

**MINUTES OF THE ANNUAL RETREAT OF THE GOVERNING BOARD – DAY 1**  
**February 2, 2018**

**1. Call to Order / Open Session**

**A. Flag Salute**

President McKean called the annual retreat of the Board of Trustees to order at 8:31 am and led the Board members and audience in the flag salute.

Board members present:

Mark McKean, President  
Jeff Levinson, Vice President  
Nina Oxborrow, Clerk  
Steve Cantu  
Martin Maldonado  
Bobby Lee  
Salvador Raygoza

Board members absent:

Angelita Mora, Student Trustee

Executive Administrators present:

Stuart Van Horn, Chancellor  
Ken Stoppenbrink, Deputy Chancellor  
Linda Thomas, Vice Chancellor of Educational Services and Workforce Development  
Kristin Clark, President, West Hills College Lemoore  
Brenda Thames, President, West Hills College Coalinga

**B. Introduction of Guests**

There were no guests introduced at this time.

**C. Public Comments**

There were no public comments made at this time

**2. Information / Discussion Items**

**A. Welcome and Opening Remarks**

Dr. Stuart Van Horn welcomed the group and explained the various topics on the agenda. He commented on the upscaling of students and accountability from the state. He explained that the state is "all in" and the Board of Trustees' efforts to shape what we are doing has moved us in new directions. We know that we need to grow programs, grow enrollments, plan for the worst, and forecast for the best.

**B. Accreditation Review and Update**

Mr. Kyle Crider introduced the topic of accreditation and discussed both past and future timelines for accreditation reports.

Ms. Brenda Thames discussed the compliance recommendations for West Hills College Coalinga, the progress being made, and remaining action items. She discussed working on accreditation and how the work is reflected in evaluations. Trustee Levinson described an analogy of accreditation being like a 400 meter race. Ms. Thames expressed her feelings of working very hard to catch up but still feeling behind. Trustee Cantu provided encouragement, stating that due to Ms. Thames hire date, she wasn't involved in the process until very late in the game and the recommendations are not her fault.

Dr. Kristin Clark discussed the compliance recommendation for West Hills College Lemoore, stating that they are on target for meeting the standard. Trustee Cantu questioned how much of instructional time is put into accreditation and Dr. Clark discussed the work on Student Learning Outcomes (SLOs). She stated while assessment is important, it's the success and completion that are the goal. She briefly explained the West Hills College Lemoore "North Star" concept for ensuring student learning and achievement, stating that it is the reason we exist.

Mr. Crider discussed the District's compliance recommendation which was included in the accreditation letters for each college. The recommendation must be addressed in both college's midterm reports. He explained that the District must have a long term plan for the systematic review of Board policies. He discussed the progress to date, stating that a six year review schedule has been drafted by the Chancellor's Office and is being finalized. It is expected that 85-90 policies

and procedures will circulate for review and/or revision during the 2018 calendar year. Board Policy and Administrative Procedure 2410 with regard to the policy and procedure process will also be revised. Dr. Van Horn explained the review cycle, stating that while the District and Board have continually reviewed policies each year, the long term systematic plan is what is needed for accreditation.

Trustee Raygoza commented on the recent trustees' conference and the discussions held regarding the need to simplify what is required for accreditation. Dr. Van Horn commented that discussions were held with regard to cutting back to the core goals.

### **C. Governor's Budget**

Mr. Ken Stoppenbrink provided a presentation on the Governor's proposed budget. He explained the history of per student funding since 2011 for higher education and discussed surpluses versus deficits since 2000-2001. With regard to the Governor's budget impact on the District, Mr. Stoppenbrink discussed the estimated costs for COLA and growth, expected new funding, and scheduled maintenance, furniture, and water costs. The District needs \$1.5 million of new revenue to cover the new expenses currently built into the budget. In closing, Mr. Stoppenbrink reported that the Legislative Analyst's Office stated that the economic outlook is good for the next two years even though we are overdue for a recession.

### **D. WHCCD Website**

Ms. Amber Myrick and Mr. Carlos Posadas provided an update on the newly redesigned website for the West Hills Community College District. Ms. Myrick discussed content strategy with regard to the website, portal, social media, and direct communication. The goals of the project were explained and Ms. Myrick reported that user testing occurred from December 12, 2017 to January 19, 2018. During the time of the user testing, heat maps tracked website users movement on the website and surveys were provided to anyone who visited the website. The testing results and user comments were shared and it was explained that next steps were formulated based on some of the data. Governance plans are being developed which will define and leverage the strength and purpose of the public website (recruitment), the use of the portal (internal), and the use of BoardDocs (regulatory). The changes to the website will better serve students and employees.

