



**WEST HILLS COMMUNITY COLLEGE DISTRICT**

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

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

**ANNUAL BOARD RETREAT**

**February 3, 2006**



**OPEN SESSION / CALL TO ORDER**

President McKean called the annual retreat of the Board of Trustees to order at 8:40 a.m.

Board members present:

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

Board members absent:

Jack Minnite  
Pedro Jurado, Student Trustee

Administrative staff present:

Frank Gornick, Chancellor  
Ken Stoppenbrink, Interim Vice Chancellor of Business Services  
Don Warkentin, Interim President, West Hills College Lemoore  
Anthony Tricoli, President, West Hills College Coalinga  
Keven Backman, Director of Human Resources  
Larry Rathbun, Director of Farm of the Future  
Pedro Avila, Director of Institutional Effectiveness, Planning and Web Services  
Frances Squire, Director of Marketing

**Public Comments**

There were no public comments made at this time.

**INFORMATION / DISCUSSION ITEMS**

President McKean welcomed the group and introduced Mr. Chris Addington, District Architect.

## Facilities Report

Mr. Addington provided a presentation on the facility planning procedures for the West Hills Community College District. Discussion took place regarding how the planning process ties into accreditation and the strategic planning process. It was agreed that a visual flowchart would be helpful in understanding the process. Mr. Addington responded that he can work on this.

Mr. Addington explained the purpose for planning and the mission statement for the facility plan. He discussed planning parameters, explaining that the facility plan is driven by the educational plan. Project funding sources were listed for the group, which include the State Chancellor's Office, Facilities Department; local bond measures; District and college operating budget; grants and loans; and donations. The projects include capital outlay (major construction projects of \$400,000 and greater); scheduled maintenance projects (projects of \$400,000 and smaller); hazardous materials projects (projects of \$400,000 and smaller); seismic retrofit projects; and energy projects. Mr. Addington explained the procedures for state funding and outlined the project chronology. He stated that the projects to be submitted must be on the District's Five Year Plan and included in the District Educational Plan. The allocation of state funds was discussed and Mr. Addington described the various categories.

Enrollment data analysis was explained including growth/no growth or decline; distribution of enrollment, day versus night; distribution of enrollment by delivery sites; units per student; and participation rate. With regard to the participation rate, Mr. Addington provided a chart with data summarizing the adult population in the communities served by the District and the percentage of those adults attending the West Hills Community College District.

Mr. Addington explained that the Capacity Load Ratio (CLR) is the potential of the delivery site to accept students versus a state standard based on assignable square footage and occupancy. The current CLR was reviewed for classroom, laboratory, office and library/ AVTV at West Hills College Coalinga, West Hills College Lemoore and North District Center, Firebaugh.

The state funded projects for 2005-2012 were summarized. The project list is as follows:

- West Hills College Lemoore Initial Buildings Phase 2B (2005-2006)
- West Hills College Coalinga Library Expansion (2005-2006)
- West Hills College Lemoore Child Development Center (2005-2006)
- West Hills College Lemoore Multi-Use Sports Complex (2008-2009)
- West Hills College Coalinga Wellness Center (2008-2009)
- West Hills College Lemoore Field Sports (2008-2009)
- West Hills College Coalinga Ag Science Facility (2008-2009)
- West Hills College Lemoore Instructional Center (2009-2010)

- West Hills College Coalinga SAM Modernization (2010-2011)
- West Hills College Lemoore 500 Building Expansion (2011-2012)
- North District Center Modernization (2011-2012)

It was explained that the dates listed are occupancy dates.

With regard to professional services, Mr. Addington explained that the state professional fee basis is 8% of the construction costs for new projects and 10% for modernizations. These amounts are 1% to 3% below the market rate. The planning goal is to place the District in a position to qualify for capital outlay projects.

Mr. Addington stated that the goal with change orders is to keep them at a minimum. The industry standard is 8% to 10% of the project cost. All of the District's projects carry a 7% to 10% contingency and Mr. Addington stated that his endeavor is to keep this intact until the project is about 80% complete. He explained that his firm has averaged less than .9% for latent conditions change order items.

