



May 5, 2022

Board of Trustees

Regular Meeting 1:30 p.m. Hybrid

Register in advance for this Zoom webinar:

https://bigbend.zoom.us/webinar/register/WN_exytNNrPQUSEH2cgte41Yg

After registering, you will receive a confirmation email containing information about joining the webinar.

Big Bend Community College District #18

Governing Board:

**Chair Thomas Stredwick, Vice Chair Juanita Richards,
Gary Chandler, Anna Franz, Amy Parris**

President Sara Tweedy

2022 Meeting Schedule

Thursday, January 27, 2022

Wednesday, March 23, 2022

Thursday, May 5, 2022

Thursday, June 9, 2022

Thursday, August 25, 2022, (Retreat)

Thursday, October 13, 2022

Thursday, December 1, 2022

Board Goals (adopted September 9, 2021)

1. Develop and implement an improved system for monitoring Board effectiveness by establishing an annual checklist for monitoring the overall performance of Big Bend Community College and providing training and other educational opportunities for Trustees.
2. Advance equity, diversity, and inclusion by establishing policies and institutional goals supporting operational equity, diversity, and inclusion programs.
3. Ensure effective onboarding and support of new trustees.

(Adopted Sept 9, 2021)



At BBCC we strive to serve ALL stakeholders with integrity by...



Communication

- Maintaining appropriate confidentiality
- Using direct communication and actively listening
- Receiving feedback nondefensively
- Being approachable, available, and responsive
- Apologizing readily and making amends

Community

- Assuming best intent
- Showing appreciation
- Celebrating successes
- Being fair and equitable
- Advocating for each other



Accountability

- Accepting responsibility for mistakes and striving to learn from them
- Anticipating problems and acting in advance
- Being good stewards of resources
- Prioritizing safety
- Following through and following up

At BBCC our stakeholders include: students, family members, employees, trustees, donors, business partners, and campus guests.

BIG BEND COMMUNITY COLLEGE DISTRICT NO. 18 BOARD AGENDA

Regular Board Meeting

7662 Chanute Street NE, Moses Lake, Washington 98837

Thursday, May 5, 2022, 1:30 p.m.

Hybrid/Zoom Webinar

1. Call to Order/Roll Call
2. Trustee Emeritus Board Chair Thomas Stredwick **(E-1, Action)**
3. Mission Moments – Board Chair Thomas Stredwick **(E-1, Information)**
4. Educational Presentation **(E-1, Information)**:
 - a. Ends Statement Definition from Carver Model Policy Governance
5. Consent Agenda **(E-1)**
 - a. Meeting Minutes March 23, 2022 **(Action)**
 - b. Accreditation **(Information)**
 - c. Student Success **(Information)**
 - d. Assessment **(Information)**
 - e. Finance & Administration Report **(Information)**
 - f. Human Resources Report **(Information)**
 - g. Foundation Report **(Information)**
6. Remarks
(Public comment to the Board regarding any item on the agenda may be made via chat at the time of the topic's presentation to the board in compliance with Board Policy 1000.3.E)
7. Faculty Updates – Faculty Association President Dawnne Ernette & VP Tyler Wallace **(E-3, Information)**
8. ASB President Update – President Colton Reynolds
9. President's Update
 - a. COVID-19 Impacts **(E-1, Information)**
 - b. Enrollment Report **(E-2, Information)**

Executive Session – President Tweedy/Trustee
10. Strategic Plan in Draft Form – President Tweedy **(E-1, Information)**
11. Trustees' Progress Toward Goals – Trustees **(E-1, Information/Action)**
12. Preview Board Study Session on May 10 – Board Chair Thomas Stredwick **(E-1, Information)**
13. Assessment of Board Activity (submitted in writing) – Trustees **(E-1, Information)**
14. Next Regularly Scheduled Board Meeting – Trustees **(E-1, Information/Action)**
15. Miscellaneous – Trustees, President Tweedy **(E-1, Information/Action)**
 - a. Adjournment

The Board may adjourn to an Executive Session to discuss items provided for in RCW 42.30.110 (1): (b) to consider the selection of a site or the acquisition of real estate by lease or purchase; (c) to consider the minimum price at which real estate will be offered for sale or lease; (d) to review negotiations on the performance of a publicly bid contract; (f) to receive and evaluate complaints or charges brought against a public officer or employee; **(g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee;** (h) to evaluate the qualifications of a candidate for appointment to elective office; (i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions or litigation or potential litigation.

NEXT REGULAR MEETING: Thursday, June 9, 2022, (Regular)

Tuesday, May 10, 2022, (Study Session)

If you are a person with a disability and require an accommodation while attending the meeting, please contact the President's Office at 509.793-2001 (or TDD 509.793.2325) as soon as possible to allow sufficient time to make arrangements.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #2: Trustee Emeritus (action)

BACKGROUND:

In recognition of Trustee Jon Lane's years of contribution to the Big Bend Community College Board of Trustees, spanning 2010 through 2021, we recommend awarding trustee emeritus status.

Trustee Lane's record of professional excellence is demonstrated in his service to the community and technical college system at the local, state and national level. Trustee Lane's advocacy and contribution supported Big Bend Community College in the delivery of its first applied baccalaureate degree, obtaining \$37 million+ in state support for a workforce education and aviation maintenance facilities, sitting as chair of the board for multiple terms, active engagement in the recruiting process for multiple college presidential searches, being elected as the treasure, president-elect, and president of the Washington State Association of College Trustees (ACT), and supporting the implementation of the Transforming Lives event within the state community and technical college system. He also served nationally as the ACCT Regional Coordinator 2018-21.

In addition to these significant contributions Trustee Lane actively served as a member of the Big Bend Community College Foundation, Big Bend Community College's representative to the ACT Legislative Committee, and a founding member of the Big Bend Community College Alumni Association.

For his years of public service and heartfelt contribution, Trustee Lane without question meets the criteria for Big Bend Community College's Trustee Emeritus status.

[AP1005](#) defines trustee emeritus criteria:

- Six years of service on the board of trustees
- Long-term record of professional excellence
- Leadership roles at the state and national level
- Significant participation in professional development activities
- Other significant contributions to the college and the service district

Prepared by the President's Office.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #3: Mission Moments (information)

BACKGROUND:

Vision:

Be our community's first choice to dream, learn, and succeed.

Mission:

Big Bend Community College
Serve as a Bridge
Stand as a Leader
Support for Success

Guiding Principles:

Honor our Role as a Hispanic-Serving Institution
Advocate for Equity, Inclusion, & Diversity
Embrace our Workplace Norms
Innovate Proactively
Model Integrity
Educate All

Approved by the Board of Trustees October 28, 2021

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #4: Educational Presentation (information)

BACKGROUND:

The board has requested educational presentations.

President Thompson Tweedy will provide information around Ends Statements as defined by the Carver Model Policy Governance.

Prepared by the President's Office.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 3/23/22

ITEM #5: CONSENT AGENDA (for action)

- a. Board Meeting Minutes

BACKGROUND:

The minutes of the board meetings held on March 23, 2022, are included for approval.

Prepared by the President's Office.

RECOMMENDATIONS:

President Tweedy recommends the Board of Trustees approves the minutes.

THE OFFICIAL MINUTES

The Big Bend Community College Board of Trustees held a Regular Board meeting Wednesday March 23, 2022, at 1:30 p.m. via Zoom Webinar.

1. Call to Order

Present: Anna Franz
Gary Chandler
Amy Parris
Juanita Richards
Thomas Stredwick

Pledge of allegiance.

2. Mission Moments

Board Chair Thomas Stredwick reminded all of the Big Bend mission, *Serve as a bridge, stand as a leader, support for success*. He viewed the ESCALA presentation recordings and said they were good demonstrations of the mission. Instructors demonstrated long life learning.

3. Educational Presentation

AAGs Joseph Ehle and Emily Yates presented information on the Open Public Meeting Act (RCW 42.30) and Records Retention. They emphasized that the AAG's office represents the citizens of Washington State.

4. Consent

a) Approval of January 27, February 9, 17, 18, 23, 2022, Board Meeting Minutes (A); b) Accreditation (I); c) Student Success (I); d) Assessment (I); e) Finance & Administration (I); f) Human Resources Report (I); g) Foundation Report (I).

Motion 22-03

Trustee Anna Franz moved to approve the consent agenda.
Trustee Juanita Richards seconded and the motion passed.

5. Remarks

None.

6. Faculty Updates

Faculty Association Dawnne Ernette shared faculty news. The seventh annual Student Writing Contest winners will be notified at the end of spring quarter.

