



San Joaquin Valley College Board of Governors Retreat: Reflections & Opportunities Visalia Marriott Hotel February 6, 2016	
MEETING CALLED TO ORDER BY	John Swiger, Chair
ATTENDEES	Mark Perry, Mike Perry, John Swiger, Marlea Lyon, Jill Sozinho, and Susan Good
ABSENT	Carol McLellan
GUESTS AND PRESENTERS	Mike Abril, Vice President of Legal and Regulatory Affairs Joseph Holt, Chief Administrative Officer Wendy Mendes, Vice President of Administration Russ Lebo, Chief Financial Officer Kevin Robinson, Vice President of Student Financial Services
RECORDER	Crystal VanderTuig
QUORUM PRESENT	Yes

- I. **CALL TO ORDER:** Retreat was called to order at 9:15 p.m. by John Swiger.
- II. **ICE BREAKER:** All attendees engaged in a group activity designed to help them to get to know one another on a more personal level. At the conclusion of this activity, each attendee gave an overview of his/her personal and professional history (e.g., family, hobbies/interests, and previous careers/employers).
- III. **REFLECTION AND GOAL SETTING:** Each board member in attendance gave an overview of his/her experience on the BoG. Members shared both positive and some of the challenging aspects of serving on SJVC's governing board. For example, Susan noted that during the last 3-4 years, the BoG members have been given more information and

tools to better equip them for their role and responsibilities. Susan also expressed that she feels more involved in the governance and oversight of SJVC.

Lengthy discussion took place on how the BoG has evolved and matured over the years and how changes in accreditation leadership have impacted the board’s evolution. Concerning reaccreditation site visits, BoG members expressed more confidence in participation in this process due to the regular updates on institutional performance given at quarterly meetings and their increased involvement in other aspects of quality assurance.

Discussion also took place on the board’s role as a policy-making body. Specific board and institutional policies were reviewed and discussed (Board policies (BP) 5, 12, and 13 and institutional policies on Academic Honesty and Academic Freedom). John asked members to review BP’s 12 and 13 and the Policies on Academic Freedom and Honesty for discussion at the next BoG meeting. Clarification was requested on the purpose for BP#5. Crystal explained that – similar to the academic program review process, student support departments are evaluated to ensure their effectiveness in contributing to student success. Crystal also advised that the review process has recently been restructured and that three reviews have been completed under the restructured process. Crystal will provide these reports to the BoG members.

Susan asked how board bylaw 4.5 is fulfilled in relation to the BoG’s approval of the institutional budget. Marlea explained that budget projections are included in the annual financial review. Board members asked to see a break-down of the expenditures associated with areas of college operations. Discussion also took place on the language of the bylaw (4.5) as to whether SJVC needs to change auditing firms every few years. Recommendation was made to strike that language from the bylaw and replace it with a requirement that the board evaluate the auditing company to determine whether a change in firms needs to be made.

Based upon this dialogue, the following goals and action items were identified for 2016:

Goals	Action Items
Increase BoG presence on the SJVC campuses	<ol style="list-style-type: none"> 1. Hold at least one regular BoG meeting at an SJVC campus 2. More BoG members accompany John for the all staff-faculty presentations
Better preparedness for upcoming BoG meetings	<ol style="list-style-type: none"> 3. Agenda and all supporting materials given to BoG members at least one week in advance of the meeting

Drive knowledge sharing on SJVC value propositions	4. Presentation to the BoG on the student value propositions for selecting SJVC.
Ensure effectiveness of financial auditing firm	5. Presentation to the BoG by AKT re their qualifications for conducting SJVC's financial audits

Although not specifically identified as a goal, all members in attendance confirmed the value of and expressed support for future board retreats.

IV. QUALITY EDUCATION

A. Growth & Development

- i. **New Initiative:** Joseph presented a new initiative to establish an Electrician program for board for approval. (see **Evaluation Summary & Recommendation – January 2016**). Joseph explained that the program is planned for delivery at the Ontario Campus and may be rolled-out at the Bakersfield, Fresno and Modesto Campuses as well. Susan asked whether SJVC had considered a partnership with the local electrician union in Fresno. In the interest of forging positive and mutually beneficial relationships with stakeholders, the board encouraged Joseph and team to further analyze the opportunity for a union training partnership for the central valley sites.

Voting Item: Mike moved to approve the submission of a Substantive Change Proposal for the Electrician Program for the Ontario, Bakersfield, Fresno, and Modesto campuses, John seconded the motion. All in favor.

V. STUDENT SUCCESS

A. Institutional Performance Standards: Joseph Holt presented SJVC's placement performance for 2015 (see **Graduate Placement Report – YE 2015**). The year ended with a 74% institutional placement rate and 16 of 23 programs above standard, 3 meeting standard, and 4 below standard. The board requested additional information on what is being done to close the gap with the under-performing programs and campuses. The board also requested that a legend be included in the report for the various acronyms.

In response to questions posed by BoG members, Joseph explained that SJVC's institutional accrediting and regulatory bodies have placement reporting and disclosure requirements; however – at this time, SJVC is not held to an external placement standard. Joseph also informed the BoG of the BPPE's current efforts to redefine their definition of a placement and how the proposed changes will impact SJVC. For example the proposed changes will – for the most part, exclude part-time placements. Joseph explained that SJVC is providing input into the proposed

changes; however, depending upon the outcome, SJVC may need to revise its institutional placement goals.

When asked how SJVC fares compared to other like institutions, Joseph explained that it is hard to make that determination as other private, for-profit institutions may be accredited by an accreditor with different placement definitions than the definition used by SJVC. However, a comparison to other BPPE approved schools may be done by reviewing their School Performance Fact Sheets.

VI. OUR SUCCESS

- A. **Strategic Planning:** Russ Lebo presented the final version of the 2016 Strategy. He explained that the number of objectives has decreased from the previous Strategy due to the fact that many of the former objectives have been operationalized.

Voting Item: John moved to approve the 2016 Strategy, Jill seconded the motion. All in favor.

VII. BOARD BUSINESS

- A. **Review minutes from November 5, 2015 Board of Governors meeting:** Minutes were reviewed and acted upon as follows:

Voting Item: Mike moved to approve the minutes as submitted, Jill seconded the motion. All in favor.

- B. **Stipend Policy:** John recommended that the BoG adopt a written policy concerning payment of quarterly stipends. He further recommended that a contingency clause be added that ties payment of the stipend to attendance at board meetings. Pros and cons of this modification were discussed. All agreed that additional time to reflect upon the modification was required. Crystal will distribute the proposed policy to board members. A vote will be taken at the next quarterly board meeting.

- C. **ACCJC Mid-Term Report:** Crystal reminded the board that SJVC's Mid-Term Report is due in March 2016. She gave a succinct overview of the purpose of the report as well as the requirements for the board's involvement in the review and approval process. To that end, Crystal suggested that the board establish an ad-hoc committee to review the report and report its findings back to the full board for action.

Voting Item: John moved to approve the establishment of an ad-hoc committee to review the Mid-Term Report, Marlea seconded the motion. All in favor.

Marlea and Susan volunteered to serve on the committee. Mark suggested that an invitation be extended to Carol McLellan to serve as the third member of the

committee. John volunteered to contact Carol regarding this and indicated that if she isn't able to serve on the committee, he will serve as the third member.

- D. ACCJC Action Letters:** Crystal informed the board of the recent actions on SJVC's substantive change submissions in fall 2015: approval of the Registered Nursing program at the Ontario Campus and deferment of SJVC's proposal to offer a Baccalaureate of Science Degree in Respiratory Therapy (BSRT). Crystal further informed the board that she is developing an addendum to the BSRT proposal for submission in March 2016.

One of the issues that will be addressed in the addendum is how the institutional mission will reflect this new, higher degree level. To comply with current accreditation standards (IA.1), Crystal suggested that the mission statement be revised to reflect SJVC's current credential levels. Copies of the revised mission statement were distributed.

Voting Item: Susan moved to approve the revisions to the Mission Statement, Marlea seconded the motion. All in favor.

Crystal further explained that the mission statement would need to be revised again to reflect the addition of the baccalaureate degree program pending ACCJC's approval of the same.

- E. Remaining 2016 BoG meetings:** The following dates were identified for the remaining 2016 board meetings: 5/5, 9/1 (campus visit), and 12/1.

There being no further business, the meeting adjourned at 2:24 p.m.



San Joaquin Valley College Board of Governors Meeting Mission Oaks Office May 5, 2016	
MEETING CALLED TO ORDER BY	John Swiger, Chair
ATTENDEES	Mark Perry, Mike Perry, John Swiger, Marlea Lyon, Jill Sozinho, Susan Good, and Carol McLellan
ABSENT	None
GUESTS AND PRESENTERS	Joseph Holt, Chief Administrative Officer Carole Brown, Vice President of Academic Affairs Mike Abril, Vice President of Legal and Regulatory Affairs Russ Lebo, Chief Financial Officer Greg Osborn, Director of Programmatic Compliance Anthony Romo, Director of Graduate Services Natalia Dominguez, Library & Learning Resources Liaison
RECORDER	Crystal VanderTuig
QUORUM PRESENT	Yes

I. **CALL TO ORDER:** Meeting was called to order at 5:01 p.m. by John Swiger.

II. **EDUCATIONAL QUALITY**

A. **WASC Recommendation:** Natalia Dominguez gave an overview of the plans in place to address each of the three components of the recommendation regarding library and learning support services (see attached PowerPoint), including the need to adopt and implement a library resources development plan (draft included in meeting handouts).

Questions were asked and answered concerning library maintenance, timeline for proposed purchases, and alumni access to library resources. At the request of the board, Crystal will provide all members with the LIRN access code.

Voting Item: Susan moved to approve the library resources development plan, Carole seconded the motion. All in favor.

III. STUDENT SUCCESS

- A. Non-Academic Program Review Reports:** Crystal gave an overview of the restructured non-academic program review process and informed the board that three program reviews have been completed under the new process (Admissions, Information Services, and Purchasing). Discussion took place concerning the potential methods that could be used to facilitate the board's review of these reports (board committee, full board review, etc.)

Copies of the completed reports were distributed in advance of the meeting and board members asked questions of Russ and Joseph pertaining to the reports.

Voting Item: Susan moved to approve the three non-academic program review reports, John seconded the motion. All in favor.

- IV. ANNUAL INSTITUTIONAL EFFECTIVENESS REVIEW:** Joseph, Russ, Carol and Mike Abril presented the 2015 Year-in-Review to the board (see attached PowerPoint). Board members engaged in Q&A with each presenter on the various topics that were discussed.

V. STUDENT SUCCESS (Con't.)

- B. Institutional Performance Standards:** Anthony gave an in-depth presentation of the actions that are being taken to improve graduate placement at campuses (Lancaster, Online, and Madera) and in programs (Pharmacy Technology, Medical Office Administration, and Computer Support Technology) that are not meeting the institutional standard of 65% placement (see attached PowerPoint). He also reviewed the underlying issues contributing to the under-performance. Board members engaged in Q&A with the presenter concerning tactics to forge relationships with employers and improve placement.

VI. OUR SUCCESS

- A. Growth & Development Initiatives:** Joseph presented proposals requesting board approval to submit substantive change applications to ACCJC for the following initiatives:

- i. **Porterville Campus:** Joseph gave an overview of the Evaluation Summary & Recommendation (see attached) which highlights the rationale for this change through the lens of SJVC's strategy. Board members expressed concern over potential placement issues as is seen on other small Central Valley campuses. Discussion followed concerning overall improvement that an SJVC campus will bring to the area along with SJVC's better understanding of how to strategically prepare and position the campus for placement success.

Voting Item: Susan moved to approve the submission of a substantive change application for the new campus, Mark seconded the motion. All in favor.

- ii. **Vet Assisting Program:** Joseph explained that this program is being proposed in light of the gainful employment regulations. He explained that the Vet Assisting program will provide a viable option for continuing instruction in this field; whereas, the current Vet Tech may not. Discussion took place concerning AVMA accreditation implications and physical capacity impacts of offering Vet Assisting and Vet Tech concurrently.

Voting Item: John moved to approve the submission of a substantive change application for the Vet Assisting program, Mike seconded the motion. All in favor.

VII. BOARD BUSINESS

A. Minutes from the board retreat (2/6/16) were reviewed.

Voting Item: Mark moved to approve the minutes as submitted, Susan seconded the motion. All in favor.

B. Fourth Quarter Meeting:

Decision was made to change the date of the fourth quarter meeting to December 8th. All members agreed to conduct the next board meeting (9/1/16) at a campus. Decision was made to visit the Modesto and Rancho Cordova campuses.

C. Review of the Mission Statement:

Crystal presented the results of the fall 2015 review of the mission statement (see attached PowerPoint). Crystal informed the board that the results were presented to the Senior Management Team. Based upon the results, the team recommends that the mission statement remain as is.

Mike Abril informed the board that the approval of the BSRT program will necessitate a revision to the mission statement to include the baccalaureate degree program in the description of credential levels.

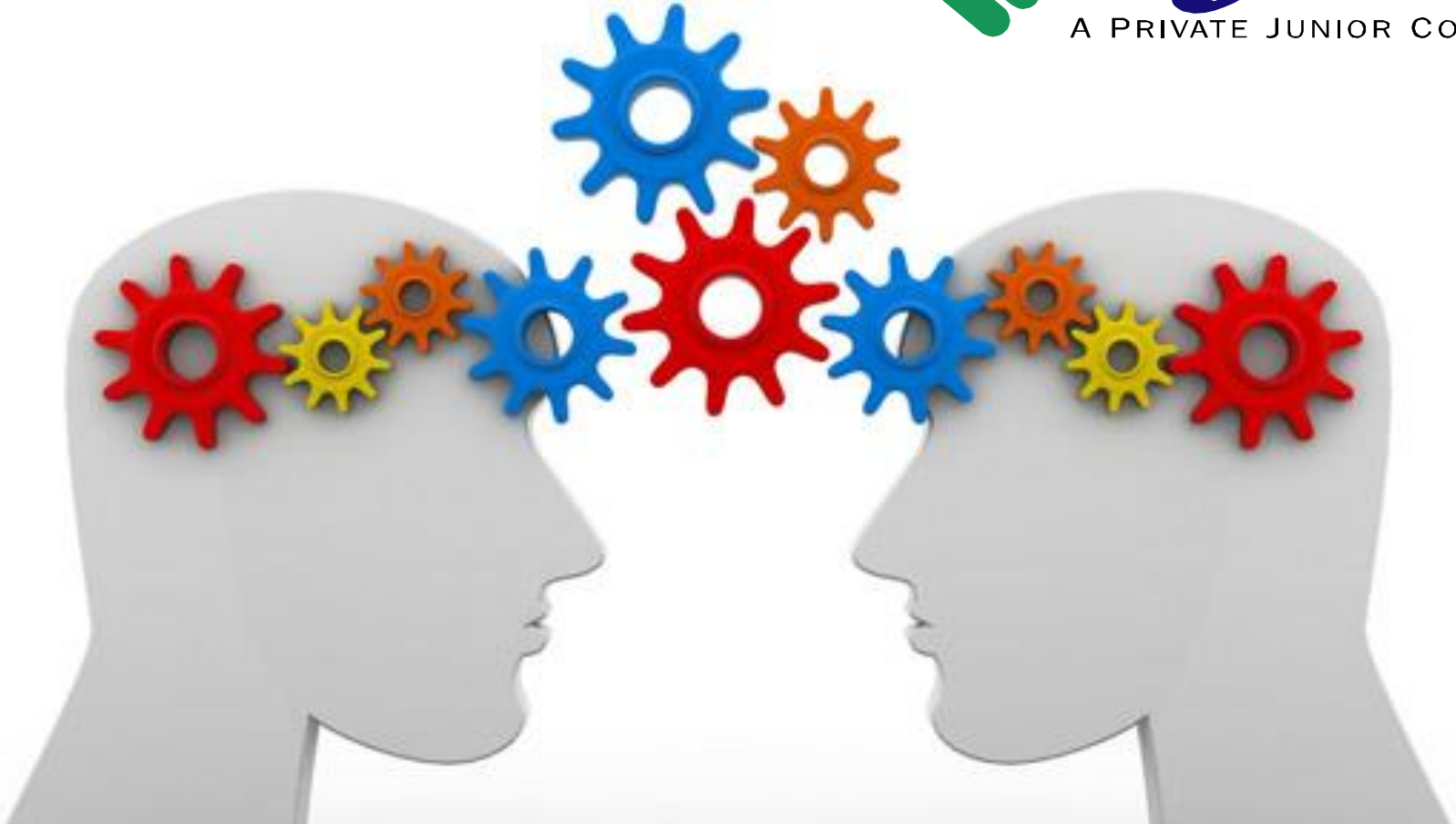
Voting Item: Susan moved to approve the mission statement as is, Carole seconded the motion. All in favor.