Trustee Ivans commented that hiring a facilities manager is a great idea. Dr. Frank Gornick commented that Mr. Addington's work has been very good for us and is the reason why we asked that he be the architect on the joint project with the elementary school on the campus in Lemoore. President McKean commented on the difficulty of keeping up with the dynamic changes at the state level and with funding and stated that it is good to have Mr. Addington working for us and we can place a lot of trust in him.

### **General Obligation Bond**

Dr. Gornick stated that Mr. Addington and his firm are generous supporters of our efforts with a General Obligation bond and that support is very much appreciated.

Discussion took place regarding the low amount of taxes being collected this year. There were many questions as to why the amount is so low and President McKean requested that Mr. Ken Stoppenbrink follow up and make sure that an error was not made that we will be responsible for in the future.

Dr. Gornick asked if the Board is would like to go out for another bond in either June or November. It was stated that there will not be a lot on the ballot in June other than the primaries at this time. Dr. Gornick reported that Lemoore High School is considering a bond in November. Many of the Board members expressed their preference to move forward with the bond again in June. Dr. Gornick stated that we need to do a better job of being more aggressive. President McKean questioned if we will do better on a low turnout election (June) or a high turnout election (November). Trustee Levinson responded that he thinks there will be a good turnout in Kings County because of the

sheriff's race and the judge's race. Dr. Larry Rathbun reported that Dr. Anthony Tricoli has stated that we could have done a better job with the student turnout.

Dr. Tricoli arrived at this time.

Dr. Gornick commented on a recent meeting that he and Mr. Stoppenbrink had with a representative from Caldwell Flores Winters, Inc., a financial advisory firm for education districts in California. They provide a range of services including election services. A report from the firm was distributed which summarized their experience, track record and scope of work. Dr. Gornick reported that their firm is similar to that of Stone and Youngberg, the current firm that the District uses for bond elections.

Mr. Addington stated that he will commit \$5,000 from his firm for the next bond.

President McKean asked for comments from the group. Ms. Frances Squire commented that the June election comes right on the heels of graduation, a time when we generate some great stories.

Dr. Gornick briefly commented on negotiations with the faculty, stating that tentative dates have been set for next week for fact finding. He explained that the result of fact finding is that we are given a decision that is non-binding.

Dr. Gornick stated that he was impressed with the response time of Caldwell Flores Winters, Inc. The firm was recommended to us by bond counsel and their response time to meet with us was immediate. It was agreed that a resolution be prepared for the February 21 Board meeting with regard to going out for the bond again in June.

Trustee Henry initiated discussion regarding the multi-use sports complex at West Hills College Lemoore. He questioned if the name could be changed using words such as wellness, instructional, etc. Chris Addington responded that he will work on this.

Trustee Ivans questioned when construction will begin on the special education building at West Hills College Lemoore. Mr. Addington stated that it could be two weeks to 45 days before the project goes out to bid.

Mr. Stoppenbrink commented that the bond consultant recommended that whatever language is used for the ballot measure should come from the resolution that the Board adopts. Trustee Henry questioned what we would expect to get for the \$25 per \$100,000 of assessed valuation. Dr. Gornick responded that he hopes it will get us about \$45 million.

Dr. Gornick summarized the tasks stating that his office will work on a resolution for the Board and Mr. Addington will follow up on developing a more appropriate name for the multi-use sports complex at West Hills College Lemoore.

### **Report from Bob Jensen, Consultant**

President McKean commented that he thinks Dr. Bob Jensen did a fantastic job of summarizing his recent visit to the West Hills Community College District. He stated that he would like to review the information as a group and have it bring out some good discussion.

The group responded that they agreed with the observations of Dr. Jensen. Mr. Don Warkentin commented that for Lemoore, the move of the District Office staff off of the Coalinga campus was not that much of a change. He stated that it was definitely a plus for them because they began to receive more services. Dr. Gornick commented that as more separation occurred, there was more autonomy for the colleges. Dr. Tricoli expressed his agreement with the observations and stated that it is what he has been hearing from his staff from the beginning.

President McKean questioned if anyone could offer up additional suggestions. Dr. Tricoli responded that he thinks what we are doing now is working. People need to be involved in the process and their opinions need to count.

Trustee Oxborrow commented on the huge transition that occurred for Dr. Gornick from serving as a College President to a District Chancellor. She also commented on the delineation of functions process and resource allocation, stating that they are the first real signs to her that the District is maturing and separating and is finally heading in a direction that we need to be. Dr. Gornick commented on the allocation model, stating that it is a process by which we discuss how we allocate resources on an equitable basis.

Discussion took place among the group as to the changes and growing pains that have occurred. Trustee Levinson stated that the colleges are truly growing and we need to continue to meet their needs. Dr. Tricoli commented that we need to keep the communication going. He reported that he is constantly in front of the various community groups as often as he can be and we need to get more staff out there too. When people hear about new things in Lemoore, they are going to ask what we are doing in Coalinga and we need to be able to respond. Dr. Gornick stated that we cannot lose site of the fact that we need to continue to recruit students.

The recommendations in the report were reviewed as follows:

- *The Board of Trustees needs to continue to be good advocates for the District and resist the temptation to advocate for a specific college and/or center that may reside in their specific geographical boundary* – President McKean stated that each of the Board members needs to be cautious in how they advocate and the group needs to be united. He asked that the Board improve in this area and be careful of how they ask questions. Dr. Gornick commented on people viewing the origin of the Board Members' questions as their area of interest.

- ***Resource Allocation Model to be reviewed on a periodic basis*** – President McKean stated that we need to make sure that this is done. Discussion took place regarding the colleges and President McKean stated that the success of Coalinga will help Lemoore and the success of Lemoore will help Coalinga. Mr. Stoppenbrink commented that the process of reviewing the resource allocation procedure allows for positive reinforcement and everyone to understand the process.
- ***District needs a forum to discuss and make decisions on District wide issues*** – President McKean commented that he disagrees with this area and feels that our recent actions have led to more communication. Trustee Ivans commented that she thinks Dr. Jensen was trying to say the kinds of things that the accreditation team would say. Dr. Gornick reminded the group that the Board recently took action to add District Office representatives to the District Council on Student Learning (DCSL).
- ***Define “autonomy”*** – President McKean commented that he doesn’t think any of us have really thought about this word; however, we are recognizing it and he thinks the answer will come out of the committee work and believes we will have the answer in about a year. Dr. Gornick reported that one of the things that has been helpful is the development of the function mapping document.
- ***Map the role delineation of the colleges versus the District in providing key services*** – President McKean commented that this recommendation is being taken care of in the “growing pain” process. Trustee Cantu stated that he thinks we are all better off and are moving in the right direction.

Dr. Rathbun left the meeting at this time.

Mr. Keven Backman arrived at this time.

### **Strategic Planning Report**

Dr. Gornick reported that the Strategic Planning Report was reviewed with the staff on Duty Day and we are in the process of inviting people to be a part of the District Strategic Planning Committee. The committee will meet in February, March and April this year and will be establishing a meeting schedule for the next fiscal year.

Mr. Pedro Avila reported that the strategic planning document content hasn’t changed much since the Board last reviewed it, but some improvements have been made to the layout and design and some of the graphs and charts were revised to be more understandable. Discussion took place regarding success rates and the Board’s role in assisting with the success rate.

Mr. Avila discussed the strategic planning cycle which is a one year cycle.

Mr. Avila distributed a report on enrollment trends by location. The Spring 2006 enrollment data is based on enrollment as of January 27, 2006 and the number is expected to increase. FTES by location was reviewed and Mr. Avila reported that it is increasing. Online enrollment was discussed and it was stated that we are increasing in this area.

### **Function Mapping Document and Survey Results**

Dr. Gornick reported that the development of the function mapping document has been a very good exercise for us, and the College Presidents will be replicating this exercise on their campuses.

Mapping survey results were distributed and Mr. Avila reported that the survey has been very successful. It was sent out to all employees who were asked to complete this anonymous, web based survey. To date, 134 employees have responded which is a 40% participate rate. The previous mapping survey conducted in 2003 received a 26% participation rate.

