Board of Trustees Study Session and Meeting

Monday, January 10, 2022
4 p.m. to 6 p.m.
West Building, W305 Board Room
Also available on Zoom
Meeting ID: 895 5561 7230
Passcode: 365729
Phone: 253-215-8782

Study Session

Spotlight on Students: Outreach and Underserved Communities Karen Lee
Metrics for Assessment – Continued Review Cathy Copeland 1

Board of Trustees Meeting

Roll Call Bob Malte
Land Acknowledgement Bob Malte

We acknowledge that the LWTech campus is on the traditional land of the first people of Seattle, past and present, and we honor with gratitude the land itself, and the Coast Salish, Stillaguamish, Snoqualmie, Muckleshoot and Duwamish tribes. We acknowledge these tribes by showing respect, and take an intentional step toward correcting the stories and practices that erase Indigenous people’s history and culture, and toward inviting and honoring the truth.

Consent Calendar:

• Approval of Agenda
• Minutes, December 13, 2021 2

General Discussion

Public Comments: Individuals may sign in for public comment, limited to 3 minutes each1

Introduction of New Employees Dr. Amy Morrison

1Public comment is limited to matters which are not of a quasi-judicial nature. No more than six speakers may address the Board on any one subject. If there are both proponents and opponents of a matter who wish to speak, only the first three persons speaking in favor of the matter and the first three persons speaking in opposition of the matter may address the Board.
Reports to the Board

Associated Student Government  ASG Representative
President                     Dr. Amy Morrison
Board Chair Update            Bob Malte

Check-in regarding May Board Retreat

Trustees Activities Update    Trustees
Foundation Liaison Update    Laura Wildfong
Financial Summary            Bruce Riveland  3
Federation of Teachers        Greg Bem
Federation of Classified Staff Heidi Davis
Administration               Executive Cabinet  4

Executive Session

The Board of Trustees may convene to an Executive Session to discuss matters covered under RCW 42.30.110, which may include:

1. To evaluate the performance of a public employee(s)
2. To discuss with legal counsel representing the agency litigation matters
3. To discuss and consider real estate acquisition
4. To plan or adopt the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or review the proposals made in the negotiations or proceedings while in progress.

Action from the Executive Session may be taken in Regular Session, if necessary, as a result of items discussed in the Executive Session.

Adjournment
Mission Fulfillment Plan – Proposed Metrics
December 2021

Summary

Fifteen metrics are proposed for tracking mission fulfillment. Mission fulfillment for LWTech is defined by the college’s Institutional Planning and Effectiveness Council (IPEC) as showing 75% or more metrics trending positively (yellow and green arrows).¹ Mission Fulfillment Plan (otherwise known as a strategic plan) metrics are shown in Tables 1-3 (page 2) and Core Theme metrics are shown in Tables 4-7 (page 4 and 5). *Citations for all data are in Appendix A beginning on Page 6.*

IPEC considered the following accreditation standards in developing mission fulfillment metrics:

- **1.B.2** The institution sets and articulates meaningful goals, objectives, and indicators of its goals to define mission fulfillment and to improve its effectiveness in the context of and in comparison with regional and national peer institutions.

The Mission Fulfillment Plan goals are:

- Goal 1: Address and dismantle structural racism *(Core Themes: Student Achievement, College Community)*
- Goal 2: Continue implementation of Guided Pathways *(Core Themes: Pathways, Student Achievement)*
- Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery *(Core Themes: Pathways, College Community, External Engagement)*

**Key for all Mission Fulfillment and Core Theme tables:**

| Meet target: | ↑ |
| Trending toward target: | ➔ |
| Below target: | ↓ |

- **HU** is short for historically underrepresented students of color (American Indian, Black/African American, Hispanic, and Pacific Islander)
- **Gap:** Percent difference between HU individuals and Non-HU individuals when Non-HU values are greater than HU values. If HU values are greater than Non-HU values, then Gap = 0%.
- **Note:** For the green, yellow and red arrows, the color and direction of the arrow indicate progress toward mission fulfillment targets regardless of whether the target is aiming to grow a metric or close a gap.

¹ Please see Appendix A for information on how targets were set when there are ranges.
### Table 1: Assessment of Goal 1 – Address and dismantle structural racism.

<table>
<thead>
<tr>
<th>a) Racial Equity Gap in Student Retention</th>
<th>Baseline: Fall 2018 to Fall 2019</th>
<th>3-Year Target</th>
<th>Year 1: Fall 2019 - Fall 2020</th>
<th>Year 2: Fall 2020 - Fall 2021</th>
<th>Year 3: Fall 2021 - Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HU: 51%</td>
<td>Gap: 0-5%</td>
<td>HU: 58%</td>
<td>Gap: TBD (April 2022)</td>
<td>Gap: TBD (April 2023)</td>
</tr>
<tr>
<td></td>
<td>Non-HU: 56%</td>
<td></td>
<td>Non-HU: 57%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gap: 5%</td>
<td></td>
<td>Gap: 0%</td>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>HU: 53%</td>
<td>Gap: 0-7%</td>
<td>HU: 53%</td>
<td>HU: 61%</td>
<td>Gap: TBD (July 2023)</td>
</tr>
<tr>
<td>Non-HU: 68%</td>
<td></td>
<td>Non-HU: 65%</td>
<td>Non-HU: 64%</td>
<td></td>
</tr>
<tr>
<td>Gap: 15%</td>
<td></td>
<td>Gap: 12%</td>
<td>Gap: 3%</td>
<td></td>
</tr>
</tbody>
</table>

### Table 2: Assessment of Goal 2 – Continue implementation of Guided Pathways.

<table>
<thead>
<tr>
<th>a) Persistence Rate</th>
<th>Baseline: Fall 2018 to Winter 2019</th>
<th>3-Year Target</th>
<th>Year 1: Fall 2019-Winter 2020</th>
<th>Year 2: Fall 2020-Winter 2021</th>
<th>Year 3: Fall 2021-Winter 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st to 2nd Quarter Persistence</td>
<td>All: 83%</td>
<td>All: 80-85%</td>
<td>All: 82%</td>
<td>All: 85%</td>
<td>All: TBD (April 2023)</td>
</tr>
<tr>
<td>b) Racial Equity Gap in Persistence Rate</td>
<td>HU: 83%</td>
<td>Gap: 0-3%</td>
<td>HU: 80%</td>
<td>HU: 83%</td>
<td>Gap: TBD (April 2023)</td>
</tr>
<tr>
<td></td>
<td>Non-HU: 83%</td>
<td></td>
<td>Non-HU: 82%</td>
<td>Non-HU: 85%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gap: 0%</td>
<td></td>
<td>Gap: 2%</td>
<td>Gap: 2%</td>
<td></td>
</tr>
</tbody>
</table>

### Table 3: Assessment of Goal 3 – Position LWTech as the integral leader in workforce retraining as Washington State prepares for short and long-term economic recovery.

