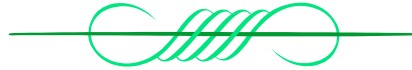




**MINUTES OF THE REGULAR MEETING OF THE GOVERNING BOARD**

**ANNUAL BOARD RETREAT**

**January 31 & February 1, 2014**



**CALL TO ORDER / OPEN SESSION**

President McKean called the meeting of the Board of Trustees to order at 8:42 am and led the group in the flag salute.

Board members present:

Mark McKean, President  
Nina Oxborrow, Vice President  
Jack Minnite, Clerk  
Jeff Levinson  
Edna Ivans  
Steve Cantu  
Len Falter  
Kristian Wilson, Student Trustee

Others present:

Frank Gornick, Chancellor  
Ken Stoppenbrink, Deputy Chancellor  
Stu Van Horn, Vice Chancellor of Educational Services and Workforce Development  
Carole Goldsmith, President, West Hills College Coalinga  
Don Warkentin, President, West Hills College Lemoore  
Frances Squire, Executive Director of West Hills Community College Foundation  
Becky Cazares, Director of Marketing  
Tom Wixon, Director of Marketing/Public Information Officer  
Keith Stearns, Associate Vice Chancellor of Academic and Information Services/Registrar  
Michelle Kozlowski, Assoc Vice Chancellor of Educational Services and Info Technology  
Stephanie Droker, Vice President of Educational Services, West Hills College Coalinga  
Sandy McGlothlin, Vice President of Student Services, West Hills College Coalinga  
Sylvia Dorsey-Robinson, Vice President of Student Services, West Hills College Lemoore  
James Preston, Dean of Educational Services  
Carlos Posadas, Web Administrator  
Kyle Crider, Research Analyst  
Jeff Wanderer, Academic Senate President, West Hills College Coalinga  
Joel Rogers, Academic Senate President, West Hills College Lemoore  
Keith Brock, CSEA Representative  
Ken Sowden, President, West Hills College Faculty Association

## **Introduction of Guests**

Self introductions were made by those in attendance.

## **Public Comments**

There were no public comments made at this time.

## **INFORMATION/DISCUSSION ITEMS**

### **Welcome and Opening Remarks**

Dr. Frank Gornick welcomed the group. He introduced Trustee Len Falter, new Board member for Trustee Area 4. Trustee Falter was appointed to the Board on December 10, 2013 and fills the seat vacated by Mr. Bill Henry until the next regular Board of Trustees election in November 2015.

Dr. Gornick commented on the recent meetings held with Apple representatives. A date has been identified in March for the initial training of faculty on iPad devices. We are in the process of leasing iPads for faculty and Apple will work with faculty and the Chief Instructional Officers (CIOs) to identify professional development courses that faculty will be required to take when they agree to use iPads. Apple will also work with the colleges to focus on full time students who want to lease an iPad. Discussion took place concerning Internet capacity and storage. Ms. Michelle Kozlowski will be working to determine the abilities of existing technologies to work with new technologies.

Dr. Gornick discussed one of the main highlights contained in the Governor's 2014-2015 proposed budget. The Governor is proposing \$100 million "to close the achievement gaps in access and achievement in underrepresented student groups, as identified in local Student Equity Plans" (SEPs) and "to better coordinate delivery of existing categorical programs". The Chancellor shall allocate funds to ensure that districts with a greater proportion or number of students who are high-need, as determined by the Chancellor's Office, receive greater resources to provide service to these students. As a condition of receipt of funds, districts' SEPs are required to identify how they will coordinate existing student support services in a manner to better serve their high-need student populations. In addition, the budget proposes districts may use up to 25% of funds from: CalWORKs, EOPS, and Basic Skills for other federal, state, or local programs that serve high-need student populations as identified in the district's SEP. Discussion took place for purposes of clarification.

