Study Session

Commencement Overview

Board of Trustees Meeting

Land Acknowledgment

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, May 9, 2022

General Discussion

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

Introduction of New Employees

Reports to the Board

Associated Student Government

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.
Actions Items

Item 1116: 2022-2023 Budget  
Bruce Riveland

Item 1118: EDI Strategic Plan  
Robert Britten

Item 1119: Amendment to Policies – 5.P.02 and 5.P.03  
Dr. Ruby Hayden

Item 1120: 2022-2023 Board Meeting Dates  
Bob Malte

Item 1121: 2022-2023 Election of Board Officers  
Bob Malte

Item 1122, Resolution 134: Honoring Dr. Suzanne Ames  
Bob Malte

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.

Action Items Resulting from Executive Session

Item 1123: President’s Contract  
Bob Malte

Adjournment
This setting is draft until the day of. Commencement staff will review all placements and make adjustments as necessary.

All stage party will have two water bottles under each seat.

All stage party will have tissues on their chairs.

BOT will find their marks during degree conferral, clap for students, not shake hands.
Red Arrow = Processional (Entering), Single File

Blue Arrow = Recessional (Leaving), start as single file, will end up in two Lines as directed by commencement staff.
May 9, 2022 Board of Trustees Retreat  
9 a.m. to 2 p.m.  
Hyflex Meeting

The retreat session was called to order at 9:12 a.m.

Roll Call

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

LWTech Faculty, Staff, Students, and Community Members:
Dr. Amy Morrison  Ruby Hayden  Chris McLain
Dr. Suzanne Ames  Meena Park
Leslie Shattuck  Bruce Riveland
Elsa Gossett  Elisabeth Sorensen
Robert Britten  Cathy Copeland

Vice President Riveland began the retreat session with an overview of the 2022-2023 budget picture. Beginning with a discussion of the annual cost of regularly underfunded items, and then moving on to a look at the current college financial condition, Vice President Riveland walked through major points of interest and context coming into the ‘22-‘23 budget year. Discussion ensued regarding costs and donors for the dental program and other programs on campus, as well as various one-time costs and funding models from the state. Chair Malte requested recommendations from President Morrison and the Executive Cabinet regarding ways for the trustees to be prepared or helpful if the college faces declining enrollments or other funding challenges in the future.

Executive Director Britten and Director Copeland walked the trustees through an overview of the draft Equity, Diversity, and Inclusion (EDI) Strategic Plan. Executive Director Britten gave context about the Senate bills that added requirements for each college’s plan and talked about how the EDI goals and strategies are nested within the college mission fulfillment plan goals. After presenting the three EDI goals with associated strategies, Executive Director Britten spoke about how the EDI goals speak directly to or are in direct alignment with the Senate bills. Trustee Hamilton asked for clarification related to which requirements came from which Senate bills and requested a commitment from the college and in the EDI plan for more regular assessments of the college community than required by the Senate bills. Director Copeland spoke regarding the modifications we have made to the campus annual climate survey to include those assessments more regularly, as well as holding space for systematic assessments perhaps every other year that are more in depth. The trustees agreed that the plan should be updated to include a
commitment to these assessments at least every two years. President Morrison reflected that, regarding Goal 3, our Human Resources department has already for years worked to recruit and retain with an equity mindset, and this goal continues, enhances, and augments some of that work. Trustee Hamilton remarked that we could enhance the strategies for Goal 3 by focusing in on advancing employee development strategies with an equity mindset. Discussion ensued regarding the future vision for the college and for the EDI work at the college.

Following the break, Vice President Ames presented on the continuing Mid-Cycle Self-Evaluation review process, the Mid-Cycle Report to the accreditation agency, and the upcoming visit in fall 2023. Vice President Ames went over the report structure with no questions from the trustees. Following, Director Copeland presented regarding disaggregated data, and how we use that data at LWTech. Vice President Ames discussed as well that part of the future work of the college will be to take the data and incorporate it into the college decision-making process.

President Morrison presented an update on her yearly goals. Discussion ensued regarding the benefit and usefulness of hyflex classrooms. President Morrison also talked about how excited she is to move forward with the Early Learning Center renovations and also the new Center for Design. President Morrison mentioned the success with the transition to ctcLink and COVID management, as well as maneuvering and managing constant change. Discussion ensued regarding the President’s draft goals for 2022-2023. President Morrison has organized future goals related to stabilization, transformation, and professional development. Discussion ensued regarding the future of the President’s Advisory Council and its impact and purpose around broader community engagement. The trustees engaged with excitement and inspiration over President Morrison’s future goals, particularly around health and wellbeing, and future sustainability of the college. Trustee Suk spoke about being inspired by President Morrison’s depth and commitment, as well as having a personal goal of making LWTech more visible to the greater community. Trustee Hamilton suggested the possibility of developing a community liaison board position.

Foundation Executive Director Sorensen gave an update regarding the current state of the LWTech Foundation. The Foundation has awarded over $373,000 worth of scholarships this year, as well as thousands in childcare support. Executive Director Sorensen introduced Foundation President Bill Shelby, who spoke about ways in which the board is recruiting and adding members to get new faces, new priorities, and new ideas. Also, Executive Director Sorensen announced the Annual LWTech Scholarship Reception will be held on Wednesday, May 11th in the LWTech Library. Following the Foundation presentation, the Board took a short hiatus for lunch.

At 12:45 pm, the Board members walked across the West parking lot to view the intended site of the new Early Learning Center buildings.
After returning to the Board room, discussion ensued regarding future Board roles and responsibilities. Because Trustee Jones currently serves as vice chair but will be exiting the Board this fall, Trustee Wildfong was nominated to serve as chair of the Board for the '22-'23 Board year, with Trustee Suk nominated to serve as Vice Chair. Chair Malte will take on the role of Foundation Liaison, freeing Trustee Wildfong to serve as Board Chair. Trustee Suk will take on the role of ACT/legislative liaison, with Trustee Hamilton serving as backup for that position.

Discussion ensued regarding the role of committees in Board work.

Director Copeland presented regarding the benchmarking of the Board Goals to the MFP and to the BOT evaluations. Discussion ensued regarding updating the Board Goals for the upcoming year.

**The retreat was adjourned at 1:54 p.m.**

**The Board Meeting was called to order at 1:55 p.m.** The consent agenda was accepted, and Chair Malte read the LWTech Land Acknowledgement.

**Additional Attendees:**

Vicki Chew  
Mike Potter  
Sarah Chandler  
Lou Blair  
Meg Spivey  
John Clark

**Board Chair Update:** Chair Malte shared that he was able to participate in the presentation of the check for the ELC from community funding offered by Representative Suzan DelBene.

**Trustee Updates:** Trustee Wildfong reported that the LWTech Plant Sale went well, for both the horticulture program and the Foundation. As well, the Foundation Scholarship Reception will be held this Wednesday, May 11th, from 4 p.m. to 6 p.m.

**Foundation Liaison Update:** Trustee Wildfong had no additional updates.

**New Employee Introductions:** Dean Vicki Chew introduced Meg Spivey, our eLearning Coordinator, and Dr. Ruby Hayden introduced our new TRiO Advisor Lou Blair.

**AFT:** A report from AFT President Greg Bem was included in the meeting packet. Trustees did not have any additional questions.

**ASG:** A report from ASG President Ted Sabol-Williams was included in the meeting packet. Trustees did not have any additional questions.
Executive Cabinet: Reports from Executive Cabinet were included in the meeting packet. Trustees did not have any additional questions for Cabinet members.

Action Items:

**Item 1107: Policy Chapter 6 (formerly Chapter 8)**
Trustee Hamilton moved to approve; Trustee Wildfong seconded. The motion was approved.

**Item 1108: Policy Chapter 7 (formerly Chapter 9)**
Trustee Wildfong moved to approve; Trustee Suk seconded. The motion was approved.

**Item 1116: 2022-2023 Budget**
Vice President Riveland presented the 2022-2023 Budget to the Trustees as a first read. No action was taken.

**Item 1117: Dental Clinic Renovations**
Vice President Riveland presented the proposal to renovate the Dental Program Lab. Trustee Wildfong moved to approve; Trustee Hamilton seconded. The motion was approved.

**Item 1118: EDI Strategic Plan**
Executive Director Britten presented the EDI Strategic Plan to the Trustees as a first read. No action was taken.

Executive Session
The Board adjourned to Executive Session to discuss the performance of a public employee at 2:30 p.m.

Chair Malte adjourned the meeting at 2:55 p.m.

Respectfully submitted,

Elsa Gossett
Executive Assistant to the President
Introduction:
As I begin my tenth year as president at LWTech, I am both incredibly grateful and humbled by the progress our college has made since I began in July 2013. We have grown and evolved in so many ways and have reached goals I could have only imagined nine years ago. Moreover, we have risen to and overcome challenges I could never have predicted. I am so proud of the work of my good colleagues and remain ever inspired by the diligence and commitment of our students.

If I look back upon nine years of annual goals, there are continuous threads of commitment to expanded student access, equitable student achievement, and leading a college through continuous change. Indeed, in many ways the common throughline during these past nine years is that of change.

