. Other Divisions ranged from 173.68 AFTE (Business) to 433.92 (Humanities).
- The largest state budget expenditures of any program. For 2011-12, the state funded budget for Aviation is \$410,286. Other professional/technical programs range from \$101,407 (CDL) to \$311,387 (Nursing).
- Lowest post-training earnings of any professional/technical program: \$9,111 average annual earnings for students leaving training in 2008-09. Other programs range from \$12,008 (Business Medical Support Services) to \$60,204 (Nursing). Some of this discrepancy may be mitigated over the course of a career, particularly those students who go on to complete a bachelor's degree, but it is still a factor for the committee to consider.
- While the Aviation equipment reserve account is relatively healthy at \$1.6 million in 2011, the lab account continues to run a large deficit. That deficit has increased from (\$905,324) in 2008 to (\$1,016,977). The deficit in the lab fee account threatens the stability of the reserve account, particularly if the deficit continues to grow.

After speaking with Aviation faculty, it was clear that the third item on the list, low post-training earnings, was more a factor of a lack of consistent data tracking for graduates rather than concern about actual earnings. The committee then focused on the other issues. Issues of concern fall into primarily three categories:

- high cost per FTE,
- rising costs in the operating account, without adequate revenue,
- inadequate balance in the equipment reserve fund to allow for fleet replacement.

Other issues tend to be related to these two issues in one way or another. There are no concerns about the quality of the instructional program.

While the primary focus of the Program Review has been centered on budgetary matters, it is important also to consider the ongoing demand for the program and the purpose of the program in preparing pilots for the workforce. While enrollment in the program has been somewhat lower than usual in recent years, that enrollment has now started to rebound. We heard from the program faculty that they expect this trend to continue, as industry demand increases. It will be important for the program to address recruitment and retention on an ongoing basis, in order to assure consistent enrollments.

The financial information provided to the review committee revealed that the instructor flight fees charged to students under the "Dual rate" are inadequate (approximately one half) to meet salary expenses currently being expensed to the operating budget. Raising the fees to meet expenses on a one time basis would put an undue stress on the program and students. It may be necessary to phase in fee increases in two or more increments.

The aviation program lab fund with the operating budget and the reserves account are considered separate accounts; however they are tied together by process and, when considered together, point to a positive revenue balance. The net positive revenue is minimal at best and not adequate by any means to fund equipment replacement or for unforeseen contingencies. It is recommended that flight fees be set by considering fuel, salary, aircraft replacement and other expenses. The practice of expensing a straight line 15% to the operating budget for transfer to reserves should be replaced by a formula accounting for these expenses with aircraft expense (replacement) fees funding the reserve account.

In order to address the primary issues, the review committee recommends the following actions.

1. Increase the credits for ground school classes from 4 to 5.

Rationale: Aviation faculty told the committee that content in the ground school courses has increased over the years, but that no adjustment has been made to the credit hours. An increase to 5 credits would more accurately reflect the current content of the courses and help to decrease the cost per FTE.

2. Develop a formula for flight fees to include aviation fuel, maintenance costs, and depreciation/fleet replacement costs, as well as instructor hours. If the formula predicts a sharp increase in flight fees, the increase may have to be phased in using two or more incremental increases.

Rationale: The committee recommends the use of a budget projection tool such as the one developed by Bill Autry to account for expenses and build up the equipment reserve fund. This formula would replace the current 15% annual transfer to reserves. The Aviation program should raise the Dual rate by at least \$7 per hour this year and consider a similar increase next year with incremental increases as reasonable until dual rates offset expenses. Solo rates and simulator rates may need to be adjusted also. The goal of these recommendations are to set a course for the aviation dept. that will insure operating budget solvency and an ample reserve account to meet future aircraft replacement or other contingencies.

3. Develop a detailed annual budget, using a tool such as the one developed by Bill Autry. The Dean should meet each June with a representative from the Aviation program and a representative from the Business office in order to close out the year's books and set a budget for the coming year. No deficit spending should be allowed: equipment reserves should not be used to balance the operating account. Exceptions to this policy should be approved by the President.

Rationale: An annual review will allow for changes to fees, examination of the previous year's expenses, and transfer of funds to the equipment reserve in accordance with the established formula. The committee will provide a copy of the spreadsheet tool designed by Bill Autry; the program faculty should work with the Dean and the Business office to determine whether this tool meets their needs or whether they would like to redesign it.

4. No additional salaries or other significant costs should be attributed to the operations account without identifying a specific revenue stream.

Rationale: Over the years, additional salaries have been added to the operations account without providing for adequate revenue. This has contributed to deficits in the account.

5. Develop a detailed, written fleet replacement plan, including the amount of reserve funds needed to meet the fleet replacement schedule, as well as information on leasing costs and maintenance costs for each aircraft.

Rationale: The current fleet, while in good working condition, is aging. In order to know what funds are necessary in the equipment reserve account, a detailed replacement plan is necessary. This plan should be tied to the annual budget plan recommended in #3 above.

6. Indicate a "target enrollment" for the program, based on staffing and fiscal efficiency.

Rationale: In order to keep cost per FTE from rising excessively, the program should identify to target range of students in the program that will allow it to operate most efficiently.