### **Strategic Goals and Planning**

Dr. Stu Van Horn addressed the Board of Trustees and summarized his work with the District over the past seven months. He distributed a handout titled, "Doing What Matters for Jobs & the Economy". He explained that we are being asked to do more and it comes down to making sure our instruction is relevant and timely.

The 2012-2013 Strategic Plan Scorecard was distributed and Dr. Van Horn introduced Mr. Kyle Crider. Mr. Crider explained the scores for Goal #1 (*WHCCD will maintain its student success indicators above the California Community College statewide average, placing emphasis on basic skills and goal attainment.*) with regard to Basic Skills success and retention rates, degree completion rate, transfer rate, degrees and certificates awarded, face to face success and retention rates, and degree/transfer seeking students with an education plan. The scores for Goal #2 (*West Hills Community College District will meet FTES and efficiency targets and will remain preeminent by strengthening its financial position.*) were discussed and Mr. Crider commented on the projected apportionment, FTES and headcount for 2013-2014. With regard to Goal #3 (*WHCCD will increase service area adult and high school graduate participation rates and maintain them above the California Community College statewide average.*), Mr. Crider explained that the adult participation rates in Coalinga, Lemoore, and Firebaugh are exceeding the statewide average. With regard to the high school graduate participation rates, Dr. Gornick distributed an article from Community College Week with regard to college enrollment. Strategic Goal #4 (*WHCCD distance education will increase access to educational programs and services that focus on student success and strengthening the economic, social, and cultural life of its diverse community.*) was discussed with regard to student participation in online courses. Dr. Gornick explained that ten years ago the numbers were significantly different. He commented that we have a much more savvy student body now and faculty have embraced the concept of online education and hybrid courses.

Trustee Cantu arrived at this time.

The scores for Goal # 5 (*WHCCD will increase and coordinate workforce and economic development activities that are designed to meet the needs of employers and improve student success in Career Technical Education programs.*) were discussed. Mr. Crider commented on the duplicated enrollment in CTE courses, stating that our enrollment has declined over the last few years and we have not met our benchmark. In spite of enrollment going down, success and retention rates are both up.

Dr. Van Horn introduced Mr. Carlos Posadas to discuss website statistics. Mr. Posadas thanked the Board and audience for their well wishes during his recent surgery and recovery. Mr. Posadas discussed web traffic, traffic by segment, global and regional visitors, mobile traffic and trends, global and regional users, top web page visits, and recent and upcoming changes to the website.

### **Baccalaureate Task Force Update**

Dr. Van Horn distributed a packet of information and discussed the charge of the Baccalaureate Task Force which is to provide a recommendation to the Chancellor for Board discussion and action; and to prepare the application for the Substantive Change Report for the Accrediting Commission for Community and Junior Colleges (ACCJC) for submission in May 2014 (one program from each college). Dr. Marie Smith is a consultant who has been hired to assist us in this process. Dr. Gornick discussed legislation and funding. Dr. Van Horn discussed why so many states have authorized the community college baccalaureate degree or are considering doing so, stating that

there is a workforce need, a shortage of professionals, health care crisis, professional credentialing, and a technological revolution. The distinguishing characteristics of community colleges are that there is increased access to BA degrees – geographically, financially and academically, they are flexible and responsive, they are committed to economic and workforce needs, and they are cost effective. The general recommendations from the California Community Colleges Chancellor's Office are that the baccalaureate should not replace but should complement the existing community college mission; the programs selected should be in workforce fields where there is demonstrated demand and/or shortages; unnecessary duplication with public university programs should be avoided; and details of funding, governance, accreditation, and other issues should be further explored and resolved. Arguments in favor of the community college baccalaureate degree are the ability to meet local workforce demands, expertise in applied and technical degrees, improved access to the baccalaureate, overcrowding at four-year colleges, support of under-represented students, reduced taxpayer cost, and reduced student cost.

