



**MINUTES**  
REGULAR MEETING  
of the  
BOARD of DIRECTORS  
Sept 16, 2010  
7:00 A.M.

**MISSION STATEMENT: Enhancing Educational Excellence**

**Present:** Gene Wood, Charlie Ng, Gloria Harrison, Cheryl Bardowell, Claire Marie Teeters, Daniel Bahner, David Raley, Donna Ferracone, Gordon Clopine, Joanna Averett, Marie Alonzo, Ray Quinto, Bob Temple,

**Absent:** Lynn Baldi, Judi Battey, Cheryl Cox, Don Nydam, James Ramos, Betty Jo Wood

**Guests:** Ericka Paddock, Director of Student Life; Mr. Chris Walsh, ASCHC Dir. of Internal Affairs

1. *Call to Order & Opening Comments* (Vice President Gene Wood)

2. *College Happenings* (Gloria Harrison)

Gloria presented a Power Point program, and reported on items requested by the Accreditation Team. Among them were the following:

As of this Fall, we had 6400 students – 52% are female, 35% are between 20-24; 34% are 19 or younger. Our student population is comprised of 54% Caucasian; 28% Hispanic, which is what qualifies us as a Hispanic Serving Institution; 5% Black; and any other group, 5% or less.

In regard to staff, we have 3 administrators, 71 full-time faculty & 103 classified, plus adjunct faculty.

We offer AA & AS degrees. We award certificates in programs for emergency medical technicians, mobile intensive care, fire academy, respiratory therapy, and Computer Information Systems.

We reported on retention and success rates. A retention rate and our success rates are also reported. Retention = the student completed a course and received a grade. Success = the grade was a “C” or better. We report this to the state and, compared with a cohort of other colleges, we do fairly well.

Our top programs are EMS, Radiology, Respiratory, Fire, Chemistry, Health and Speech. In those programs, we have a high success rate.

97% of applying students test into at least one Basic Skills course. Basic skills courses are Math, English and Reading. It doesn't mean they test into all, but are weak in at least one of these areas. These courses are to prepare these students for collegiate level courses and career preparation. The services that we have for our basic skills are our tutoring center, counseling, our student success center, financial aid.

In regard to the high performing instructional programs, we get excellent feedback from employers. By the way, these are all tough programs...our allied health and public safety are tough programs. The students who get into these programs are very dedicated, very focused.

In regard to the sciences, most of our science classes are filled within the first week or two, and they are the prerequisites for our public health courses. They are also the prerequisites for anyone going into a nursing program. In our Math Department, we have faculty that is innovative and interested in doing some pilot programs. This summer they were involved in a pilot program in which they did tutoring on-line. Our English Department, also has an innovative curriculum.

Our Fine Arts program is excellent. Arts Day is an outreach and recruitment program...it's very interactive...every one of the arts and disciplines are involved in that day. We've had students who've come on Arts Day and it's changed their minds as to where to go, especially if they are interested in art. It's one of the programs that's on the list today to consider for funding. Communications & languages have developed a debate team that, even though they only compete with our sister campus, they have won every year. Our little, tiny campus has won! Not that we're competitive!

In Health & PE, our Social Sciences, we have a lot of student involvement in the community. They participate in Yucaipa "Make a Difference Day", involving community clean-up. They do things for the Child Care Center. The faculty there is very much involved in community service. With the help of the Associated Students, they have been doing quite a bit.

What is our Vision? We keep repeating it: "To be the premier college for public safety and health careers & transfer preparation." With regard to transfer preparation, we have a decent transfer rate. We compare well to colleges of like size, but none of us have a great transfer rate. We are in the process of submitting a Title V grant to strengthen that whole program. Our transfer rate is about 38%. You would think that it would be higher, but our students come to us with a variety of things in their lives. The majority come to us saying their goal is to transfer.

Daniel Bahner added, "There is a new definition called, "transfer ready" and that will quantify their preparation level, whether or not they choose to transfer. Over 90% of our students have to take courses that are "pre-collegiate" before they can enroll in transfer courses. Therefore, they are already on a 3-year plan when they get here. Work, family...life....intervene, and then it takes four years. I've had students who take 7 or 8 years. They have eventually gotten their BA and are doing quite well."