Faculty Librarian Rhonda Kitchens has been chosen to present at the annual Washington State Library conference on her webinar series: **Live Webinars As Life: Creating Content, Inspiring Collaboration, Demonstrating Resilience, & Shifting Goalposts. Feedback on the webinar series included "Rhonda is such an informative person! I really loved her presentation. I also liked how she had us practice**

correcting entries. I'm glad I attended! I have been doing my entries more or less correctly. I say that because I have not yet had to cite anything, but the last few quarters...wow! I may buy the APA manual like Rhonda suggested!"

Dr. Palumbo's Women's Literature class created projects and they get better each year. They also shared that one of the first students they had at BBCC, Ricardo Ruiz, is getting his first book of poems published. It's titled, *We Had Our Reasons*, and he takes a very cool, collaborative approach to the writing by including "other hard-working Mexicans from Eastern Washington." When Ruiz came to Dr. Palumbo's class, fresh from the military, he had planned to major in business. But he says that working with Dr. Palumbo is what encouraged him to switch to creative writing when he got into UW. This is an impressive achievement!

Music Instructor Dr. John Owens has upcoming percussion events scheduled with his students.

7. ASB

ASB President Colton Reynolds was not available to attend the meeting. Please refer to written report in the board packet. Board Chair Thomas Stredwick expressed his appreciation of the student activities department.

8. President's Update

President Thompson Tweedy highlighted Trustee Anna Franz's cover story in Irrigation Leader magazine. Trustee Franz was interviewed for her expert perspective on irrigation and water rights.

President Thompson Tweedy welcomed new employees Dwight Deines and Arlene Vollema. She also congratulated Jason Ronish and Astrid Chen for internal promotions.

President Thompson Tweedy discussed the recently conducted Mattawa community survey around building programs for their community. Top three programs of interest included Early Childhood Education, business and accounting, and agriculture. Preferred instructional delivery: online, hybrid, and in person. Social media was key to access of information for many community members.

Enrollment information was shared, we focused on retention during the pandemic and enrollment has decreased. Student enrollment dropped equally among highest enrolled student groups white/Latinx.

President Thompson Tweedy discussed how the state FTEs impact the budget. Enrollment declines are statewide and the allocation percentage from the SBCTC will not change significantly. Federal CARES stimulus money supported Big Bend the past two years.

President Thompson Tweedy stated masking will be optional beginning April 4 for vaccinated students and employees. CDC guidelines will provide direction for masking in the future.

At 2:30 p.m., Board Chair Thomas Stredwick announced that the Board would adjourn to executive session for approximately 15 minutes to discuss items provided for in RCW 42.30.110 (1): (g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The Executive Session was extended by ten minutes. A five-minute break was taken immediately following the Executive Session. The meeting reconvened at 3:00 p.m. with no action taken.

9. Probationary Tenure Review

Motion 22-04

Trustee Amy Parris moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Chris Dinges effective September 12, 2022. She further moved that the President notify Chris Dinges as soon as possible of this decision. Trustee Gary Chandler seconded, and the motion carried.

Motion 22-05

Trustee Gary Chandler moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Eric Fleming effective September 12, 2022. He further moved that the President notify Eric Fleming as soon as possible of this decision. Trustee Juanita Richards seconded, and the motion carried.

Motion 22-06

Trustee Juanita Richards moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Octaviano Gutierrez effective September 12, 2022. She further moved that the President notify Octaviano Gutierrez as soon as possible of this decision. Trustee Anna Franz seconded, and the motion carried.

Motion 22-07

Trustee Anna Franz moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Ching (Jim) Lin effective September 12, 2022. She further moved that the President notify Ching (Jim) Lin as soon as possible of this

decision. Trustee Juanita Richards seconded, and the motion carried.

Motion 22-08

Trustee Amy Parris moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Barbara Bush effective September 12, 2022. She further moved that the President notify Barbara Bush as soon as possible of this decision. Trustee Gary Chandler seconded, and the motion carried.

Motion 22-09

Trustee Gary Chandler moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Hannah Capelo effective September 12, 2022. He further moved that the President notify Hannah Capelo as soon as possible of this decision. Trustee Amy Parris seconded, and the motion carried.

Motion 22-10

Trustee Juanita Richards moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of John Owens effective September 12, 2022. She further moved that the President notify John Owens as soon as possible of this decision. Trustee Anna Franz seconded, and the motion carried.

Motion 22-11

Trustee Anna Franz moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Suzanne Reilly effective September 12, 2022. She further moved that the President notify Suzanne Reilly as soon as possible of this decision. Trustee Juanita Richards seconded, and the motion carried.

Motion 22-12

Trustee Amy Parris moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to renew the probationary contract of Reza Sharifi effective September 12, 2022. She further moved that the President notify Reza Sharifi as soon as possible of this decision. Trustee Gary Chandler seconded, and the motion carried.

Motion 22-13

Trustee Gary Chandler moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to grant tenure to Theresa Calip effective September 12, 2022. He further moved that the President notify Theresa Calip as soon as possible of this decision. Trustee Amy Parris seconded, and the motion carried.

Board Chair Thomas Stredwick noted granting tenure is the trustees' long-lasting impact on Big Bend. The robust review process provides a lot of data and shows the importance of the faculty tenure positions' role to educate our community. He noted the following comments from Theresa Calip's probationary files. *"She has been the best instructor I have had at BBCC. All the exams have directly covered all of her lectures and course content. If you spend time studying, you are going to do well. This is the best class I have taken here at BBCC."*

Motion 22-13

Trustee Juanita Richards moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to grant tenure to Johanna Doty-Fleming effective September 12, 2022. She further moved that the President notify Theresa Calip as soon as possible of this decision. Trustee Anna Franz seconded, and the motion carried.

Board Chair Thomas Stredwick noted the following comments from Johanna Doty-Fleming's probationary files. *"She is a very positive and energetic person. It makes the start of my day more motivating to get work done. Also, she is always available to answer questions and help me and I'm thankful to have a teacher like that."*

Motion 22-14

Trustee Anna Franz moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to grant tenure to Rhonda Kitchens effective September 12, 2022. She further moved that the President notify Rhonda Kitchens as soon as possible of this decision. Trustee Juanita Richards seconded, and the motion carried.

Board Chair Thomas Stredwick noted the following comments from Rhonda Kitchen's probationary files. *"Rhonda is amazing and goes above and beyond - I asked her to help introduce my class to research resources, and she created an interactive page on the library's site for the class to continue to use throughout the quarter."*
"Kickass"

Motion 22-15

Trustee Amy Parris moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to grant tenure to David Mayhugh effective September 12, 2022. She further moved that the President notify David Mayhugh as soon as possible of this decision. Trustee Gary Chandler seconded, and the motion carried.

Board Chair Thomas Stredwick noted the following comments from David Mayhugh's probationary files. *"David is always prepared for class and gives us examples that are applicable to the material, he encourages me to do my best work and I am genuinely excited to go to his class. I have found a passion for math that I didn't realize I had because of him."*

Motion 22-16

Trustee Gary Chandler moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to grant tenure to Michelle Reeves effective September 12, 2022. He further moved that the President notify Michelle Reeves as soon as possible of this decision. Trustee Amy Parris seconded, and the motion carried.

Board Chair Thomas Stredwick noted the following comments from Michelle Reeves' probationary files. *"Mrs. Reeves provides an inclusive learning environment where all people differing in learning ability are appreciated, and ultimately respected. Not only is question-asking encouraged, but there is an entire platform dedicated to such (i.e., YellowDig)."*

Motion 22-17

Trustee Juanita Richards moved after having given reasonable consideration to the recommendation of the probationary tenure review committee, Dr. Tweedy, and Dr. Humpherys, to grant tenure to Jessica Strickland effective September 12, 2022. She further moved that the President notify Jessica Strickland as soon as possible of this decision. Trustee Anna Franz seconded, and the motion carried.

Board Chair Thomas Stredwick noted the following comments from Michelle Reeves' probationary files. *"with having a full-time job and being a mom and wife, it makes it hard to stay focus, but with the instructors help and wiliness to listen and reply to emails very fast makes it easy for me to be completing assignment's."*

10. ACT AwardsMotion 22-18

Trustee Anna Franz moved to approve Thomas Stredwick and Anna Franz move forward with ACT nominations for

former Trustee Jon Lane and Executive Assistant Melinda Owens. Trustee Juanita Richards seconded and the motion passed.

11. Trustees Emeritus

The Trustees discussed honoring former Trustee Jon Lane with Trustee Emeritus during the next meeting.

12. Trustees' Progress Toward Goals

Board Chair Stredwick explained this standing agenda item is set to provide time for the trustees to review progress toward their three goals:

1. *Develop and implement an improved system for monitoring Board effectiveness by establishing an annual checklist for monitoring the overall performance of Big Bend Community College and providing training and other educational opportunities for Trustees.*

Board Chair Thomas Stredwick and Juanita Richards will present the draft dashboard to the board at the next meeting for feedback.