- D. Stipend Policy:** John informed the board of the need to put the stipend policy into writing and submitted a request to strike language from the proposed policy that ties the stipend to attendance. He explained that as SJVC gets closer to the 2019 reaccreditation, board members will most likely have to attend more than four meetings per year.

Voting Item: John moved to approve the policy with the proposed revisions, Mark Carole seconded the motion. All in favor.

- E. Annual Evaluations:** Crystal informed the board that a link to the annual evaluations will be emailed to them. Members were requested to complete the evaluations by July 1, 2016.

There being no further business, the meeting adjourned at 8:32 p.m.



**Improving Outcomes in Programs and Campuses Below
Institutional Standard**

Board of Governors May 2016

Anthony Romo, MHRM
Director of Graduate Services

Campus Outcomes

Graduate Placement Rate by Campus and Program

Graduate Determination Dates from April 1, 2015 through March 31, 2016

Total - Q2 2015 to Q1 2016

CAMPUS	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Eligible Grads	PL Rate
Aviation	88%	88%	100%	100%	24	92%
Rancho Cordova	81%	100%	83%	95%	72	86%
San Diego			82%		17	82%
Fresno	81%	83%	80%	81%	371	81%
Ontario	81%	88%	75%	78%	289	80%
Hesperia	78%	78%	80%	73%	235	77%
Visalia	81%	73%	81%	77%	455	77%
Bakersfield	78%	83%	69%	75%	257	77%
Temecula	85%	67%	67%	76%	299	73%
Modesto	67%	72%	71%	73%	155	71%
Hanford	68%	64%	50%	72%	110	65%
Lancaster	45%	74%	63%	65%	111	64%
Online	62%	59%	77%	62%	224	64%
Madera			63%	53%	93	59%
SJVC Total	76%	75%	74%	74%	2,712	75%

Lancaster Challenges

CAMPUS	PROGRAM	DDQ		Values		2015Q3		2015Q4		2016Q1		Total Eligible	Total PIRate
		2015Q2		Eligible	PIRate	Eligible	PIRate	Eligible	PIRate	Eligible	PIRate		
LAN	CJ			1	100%	7	100%	6	83%	5	60%	19	84%
	PT			6	67%	9	78%	9	44%	3	33%	27	59%
	MA			8	38%	8	75%	11	73%	7	71%	34	65%
	MOA			4	25%	8	38%	4	25%	1	100%	17	35%
	BA			1		6	83%	2	100%	3	67%	12	75%
	IMT					1	100%			1	100%	2	100%
LAN Total				20	45%	39	74%	32	63%	20	65%	111	64%
Grand Total				20	45%	39	74%	32	63%	20	65%	111	64%

Lancaster Challenges

Career Services Department

- Professionalism
- Organization
- Leadership
- Lack of Business Relationships

Pharmacy Technology – 59%

- Licensing
- Instruction Consistency
- Classroom Professionalism (Student/Faculty)
 - Accountability

Medical Office Administration – 35%

- Lack of Business Relationships (AVORS)
- Classroom Professionalism (Student/Faculty)
 - Accountability