### **E. Strong Workforce Programs, Certifications, and Contract Training**

Dr. Linda Thomas discussed the Strong Workforce program, stating that there is \$200 million in annual Career Technical Education (CTE) funding. CTE is aligned with labor market needs and workforce outcomes are aligned with federal metrics. There are local shares, regional shares, and region-wide shares. Dr. Thomas shared the current West Hills CTE programs at each college.

Mr. Robert Pimentel, Associate Vice Chancellor of Educational Services for West Hills College Coalinga, discussed the regional allocation and the five funded projects which include workplace internships; ICT and NetLab collaborative; dual enrollment/prison education; diesel technician program; and industrial maintenance program. For the local funds at West Hills College Coalinga, the projects include truck driving, diesel technician, and food processing.

Mr. James Preston, Vice President of Educational Services for West Hills College Lemoore, reported that the local funds projects at West Hills College Lemoore include the industrial maintenance program; project management program; hospitality management; and health careers.

Trustee Raygoza questioned the list of classes provided at all high schools. It was stated that this information will be provided at the upcoming board meeting. Dr. Van Horn explained that it is important that Board members know what we have now, where we are going, and why we are moving in these directions. This program will allow us to capitalize on some funding opportunities in the future. Dr. Van Horn expressed his thanks to Dr. Thomas and the College Presidents and their administration for their work.

Trustee Cantu questioned the District's involvement with the Tachi Palace concerning hospitality management. It was stated that there are currently about 20 completers in that program.

Trustee Levinson discussed the possibility of strengthening the nursing program. Ms. Kris Costa, Dean of Career and Technical Education for West Hills College Lemoore, discussed wanting to provide a constant stream of funds.

### **F. Open Educational Resources (OER)**

Mr. Preston discussed Open Educational Resources (OER) and that it provides a win for students, a win for teaching and learning, and a win for regional and state leadership. He explained the OERevolution at West Hills College Lemoore, its impact, courses, Z Degrees, and sustainability.

Mr. Pimentel discussed OER efforts at West Hills College Coalinga, stating that they were awarded a Zero-Textbook Cost (ZTC) Degree grant through the Chancellor's Office. There are two areas of focus which include a kinesiology AA degree and a precision agriculture certificate. Several courses are using OER.

In the interest of time, Mr. Preston stated that he can develop a short video presentation on an OER course tour for a later date.

#### **G. North District Center, Firebaugh Expansion Project**

Mr. Stoppenbrink introduced Mr. Hal Sibley of gkkworks to discuss the North District Center, Firebaugh expansion project. Mr. Sibley explained the program, status, and schedule for the project. The project location and floor plan schematic of the interior of the building were shown. Renderings of the exterior were also shown and discussion took place concerning the design. Board members expressed concern that this design is different than previous versions and it appears to have additional features, including more windows. They also discussed the need for solar which is not accounted for in the design. The Board agreed that additional discussion on this project is needed.

Ms. Thames thanked Mr. Sibley for his work. She stated that it is a difficult project and the community has been involved.

#### **H. Residence Hall Project/Food Services**

Mr. Stoppenbrink introduced Mr. Lance Holman of Holman Capital. Mr. Holman provided the corporate profile of his company. He then provided a project overview relating to property development and ownership structure, stating that Holman Capital Equity Partners could form a public private partnership with the West Hills Community College District. The project flow was discussed, along with the benefits of privatization.

Trustee Oxborrow questioned the West Hills Community College Foundation's investment policy and how the idea presented by Mr. Holman. Mr. Stoppenbrink stated that it would have to be reviewed by legal counsel and it is not something that we have yet discussed with the Foundation. Trustee Levinson stated that he would like for us to have a market analysis. Mr. Stoppenbrink stated that we have data on what the local rents would support. He also commented on the food services component, stating that we need to expand the dialogue to include that portion.