2. *Advance equity, diversity, and inclusion by establishing policies and institutional goals supporting operational equity, diversity, and inclusion programs.*

Trustee Anna Franz stated the ACT Spring Conference has a focus on Equity, Diversity, and Inclusion.

3. *Ensure effective onboarding and support of new trustees.*

Trustee Amy Parris expressed her appreciation of the tenure review process and support by senior trustees for sharing steps to accomplish the reviews.

14. Assessment of Board Activity

Trustee Juanita Richards attended the Foundation Board Meeting, Special Board Meetings, and met with President Thompson Tweedy. She attended multiple foundation webinars and spent hours on the probationary tenure review.

Trustee Thomas Stredwick made Cellarbration sponsorship phone calls, and attended an agenda preparation meeting. He also checked in with other trustees, watched the ESCALA videos recordings and reviewed the probationary tenure documentation.

Trustee Anna Franz announced that she has been on the board for ten years and graduated from Big Bend twenty years ago. She attended CEID Reads applauds efforts to support students through their lives.

Trustee Amy Parris reported that she attended the legislative advocacy spec meeting and meetings with VP Bryce Humpherys about Othello outreach. She also met with the Othello High School Superintendent, President Tweedy and VP Humpherys and an all-

program advisory committee. Trustee Parris also completed reviews of the probationers' files.

Trustee Gary Chandler reported that he watched the ESCALA presentation recordings and attended the Passion Project Showcase. He also made numerous phone calls in support of Big Bend. Trustee Chandler expressed his appreciation with On Boarding assistance by President Thompson Tweedy, VP Kim Garza, and Executive Asst Melinda Owens. He also enjoyed reading the probationers' files. Trustee Chandler also spent time visiting with former Trustee Jon Lane.

15. Next Regularly Scheduled Board Meeting

The next board meeting is scheduled on May 5, 2022.

16. Miscellaneous

Trustee Juanita Richards shared about Big Bend Community College Foundation's Cellarbration! for Education. The event is live and scheduled for May 12. She also reported that Foundation staff Jen Starr has visited all the area high schools and met one on one with protentional students; scholarships applications are up 12.5% from last year. She also reported the webinars sponsored by the Foundation are educational and archived for watching on demand.

Trustee Thomas Stredwick reported that Trustee Anna Franz is the ACT legislative alternate committee member and former Trustee Jon Lane was the primary.

Motion 22-19

Trustee Amy Parris moved to appoint Trustee Gary Chandler as the primary ACT Legislative Action Committee member from Big Bend. Trustee Anna Franz seconded and the motion passed.

President Thompson Tweedy announced that she plans to host a banquet for the Big Bend Women's Wrestling National Champions!

The meeting adjourned at 3:43 p.m.

Thomas Stredwick, Chair

ATTEST:

Sara Thompson Tweedy, Secretary

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #5: CONSENT AGENDA (for information)

b. Accreditation

Big Bend will have two Accreditation Reports and Visits during 2023. During the next academic year, Big Bend will prepare for the reports and visits described below.

Ad Hoc Report and Visit, Spring 2023

This visit is related to implementation of a new degree level which comes with the offering of a Bachelor of Applied Science.

Mid-Cycle Self-Evaluation Report, Fall 2023

Conducted in the third year of the seven-year cycle, the Mid-Cycle Evaluation is intended to ascertain an institution's readiness to provide evidence (outcomes) of mission fulfillment and sustainability in the Year Seven. The Mid-Cycle Evaluation includes a visit by a team of evaluators to assist institutions in determining if the process of outcomes assessment will lead them to a successful Evaluation of Institutional Effectiveness self-evaluation and peer evaluation. It is intended to be a formative and collegial evaluation with the institution in conversation with the evaluators.

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #5: CONSENT AGENDA (for information)

c. Student Success

The college will hold its Spring In-Service on May 6, 2022. During in-service, a significant amount of time will be dedicated to training and work related to academic advising. Effective academic advising is an important strategy for improving student retention, progression, and completion.

The college is also preparing to offer college level programs in Mattawa and Othello beginning Fall 2022 in addition to the adult high school completion and English as a Second Language (ESL) courses already offered in these communities. Our intent is to make the Administrative Professional Services, Early Childhood Education, and Associate of Arts & Science Degrees available in both communities

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #5: CONSENT AGENDA (for information)

d. Assessment

Senate Bill 5227 focuses on Diversity, Equity, and Inclusion and requires a Student Campus Climate Assessment (CCA) to be administered a minimum of once every five years to faculty, staff, and students. The Data Committee and Committee for Equity Inclusion and Diversity (CEID) are reviewing survey instruments for the Student Campus Climate Assessment (CCA) to be administered to students and will make a recommendation for implementation next academic year. In the years between CCA, annual Listening and Feedback sessions must be held.

Prepared by VP Bryce Humpherys and Dean Valerie Parton.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/5/2022

- ITEM #5:** CONSENT AGENDA (for information)
- e. Finance & Administration Update

Financial Health and Federal/State stimulus funding:

The community and technical colleges have been very fortunate to receive federal/state funding to use for expenses and replacing lost revenue due to COVID-19. **Updates are in red from last report.**

Round 1: Institutional \$736,918, Financial Aid \$736,919, HSI \$94,344; All 100% expended.

Round 2: Institutional \$2,085,725 - 100% expended; Student Financial Aid \$736,919 – 100% expended; HSI \$154,997 – 100% expended.

GEER: \$530,394 – 100% expended.

Round 3: Institutional \$2,484,436 – 99% expended; Student Financial Aid \$2,554,610 – **24.65% expended (Dept of Education extended the deadline until June 30, 2023 for expending against the award).** HSI \$268,040 – 0 expended.

FEMA: \$22,021.05 received as reimbursement for COVID expenses.

SSARP (Supplemental Support under American Rescue Plan): New application submitted early April for additional \$2 million in funding.

Ongoing Capital Projects:

Wallenstein Theater electrical upgrades (Minor Project for 2021-23 biennium): The 45 days for procurement has been extended. Demo is scheduled to begin May 3.

Wallenstein Theater roofing replacement: Work on the roof has commenced.

Pavement and awning repairs: *Status remains the same from December report*--Paving and concrete repair work in miscellaneous locations. Due to contractor staffing availability and weather, this project will not occur until Spring or beyond.

1700 Boiler Replacement: TBD depending on procurement and availability of boilers. Boilers supply heat to buildings 1700, 5000 and 6000.

1700 Window Replacement: TBD as scheduling and weather allow. Most likely summer project due to classroom use.

Prepared by VP Schoonmaker.

RECOMMENDATION: None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #5: CONSENT AGENDA (for action)

f. Human Resources

BACKGROUND:

Recruitment & Selection:

Alexis Lindermann accepted the position of Early Childhood Program Specialist 1. This is a full-time, classified staff position replacing Alejandra Vasquez. Alexis started her new position on April 16, 2022.

Cheryl Yamane accepted the position of Program Assistant supporting CBIS and Title V. This is a full-time, classified staff position replacing Jordan Shipley. Cheryl started her new position on May 1, 2022.

Mackenzie Gardner accepted the position of Fiscal Specialist 1. This is a full-time, classified staff position replacing AnneMarie Owensby. Mackenzie started her new position on May 1, 2022.

Abinadi Milligan accepted the position of Interim Educational Planner. This is a temporary admin/exempt position. Abinadi started his new position on May 1, 2022.

The following searches are currently in process:

- Ag Mechanics Program Coordinator
- Assistant Director of the BBCC Foundation
- Athletic Director
- Custodian 1
- Data Consultant 3
- FT Faculty – Art
- FT Faculty – Business/Accounting
- FT Faculty – Computer Science
- FT Faculty – Criminal Justice/Psychology
- FT Faculty – English Language Acquisition (ELA)
- FT Faculty – Nursing
- Grounds & Nursery Services Specialist 2
- Program Assistant – Workforce Education Services
- Program Specialist 2 – CBIS & Career Services

Retention:

The Year-to-Date Turnover Rate through April 30, 2022 was 4.794%. The breakdown of separation reasons includes 4-Resignation, 3-Other Job, and 2-Non-Disciplinary Separation. The goal for 2022 is to have a turnover rate less than 12%.

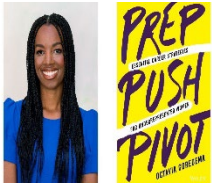
ITEM #5: CONSENT AGENDA (for information)

- g. Foundation Report

BACKGROUND:

- It has been all hands on deck for Cellarbration! for Education, **May 7, 2022**
- Sponsorships are at \$45,600, that's an increase of \$18,050 from last year.
- As soon as Cellarbration! is over we jump right into scholarship awarding.
- Working with a new donor on securing an estate gift for the Foundation.
- See all of our upcoming webinars and register cost-free at <https://alumlc.org/bbcc>. Be sure to explore past events free on-demand viewing.

