



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 December 8, 2016	
MEETING CALLED TO ORDER BY	John Swiger, Chair
ATTENDEES	Mark Perry, Mike Perry, John Swiger, Jill Sozinho, Susan Good, and Marlea Lyon (by telephone)
ABSENT	Carol McLellan
GUESTS AND PRESENTERS	Joseph Holt, Chief Administrative Officer Russ Lebo, Chief Financial Officer Carole Brown, Vice President of Academic Affairs Nick Gomez, Chief Operating Officer Angela Heinz, Director of Growth & Development Heather Blunt, Medical Assisting Instructor (Lancaster Campus) Jerry Franksen, Associate Director, Administration (Madera Campus)
RECORDER	Crystal VanderTuig
QUORUM PRESENT	Yes

- I. **CALL TO ORDER:** Meeting was called to order at 5:09 p.m. by John Swiger.

- II. **BOARD RECOGNITION:** The following employees of the Lancaster Campus were recognized for their contributions to and support for student and employee involvement in community service: Cheri Johnson, Campus Director and Heather Blunt, Medical Assisting Instructor.

 Heather then gave a short presentation on the various events that the Lancaster Campus students and staff have been involved in.

- III. **INTRODUCTION OF JERRY FRANKSEN:** Mike Perry introduced Jerry Franksen, the Associate Director, Administration of the Madera Campus. Jerry gave an overview of his

educational and experiential background, including his history with SJVC. He also informed the board of the goals he and his team will be working toward in 2017, including improving job placement and credentialing rates and increasing the campus' presence within the local community.

- IV. NEW SJVC POSITIONS:** Nick Gomez informed the board of two newly created campus leadership positions: Associate Director, Administration and Campus President. Nick explained the purpose for these new positions – that is, to better reflect the responsibilities and complexities of the oversight of the SJVC campuses. He explained that the Campus President is a regional position by the leader of a large campus with a diversity of academic offerings (modular and linear) at the certificate and associate degree levels. This position provides oversight of the large campus as well as the smaller campuses within a geographical region. The Associate Director, Administration position is for a smaller campus with the three core certificate credentials (MA, BA, and MOA). Lastly, SJVC's current Campus Director Position reflects the responsibilities of one managing a medium-sized campus with a variety of certificate and associate degree programs.

Nick advised the board that this model has been implemented in the Fresno region with Dr. Sumer Avila serving as the Campus President with oversight of the SJVC Madera and Fresno Aviation campuses. If successful, Nick advised that the model will be rolled out in other geographical regions.

Board engaged in discussion about the impacts of the new model, including the reporting structures for student and employee grievances, potential confusion over the Campus and College President roles and titles, and the community viewpoint on the various leadership titles. The board requested that more consideration be given to the new structure as well as the new titles. Nick will present any proposed revisions to the new structure at the first meeting in 2017.

- V. AKT PRESENTATION:** The presentation has been re-scheduled for the first board meeting in 2017 (February 9th).
- VI. STRATEGIC PLANNING UPDATES:** Nick Gomez presented the new Strategy Map for 2017-2019. He discussed the review process, including the next steps in the process which is to review the document with the Campus Directors. Nick also described the revisions that were made as a result of the Senior Management's review of the Strategy Map. Discussion took place concerning the strategic goals set for the next two years as well as SJVC's progress on reaching the 2016 strategic goals.

Voting Item: Susan moved to approve the draft of the Strategy Map for dissemination to campus leadership. Mike seconded the motion. All in favor.

VII. GAINFUL EMPLOYMENT (GE) UPDATE: Mike, Joseph, and Russ gave an overview of preparations that have been made for the implementation of the GE regulation as well as those that are planned for 2017. Joseph informed the board that – from the time of the last GE update (9/1/16), the earnings data has been received. Based upon the data, five SJVC degree programs failed the calculation and one certificate program is in the “zone.” Joseph then described the sanctions associated with the various categories (pass, fail, and zone) and the 2017 plans to address this issue. Questions were asked and answered concerning the impact of the regulation on college operations.

VIII. STUDENT VALUE PROPOSITIONS: At the request of the board, Joseph Holt presented on the student value propositions that distinguish SJVC from other educational providers: 1.) career outcomes aligned to academic program offerings, 2.) time to completion, and 3.) exceptional student services.

IX. GROWTH & DEVELOPMENT

A. Surgical Technology: Angela Heinz presented a proposal to migrate the Surgical Technology program to migrate the Surgical Technology program to the SJVC Rancho Cordova and Temecula campuses. She gave an overview of the Evaluation Summary & Recommendation (attached) which highlights the rationale for this change through the lens of SJVC’s strategic plan. Discussion took place concerning the local competition, need for the program, and timeline for the approval processes.