1. Regional Leadership (RCSM)
2. New Career Services Advisors
3. Build Local Relationships

1. Licensing Protocol
2. Increase eObservation
3. Increase Site Visits

1. Increase eObservation
2. New Faculty
3. Employer Presentations

Online Challenges

CAMPUS	PROGRAM	DDQ		Values		2015Q3		2015Q4		2016Q1		Total Eligible	Total PIRate
		2015Q2											
		Eligible	PIRate	Eligible	PIRate	Eligible	PIRate	Eligible	PIRate	Eligible	PIRate		
ONL	CM	1	100%	5	60%					2	100%	8	75%
	BA	8	100%	7	100%	1	100%	12	75%			27	89%
	DC	1	100%	4	75%	3	100%	4	75%			12	83%
	MA	33	61%	25	52%	33	82%	36	53%			127	62%
	HRA	2	50%	3	33%	1	100%	9	89%			15	73%
	MOA	15	40%	7	43%	6	33%	8	38%			36	39%
ONL Total		60	62%	51	59%	44	77%	71	62%			224	64%

Online Challenges

Career Services Leadership

- Lack of Leadership (CD/CSM)
- Poor management of CSAs
- Ground Campus Modeling

1. Director of eLearning Ops
2. New Career Services Manager
3. Online Modeling

Career Services Department

- Lack of Student Relationship
- Career Services Seminar (CSS100)
- Inadequate Staffing Levels

1. Holistic Student Relationship
2. Effective CSS100
3. Improved Staffing Levels

Medical Office Administration – 39%

- Teaching Out Program
- Lack of Skills for Market

1. MBC (Stronger Applicant)
2. Student Relationship

Madera Challenges

CAMPUS	PROGRAM	StudentName	DDQ		Values		Total Eligible	Total PIRate
			2015Q4	2016Q1	2015Q4	2016Q1		
			Eligible	PIRate	Eligible	PIRate		
MAD	BA		4	75%	7	86%	11	82%
	MA		38	66%	23	43%	61	57%
	MOA		15	53%	6	50%	21	52%
MAD Total			57	63%	36	53%	93	59%

Madera Challenges

Career Services Department

- Transition of Management
- CD/CSM Partnership
- Poor Outcomes

1. Consistent Management
2. New Partnership
3. Daily expectations of team

Enabling Mentality

- Lack of Drive/Motivation
- Unrealistic Expectations
- Unresponsive Graduates

1. Holistic Student Relationship
2. Effective CSS100
3. Improved Staffing Levels

MA/MOA Placement

- Screen-Out Focus (Bilingual)
- Location Challenges

1. Focusing on strengths
2. Small Campus Zone Model

Madera Challenges

Madera Zones:

Zone 1: (0-10 Minutes)

Madera – 0 Miles

Zone 2: (10 - 25 Minutes)