7. On a one-time basis, move funds from the equipment reserve in order to balance the operating account.

Rationale: This would allow the program to start on a new budget plan without being burdened by the current operating deficit. No further deficit spending would be allowed without the approval of the President.

8. Aviation faculty should consider charging for flight fees in a block format (ie. 1.5 or 2 hour blocks), to include pre-flight and post-flight time, or develop a similar plan that will account for the real cost of flight time.

Rationale: The committee is under the impression that a number of other flight programs operate in this way, and to do so would more adequately reflect the costs associated with one-to-one instruction in flight.

9. Charge a fee for no-shows for flight hours.

Rationale: No-shows decrease the cost efficiency of the program. If students need to cancel or reschedule flight time, they should be responsible for notifying the program in advance. Failure to do so should result either in a "no-show" fee or in a charge for the entire missed flight hours.

10. Attempt to sell old and unused equipment, such as the old twin and the upholstery equipment. Use proceeds to help balance the operating account.
Rationale: Unused equipment may not provide a large source of funds, particularly in the current economy, but sale of such items would contribute to balancing accounts. If we cannot currently get a reasonable return for the items in the current economy, wait 12 to 18 months and try again.
11. Work actively with program alumni to support the program.
Rationale: BBCC Aviation alumni hold positions in aviation across the country. They are a potential source of recruiting connections and fundraising opportunities.
12. Combine Aviation with another Division.
Rationale: Aviation is a very small division in terms of student FTE. Combining Aviation with one of the other divisions would save approximately \$5000 per year. Since the Division structure is outlined in the Negotiated Agreement, a process would be necessary to examine this change and to develop a written agreement.
13. Work with a consultant to examine staffing levels in the program and other possible efficiencies. Consideration should be given to whether the program could eliminate a non-tenure track faculty position and/or an Office Assistant 3 position in order to reduce overall program costs.
Rationale: While the committee considered reductions in staffing, no consensus opinion could be reached without further study. An external consultant would be able to supply comparisons to cost and staffing levels in other programs.
15. Develop a new recruitment plan, which also includes regular assessment of retention and progress toward degree. This plan should include working with industry partners and making use of alumni contacts.
Rationale: The committee heard from Aviation faculty that growing demand in the industry should lead to continued gains in enrollment. It is important to take strategic advantage of that opportunity.

The goal of these recommendations is to set a course for the aviation program that will ensure operating budget solvency and an ample reserve account to meet future aircraft replacement needs or other contingencies. Past practices are no longer adequate to meet present conditions. We believe these recommendations will improve the financial well being of the aviation lab fund. The aviation program has several good ideas to improve efficiencies. The department should take a proactive approach to the revenue/expense picture and revisit procedures and fee schedules for validity as warranted. We believe with some effort and due diligence the Aviation program will remain healthy and remain an integral part of Big Bend Community College.

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #9: Emeritus Status (for action)

BACKGROUND:

The Board will consider Vice President Emeritus status for VP Holly Moos for her 39 years of dedicated service to the students, faculty and staff of Big Bend Community College.

RECOMMENDATION:

President Bonaudi recommends approval of Vice President Emeritus status for VP Holly Moos.

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #10 Presidential Search (for information/action)

BACKGROUND:

Board Chair Mike Wren may provide an update on the Presidential Search process.

Prepared by the President's office.

RECOMMENDATION:

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #11 Assessment of Board Activity (for information)

Northwest Commission on Colleges and Universities Standard 2.A Governance

BACKGROUND:

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

Prepared by the President's Office.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 2/23/12

ITEM #12 Regularly Scheduled Board Meeting Date (for action)

BACKGROUND:

The next Regular Scheduled Board meeting is Thursday, May 17, 2012, at 1:30 p.m. The Board may decide to change the meeting date to May 25 depending on the progress of the Presidential Search Advisory Committee (PSAC). A Special meeting can be called with 24-hour notice and the Regular meeting agenda can be adopted for the Special meeting if necessary to accommodate the PSAC activities. The Program Monitoring Report is scheduled for the May Board meeting which may require a Study Session or longer than usual Regular meeting.

This is a very busy spring with the following events scheduled: State of the College May 1, SBCTC meeting at BBCC May 9-10, Cellarbration! for Education May 19, and VP Moos retirement open house May 29.

Prepared by the President's Office.

RECOMMENDATION:

Plan on the Regular Board meeting scheduled for May 17 at 1:30 p.m. We'll put the monitoring report in the Regular meeting. If the President candidates' interview schedule conflicts with that meeting date, a phone conference meeting will be scheduled during the week of May 7 to discuss either moving the May meeting date, or cancelling that meeting and scheduling a meeting earlier in June.

BIG BEND COMMUNITY COLLEGE

Date: 4/5/12

ITEM #13 Miscellaneous (for information)

BACKGROUND:

The following are end of the year events that Trustees should make every effort to attend.

SBCTC meeting at BBCC May 9-10.

President Bonaudi's State of the College Address will be held Tuesday, May 1.

VP Holly Moos retirement open house May 29.

BBCC Commencement is scheduled Friday, June 15.

TACTC Spring Conference will be held at BBCC June 25-26.

President Bonaudi's retirement dinner June 21.

Prepared by the President's office.

RECOMMENDATION: