Board of Trustees Study Session and Meeting

Monday, February 7, 2022
4 p.m. to 6:30 p.m.

Zoom
Meeting ID: 858 6292 9388
Passcode: 236130
Phone: 253-215-8782

Study Session

Spotlight on Students: TRIO
Tien Do

Guided Pathways at LWTech
Dr. Suzanne Ames
Dr. Ruby Hayden

Tenure Process Review
Dr. Suzanne Ames

LionsLink Go-Live Briefing
Chris McLain

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:
Bob Malte

• Approval of Agenda
• Minutes, January 10, 2022 1

General Discussion

Public Comments: Individuals may sign in for public comment, Bob Malte
limited to 3 minutes each

Public 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

Annual Goals Midpoint Check-in

Board Chair Update Bob Malte

May Retreat Discussion

Trustees Activities Update Trustees
Foundation Liaison Update Laura Wildfong
Financial Summary Bruce Riveland 9
Federation of Teachers Greg Bem
Federation of Classified Staff Heidi Davis
Administration Executive Cabinet 14

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
January 10, 2022 Board of Trustees Meeting  
4 p.m. to 6 p.m.  
Zoom Meeting

The study session was called to order at 4:03 p.m.

Karen Lee presented to the Board about the BEdA programs, talking about enrollment impacts with COVID for adult learners and ELL students. Maria Olivera-Deal then shared regarding the HS+ Program, and Kelly Cover-Tam gave an overview of the LWTech IBEST program. Discussion ensued from the Trustees regarding student recruitment.

Research and Grants Director Cathy Copeland continued the review of our selected Mission Fulfillment Metrics to address our college goals toward Mission Fulfillment. Director Copeland walked through each major metric. Discussion ensued by the Trustees regarding metric measurement and comparisons with LWTech and other similar colleges.

The meeting was called to order at 5:00 p.m.

Roll Call

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

LWTech Faculty, Staff, Students, and Community Members:  
Dr. Amy Morrison  Meena Park  Tish Evora  
Dr. Suzanne Ames  Elsa Gossett  Tuan Dang  
Dr. Ruby Hayden  Robert Britten  Vicki Chew  
Cathy Copeland  Greg Bem  Katie Stewart  
Chris McLain  Brian Ramos  Aparna Sen  
Bruce Riveland  Lino Martins  Tina Akinyi  
Elisabeth Sorensen  Francie Mooney  Josh Meramore  
Tish Evora  

Chair Malte read the LWTech Land Acknowledgment.

New Employee Introductions  
New employees were introduced to the Board, including Marah Selves, Josh Meramore, Stirling Holland-Stone, Francie Mooney, Lino Martins, and Brian Ramos.

President Morrison shared:
- Thanks to the Board for working through several communications over the opening of the quarter
- Met with EvergreenHealth to develop some collaborations
- Thank you to the Board for recognizing outgoing AAG Derek Edwards
- Welcome to our new AAG John Clark, serving as interim AAG for LWTech
- Thank you to Trustees for attendance at the ACT Trustee Tuesday Legislative update and training sessions
- WACTC Wednesday meetings are back in session due to omicron variant
- Thanks to her colleagues for managing a very difficult start to winter quarter, including dealing with the death of a close faculty colleague
- We are working through the implications of pivoting our activities due to omicron wave in Washington
- Another long-time president, Michele Johnson, has announced her retirement, which adds to the overall loss of institutional memory from the SBCTC system
- LWTech’s Dr. Lauren Bibin is the only technical college representative to a state-wide task force regarding simulation education for nursing.
- Winter ACT meeting has been moved to remote, and the Transforming Lives Dinner has been postponed
- NWCCU has also moved their Commission meeting online

**Board Chair:** Chair Malte and Vice-Chair Jones spoke with President Morrison this month and asked the other Trustees regarding their requests about retreat topics.

**Trustee Updates:** Trustee Wildfong reported that the December ACT meeting went well.

**Foundation Update:** Trustee Wildfong shared that more money has come in from the Bright Futures Benefit Week over the holidays, and our current total is $378,000. Additionally, our longtime generous donor Bob Tjossem has just given us a gift of $100,000. The spring scholarship cycle has just started, and the Foundation plans to distribute $200,000 in scholarships over the spring.

**Financial Summary:** Vice President Riveland provided a summary of the financial updates and reports, including noting that enrollments appear to be down about 5%, but that financial aid revenue appears to be up about 17%. Our fund balance is strong, and our differences in revenue are mainly due to late tuition payments.

**Federation of Teachers:**
Greg Bem reported that the AFT is preparing for the upcoming legislative session.
Executive Cabinet:
Reports from Executive Cabinet were included in the meeting packet. Discussion ensued regarding the ongoing ctcLink adoption process. Trustees did not have any additional questions for Cabinet members.

Chair Malte adjourned the meeting at 5:49 p.m.

Respectfully submitted,

Elsa Gossett
Executive Assistant to the President
Introduction: The 2021-2022 academic year holds so much promise and opportunity as well as so many unknowns.