Kerman – 16 Miles

Chowchilla – 18 Miles

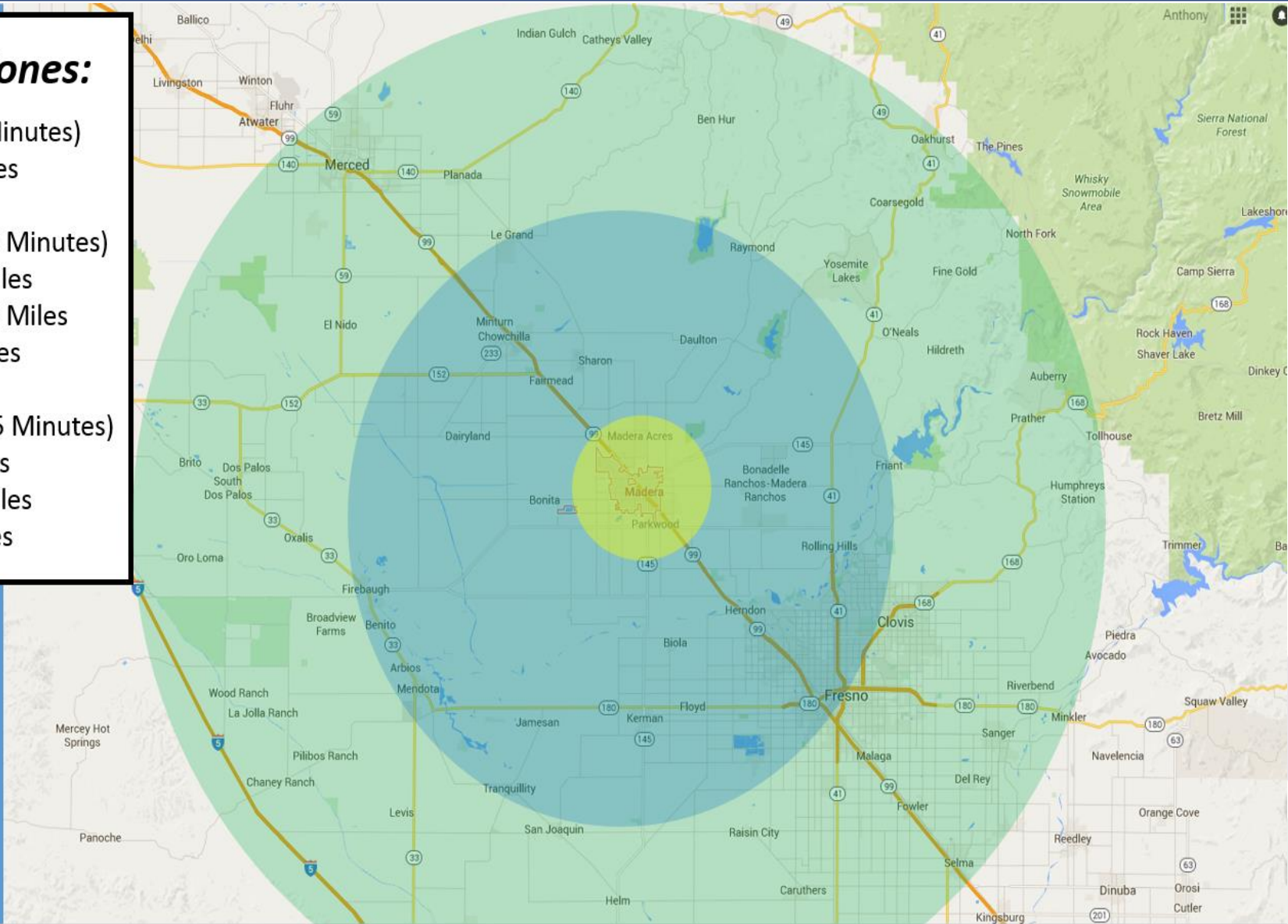
Fresno – 22 Miles

Zone 3: (25 – 35 Minutes)

Clovis – 31 Miles

Merced – 35 Miles

Selma – 37 Miles



Program Outcomes

PROGRAM	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Total - Q2 2015 to Q1 2016	
					Eligible Grads	PL Rate
Emergency Services Mgmt	100%	100%		100%	8	100%
Aviation Maintenance Tech	88%	88%	100%	100%	24	92%
Veterinary Tech	93%	91%	100%	86%	60	90%
Vocational Nurse		90%			29	90%
Dental Hygiene	91%		85%	100%	73	89%
Diagnostic Medical Sonography	100%			100%	9	89%
Dental Assisting	81%	91%	87%	82%	128	84%
Degree Completion	100%	75%	100%	75%	12	83%
Industrial Maintenance Tech	86%	91%	94%	70%	106	83%
HVAC and Refrigeration	79%	77%	92%	88%	111	83%
Business Administration	88%	85%	77%	78%	173	83%
Criminal Justice Corrections	79%	83%	91%	81%	167	83%
Physician Assistant				83%	23	83%
Surgical Technology	83%			76%	55	80%
Construction Management	100%	71%		100%	10	80%
Therapeutic Massage	71%	100%	100%	75%	13	77%
Respiratory Therapy	76%	71%	69%	83%	207	74%
Human Resources Admin	50%	33%	100%	92%	23	74%
Medical Assisting	72%	74%	73%	69%	964	72%
Registered Nursing		70%			44	70%
Pharmacy Technology	67%	61%	62%	64%	220	64%
Medical Office Admin	69%	64%	52%	63%	242	62%
Computer Systems Admin		33%	100%	29%	14	36%
SJVC Total	76%	75%	74%	74%	2,712	75%