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>LWTech enrollment post-COVID (FTE)</td>
<td>2,926</td>
<td>Meet state FTE target (3,106 FTE)</td>
<td>2,654</td>
<td>2,501</td>
<td>TBD (Summer 2022)</td>
</tr>
<tr>
<td>b) Sufficient operating reserves</td>
<td>13%</td>
<td>10-15%</td>
<td>15%</td>
<td>15%</td>
<td>TBD (Spring 2022)</td>
</tr>
<tr>
<td>% operating reserves relative to the college’s operating budget</td>
<td></td>
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</tbody>
</table>
Nine metrics are proposed for tracking assessment of core themes. In conjunction with the metrics described in Tables 1-3, core theme metrics are combined to assess mission fulfillment.

The Core Themes at LWTech are:

- **Pathways**: LWTech is accessible to the community by providing multiple entrance points and educational pathways. The college is a conduit for students to upgrade their skills, transition into new careers, or further their education and training.
  - This is assessed in Table 4 (Enrollment)
- **Student Achievement**: At LWTech, students gain the skills and knowledge needed to achieve their educational goals and to participate in the workforce.
  - This is assessed in Table 5 (Completion)
- **External Engagement**: LWTech forms partnerships with governmental and community organizations, educational institutions, business, and labor in order to effectively support the Institution’s mission.
  - This is assessed in Table 6 (LWTech Assessment of External Engagement – a modified Carnegie assessment)
- **College Community**: LWTech provides a safe, supported and engaging learning environment for students and work environment for faculty and staff.
  - This is assessed in Table 7 (Key Performance Indicator from the Employee Satisfaction survey)
<table>
<thead>
<tr>
<th>Table 4: Assessment of Core Theme - Pathways</th>
<th>Baseline 2018-2019</th>
<th>3-Year Target</th>
<th>Year 1: 2019-2020</th>
<th>Year 2: 2020-2021</th>
<th>Year 3: 2021-2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Racial Equity Gap in College-Level Enrollment</td>
<td>LW: 16% SD: 12% Gap: 0%</td>
<td>Gap: 0-3%</td>
<td>LW: 17% SD: 12% Gap: 0%</td>
<td>↑</td>
<td>↑</td>
</tr>
<tr>
<td>• % HU enrollment at LWTech (LW) and our service district (SD) K-12 schools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Racial Equity Gap in Transition Rate to College-Level Enrollment from Basic Education for Adults</td>
<td>HU: 10% Non-HU: 5% Gap: 0%</td>
<td>Gap: 0-3%</td>
<td>HU: 8% Non-HU: 7% Gap: 0%</td>
<td>↑</td>
<td>↑</td>
</tr>
<tr>
<td>• % of students that transitioned to college-level (completed 6 college-level credits)</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 5: Assessment of Core Theme - Student Achievement</th>
<th>Baseline 2016-17 Cohort</th>
<th>3-Year Target</th>
<th>Year 1: 2017-18 Cohort</th>
<th>Year 2: 2018-19 Cohort</th>
<th>Year 3: 2019-20 Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Racial Equity Gap in Three-year Completion Rate for AAS Students</td>
<td>HU: 39% Non-HU: 42% Gap: 3%</td>
<td>Gap: 0-3%</td>
<td>HU: 30% Non-HU: 39% Gap: 9%</td>
<td>↓</td>
<td>TBD (Spring 2022) ---</td>
</tr>
<tr>
<td>• % of students who completed AAS degree in 3 years or less</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>b) Racial Equity Gap in Three-year Completion Rate for BAS Students</td>
<td>HU: 100% Non-HU: 83% Gap: 0%</td>
<td>Gap: 0-3%</td>
<td>HU: 100% Non-HU: 76% Gap: 0%</td>
<td>↑</td>
<td>TBD (Spring 2022) ---</td>
</tr>
<tr>
<td>• % of students who completed BAS degree in 3 years or less</td>
<td></td>
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</tr>
</tbody>
</table>
### Table 6: Assessment of Core Theme - External Engagement

<table>
<thead>
<tr>
<th>LWTech Assessment of External Engagement</th>
<th>Baseline Fall 2021</th>
<th>3-Year Target</th>
<th>Year 1:</th>
<th>Year 2:</th>
<th>Year 3:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a) Objective 1 Composite Score</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• Partnerships are formed effectively.</td>
<td>Indicator 1:</td>
<td>Indicator 1:</td>
<td>Indicator 1:</td>
<td>---</td>
<td>Indicator 1:</td>
</tr>
<tr>
<td></td>
<td>≥4</td>
<td>≥4</td>
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<tr>
<td><strong>b) Objective 2 Composite Score</strong></td>
<td></td>
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</tr>
<tr>
<td>• Partnerships meet needs of divisions/departments.</td>
<td>Indicator 2:</td>
<td>Indicator 2:</td>
<td>Indicator 2:</td>
<td>---</td>
<td>Indicator 2:</td>
</tr>
<tr>
<td></td>
<td>≥4</td>
<td>≥4</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>c) Objective 3 Composite Score</strong></td>
<td></td>
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<tr>
<td>• Partnerships support student preparation for the workplace.</td>
<td>Indicator 3:</td>
<td>Indicator 3:</td>
<td>Indicator 3:</td>
<td>---</td>
<td>Indicator 3:</td>
</tr>
<tr>
<td></td>
<td>≥4</td>
<td>≥4</td>
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</tr>
</tbody>
</table>

### Table 7: Assessment of Core Theme - College Community

<table>
<thead>
<tr>
<th>Baseline Fall 2018 to Fall 2019</th>
<th>3-Year Target</th>
<th>Year 1: Fall 2019-Fall 2020</th>
<th>Year 2: Fall 2020-Fall 2021</th>
<th>Year 3: Fall 2021-Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a) Employee Satisfaction Survey Key Performance Indicator (KPI) – LWTech is an “Employer of Choice”</strong></td>
<td>All: 73%</td>
<td>All: 75%</td>
<td>All: 85%</td>
<td>All: 78%</td>
</tr>
<tr>
<td><strong>b) Racial Equity Gap in KPI from Employee Satisfaction Survey</strong></td>
<td>HU: 70% Non-HU: 80% Gap: 10%</td>
<td>Gap: 0-3%</td>
<td>HU: 81% Non-HU: 86% Gap: 5%</td>
<td>HU: 82% Non-HU: 81% Gap: 0%</td>
</tr>
</tbody>
</table>
Information on targets in Mission Fulfillment Plan

Overall note: The actions by the college through this plan aim to close the racial equity gap(s) at LWTech.

- **Goal 1: Address and dismantle structural racism**
- **Goal 2: Continue implementation of Guided Pathways.**
  - For data looking at “All”, the targets aim to maintain the baseline within a likely non-statistically significant range.
- **Goal 3 – Position LWTech as the integral leader in workforce retraining as Washington State prepares for short and long-term economic recovery.**
  - The proposed target is to meet state goals for enrollment.
  - The proposed target range for reserves is a long-standing goal of the college and meets the board policy to maintain “sufficient” reserves.

Information on targets in Core Theme Assessment

- **Core Theme: Pathways**
  - No notes
- **Core Theme: Student Achievement**
  - No notes
- **Core Theme: External Engagement**
  - For additional information, please see: [https://public-purpose.org/initiatives/carnegie-elective-classifications/community-engagement-classification-u-s/](https://public-purpose.org/initiatives/carnegie-elective-classifications/community-engagement-classification-u-s/)
- **Core Theme: College Community**
  - The target range for closing opportunity gaps within a likely non-statistically significant range.