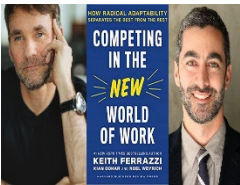
Upcoming Events



Prep, Push, Pivot: How to Overcome Obstacles and Accelerate Your Career

Octavia Goredema, Award-Winning Author

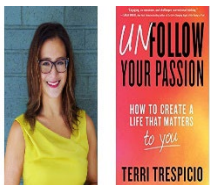
April 27th at 9:00 AM PDT



How to Develop Radical Adaptability in the New World of Work

Keith Ferrazzi, New York Times Bestselling Author and Kian Gohar Co-Author and Leadership Coach

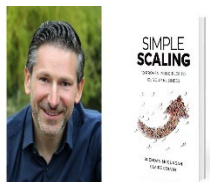
May 3rd at 9:00 AM PDT



Reconsidering Work, Life, and Meaning During the Great Resignation

Terri Trespicio, award-winning author

May 11th at 9:00 AM PDT



Ten Proven Principles to Successfully Scale Your Business

Brendan McGurgan, Author and Global Business Leader

May 19th at 9:00 AM PDT



Slow Down to Get Ahead: Implementing Mindfulness into Your Career

Kim Bilawchuk, Career Alignment Coach

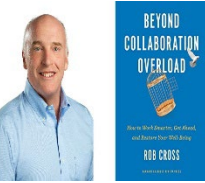
June 7th at 9:00 AM PDT



The Antidote to Boredom, Bottlenecks, and Burnout

Jenny Blake, Bestselling Author of Pivot: The Only Move That Matters is Your Next One

June 23rd at 9:00 AM PDT



Beyond Collaboration Overload: How to Work Smarter, Get Ahead and Restore Your Well-Being

Rob Cross, Bestselling Author and Leadership Expert

June 28th at 9:00 AM PDT

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #7: Faculty Updates (information)

BACKGROUND:

Faculty Association President Dawnne Ernette and or VP Tyler Wallace may report faculty activities.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #8: ASB Updates (information)

BACKGROUND:

ASB Officers attended a national conference of The Association for the Promotion of Campus Activities last month in Hershey, PA. At this conference, we learned about service, leadership, ideas on how to improve our event attendance, communication techniques, disability awareness and everything in between. We watched lots of performers, motivational speakers and met amazing college student leaders throughout the country.

Since the beginning of Spring Quarter, we held our first Taco Tuesday food event, with a strong attendance of over 130 students and staff, when the weather was questionable. Two days later, during that freak snowstorm, we sponsored our first in-person event since Fall Quarter, magician Ran'd Shine.

Last week ASB sponsored another virtual Bingo Night, titled "Healthy Relationships," which covered information on consent, as well as domestic violence and other important topics.

Student Recognition Night is Wednesday, May 4th at 7:00 p.m. in the Masto Conference Center. ASB is currently in the hiring process for next year's ASB Officers. Hypnotist Sailesh will perform live on April 28th.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #9: President's Update (information)

BACKGROUND:

Dr. Thompson Tweedy will provide an update.

- a. COVID-19 Impacts
- b. Enrollment

RECOMMENDATION:

None.

a. Covid-19 Impacts (E-1. Information)

Dr. Sara Thompson Tweedy will share information related to campus activities.

b. Enrollment (E-5, Information)

Spring 2022 classes began on April 4. As of April 18 (start of week 3), spring headcount (1,559) was down 25.8% from this time last year. Total spring FTEs (1232.2) and state-funded FTEs (845.7) were down 20.8% and 18.0%, respectively, from last spring at this time.

The final enrollment report for winter 2022 is included for review. Winter final headcount was 1,823 or 17.1% lower than last winter (2021). Total FTEs (1423.5) were down 18.0% and state-funded FTEs (979.4) were 13.6% lower than last year. Enrollment data for the Washington Community and Technical College system, overall, is not available at this time.

The tuition amount budgeted for 2021-2022 is \$3,800,000. As of March 31, 2022 we have collected \$3,187,546 or 83.9% of the budgeted amount. As of March 31, 2021 we had collected \$3,381,082 or 88.9%.

TUIITION COLLECTION REPORT
As of Mar 31, 2022 and Mar 31, 2021

	<u>2021-2022</u>	<u>2020-2021</u>
Annual Budget	\$3,800,000	\$3,800,000
Collections as of Mar 31	\$3,187,546	\$3,381,082
As a % of Annual Budget	83.9%	88.9%
Left to Collect to Meet Budget Target	\$ 612,454	\$ 418,918
<i>CARES Lost Revenue Summer/Fall</i>	<i>\$ 721,016</i>	<i>\$ 567,310</i>

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

**BIG BEND COMMUNITY COLLEGE
BUDGET STATUS SUMMARY
AS OF MARCH 31, 2022**

PROGRAM	CATEGORY	BUDGET 7/1/2021	ADJUSTMENT	BUDGET As of 3/31/22	ONE-TIME TEMP FUND	SPENT	BALANCE	% REMAINING
010 INSTRUCTION	SALARIES	6,453,277	(1,613)	6,451,664	0	3,614,180	2,837,484	43.98%
	BENEFITS	1,874,826	51,078	1,925,904	0	1,154,813	771,091	40.04%
	GOODS&SVC	128,737	7,168	135,905	0	54,670	81,235	59.77%
	TRAVEL	53,973	(6,618)	47,355	0	3,295	44,060	93.04%
	EQUIP	52,256	0	52,256	0	0	52,256	100.00%
	TOTAL		8,563,069	50,015	8,613,084	0	4,826,958	3,786,126
040 PRIMARY SUPPORT TO INSTRUCTION	SALARIES	1,385,458	0	1,385,458	0	970,744	414,714	29.93%
	BENEFITS	445,406	0	445,406	0	307,241	138,165	31.02%
	GOODS&SVC	39,130	58,994	98,124	0	134,104	(35,980)	-36.67%
	TRAVEL	13,500	(5,000)	8,500	0	0	8,500	100.00%
	EQUIP	6,500	(6,500)	0	0	0	0	#DIV/0!
TOTAL		1,889,994	47,494	1,937,488	0	1,412,089	525,399	27.12%
050 LIBRARY	SALARIES	391,745	1,210	392,955	0	250,006	142,949	36.38%
	BENEFITS	148,120	216	148,336	0	94,802	53,534	36.09%
	GOODS&SVC	82,656	14,840	97,496	0	67,539	29,957	30.73%
	TRAVEL	5,000	0	5,000	0	0	5,000	100.00%
	EQUIP	20,000	(14,840)	5,160	0	6,052	(892)	-17.28%
TOTAL		647,521	1,426	648,947	0	418,398	230,549	35.53%
060 STUDENT SERVICES	SALARIES	1,303,117	513,326	1,816,443	0	961,507	854,936	47.07%
	BENEFITS	455,487	207,773	663,260	0	343,353	319,907	48.23%
	GOODS&SVC	570,565	(512,666)	57,899	0	37,191	20,708	35.77%
	TRAVEL	29,802	(8,697)	21,105	0	15,443	5,662	26.83%
	EQUIP	15,000	8,931	23,931	0	9,087	14,844	62.03%
	GRANTS	438,559	38,882	477,441	0	272,730	204,711	42.88%
	MATCH	15,481	0	15,481	0	19,480	(3,999)	-25.83%
TOTAL		2,828,011	247,549	3,075,560	0	1,658,791	1,416,769	46.07%
080 ADMIN.	SALARIES	2,255,612	(48,397)	2,207,215	0	1,405,743	801,473	36.31%
	BENEFITS	773,963	3,014	776,977	0	446,128	330,849	42.58%
	GOODS&SVC	1,270,604	61,322	1,331,926	0	535,213	796,713	59.82%
	TRAVEL	63,405	(1,818)	61,587	0	3,122	58,465	94.93%
	EQUIP	16,150	(2,791)	13,359	0	0	13,359	100.00%
TOTAL		4,379,734	11,330	4,391,064	0	2,390,205	2,000,859	45.57%
090 M&O	SALARIES	1,133,797	0	1,133,797	0	823,888	309,909	27.33%
	BENEFITS	459,320	0	459,320	0	332,360	126,960	27.64%
	GOODS&SVC	1,397,182	(27,882)	1,369,300	0	806,044	563,256	41.13%
	TRAVEL	7,275	80	7,355	0	141	7,214	98.09%
	EQUIPMENT	20,587	31,530	52,117	0	43,202	8,915	17.11%
	DEBT SERV.	253,000	0	253,000	0	2,000	251,000	99.21%
TOTAL		3,271,161	3,728	3,274,889	0	2,007,635	1,267,254	38.70%
TOTAL BUDGET		21,579,490	361,542	21,941,032	0	12,714,077	9,226,955	42.05%

Allocation #1 - Diversity Bill, Equity & Access Bill, Menstrual Products
Allocation #2 - GEER & Goldstar

233,988
127,554

TOTAL ADJUSTMENTS TO ALLOCATION

361,542

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #10: Draft Strategic Plan (information)

BACKGROUND:

After months of meeting, discussing data, and input from across the campus the draft 2021-26 Strategic Plan is presented for information. It will be presented for action at the June 9 meeting. The Strategic Planning Committee and Cabinet have endorsed the draft. The draft will be presented to Shared Governance Council May 13.

RECOMMENDATION:

None.

Strategic Plan 2021-2026

Vision:

Be our community's first choice
to dream, learn, and succeed.

Mission:

- Serve as a Bridge
- Stand as a Leader
- Support for Success

Guiding Principles:

- Honor our Role as a Hispanic-Serving Institution
- Advocate for Equity, Inclusion, & Diversity
- Embrace our Workplace Norms
- Innovate Proactively
- Model Integrity
- Educate All



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INTRODUCTION

Our students, the heart of Big Bend Community College (BCC), and our employees, the soul, are of vital significance as we move forward intentionally and fearlessly creating a college where all feel they belong, all people are represented, and each has received the recognition and support needed to thrive. Central to our intentions are to distinguish our role as a Hispanic-serving institution, not just a Hispanic-enrolling institution.

To become our communities' first choice to dream, learn, and succeed weighs heavy in this moment when we are facing external challenges that create tremendous instability and uncertainty. Yet we continued to ask our service district members how BCC can help and serve them. We are listening because we realize each story provides an important opportunity to learn about one another, to see one another overcome, and to understand how to support one another. Our students, our employees, and our service district communities standing together will ensure our future prosperity. Their story is our story and our futures are inextricably linked.

As we orient our work to ensure that all our actions align with our four strategic priorities, we find inspiration in our aspirations

*To Improve Student Success,
To be an Employer of Choice,
To provide Forward Looking Infrastructure,
To experience Enrollment Growth and Diversification.*

These strategic priorities are backed by activities and tasks that are intended to move us beyond aspiration to fulfillment.

BCC is manifesting a movement. Our strengths cannot always be quantified, but we can still leverage them effectively to do the work. BCC's guiding principles raise the question, how will our work be different by embedding these into the very fabric of who we are and how we do our work? The guiding principles set a standard for how we interact with each other, represent BCC in the community, and serve students. These principles are intended to guide us:

*Honor our Role as a Hispanic-Serving Institution
Advocate for Equity, Inclusion, & Diversity
Embrace our Workplace Norms
Innovate Proactively
Model Integrity
Educate All*

Manifested, our strategic priorities and our guiding principles serve as a call to action and clarify our mission to:

*Serve as a Bridge
Stand as a Leader
Support for Success*

THE STRATEGIC PLANNING PROCESS

The Strategic Planning Process began by documenting the projects and efforts to enhance the student and employee experience to which Big Bend Community College was already committed. In consideration of a newly awarded Title V grant of \$3 million over five years, the ctcLink information management system implementation, state supported guided pathways work, capital projects, an ongoing commitment as a Hispanic Serving Institution to reducing equity gaps in student achievement, as well as previously initiated efforts to improve the campus climate and accelerate diversity, equity, and inclusion efforts, the President and Vice-Presidents believed that the new strategic planning process should include consideration of this work and organize it into priorities. The strategic priorities were then created to reflect the ongoing and future commitments and efforts that would lead to better outcomes for students; close equity gaps; create a campus climate and culture that is safe and dynamic; provide infrastructure that supports proactive and innovative practices; and strategically expand student enrollment to ensure that no one in our service district is underserved by the college. Within the strategic priorities, major activities/goals as well as the tasks for fulfilling those activities were identified and documented.

The Strategic Priorities, Major Activities and Tasks underwent a collaborative and iterative process of refinement by the Strategic Planning Committee based on feedback from students and employees.

Strategic Priorities

Improving Student Success: BBCC seeks to make improvements in student retention, persistence through the college curriculum, and completion of college credentials while reducing performance gaps between student groups. In addition, the college seeks to support students who leave BBCC to either continue their higher education journey or secure meaningful employment.

Employer of Choice: BBCC seeks to be the “employer of choice” by creating a safe and dynamic culture where all employees are supported, engaged, and valued from recruitment to retirement as they serve students, the campus community, and our service district. The decision to apply, accept a job offer, or remain at BBCC is a conscious one influenced by the mission, culture, and work environment of the college.

Forward Looking Infrastructure: BBCC seeks to provide access to physical and organizational infrastructure that supports proactive and innovative student and employee success.

Enrollment Growth and Diversification: BBCC seeks to strategically expand student enrollment with an emphasis on addressing educational needs of students throughout the college’s large service district while ensuring the fiscal stability of the institution.

The Strategic Plan

Priority 1: Improving Student Success

The ultimate measure of student success, though not the only one, is graduation with a certificate or degree. The college seeks to continuously improve student outcomes while reducing gaps in performance by historically underserved populations. A Title V grant was awarded to BBCC in 2020 and serves as the cornerstone of our efforts to improve success rates by our students, particularly students who are underserved historically by higher education and society. As an Hispanic Serving Institution, our emphasis on closing equity gaps includes creating a culture where students feel they belong and have the support to succeed.

Major Activities	Tasks to fulfilling activity	Target Deadline
Improve completion rates in courses of all modalities (face-to-face, hybrid, online) & gatekeeper & HELS (High Enrolled, Low Success) courses to meet the needs of day, evening, online, remote, place bound, on-campus, off-campus students while reducing equity gaps for different student groups	Professional development around online instruction (use of technology, engaging students, communication with students, availability) combined with implementation support for faculty and training support for students	Yearly grant targets to 2025
	Implement large scale ESCALA training for faculty	Yearly grant targets to 2025
	Implement large scale instructional design training for faculty	Yearly grant targets to 2025
	Develop specific equity-informed and HSI training foci, identify training opportunities (internal, external), link training to course success & student success metrics	Ongoing, starting 2021
	Implement instructional changes based on assessment of student learning results	Ongoing

Improve student retention & reduce retention equity gaps by refining and expanding college navigation services	Refine Starfish Early Alerts & Referrals, develop and implement Success Plans, integrate Starfish use into case management work of departments, provide direct services to students, ongoing training of employees, Starfish technical integration with ctclink	2022, 2023 Subscription paid through 2024
	Provide TRIO-like support services for students and address workload questions	Ongoing starting in 2022
	Provide a resource guide to new students that also illustrates how resources, including financial supports, will help students succeed.	2021, 2022
	Develop specific equity-informed and HSI training, identify training opportunities (internal, external), link training to department performance & student success metrics	Ongoing starting in 2022
	Provide students with trainings about how to utilize technology used in their classes	Ongoing, starting Fall 2022
	Provide evening technology support to students	Fall 2022
	Establish peer mentoring opportunities for students	2022, 2023
	Expand the number of students receiving financial support who need it	Ongoing
Improve student persistence while reducing equity gaps by increasing students earning college level math & English credits	Refine accelerated English & math instruction	2021, 2022, 2023 targets
	Review and update math & English placement practices	2021, 2022

Increase transfer rates while reducing equity gaps	Increase transfer rates while reducing equity gaps, establish working partnerships with our primary transfer schools (CWU, EWU, WSU) to develop four year advising maps for top transfer majors from BBCC, establish dual admissions, reduce redundant degree requirements, co-advise, etc. Develop second year student advising experience	Ongoing, starting with CWU in 2021
Improve student persistence & completion & enrollment while reducing equity gaps by launching a Bachelor of Applied Science in Applied Management (BAS-AM) degree	Secure regulatory approvals, market degree, recruit students, develop courses, develop and implement student support model, teach first cohort, complete 2023 NWCCU site visit, start second cohort, expand to off-campus locations	Yearly grant objectives to 2025
Improve student persistence, completion & post graduate success while reducing equity gaps through workforce program development &/or redesign	Launch Agriculture Mechanics degree	2021, 2022, 2023
	Revise Industrial Systems Technology electrical program to train students to a higher level	2022, 2023, 2024
	Secure distance learning approval for Aviation Maintenance Technology degree	2022
	Stay current with industry changes and update programs accordingly	Ongoing
Improve student persistence & retention while reducing equity gaps by implementing different instructional strategies	Explore & expand accelerated, flipped, modularized, competency-based learning options - Identify courses to develop or redesign, connect faculty with professional development opportunities activities, redesign courses	Yearly grant objectives to 2025

	Increase options for diversity, equity, and inclusion course offerings	2021, 2022, 2023
	Explore undergraduate research, service learning, subject matter immersion, internship, work-based learning and other active learning opportunities. Secure grant funding to support pilots, engage interested faculty, identify needed staff to support	Ongoing starting 2022
	Align academic support services with instruction	2022, 2023
	Implement instructional changes based on assessment of student learning and program audit results	Ongoing
Improve student retention and persistence while reducing equity gaps by strengthening procedures and expand opportunities for awarding Credit for Prior Learning (CPL)	Document procedures and fee structure, develop CPL opportunities for BAS classes, explore additional CPL opportunities across all college courses	Yearly grant objectives to 2025
Improve student retention & persistence while reducing equity gaps by strengthening advising services Improve student retention & persistence while reducing equity gaps by strengthening advising services	Improve advising services year-round with ctcLink tools, the website, and other tools	Ongoing
	Continue improving annual course planning schedules	Ongoing
	Provide training and support for academic advisors	2021, 2022, 2023
	Review & update existing advising maps	2022-2023, 2025-2026
	Refine advising practices for second year students, completion, transfer, and career advising	Ongoing starting 2023
	Develop transition to campus and college advising for dual enrollment students	2022, 2023

Priority 2: Employer of Choice

The Executive leadership of the college has made an intentional effort to create a safe and dynamic culture where all employees are supported, engaged, and valued. This effort has been propelled by a work group who identified norms that would contribute to the creation of a positive workplace environment. Those norms are: Communication, Community, and Accountability. These norms were adopted by the Shared Governance Council on January 8, 2021 and are being implemented as part of a major activity to improve the climate at BBCC. Other major activities that are listed fulfill state mandates, aid with the transition of an information management system, and/or improve practices that impact employees of the college.

Major Activities	Tasks to fulfilling activity	Target Deadline
People and Leader Development	Develop calendar of annual training and professional development offerings to support the different career stages of employees and the mission and vision of the college.	Yearly grant targets from 2023-2025
	Review and update leader competencies. These competencies will be used to guide the creation of professional development offerings.	Jun-22
	Set clear expectations for supervisor performance and accountability through performance management series.	Sep-22
	Review and update the college's 360 assessment process to provide timely and useful feedback to help individuals improve their performance.	Sep-22
	Improve performance evaluation completion rates to ensure employees receive feedback on their work performance and the college remains in compliance with accreditation standards, collective bargaining agreements, and state regulations.	Ongoing
Climate & Community	Develop transformation plan to embed workplace norms into the college's daily operations.	Ongoing
	Continue building onboarding and orientation structure that focuses on the 4 Cs - Compliance, Clarification, Culture, and Connection.	Ongoing

	Conduct employee satisfaction survey and use data to develop benchmarks and major activities for strategic plan.	Feb-21
	Develop quarterly pulse survey for ongoing check-in with employees on topics such as employee satisfaction, communication, supervision, and work environment.	Jun-22
	Develop a strategic Diversity, Equity, and Inclusion (DEI) plan covering areas of recruitment, retention, climate, and development.	Jul-22
	Support negotiations with WPEA and the Faculty Association	Oct-22
	Provide ongoing options for telework and remote work through formal approval of a new Administrative Procedure.	Dec-21
Improve Internal Communication	Develop equity-minded framework for decision-making and communication.	Dec-22
Implement ctcLink for HR & Payroll	Implement ctcLink for HR & Payroll with ongoing updates to existing business practices.	Oct-21
Position Alignment	Ensure position descriptions are available to employees and supervisors.	Dec-22
	Position descriptions reviewed and updated annually by employee and supervisor.	Ongoing
	Develop bilingual pay guidelines and testing process.	Jul-22
	Transition part-time hourly jobs to new structure determined by statute.	Jan-23
	Provide training for employees and supervisors on the position review/allocation process.	May-22
	Reduce Time to Fill rate for open positions	Ongoing

Priority 3: Forward Looking Infrastructure

This strategic priority aims to maintain facilities and technology as well as support proactive and innovative student and employee success. Infrastructure plays an important role in the satisfaction of students and employees. Maintaining equipment, updating technology, being responsive to failures in the network and facilities, and providing good service are all key contributors to safety and satisfaction in our workplace.

Major Activities	Tasks to fulfilling activity	Target Deadline
Implement ctclink Project		GO LIVE OCT 2021
Facility Upgrades	Upgrades to Science Labs in 1200 building	2021
	Renovation of theater in Wallenstein 1100 building	2022
	Install new gym floor	2021
	WEC & AMT Building Completion	2021
Technology Upgrades	Improve network infrastructure across campus	2023, 2025
	Replacement of laptop/docking stations for all employees versus desktop hardware	2022
	Deployment of software-Office 365, Teams; Upgrades to SharePoint	2023
	Technology Plan Update	2021

Annual Budget Process	Document process and integrate with newly developed BBCC decision-making framework	annual
Financial Statement Audit (Annual)	Maintain clean audits by being fiscally responsible	annual
Facilities Master Plan - update	Facilities Master Plan - update	2022
Continuity of Operations Plans (across campus)	Provide assistance to departments in documenting how they will continue to operate effectively when normal operations are disrupted in different ways.	2022
Develop Dashboards	Identify dashboards to develop to support strategic plan & implementation strategies, develop dashboards	Yearly grant targets to 2025

Strategic Priority 4: Enrollment Growth and Diversification

In recent years, the college has experienced steady declines in traditional post-high students who are state funded based on Washington State’s Allocation Model while experiencing increases in Running Start students—high school students who take college level courses. Additionally, an intentionally increased awareness of inclusivity has raised questions about who in our service district is underserved by the college. The major activities and tasks in this strategic priority are designed to stabilize enrollment, diversify types of enrollment, and ensure that BBCC is accessible to and supporting all residents of our service area.

Major Activities	Tasks to fulfilling activity	Target Deadline
Bolster total enrollment by determining post-COVID instruction and student support strategies that meet the needs of day, evening, online, remote, place bound, on-campus, off-campus students and improve & sustain virtual student support services accordingly	Utilize technologies such as live Chat, the website, & Signal Vine to improve communication with students	2021, 2022
	Refine and expand services offered in online and hybrid modalities, including the new student intake process	2021, 2022
	Provide students information about required technology, access to needed technology and information on how to use technology tools	2022, 2023
Increase state-funded and dual enrollment by expanding off campus instructional options with a focus on Othello, Quincy, and Mattawa	Establish partnerships with key collaborators in target communities, identify programs to deliver and delivery strategy, provide needed services using virtual and hybrid modalities, identify facility and staffing needs, pilot operations in 1-2 locations, develop focused outreach & marketing strategy for specific communities	2022, 2023

Expand state-funded enrollment with student programs that will attract state-funded students Expand state-funded enrollment with student programs that will attract state-funded students	Investigate additional academic programs and activities that will attract state-funded students	annual
	Launch Agriculture Mechanics program	2022, 2023
	Explore launching an eSports program and/or track & cross country teams	2024, 2025
	Grow wrestling programs and recruit full rosters for all athletic teams	2021, 2022, 2023
Expand total enrollment by strengthening pipelines into college Expand total enrollment by strengthening pipelines into college	Expand number of students transitioning from Basic Education of Adults (BEA) program into college level classes	Ongoing
	Expand number of students transitioning from dual enrollment programs into college level classes	Ongoing
	Grow dual enrollment programs	2022, 2023
	Strengthen relationships with feeder high schools to improve transition of high school students to Big Bend	Ongoing
	Create a sustainable international studies program	Ongoing

Expand state-funded and dual enrollment by developing and implementing an Outreach & Communication Strategy and Create an Implementation Plan for recruiting students	Identify key communities & demographics and focus outreach efforts	Ongoing
	Identify employers with tuition reimbursement for employees	Ongoing starting 2023
	Develop outreach & marketing strategies for specific communities	Yearly grant targets to 2025
	Conduct family focused outreach for high school age students (focus to dual credit students)	Ongoing starting 2022
	Develop outreach & marketing strategies for working adults	Yearly grant targets to 2025
	Market student support resources and give examples of how they help students	Ongoing starting 2022
	Clarify admission process steps, due dates, technology needed and implement student communication plan	2022, 2023
	Provide support and resources to allow a shorter turnaround time between when students ask a question and when they receive a response	2022, 2023
	Use marketing messages that showcase what makes BBCC a 1st choice - BBCC cares about students and their success, has great programs and resources, is a great place to get started	2022, 2023

Appendix A: Score Card
Measures of Success and Achievement

Some measures of our success are quantifiable, while others are not. We do strive to create clear measures of our success for each strategic priority. The Scorecard provides the indicators that will be monitored and reviewed to help the college community gauge our success.

Mission Fulfillment Scorecard

STUDENT SUCCESS	HSI Comparison Colleges	BBCC Baseline	Trend	BBCC Indicator Score 2020-21	Target
Completion	2018-2021			2018-2021	
3 year completion rate	36%	45%		45%	46%
<u>Persistence</u>					
Course Success Rate	N/A	80%		77%	80%
15 college credits 1st year	76%	76%		77%	77%
45 college credit 1st year	31%	25%		28%	26%
Institutional Learning Outcome Assessment			(to be developed)		
<u>Retention</u>					
	Fall 2020 start			Fall 2020 start	
Fall to Winter Retention	84%	84%		87%	86%
Fall to Fall Retention	60%	62%		65%	63%
<u>Post-Graduate Success</u>					
	2017 start			2017 start	
Transfer rate in 4th year - Transfer Students only	38%	42%		40%	43%
Employment rate in 4th year - WF Students only	69%	79%		73%	79%
EMPLOYER OF CHOICE		BBCC Baseline	Trend	BBCC Indicator Score 2021	Target
<u>Turnover Rate</u>					
FT Employee Turnover Rate		10.74%		19.26%	<12%
	PACE Nat'l Small 2-year College Comparison	BBCC Baseline PACE Survey 2021	Trend	BBCC Indicator Score 2021	Target
<u>People Development</u>					
Supervisor provides timely feedback on work	3.79	3.53	N/A	3.53	3.79
Supervisor provides appropriate feedback on work	3.82	3.67	N/A	3.67	3.82
Supervisor clarifies work outcomes	3.78	3.57	N/A	3.57	3.78
The college holds everyone equally accountable for performing their job duties	3.12	2.91	N/A	2.91	3.12
<u>Employee Experience</u>					
Employees recommend BBCC as a great place to work	N/A	3.78	N/A	3.78	3.87
FORWARD LOOKING INFRASTRUCTURE		BBCC Baseline	Trend	BBCC Indicator Score 2020-21	Target
<u>Financial Status</u>					
Budget Status - Year End Remaining Budget		Unqualified opinion - 0 findings		Unqualified opinion - 0 findings	Unqualified opinion - 0 findings
Facilities - Capital Projects Completed on Time		7.42%		12.24%	3%-10%
<u>Enrollment Growth & Diversification</u>					
Total FTE		1995		1816	2045
State Funded FTE		1511		1215	1549
Running Start Headcount		446		477	457

Met or Exceeds Goal - Achieving desired improvements

Meeting historical performance - less than 2.5% below baseline

Need significant improvements below baseline

Appendix B: Mission Fulfillment Scorecard Background

STUDENT SUCCESS MEASURES

Completion is a lagging measure of students who earned a BBCC formal credential within three years. This measure includes first-time, first-year college students who started in the summer or fall and includes Running Start students.

- **Persistence** is a leading measure that monitors students' progress to a degree by tracking student milestones of successful passing of classes and earning credits towards their degree.
 - Course Success is defined as a 2.0 GP higher or a "P" in a class. All students are included in this measure.
 - Credits towards students' degrees is a snapshot of students who completed 15 and 45 credits in the first year. This measure includes first-time, first-year college students who started in the summer or fall and includes Dual Enrolled Students (Running Start and College in the High School).
- **Retention** is a leading measure of the number of students who are retained into the following term or year at BBCC. This measure includes first-time, first-year college students who started in the summer or fall, and includes Running Start students.

Post-Graduate Success is defined by student transfer and employment rates.

- **Transfer Rate** is a measure of the number of students who transfer to a four-year college or university within four years of starting at BBCC. This measure includes first-time, first-year college *transfer intent only* students who started in the summer or fall, and includes Running Start students.
- **Employment rate** in fourth year, first-time, first-year college *workforce intent only* students who started in the summer or fall and are employed within four years of starting.

HSI Comparison Colleges

Beginning with this Mission Fulfillment Report, the Northwest Commission on Colleges and Universities requires colleges to disaggregate their student achievement data and compare it to peer institutions. BBCC is using Walla Walla Community College, Wenatchee Valley College, and Yakima Valley College as regional peer institutions based on their status as Hispanic Serving Institution (HSI) and their rural settings.

The State Board for Community and Technical Colleges provides the data for First-Time Entering Student Outcomes dashboard. Included in our cohorts are First-Time Ever in College and Running Start First Time in College Students.

BBCC Baseline

The baseline is the three-year average prior to the 2020 accreditation cycle. For three-year completion rates, it is the three years prior to the accreditation cycle. This is for the average completion rate for students who started in 2015 and completed by spring 2018, students who started in 2016 and completed by spring 2019, and students who started in 2017 and completed by spring 2020.

Trend

The trend lines include the last 4 years of data.

- Completion rates include students who started in and completed a credential within three years; the years covered include students starting fall 2015 through fall 2018.
- Course Success rates cover all students in academic years 2017-18 through 2020-21.
- Retention rates are fall to winter and fall to fall beginning with fall 2017 through fall 2020.
- Post-graduate success covers students' transfer rates (for transfer intent students) or employment rates (for workforce students) for fall starts of 2014 through 2017.

BBCC indicator Score 2020-21

The indicator score shows the college performance for the designated academic year.

Target

Target scores were chosen based on the baseline score with a 2.5% increase. There are some cases such as course success and employment rates where maintaining the baseline score is the desired target.

EMPLOYER OF CHOICE

Turnover Rate measures the rate at which our full-time employees are leaving BBCC in a given time period. The formula is the number of separations during the time period / the average actual number of employees during the time period X 100.

People Development refers to a culture shift from boss to coach and also a focus on investing in, advocating for, and committing to personal professional development for all employees. The following measures help to determine if BBCC's culture has shifted:

- Supervisor provides timely feedback on work,
- Supervisor provides appropriate feedback on work,
- Supervisor clarifies work outcomes,
- The college holds everyone equally accountable for performing their job duties.

Employee Experience refers to an awareness of what people encounter and observe over the course of their employment with BBCC.

Survey responses from the 2021 PACE Climate Survey were used to develop major activities and metrics for the People Development and Employee measures.

PACE National Small 2-year college comparison

The People Development National Small Colleges comparison group is comprised of colleges with fall enrollment data of 500-1999 FTEs at Associate degree-granting institutions. The score is the mean value of the colleges' responses.

BBCC Baseline

- The Turnover Rate baseline is the three-year average prior to the 2020 accreditation cycle which includes 2018, 2019, 2020.
- The People Development and Employee Experience baseline is based on specific question responses from the 2021 PACE Climate Survey results.

Trend

- The Turnover Rate trend covers 2017- 2021.
- People Development and Employee Experience do not have a trend since the PACE survey was administered for the first time in 2021. As the survey is administered in the future a trend will be shown.

BBCC Indicator Score 2020-21

- The Turnover Rate in 2021 is reported on the scorecard.
- People Development and Employee Experience are mean scores from the PACE survey.

Target

- The Turnover Rate target is a turnover rate less than twelve percent.
- The People Development and Employee Experience target is the baseline score with a 2.5% increase.

FORWARD LOOKING INFRASTRUCTURE

Financial Status refers to the annual audited financial statements, management discussion, and analysis with results of an ‘Unqualified opinion’ from the auditors performing the audit.

Budget Status refers to the annual operating budget ending with 3% to less than 10% budget remaining unspent at the end of the period.

Facilities – Capital Projects Completed on time refers to the biennial capital projects completed within the capital budget period.

BBCC Baseline

- Financial Status: Unqualified opinion since we started preparing Financial Statements for audit Fiscal Year 2014 through Fiscal Year 2020
- Budget Status: 3% to less than 10% budget remaining Fiscal Year 2013 through Fiscal Year 2020
- Facilities: Capital Projects completed on time Fiscal Years 2015-17 through Fiscal Years 2019-21

Trend

- The Budget Status trend is based on years 2017-18 through 2020-21.
- The Facilities Capital Projects are based on results from 2018-19 through 2020-21.

BBCC Indicator Score 2020-21

- Audit findings from 2020-21
- Budget Status from 2020-21 year end
- Facilities – Capital Projects completed on time in 2020-21.

Target

- Financial Status: Green (target) is an audit with an unqualified opinion with no audit findings; Yellow (approaching target) is a management letter, Red (needs improvement) is an audit finding.

- Budget Status: Green (target) budget remaining is 3% - 10%; Yellow (approaching target) 0%-2.99% of budget remaining or 10% or higher; Red = <0% budget remaining
- Facilities: Capital Projects Completed on time Green (target) projects completed within the capital budget biennium period; Yellow (approaching target) projects not expected to complete within the budgeted period-putting state funding at risk; Red (needs improvement) projects failed to complete within budgeted period and local funds required to complete.

ENROLLMENT GROWTH AND DIVERSIFICATION

Total FTE refers to all credits earned by students in an academic year divided by 45. Forty-five (45) credits equal one full-time student equivalent.

State Funded FTE refers to all credits earned by students in an academic year minus Dual Enrollment/CBIS funded credits divided by 45. Forty-five (45) credits equal one full-time student equivalent.

Running Start Headcount is the number of students enrolled in Running start in an academic year.

Baseline

The baseline is the three-year average prior to the 2020 accreditation cycle which includes academic years 2017-18, 2018-19, and 2019-20.

Trend

The trend includes academic years 2017-18, 2018-19, 2019-20, and 2020-21.

BBCC Indicator Score 2020-21

The indicator score shows the college performance for the designated academic year.

Target

The target scores were chosen based on the baseline score with a 2.5% increase.

Appendix C: Timeline of the Process

In early 2021, the strategic planning development process officially launched with the introduction of the four strategic priorities to the campus community, which were developed from a compilation of employee/student feedback and assessment of current major activities. There was also a SWOT analysis of those priorities by the campus community on February 5, 2021 at a college-wide in-service event. The Strategic Planning Committee was formed and met officially for the first time on February 16th, 2021. Representation from all areas of college life were included (students, faculty, administrative-exempt staff, classified staff).

The Strategic Planning Committee reviewed the input from the college community's SWOT analysis and mapped the input back to the activities and tasks within the strategic priorities when possible. If input did not align with one of the major activities/goals, then the committee considered if the input should be included. Additionally, the same exercise was performed with student input. The intention is to ensure that the college community has been meaningfully engaged in creating the Strategic Plan's activities. At the May 7, 2021 campus wide in-service event, the college community was provided a presentation on how the input at the previous in-service had been utilized by the Strategic Planning Committee in an effort to "close the loop." The major activities and tasks that relate respectively to each strategic priority have been reviewed and, when appropriate, revised based on faculty, staff, and/or student input as deemed appropriate by the Strategic Planning Committee.

The Strategic Planning Committee also created a Mission and Vision workgroup and the college president charged these individuals with reviewing and possibly drafting a new mission and vision statements in light of the new strategic priorities. This workgroup presented their draft to the Strategic Planning Committee on June 15, 2021. The Strategic Planning Committee provided feedback to the workgroup and the workgroup made revisions based on that input. Those revisions were presented to the Strategic Planning Committee on September 7, 2021. The revised Vision, Mission, and Guiding Principles were presented to the college community on September 13, 2021 at an All-Campus In-service Event. Activities were conducted during the in-service to gauge the college community's reaction to the vision, mission, and guiding principles. Additionally, the new vision, mission, and guiding principles were mapped to the major activities and tasks in the Strategic Plan.

The Vision, Mission and Guiding Principles were adopted by the Strategic Planning Committee on September 28, 2021 and by the President's Cabinet on the same day, by the Shared Governance Council on October 1, and by the Board of Trustees on October 28, 2021.

The Strategic Plan was adopted by

- The Strategic Planning Committee on April 19, 2022
- The President's Cabinet on April 19, 2022
- The Shared Governance Council on _____,
- The Board of Trustees on _____ <

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #11: Trustees' Progress Toward Goals (for action/information)

BACKGROUND:

Board Goals (adopted September 9, 2021)

1. Develop and implement an improved system for monitoring Board effectiveness by establishing an annual checklist for monitoring the overall performance of Big Bend Community College and providing training and other educational opportunities for Trustees.
2. Advance equity, diversity, and inclusion by establishing policies and institutional goals supporting operational equity, diversity, and inclusion programs.
3. Ensure effective onboarding and support of new trustees.

RECOMMENDATION:

Board Chair Thomas Stredwick will facilitate a conversation.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #12: Board Study Session (for information)

BACKGROUND:

A Board Study Session to review and discuss the boards' Ends Statements and the Success Indicator Dashboard is scheduled on May 10, 10:00-2:00 p.m. in Masto Conference Center.

RECOMMENDATION:

Board Chair Thomas Stredwick may facilitate a conversation.

May 10 Board Study Session
Masto Conference Center
10:00-2:00
Lunch Included

1.) Review Outcomes for Study Session

- a. Preparatory discussion for next board meeting to appoint a subcommittee to develop revised Ends statements for the BBCC Board of Trustees.
- b. Provide preliminary review and feedback of the BBCC success indicator dashboard. Preparation for action at next trustee meeting.

2.) Why care about Board End's Statements?

- a. Ends Statements purpose and how they guide the work of the institution

3.) Problem Statement: Why do we need to revise the ends statements?

New strategic planning alignment,
Simplification of the complex,
Nesting of accreditation requirements and the "BBCC carver model" of POL governance

4.) Review of existing ends statements and high-level perspectives from all trustees

E-1 Mission Statement
E-2 Student Success
E-3 Excellence in Teaching & Learning
E-4 Community Engagement
E-5 Integrity & Stewardship
E-6 Inclusion & Climate

BREAK

5.) Dashboard Context & Background:

- a. BBCC board of trustees appointed subcommittee (Juanita and Thomas) to begin work on a revised dashboard based on board and cabinet feedback.
- b. Review of existing methods for monitoring health of BBCC institution
- c. Understand the need for simplicity and focus (ensure board is acting at appropriate level, need for executive summary dashboard/data.)

6.) Principles accepted by board for creation of a revised dashboard.

Whatever the final product looks like it needs to reflect
Simplicity
Sustainability
Actionable
Accessible

7.) Review of revised draft of dashboard (reactions, perspectives, suggestions)

- a. Preparation of dashboard for adoption at next board meeting based on suggested changes.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #13: Assessment of Board Activity (for information)

BACKGROUND:

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

It is requested that the trustees submit their self-evaluation trustee activity report via email to Melinda.

RECOMMENDATION:

None.

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #14: Next Regular Meeting (information/action)

BACKGROUND:

The next regularly scheduled board meetings are below:

Tuesday, May 10, 2022 10:00-2:00 (Study Session)

Thursday, June 9, 2022, at 1:30 p.m.

Thursday, August 25, 2022, (Retreat)

Thursday, October 13, 2022, at 1:30 p.m.

Thursday, December 1, 2022, at 1:30 p.m.

Prepared by the President's Office.

RECOMMENDATION:

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

2021-22 Board of Trustees Annual Cyclical Activities/Events

July	August	September	October	November	December
<input type="checkbox"/>	<input type="checkbox"/> 8/26 Board of Trustees Meeting (Retreat)	<input type="checkbox"/> Study Session <input type="checkbox"/> 9/9 Board Meeting <input type="checkbox"/> Fall In-Service Action on Board Self-Evaluation Action on Proprietary Budgets Action on Board Chair Election	<input type="checkbox"/> 10/28 Board of Trustees Meeting Action on Transforming Lives Nominee <input type="checkbox"/> 10/13-16 ACCT Leadership (virtual)	<input type="checkbox"/> 11/18 ACT Legislative Action Committee Meeting <input type="checkbox"/> 11/19 ACT Conference	<input type="checkbox"/> Holiday Potluck? <input type="checkbox"/> Study Session <input type="checkbox"/> 12/9 Board of Trustees Meeting Action on board calendar for next year Action on Exceptional Faculty Awards Action on Sabbatical

January	February	March	April	May	June
<input type="checkbox"/> IR Releases Monitoring Report Workbook to staff <input checked="" type="checkbox"/> Board of Trustees Meeting (1/27/22) Action on Sabbatical <input checked="" type="checkbox"/> Local Transforming Lives Zoom (1/11/22) <input type="checkbox"/> 1/24 ACT Transforming Lives Event <input type="checkbox"/> 1/25 ACT Conference	<input type="checkbox"/> Review Probationary/Tenure Information <input type="checkbox"/> Study Session <input type="checkbox"/> 2/6-9 ACCT Leadership	<input type="checkbox"/> Study Session <input type="checkbox"/> Board of Trustees Meeting (3/23/22) Action on Probationary/Tenure Candidates Action on ACT Awards? Action on Exceptional Faculty Awards		<input type="checkbox"/> ACT Conference <input type="checkbox"/> Board of Trustees Meeting (5/5/22) <input type="checkbox"/> Board of Trustees Study Session (5/10/22)	<input type="checkbox"/> Board of Trustees Meeting (6/9/22) Action on Emeritus Status Action on President's Evaluation/Renew Contract Action Approve Budget for next year Action Final Monitoring Report Updated Strategic Plan <input type="checkbox"/> Celebration <input type="checkbox"/> HS21/GED Graduation <input type="checkbox"/> Graduation 6/17/22

Blue Text = ACT

Green Text: ACCT

BIG BEND COMMUNITY COLLEGE

Date: 5/05/22

ITEM #15: Miscellaneous (information/action)

BACKGROUND:

President Tweedy and the trustees may discuss miscellaneous topics.

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

Prepared by the President's Office.

RECOMMENDATION:

None.