The promise of the year ahead for our college is substantial and far-reaching beginning with the end of the worst pandemic of our lifetime is within reach as vaccines are now both effective and readily available. In addition, the fiscal uncertainly of the pandemic for our college is now resolved. State and federal leadership have made record-level investments in community colleges with the understanding that both early learning and two years of community college are fundamental to every American’s basic education. The promise of free community college is in the process of becoming a reality.

And yet after 2020 we cannot ignore the inequities, violence, and systemic racism that plague our nation. We strive to ensure that these “realities” are not part of our new normal.

As I start my ninth year at LWTech, I am incredibly grateful and very hopeful that this college community that transformed itself while at Ground Zero of the American pandemic, will once again pivot toward sustained transformation as we create our new post-COVID reality. In addition to fiscal sustainability, we have so much working in our favor. We have guidance from a highly functional and supportive board of trustees, stable and innovative leadership, forward-thinking and dedicated faculty, resilient students, and a community that has generously supported this college through our toughest times.

As year nine unfolds, together we will work diligently to create our better normal by both addressing and dismantling our systems of inequities and structural racism in an open and transparent way while building our equitable, innovative, and growth-oriented future. We will do so with integrity, empathy, and flexibility with the understanding that the pandemics of COVID and systemic racism have taken a toll on many members of our college community. We will not forget this as we orient LWTech toward a better future. This rebuilding is going to take a while as we gain our individual and organizational health, well-being, and hopefulness for the future.
With your support, I would ask your consideration of my goals for the 2021-2022 academic year.

**Goal 1: Implement and Ensure Alignment of our Mission Fulfillment Plan:** Our Mission Fulfillment Plan is focused on moving the college through the remainder of the COVID pandemic and onward to our collective recovery with a clear focus on anti-racism efforts as well as the implementation of our Guided Pathways plan.

This Plan is also in clear alignment with the State Board’s Strategic Vision for our system to lead with racial equity and our Plan is grounded in equity and the need for fostering resilience.

I will pay close attention to ensuring that our College is implementing our three strategic goals including dismantling structural racism on campus, continuing to implement Guided Pathways, and leading economic recovery efforts.

We will also finalize our benchmarks for implementing our focused and transitional Mission Fulfillment Plan. We will strengthen and make routine our administrative planning cycles.

Benchmarks for our Mission Fulfillment plan have been developed through the diligent work of the Institutional Planning and Effectiveness Council with input from the Equity, Diversity, and Inclusion Council. Executive Cabinet has also reviewed IPEC’s proposals multiple times before presenting to the Board of Trustees in December 2021 and January 2022.

In addition, the College’s EDI Department and Council are seeking widespread input to develop our College’s EDI Strategic Plan that not only supports our Mission Fulfillment Plan but also meets the legislative requirements set out in HB 5194.

Cabinet has spent several meetings discussing activities and initiatives that support the Mission Fulfillment Plan.

**Goal 2: Ensure a Successful Fall Start and a Return to our New Normal:** As we plan for the start of the new academic year this fall, there are so many factors to consider and questions to answer. With that said, we will begin with ensuring the health and safety of our colleagues and students as we finalize our plans. We will leverage our Employee Satisfaction Survey and EDI campus climate survey results to address college community concerns and keep the college community up to date via multiple communications channels as we proceed. As we set return to work expectations, we will remain flexible and empathetic with the goal of retaining our dedicated employees while also holding true to our commitment to hands-on learning.

I am preparing this update as another more widespread COVID-19 variant (Omicron) is sweeping the country and our college. With that said, I am very proud of the diligent work of college employees to keep our campus safe and healthy and do all that we can to keep students learning during a challenging fall and winter.
As of winter quarter, all of our campus employees working during normal business hours are vaccinated and 90% of our students on campus are vaccinated. We offered a booster clinic fall quarter and will do so again in late January.

We are doing all that we can to keep the college open to in-person learning while doing what we can to limit the spread of the highly transmissible Omicron variant. We are encouraging flexibility for our staff and faculty and preparing classrooms with necessary technology for hyflex (hybrid-flexible) instruction so that students can learning from faculty in person and/or online.

At the beginning of Winter quarter, we introduced a new online COVID reporting tool for those who have:

1. Been exposed to COVID
2. Have COVID symptoms
3. Have tested positive for COVID

**Goal 3: Building for our Future:** Now is the time for LWTech to begin to grow again. We will do so physically with additional infrastructure, with the hire of new and diverse talent, as well as with the recruitment and retention of new and returning students, and finally the closure of our student equity gaps.

**Physical infrastructure:** If the pandemic taught us anything it taught us that quality childcare is essential to our employees and students. We are so fortunate to have dedicated childcare center staff and now is the time to update 20+ year old portables for the health and safety of our children. We have requested a federal earmark to replace most of these portables.

We are currently awaiting congressional action on the current federal fiscal year budget so that we will know the outcome of our earmark. In addition, we hope to hear in February regarding our Washington State Department of Commerce grant.

While the community and technical college system received nearly $500M in capital funding, the Legislature did not fund our Center for Design. We will lead the system’s supplemental legislative ask to fund the construction of our Center for Design. We will also explore requesting a new capital project to be considered in the 2023-2025 biennium.

While our Center for Design is requested by the community and technical college system during the upcoming supplemental legislative session, we do not anticipate funding during the supplemental session. We are very optimistic about funding in the 2023-2025 biennium.

**Human-Centered Infrastructure:** LWTech is successful today because of our employees and students. We will maximize new equity and guided pathways supports approved in the 2021 legislative session to support students and close student equity gaps. We will focus on
strengthening our Community of Belonging culture to improve employee retention. With the possibility of free community college, we will leverage this national spotlight to position LWTech to be ready for this transformational shift. All this while leading the state’s retraining and reskilling efforts as we transition into a post-COVID economy.

I am so pleased with how many new, diverse, and talented employees we have hired since 2021. I am so pleased that the Trustees have had the opportunity to meet so many of our new hires. We continue to create opportunities both online and in person to build community throughout the campus such as online new employee gatherings and the end of fall quarter “warm up” with tomato soup and build your own grilled cheese sandwiches. I’m looking forward to the Dr. Martin Luther King, Jr. Day of Service as well.

I am sorry to say that the free community college movement seems to have stalled with the derailing of the Build Back Better negotiations.

**LionsLink Go Live Spring 2022:** LWTech will also be working closely with our campus leaders to make the final conversation to CTCLink after years of fits and starts. I recognize that this conversion will not successfully happen without a tremendous amount of work completed by many of our team members. We have always been a very lean organization which is compounded by demanding projects such as CTCLink. All of Executive Cabinet is working diligently to ensure that we keep on track for GoLive Spring 2022 and that our employees are supported throughout this transition.

Many employees throughout the college have been working diligently for months preparing for the February 28, 2022 Go Live for Lions Link/CTCLink. I am so grateful for the fact that my colleagues have taken on this incredible and at times complex workload as we prepare our college and system for a modern enterprise system. The College and Foundation continue to strive to support our colleagues however we can with both financial and morale support.

**Goal 4: Continue Personal and Professional Development.** It continues to be very important Executive Cabinet and I continue to grow, develop, and lead with equity, diversity, and inclusion work at our college, as well as engage with our external community. We will continue to strive to position LWTech as an inclusive, collaborative, and respectful organization that works diligently to create a community of belonging both within and outside of our college community.

My professional development this year ahead will continue to include engaging daily with robust listening and reading materials as well as webinars and community virtual gatherings focused on EDI and economic recovery. I will continue to be transparent with the college community about my learnings.

As the pandemic subsides and it is safe to travel once again, I look forward to the opportunity to participate again in national community college conferences as part of my professional development.
Thank you again, I continue to read and listen to thought leaders inside and outside of higher education with special attention to retaining talented staff as well as helping the college manage continuous change on and off campus. I am still hoping to attend the March national NCPMR conference as well as the May American Association of Community Colleges annual meeting.

In conclusion, I remain grateful to lead this College for a ninth year. We have so much to be proud of and so much to look forward to in the years ahead. While I am hopeful about the year ahead, I am also very clear about the important work that is in front of us as we transform from Campus Zero toward building our equitable and resilient future. Thank you for your unwavering support.
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 at the midpoint of the fiscal year (50%). As of this time, we remain optimistic regarding the financial outlook for the year. Enrollments for Fall Quarter ended lower than the prior year. Tuition revenues for Summer and Fall Quarters are even with the prior year which reflects the enrollment decline offset by the tuition increase. At this time, given the enrollment trends, the budget outlook remains neutral moving forward as we now will monitor enrollments for Winter Quarter.

• For year to date, revenues total approximately $22.4 million, relatively unchanged from the prior year. This is primarily due to tuition and fees and grant revenues. Expenditures total approximately $23.3 million and are down 7.9% from the prior year. This reflects lower financial aid and grants expenditures as compared to last year.

• For all funds, expenditures exceed revenues by approximately $910,000. For the general and self-supporting funds, expenditures exceed revenues by approximately $330,000.

• As of December 31, the College has a total fund balance for all funds of approximately $8.7 million. As of December 31, the general operating reserve totals approximately $8.4 million (23%). This number will decline as expenditures are incurred in the last half of the year.

• For the general fund budget, expenditures total approximately $14.2 million and are up flat compared to the prior year. There are no areas of concern at this point. Tuition revenue is flat compared to the prior year. This primarily reflects the impact of the tuition increase for this year and the decrease in enrollment balancing each other.

• For self-supporting fund activities, expenditures total approximately $1.71 million while revenues total approximately $1.78 million. As of December 31, revenues exceed expenditures by approximately $75,000. There are no areas of concern at this time.
LAKE WASHINGTON INSTITUTE OF TECHNOLOGY  
Statement of Revenue and Expenditures by Fund Source  
thru month ended December 31, 2021  
FY2021-22

**REVENUES**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget to Date</th>
<th>Balance</th>
<th>Received</th>
<th>Prior Year as of $ %</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>State Allocations</td>
<td>22,039,616</td>
<td>10,115,497</td>
<td>11,924,119</td>
<td>45.90%</td>
<td>10,271,446 (155,950)</td>
<td>-1.52%</td>
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<tr>
<td>149</td>
<td>Tuition</td>
<td>7,756,479</td>
<td>3,745,713</td>
<td>4,010,768</td>
<td>48.29%</td>
<td>3,633,207 112,504</td>
<td>3.10%</td>
</tr>
<tr>
<td>149</td>
<td>Other/Investment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0            0</td>
<td>0.00%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated Funds</td>
<td>4,319,686</td>
<td>1,787,626</td>
<td>2,532,060</td>
<td>41.38%</td>
<td>1,899,913 (112,287)</td>
<td>-5.91%</td>
</tr>
<tr>
<td>145/146</td>
<td>Grants &amp; Contracts</td>
<td>4,219,302</td>
<td>2,659,070</td>
<td>1,560,232</td>
<td>63.02%</td>
<td>3,419,923 (1,328,793)</td>
<td>-33%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,121,170</td>
<td>576,654</td>
<td>441,516</td>
<td>51.43%</td>
<td>566,972    9,682</td>
<td>1.71%</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>50,000</td>
<td>6,393</td>
<td>43,607</td>
<td>48.29%</td>
<td>3,633,207 112,504</td>
<td>3.10%</td>
</tr>
<tr>
<td>528*</td>
<td>Facilities/Safety</td>
<td>392,555</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>28           392,528</td>
<td>1427372.87%</td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>0            0</td>
<td>0.00%</td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>849,917</td>
<td>244,049</td>
<td>605,868</td>
<td>28.71%</td>
<td>263,122    (19,073)</td>
<td>-7.25%</td>
</tr>
<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>2,152,500</td>
<td>2,706,541</td>
<td>(554,041)</td>
<td>1,441,853</td>
<td>1,264,688</td>
<td>87.71%</td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>Expended</th>
<th>Prior Year as of $ %</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>000</td>
<td>General Operating</td>
<td>31,412,942</td>
<td>14,273,286</td>
<td>17,139,656</td>
<td>45.44%</td>
<td>14,278,732 (5,446)</td>
<td>-0.04%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated</td>
<td>3,530,231</td>
<td>1,712,378</td>
<td>1,817,853</td>
<td>48.51%</td>
<td>1,744,596 (22,217)</td>
<td>-1.85%</td>
</tr>
<tr>
<td>145/146</td>
<td>Grants &amp; Contracts</td>
<td>4,129,487</td>
<td>2,987,575</td>
<td>1,141,912</td>
<td>72.35%</td>
<td>3,631,908 (644,333)</td>
<td>-17.74%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,347,982</td>
<td>321,482</td>
<td>1,026,500</td>
<td>23.85%</td>
<td>388,880 (67,399)</td>
<td>-17.33%</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>35,000</td>
<td>(1,375)</td>
<td>36,375</td>
<td>-3.93%</td>
<td>(533) (843)</td>
<td>158.13%</td>
</tr>
<tr>
<td>528*</td>
<td>Facilities/Safety</td>
<td>(248)</td>
<td>127,831</td>
<td>26,146</td>
<td>20.45%</td>
<td>153,16%</td>
<td></td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>40,000</td>
<td>1,011</td>
<td>31,413</td>
<td>21.47%</td>
<td>7,576</td>
<td></td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>759,601</td>
<td>279,597</td>
<td>480,004</td>
<td>36.81%</td>
<td>432,263 (152,667)</td>
<td>-35.32%</td>
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<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>2,152,500</td>
<td>3,656,724</td>
<td>(1,504,224)</td>
<td>4,714,243</td>
<td>(1,057,519)</td>
<td>-22.43%</td>
</tr>
</tbody>
</table>

Subtotal: 43,367,743 23,229,416 20,138,327 52.35% 22,313,892 90,451 0.41%

**Total Revenue Over(under) Expend**

(859,073) (910,194) (3,003,837)

*Moved to Fund 148
## Statement of Revenue and Expenditures and Fund Balance
thru month ended December 31, 2021

<table>
<thead>
<tr>
<th>Fund Balance</th>
<th>Year-to-Date Revenue</th>
<th>Year-to-Date Expenditure</th>
<th>12/31/2021 Balance</th>
<th>12/31/2020 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>001 State Allocations</td>
<td>0</td>
<td>10,115,497</td>
<td><strong>10,115,497</strong></td>
<td>0</td>
</tr>
<tr>
<td>149 Tuition</td>
<td>173,237</td>
<td>3,745,711</td>
<td><strong>4,157,789</strong></td>
<td>(238,841)</td>
</tr>
<tr>
<td>Other/Investment</td>
<td>0</td>
<td>0</td>
<td>109,132</td>
<td>0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>173,237</td>
<td>3,745,711</td>
<td><strong>4,157,789</strong></td>
<td>(238,841)</td>
</tr>
<tr>
<td>148 Local Dedicated Fund</td>
<td>3,042,258</td>
<td>1,787,626</td>
<td><strong>1,712,378</strong></td>
<td>3,117,507</td>
</tr>
<tr>
<td>145 Grants &amp; Contracts</td>
<td>4,564,059</td>
<td>1,199,099</td>
<td><strong>1,353,019</strong></td>
<td>4,228,140</td>
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<tr>
<td>146 Grants &amp; Contracts</td>
<td>776,693</td>
<td>1,459,971</td>
<td><strong>1,452,556</strong></td>
<td>784,108</td>
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<tr>
<td>522 Student Activities</td>
<td>1,579,160</td>
<td>576,654</td>
<td><strong>321,482</strong></td>
<td>1,834,333</td>
</tr>
<tr>
<td>524 Bookstore</td>
<td>376,611</td>
<td>6,393</td>
<td>(1,375)</td>
<td>383,380</td>
</tr>
<tr>
<td>528 Facilities/Safety</td>
<td>1,037</td>
<td>392,555</td>
<td>393,840</td>
<td>1,531</td>
</tr>
<tr>
<td>569 Food Service</td>
<td>338</td>
<td>0</td>
<td>338</td>
<td>0</td>
</tr>
<tr>
<td>570 Enterprise Activities</td>
<td>(458,957)</td>
<td>244,049</td>
<td>279,597</td>
<td>(494,505)</td>
</tr>
<tr>
<td>846/49/50/60 Financial Aid</td>
<td>883,299</td>
<td>2,706,541</td>
<td><strong>3,656,724</strong></td>
<td>(66,884)</td>
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<tr>
<td><strong>Total Operating</strong></td>
<td>10,936,736</td>
<td>12,118,599</td>
<td>13,113,919</td>
<td>9,941,416</td>
</tr>
<tr>
<td>440 Central Stores</td>
<td>7,710</td>
<td>0</td>
<td>8,587</td>
<td>(878)</td>
</tr>
<tr>
<td>448 Printing/Copying</td>
<td>312,862</td>
<td>16,271</td>
<td>53,598</td>
<td>275,535</td>
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<tr>
<td>840 Agency</td>
<td>34,154</td>
<td>153,977</td>
<td>22,937</td>
<td>165,194</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>354,725</td>
<td>170,248</td>
<td>85,122</td>
<td>439,852</td>
</tr>
<tr>
<td><strong>Total All Operating Funds</strong></td>
<td>11,291,462</td>
<td>22,404,343</td>
<td><strong>23,314,538</strong></td>
<td>10,381,267</td>
</tr>
<tr>
<td><strong>General Operating Reserve</strong></td>
<td>8,794,849</td>
<td>8,448,624</td>
<td><strong>4,478,654</strong></td>
<td>23.45%</td>
</tr>
<tr>
<td><strong>% of Operating Budget as of 12/31/2021</strong></td>
<td>8,448,624</td>
<td>4,478,654</td>
<td>13.90%</td>
<td></td>
</tr>
<tr>
<td><strong>General Operating Reserve Target</strong></td>
<td>5,404,166</td>
<td>4,833,891</td>
<td>15%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Source: BA1203/1204; GA 1332;
## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

**Budget Status - Operating Budget FY21-22**

**thru month ended December 31, 2021**

<table>
<thead>
<tr>
<th>General Funds 001/149 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><strong>Salaries</strong></td>
<td>$20,055,528</td>
<td>$20,778,824</td>
<td>$8,715,340</td>
<td>$11,260,000</td>
<td>$803,484</td>
<td>96.13%</td>
<td>-5.88%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>7,457,179</td>
<td>7,596,845</td>
<td>2,930,611</td>
<td>4,166,200</td>
<td>500,034</td>
<td>93.42%</td>
<td>-8.32%</td>
</tr>
<tr>
<td><strong>Goods &amp; Services</strong></td>
<td>3,576,637</td>
<td>3,587,052</td>
<td>2,105,975</td>
<td>1,539,799</td>
<td>(58,722)</td>
<td>101.64%</td>
<td>52.93%</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>350,510</td>
<td>502,483</td>
<td>151,458</td>
<td>11,025</td>
<td>339,999</td>
<td>93.42%</td>
<td>-8.32%</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>71,050</td>
<td>71,050</td>
<td>5,780</td>
<td>10,837</td>
<td>54,433</td>
<td>93.42%</td>
<td>-8.32%</td>
</tr>
<tr>
<td><strong>Grants, Client Services</strong></td>
<td>801,080</td>
<td>940,779</td>
<td>379,892</td>
<td>9,100</td>
<td>551,787</td>
<td>93.42%</td>
<td>-8.32%</td>
</tr>
<tr>
<td><strong>HS Academy Transfer</strong></td>
<td>(1,758,432)</td>
<td>(1,758,432)</td>
<td>0</td>
<td>-</td>
<td>(1,758,432)</td>
<td>0.00%</td>
<td>-100.00%</td>
</tr>
<tr>
<td><strong>International Prog. Transfer</strong></td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Transfer of Charges</strong></td>
<td>(305,659)</td>
<td>(305,659)</td>
<td>(15,771)</td>
<td>-</td>
<td>(289,888)</td>
<td>5.16%</td>
<td>-44.05%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$30,247,893</td>
<td>$31,412,942</td>
<td>$14,273,286</td>
<td>$16,996,961</td>
<td>$142,695</td>
<td>99.55%</td>
<td>-0.04%</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><strong>State Allocations</strong></td>
<td>$21,658,724</td>
<td>$22,039,616</td>
<td>$10,115,497</td>
<td>-</td>
<td>11,924,119</td>
<td>45.90%</td>
<td>-1.52%</td>
</tr>
<tr>
<td><strong>Tuition</strong></td>
<td>7,756,479</td>
<td>7,756,479</td>
<td>3,745,711</td>
<td>-</td>
<td>4,010,768</td>
<td>48.29%</td>
<td>3.10%</td>
</tr>
<tr>
<td><strong>Investment</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>#DIV/0!</td>
<td>109,132</td>
<td>-100.00%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$29,415,203</td>
<td>$29,796,095</td>
<td>$13,861,208</td>
<td>-</td>
<td>15,934,887</td>
<td>46.52%</td>
<td>-0.04%</td>
</tr>
</tbody>
</table>