### **Remedial/Developmental English Courses**

Ms. Stephanie Droker and Mr. James Preston provided a presentation on Basic Skills English courses. Mr. Preston explained that English 1A is the transfer-level course and graduation requirement. Students who are not academically prepared for English 1A place into Basic Skills English classes such as English 51A, English 101A and B, English 105A and B, and English 110A and B. The issue is that across the state about 10% of students who place into the lowest level basic skills complete transfer level English. Our current system is a violation of our own Rule of 7 policy. There is also some confusion at feeder high schools about the various levels of English at our colleges. Basic Skills funding and committees at each college have an annual action plan. The Closing the Gap project is an alignment of curriculum with our feeder high schools which will amount to a decrease in students placing into Basic Skills English. The colleges are focusing their efforts on acceleration and there is a focus on academic support (supplemental instruction and tutoring). Research on our Basic Skills English classes shows no statistical difference in success and retention rates between the colleges. To remedy the inconsistency, there will be a collaboration of West Hills College Lemoore and West Hills College Coalinga to implement English 100: Introduction to College Reading & Writing. This will be a 4 unit course that will be offered starting Summer 2014. The course will prepare students for English 51A. With regard to the timeline, course development will occur in January; Curriculum Committee approval will be requested in February, with Board approval requested in March. Staff will then work with student services and the registrar to make system changes. The first offering of English 100 will take place in June 2014.

Dr. Gornick thanked Ms. Droker and Mr. Preston for their work with faculty on this project. He stated that the next project will be math.

### **Marketing Update**

Mr. Tom Wixon addressed the Board, stating that he has been with the District for about a year. When hired, he commented that he realized there was a long list of projects he

needed to work on. Mr. Wixon reported that one of his first projects was the completion of the Farm of the Future Strategic Plan. Additionally, he began working on the C6 newsletter and is currently working on the fourth issue. Mr. Wixon reported that soon after he arrived he was notified that the West Hills Community College District was the first place winner of the CCPRO award for the Before and After category for the website redesign project. He gave Mr. Posadas credit for the award, stating that he did a fantastic job. Mr. Wixon stated that the West Hills Magazine is a labor of love and one of his favorite projects. The first issue has been published. It is an online magazine with wide distribution. Several copies were also printed and available for mailing. The second issue of the magazine is due to be out in March. He encouraged everyone in attendance to forward the link to the online magazine to at least 10-20 people in their email contacts. The West Hills College Coalinga poster project was implemented and several posters of West Hills college staff, students, and activities have been displayed around the campus. Mr. Wixon reported that there have been more than 80 news releases completed during his tenure. News releases should be considered free advertising as they get the word out about West Hills. Web pages for the Farm of the Future and the Marketing Department have been refreshed and brought up to date. Mr. Wixon commented on the increase on the District's Facebook page and how it also helps to get the word out about West Hills. The Psychiatric Technician marketing campaign was implemented and the results were that there have been 170 applicants for the program. There is now a waiting list for the next class. Mr. Wixon acknowledged Ms. Amy Seed, marketing assistant, for her work with him on several of these projects, stating that she has helped him to "up his game". Marketing goals for 2014 are to complete three more C6 newsletters and three more West Hills Magazines. Marketing campaigns will include the new paramedics program, Farm of the future, and Reg365. Presentations will be given during the upcoming staff development day on visual standards compliance and preserving our brand. Additionally, Mr. Wixon plans to work on web site upgrades, page by page, throughout the year; as well as a marketing master plan calendar which will memorialize standing events, using the West Hills Magazine as a template for year round marketing, and defining practices and procedures.

### **West Hills Community College Foundation Update**

Ms. Frances Squire provided an update on Foundation activities. She shared with the Board the names of the Foundation Board of Directors, along with the mission statement and vision of the Foundation. Ms. Squire commented on donor outreach and a list of individuals with whom she and Dr. Gornick have met with this past year was distributed. She encouraged those in attendance to share the names of family members, friends, and business associates who may be interested in giving to the Foundation. Donor giving greatly supports the President's Scholars Program which is a growing program serving more students each year. Endowments and scholarships were discussed and Ms. Squire reported that the Osher challenge has been met. Some of the services provided by the Foundation include managing over 150 accounts, as well as the administration of MAA (MediCal Administrative Activities) funds. Mr. Don Warkentin provided an update on MAA funds and the issue we have been dealing with concerning the payments that have been withheld. Justifications are occurring and it is hoped that the funds will soon be released. The Foundation also manages the funds for

the USA Community College Consortium. Ms. Squire showed the video that is on the Foundation's web site for those who may be interested in donating to the Foundation. She also discussed the employee philanthropy program in which 43 employees currently participate through payroll deduction. The total given each month by employees is roughly \$2,500. Contribution can be directed to a number of different programs or scholarships. The act of giving tells our communities that we personally support the students and programs of the District. Future opportunities for the Foundation including continuing with individual donor visits; forming a retirees' club; creating an alumni association starting with former ag students; and more focus on social media.

Trustee Oxborrow questioned donor software and how it is progressing. Ms. Squire responded that staff have been inputting data and updating the information in Datatel files. It is a work in progress. Ms. Squire commented on a company called Harris Direct that can assist with locating contact information for previous students.

### **Hiring Update**

Ms. Becky Cazares summarized the recent retirees, stating that there were 17 individuals who took advantage of the Early Retirement Notification Incentive program. There have been several new hires in both the classified and certificated ranks since December. We are currently recruiting for several positions including an Activity Director/Instructional Design Specialist, Associate Vice Chancellor of Connected Learning, Director of Farm of the future, and Rodeo Coach/Instructor. Upcoming recruitments scheduled for Spring 2014 include an Accounting Technician, Budget Services Supervisor, Director of Grants, and 14 full time faculty positions; 8 are retiree replacement positions and 6 are new budgeted positions. Ms. Cazares provided a tentative faculty recruitment schedule and explained that 56 individuals will be needed to participate in the faculty interview process.

Trustee Minnite questioned what type of training is involved for the committee members and how the positions will be advertised. Ms. Cazares responded that she and the human resources staff will be meeting with each committee and will explain the EEO (Equal Employment Opportunity) process. Advertising is occurring in various publications, both online and in print.

Dr. Gornick requested that Ms. Cazares provide updates to the Board of Trustees at their meetings for the next few months until the hiring is complete.

### **Essential Elements Series**

Information was distributed with regard to the upcoming Essential Elements Series dealing with public/private policy. Dr. Van Horn explained that the conceptual thoughts on the policy series focus on the following: Are our programs worth it? Do our programs matter? What will be our role in the Valley (economically & educationally) in the 21<sup>st</sup> century? What are the key actions we could undertake? What alliances can be developed to move solutions forward? What CTE programs could be developed? The series will encompass three dates and areas of focus: March 27, 2014 – Water & Food;

May 15, 2014 – Energy Development & Transmission; and September 18, 2014 – Trade & Logistics. The series will organize hands-on alliances and create action steps for the future. Sessions will be hosted at Harris Ranch and keynoters include Nancy Schubert (CDFA) and Victor Davis Hanson (Selma farmer; Hoover Senior Fellow). Mr. Van Horn commented on the lineup of confirmed and invited panelists and speakers for the first event on March 27.

### **Analysis and Use of COPs (Certificates of Participation)**

Mr. Ken Stoppenbrink provided a presentation on the District's Certificates of Participation (COPs). He summarized the COP History stating that COP was issued in August 2002 for \$27,950,000. COP 2 was issued in July 2003 for \$37,200,000. The cost of borrowing started at 1.6% and by 2008 was 4.9%. Investment income was 4.00%. Due to the increase in interest expense, COPs were refinanced in June 2008. After the refinancing, the cost of borrowing started at 1.95% and is currently running at 0.05%. Investment income is earning 3%.

With regard to COP Principal Payments, the schedule is as follows:

- First payment due July 2016: \$2.2 million
- Second payment due July 2017: \$2.3 million
- Third payment due July 2018: \$2.5 million
- Fourth payment due July 2019: \$2.7 million
- Last payment due July 2033: \$6.0 million

The forecast for funds was discussed and Mr. Stoppenbrink explained the account/ investment balances and expenses, annual earning, liabilities, and net assets. He discussed option for consideration which include liquidating investments and paying off the COP by January 2017 or letting investments/COP mature to 2033. Discussion took place concerning what to do with the funds if they are liquidated. Mr. Stoppenbrink explained that the funds are one time income and should be used accordingly.

Mr. Stoppenbrink stated that the finance consultants will be asked to provide information and options on next steps at the next Financing Corporation meeting.

### **Lumina / Degree Qualifications Profile Project (DQPP)**

Dr. Carole Goldsmith introduced Ms. Sarah Shepard and Mr. Arkady Hanjiev to discuss the Degree Qualifications Profile Project (DQPP). Ms. Shepard and Mr. Hanjiev provided refresher information on Fall 2013 and discussed a data snapshot and an AOJ profile. Spring 2014 goals were shared which include a focus on assessment, improved quality control of all Student Learning Outcomes (SLOs), linking SLO data to individual students, and incorporating the DQP framework for additional degrees. With regard to the DQP project, the end user is the student and the guide is the faculty.

### **Achieving the Dream Project**

Mr. Don Warkentin provided an update on the Achieving the Dream project, showing a video which explains the project. He stated that the emphasis of the project is on improving success and retention rates for minority students. There are some timelines that have to be met. A team will be traveling to Orlando, Florida in February to attend the annual Achieve the Dream Conference. A readiness assessment will need to be completed by April 10 to determine where we stand with regard to meeting the projects objectives and goals. A coach (retired CEO) will be assigned to the college that will work with the team to review data on completion and graduation rates. The coach will assist in developing a work plan which is due August 31. It is a three year program and the goal is to increase completion rates for minority and underrepresented students.

### **Closing Remarks**

Trustee Cantu commented that the retreat has been entertaining and exciting. He stated that it is good to hear updates on the various projects and he commended those who provided reports.

Trustee Falter stated that it is great to hear about all the work going on at the colleges. He commended everyone for their good work.

Trustee Oxborrow commented that it is nice to have dialogue back and forth on projects. She expressed her thanks to everyone for the worthwhile work.

Trustee Ivans stated that she appreciates all of the presentations. She thanked Mr. Wixon for doing a remarkable job with publicity and stated that all of the presentations were outstanding.

President McKean stated that it was good to hear information about the programs.

Trustee Levinson stated that it has been an educational day. He commented that it is exciting to hear about the Essential Elements series and thanked everyone for their reports.

Trustee Minnite expressed his thanks to everyone for what they do individually and collectively. He stated that the presentations were good and he appreciates the response.

Dr. Gornick commented on conversations of the day. He stated that he will be having further conversations with the financial advisors concerning the Certificates of Participation (COPs).

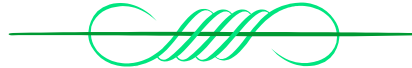
Brief discussion took place regarding hiring and President McKean stated it will be a critical task.

President McKean announced that the retreat will reconvene on Saturday, February 1 at 8:30 am in the Belmont Conference Room at Harris Ranch Inn and Restaurant.



## **ADJOURNMENT**

There being no further business before the Board of Trustees, the retreat was adjourned for the day at 3:35 pm.



**February 1, 2014  
Harris Ranch, Belmont Conference Room  
Coalinga, California**

## **CALL TO ORDER / OPEN SESSION**

President McKean called the meeting of the Board of Trustees to order at 8:36 am.