As we plan for the year ahead, the pandemic has only accelerated the changes we face, from how we deliver instruction and how we contextualize instruction within our world striving for equity and justice, to how we serve students, work, fundraise, and engage the legislature and community. The Great Reshuffle impacts us as well. Our system faces an unprecedented leadership transition, with nearly half of our colleges in some form of transition this year and over 100 years of executive experience leaving our system by the end of 2022.

While I would assert we have maneuvered successfully through this near decade of change, we have done so because we have a supportive and functional Board of Trustees, a stable and long-term executive cabinet, an increase in tenure-track faculty, and staff longevity throughout the college, combined with outstanding hires. We must ensure long-term stability at LWTech with a few upcoming transitions and do so while simultaneously transforming the college physically and organizationally in preparation for our post-pandemic future. Therefore, I have divided these goals into stabilization and transformation goals and conclude with my professional development thoughts.

As always, I am ready for this challenge and remain ever grateful for your continued support.
**Stabilization**

Continue to lead LWTech and support the stabilization of the CTC system through a period of unprecedented change:

- Ensure a transparent and equitable search for vice president for instruction
- Serve on WACTC Executive Committee
- Work closely with new SBCTC ED to ensure system continuity
- Prepare LWTech and system for critical 2023-2025 biennium
- Continue to stabilize enrollment at LWTech
- Continue to address closing student equity gaps

**Reengage the Community after two years of COVID physical separation through reconstituted President’s Advisory Council:**

- Appropriately thank and recognize PAC members
- Survey and work with internal stakeholders to better understand collegewide community, industry, and non-profit needs
- Work to convene reconstituted PAC (may be renamed) to align college and community needs

**Implement current Mission Fulfillment and EDI Plans while preparing for the next Strategic Plan:**

- Continue to work toward implementing and fulfilling current Mission Fulfillment Plan
- Align EDI Plan with Mission Fulfillment Plan
- Prepare the college for a successful Mid-Cycle Evaluation visit in the Fall of 2022
- Prepare the college for the development of our next Mission Fulfillment Plan to begin in the Fall 2023

**Transformation**

Prepare the college for growth and transformation:

- Construct new Early Learning Center by the Spring of 2023
- Secure construction funding for the Center for Design in the 2023 legislative session
- Maximize legislative equity and Guided Pathways expectations to support students, and close student equity gaps
- Support the health and wellbeing of our employees and students
- Prepare for the long-term sustainability of the college given uncertain post-pandemic funding and enrollment
My Professional Development:

• Continue to reengage nationally through AACC and ACCT
• Continue to learn and grow while supporting a college striving to be anti-racist
• Author book regarding the importance of leadership, wellness, and healthy organizations during times of constant change
• Prepare for the next year as WACTC President-elect and taking on the mantle of senior president

Thank you again for your incredible collaboration through the years. I am so grateful for your leadership and support.
Customer #: 000013298O

Dr. Amy Morrison
Lake Washington Institute of Technology
11605 132nd Ave NE
Kirkland, WA 98034-8505

Invoice
Invoice #: 95577
Invoice Date: 05/23/2022

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Amount Paid   | $0.00

PLEASE PAY   $3,540.00

PLEASE DETACH AND REMIT WITH YOUR PAYMENT

Invoice#: 95577
Customer #: 000013298O

Dr. Amy Morrison
Lake Washington Institute of Technology
11605 132nd Ave NE
Kirkland, WA 98034-8505

Select Payment Method

☐ Check Enclosed
Card Provider __________________ Exp Date ___/____
Card #________________________ CVV_______
Card Holder's Name__________________________
Card Holder's Signature______________________

Remit Payment To:
Association of Community College Trustees
PO Box 98354
Washington, DC 20090-8300

Total Due: $3,540.00
Amt Remitted: __________

ACH:
Bank Name: Capital One
ABA 065000090
Acct # 3746632648
2022-2023 Board of Trustees Goals

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

Strategy: Evaluate implementation of the College’s current Mission Fulfillment plan
Tactic: Briefing on Mission Fulfillment plan (years two and three); Review wrap up reports
Mission, Core Theme: Mission Fulfillment
Board Meeting Date: Ongoing

Strategy: 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
Tactic: Accept president’s annual goals and evaluation; Mid-year summary on progress towards annual goals
Mission, Core Theme: College Community
Board Meeting Date: October 2021; February 2022; May 2022

Strategy: Evaluate and approve policies that promote anti-racism, equity, diversity, and inclusion, as well as student enrollment, achievement, and completion
Tactic: Policy review calendar; Annual enrollment and completion reports
Mission, Core Theme: Student Achievement and Student Pathways
Board Meeting Date: Ongoing

Strategy: Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments
Tactic: Policy review calendar; Annual diversity report
Mission, Core Theme: Student Achievement
Board Meeting Date: Ongoing

Strategy: Evaluate and approve policies that encourage workforce development, and provides pathways, from basic skills to baccalaureate programs, for students to achieve their goals; ensure the College is prepared for retraining demands post-COVID
Tactic: Policy review calendar; Programmatic updates
Mission, Core Theme: Student Pathways
Board Meeting Date: Ongoing

Strategy: Evaluate and approve policies that support diverse faculty and staff recruitment, development, and retention
Tactic: Policy review calendar; Annual professional development update
Mission, Core Theme: College Community
Board Meeting Date: Ongoing

Strategy: Use data to assess the effectiveness of policies
Tactic: Policy review calendar; Annual Report, core theme dashboard
Mission, Core Theme: Mission Fulfillment
Board Meeting Date: Ongoing
Goal 1: Support the college as it undergoes the Mid-Cycle accreditation review process

**Strategy:** Support the college as it undergoes the Mid-Cycle accreditation review process.

**Tactic:** Receive regular updates from the president and accreditation liaison officer.

**Mission, Core Theme:** College Community

**Board Meeting Date:** Ongoing

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### Goal 2: Evaluate and support resource development initiatives

**Strategy:** Support LWTech Foundation efforts to increase revenue available for scholarships, programs, faculty and staff professional development, and college support.

**Tactic:** Foundation Update

**Mission, Core Theme:** External Engagement

**Board Meeting Date:** Ongoing

**Strategy:** Support opportunities for public-private partnerships that contribute to scholarships, programs, and faculty and staff professional development.

**Tactic:** Board reports as opportunities come forward

**Mission, Core Theme:** External Engagement

**Board Meeting Date:** When appropriate

**Strategy:** Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development.

**Tactic:** Annual grant updates

**Mission, Core Theme:** External Engagement

**Board Meeting Date:** Ongoing

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### Goal 3: Build community connections for the College

**Strategy:** Support the College’s outreach initiatives.

**Tactic:** Support open house executive briefing.

**Mission, Core Theme:** External Engagement

**Board Meeting Date:** February 2022

**Strategy:** Participate in key conferences and events, such as ACT and legislative functions.

**Tactic:** Attend ACT and meetings with legislators as schedules permit.

**Mission, Core Theme:** External Engagement

**Board Meeting Date:** Throughout the year

**Strategy:** In coordination with the president, actively participate and engage in community activities.

**Tactic:** Join the president for appropriate community activities.

**Mission, Core Theme:** External Engagement

**Board Meeting Date:** Throughout the year

**Strategy:** In support of the president, engage with community partners in areas of influence to assist in the reconstitution of the President’s Advisory Council.

**Tactic:** Provide opportunities for outreach and connection to community and industry leaders.

**Mission, Core Theme:** External Engagement

**Board Meeting Date:** Throughout the year
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 ten months through the fiscal year (83%). As in previous months, we continue to closely monitor expenses and enrollments for signs of how the pandemic is impacting the financial outlook for the year. Enrollments through Spring Quarter enrollments are down 7.5% from this time last year. While we budgeted for a decline in enrollment, this is a troubling trend at community college across the country and informs our future planning.

• For year to date, revenues total approximately $42.3M, up 1.24% from the prior year. This is primarily due to an increase in the state allocation and grant revenues. Expenditures total approximately $41.3M and are down 2.67% from the prior year. This reflects increases in the general operating budget for salary costs for the year and increased grant related expenditures.

• For all funds, revenues exceed expenditures by approximately $948,000. For the general and self-supporting funds, revenues exceed expenditures by approximately $2.5M.

• As of April 30, the College has a total fund balance for all funds of approximately $12.2M. As of April 30, the general operating reserve totals approximately $11.3M (28%). This number will decline by approximately $3.2M as expenditures, including $2.8M in payroll, are incurred over the remainder of the year.

• For the general fund budget, expenditures total approximately $25M and are up approximately 4% from the prior year. The increase is reflective of salary and equipment increases. There are no areas of concern at this point, but we are monitoring expenditures.

• For self-supporting fund activities, expenditures total approximately $2.4M while revenues total approximately $3.6M. As of April 30, revenues exceed expenditures by approximately $1.2M. There are no areas of concern at this time.
## Financial Statement

### Revenue

<table>
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<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Revenue to Date</th>
<th>Balance</th>
<th>% Received</th>
<th>Prior Year 04/30/21</th>
<th>Difference $</th>
<th>% Change</th>
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<tbody>
<tr>
<td>001</td>
<td>State Allocations</td>
<td>22,039,616</td>
<td>18,745,039</td>
<td>3,294,577</td>
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<td>18,279,163</td>
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<td>7,545,214</td>
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<td>149</td>
<td>Other/Investment</td>
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<td>289,648</td>
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<td>Local Dedicated Funds</td>
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<td>3,805,440</td>
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<td>145/146</td>
<td>Grants &amp; Contracts</td>
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<td>0</td>
<td>0</td>
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<td>Enterprise Activities</td>
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<td>261,443</td>
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<td>485,934</td>
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**Total Revenue:** 46,155,544

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<th>Fund</th>
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<th>Difference $</th>
<th>% Change</th>
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<td>54,320</td>
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**Total Revenue Over(under) Expend:** 42,323,119

### Expenditure

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</tr>
</tbody>
</table>

**Total Expenditure:** 44,472,930

**Total Revenue Over(under) Expend:** 51,845,882

*Moved to Fund 148*
LAKE WASHINGTON INSTITUTE OF TECHNOLOGY  
Statement of Revenue and Expenditures and Fund Balance  
thru month ended April 30th, 2022

<table>
<thead>
<tr>
<th>Fund</th>
<th>Balance 07/01/21</th>
<th>Year-to-Date Revenue</th>
<th>Year-to-Date Expenditure</th>
<th>04/30/2022 Balance</th>
<th>04/30/2021 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>001 State Allocations</td>
<td>0</td>
<td>18,745,039</td>
<td>18,745,039</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>149 Tuition</td>
<td>173,237</td>
<td>7,662,035</td>
<td>6,300,777</td>
<td>1,534,496</td>
<td>(652,587)</td>
</tr>
<tr>
<td>Other/Investment</td>
<td>0</td>
<td>0</td>
<td></td>
<td>289,648</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>173,237</td>
<td>7,662,035</td>
<td>6,300,777</td>
<td>1,534,496</td>
<td>(362,939)</td>
</tr>
<tr>
<td>148 Local Dedicated Funds</td>
<td>3,042,258</td>
<td>3,604,690</td>
<td>2,391,531</td>
<td>4,255,417</td>
<td>3,444,976</td>
</tr>
<tr>
<td>145 Grants &amp; Contracts</td>
<td>4,564,059</td>
<td>(1,859,296)</td>
<td>1,833,850</td>
<td>870,914</td>
<td>4,318,713</td>
</tr>
<tr>
<td>146 Grants &amp; Contracts</td>
<td>776,983</td>
<td>6,382,000</td>
<td>3,005,927</td>
<td>4,152,767</td>
<td>0</td>
</tr>
<tr>
<td>522 Student Activities</td>
<td>1,579,160</td>
<td>1,141,298</td>
<td>594,552</td>
<td>2,125,907</td>
<td>1,618,067</td>
</tr>
<tr>
<td>524 Bookstore</td>
<td>375,611</td>
<td>17,216</td>
<td>(1,375)</td>
<td>394,202</td>
<td>306,409</td>
</tr>
<tr>
<td>528 Facilities/Safety</td>
<td>1,037</td>
<td>505,372</td>
<td>(248)</td>
<td>506,657</td>
<td>1,726</td>
</tr>
<tr>
<td>569 Food Service</td>
<td>338</td>
<td>0</td>
<td>0</td>
<td>338</td>
<td>0</td>
</tr>
<tr>
<td>570 Enterprise Activities</td>
<td>(458,957)</td>
<td>261,443</td>
<td>468,042</td>
<td>(665,556)</td>
<td>(437,762)</td>
</tr>
<tr>
<td>146/849/850-60 Financial Aid</td>
<td>883,299</td>
<td>5,569,189</td>
<td>7,901,179</td>
<td>(1,448,692)</td>
<td>(3,010,473)</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td>10,936,736</td>
<td>23,283,947</td>
<td>22,494,234</td>
<td>11,726,450</td>
<td>5,876,697</td>
</tr>
<tr>
<td>440 Central Stores</td>
<td>7,710</td>
<td>5,889</td>
<td>15,966</td>
<td>(2,368)</td>
<td>6,379</td>
</tr>
<tr>
<td>448 Printing/Copying</td>
<td>312,862</td>
<td>25,312</td>
<td>90,446</td>
<td>247,729</td>
<td>380,773</td>
</tr>
<tr>
<td>840 Agency</td>
<td>34,154</td>
<td>262,932</td>
<td>28,907</td>
<td>268,179</td>
<td>108,490</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>354,725</td>
<td>305,114</td>
<td>125,213</td>
<td>495,540</td>
<td></td>
</tr>
<tr>
<td><strong>Total All Operating Funds</strong></td>
<td>11,291,462</td>
<td>42,323,119</td>
<td>41,374,591</td>
<td>12,239,990</td>
<td>6,374,339</td>
</tr>
<tr>
<td><strong>Total All Operating Funds</strong></td>
<td>11,291,462</td>
<td>42,323,119</td>
<td>41,374,591</td>
<td>12,239,990</td>
<td>6,374,339</td>
</tr>
<tr>
<td><strong>Total All Funds</strong></td>
<td>11,291,462</td>
<td>42,323,119</td>
<td>41,374,591</td>
<td>12,239,990</td>
<td>6,374,339</td>
</tr>
</tbody>
</table>

General Operating Reserve | 8,794,849 | 11,294,596 | 6,879,256 |
% of Operating Budget as of 04/30/2021 | 28.90% | 13.90% |

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

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

**thru month ended April 30, 2022**

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>Encumbered Balance</th>
<th>Expended/Encumbered</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>$ 22,764,306</td>
<td>$ 16,201,678</td>
<td>$ 5,020,000</td>
<td>$ 1,542,628</td>
<td>93.22%</td>
<td>$ 15,454,947</td>
<td>4.83%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>7,457,179</td>
<td>8,309,831</td>
<td>5,261,300</td>
<td>1,857,400</td>
<td>1,191,131</td>
<td>85.67%</td>
<td>5,275,433</td>
<td>-0.27%</td>
</tr>
<tr>
<td><strong>Goods &amp; Services</strong></td>
<td>3,576,637</td>
<td>4,123,178</td>
<td>3,140,270</td>
<td>517,755</td>
<td>465,152</td>
<td>88.72%</td>
<td>2,126,346</td>
<td>47.68%</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>350,510</td>
<td>289,192</td>
<td>148,262</td>
<td>616,383</td>
<td>(475,453)</td>
<td>264.41%</td>
<td>378,271</td>
<td>-60.61%</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>71,050</td>
<td>60,671</td>
<td>16,107</td>
<td>8,996</td>
<td>35,768</td>
<td>41.24%</td>
<td>5,336</td>
<td>201.85%</td>
</tr>
<tr>
<td><strong>Grants, Client Services</strong></td>
<td>801,080</td>
<td>937,090</td>
<td>738,824</td>
<td>198,266</td>
<td>78.84%</td>
<td>609,287</td>
<td>21.26%</td>
<td></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>(289,145)</td>
<td>-100.00%</td>
</tr>
<tr>
<td><strong>Transfer of Charges</strong></td>
<td>(305,659)</td>
<td>(305,659)</td>
<td>(460,481)</td>
<td>-</td>
<td>154,822</td>
<td>150.65%</td>
<td>530,553</td>
<td>-186.79%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 30,247,893</td>
<td>$ 34,420,377</td>
<td>$25,045,960</td>
<td>$8,020,535</td>
<td>$1,383,883</td>
<td>96.07%</td>
<td>$ 24,091,028</td>
<td>3.96%</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>Encumbered Balance</th>
<th>Expended/Encumbered</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Allocations</strong></td>
<td>$ 21,658,724</td>
<td>$ 22,039,616</td>
<td>$ 18,745,039</td>
<td>-</td>
<td>$ 3,294,577</td>
<td>85.05%</td>
<td>$ 15,737,810</td>
<td>19.11%</td>
</tr>
<tr>
<td><strong>Tuition</strong></td>
<td>7,756,479</td>
<td>7,756,479</td>
<td>7,662,035</td>
<td>-</td>
<td>94,444</td>
<td>98.78%</td>
<td>7,545,214</td>
<td>1.55%</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>
<td>-</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>#DIV/0!</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 29,415,203</td>
<td>$ 29,796,095</td>
<td>$ 26,407,074</td>
<td>-</td>
<td>$ 3,389,021</td>
<td>88.63%</td>
<td>$ 23,572,672</td>
<td>12.02%</td>
</tr>
</tbody>
</table>

**Revenue Over (Under) Expenditures** | $ (832,690) | $ (4,624,282) | $ 1,361,115 | - | $ (518,356) | 

---

Monthly Financial Statement, April 30th 2022  
5/22/2022
## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