Data Citations and Data Notes

General data note: Access to some of the links below may require being on the LWTech network or a login from LWTech.

Table 1

1. **Student Retention**
   - **Source:** SBCTC FTEC Dashboard (dashboard unavailable until Spring/Summer 2022 due to ctcLink conversion); includes all intent codes, disaggregated by HU/Non-HU categories.
   - **Notes:** Retention is defined as fall-to-fall

2. **Employee Retention**
   - **Source:** Internal dashboard (“Employees – Retention”) using PPMS data
   - **Notes:** Includes classified, exempt, and full-time faculty. 5-year periods are defined by academic years (e.g., “Started 2014-2019” includes employees that started between July 1, 2014 and June 30, 2019). 2-year retention is based on months of employment (≥24) from an employee’s start-date.
Table 2

1. **Persistence**
   a. Source: SBCTC [FTEC Dashboard](https://www.lwtech.edu/about/ftec), Fall-to-Winter persistence; includes all intent codes, disaggregated by HU/Non-HU categories.
   b. **Notes:** Persistence is defined as 1st-to-2nd quarter enrollment.

Table 3

1. **Enrollment**
   a. Source: SBCTC Enrollment/FTE Reports and *state-funded FTES* (full-time equivalent students).

2. **Reserves**
   a. Sources:
      i. Annual Financial Summaries: [https://www.lwtech.edu/about/budget-services/budget](https://www.lwtech.edu/about/budget-services/budget)

Table 4

1. **College-Level Enrollment**
   a. Sources:
      i. Modified version of the [Enrollment by Program dashboard](https://www.lwtech.edu/about/budget-services/budget) (Enrollment by Program – Core Theme_Pathways). **Note:** excludes HS, BEDA and Apprenticeship, PAED based on program code (EPC)
      ii. OSPI data for K-12 enrollment in LWTech’s service area (includes Bellevue, Issaquah, Lake Washington, Mercer Island, Northshore, Riverview, Skykomish, and Snoqualmie Valley school districts).

2. **Transition Rate to College-Level Enrollment from Basic Education for Adults (BEdA)**
   a. Source: SBCTC Student Achievement Initiative (SAI) data: [https://www.sbctc.edu/colleges-staff/research/data-public/sai3-points-summary-dashboard.aspx](https://www.sbctc.edu/colleges-staff/research/data-public/sai3-points-summary-dashboard.aspx)
   b. **Note:** Looks at students that were federally reportable Basic Skills students in WABERS during the current or two previous academic years (CurrentOrPriorBS = “Y”) that have transitioned to college-level enrollment (BasicSkills_CollegeTransition = “1”). Transitioned to college-level means that the student has completed six college-level credits.

Table 5

1. **AAS three-year completion rates**
   a. Source: Modified version of the [Persistence and Completion dashboard](https://www.lwtech.edu/about/budget-services/persistence) (Persistence and Completion-Overall - Core Theme_Student Achievement)
   b. **Note:** Data reflects award-seeking students with “F” intent codes (Prof/Tech program)

2. **BAS three-year completion rates**
a. Source: Modified version of the Persistence and Completion dashboard (Persistence and Completion-Overall - Core Theme_Student Achievement)

b. Note: Data reflects award-seeking students with “I” intent codes (Applied Baccalaureate program). Completion rates reflect data three years from the first quarter in the BAS program since an AAS degree is required for BAS program enrollment (e.g., values for the 2017-18 BAS cohort are completion rates as of the end of the 2020-21 academic year).

Table 6

1. **Carnegie Assessment Notes:**
   a. This assessment of external engagement was modeled after the Carnegie assessment process; questions were adapted for LWTech.
      i. Objective 1: The College effectively forms external engagement partnerships with a variety of community organizations.
      ii. Objective 2: The college’s external engagement partnerships meet the needs of departments and divisions across campus.
      iii. Objective 3: The college’s external engagement partnerships support students in being prepared for the workplace (today and tomorrow).
   b. Questions for the focus groups/small group discussions in the fall

Table 7

1. **Employee Satisfaction Survey Key Performance Indicator (KPI):** This metric includes the following questions and averages the responses over each question.
   a. My supervisor treats me with respect
   b. My supervisor clearly communicates work responsibilities
   c. There is a spirit of camaraderie and teamwork at LWTech
   d. Employees are praised for outstanding performance
   e. The work I do is valuable to the College
   f. LWTech has an inclusive culture
   g. LWTech has an innovative culture
   h. LWTech has a collaborative culture
   i. LWTech has a respectful culture
   j. I have opportunities to participate in campus-wide decision making
   k. The input I provide helps shape the future of LWTech
   l. There is effective communication between my department and other departments.
   m. I would recommend LWTech as a great place to work. *(added in 2021)*
      i. Minor revisions were made to the 2021 Employee Survey to reword several questions included in the KPI; however, the intent of the questions remains the same and the baseline data still captures the intended assessment.
December 13, 2021 Board of Trustees Meeting
12 p.m. to 1:30 p.m.
Hybrid W305/Zoom Meeting

The study session was called to order at 12:07 p.m.

Executive Director Sorensen shared the outcome of the Bright Futures Benefit Week for 2021. Congratulations, LWTech Foundation and donors, for meeting and exceeding our 2021 goal!

Research and Grants Director Cathy Copeland and Vice President Dr. Suzanne Ames presented regarding the upcoming Mid-Cycle (third year) Review. Director Copeland spent time reviewing our selected Mission Fulfillment Metrics to address our college goals toward Mission Fulfillment. Director Copeland walked through each major metric with time for questions at the end. Discussion ensued regarding data choices for the metrics and assessments of equity and programmatic review.

The meeting was called to order at 12:46 p.m.

Chair Malte read the LWTech Land Acknowledgment.

Roll Call

Board of Trustees:
Anne Hamilton          Laura Wildfong          Lynette Jones
Bob Malte (Chair)      John Suk              Derek Edwards

LWTech Faculty, Staff, Students, and Community Members:
Dr. Amy Morrison       Greg Bem              Sarah Chandler
Dr. Suzanne Ames       Katie Stewart         Sheila Walton
Dr. Ruby Hayden        Aparna Sen            Tina Akinyi
Cathy Copeland         David Rector          Tuan Dang
Chris McLain           Judith Ramos          Vicki Chew
Bruce Riveland         Julie Ta              Yan Li
Elisabeth Sorensen     Lauren Cline          Anita Hedlund
Meena Park             Lisa Meehan           Josh Meramore
Elsa Gosset            Mike Potter
Robert Britten         Rita Magalhaes

New Employee Introductions
New employees were introduced to the Board, including Yan Li, Julie Ta, Tina Akinyi, Anita Hedlund, Judith Ramos, and Rita Margarida Magalhaes.
Associated Student Government (ASG) Student Report:
ASG students provided a written report.