### Board members present:

Mark McKean, President  
Nina Oxborrow, Vice President  
Jack Minnite, Clerk  
Jeff Levinson  
Edna Ivans  
Steve Cantu  
Len Falter

### Administrators present:

Frank Gornick, Chancellor  
Ken Stoppenbrink, Deputy Chancellor  
Stu Van Horn, Vice Chancellor of Educational Services and Workforce Development  
Carole Goldsmith, President, West Hills College Coalinga  
Don Warkentin, President, West Hills College Lemoore

Dr. Frank Gornick welcomed the group and commented on his Vision for Greatness which was developed in January 1994.

## **Board of Trustees Self Evaluation**

The 2013 Board of Trustees self evaluation results were distributed. Board members and administrators shared thoughts and comments concerning the stability of the Board and administration and how this makes the District successful.

## **The Role of the Trustee**

Dr. Gornick provided a presentation on the role of the trustee. He discussed the elements of what it takes to be an effective trustee, including time; a positive “can do” attitude; commitment; and understanding of the issues and challenges facing the District and/or the Board. Understanding includes the role of a trustee; the importance of

working closely with and supporting the Chancellor; and how to build and sustain a strong governance team. He explained that effective trustees check their egos at the door; understand that it is not a political position; always think about what is best for the District; encourage full Board participation; and think of the Board as a whole. The amount of time needed from Board members depends on the frequency and number of meetings each month; the complexity and number of issues facing the District; and the connection of the District with the larger community, including state or national community college organizations.

The commitment of Board members includes attending all Board meetings; being accountable; attending to the Chancellor's well-being; maintaining a positive image of the District in the community; and attending local, state, and national conferences. Common challenges for Board members were discussed. Dr. Gornick also discussed guideposts for Board members (Brown Act, conflict of interest, and ethics policy) and the standards that are expected of Board members.

Dr. Gornick explained that the Chancellor is the only employee of the Board. They are to delegate their authority to the Chancellor; outwardly value and support the contributions of the Chancellor; respectfully defer to the Chancellor's role as the face and voice of the District; and not go to other staff for information without first discussing with the Chancellor (no end runs). Expected conduct of Board members, as well as administrators, was discussed and Board members and administrators were encouraged to model civility, professionalism and commitment to the mission.

Brief discussion took place concerning meeting agendas and guiding principles for the development of agendas, streamlining the agenda, parliamentary procedure, and sanctions and discipline.

### **Succession Planning**

With regard to succession planning for the Board of Trustees and administration, Dr. Gornick commented that ongoing discussion occurs at various meetings with the Board and the Chancellor's Executive Cabinet. Succession planning will continue to be a topic of discussion on an annual basis. Dr. Gornick reminded the Board of the objective of succession planning as originally discussed in October 2010, stating that it is the sustainability of maintaining excellence.

### **Closing Remarks**

Trustee Oxborrow stated that it is an honor to work with everyone.

Dr. Carole Goldsmith stated that she is grateful to work at West Hills College.

Trustee Ivans stated that it is hard to believe that Dr. Gornick has been with the District for 20 years already.

Trustee Falter stated that he enjoyed hearing Dr. Gornick's Vision of Greatness and enjoys working with the trustees.

Mr. Ken Stoppenbrink stated that he appreciates working with the District and the opportunities afforded for personal growth.

Mr. Stu Van Horn stated that he enjoyed speaking to the Board at yesterday's retreat session and also enjoyed getting to know the Board members better.

Mr. Don Warkentin reminded the Board of Trustees to keep the first part of May open for a groundbreaking ceremony for the student union at West Hills College Lemoore. He stated that he appreciates the support of the Board.

Dr. Gornick stated that it has been the highlight of his career to work at West Hills. He commented that he enjoys working with everyone.

### **ADJOURNMENT**

There being no further business before the Board of Trustees, the retreat was adjourned at 11:16 am.

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Jack Minnite  
Clerk of the Board of Trustees

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