Budget Status - Operating Budget FY21-22
thru month ended April 30, 2022

<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/Encumbered</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>1,325,664</td>
<td>1,584,170</td>
<td>$1,162,981</td>
<td>$220,000</td>
<td>$201,189</td>
<td>87.30%</td>
<td>$1,180,093</td>
<td>-1.45%</td>
</tr>
<tr>
<td>Benefits</td>
<td>516,370</td>
<td>577,650</td>
<td>408,471</td>
<td>85,800</td>
<td>83,379</td>
<td>85.57%</td>
<td>419,837</td>
<td>-2.71%</td>
</tr>
<tr>
<td>Goods &amp; Services</td>
<td>1,666,524</td>
<td>1,394,196</td>
<td>729,722</td>
<td>273,528</td>
<td>390,947</td>
<td>71.96%</td>
<td>1,002,760</td>
<td>-27.23%</td>
</tr>
<tr>
<td>Equipment</td>
<td>19,500</td>
<td>18,000</td>
<td>84,362</td>
<td>522,170</td>
<td>(588,532)</td>
<td>3369.62%</td>
<td>50,528</td>
<td>66.96%</td>
</tr>
<tr>
<td>Travel</td>
<td>4,300</td>
<td>8,800</td>
<td>6,475</td>
<td>-</td>
<td>2,325</td>
<td>73.58%</td>
<td>77</td>
<td>8309.55%</td>
</tr>
<tr>
<td>Grant/Client Services</td>
<td>0</td>
<td>5,200</td>
<td>390</td>
<td>2,376</td>
<td>2,434</td>
<td>73.58%</td>
<td>22,524</td>
<td>-98.27%</td>
</tr>
<tr>
<td>Transfer of Charges</td>
<td>(20,980)</td>
<td>(20,980)</td>
<td>-</td>
<td>(20,980)</td>
<td>0.00%</td>
<td>77</td>
<td>(57,415)</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$3,511,378</td>
<td>$3,567,036</td>
<td>$2,392,401</td>
<td>$1,103,874</td>
<td>$70,762</td>
<td>98.02%</td>
<td>$2,618,404</td>
<td>-8.63%</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/Encumbered</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>$1,444,061</td>
<td>$1,583,924</td>
<td>$139,863</td>
<td>109.69%</td>
<td>$665,067</td>
<td>138.16%</td>
<td></td>
</tr>
<tr>
<td>Inst. Ancillary Rev.</td>
<td>537,322</td>
<td>537,122</td>
<td>199,580</td>
<td>337,542</td>
<td>37.16%</td>
<td>16,055</td>
<td>1143.10%</td>
<td></td>
</tr>
<tr>
<td>Testing</td>
<td>25,700</td>
<td>25,700</td>
<td>18,389</td>
<td>7,311</td>
<td>71.55%</td>
<td>23,555</td>
<td>-21.93%</td>
<td></td>
</tr>
<tr>
<td>Other Fees &amp; Income</td>
<td>2,313,788</td>
<td>2,312,803</td>
<td>1,802,798</td>
<td>510,005</td>
<td>77.95%</td>
<td>3,100,763</td>
<td>-41.86%</td>
<td></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>
<td>-</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$4,314,686</td>
<td>$4,319,686</td>
<td>$3,604,690</td>
<td>$714,996</td>
<td>83.45%</td>
<td>$3,805,440</td>
<td>-5.28%</td>
<td></td>
</tr>
<tr>
<td>Total Revenue over Expend.</td>
<td>$803,308</td>
<td>$752,650</td>
<td>$1,212,289</td>
<td>$1,187,036</td>
<td>5/22/2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Executive Cabinet Report to Board of Trustees

Board Meeting Date: June 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 met with constituents from across our campus community to get input on and for our EDI Strategic Plan

☒ Use data to assess the effectiveness of policies
  The Office of EDI, Institutional Research and our EDI Taskforce continues to meet weekly on the development of the Institutional EDI Strategic Plan.

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities
  Executive Director Britten met with Delbert Richardson, founder of Unspoken Truths, about presenting his works at LWTech, and also with Veronica Very, founder of Wonder of Women, for diversity presentations in the coming months.

  Executive Director Britten met with Diversity and Equity Officers to discuss recent passage of SB 5227 and SB 5194 related to EDI reporting outcomes.

  Executive Director Britten and Associate Dean Kellie Whitcomb met with Delta Dental Representative Lolinda Turner to discuss equity and access in our Dental Programs.

  Executive Director Britten met with Deena Pierott, CEO of IUrban Teen, for possible collaboration and outreach by hosting a Teen Summit.

☒ Key conferences and events
  Executive Director Britten participated in an equity panel discussion for “White Allies” Statewide at Bellevue College.
Executive Director Britten attended a 2-day retreat for WA State American Indian Indigenous Studies Advisory Board.

Executive Director Britten presented at the ACT Retreat an Equity Toolkit along with other Diversity Officers in our CTC System.

Executive Director Britten attended the annual Eastside Legal Assistance Program (ELAP) breakfast fundraiser to support women, BIPOC communities, Seniors and persons with limited English with low or no cost legal services.

 активно участвовать и участвовать в деятельностях сообщества

Executive Director Britten actively serves on the WA ST. Community and Technical College American Indian Indigenous Studies Advisory Board. He continues to serve on the Equity and Diversity Officers Commission (DEO) as well as task force activities with Formerly Justice Involved Students and Higher Ed in Prisons.

Other Departmental Activities/Highlights

The Office of EDI welcomed Brian Ramos to our Division as our EDI Coordinator.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: June 6, 2022
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 continues to support the College’s work supporting anti-racism, equity, diversity and inclusion across campus.

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

The Foundation was pleased to support Trio’s End-of-Year Celebration on May 17 with funding for refreshments and prizes.

The Foundation was pleased to support High School Programs with $2,500 in funding for a Virtual Counselor Appreciation Breakfast on May 4. The purpose of this event was threefold: (1) to recognize the students in the LWTech Academy and Open Doors and allow those students to present their achievements, (2) thank and recognizes the high school counselors who are integral in connecting their students to LWTech High School Programs; and (3) market our high school programs to new counselors and encourages them to encourage their students to attend our programs.

☒ Support the college in the implementation of LionsLink

To date, the Foundation has provided over $17,668.93 to support the implementation of LionsLink.
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 Annual Scholarship Reception, held on Wednesday, May 11, in the Campus Library was wildly successful! The Foundation was pleased to thank donors, recognize scholarship recipients and toast longtime donors Ed and Pam Belcher for spearheading a $50,000 matching gift challenge at the 2020 and 2021 Bright Futures Benefit WEEK events which resulted in over $200,000 for scholarship support during the pandemic.

Applications are open for Fall 2022 Scholarships at LWTech are open! The Foundation plans to distribute over $100,000 in scholarships to hardworking, highly motivated students during this cycle.

☒ Support opportunities for public-private partnerships that contribute to scholarships, programs, and faculty and staff professional development

The Foundation is pleased to announce Jessica (Jess) Wakefield, CFSP, as the recipient of the 2022 LWTech Foundation Annual Distinguished Alumni Award! We look forward to formally honoring Jess at Commencement on June 17, 2022.

Jess has worked in the funeral service industry for over a decade, providing peace and comfort to families in the greater Seattle area. She is currently serving our community as the Location Manager at Sunset Hills Funeral Home and Memorial Park in Bellevue, Washington. A passionate leader in the industry, Jessica also serves as President of the Washington State Funeral Directors Association (elected in 2018). During the COVID-19 pandemic, Jess played an integral role in advocating for funeral professionals including ensuring access to personal protective equipment (PPE) and recognition of funeral professionals as first responders in the vaccine schedule.

A strong believer in continuing education, Jess is always looking for new things to learn in addition to sharing her extensive industry knowledge in areas such as high-profile natural disasters and mass casualty events. She consistently mentors and provides opportunities to student interns to ensure the growth of the funeral profession in Washington State. Jess is a donation champion for Donate Life Washington, an organization that saves lives through organ and tissue donation and transplantation, and an active member of the Academy of Professional Funeral Service Practice and Lake Washington Institute of Technology Funeral Services Advisory Board. She currently serves as co-host of the Washington State Funeral Directors Association's Podcast “Member Talks” in addition to volunteering on various committees including public relations, government liaison, and the Bill Martin Scholarship Committee.

Jessica earned an Associates of Applied Science degree in Funeral Service Education at Lake Washington Institute of Technology in 2011 and a Bachelor of Arts degree with a focus on Environmental Science and Policy from The Evergreen State College in 2005. Jess also holds a prestigious Certified Funeral Service Practitioner (CFSP) certification from the Academy of Professional Funeral Service Practice.
In her free time, Jess and her husband of 19 years enjoy hiking, traveling and visiting Disneyland. The Foundation looks forward to honoring Jess as well as Teddy Overleese (2020 LWTech Distinguished Alumnae) and President Lin Zhou (2021 LWTech Distinguished Alumnae) at Commencement in June.

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

  The Foundation was pleased to participate in the LWTech Environmental Horticulture Program’s outstanding plant sale (hybrid) this Spring!

  The Foundation expressed incredible gratitude to Trustee Laura Wildfong and Northwest Nurseries for the incredible in-kind donation of plants which resulted in a gift of over $21,000 to the Don Marshall Endowed Scholarship Fund.