President Morrison shared:
- This morning was the final InService session for the Fall Quarter, where we hosted Dr. Julie Pham to talk about ways to communicate in tough situations
- Today is Derek Edwards’ last meeting with LWTech
- Update on November: attended three conferences and two Board meetings in one week! Cascadia Innovation Corridor, NWCCU, WTIA + OneRedmond, and LWTech Board.
- James Whitfield gave a TedX Seattle talk on Beloved Community and the Community of Belonging
- She was on campus over Thanksgiving week, and was able to connect with employees, students, and faculty who were still on campus
- HR hosted a Zoom-in for new employees
- Baking Arts distributed pies to much gratitude and fanfare
- WACTC December meeting was held at the UW with a panel discussion with the UW and WSU presidents
- Jan Yoshiwara, Executive Director of the SBCTC, will be retiring in June 2022
- Tuesday next week will be the ACT Legislative Retreat; President Morrison will send out the student legislative priorities, and the CTC Legislative Requests, as well as the joint legislative agenda for both 2- and 4-year colleges in Washington
- January ACT Conference – currently in person January 24-25
- January 10 Trustee Emeriti Recognition preceding the Board Meeting
- Board packets include a copy of President Morrison’s 21-22 Communications Plan

President Morrison also spoke to the Board to honor Derek Edwards and his incredible leadership, support, expertise, and commitment to LWTech throughout the years. On behalf of LWTech, President Morrison presented Assistant Attorney General Edwards with a watercolor and plaque inscribed with thanks for his legacy.

Board Chair: Chair Malte enjoyed seeing his colleagues virtually at the recent ACT conference.

Trustee Updates: No updates.

Foundation Update: Trustee Wildfong shared regarding the Bright Futures Benefit Week and many thanks for the hard work and support of colleagues and donors.

Financial Summary: Vice President Riveland provided a summary of the financial updates and reports. We will provide an enrollment update as we get into Winter Quarter.
Federation of Teachers:
Greg Bem reported that the AFT is working through their Bylaws changes, so the voting for their new Executive Board will be delayed until the spring.

Executive Cabinet:
Reports from Executive Cabinet were included in the meeting packet. Trustees did not have any additional questions for Cabinet members. Trustee Hamilton and the other Trustees mentioned their appreciation for everyone’s hard work.

Chair Malte wished everyone happy holidays, and adjourned the meeting at 1:33 p.m.

Respectfully submitted,

Elsa Gossett
Executive Assistant to the President
Attached are the following financial reports:
1. Statement of Revenue and Expenditures by Fund Source
2. Statement of Revenue and Expenditures and Fund Balance
3. Budget Status – Operating Budget by Fund Source

Summary Report:

- The College is five months into the fiscal year (41%). As we near the midpoint of the fiscal year, we remain cautious regarding the financial outlook for the year. Enrollments for Fall Quarter ended down 5.3% from the prior year. Tuition revenues for Summer and Fall Quarters are 14% below the same period last year which reflects a lag in tuition payments. At this time, given the enrollment trends, the budget outlook remains cautious moving forward as we now will monitor enrollments for Winter Quarter.

- For year to date, revenues total approximately $17 million, up 1.8% from the prior year. This is primarily due to financial aid revenues. Expenditures total approximately $18.0 million and are unchanged from the prior year. This reflects the cost of implementing the statewide ctcLink software implementation.

- For all funds, expenditures exceed revenues by approximately $1.1 million. For the general and self-supporting funds, expenditures exceed revenues by approximately $600,000.

- As of November 30, the College has a total fund balance for all funds of approximately $8.8 million. As of November 30, the general operating reserve totals approximately $7.6 million or 21%.

- For the general fund budget, expenditures total approximately $11.9 million and are the same as the same period last year. The lower staff costs last year are offset by increased spending on goods and services, utilities and ctcLink project costs this year. Declining tuition revenue is a concern at this point. Tuition revenue is down 14% from the prior year which is due to declining enrollments and delayed payments.

- For self-supporting fund activities, expenditures total approximately $1.35 million while revenues total approximately $1.41 million. As of November 30, revenues exceed expenditures by approximately $65,000. There are no areas of concern at this time.
## Statement of Revenue and Expenditures by Fund Source

**Monthly Financial Statement Nov 2021**

**Statement thru month ended November 30th, 2021**

**FY2021-22**

**Revenue**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Revenue as of 11/30/2020</th>
<th>Balance</th>
<th>% Received</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>State Allocations</td>
<td>$22,039,616</td>
<td>$8,327,861</td>
<td>$13,711,755</td>
<td>37.79%</td>
<td>(345,864)</td>
</tr>
<tr>
<td>149</td>
<td>Tuition</td>
<td>$7,756,479</td>
<td>$2,898,697</td>
<td>$4,857,782</td>
<td>37.37%</td>
<td>(491,348)</td>
</tr>
<tr>
<td>149</td>
<td>Other/Investment</td>
<td>$310,882</td>
<td>$0</td>
<td>$310,882</td>
<td>0.00%</td>
<td>0</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated Funds</td>
<td>$4,319,686</td>
<td>$1,429,670</td>
<td>$2,890,016</td>
<td>33.10%</td>
<td>(297,386)</td>
</tr>
<tr>
<td>145/146</td>
<td>Grants &amp; Contracts</td>
<td>$3,908,420</td>
<td>$946,670</td>
<td>$2,961,750</td>
<td>24.99%</td>
<td>(1,422,255)</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>$1,121,170</td>
<td>$450,573</td>
<td>$670,597</td>
<td>40.19%</td>
<td>(86,933)</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>$50,000</td>
<td>$9,493</td>
<td>$40,507</td>
<td>86.93%</td>
<td>92,877</td>
</tr>
<tr>
<td>840</td>
<td>Agency</td>
<td>$305,906</td>
<td>0</td>
<td>$305,906</td>
<td>0.00%</td>
<td>122,361</td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>$849,917</td>
<td>$165,189</td>
<td>$684,728</td>
<td>19.44%</td>
<td>(48,528)</td>
</tr>
<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>$2,152,500</td>
<td>$2,222,484</td>
<td>$69,984</td>
<td>0.00%</td>
<td>(2,494,312)</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td>$42,508,670</td>
<td>$16,762,993</td>
<td>$25,725,677</td>
<td>39.48%</td>
<td>210,812</td>
</tr>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>$40,000</td>
<td>0</td>
<td>$40,000</td>
<td>0.00%</td>
<td>(1,015)</td>
</tr>
<tr>
<td>448</td>
<td>Printing/Copying</td>
<td>$250,000</td>
<td>$14,175</td>
<td>$235,825</td>
<td>5.67%</td>
<td>4,263</td>
</tr>
<tr>
<td>840</td>
<td>Agency</td>
<td>$0</td>
<td>$189,326</td>
<td>$189,326</td>
<td>93.76%</td>
<td>95,610</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td>$290,000</td>
<td>$203,500</td>
<td>$86,500</td>
<td>70.17%</td>
<td>98,858</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td></td>
<td>$42,798,670</td>
<td>$16,986,493</td>
<td>$25,812,177</td>
<td>39.69%</td>
<td>309,670</td>
</tr>
</tbody>
</table>

**Expenditures**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Expended as of 11/30/2020</th>
<th>Balance</th>
<th>% Expended</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>000</td>
<td>General Operating</td>
<td>$31,109,684</td>
<td>$11,807,622</td>
<td>$19,212,060</td>
<td>38.24%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated</td>
<td>$3,818,605</td>
<td>$1,791,237</td>
<td>$2,027,368</td>
<td>46.91%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>$1,347,982</td>
<td>$265,277</td>
<td>$1,082,705</td>
<td>19.68%</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>$35,000</td>
<td>$1,375</td>
<td>$33,625</td>
<td>90.00%</td>
</tr>
<tr>
<td>528</td>
<td>Facilities/Safety</td>
<td>$759,601</td>
<td>$233,340</td>
<td>$526,260</td>
<td>30.72%</td>
</tr>
<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>$2,152,500</td>
<td>$2,473,222</td>
<td>$320,702</td>
<td>177.39%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td>$42,753,003</td>
<td>$18,007,344</td>
<td>$24,745,659</td>
<td>42.12%</td>
</tr>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>$40,000</td>
<td>$5,895</td>
<td>$34,105</td>
<td>14.74%</td>
</tr>
<tr>
<td>448</td>
<td>Printing/Copying</td>
<td>$250,000</td>
<td>$40,948</td>
<td>$209,052</td>
<td>16.38%</td>
</tr>
<tr>
<td>840</td>
<td>Agency</td>
<td>$0</td>
<td>$24,146</td>
<td>$24,146</td>
<td>100.00%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td>$290,000</td>
<td>$70,989</td>
<td>$219,011</td>
<td>24.48%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td></td>
<td>$43,043,603</td>
<td>$18,078,333</td>
<td>$24,965,270</td>
<td>42.00%</td>
</tr>
</tbody>
</table>

**Total Revenue Over(under) Expend**

<table>
<thead>
<tr>
<th>Description</th>
<th>Revenue</th>
<th>Expenditure</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>(244,933)</td>
<td>1,091,840</td>
<td>1,288,688</td>
<td>-100.00%</td>
</tr>
</tbody>
</table>

*Moved to Fund 148*
<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>Year-to-Date Revenue</th>
<th>Year-to-Date Expenditure</th>
<th>11/30/2021 Balance</th>
<th>11/30/2020 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>001 State Allocations</td>
<td>0</td>
<td>8,327,861</td>
<td>8,327,861</td>
<td>0</td>
</tr>
<tr>
<td>149 Tuition</td>
<td>173,237</td>
<td>2,898,697</td>
<td>3,569,761</td>
<td>(497,827)</td>
</tr>
<tr>
<td>Other/Investment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>149 Subtotal</td>
<td>173,237</td>
<td>2,898,697</td>
<td>3,569,761</td>
<td>(497,827)</td>
</tr>
<tr>
<td>148 Local Dedicated Fund</td>
<td>3,042,258</td>
<td>1,429,670</td>
<td>1,348,260</td>
<td>3,123,669</td>
</tr>
<tr>
<td>145 Grants &amp; Contracts</td>
<td>4,564,059</td>
<td>954,305</td>
<td>1,122,654</td>
<td>4,395,711</td>
</tr>
<tr>
<td>146 Grants &amp; Contracts</td>
<td>776,693</td>
<td>22,365</td>
<td>668,583</td>
<td>130,474</td>
</tr>
<tr>
<td>522 Student Activities</td>
<td>1,579,160</td>
<td>450,573</td>
<td>1,764,655</td>
<td>1,344,290</td>
</tr>
<tr>
<td>524 Bookstore</td>
<td>375,611</td>
<td>5,943</td>
<td>(1,375)</td>
<td>382,930</td>
</tr>
<tr>
<td>528 Facilities/Safety</td>
<td>1,037</td>
<td>305,906</td>
<td>(248)</td>
<td>307,191</td>
</tr>
<tr>
<td>569 Food Service</td>
<td>338</td>
<td>0</td>
<td>0</td>
<td>338</td>
</tr>
<tr>
<td>570 Enterprise Activities</td>
<td>(458,957)</td>
<td>165,169</td>
<td>233,348</td>
<td>(527,117)</td>
</tr>
<tr>
<td>840 Agency</td>
<td>34,154</td>
<td>34,154</td>
<td>6,884</td>
<td>217,260</td>
</tr>
<tr>
<td>843 Central Stores</td>
<td>354,725</td>
<td>203,500</td>
<td>70,989</td>
<td>487,237</td>
</tr>
<tr>
<td>844 Printing/Copying</td>
<td>312,862</td>
<td>14,175</td>
<td>40,948</td>
<td>286,088</td>
</tr>
<tr>
<td>846 General Operating Reserve</td>
<td>8,794,849</td>
<td>7,603,273</td>
<td>4,495,578</td>
<td>21.28%</td>
</tr>
<tr>
<td>% of Operating Budget as of 11/30/2021</td>
<td>100</td>
<td>7,603,273</td>
<td>100</td>
<td>4,495,578</td>
</tr>
<tr>
<td>Total Operating</td>
<td>10,936,736</td>
<td>8,455,131</td>
<td>9,679,482</td>
<td>9,712,385</td>
</tr>
<tr>
<td>440 Central Stores</td>
<td>7,710</td>
<td>0</td>
<td>5,895</td>
<td>1,815</td>
</tr>
<tr>
<td>448 Printing/Copying</td>
<td>312,862</td>
<td>14,175</td>
<td>40,948</td>
<td>286,088</td>
</tr>
<tr>
<td>840 Agency</td>
<td>34,154</td>
<td>34,154</td>
<td>6,884</td>
<td>217,260</td>
</tr>
<tr>
<td>Subtotal</td>
<td>354,725</td>
<td>203,500</td>
<td>70,989</td>
<td>487,237</td>
</tr>
<tr>
<td>Total All Operating Funds</td>
<td>11,291,462</td>
<td>16,986,493</td>
<td>18,078,333</td>
<td>10,199,622</td>
</tr>
<tr>
<td>846 General Operating Reserve</td>
<td>8,794,849</td>
<td>7,603,273</td>
<td>4,495,578</td>
<td>21.28%</td>
</tr>
<tr>
<td>Total All Operating Funds</td>
<td>11,291,462</td>
<td>16,986,493</td>
<td>18,078,333</td>
<td>10,199,622</td>
</tr>
</tbody>
</table>

Source: BA1203/1204; GA 1332;
<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>% Expended/Incumbere</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>20,055,528</td>
<td>20,658,824</td>
<td>7,153,316</td>
<td>12,820,000</td>
<td>685,508</td>
<td>7,429,204</td>
<td>-3.71%</td>
</tr>
<tr>
<td>Benefits</td>
<td>7,457,179</td>
<td>7,576,184</td>
<td>4,248,238</td>
<td>4,743,400</td>
<td>404,526</td>
<td>2,527,621</td>
<td>-3.93%</td>
</tr>
<tr>
<td>Goods &amp; Services*</td>
<td>3,576,637</td>
<td>3,576,428</td>
<td>1,901,170</td>
<td>1,569,987</td>
<td>105,270</td>
<td>1,210,245</td>
<td>57.09%</td>
</tr>
<tr>
<td>Equipment</td>
<td>350,510</td>
<td>350,510</td>
<td>107,689</td>
<td>13,565</td>
<td>229,256</td>
<td>240,747</td>
<td>-55.27%</td>
</tr>
<tr>
<td>Travel</td>
<td>71,050</td>
<td>71,050</td>
<td>4,474</td>
<td>12,143</td>
<td>54,433</td>
<td>3,694</td>
<td>21.13%</td>
</tr>
<tr>
<td>Grants, Client Services</td>
<td>801,080</td>
<td>940,779</td>
<td>315,621</td>
<td>10,000</td>
<td>615,158</td>
<td>477,070</td>
<td>-33.84%</td>
</tr>
<tr>
<td>HS Academy Transfer</td>
<td>(1,758,432)</td>
<td>(1,758,432)</td>
<td>0</td>
<td>-</td>
<td>(1,758,432)</td>
<td>(9,406)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>International Prog. Transfer</td>
<td>0</td>
<td>-</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer of Charges</td>
<td>(305,659)</td>
<td>(305,659)</td>
<td>(12,906)</td>
<td>-</td>
<td>(292,753)</td>
<td>(15,843)</td>
<td>-18.54%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 30,247,893</td>
<td>$ 31,109,684</td>
<td>$11,897,622</td>
<td>$19,169,096</td>
<td>$42,966</td>
<td>$11,863,332</td>
<td>0.29%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State Allocations</td>
<td>$ 21,658,724</td>
<td>$ 22,039,616</td>
<td>$ 8,327,861</td>
<td>-</td>
<td>$ 13,711,755</td>
<td>$ 8,673,726</td>
<td>-3.99%</td>
</tr>
<tr>
<td>Tuition</td>
<td>7,756,479</td>
<td>7,756,479</td>
<td>2,898,697</td>
<td>-</td>
<td>4,857,782</td>
<td>3,390,044</td>
<td>-14.49%</td>
</tr>
<tr>
<td>Investment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>310,882</td>
<td>310,882</td>
<td>0</td>
<td>-</td>
<td>310,882</td>
<td>39,764</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$ 29,726,085</td>
<td>$ 30,106,977</td>
<td>$11,226,558</td>
<td>-</td>
<td>18,880,419</td>
<td>$12,103,534</td>
<td>-7.25%</td>
</tr>
<tr>
<td>Revenue Over (Under) Expendit</td>
<td>(521,808)</td>
<td>(1,002,707)</td>
<td>(671,064)</td>
<td>-</td>
<td></td>
<td>$ 240,202</td>
<td></td>
</tr>
</tbody>
</table>
### Self Supporting Fund 148

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected Balance</th>
<th>Expended/Encumbrance</th>
<th>Prior Year to Date</th>
<th>Difference %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$1,325,664</td>
<td>$1,350,545</td>
<td>$571,502</td>
<td>$770,000</td>
<td>$9,043 $99.33%</td>
<td>$602,323</td>
<td>-5.12%</td>
</tr>
<tr>
<td>Benefits</td>
<td>516,370</td>
<td>511,598</td>
<td>211,058</td>
<td>300,300</td>
<td>240 $99.95%</td>
<td>216,155</td>
<td>-2.36%</td>
</tr>
<tr>
<td>Goods &amp; Services</td>
<td>1,666,524</td>
<td>1,665,268</td>
<td>473,699</td>
<td>798,691</td>
<td>392,878 $76.41%</td>
<td>602,323</td>
<td>-21.35%</td>
</tr>
<tr>
<td>Equipment</td>
<td>19,500</td>
<td>19,500</td>
<td>89,649</td>
<td>3,858</td>
<td>(74,007) $479.52%</td>
<td>41,698</td>
<td>115.06%</td>
</tr>
<tr>
<td>Travel</td>
<td>4,300</td>
<td>4,300</td>
<td>1,961</td>
<td>-</td>
<td>2,339 $45.61%</td>
<td>-</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td>Grant/Client Services</td>
<td>0</td>
<td>-</td>
<td>390</td>
<td>-</td>
<td>(390)</td>
<td>4,674</td>
<td>-91.66%</td>
</tr>
<tr>
<td>Transfer of Charges</td>
<td>(20,980)</td>
<td>(20,980)</td>
<td>-</td>
<td>-</td>
<td>(20,980) 0.00%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$3,511,378</strong></td>
<td><strong>$3,530,231</strong></td>
<td><strong>$1,348,260</strong></td>
<td><strong>$1,872,849</strong></td>
<td><strong>$309,122</strong> 91.24%</td>
<td><strong>$1,467,173</strong></td>
<td><strong>-8.10%</strong></td>
</tr>
</tbody>
</table>

### Revenue Category

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>Expended/Incumbere</th>
<th>Prior Year to Date</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inst. Program Fees</td>
<td>$1,437,876</td>
<td>$1,437,876</td>
<td>$578,971</td>
<td>$858,905</td>
<td>$561,563 40.27%</td>
<td>$136,078</td>
<td>-9.38%</td>
</tr>
<tr>
<td>Inst. Ancillary Rev.</td>
<td>537,322</td>
<td>537,322</td>
<td>123,319</td>
<td>414,003</td>
<td>136,078 22.95%</td>
<td>136,078</td>
<td>-9.38%</td>
</tr>
<tr>
<td>Testing</td>
<td>25,700</td>
<td>25,700</td>
<td>9,740</td>
<td>15,960</td>
<td>9,050   7.62%</td>
<td>9,050</td>
<td>7.62%</td>
</tr>
<tr>
<td>Other Fees &amp; Income</td>
<td>2,313,788</td>
<td>2,318,788</td>
<td>701,641</td>
<td>1,617,147</td>
<td>1,018,364 30.26%</td>
<td>1,018,364</td>
<td>-31.10%</td>
</tr>
<tr>
<td>Excess Enrollment Tuition &amp; Fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$4,314,686</strong></td>
<td><strong>$4,319,686</strong></td>
<td><strong>$1,413,670</strong></td>
<td><strong>$2,906,016</strong></td>
<td><strong>$1,725,055</strong> 32.73%</td>
<td><strong>$1,725,055</strong></td>
<td><strong>-18.05%</strong></td>
</tr>
</tbody>
</table>

**Total Revenue over Expend.** $803,308 $789,455 $65,410 $257,882
Executive Cabinet Report to Board of Trustees

Board Meeting Date: January 2022
Submitted by: Robert Britten
Department: Equity, Diversity, and Inclusion

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2021-22 academic year (through September 2022). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 1: Provide strong leadership and direction for the College.

☒ Evaluate implementation of the College’s Mission Fulfillment Plan
   Executive Director Robert Britten, along with the EDI Coordinator Dr. Rita Magalhaes partnered with faculty to deliver Diversity & Social Justice (DSJ) trainings to faculty on Critical Race Theory (CRT).

☒ Use data to assess the effectiveness of policies
   The EDI Department took the lead on discussions with Hanover Research on the deployment of one on one interviews with students and faculty.

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities
   Executive Director Britten continues to meet with Diversity and Equity Officers to discuss recent passage of SB 5227 and SB 5194 related to EDI mandates and reporting outcomes.

