



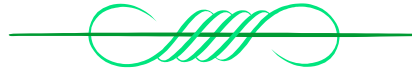
## WEST HILLS COMMUNITY COLLEGE DISTRICT

Board of Trustees  
9900 Cody Street  
Coalinga, CA 93210  
(559) 934-2100

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### MINUTES OF THE DISTRICT LEADERSHIP WORKSHOP

December 6, 2005



The workshop was convened at 10:11 a.m.

Board Members present:

Mark McKean  
Nina Oxborrow  
Jeff Levinson  
Edna Ivans  
Bill Henry  
Steve Cantu

Board Members absent:

Jack Minnite

Others present:

Bob Jensen, Workshop Facilitator  
Frank Gornick, Chancellor  
Ken Stoppenbrink, Vice Chancellor of Business Services  
Anthony Tricoli, President, WHC Coalinga  
Don Warkentin, President, WHC Lemoore  
Dave Bolt, Dean of Educational Services, WHC Lemoore  
Jose Lopez, Dean of Students, WHC Lemoore  
Carlos Diniz, Interim Dean of Student Learning, WHC Coalinga  
Susan Kincade, Dean of Learning Resources  
Stephanie Atkinson-Alston, Associate Dean of Educational Services, WHC Lemoore  
Marlon Hall, Interim Associate Dean of Educational Services, WHC Lemoore  
Jill Stearns, Interim Associate Dean of Student Learning, WHC Coalinga  
Larry Rathbun, Associate Dean of Student Learning, WHC Coalinga  
Pedro Avila, Director of Institutional Effectiveness, Planning and Web Services  
Frances Squire, Director of Marketing  
Anita Bart, Academic Senate President, WHC Coalinga  
David Rengh, Academic Senate President, WHC Lemoore  
Marlese Roton, Academic Senate Vice President, WHC Coalinga  
Faye Mendenhall, WHCFA President  
Sarah Shepard, WHCFA Vice President, WHC Coalinga  
Tony Garcia, CSEA President  
John Ieronimo, CSEA Vice President  
Donna Isaac, Executive Assistant  
Lorna Davis, Administrative Assistant, WHC Coalinga

## **Welcome and Introductions**

Dr. Frank Gornick explained that Dr. Bob Jensen has been in the District over the last day and a half conducting site visits and interviews. The goal today is to focus on accreditation recommendation 6 which deals with communication. Dr. Gornick stated that one of the things that he and Dr. Jensen have discussed is dealing with recommendation 6 as well as recommendation 5. At this time, Dr. Gornick turned the meeting over to Dr. Jensen.

## **Leadership Workshop**

Dr. Jensen thanked everyone for their participation and stated that the people he has talked with have been very open. He stated that he is not here to solve the problems. Based on the visitations and the time he has spent in the District, he reported that he has a pretty good sense of feeding back what he sees. He stated that if he were here for accreditation purposes, the comments would be his observations.

Dr. Jensen stated that he is a preliminary auditor and will give the district a head start to be thinking about how to respond to things. The accreditation team will come here to accredit the college and the District Office. Dr. Jensen stated that what happens at the District Office impacts the colleges. He stated that it is important to take a look at the accreditation standards and what the accreditation team was concerned with regarding West Hills College Coalinga.

## Communication

Dr. Jensen reported that he received good feedback from the District Office that the colleges need to hear and stated that he also shared the perceptions of the colleges with the District Office. Dr. Jensen observed that there is not enough mutual appreciation among the groups and it needs to be decided whether or not there are some issues that need to be further refined. Dr. Jensen commented that the District Office needs to be actively involved in the accreditation process of the self study if they are providing the service to the college. The bottom line is that everyone is doing a great job and they should be proud of what has been done. Dr. Jensen commented that we have nice facilities, good technology and the campuses look great. He stated that the transition to a multi-college district is a difficult journey and there is a grieving process that needs to take place. He commented that whenever you undergo change, it is stressful. Dr. Jensen expressed his opinion that the worst thing we could do is to make a lot of significant changes as we do not know enough and are not mature enough as an organization. He stated that we need to refine what we are doing and need to do it well before we make changes. Dr. Jensen urged the District to hold off on the decentralization resolution. He stated that it would be ideal for both colleges to grow at the same rate so that changes can occur at the same time. He suggested that we wait a while before we start worrying about moving things around and stated that we should

work with the allocation procedure for a while first. He commented that what is in place now will be different five years from now.