  Elisabeth Sorensen and Professor Bob Mandy (Architectural Technology) hosted Laiisha Thomas, MG2 Architecture, for lunch at Chef City Grill on May 18. Professor Mandy is in the process of securing a generous gift of $50,000 to support students of color in LWTech’s Architectural Technology Program (great job, Professor Mandy!).

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:  June 6, 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. The HR Team in collaboration with Robert Britten, has completed EDI/implicit bias mitigation training for 65 Search Committee members thus far. After focused outreach efforts, all faculty postings have closed and are in the final stages of the selection process.

In addition to faculty recruitment, the HR Team is actively recruiting for 23 positions, including the Dean of Instruction and Vice President of Instruction.

Ethics Training
On May 25th, HR facilitated an Ethics Training that was attended by 121 participants. Bobby Frye, Investigator from the Office of Insurance Commissioner and Ruthann Bryant, Administrative Officer of the WA State Executive Ethics Board, provided training that covered the requirements under the law as a state employee and provided practical tools on how to handle ethical issues when they arise in the workplace. Another session is scheduled for June 13th.

☒ Support the college in the implementation of LionsLink
Post implementation, the HR/Payroll Teams continue to hold bi-monthly drop-in sessions to support employees. Additionally, the team is overhauling and converting HR/Payroll forms to web-embedded forms that align with the new LionsLink workflow. The purpose is to simplify outdated processes and optimize use and function for our end users.
End of Year Activities
The HR Advisory Committee is organizing an Ice Cream Social to celebrate an end to another very busy academic year (and to bid farewell to Dr. Suzy Ames). The event will take place immediately following the June All Staff In-Service where Vikki Carlson, Early Childhood Specialist III, will be recognized. Vikki is retiring after 30 years caring for the children in the Early Learning Center. We wish Vikki a healthy and happy retirement!

The President’s Commendations will also be presented during the All Staff In-Service. Going on it’s 6th year, this event recognizes employees who exemplify LWTech’s values of Collaboration, Inclusion, Innovation, and Respect. The following is a recap of last year’s recipients:

2021 Recipients
1. President’s Commendation for Collaboration:
   • LionsLink Project Team & SMEs for Shaping our Configuration for LionsLink
   • Funding for Faculty Counselor to Serve Students - Katie Peacock, Demetra Biros, Andrea Westman, Tuan Dang
2. President’s Commendation for Excellence in Inclusion:
   • Anti-Racism Committee, Faculty Union
   • Diversity & Social Justice/Cultural Humility Taskforce
3. President’s Commendation for Innovation:
   • Guided Self Placement Team
   • Facilities – First to Return to Campus and Adaptability with Reduced Workforce & New Requirements
4. President’s Commendation for Respect
   • Early Learning Center Team – First to Return to Campus – Adaptability with New Requirements
   • Financial Aid Team – Ever-changing COVID & FA Regulations

Board Goal 3: Build community connections for the College.

Key conferences and events
In light of a rise in COVID-19 cases and in partnership with Birds Eye Medical, another Vaccine/Booster clinic has been scheduled for June 15th.

Other Departmental Activities/Highlights

International Union of Operating Engineers (IUOE)
Contract negotiations with the IUOE group is on-going. Both parties met on May 16th and 20th and is close to reaching agreement on non-economic issues. Economic discussions are progressing well and we anticipate concluding bargaining in the next few sessions. The next meeting is scheduled for June 10th.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 06/06/2022
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.

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

- High School Programs (lead by Dean Tuấn Đăng) revived an old tradition of holding a “Counselor Breakfast” in appreciation of the work that local high school counselors do in guiding students towards opportunities that LWTech offers. On My 4th, breakfast boxes of coffee and snacks were shipped to 21 high schools within our service district. Counselors also received boxes of informational flyers and swag, also shipped prior to the event. High School Programs held a live informational and appreciation event where counselors learned about our recent changes as well as heard from the students themselves. Initial reception of the event has been very positive and numerous schools are reaching out to learn more, enroll students, and/or set up tours.

- Congratulations to Dental Clinic Manager, Carrie Sasynuik for helping the Dental Hygiene program receive a Network of the National Library of Medicine grant award of $5,000 for addressing technology equity. The project, Educating dental health students through simulation, active learning, and virtual modalities, will increase active learning for dental program students and create a library of Open Educational Resources for future students and the public who are interested in learning more about placing restorations, hand instrumentation skills, and dental procedures in general. The $5,000 will purchase a WolfVision EYE-14 camera. Our generous Foundation will cover the remaining technology cost of $7,500.

- The Dental Hygiene program also secured $150,000 from the State Board for Community and Technical College to help meet the general matching donation from Delta Dental.

- The Culinary Arts program was named 8th in the country by KaTom Restaurant Supply, Inc. https://www.katom.com/learning-center/best-culinary-schools.html#5

- The Diesel and Heavy Equipment Technician program has received two vehicle donations for LWTech students to use in projects:
  - 2007 Isuzu NQR truck donated by RWC Group, Seattle WA
  - Caterpillar C9 engines X 2, Allison EV Drives X 2 donated by King County Metro Transit Division Tukwila, WA
Executive Cabinet Report to Board of Trustees

Board Meeting Date: June 6, 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 May 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 35 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:
Kirkland Reporter: Annual Applied Research Symposium

Thurston Talk: All-Washington Academic Team

Outreach:
The team worked on pitches/stories about:
1. All-WA Academic Team

The Team is working on the following pitches:
1. Open Educational Resources
2. Astronics Internships
3. Kirkland Police Department/LWTech Catalytic Converter Etching Event

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 Summer and early Fall quarter registration, info sessions, Applied Research Symposium, the Basic Food, Employment and Training (BFET) program, LWTech Foundation Scholarships, Workforce Development Programs, LionsLink, and the following programs: Baking Arts, Mechanical Design, Medical Assisting, Funeral Service Education, and Electronics Technology. The team also coordinated crisis communications during potential campus closures and LionsLink related disruptions.

**Key conferences and events**
Leslie Shattuck attended the SBCTC Public Information Commission Spring 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. Members of the team are on the Bias Response Team and are part of the Equity, Diversity, and Inclusion Plan Task Force.

**Website**
The team worked on several updates and communications around accessibility, Summer and Fall quarters, and LionsLink. 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 continuing college communications.

**Video Projects**
The team is working on several video projects that support the Outreach team, Student Services and Instructional programs.

**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: June 6, 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).

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
- On May 19th Vice President Hayden held her quarterly meeting with BIPOC identifying employees in student services. This group continues to provide valuable feedback regarding the college environment and how to best support both employees and students.
- On May 26th Vice President Hayden attended the Department of Education event “Black Brilliance: Supporting Black Faculty in Higher Education”
- Vice President Hayden continues to co-lead the statewide effort to change the way the CTC system collects and uses race, ethnic, and ancestry background for both students and employees. This work reached an important milestone this month as the final proposal was passed to the Data Governance Committee for review and voting at their June meeting.

Board Goal 2: Evaluate and support resource development initiatives.

☑️ Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development
Vice President Hayden with support from the Office of Institutional Research submitted a state grant to support students experiencing homelessness. If funded the college will be able to use $130,000 to support the following work:

- Distributing direct financial support to students for eviction prevention, securing a rental, and emergency housing.
- Providing support for transportation, on-campus dining, laptops and/or internet hotspots.
- Facilitating access to off-campus housing resources.
- Assisting students in applying for LWTech funds such as financial aid and/or workforce development assistance.
- Building relationships with community-based organizations supporting individuals experiencing homelessness.
Board Goal 3: Build community connections for the College.

- **Key conferences and events**
  
  On May 5th and 6th Vice President Hayden Attended her quarterly Washington State Student Services Commission meeting to participate in the shared governance of the CTC system.

- **Actively participate and engage in community activities**
  
  The LWTech Employment Resource Center had their first virtual "LWTech Virtual Employer Panel Spotlight with EvergreenHealth" on Thursday, May 26 via Zoom. Students registered for this free event using their student Hire Lions Powered by Handshake account. EvergreenHealth staff talked about open jobs in Human Resources, Information Technology, Business, Accounting, and of course, Healthcare. Students had the opportunity to ask questions about their hiring process, career paths, job and internship openings, tuition reimbursement, and workplace culture.

**Other Departmental Activities/Highlights**

**TRIO**

TRIO hosted its 7th annual End of Year Celebration in May to honor TRIO students for their accomplishments this year and recognize our graduates. We had 17 TRIO participants who attended virtually and in-person. President Morrison and Vice President Hayden joined, along with TRIO alumni and tutors. We recognized two TRIO student speakers (Maria Giselle Bartolome, Nursing AAS, and Zainab Alzoubaidi, Accounting AAS and Business DTA) who shared their personal stories of how TRIO has supported them along their educational journey. President Morrison congratulated TRIO participants and shared her support for being a first-generation college student.