Program Challenges

Pharmacy Technology

- Licensing
- Instructor Consistency
- Classroom Professionalism

1. Focus on Licensing
2. Instructor Coaching
3. eObservation

Medical Office Administration

- Madera CS Standards
- Online Student Strength

1. Increase in CAO Contact
2. CSA Training
3. MBC Strength

Computer Systems Admin

- Local Market Demand
- Virtual Opportunities
- Experience Request

1. Explore Program
2. Program Review
3. Advisory Board

Looking Ahead – Campus

CAMPUS	DDQ		Values		2015Q4		2016Q1		2016Q2		Total Eligible	Total PIRate
	2015Q3	PIRate	Eligible	PIRate	Eligible	PIRate	Eligible	PIRate				
AVI	8	88%	6	100%	2	100%	7	100%	23	96%		
COR	1	100%	23	83%	21	95%			45	89%		
SAN			17	82%					17	82%		
FRE	103	83%	64	80%	107	81%	93	78%	366	81%		
HES	65	78%	46	80%	52	73%	49	78%	211	77%		
MOD	47	72%	21	71%	41	73%	55	85%	164	77%		
ONT	57	88%	79	75%	85	78%	159	71%	380	76%		
BAK	64	83%	51	69%	56	75%	85	74%	255	75%		
VIS	164	73%	67	81%	126	77%	121	63%	478	73%		
TEM	90	67%	61	67%	88	76%	75	75%	314	71%		
LAN	39	74%	32	63%	20	65%	43	74%	134	70%		
ONL	51	59%	44	77%	71	62%	64	75%	227	67%		
HAN	36	64%	14	50%	32	72%	28	68%	110	65%		
MAD			57	63%	36	53%	35	49%	128	56%		
Grand Total	725	75%	582	74%	737	74%	814	72%	2851	74%		

Looking Ahead – Program

PROGRAM	DDQ		Values		2015Q4		2016Q1		2016Q2		Total Eligible	Total PIRate
	2015Q3 Eligible	PIRate	2015Q4 Eligible	PIRate	2016Q1 Eligible	PIRate	2016Q2 Eligible	PIRate				
ESSM	3	100%			2	100%	1	100%	6	100%		
AMT	8	88%	6	100%	2	100%	7	100%	23	96%		
VT	22	91%	1	100%	22	86%	15	100%	60	92%		
DH			41	85%	10	100%	12	92%	63	89%		
TM	1	100%	1	100%	4	75%	8	88%	14	86%		
VN	29	90%					22	77%	51	84%		
PA					23	83%			23	83%		
CJ	46	83%	32	91%	47	81%	74	78%	199	82%		
DA	32	91%	15	87%	49	82%	37	68%	133	80%		
HRA	3	33%	2	100%	12	92%	8	75%	25	80%		
IMT	22	91%	18	94%	37	70%	38	76%	115	80%		
HVAC	35	77%	24	92%	24	88%	45	67%	128	78%		
BA	55	85%	26	77%	50	78%	56	71%	185	78%		
CM	7	71%			2	100%	12	75%	21	76%		
ST					25	76%			25	76%		
DC	4	75%	3	100%	4	75%	4	50%	15	73%		
MA	232	74%	222	73%	275	69%	259	75%	987	72%		
RT	38	71%	72	69%	52	83%	35	57%	197	71%		
MBC							3	67%	3	67%		
RN	44	70%					47	62%	91	66%		
PT	70	61%	53	62%	39	64%	76	71%	238	65%		
MOA	67	64%	65	52%	49	63%	48	67%	228	61%		
DMS	1				2	100%	2	50%	5	60%		
CSA	6	33%	1	100%	7	29%	5	20%	19	32%		
IT							1		1			
Grand Total	725	75%	582	74%	737	74%	814	72%	2851	74%		

Thank you