



WEST  
HILLS  
COMMUNITY  
COLLEGE  
DISTRICT

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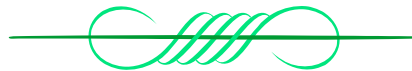
Board of Trustees  
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MINUTES OF THE MEETING OF THE GOVERNING BOARD

ANNUAL BOARD RETREAT

February 1, 2008



**OPEN SESSION / CALL TO ORDER**

President McKean called the annual retreat of the Board of Trustees to order at 8:32 a.m.

Board members present:

Mark McKean  
Bill Henry  
Nina Oxborrow  
Jeff Levinson  
Edna Ivans  
Jack Minnite  
Steve Cantu  
Robert Wallace, Student Trustee

Administrative staff present:

Frank Gornick, Chancellor  
Ken Stoppenbrink, Vice Chancellor of Business Services  
Don Warkentin, President, West Hills College Lemoore  
Willard Lewallen, President, West Hills College Coalinga  
Jana Cox, Interim Director of Human Resources  
Pedro Avila, Director of Institutional Effectiveness and Planning/ Accreditation Liaison  
Frances Squire, Director of Marketing

Others present:

Mark Millett, CSEA President  
Anita Bart, Academic Senate President, West Hills College Coalinga  
Zachary Hall  
Kevin Cobb, AP Architects

### **Introduction of Guests**

President McKean welcomed the group and self introductions were made by those in attendance.

### **Public Comments**

There were no public comments made at this time.

### **INFORMATION / DISCUSSION ITEMS**

#### **Higher Education Marketing Presentation**

Dr. Zachary Hall provided a presentation on his dissertation, “An Exploratory Investigation of the Influence of College President Perceptions on Organizational Commitment to Higher Education Marketing at High Performing California Community Colleges”.

President McKean questioned the enrollment forecast for College of the Canyons. Dr. Hall stated that they are growing. The economy is possibly headed for a recession which means that some people may be leaving. Dr. Willard Lewallen questioned how the effectiveness of marketing is measured. Dr. Hall stated that it starts with a baseline: Where are we? What are our goals? What do we want enrollment to be. Success has many different colors and should be continually measured. Dr. Frank Gornick stated that one of the mistakes we make is that we almost always go back to enrollment. We have got to make sure that the students are enjoying their experience, which is the environmental issue. Trustee Oxborrow questioned what it was that made the College of the Canyons President realize that marketing is important. Dr. Hall stated that her marketing director took her to a CCPRO conference. Dr. Gornick commented on the President (Dianne Van Hook) and what she knows. He stated that she has done an excellent job. Dr. Hall stated that the challenge of drawing students is that we may not be drawing the students that we want to draw. We need to grow in the right areas. We put up logistical roadblocks (i.e. counseling office and cafeteria closed in the evening) and it negatively affects the student environment. The one way we can differentiate from everyone else is with the service we provide. Mr. Pedro Avila commented that the private sector spends a lot of money on branding. He questioned if it is more important to spend the money on strategic planning. Dr. Gornick responded that we have spent a lot of time branding ourselves in this region. We have also looked at the fact that our markets are segmented. Ms. Anita Bart commented on building programs and surveying students to determine what is the best time for them to be in class.

### **Bond Projects/Facilities Update**

Mr. Kevin Cobb, district architect, provided a facility update and brief discussion took place regarding solar energy. With regard to the Coalinga Wellness Center, Trustee Minnite questioned the old set of standards versus the new. Mr. Cobb explained the changes, stating that steel construction is encouraged. Trustee Minnite questioned if there will be an area for a campus clinic. Mr. Cobb responded that it is a flexible space. With regard to the Lemoore Multi-Use Sports Complex, Trustee Oxborrow questioned how the size of the building and its use were determined. Dr. Gornick stated that the City of Lemoore is a partner. We started with the minimum size of a gymnasium and began to add to it based upon partners, growth and events. The City of Lemoore is looking at being able to contribute \$3 million to \$4 million. Mr. Mark Millett commented on the design elements. Dr. Gornick stated that the money will be coming to us through the Lemoore Redevelopment Agency. This will be the largest facility in Kings County and we will be able to use it for multi-use projects. Trustee Oxborrow questioned if we have approached the Coalinga Redevelopment Agency for some dollars. Dr. Gornick stated that there are a lot of people in line for that money but it is certainly not too late to ask them. Discussion took place regarding the full build out of the campus in Lemoore. Mr. Don Warkentin stated that the plans are for 10,000 to 12,000 students. Trustee Ivans questioned EDC (Economic Development Corporation) funds. Dr. Gornick responded that they don't have that kind of money. Dr. Gornick reported that he has been talking to agencies about naming opportunities. Trustee Minnite questioned parking for West Hills College Lemoore and how we are planning for this after the facility is completed. Discussion took place regarding the scope of the project and costs. Trustee Minnite questioned the use of television and radio stations and if this can be worked into the facilities. Mr. Cobb responded that the facility will be set up for broadcast. Discussion took place regarding adding a broadcast and security system to the Coalinga facility. Trustee Cantu questioned what kind of cushion we have in place if the partnership money does not come through. Dr. Gornick responded that this is a good question and answered by stating that there is no cushion and we would have to scale back the project.