**Revenue Over (Under) Expenditure**

|                  | $832,690        | $(1,616,847)   | $(412,078)     | -         | $ (264,946)          |

**Monthly Financial Statement Dec 2021 1/27/2022**

12
### Budget Status - Operating Budget FY21-22
#### thru month ended December 31, 2021

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>Balance</th>
<th>Expended/Incumbere</th>
<th>Prior Year</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>$1,325,664</td>
<td>$1,350,545</td>
<td>$671,681</td>
<td>$660,000</td>
<td>$18,864</td>
<td>98.60%</td>
<td>$786,422</td>
<td>-14.59%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>516,370</td>
<td>511,598</td>
<td>280,207</td>
<td>257,400</td>
<td>(26,009)</td>
<td>105.08%</td>
<td>260,493</td>
<td>7.57%</td>
</tr>
<tr>
<td><strong>Goods &amp; Services</strong></td>
<td>1,666,524</td>
<td>1,665,268</td>
<td>647,805</td>
<td>714,615</td>
<td>302,848</td>
<td>81.81%</td>
<td>662,277</td>
<td>-2.19%</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>19,500</td>
<td>19,500</td>
<td>109,489</td>
<td>11,169</td>
<td>(101,158)</td>
<td>618.76%</td>
<td>74,498</td>
<td>46.97%</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>4,300</td>
<td>4,300</td>
<td>2,806</td>
<td>-</td>
<td>1,494</td>
<td>65.25%</td>
<td>-</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td><strong>Grant/Client Services</strong></td>
<td>0</td>
<td>-</td>
<td>390</td>
<td>-</td>
<td>(390)</td>
<td>5,691</td>
<td>(57,415)</td>
<td>-93.15%</td>
</tr>
<tr>
<td><strong>Transfer of Charges</strong></td>
<td>(20,980)</td>
<td>(20,980)</td>
<td>-</td>
<td>-</td>
<td>(20,980)</td>
<td>0.00%</td>
<td>(57,415)</td>
<td>-93.15%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$3,511,378</td>
<td>$3,530,231</td>
<td>$1,712,378</td>
<td>$1,643,183</td>
<td>$174,670</td>
<td>95.05%</td>
<td>$1,731,966</td>
<td>-1.13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>Balance</th>
<th>Expended/Incumbere</th>
<th>Prior Year</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inst. Program Fees</strong></td>
<td>$1,437,876</td>
<td>$1,437,876</td>
<td>$754,478</td>
<td>$683,398</td>
<td>52.47%</td>
<td>$614,890</td>
<td>22.70%</td>
<td></td>
</tr>
<tr>
<td><strong>Inst. Ancillary Rev.</strong></td>
<td>537,322</td>
<td>537,322</td>
<td>138,917</td>
<td>398,405</td>
<td>25.85%</td>
<td>139,880</td>
<td>-0.69%</td>
<td></td>
</tr>
<tr>
<td><strong>Testing</strong></td>
<td>25,700</td>
<td>25,700</td>
<td>15,160</td>
<td>10,540</td>
<td>58.99%</td>
<td>15,505</td>
<td>-2.23%</td>
<td></td>
</tr>
<tr>
<td><strong>Other Fees &amp; Income</strong></td>
<td>2,313,788</td>
<td>2,318,788</td>
<td>879,070</td>
<td>1,439,718</td>
<td>37.91%</td>
<td>1,127,637</td>
<td>-22.04%</td>
<td></td>
</tr>
<tr>
<td><strong>Excess Enrollment Tuition &amp; Fees</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$4,314,686</td>
<td>$4,319,686</td>
<td>$1,787,626</td>
<td>$2,532,060</td>
<td>41.38%</td>
<td>$1,897,912</td>
<td>-5.81%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue over Expend.</strong></td>
<td>$803,308</td>
<td>$789,455</td>
<td>$75,248</td>
<td>$165,946</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Monthly Financial Statement Dec 2021 1/27/2022*
Executive Cabinet Report to Board of Trustees

Board Meeting Date: February 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).

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

☒ Evaluate implementation of the College’s Mission Fulfillment Plan
   Executive Director Robert Britten partnered with Rise Center staff and our Mental health Counselor in planning a MLK Jr. event centered on Service and Mental Health.

☒ Use data to assess the effectiveness of policies
   The EDI Department continues to work on the development of the Institutional EDI Strategic Plan.

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities
   Executive Director Britten established a working relationship with BIPOC Health Careers Ecosystems to advance support of BIPOC Students in the field of Healthcare. Additionally, 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.