Voting Item: Mike moved to approve the migration of the Surgical Technology program to the SJVC Rancho Cordova and Temecula campuses, Susan seconded the motion. All in favor.

B. PHLEBOTOMY COURSE: Angela informed the board of an initiative to offer a short-term phlebotomy course. The course will be offered on a cash pay basis to meet need for training in this area. The course will be piloted at one campus. Continuance of the course and expansion to other campuses will be determined after an evaluation of the course and its outcomes.

X. INSTITUTIONAL PERFORMANCE DATA

A. Graduation and Licensure: Carole reported on the institution’s progress toward its strategic graduation goal of 70% (59-64% over last four years). She further explained the student success challenges that the Online Division continues to experience. Carole informed the board that a task force has been established to identify the root causes of the under-performance and recommend improvements.

Carole reported on the academic programs that are not meeting the institutional or programmatic accrediting body licensure pass rate requirement. These

programs include: RT (Visalia), RN (Ontario), VT (Fresno), and MA. Carole then described the actions that have and will continue to be taken to improve licensure pass rates in these programs.

- B. Graduate Placement:** Joseph informed the board that – due to the BPPE’s new placement definitions (which went into effect on July 1, 2016), SJVC does not have placement data that complies with the new definitions for the third quarter of 2016. He reported that SJVC has been working under the new definitions for two modules and that employment starts are being counted as a leading indicator of placement outcomes (placement rates will not be available until March 2017). Joseph reported that the employment starts in the first module of the new cycle were good; whereas, the starts in the second module were not.

XI. BOARD BUSINESS

- A. San Diego Campus:** Mike informed the board of the Senior Management’s recommendation to close this campus and provided the rationale for doing so. Questions were asked and answered concerning current students and the completion of their education.
- B. Finance Committee Report:** Marlea informed the board that the committee met on November 21, 2016 (see attached Finance Committee meeting minutes). She informed the board that SJVC is in compliance with the Department of Education’s composite score and 90:10 ratio. Marlea also informed the board that the ACCJC has placed SJVC on Category “M” status (Enhanced Monitoring). She explained that this status was conferred on the basis of the data provided in SJVC’s 2015 Annual Financial Report. Marlea then stated that the committee reviewed the data and concluded that SJVC is was below the Commission’s threshold for the primary reserve ratio and operating revenue ratio. She reported that the committee has recommended that SJVC’s CFO contact the ACCJC to get a copy of their calculations for SJVC’s Composite Financial Index.

Marlea then discussed current financial view as well as the 2017 forecast and the implications of the GE regulation on SJVC finances.

- C. Accreditation Updates:** Crystal informed the board of the ACCJC’s recent decision to approve the following substantive changes reviewed at the October 27, 2016 Substantive Change Committee meeting: New branch campus (Porterville); new educational program in Veterinary Assisting (Bakersfield and Fresno campuses); and migration of the Dental Assisting program (Hesperia Campus).
- D. Minutes from September 1st, 2016 BoG Meeting:** Minutes from this meeting were reviewed.

Voting Item: Susan moved to approve the minutes with the noted corrections, Mark seconded the motion. All in favor.

- E. Report by the Academic Oversight Committee:** Committee members, John and Jill, reported that they met just prior to the board meeting. The committee reviewed the Dental Assisting, Aviation Maintenance Technology, and Surgical Technology program review reports. John reported that – based upon this review, the committee had no substantial concerns but did note the following:
 - i. Surgical Technology:** The graduation and licensure pass rates for the Bakersfield program are declining.
 - ii. Dental Assisting:** There are some variations in licensure and graduation rates.

- F. Discuss results of annual BoG Self Evaluation:** The results of the 2015-2016 board self-evaluation were discussed. Based upon the overall results, members are in agreement that the board is satisfactorily fulfilling its duties and responsibilities. Discussion took place concerning the longevity of a few members and whether there is need for a larger or smaller board; especially, in light of SJVC's pursuit of accreditation by WASC Senior.

- G. Academic Honesty and Freedom policies:** Board reviewed the faculty recommendations to these policies.

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

- H. 2017 BoG Meeting Dates and Campus Visits:** Board members reviewed dates for 2017 meetings and decided upon the following: February 9th, May 4th, August 3rd (campus visit), and November 21st.

There being no further business, the meeting adjourned at 8:20 p.m.