Trustee Oxborrow commented on the resource allocation procedure and stated that we need to have a thorough understanding.

Ms. Jill Stearns commented on using Human Resources as an illustration and questioned if we should spell out the process. Dr. Jensen responded in the affirmative stating that we need to have a written process and everyone needs to know about it. He stated that consistency is important for bureaucracy and we should be clear whose responsibility things are in the process. Dr. Jensen stated that when an accreditation team comes in they need to see the division of labor. Trustee Oxborrow commented that a lack of consistency and clarity leads to a lack of communication. Dr. Jensen agreed. Dr. Anthony Tricoli stated that we definitely have a need to put our Human Resources practices in writing.

The following items were listed as issues for the District to discuss and handle:

Issue Bin:

- Codify Human Resources Process for District and colleges
  - District directors working with college staff
  - College Presidents working with college staff and District
- Other District functions
  - Chancellor to identify issue and responsible person (financial aid; marketing; research; maintenance and operations; budget/business office; grants; library; duplicating; ITS; admissions and records; facilities)

Dr. Gornick stated that there needs to be a parallel response to each area – one from the college and one from the District.

Dr. Gornick stated that his personal bias is to have the colleges have their own way of doing things. With regard to the Human Resources process and the filling of positions, the District Human Resources office is going to move forward on positions (advertising, etc.) and if one college can't get to the train stop on time, it is their loss.

Dr. Gornick discussed the function mapping project and stated that one of the things we might do is identify those functions and agree upon where the primary responsibilities are.

Mr. Don Warkentin commented that we have had two accreditation visits in two years and a new team will be here in February. He commented that we are still at their mercy based upon their educational backgrounds. Dr. Jensen stated that we need to be sure

that we have addressed the standards, but the standards cannot dictate how we do our business.

Dr. Jensen stated that there is a need to identify other major areas for the issue bin and the colleges need to be able to explain at their level how it will work.

Ms. Sarah Shepard arrived at this time.

### District Survey

Dr. Jensen commented on the survey that he conducted prior to his visit to the District. He stated that he senses the Board does not have a common, shared view of what is happening in the District. He explained that people look to the leadership for comfort when there is anxiety and people are not sure if the Board is together on where we are going. Dr. Jensen stated that it is important that the college community senses that the Board is operating as a team with a shared vision. He stated that people want to feel that a Board member is a cheerleader for the District and not necessarily a particular site. Dr. Jensen stated that the Board members need to be strong advocates for what is going on in the District as a whole.

Dr. Jensen explained that what is important is having a process that is understood. There needs to be a clear understanding of the length of the leash. He questioned if everyone was clear on how the FTE will be approved at the District level and determined that the College Presidents were in agreement regarding allocation of resources.

Trustee Henry arrived at this time.

Discussion took place regarding the distribution of FTE when there is a decline at one college. Mr. Ken Stoppenbrink stated that it is based on funded growth. Discussion took place regarding workload and the number of faculty. It was explained that at some point the procedure will have to be tweaked.

Trustee Henry questioned the fixed costs of the District and if there could be variable costs. Dr. Jensen stated that this is one of the issues that need to be thought through.

Ms. Faye Mendenhall arrived at this time.

Discussion took place regarding program additions and deletions as they relate to the budget. Mr. Warkentin commented that the colleges have a right to make a recommendation and have to justify it. Dr. Tricoli commented that the colleges have a right to make a recommendation and approve it and find the dollars for it. Dr. Gornick stated that both Presidents are correct. They can work with their staff and make a recommendation. If there is an FTE attached to a program it has to go through their

process. Dr. Jensen stated that we need a process for program additions and deletions and should have a forum at the District where this can be discussed. He stated that we need to think about facilities, custodial, staffing, etc. The colleges can add and delete courses through the college processes.

