



## WEST HILLS COMMUNITY COLLEGE DISTRICT

Board of Trustees  
9900 Cody Street  
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### MINUTES OF THE STUDY SESSION OF THE GOVERNING BOARD

October 26, 2010



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

President McKean called the study session of the Board of Trustees to order at 1:15 p.m.

Board members present:

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

Board members absent:

Ryan Cardoza, Student Trustee

Administrators 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  
Frances Squire, Executive Director of West Hills Community College Foundation  
Pedro Avila, Vice Chancellor of Institutional Effectiveness and Enrollment Management  
Susan Whitener, Associate Vice Chancellor of Educational Planning

#### **Introduction of Guests**

Dr. Frank Gornick introduced Mr. Bob Jensen, consultant.

#### **Public Comments**

There were no public comments made at this time.

#### **STUDY SESSION**

Succession Planning – Dr. Frank Gornick and Mr. Bob Jensen provided a presentation on succession planning. They discussed the core elements of succession planning

which include the focus on mission; focus on people; focus on fiscal stability; focus on appropriate tools to meet the mission; and focus on continuous improvement.

With regard to the focus on mission, it was explained that the mission needs to be understood by the Board of Trustees and all employees and reviewed and modified as appropriate. The district strategic plan needs to contain the activities to modify the plan and should include program review, evaluations of staff, aligning community needs and student needs, and articulation agreements. The “Closing the Gap” project has been identified to assist in meeting some of the needs. The implementation of SB 1440 (guaranteed transfer degree) was also discussed.

With regard to the focus on people, discussion took place concerning identifying talent from within the organization and professional development opportunities. An administrative reorganization occurred in the early spring which placed employees in positions at which they will succeed. Employees are also recognized as our greatest resource at both the college and district levels. Professional development opportunities include the Employee Scholars Program, quarterly Leadership Retreats, ACCCA’s Administration 101 program, participation in accreditation visits throughout the state, and the classified staff development day.

The district’s focus on fiscal stability is evident in its adherence to sound fiscal policies which include maintaining a minimum 5% reserve; commitment to a competitive salary schedule and benefits; and strategic fiscal planning which is congruent with and supportive of college missions. The district also has a long term strategy for additional or supplemental revenue; is in the process of developing endowments through the West Hills Community College Foundation; and judiciously using the general obligation bonds and Certificates of Participation (COPs).

A focus on appropriate tools to meet the mission is also a core element of the district’s success. We have world class facilities which utilize technology to support faculty and students and our facilities are modern, efficient, maintained, and attractive. The district is also committed to the expansion of facilities and has a five year facilities plan that is updated by the district architect. The solar initiative, which includes green technologies, will be a major project for the district and will serve to make us more efficient. The district continues to offer online education and explore university partnerships and the four-year degree option.

The final element, which is the focus on continuous improvement, includes the district’s annual review of the strategic plan; review of key performance indicators; student satisfaction survey; economic development; adult participation rates; and the accreditation self study cycle.

Dr. Gornick and Mr. Jensen showed a trajectory of succession planning which outlines the paths that an organization may take. The trajectory begins with birth or abyss and

progresses to childhood and adolescence. Between childhood and adolescence, some organizations tend to get caught in a founder's trap. If they can move past adolescence and into their prime, they can be successful; however, some cannot move past the adolescence stage and become consumed with aristocracy and bureaucracy which leads to their death or life support status.

Discussion took place concerning the succession planning path of the West Hills Community College District. It was agreed that because of all of the elements that have been put into place, the district has passed its adolescence stage and is on a positive trajectory toward its prime. Mr. Jensen encouraged the Board of Trustees to continue their good work.

President McKean thanked Mr. Jensen for his time and comments.

### **ADJOURNMENT**

There being no further business before the Board of Trustees, the study session was adjourned at 2:54 p.m.

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Nina Oxborrow  
Clerk of the Board of Trustees

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