- Over 100 students (duplicated) were on the Presidents and Deans list (Summer 2021, Fall 2021, and Winter 2022)
- 52 TRIO graduates for the 21-22 year

Below are quotes that stood out from the End of Year Celebration:

- “I had the best Trio supporter a person could have she rocks and if had not been for her I would not be Graduating I’m certain of that. Lisa you are amazing, and you deserve an award yourself.” - Reshell Wilson
- “TRIO has helped me navigate my education. They have been a place I turn to when I have a question and am unsure where to find the answer. For example, I wanted to change my area of study and was not sure how to go about it. I met with TRIO and they pointed me in the right direction. They have also helped point me the right direction for getting help on assignments that I needed extra help on.” – Sarah O’Clock
- “TRIO was one of the best places where I was going to solve any problem was came on my way. TRIO team was always there to help with a variety of my needs, I can not tell enough about TRIO advisors they are the best advisors that I met everyone is very welcoming to help me and worked hard to get my needs and questions answered. One of the biggest things that they provided was The Learning Lab which was a great resource for me to find answers to all questions that I was sticking with not only that, of course, the one to one was my favorite because it was a full hour just for me to go over my questions.” – Zainab Alzoubaidi
Thank you to the LWTech Foundation for providing food, snacks, and prizes for TRIO participants.

**Student Programs**
Student Programs is excited to be part of the annual commencement exercises. Over 160 students have registered to attend. The department continues its work to hire its 2022-2023 student leadership team. That process will wrap up the first week of June. June will also find Student Programs celebrating Pride month, a time we bring our LGBTQIA+ community together. We then turn our attention to our annual assessment tasks.
Adoption of College Operating Budget for Fiscal Year 2022-23
Request for Approval

Item Summary:
Enclosed is information for the Lake Washington Institute of Technology Operating Budget for the 2022-2023 fiscal year, outlining the budget by program area, type of expenditure, and source of funds.

RECOMMENDATION: That the Board of Trustees adopt the proposed College Operating Budget for the 2022-2023 fiscal year.
## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY
### Budget Planning FY 2022-2023
#### SUMMARY - Operating Budget

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>FY 2022-23 Amount</th>
<th>FY 2021-22 Amount</th>
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<th>% Change</th>
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<tr>
<td>Operating Budget:</td>
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<td></td>
<td></td>
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<tr>
<td>General Operations</td>
<td>$41,113,243</td>
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<td><strong>Total Operating Budget</strong></td>
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<td><strong>$56,516,583</strong></td>
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<td><strong>3.9%</strong></td>
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</table>
## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

**Budget Planning FY 2022-23**

**Operating Budget**

**Comparison of Funding Sources**

<table>
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<tr>
<th>Description</th>
<th>Fund</th>
<th>2022-2023 Budget Level</th>
<th>2021-2022 Budget Level</th>
<th>$ Change</th>
<th>% Change</th>
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<td></td>
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<td></td>
<td></td>
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<td>Tuition</td>
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<td>$7,756,479</td>
<td>$7,756,479</td>
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<td>High School Academy</td>
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<td>Investment</td>
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<td>$50,000</td>
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<td>$839,399</td>
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<td>Safety/Facility Fee</td>
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<td>$882,000</td>
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<td>Redmond Lease</td>
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<td>$467,500</td>
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<td>Other/Investment</td>
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<td>Lab Fees</td>
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<td>$1,550,176</td>
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<td>Ancillary Fees</td>
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<td>Student Success Fee</td>
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<td>Reserves</td>
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<td><strong>Total Local Funds</strong></td>
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<td><strong>Total State &amp; Local Funds</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Grants &amp; Contracts</td>
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<tr>
<td>Student Activities</td>
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<td>Bookstore</td>
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<td>Facility Services</td>
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<td>Financial Aid *</td>
<td>846/849/860</td>
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<td><strong>Total All Funds</strong></td>
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<td>$56,516,583</td>
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*Reduction close of CRRSAA Grant
<table>
<thead>
<tr>
<th>Program</th>
<th>Code</th>
<th>FY 2022-23 Amount</th>
<th>Percent</th>
<th>FY 2021-22 Amount</th>
<th>Percent</th>
<th>Change Amount</th>
<th>Change Percent</th>
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<td>$35,586,495</td>
<td>100.00%</td>
<td>$5,526,749</td>
<td>13.44%</td>
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</tbody>
</table>
LAKE WASHINGTON INSTITUTE OF TECHNOLOGY
GENERAL OPERATING BUDGET
BY EXPENDITURE TYPE
FY 2022-2023

PERSONNEL COST: 84%
GOOD & SERVICES: 13%
TRAVEL: 0%
EQUIPMENT/CAPITAL ASSETS: 1%
FINANCIAL ASSISTANCE: 2%
## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY
Budget Planning FY 2022-23
General Operating Budget
Comparison of Budget by Expenditure Type

<table>
<thead>
<tr>
<th>Expenditure Type</th>
<th>Code</th>
<th>FY 2022-23</th>
<th>Percent</th>
<th>FY 2021-22</th>
<th>Percent</th>
<th>Change</th>
<th>Change</th>
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<tr>
<td>SALARIES</td>
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<td>$25,169,050</td>
<td>61.22%</td>
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<td>59.90%</td>
<td>$3,852,662</td>
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## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY
### Budget Planning FY 2022-23
#### General Operating Budget

### SUMMARY BY PROGRAM AREA:

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### Reserves - Increase (Decrease)

- Increase: $(4,359,147)
EDI Strategic Plan, Board of Trustees
Second Read and Approval

Situation

Lake Washington Institute of Technology has been centering equity for our students, staff and faculty through our Mission and Vision, Mission Fulfillment Plan and our Core Values.

Pursuant to this presentation, the State Legislature through Senate Bills 5227 and 5194 specified that Community and Technical Colleges create DEI Strategic Plans, submit such plans to the SBCTC, and have them be public facing on institution websites.

Deliverables from the Senate Bills read as follows:

**SB 5194** - Colleges must create DEI strategic plans using an inclusive process that includes staff, faculty, students, administrators, and other stakeholders. Colleges must include DEI definitions in their strategic plans, reports, and public websites.

**SB 5227** - College shall each conduct a campus climate assessment every 5 years (at minimum) to understand the current state of DEI on campus for faculty, staff, and students. Must post findings on public website.

The Office of EDI at LWTech, in partnership with the Office of Research and Grants, the EDI Strategic Plan Task Force, the EDIC, and following input and feedback received from multiple campus constituencies, has created the EDI Strategic Plan to comply with the Senate Bills and to ensure that LWTech continues to center equity for our students, staff, faculty, and the greater college community.

**Recommendation:**
That the Board of Trustees vote to approve the 2022-2023 EDI Strategic Plan.
Equity Diversity and Inclusion Strategic Plan

June 6, 2022
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A Message from the President

Dear LWTech Community:

Since 2015, Lake Washington Institute of Technology (LWTech) has been actively engaged in Equity, Diversity, and Inclusion work. This work began in earnest when the college introduced, with the support of the Board of Trustees, its Equity, Diversity and Inclusion (EDI) Plan, which was the culmination of three years of work that took place across the campus. Now, through the expert leadership from the Office of Equity, Diversity, and Inclusion, and with input from the college community, I'm proud to share that LWTech has created an updated and robust EDI Plan.

We know since the murder of George Floyd on May 25, 2020, our country has experienced a racial awakening and calls for social justice that we haven’t seen in decades. And, while the college has been engaged in EDI work for several years, we must continue to underscore the importance of this work; we can’t let up on our pursuit of systemic change in our country to become anti-racist in our community and at our college.

Our ongoing EDI work at the college also aligns with the new requirements of Washington state Senate Bills 5194 and 5227, which require colleges to deliver equity-centered trainings and outcomes as part of the State Board for Community and Technical Colleges’ mission of leading with racial equity. This is at the forefront of our own Mission Fulfillment Plan, which supports our Core Values that are grounded in equity:

- **Inclusive**: We intentionally create a welcoming environment where all feel a sense of belonging.
- **Innovative**: We are leaders in maximizing opportunities to create a thriving college community.
- **Collaborative**: We are open to change and work together to achieve success for all.
- **Respectful**: We engage others with acceptance, open-mindedness, courtesy, and care.

While we've made great strides, we are not yet an anti-racist college. We continue to evolve as a college community, and I’m incredibly proud of the work the college has done, especially during the pandemic, with innovative training, the development of this EDI Strategic Plan, rolling out new Diversity and Social Justice (DSJ) courses, the growth of the Bias Response Team, and Equity, Diversity and Inclusion Council. We have a lot to be proud of, and yet there’s still more work to do.

The net result for the community is that we’re graduating students who are equipped to work, thrive and lead in a diverse workplace. They are better prepared to advocate for equitable changes in their chosen fields, especially in light of the glaring spotlight shone upon healthcare inequities during the pandemic.

LWTech is also a major community employer and there’s a ripple effect of our work. We are a catalyst for change not only in the college, but in the communities we serve as well. Our employees are committed to EDI work, which in turn impacts our families, friends and communities, not just in Kirkland, but around the world.

As I mentioned above, while we are not new to EDI work, there is still more for us to do. I continue to be incredibly proud of what we’ve accomplished so far and look forward to all we will accomplish together.