☒ 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: February 7, 2022
Submitted by: Elisabeth Sorensen
Department: Foundation

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 fund $250 in prizes for a drawing to encourage faculty to participate in DSJ Week. DSJ Week is a week of events designed to raise awareness and inspire faculty to add a diversity and social justice component to their classes.

☒ 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 close on Thursday, February 3. The Foundation is pleased to offer over $200,000 in scholarship support to hardworking, highly motivated students during this cycle.

The Foundation was delighted to award Olga Okhapkina with the LWTech Foundation’s Transforming Lives Scholarship in the amount of $500 as a part of her nomination as Lake Washington Institute of Technology’s 2022 ACT Transforming Lives Nominee.

☒ Support the college in the implementation of LionsLink
The Foundation provided an additional $3,000 in funding for lunches and snacks to boost morale for employees engaged in LionsLink efforts on campus. To date, the Foundation has provided over $12,503.48 to support this important work on campus.

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
UPDATE! The 2021 LWTech Foundation’s Bright Futures Benefit WEEK has raised over $378,000 for student scholarships, instructional program support and a newly created Childcare Assistance Fund.

Generous donor Bob Tjossem has made a new gift of $100,000 to The Tjossem Family Endowed Scholarship Fund, bringing the balance of this important endowed scholarship fund to approximately $850,000.
Martin and Bruce Wilder made a generous gift of $25,000 to create The Jack Wilder Legacy Endowed Scholarship for Welding Students.

- **Support opportunities for public-private partnerships that contribute to scholarships, programs, and faculty and staff professional development**
  On Thursday, December 9, President Morrison, Dr. Suzy Ames and Elisabeth Sorensen convened the LWTech BSN Startup Campaign Committee for a status report meeting on this important effort.

- **Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development**
  The Foundation secured a generous grant in the amount of $10,000 from The Bradley Family Foundation to support 1:1 tutoring for students with disabilities.

  The Foundation secured gifts of approximately $9,000 for scholarships for automotive students.

  The Foundation secured an anonymous gift of $5,000 for scholarships for nursing students.

**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. Elisabeth will participate in the Chamber’s day-long annual retreat on Friday, January 28.

- **Actively participate and engage in community activities**

**2022 LWTech Foundation Board Officers**

<table>
<thead>
<tr>
<th>Officer</th>
<th>Name</th>
<th>Company/Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Bill Shelby</td>
<td>Developer, StockCharts.com</td>
</tr>
<tr>
<td>Immediate Past President</td>
<td>Clara Hollin</td>
<td>Financial Advisor, Open Advisors</td>
</tr>
<tr>
<td>Vice President</td>
<td>Dr. Dan Frost</td>
<td>Dentist, Frost Family Dentistry</td>
</tr>
<tr>
<td>Secretary</td>
<td>Walt Krueger</td>
<td>Attorney, Krueger Beck</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Gina Haggerty</td>
<td>Retired CPA</td>
</tr>
<tr>
<td>Bright Futures Benefit Chair</td>
<td>Diane Toomey</td>
<td>VP, PAC Worldwide</td>
</tr>
</tbody>
</table>
Executive Cabinet Report to Board of Trustees

Board Meeting Date: February 7, 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

Recruitment
Per Washington State Legislature Bill E2SSB 5194, HR is collaborating with Instruction and EDI on a model faculty diversity program designed to provide for the retention and recruitment of faculty from all racial, ethnic, and cultural backgrounds. In addition to search committee and implicit bias mitigation training, we are reviewing job descriptions, postings, outreach efforts, and onboarding to ensure recruitment and retention of diverse faculty.

HR Advisory Committee
Due to the rapid spread of COVID and the Omicron variant, we have postponed employee appreciation events until further notice. The committee will shift our focus to Employee Recognition and finalize the Recognition Profile that can be used by supervisors to engage with their employees.

Title IX Committee
The Title IX committee met on January 10th to discuss training opportunities for staff and faculty. Both the Clery Basics and Sexual Harassment & Discrimination trainings were reviewed. Given the proximity to LionsLink implementation, the committee will assign Clery Basics training in the spring.
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. As we approach the February go-live date, monthly LionsLink leadership meetings have focused on supporting employees through the change management process. In collaboration with the project management team, HR will be rolling out customized and timely training for employees and supervisors.

Board Goal 3: Build community connections for the College.

Key conferences and events

A COVID-19 Vaccine/Booster clinic was held on January 26th with 109 recipients. 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 Nursing MOU signed on January 20th increased nursing faculty salary to a level comparable to industry professionals. We anticipate this will drastically help with our recruitment and retention efforts. The team is now working on finalizing high demand funds.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 02/07/2022
Submitted by: Dr. Suzanne 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.

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
A local non-profit organization called FuturePreneurs is working with High School Programs through their OSPI Building Bridges grant. This is a grant focused on building a youth reengagement network via community and school partnerships. FuturePreneurs is run by Tony Benjamin, a former Seattle Seahawk (‘77-’79) and will provide our students with individual mentors via their network. They use Mentorwashington.org platform to locate local area mentors and gradually place them with the appropriate student. We will be piloting this with our Open Doors students.

☒ Ensure the College is prepared for retraining demands post-COVID
Executive Cabinet Report to Board of Trustees

Board Meeting Date: February 7, 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).