☒ Key conferences and events
   Executive Director Britten attended two equity centered workshops one on The Science and Experience of Social Justice and Legal Financial Obligations (LFO’s) as a Barrier to Reentry.

   Executive Director Britten attended and presented at the Black & Brown Summit at Highline College.

☒ Actively participate and engage in community activities
   Executive Director Britten continues to serve on the Equity and Diversity Officers Commission (DEO), the Diversity & Equity in Hiring & Professional Development (DEHPD), as well as task force activities with Formerly Justice Involved Students and Higher Ed in Prisons.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: January 10, 2021
Submitted by: Elisabeth Sorensen
Department: Foundation

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2021-22 academic year (through September 2022). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 1: Provide strong leadership and direction for the College.

☒ Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments

The Foundation is pleased to match all donations to the Rise Center’s “Sock Drive” to benefit several local charities in observance of the 2022 Martin Luther King, JR Day of Service in January.

☒ Evaluate and approve policies that encourage workforce development, and provides pathways, from basic skills to baccalaureate programs, for students to achieve their goals

Spring 2022 Scholarship Applications opened on Wednesday, December 1. The Foundation is pleased to offer over $200,000 in scholarship support to hardworking, highly motivated students during this cycle.

☒ Support the college in the implementation of LionsLink

The Foundation funded incentive prizes for the LionsLink Faculty Awareness event on December 13. The Foundation also supported employees participating in LionsLink User Acceptance Testing by funding lunches and refreshments during the week of December 13 through December 22.
Board Goal 2: Evaluate and support resource development initiatives.

☑ Support LWTech Foundation efforts to increase revenues available for scholarships, programs, faculty and staff professional development, and college support

Thank you for your generous support of the 2021 LWTech Foundation’s Bright Futures Benefit WEEK! Together, we raised a record-breaking $363,000 for student scholarships, instructional program support and a newly created Childcare Assistance Fund. This is an increase of over $30,000 in 2020. We anticipate this number to rise over the next several weeks.

☑ Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development

The Foundation matched all donations to LWTech’s Holiday Helpers Program, an annual tradition at LW Tech that aims to both lend a helping hand to students in need and to come together as a college community to get into the holiday spirit of giving by providing gift cards to students during the holiday season.

Board Goal 3: Build community connections for the College.

☑ College Outreach Activities

Elisabeth Sorensen continues to represent Lake Washington Institute of Technology on the Greater Kirkland Chamber of Commerce Board of Directors.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: January 10, 2022
Submitted by: Meena Park
Department: Human Resources/Payroll

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2021-22 academic year (through September 2022). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 1: Provide strong leadership and direction for the College.

☒ Evaluate implementation of the College’s Mission Fulfillment Plan
☒ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention

HR Advisory Committee
The HR Advisory Committee hosted a Grilled Cheese and Soup event on December 15th in an effort to bring employees together furthering our commitment to a Community of Belonging. The much-needed comfort food and conversations were enjoyed by all. We recognize the importance of employee engagement especially during LionsLink implementation and the dark winter months. As such, the HR Advisory Committee will be holding monthly events throughout Winter quarter. The January event, Crock Pot Cook-Off, is scheduled for January 19th.
Policy Review Committee
On December 15th, Vice President of Administration, Bruce Riveland, proposed updates and revisions to Chapters 8 (Business and Finance) and 9 (Facilities and Operations). The committee reviewed and approved both chapters. After further vetting with College Council and Executive Cabinet, the policies will go before the Board of Trustees for approval.

- Support the college in the implementation of LionsLink
  As Pillar Leads, Cabinet Representative, and Subject Matter Experts, the HR and Payroll departments continue to be heavily involved in LionsLink. In addition to working on customized employee training and change management, we have started the process of user acceptance testing as well as on-going data validation efforts. We continue to hold monthly LionsLink meetings with both the Leadership and Classified teams, with the intention of providing timely business impact information, training, and an opportunity to address questions and concerns.

Board Goal 3: Build community connections for the College.

- Key conferences and events
  Due to the overwhelming response, another on-site COVID-19 Vaccine/Booster clinic is scheduled for January 26th. HR will continue to monitor demand and schedule additional sessions as needed.

  Meena Park continues to participate in weekly HRMC and OFM HR Directors Zoom meetings to keep abreast of ever evolving HR rules and regulations.

Other Departmental Activities/Highlights

- Nursing and High Demand Bargaining
  Management and faculty representatives continue to make progress in collaborative, interest-based discussions on the use of nursing and high demand funds provided by HB2158. The team has reached consensus on Nursing and is working on finalizing high demand funds.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 01/10/2022
Submitted by: Suzy Ames
Department: Instruction Support

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2021-22 academic year. Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 1: Provide strong leadership and direction for the College.

☒ Evaluate and approve policies that encourage workforce development, and provides pathways, from basic skills to baccalaureate programs, for students to achieve their goals
  • Caroline Leffall, I-Best Coordinator, completed her doctoral oral defense presentation in Organizational Leadership on December 13th and was conferred. Dissertation Title: Leadership in Higher Education: Exploring the Disparity of African American Representation in Washington State Colleges. Place of Study: Northcentral University, La Jolla, California
Executive Cabinet Report to Board of Trustees

Board Meeting Date: January 10, 2022
Submitted by: Leslie Shattuck
Department: Marketing and Communications

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2021-22 academic year (through September 2022). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities

Public Relations:

The Marketing and Communications team spent December supporting several departments across the college. The following is an update of the top-level projects they worked on. At the time of this report, there are currently 87 active projects in the department.

The team continued their work to engage local, regional and national reporters/writers to elevate awareness of the college. The college received coverage in the following media outlets and/or is working on the following media pitches:

Media Coverage:

Inside Higher Ed – Back On Track: Helping Students Recover from COVID-19 Learning Disruption (See attached)

During the month of December, the team worked on pitches/stories or responded to media requests about:

1. John Suk Joins The Board
2. Economic Recovery Community Consortium (ERCC) Announcement
3. Inside Higher Ed – Story About LexisNexis Database and Universities
4. Mechanical Design Technology and UW-Bothell Collaboration
5. Dental Hygiene story for the American Dental Education Association

Social Media

The team conducted social media outreach which included posts on Instagram, Facebook, Twitter and LinkedIn. Social media engagement continues to perform well. Social media
outreach over the past month promoted Winter and Spring Quarter registration, Workforce Development Initiatives, Employment Resource Center Programs, LionsLink powered by ctcLink, and the following programs: Technical Academy, Running Start, Open Doors, Electronics Technology (with a spotlight on individual certificates), Funeral Service Education, and Laser & Optical Technology. The team also coordinated crisis communications during campus closures.

**Other Departmental Activities/Highlights**

*Equity, Diversity, and Inclusion Work*
The team continued its work to promote equity, diversity and inclusion at the college, and the work to dismantle systemic racism at the college.

*Website*
The team worked on several updates and large projects to the freshen the website, including refreshing the homepage, and updating several program and department pages.

*LionsLink Powered by ctcLink*
The team continued its work to support the LionsLink project management team. The team created and worked on communications plans, timelines, visual and website branding, and supporting the work of students and other departments as the college prepares for its deployment of ctcLink in February.