The survey results revealed that most employees felt that the presentations given on function mapping were very informative. When identifying the location of functions (centralized versus decentralized), most areas received proper identification by at least 80% of employees. The next steps are to share the survey results with all employees through the monthly District newsletter and to address the areas that need improvement or clarification.

### **Accreditation Update**

West Hills College Coalinga – Dr. Tricoli reported that not much has changed in the accreditation progress report for West Hills College Coalinga since it was last reviewed by the Board. Recommendation 2 has been cleaned up in terms of dates. The Board will be asked to approve this document at their February 21 meeting and the document will then be sent to the Accrediting Commission. Dr. Gornick discussed with the Board the questions that may be asked regarding the Board's involvement in the process of addressing the recommendations identified by the accreditation team.

Dr. Tricoli announced that Mr. David Lainhart, a former West Hills College Coalinga basketball player, was recently honored by the Commission on Athletics as the outstanding Student Athlete of the Year.

Dr. Gornick announced that Dr. Tricoli was recently honored as the Educator of the Year by the Coalinga Chamber of Commerce.

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West Hills College Lemoore – Mr. Warkentin reviewed the responses to the recommendations from the previous accreditation visit to West Hills College Lemoore in March 2004.

- Commission Recommendations
  - Recommendation 1 – A District Strategic Plan has been developed which includes a District mission and vision statement. Function mapping and delineation of functions have also been developed. The college has developed their own mission and vision statements.
  - Recommendation 2 – This recommendation deals with the library and learning resources. A full time librarian position has been designated, along with a tutor coordinator. Additionally, the print and electronic collections and online subscriptions have been increased.
  - Recommendation 3 – A Director of Institutional Effectiveness, Planning and Web Services position has been established. Program review is occurring at all levels and we are focusing on student learning outcomes.
  
- Lemoore Visitation Team Recommendations
  - Recommendation 1 – A revised college mission statement was developed in Spring 2005
  - Recommendation 2 – Diversity in hiring is a continual process. A diversity goal is included in each committee’s goal statement.
  - Recommendation 3 – A printed catalog and schedule are again available and a district wide accessibility survey was conducted.
  - Recommendation 4 – A Director of Institutional Effectiveness, Planning and Web Services position has been established.
  - Recommendation 5 – The program review process is assisted by the Director of Institutional Effectiveness, Planning and Web Services and includes student learning outcomes. It is also tied to the budget and staffing priorities process.
  - Recommendation 6 – The college’s strategic plan, committee structure, and mission and vision statements were revised. The Planning and Governance Manual was updated.
  - Recommendation 7 – Curriculum review includes a distance education component. Faculty teaching online classes are evaluated and faculty training and support is ongoing.
  - Recommendation 8 – A formal tenure review process was approved by the Academic Senate.
  - Recommendation 9 – A self evaluation policy was approved by the Board of Trustees in April, 2004.

Mr. Warkentin reported that the self study has already been sent to the accreditation team. An update letter will be sent next week with a CD of selected documentation for additional review by the visiting team.



### **Chancellor's Report**

Organizational Charts – The updated organizational charts were reviewed by the group. Dr. Gornick explained the legend at the bottom right hand corner of the charts. Discussion took place regarding the dotted line responsibility and if this demonstrates autonomy. Trustee Oxborrow questioned if we have accomplished what we wanted to with the organizational chart and Dr. Gornick responded that the chart is a reflection of the organization and the functions of the employees. Trustee Levinson questioned why Ms. Susan Kincade's position is that of a Dean reporting to the Chancellor when the others are directors. Dr. Gornick responded that her position is an artifact of prior organization. Dr. Tricoli commented that we are still in metamorphosis. Dr. Gornick stated that the goal of the charts is to make the functional responsibilities clear for the employees.

Board Policy and Administrative Procedure 2410, Policy and Administrative Procedure – Ms. Donna Isaac explained that the procedure was developed in response to a resolution presented by the West Hills College Lemoore Academic Senate. The resolution called for more detailed background information on the formation of policies and procedures and a timeline for the approval process of the policies and procedures. This procedure will be routed through the appropriate groups for review and approval.