Certificate students don't count as transfer students. The age demographic has gone down. If you were to walk the campus during peak hours, we have so many very young students.

So, what are our future directions? Not everything is based on money. We have to do the planning and prioritization of our resources. We've updated our construction master plan, and prioritized our projects, based on our new Educational Master Plan. For instance, a Humanities Building was high on our list, but it has been dropped down the list, while a Science Building has been moved up on the list.

The Santos Manuel Student Success Partnership has filled the gaps somewhat, in regard to our categorical program cuts. It has back-filled for tutoring, counseling and book loans. We're piloting through that program our book rental program, so that's moving ahead. Our Science Infusion Fund, a recipient of our Gala proceeds last Spring, will help our science area. We raised moneys through our fund-an-item at the gala for public safety and allied health programs.

We're using our Educational Master Plan as the basis for everything. We want to expand our science and increase the size in our public safety and health programs. Due to budget cuts, we've had to reduce the size of our fire academy from 30 to 24. Donna Ferracone added that this was from an original number of 36 cadets. The smaller academy reduces the number of adjunct, facilitators, etc.

We have reduced the number in dance programs. We'd like to expand the offering of American Sign Language...a very popular course. And, of course, we'd like to have an athletics program.

Marie Alonzo asked if there is any talk of stimulus money that would help us to accept more students. Gloria stated that she had a note from the Chancellor's Office that there is a one-time amount of \$56,000 being allocated to the District. Crafton Hills' share of the stimulus money is \$16,000.

This list contains some of our challenges. Other challenges are educational centers that are cropping up around us. There are two in Victorville, and one that RCC is contemplating and asking for our support with, and that is a public safety. My biggest concern there, in the long run, is that there may be a movement to regionalizing the high-budget programs and not having each college offering the same kind of thing, and RCC may be positioning itself for that. We're contemplating one in Rialto, because that area is difficult to serve. Another challenge is proprietary schools and, of course, we have to resolve the issue with our accreditation.

We have done some fantastic work here. It's work that has become institutionalized, it's become a part of the culture of who we are. I would be very disappointed, knowing the work and the quality of the work, that we've put into it, if we are kept on probation at all. We've done some wonderful work. And, that's the end of it. (The Power Point Presentation).

You've already received the invitation for our October 15 ribbon-cutting of the Aquatics Center and the Learning Resource Center. One of the things we're going to do is install a "Wall of Distinction" on the wall near the entry of the LRC...our very first donor wall. We have a few challenges on the funding, but Charlie is working on them. (in regard to the appropriate budget to use for the expenditure.)

We're moving along. In the past, when we opened sections, we were always struggling to see if we had the minimum 20 students, but we've cut so many sections, and we are now filling them at 90% or more. Every seat is taken in many classes. In the past, just before census, we'd have a drop. We have not seen that this time. In fact, we have seen a small increase! Faculty are finding it extremely hard to say "no" to students. They're letting in everyone they can. the state has put a cap on our enrollments, and we are still serving 2000 more students

than we are being paid for. I haven't seen the figures for this year. I don't know how long we can keep that up. It's a burn-out situation. It is not sustainable. Eventually you wind up modifying your curriculum...shortening tests, giving fewer in number.

Daniel Bahner added that students end up taking courses they wouldn't ordinarily be taking, simply because they were available. English and Algebra courses were closed before registration. You had to have priority to get in. They're desperate. The State Universities cut their enrollment by 40,000, and those students got in (to CHC), because they're more savvy. They're more savvy...and more desperate. They're staying in classes they might not have stayed in before. The Deans are very much on top of how many students are in each classroom. They're not allowing students to sit on the floor. They're not allowing more students than classrooms are supposed to hold.

Gloria said, "I'm getting phone calls from people I haven't heard from in years asking my help in getting a friend or family member into classes. I tell them I have absolutely no pull."