*Transformations Magazine*
The team continued to work on the 2022 edition of Transformations magazine.

*Spring Advertising Campaign*
The team finalized the creative elements for the Spring 2022 advertising campaign.

*Digisign Updates*
The team continued to update on-campus digisign monitors, including making sure they are viewable on the website.

*Programs and Department Support*
The team worked on several marketing projects for various departments throughout the college.

*Student and Staff Stories*
The team continued to identify and interview students, faculty, and alumni for a variety of outreach purposes, including PR outreach, printed and online materials.

*Student Services Support*
The team worked on several projects to support various departments within Student Services.

*Instruction Support*
The team worked on several projects to support the Office of Instruction.

*President’s Office Support*
The team provided communications support to the President’s office.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: January 10, 2021
Submitted by: Cathy Copeland
Department: Research & Grants

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2021-22 academic year. Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 1: Provide strong leadership and direction for the College.

☒ Evaluate implementation of the College’s Mission Fulfillment Plan
The team continues to support new metrics related to mission fulfillment. This process will include work from the Institutional Planning & Effectiveness Committee (IPEC) and the team will also assist with the coordination of departmental-level planning through IPEC. The metrics associated with the Mission Fulfillment Plan were initially presented at the December 2021 Board meeting with additional presentations planned.

☒ With the president, annually develop performance goals and evaluate the president’s progress towards the identified goals and the development and implementation of college initiatives
The team supports the president’s goals through survey and assessment work such as administering the annual Employee Satisfaction Survey.

☒ Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments
The team supported the launch of a Diversity, Equity, and Inclusion survey in May 2021 and is supporting Executive Cabinet and the Office of Equity, Diversity and Inclusion in using survey results and campus data to create programs and trainings on campus. Data from this survey and follow-up interviews will support the upcoming EDI Strategic Plan.

☒ Evaluate and approve policies that encourage workforce development, and provide pathways, from basic skills to baccalaureate programs, for students to achieve their goals
Support of student achievement and workforce development is largely summarized under Goal 2: Evaluate and support resource development initiatives. The team provided additional support for the upcoming proposal for LWTech’s building following the Center for Design.

☒ Ensure the College is prepared for retraining demands post-COVID
Support of retraining demands post-COVID is summarized under Goal 2: Evaluate and support resource development initiatives.

☒ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention
The team administered the 2021 Employee Satisfaction Survey and supported the Diversity, Equity, and Inclusion survey as well. The team has also served on multiple hiring committees this year.

- **Use data to assess the effectiveness of policies**
  The Research & Grants team supports this work through dashboard development and assessment. The primary on-campus tool for college faculty and staff is *Tableau Community Dashboards* and is preparing to move the data dashboards to PeopleSoft.

- **Support the college in the implementation of LionsLink**
  The team will serve as reporting leads for the LionsLink (ctcLink) transition and is assisting with data validation and testing.

**Board Goal 2: Evaluate and support resource development initiatives.**

- **Support LWTech Foundation efforts to increase revenues available for scholarships, programs, faculty and staff professional development, and college support**
  The team created a data dashboard for Foundation use in tracking scholarship recipient data and provided data for the Bright Futures Benefit Week. This dashboard is also used for reporting on Higher Education Emergency Relief Fund (HEERF) grants.

- **Support opportunities for public-private partnerships that contribute to scholarships, programs, and faculty and staff professional development**
  Grant work necessitates public-private partnerships and work related to this goal is summarized below. The team also serves as a liaison with Hanover Research to support their contract with LWTech.

- **Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development**
  New programs for 2021-22 include the following:

  - **National Science Foundation (NSF):** LWTech launched a new grant to expand Open Educational Resources (OER) in Electronics Technology and Welding (ATE 2100136) with $365,000 in new funding from NSF. LWTech currently leads an Advanced Technical Education (ATE) Coordination Network called AppConnect NW that brings together applied baccalaureate faculty in computer science (DUE 1700629 funded at $866,882); the consortium is pursuing additional funding to continue this work for an additional four years.

  - **High Demand Funding**
    The team supported the School of Health Science in applying for High Demand funding from the State Board for Community and Technical Colleges. If funded, LWTech will receive $166,129 to expand the Nursing Assistant Certified (NAC) program.

  - **Institutional Resilience and Expanded Postsecondary Opportunity Grants Program (IREPO):** LWTech – in a collaboration with the four other technical colleges in WA – received $2.7M in August 2021 to support financial aid and remote education in technical education programs. Positions supported by this program include the following: an Instructional Designer; an eLearning Coordinator; and, support in Marketing and IT. Partner colleges include: Bates, Bellingham, Clover Park, and Renton.
Higher Education Emergency Relief Fund
The team supported applications for funding developed under the 'Coronavirus Aid, Relief, and Economic Security' Act (CARES); Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA); and, the American Rescue Plan Act (ARP Act) passed by Congress. Total allocations in institutional funding to the college across all three funding acts exceeds $5M. The team will continue supporting reporting related to these funds including quarterly and annual reporting.

Mental Health Counseling and Services Pilot Program Grant
This grant will provide nearly $250,000 over the next two years and will primarily pay for the faculty counselor’s salary, CARE team training, and another round of the Healthy Minds Survey. This will allow us to, at least for 2 years, use the funds allocated for counseling for other urgent needs like another navigator in the advising office. The department also worked with the MHCSPP grant leads to develop a data tracking and assessment system for both grant reporting and ongoing counseling program assessment.

Pending applications – Early Learning Center
The team is awaiting news on whether the college will receive $1,000,000 in Community Project Funding to support the improvements to the child care center. The team also supported an application for $1,000,000 to the Washington State Department of Commerce’s Early Learning Facilities (ELF) grant program.

Overall Support & LionsLink Support
The team continues to support current grant programs such as developing flipped classrooms through College Spark funding. The team is working in supporting data conversions related to grants and implementation of new grant-related processes as part of the ctcLink/LionsLink conversion.

Board Goal 3: Build community connections for the College.

☑ Actively participate and engage in community activities
The team is preparing for in-service professional development training sessions and will continue to offer Tableau Community Dashboard trainings.

Other Departmental Activities/Highlights
The team looks forward to hiring a new team member as our colleague returned to a full-time instructional role.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: January 10, 2022
Submitted by: Ruby Hayden
Department: Student Services

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2021-22 academic year (through September 2022). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 1: Provide strong leadership and direction for the College.

☒ Support the college in the implementation of LionsLink
   December was focused on significant LionsLink activates for nearly the entire student services division. This included:
   • Mock GoLive
   • User Acceptance Testing
   • Financial Aid Parallel Testing
   • Data Clean Up
   • Academic Advisement Reports building
   With the support of the LionsLink project team, the division is well positioned for GoLive in winter quarter.

Other Departmental Activities/Highlights

Student Programs/ASG
Student Programs closed out fall quarter by supporting our students with the quarterly Late Nights in the Library, the Presidential Forum activities, and six virtual new student orientations with our student services and instruction partners. Of course, our office continues to support the college’s ctcLink conversion project and is looking forward to designing student focused training, released in March. We look forward to winter quarter and all its opportunities.