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities

Public Relations:
The Marketing and Communications team spent January 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 32 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:

- No media coverage in January at the time of this report.

During the month of January, the team worked on pitches/stories about:

1. January 10th, Board of Trustees meeting
2. LWTech’s Economic Recovery Community Consortium
3. Inside HigherED follow-up story

The Team is working on the following pitches:

1. Mechanical Design Technology UW-Bothell Collaboration
2. Dental Hygiene Story for the American Dental Education Association
3. Open Educational Resources

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 Spring quarter registration, Workforce Development
Initiatives, Employment Resource Center Programs, LionsLink *powered by ctcLink*, and the following programs: Biomedical Device Assembler, Electronics Technology (with a spotlight on individual certificates), Mechanical Design, Biology DTA/MRP, Funeral Service Education, and Laser & Optical Technology. The team also coordinated crisis communications during potential campus closures.

**Key conferences and events**

Leslie Shattuck attended the quarterly State Board for Community and Technical Public Information Commission meeting.

**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 communications around COVID-19, weather, and other emergency messaging. The team also updated 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, website updates, and supporting the work of students and other departments as the college prepares for its deployment of LionsLink in February.

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

*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: February 7, 2022
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 and January 2022 trustee meetings. Additional presentations will be shared as we proceed.

☒ 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. The team also supports the annual evaluations of the president and trustee self-evaluations.

☒ 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 inform the upcoming EDI Strategic Plan. This plan is due to the State Board in the summer.

☒ Evaluate and approve policies that encourage workforce development, and provide pathways, from basic skills to baccalaureate programs, for students to achieve their goals
The team provided additional support for the upcoming proposal for LWTech’s building following the Center for Design.

☒ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention
The team will administer the 2022 Employee Satisfaction Survey and is supporting the upcoming EDI Strategic Plan, which will likely have a focus on recruitment, development and retention. 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. Currently, we use Tableau Community Dashboards, and the team is preparing to move those data dashboards to PeopleSoft. The team is also preparing for upcoming Integrated Postsecondary Education Data System (IPEDS) reporting due in February.

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, as well as communications about query training and reporting processes.

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; 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
Among other partnerships, the team is serving 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 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.

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. LWTech recently completed hiring the Instructional Designer and eLearning Coordinator.

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 (CRRSA); and, the American Rescue Plan Act (ARP Act) passed by Congress. Total allocations in institutional funding to the college across all three funding acts exceed $5M. The team will continue supporting reporting related to these funds. The annual reporting for HEERF will start in April.
**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, for at least 2 years, to 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 $1M in Community Project Funding to support the improvements to the child care center. The team also supported an application for $1M 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 on 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.**

- **Key conferences and events**
  The team attended the Winter Research and Planning Commission (RPC) meeting on February 2-3, 2022.

- **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: Feb. 7, 2022
Submitted by: Dr. 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.

☒ Evaluate and approve policies that promote anti-racism, equity, diversity, and inclusion, as well as student enrollment, achievement, and completion
☒ Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments

Vice President Hayden is working with a facilitator related to:

- The Intercultural Development Inventory (IDI) is an online, cross-culturally valid, reliable, and generalizable measure of intercultural competence along the validated intercultural development continuum (adapted, based on IDI research, from the DMIS theory developed by Milton Bennett and Mitchell Hammer). The IDI is demonstrated through research to have high predictive validity to both bottom-line cross-cultural outcomes in organizations and intercultural goal accomplishments in education.
- The Intercultural Conflict Style Inventory (ICS) is an 18-item online questionnaire, easy to use, and cross-culturally validated assessment of an individual’s approach to communicating, resolving conflicts and solving problems. Also developed by Dr. Mitchell Hammer, the ICS Inventory provides a roadmap to how people use specific culturally grounded strategies for communicating ideas, resolving disagreements, and dealing with emotional upset. The ICS Inventory assesses culturally learned approaches for communicating information and resolving conflict in terms of direct or indirect strategies for “working through” substantive disagreements and emotionally restrained or expressive approaches for productively addressing and dealing with conflict.

☒ Support the college in the implementation of LionsLink

The student services team continues to work diligently on LionsLink implementation activities. Highlights this past month include no identified errors during financial aid testing, completion of transfer credit crosswalks with all public colleges in Washington, and cleaning up hundreds of enrollment and testing records.
Board Goal 3: Build community connections for the College.

☑ Actively participate and engage in community activities
  - Vice President Hayden and Faculty Counselor Juliette Blank were interviewed in January by staff from EAB (the parent company of Hobsons educational software) for an upcoming blog post on supporting the mental health needs of college students.

  - Vice President Hayden has been selected as a facilitator for the annual scholarship selection process by the Greater Seattle Business Association (the GSBA is Washington State’s LGBTQ+ and allied chamber of commerce and is the largest of its kind in North America).

Other Departmental Activities/Highlights

As part of the college’s response to the Omicron surge in our region, Student Services reduced in-person services down to two days a week in most areas, Tuesdays and Wednesdays, with other days being virtual. Exceptions are our early learning center which will continue to be open to serve families M-F and the information desk which will be open M-Th. Fridays remain a day dedicated to LionsLink preparation activities.