The following item was added to the Issue Bin:

- Addition and Deletion of Programs
  - District Council on Student Learning

### Autonomy

With regard to autonomy, Dr. Jensen stated that the District already knows that there are limits. As College Presidents, if there are some limitations, you need to know what they are. He asked that the group split into their respective groups (Board of Trustees, District Office, West Hills College Coalinga and West Hills College Lemoore). Dr. Jensen stated that he wants to see if there is a variance in the understanding of autonomy. He stated that we need to deal with the norm, not the exception.

Trustee Cantu arrived at this time.

After a short period of time discussing autonomy, each group provided the following definition of autonomy:

### West Hills College Lemoore

- Ability to solve problems at the lowest level possible ourselves;
- Operate independently within the parameters of approved District policies and procedures;
- Ability to use initiative and our own resources; and
- Ability of our college to conduct business without worrying about the approval of the Coalinga campus.

### West Hills College Coalinga

*Able to respond to our constituents independently in a reasonable amount of time within the college.*

The group also stated that autonomy is done independently and includes having the authority to do so, is part of our responsibility, and we are held accountable for the outcome. A diagram was presented that included independent decision-making in the center of a triangle with the three sides being made up of responsibility, authority and accountability.

Discussion took place regarding communication and the colleges informing one another. Dr. Jensen stated that we don't want to set a tone that is adversarial and that there is currently a tone that the District and the colleges are pitted against one another. He stated that we are hurting ourselves and we need to get past it as it reflects poorly on the leadership team. He stated that the District Office staff needs to feel welcome at the colleges. The job of the District Office staff is to provide support to the colleges. The colleges need to be supported, but the District Office staff are not the subordinates.

### District Office

The District Office group shared the definition of autonomy from the dictionary, stating that it means being independent of the laws of another. Their group's definition of autonomy is as follows:

*- Ability to use resources allocated to my cost center and spend and/or re-allocate as needs occur within the guidelines of Board Policy and regulatory agencies without impacting the mission and vision.*

Mr. Tony Garcia commented that the autonomy is only granted so long as neither party is damaging the other. The District has a responsibility to make sure a fight doesn't occur. This is not to encroach on the processes of the colleges, but to have the ability to let them know they are doing something wrong. He stated that the District shouldn't fix it for them but let them know what is wrong.

### Board of Trustees

*Run your college to serve the needs of the students using the resources you have available.*

Discussion took place regarding the need to ask permission for program additions and deletions, hiring and firing, politically sensitive matters, entering contracts, pay scales and budget transfers.

Dr. Jensen posed the question of how the information is to be assimilated. He stated that we need to spend some time determining the rules of the game and how everyone is going to stay accountable. He commented that the tone, the setting, and how things are said is a big part of it. Interpretation is important and it's all about attitude and tone. We need to do a more effective job. Dr. Jensen commented that he thinks it would help to develop a statement that discusses autonomy and what it means operationally.

Dr. Jensen assigned the following task to the group:

- Chancellor, College Presidents, District Leadership Council and Board of Trustees to re-work the statement of autonomy in the resource allocation model.

Mr. Warkentin commented, with regard to autonomy, that there may just be a difference in perception. Dr. Jensen commented that the group needs to be able to leave with a common message. Dr. Tricoli stated that the important part is going to be communicating back to the masses. In response, Dr. Jensen suggested having an open forum with the Chancellor, College Presidents and Academic Senate Presidents to relay the efforts that are discussed today and ask for questions and clarifications. Dr. Jensen stated that the Chancellor will set the appropriate tone for the District and the Presidents will do the same at the colleges. The process has to work both ways and the staff need to look to their leaders.

### **Adjournment**

The workshop was adjourned at 2:38 p.m.

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Nina Oxborrow  
Clerk of the Board of Trustees

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