Dr. Amy Morrison
President
Dear LWTech Community:

The Board of Trustees acknowledges and commends the Equity, Diversity, and Inclusion (EDI) work that Executive Cabinet and the entire college community has engaged in over the past nine years under the steady leadership of Dr. Morrison. The development of the updated EDI Plan is a culmination of years of EDI work at the college and is reflective of the work the college and country are doing to bring systemic change around anti-racism and EDI efforts. This work is also in alignment with the new requirements of Washington state Senate Bills 5194 and 5227, which require colleges to deliver equity-centered trainings and outcomes as part of the State Board for Community and Technical Colleges’ mission of leading with racial equity.

We believe this Plan aligns clearly with the vision of the State Board for Community and Technical Colleges’ work to lead our system with racial equity. We are united in our support, leadership, and policy governance of these efforts. Our annual goals also emphasize the importance of EDI work, and how seriously we take it as the governing body of the college.

The first goal of the 2021-2022 Board of Trustees Annual Goals and Strategies is to, “Provide strong leadership and direction for the college.” Within that goal, we work to evaluate and approve policies that promote anti-racism, equity, diversity, and inclusion, as well as student enrollment, achievement, and completion. We also work to evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments.

As Trustees, we are involved in EDI efforts through the Washington State Association of College Trustees and in our own lives and workplaces, and we are committed to the EDI and anti-racism efforts at the college, as are the students, faculty and staff. We know there is more work to do, and we are confident that as we all work together, we will create an equitable, diverse and inclusive community at LWTech.

We are extremely proud of the collaborative work, led by the team in the Office of Equity, Diversity and Inclusion, that went into the creation of this EDI Plan.

We look forward to seeing milestones being met as the Plan rolls out over the coming years.

Respectfully,

The Board of Trustees of Lake Washington Institute of Technology

Anne Hamilton
Dr. Lynette D. Jones, Vice Chair
Robert Malte, Chair
John Suk
Laura Wildfong
Statement from the Executive Director of EDI

LWTech’s EDI efforts are driven by our mission, core values, and the need to build out a comprehensive EDI Plan, a “living” document with the aim of planning the amazing work the college engages in to dismantle systemic racism and close opportunity gaps. Much of this work began several years ago and is now structured around key pillars of our mission, vision, and core values.

The Four Connections, Community of Belonging, and now our Diversity & Social Justice efforts: Each of these frameworks are used to strengthen our community, shape our learning environment, and provide an enriching experience for students, faculty, and staff as we continue to scale our EDI initiatives into greater action.

Many students, faculty, and staff have contributed substantially to improving the equity, diversity, and inclusion of this community, and this collaborative effort further serves as a reminder that this heart work is continuous and that our collective efforts, past and present, serves as a sustainable benchmark for our desire to evolve, innovate, and transform.

In this plan, we hope to accomplish the following:

- Identify, acknowledge and address areas of systemic stagnation which obstruct our ability to support the growth and advancement of equity, diversity and inclusion through meaningful conversations and comprehensive professional development.
- Lead, advise, guide and advocate for policy and program development that builds upon and promotes an atmosphere which aligns with and sustains the diverse needs of our entire campus community, fully rooted and grounded in a framework of equity.
- Envision meaningful change that amplifies the diversity of voices present on our campus and show sustainable, measurable and data-driven results that validate our shared interests in the collective success of students, staff and faculty.

In 2021 our State Legislature committed its support of EDI through the passage of SB 5227 and SB 5194 (please see page 5) for details. These Bills provide valuable monetary resources in the hands of Institutions of Higher Ed to further the work on equity throughout our CTC System. These efforts stress the importance of our system’s wide vision through SBCTC to Lead with Racial Equity.

We intend to intentionally promote those interests through open dialogue with college leadership, through transparency of communications and with collaborative decision making.

The Office of EDI is honored to be on this amazing journey of transformation with you and we look forward to growing in our capacity to authentically engage and progress in bold awareness of our collective humanity.

Robert Britten
Executive Director, EDI
Statement from EDIC

The Equity, Diversity and Inclusion Council (EDIC) is in full support of the Strategic Plan drafted by the EDI Taskforce at LWTech. The EDIC has been working for many years on these goals and looks forward to the college community working with a formalized plan that supports the goals of establishing the language, activities of the college, and cultivating staff and faculty that represent and reflect our community.

Through the work of our subcommittees: Institutional Research, HR and Recruiting, Community Building and Professional Development – Onboarding & Training, and Community Building and Professional Development – Professional Development, the EDIC:

- Develops a glossary of working definitions, (which is maintained as a living document to respect the evolving nature and understanding of the concepts of EDI as they develop in real time). The glossary was developed through extensive research and review to guide conversations about diversity, equity and social justice.
- Develops and hosts reflective training activities to allow faculty and staff to continue to build lifelong skills for interacting with and appreciation of diverse populations, systemic inequities, and the importance of inclusion. These activities include book clubs, topical readings with discussion, and trainings on areas of EDI expertise within the Council meetings.
- Continues to revise the language of the HR website to emphasize diversity and inclusion in the hiring practices, created skills- and experience-based criteria to counteract bias in candidate selection, and developed the practice of including an EDI representative on every hiring committee at the college to provide oversight to the EDI practices of each hire.
- Supports data needs related to the EDI Strategic Plan through partnership with the Office of Research & Grants, performs an annual audit of LWTech’s Employee Satisfaction Survey, and supports additional EDI survey administration on campus.

The work of the EDIC will continue to evolve to support the goals outlined within the EDI Strategic Plan.
Introduction to the Strategic Plan

The Office of EDI is delighted to present the draft goals for the forthcoming Equity, Diversity and Inclusion Strategic Plan (EDI SP). Each goal of this plan is designed to nest within the approved Mission Fulfillment Plan and outlines work through 2023. During the academic year of 2022-23, the Office of EDI will assess whether these goals need to be updated in alignment with accreditation and future Mission Fulfillment Plans.

This plan is proposed in recognition of work done to date on the Mission Fulfillment Plan; however, the practical nature of this alignment in no way lessens the intentionality and gravity of this work alongside the continuous updates needed in equity work. This is a living document that will be updated as follows: Goals will be approved annually each Fall (with revisions as needed) and the Office of EDI will publish a quarterly report on progress. This internal quarterly report will be published on the Team: EDI Conversations;¹ more public-facing materials are stored at: https://www.lwtech.edu/about/diversity/. Metrics will be added in the 2022-23 academic year.

Statement around Board Approval

The draft goals and strategies were presented to the Board of Trustees in draft form during their May 9th Board Retreat and revised for full approval at the June 6th Board Meeting in preparation for submission to SBCTC in July.

¹ EDI Conversations is a confidential place to ask about EDI work: https://lwtech.sharepoint.com/sites/EDIConversations
Mission Fulfillment at LWTech and Alignment with the SBCTC

LWTech’s Mission Fulfillment Plan, which runs from 2020-23, centers itself on the strategic vision of the State Board for Community and Technical Colleges (SBCTC), shown below. The full Mission Fulfillment Plan is presented here and continues through Page 2.²

**Strategic Vision of LWTech and the SBCTC**

In partnership with the Washington State Board for Community and Technical Colleges (SBCTC), Lake Washington Institute of Technology (LWTech) is guided by SBCTC’s strategic vision:³

Leading with racial equity, our colleges maximize student potential and transform lives within a culture of belonging that advances racial, social, and economic justice in service to our diverse communities.

**LWTech Mission**

Grounded in equity and the need for resilience, the mission guides our overall direction as a college:

To prepare students for today's careers and tomorrow's opportunities

**LWTech Vision**

Grounded in equity and the need for resilience, the vision inspires how we see ourselves in the future:

To be the college of choice for workforce education

**LWTech Core Values**

Grounded in equity and the need for resilience, the values give us the tools to implement our mission and vision:

- **Inclusive**: We intentionally create a welcoming environment where all feel a sense of belonging.
- **Innovative**: We are leaders in maximizing opportunities to create a thriving college community.
- **Collaborative**: We are open to change and work together to achieve success for all.
- **Respectful**: We engage others with acceptance, open-mindedness, courtesy, and care.

---


LWTech Core Themes

Grounded in equity and the need for resilience, the core themes are the pillars supporting the mission and provide long term objectives (7 years aligned with accreditation review cycles) for the college:

**Pa**

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.

**SA**

Student Achievement

At LWTech, students gain the skills and knowledge needed to achieve their educational goals and to participate in the workforce.

**EE**

External Engagement

LWTech forms partnerships with governmental and community organizations, educational institutions, business, and labor in order to effectively support the Institution’s mission.