David Raley asked, "Is there a conflict between your success in the certificate programs and the transfer rate?" Donna Ferracone responded that the push in fire is to get the degree...because it will give the graduate an advantage in the hiring process, and in his/her career. Students may come in thinking they just want to get their certificate, but they leave thinking, "No, I have to continue until I get my degree." Or, they stay and do the paramedic program, because that gives them another step, and gives them all the major units they need for a degree. The push in all the public safety programs is the degree. They aren't getting hired like they used to.

### 3. *Minutes of the Meeting of June 17, 2010*

**It was Moved** by Gordon Clopine, Seconded by Claire Marie Teeters, and unanimously carried, to accept the minutes as recorded.

### 4. *Financials*

(a) Treasurer's Report (Charlie Ng)

(b) Gifts to College ~ *See Enclosed Report* of gifts from June 2 to Aug 31, 2010

(c) *Balance Sheet Previous Year Comparison* – Current assets and equity. Charlie noted that the total assets from last year to this year have increased about 29%, and stated, "The beauty of our balance sheet is that we have no liabilities." David Raley asked if an ink watercolor, shown as a fixed asset, should be written off, since it has been destroyed, and suggested that the minutes reflect that. It was noted that the Win & Bette Carl Scholarship fund was transferred to the Osher Scholarship Fund, at Win's written request. The money should be reflected as an asset, or listed in some way until the Osher money comes back to us. It should be documented in some way, so we record what qualifying money has been sent to Osher. David Raley suggested that such actions should be approved by the Board. Cheryl reminded that it is the donors who issue the directives. David continued by stating that it should be a matter of record, since the fiduciary responsibility of the board

is to ensure that the wishes are properly honored, and that the Foundation needs to document it more clearly in the financial reports of the Foundation. Marie Alonzo recommended that footnotes be included, to clarify for Directors as a body, reminding that clarification & documentation are always a good practice. Charlie stated that he would be working on making the financial statements more clear.

(d) *Financial Recap* – Charlie pointed out that the quarter ending August 31 recorded \$30,000 in income and \$90,000 in expenses. Charlie stated that he will change the format of this report, since there is information he feels needs to be presented to make it more meaningful. Cheryl Bardowell said that this recap does not include the \$10,000 Charitable Gift Annuity that came in because it flows through the Community Colleges Foundation, until the donor passes away

(e) *Budget / Funding Plans* - Charlie stated that, traditionally, we've adopted a budget based on events, or on types of activities. We want to present a budget which is more traditional in terms of accounting, where the board would adopt an actual budget, with line items that are identified for what they are. For example, the Gala expectation is \$125,000 for next year.

On the expense side of this particular fund, there's a series of expenses that have either been requested by the college, or have been identified as necessary by the Foundation.

The revenue piece has been organized so you can see it by program. The line items will be broken down by specific events or requests, i.e., college support = Arts Day. Direct Support = scholarships/student-specific needs.

The next item, shown on the report, was about \$25,000 for Foundation operations. The majority (approx \$10,000), is for Gala expenses. (the hotel, printing/postage, etc.).

There is a cultivation fund...Cheryl Bardowell's expenses in cultivating donors/gifts.

You will also see inter-fund transfers, as the money is moved the recipient funds.

We are proposing that the Board adopt this budget, for the Gala funds, realized earlier this year.

The executive committee meets monthly, and acts upon changes to the budget. The Directors will be informed quarterly of any changes to the approved budget. Gene Wood stated that the executive committee approves changes, and brings them to the board for ratification. Gloria reminded that Gala funds are donor-driven...fund-an-item, sponsorship proceeds, etc. It is pre-determined that specific money is earmarked for the recipient funds.

In response to David's feeling that the Directors need to have a better understanding of the budget, Charlie offered a board study session, and asked if Directors prefer that it be a part of a regular, quarterly meeting, or a special meeting? Daniel asked if that wouldn't that be a part of the strategic plan, and that a separate meeting should be held to clarify how the budget is framed and handled.

Marie re-stated the motion proposed by Charlie, and he confirmed her statement, that it was “to approve the transfer of the already-realized proceeds from Gala 2010 into the recipient funds, per the budget shown on this sheet”.