### **SFID/Bond Discussion**

Dr. Gornick asked Mr. Pedro Avila to provide an update on the current FTES report. Mr. Ken Stoppenbrink stated we are in good shape in terms of what our summer will probably bring in. Brief discussion took place regarding funding for growth. Mr. Avila reported that bigger colleges eliminated programs during the last budget cuts and they lost enrollment; however, we were able to just keep going. Trustee Minnite questioned the budget reserve. Dr. Gornick responded that the state will probably use it as an argument against us as a system as a whole. Trustee Henry questioned the budget for the community college system. Dr. Gornick responded that he thinks it is close to a billion dollars.

Dr. Gornick explained that a meeting will be held next week with the Fresno County Board of Supervisors to seek their permission to go out for a School Facilities Improvement District (SFID). We will be discussing with them the 75<sup>th</sup> anniversary milestone, the history of the west side, the size of the district, the campuses, and the enrollment. The district has eight school districts and has a history of failed election attempts. The support for a bond measure varied by area of the district. The creation of three separate SFIDs would increase the district's chances of passing general obligation bonds. With the passage of the bonds, the district would be able to fund about \$35 million of projects within the SFIDs. Trustee Minnite suggested letting the community know about the dollars that will pass through their communities.

Dr. Gornick discussed the formation of citizens' oversight committees for each SFID. He stated that he would like for the Board members to nominate individuals to serve on the committees.

Discussion took place regarding the bond projects. Trustee Minnite suggested listing day care centers in the presentations for the communities. Trustee Cantu questioned when the Board will be provided with an outline of the projects. Dr. Gornick stated that we may have a list ready at the March meeting. Trustee Cantu suggested the list be ready in February and Dr. Gornick agreed.

Dr. Gornick briefly reviewed the SFID timeline and schedule of events.

Trustee Levinson arrived at this time.

### **West Hills Community College Foundation Report**

Ms. Barbara Caganich provided a presentation on the Employee Philanthropy Program. She stated that the program has existed for some time but has been revised. The emphasis was to let employees know that their contribution could be directed to any program in the district. Ms. Caganich discussed the giving levels throughout the district and the fund analysis.

With regard to the Foundation feasibility study conducted in 2001, Ms. Caganich briefly explained the recommendations, stating that the campaign goal of \$4.8 million is beyond reach at this time. Dr. Gornick asked Ms. Caganich to spend some time discussing the issue of the 8% administrative fee and how foundations operate. Ms. Caganich explained that an administrative fee is common practice in many organizations of higher education, as well as other agencies. The way in which it is administered and the amount charged may be different, but administrative fees are standard practice. Ms. Caganich explained that the fee is not charged on scholarships or gifts in kind. Trustee Minnite questioned the status of existing scholarships and their value. Ms. Caganich responded that her office is working on determining this information. Trustee Minnite questioned the business plan and goals for the

Foundation for the next five years. Ms. Caganich responded that her immediate goal is to get into the database system. This will allow the input of names and personal information of prospects, donors and alumni and will provide a better way of tracking information. She stated that a file will need to be created on each one of the donors. Dr. Gornick stated that 80% of money comes from people who have already given. Trustee Minnite stated that he wants Ms. Caganich to be successful and does not think it is fair for her to have to be accountable to an old feasibility survey. Trustee Minnite questioned her plans for the future of the Foundation. Ms. Caganich stated that the feasibility study recommendations are her own recommendations. Dr. Gornick stated that we are going in the right direction.

### **Basic Skills/ESL Presentation**

Mr. Warkentin and Dr. Lewallen provided a presentation on Basic Skills and ESL. Each discussed the staffing, facilities and technology, curriculum and scheduling, enrollment trends, success rates, and future plans and directions at their respective colleges.

Trustee Minnite left the meeting at this time.

### **Board of Trustees Handbook**

Dr. Gornick reviewed the draft of the Board of Trustees Handbook, stating that he would like for the Board of Trustees to approve a final version at the March Board meeting. After that time the document will be printed and bound and distributed to Board members for their use throughout the year. The handbook is to be considered a “living document” and will be updated each year. Board members made suggestions for minor changes and corrections throughout the document.

### **Board of Trustees Self Evaluation**

The Board of Trustees self evaluation results were distributed and reviewed by the group. Dr. Gornick explained that the self-evaluation survey was sent to all Board members approximately one week before the Board Retreat. All Board members completed the survey and returned their responses to the Chancellor’s Office. The results were compiled on one form. As outlined in Board Policy and Administrative Procedure, the evaluation is to be reviewed and discussed at the Retreat.

Each of the responses and corresponding comments and suggestions were reviewed by the Board. It was agreed that the evaluation was a good tool to use. It was suggested that the final results of the evaluation include a place for each Board member to sign, acknowledging that the results were reviewed by the group.

## Comments

Ms. Bart stated that the rapport and communication with the Board of Trustees has really improved and makes a big difference.

President McKean requested that additional detailed information on the budget be provided on a quarterly basis.

Trustee Oxborrow stated that she would like to have a Foundation report on a quarterly basis.

Mr. Millett stated that he appreciates being invited to the Board Retreat as it has changed his perception of what occurs.

President McKean stated that he hopes the group representatives will share the information from the Board Retreat with their groups.

Brief discussion took place regarding information provided to the Board for meetings. Board members were in agreement that they would like to have the Certificates of Participation (COP) reports and college reports included with their Board packet instead of provided at the meeting.

## **ADJOURNMENT**

There being no further business before the Board of Trustees, the retreat was adjourned at 4:30 p.m.

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Nina Oxborrow  
Clerk of the Board of Trustees

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