Trustee Raygoza questioned if this type of project has been done at other colleges. Mr. Holman stated that he does not know. This would be his company's first endeavor to form a team and do a project like this. The difference is that they would be putting their equity into the project. It was stated that given the environment and the rising costs, there needs to be new buckets of capital created.

Trustee Cantu questioned if matching funds are received for the residence halls and cafeteria and Mr. Stoppenbrink stated there are not.

#### **I. Educational Master Plan/Facilities Master Plan (EMP/FMP) Review/Analysis**

Dr. Van Horn introduced the topic, stating that gkkworks has been assisting the colleges and district with the development of Educational Master Plans (EMPs) and a Facilities Master Plan (FMP).

Mr. Sibley discussed the organizational overview of the college EMPs and explained the components and deliverables. The EMPs are divided into sections which focus on college planning goals; instructional analysis and needs assessment; demographics and labor market analysis; capacity analysis and space inventory; and development guidelines and prioritization.

With regard to the FMP, the document addressing planning criteria; facilities development guidelines and planning recommendations; and planning and design recommendations. Executive summaries of facility master plan options for each college were reviewed with the group. Mr. Sibley explained that the FMP aligns with the capital outlay program. Mr. Sibley reviewed the options for each college, showed the preferred plans, and discussed the pros and cons of each phased plan.

President McKean questioned occupancy rates on the two campuses. Mr. Sibley responded that he has the number for space utilization. The challenge in Lemoore is the better use of what already exists. There is a net need to accommodate growth for instructional space. Brief discussion took place regarding the use, facilities, and land for the University Charter School and the Middle College High School. Trustee Levinson questioned Dr. Clark's perspective and favored option with regard to the plan options. Dr. Clark responded that the consensus of her team is option A.

#### **J. Facilities Bond/Capital Outlay**

Mr. Stoppenbrink introduced Mr. Mark Farrell of Dale Scott & Company. Mr. Farrell provided a presentation on a general obligation bond analysis. He explained the election history of bonds in the district. Assessed valuation was discussed, along with projected tax rates. Mr. Farrell discussed short-term bond options versus long-term facility bond options. He explained a 2024 districtwide tax rate extension that could generate \$68.5 million. He also discussed a phased districtwide bond program which is a multi-election approach to meeting the district's facility needs. Discussion took place regarding new instructional buildings, modernization of the speech/arts/music building, residence halls, and sports fields in Lemoore. Mr. Stoppenbrink stated that these projects are in the queue for funding from the state.

Much discussion took place regarding formulas, years, issuances, etc. and the district's facility needs and multi-election approach. Board members discussed pros and cons and the potential of bonds for facility projects, along with election year successes.

Dr. Van Horn asked the Board if they are open to commission a voter survey. The cost could be \$10,000 – \$15,000. Board members agreed that discussion definitely needs to continue on this topic during day two of the retreat.

#### **K. Athletics Expansion**

Dr. Van Horn introduced the topic of potential future directions for intercollegiate athletics at the West Hills Community College District. He briefly discussed the recent civil lawsuit matter at the State Center Community College District related to Title IX and unequal pay, facility access, uniforms, locker rooms, and operational budget allocations.

With regard to the viability of new sports at the colleges, Dr. Van Horn initiated discussion with regard to non-duplicative origins. He explained the current sports offerings at each college and the proposed new offerings that could be phased in over time. The one time and annual costs of the proposed offerings were also shared along with viability. Dr. Van Horn discussed the use and availability of facilities at each college and the development of partnerships with other agencies to maintain viable programs.

#### **L. Foundation Update**

Dr. Van Horn introduced Mr. Alex Perez, Executive Director of the West Hills Community College Foundation. Mr. Perez provided information on Foundation fundraising over the last ten years. He explained that there needs to be a re-thinking of the Foundation which focuses on philanthropy efforts and major gifts. Mr. Perez is working on creating a strategic plan for the Foundation that aligns with the district's strategic plan, sets goals, and creates metrics and measurements. A feasibility study will assess current prospects and measure the ability meet goals. A case statement will be developed which defines why we need support and why people should give. Communications will focus on major gifts proposals, storytelling, and a focus on impact. The future fundraising campaign will lay the groundwork for a comprehensive campaign.

#### **M. Wrap Up and Closing Remarks**

Dr. Van Horn thanked everyone for their participation and contributions.

#### **3. Adjournment**

There being no further business, the retreat was adjourned for the day at 3:30 pm.

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