**It was Moved** by Marie Alonzo, Seconded by Joanna Averett, and Carried, with David Raley abstaining.

Gene asked that Charlie present a historical budget for last year’s gala (April, 2010). Then do a proposed budget for this year’s (April, 2011) and present it to Board in December.

(f) *Funding Plan (hand-out)*: Cheryl Bardowell - Cheryl presented the funding plan that helps to guide fundraising goal-setting.

**It was Moved** by David Raley, Seconded by Marie Alonzo, and Unanimously carried, to accept the funding plan as presented.

5. *Strategic Plan Update* (Charlie Ng / Marie Alonzo)

Charlie Ng presented a review of last Strategic Plan meeting notes, wherein the Mission, Vision & Values Statements were defined by the Committee. He recapped the guiding statements on that piece. The BHAG (Big, Hairy, Audacious Goal) is to become a major partner in funding. There was a lot of passionate discussion during the development of every part of this strategy, and this update is just that...the plan is not finalized. Marie Alonzo added that she has been privileged to serve, and that Charlie is an excellent and competent facilitator. He helped the committee to do a better job, and the board can feel very confident.

6. *Resource Development Report* (Cheryl Bardowell)

(a) Audit Report – Audit Policy (Draft) was presented. Marie Alonzo suggested that the word “stewardship” be replaced by the phrase “good stewardship and good governance”, in point 3. Cheryl Bardowell added that, when we reach a threshold of \$2,000,000, an annual audit will be required. Bob Temple remarked that the audit policy was well drafted and is a nice piece of work.

**It was Moved** by David Raley, Seconded by Gloria Harrison, and Unanimously carried, to adopt the audit policy, incorporating the change suggested by Marie.

(b) Osher Agreement – Cheryl Informed the Directors that the Osher Agreement was signed by Gloria in July. She asked that the Board ratify the Agreement, and they unanimously did so.

(c) Foundation Annual Report – Cheryl stated that the Report will be a high quality document now that our new Marketing Director, Alisa Moore, is involved. It will be going out in the next 30 days. Gordon asked for additional copies to give to friends.

(d) Donor Survey – 57 donor households or businesses were asked to respond. 16 have been returned, to date. Cheryl reported that responses have been very positive in regard to the stewardship of the gifts, and that the donors' areas of interest and/or passion have been identified. She stated, "The 'love of CHC' and 'to create a legacy' are some of the wonderful responses we have received." The compiled report will be presented at the appropriate time.

#### 7. Upcoming Dates of Note

- \* September 22 – Strategic Planning Committee Meeting – 8-Noon – LADM-161
- \* October 15 – Ribbon-Cutting Ceremonies – Aquatic Center & LRC, including the un-veiling of the Wall of Distinction
- \* Mid-November – President's Jewelry Sale – LRC Multi-Purpose Room

#### 8. Other –

- Daniel Bahner presented "Dreamkeepers", a Scholarship grant program out of Illinois. It funded a book fund for students. Daniel added, "It sounded just like us. It talks about a program set up through a grant from Scholarship America. Take a look at it, see if anyone would like to look into it, or would like for me to do so."
- Ericka Paddock introduced Chris Walsh, VP of Internal Affairs of ASCHC – The Foundation was asked by Ericka if it would like for her to continue her practice of bringing a different student to each Foundation board meeting, or if it would like to designate a single student, such as the VP of Internal Affairs, to attend all meetings during that student's term of office. Gene Wood suggested the decision be made by Ericka and the ASCHC. Chris's response was a very politically correct one! It was decided that perhaps Chris will come every time, with a second student to come on a case-by-case basis.
- Gloria announced that Ericka was named by Wilmer Amina Carter as a "30 under 35" Woman of Distinction. A well-deserved round of applause followed.
- Gloria asked that each Director check the Board Directory to be sure the information is correct as shown. If not, please inform Betty Jo Wood.

#### 9. Adjournment (Gene Wood)

Next Meeting Date: REGULAR MEETING - Thursday, December 9 – 7:00 A.M.

LEARNING RESOURCE CENTER Multi-Purpose Room