Administrative Procedure 2745, Board Self Evaluation – Dr. Gornick explained that the policy for Board self evaluation is already in place and the administrative procedure needs to be reviewed and approved by the Board. The evaluation tool was discussed and changes were suggested. Dr. Gornick explained that the procedure will be revised based on the suggested changes and presented for approval at the February 21 meeting. He stated that he would like to have the procedure in place prior to the accreditation visit.

Dr. Tricoli left the meeting at this time.

### **Total Compensation Plan**

Dr. Gornick reported that we have differing opinions from legal counsel regarding the District's participation in a total compensation plan.

Mr. Stoppenbrink provided a presentation on the total compensation plan for STRS employees. He explained the costs associated with the plan for the District and the employee and stated that there are rules governing a total compensation plan. Specifically, STRS allows employees to determine each year if they wish to participate in the plan. Once an employee has decided to participate, however, the decision is irrevocable. One of the benefits for the employee who participates is that the amount of the employee's insurance premiums is added to their gross earnings. This, in turn, will increase the retirement income for the participating employee.

Mr. Stoppenbrink further explained that the rules for PERS employees are different in that all PERS employees in a class of employees participates or none participate. Additionally, PERS states that the District cannot force their employees to purchase their health insurance through the District. On the other hand, the insurance company states that if employees are given the option to purchase or not purchase their health insurance through the District, the carrier will not cover the District. This is called “adverse selection”.

Trustee Levinson questioned the benefit to the District for offering this program. Mr. Stoppenbrink stated that there is no financial benefit to the District, but it is a perk to employment.

Mr. Stoppenbrink summarized, stating that we need to make a decision on whether or not to offer this program to STRS employees. He also commented on the turnover rate that may increase due to the individuals who would take advantage of this incentive in preparation for their retirement. Dr. Gornick stated that this is an information item for the Board at this time. He will ask the Board to consider this program when negotiations are settled with the faculty. He further stated that the Board will be provided with the actual cost and breakdown of employees so that we would know what our out of pocket costs will be. Trustee Henry questioned the current retirement incentive with faculty and Mr. Stoppenbrink responded that there are three various options.

### **Other Business**

Dr. Gornick briefly commented on the conflict of interest statements that will need to be completed by Board members and some employees. He reported that he had inquired with legal counsel on the Board’s behalf concerning some questions with conflicts of interest. Legal counsel has suggested holding a workshop for the Board and applicable employees to provide information and answer questions. Dr. Gornick requested that the Board of Trustees provide his office with any questions they may have concerning conflicts of interest and a brief workshop will be arranged to answer these questions.

President McKean asked the group for closing comments.

Trustee Cantu stated that the retreat was very informative.

Mr. Warkentin reported that he learned a lot at the retreat and he looks forward to seeing everyone at the end of the month during the accreditation visit.

Trustee Ivans stated that good presentations were given.

Mr. Stoppenbrink commented that he always enjoys the Board retreats.

Ms. Squire stated that she learned a lot and thanked the Board for always providing good commendations to employees.

Mr. Avila commented that he feels confident about the upcoming accreditation visit.

Trustee Oxborrow thanked everyone for the good presentations and clear information. She stated that she learned a lot and appreciates everyone's hard work.

Trustee Henry commented that the state is accomplishing their goals by making us learn through the accreditation process and it is very helpful.

Trustee Levinson stated that he is looking forward to the accreditation visit and it is a constant learning process.

Dr. Gornick reported that two of the accreditation team members will be visiting the District Office during the visit. He expressed his hope that after visiting the District Office and West Hills College Lemoore that the team chair will recommend that West Hills College Coalinga will not need a follow up visit. He stated that he believes we are heading in the right direction.

President McKean reminded the Board to ask Dr. Gornick or the College Presidents if there is any confusion as to how to answer questions from the accreditation team. He stated that it will be a very important visit.

Dr. Gornick stated that it will be important for the Board of Trustees to be present during the accreditation visit as it makes a great impact on the accreditation team.

### **ADJOURNMENT**

There being no further business before the Board of Trustees, the retreat was adjourned at 4:07 p.m.

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Nina Oxborrow  
Clerk of the Board of Trustees

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