**CC**

College Community

LWTech provides a safe, supported and engaging learning environment for students and work environment for faculty and staff.
**LWTech Mission Fulfillment Goals**

Grounded in equity and the need for resilience, the planning goals are the short term (3-4 years), action focused goals aligned with the Core Themes (formerly called strategic planning goals):

**Goal 1**
Address and dismantle structural racism

*Associated Core Themes*

![SA CC](image)

**Goal 2**
Continue implementation of Guided Pathways

*Associated Core Themes*

![Pa SA](image)

**Goal 3**
Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery

*Associated Core Themes*

![Pa EE CC](image)
Senate Bills

In 2021, the Washington State Legislature passed two bills that, in addition to work in progress at LWTech, provided guidance in writing this plan. The two bills are:

- **Senate Bill 5227** – Diversity in Education: This bill established annual diversity, equity and inclusion professional development and learning opportunities for college and university students, faculty, and staff. The bill also establishes regular campus climate assessments and listening and feedback sessions for the college community.
- **Senate Bill 5194** – Equity & Access in Higher Education: This bill implemented a Faculty Diversity program, requirements to post DEI (Diversity, Equity, and Inclusion) definitions on the website and outreach/peer mentoring for students.

Statement of Thanks to the Task Force

On behalf of The Office of EDI, we want to say “thank you” to our EDI Task Force Members:

- Anthony Bowers
- Sherry McLean
- Brian Ramos
- Sharon Raz
- Jenny Rogoff
- Leslie Shattuck
- Sam Gracie
- Sarah Chandler
- Cathy Copeland
- Tuan Dang
- Kimberly Goddard
- Elsa Gossett
- Corrine Ash

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4 The bill text, as passed, is here: [https://lawfilesext.leg.wa.gov/biennium/2021-22/Pdf/Bills/Session%20Laws/Senate/5227-S2.SL.pdf?q=20220414170954](https://lawfilesext.leg.wa.gov/biennium/2021-22/Pdf/Bills/Session%20Laws/Senate/5227-S2.SL.pdf?q=20220414170954) Additional information on the bill is available here: [https://app.leg.wa.gov/billsummary?BillNumber=5227&Initiative=false&Year=2021](https://app.leg.wa.gov/billsummary?BillNumber=5227&Initiative=false&Year=2021) Both webpages were accessed in April 2022.

5 The bill text, as passed, is here: [https://lawfilesext.leg.wa.gov/biennium/2021-22/Pdf/Bills/Session%20Laws/Senate/5194-S2.SL.pdf?q=20220414170853](https://lawfilesext.leg.wa.gov/biennium/2021-22/Pdf/Bills/Session%20Laws/Senate/5194-S2.SL.pdf?q=20220414170853) Additional information on the bill is available here: [https://app.leg.wa.gov/billsummary?BillNumber=5194&Initiative=false&Year=2021](https://app.leg.wa.gov/billsummary?BillNumber=5194&Initiative=false&Year=2021) Both webpages were accessed in April 2022.
What we have accomplished in such a short period of time is simply remarkable. You worked very hard and put in long hours of reading, listening and adding valuable content in our mission to achieve our collective goal of formalizing our college's EDI Strategic Plan.

The success of this team is a college success, and we couldn’t have done it without you. While there is still much work to be done, we are thankful that you will continue to add great value and expertise to this fully collaborative process. We can’t applaud you enough for a job well done.

**EDI Summary of Accomplishments Across Campus since 2020**

LWTech, in developing this plan, laid groundwork for an equity-focused future and commitment to diversity. LWTech’s use of Open Educational Resources (OER) and establishment of the student RISE Center and the Center of Excellence for Veteran Student Success (CEVSS) are but a few of the areas of growth and access in our equity work.

As this plan developed, accomplishments from the past two years across the college included the following:

- Established the Office of Equity, Diversity and Inclusion.
- Formalized Institutional Land Acknowledgement; began widespread adoption of this acknowledgement in campus and department meetings.
- Conducted a formal campus climate assessment.
- Conducted Listening Sessions for Black, Indigenous, People of Color (BIPOC) faculty, staff, and students. Engaged in discussion on racial trauma with an outside facilitator.
- Offered public health vaccine clinics for faculty, staff, students, and community members.
- Facilitated EDI-focused trainings including topics such as microaggressions, cultural humility and forms of respect.
- Hosted EDI-related book clubs.
- Established first-ever Diversity and Social Justice (DSJ) requirement for associate-level degrees and certificates; to date, 35 instructors have completed training to modify curriculum to infuse the equity lens across programs.
- Revamped faculty tenure guide to center equity in the tenure process; for example, tenure candidates will provide reflections on EDI work to broad audiences on campus.
- Launched *Ask EDI* via Microsoft Teams, where the college community can pose questions to EDI leadership.
- Began regular EDI Leadership Training Sessions for the Leadership Team on campus. The Leadership Team is made up of exempt employees.
- Provided Senate Testimony for the passage of SB 5227.
- Hosted annual DSJ spotlight week.
- Created re-entry support for formerly justice-involved students.
- Established the Digital Accessibility Committee and the annual Global Accessibility Awareness Days (GAAD).
- Expanded the role of the Bias Response Team (BRT) to provide recommendations to the college administration regarding responses to hate/bias incidents in the college community.
• Ensure widespread incorporation of pronouns into formal/branded email signatures and employee nametags.
• Created DSJ collections in the college library with physical and electronic resources.
Background Data

Following the May 2022 Board of Trustees meeting; the draft goals and strategies were further refined, and additional feedback sought and received from various stakeholder groups by attending department level meetings and integrating those considerations into the plan.

Metrics of Success

We will have an ongoing process of accessing and evaluating our success in collaborative partnership with our Institutional Research Division and collecting data that informs what focus areas need attention. Our metrics of success will be measured by the results we get in attracting and retaining students, staff and faculty from underrepresented communities, and by our college being fully aware of barriers to success and actively working to disrupt them.

Why focus on three categories?

Why focus on three categories?

- This will be developed in strategies, actions and accountability measures that align with mission fulfillment.
- There is a level of repetitiveness as some aspects of the work overlap from department to department and that is necessary to ground the college in the long-term aspects of equity centered work.
- Not dissimilar to past work; we are being direct in the approach we are taking. The work has happened historically, but we aim to provide added accountability and regular updates on progress in each of our critical areas. It is by no means solely the work of the Office of EDI, but college wide initiatives that will require the entire college’s participation.

How is this plan aspirational?

- This will be developed in strategies, actions and accountability measures that align with mission fulfillment.
- There is a level of repetitiveness as some aspects of the work overlap from department to department and that is necessary to ground the college in the long-term aspects of equity centered work.
- Not dissimilar to past work; we are being direct in the approach we are taking. The work has happened historically, but we aim to provide added accountability and regular updates on progress in each of our critical areas. It is by no means solely the work of the Office of EDI, but college wide initiatives that will require the entire college’s participation.
Mission Fulfillment Plan, Goal One: Address and dismantle structural racism.

**EDI Goal One:** Create and adopt a shared framework of equity through an established common language, that is informed by historically underserved communities, that will become the foundation for the collaborative reexamination of institutional structures and processes.

**EDI Goal Expanded:** This goal acknowledges the inherent structural racism imbedded within our systems and the need to continue to build on previous EDI work. This goal establishes a shared framework of equity that will be the foundation for reexamining policies and processes throughout LWTech. Using collected feedback from students, staff, and faculty, LWTech will design and implement campus-wide trainings and initiatives on a wide variety of EDI themes to begin the process of grounding our campus with a common language and to inform our new and ongoing campus initiatives.

**Strategies:**

- Standardize and publish EDI definitions for multiple levels of EDI literacy
- Provide ongoing diversity professional development for the college community inclusive of faculty and staff
- Develop and/or provide EDI-focused programs and activities to students
- Reexamine institutional policies and processes through a shared equity framework.
- Implement shared governance to promote accountability and transparency.
- Provide support and resources to create and expand on each division’s annual dept-level plan through a shared framework of equity.
- In addition to the proposed 5-year campus climate assessment in Senate Bill 5227, we will assess our college at least every two years to coincide with our EDI Strategic Plan submission to SBCTC to continuously evaluate our effectiveness in identifying and addressing structural barriers.

**This goal and accompanying strategies contribute to the mission fulfillment plan by:**

- Introducing a common language of equity-based definitions as the foundation for building a better Lake Washington Institute of Technology.
- To understand the foundational components of structural racism we must first understand how they were/are used to adversely impact underrepresented communities.
- Being specific and intentional about the need to address and dismantle structural racism and provide institutional training and support structures that scaffold our learning and growth in this area.
- Providing transparency on the specific steps we are taking to inform and collaborate with our students, staff and faculty on the development and deployment of antiracist training and professional development.
- Collective efficacy necessitates a common language; this language will be used to facilitate discussions around structural racism. Examples of core terms we will define are:
Diversity
Equity
Inclusion
Institutional Racism
Intersectionality

A more comprehensive glossary of EDI Definitions, published in 2022, is available at: https://www.lwtech.edu/about/diversity/glossary-of-working-definitions/

How this goal aligns with SB 5227 and 5194:

- **5227** - The legislature therefore seeks to ensure that public institutions of higher education provide faculty and staff, as well as students, with training to give them tools to address matters related to antiracism, diversity, equity, and inclusion. Each institution of higher education must: (a) Provide professional development, either existing or new, focused on diversity, equity, inclusion, and antiracism for faculty and staff. This program must be developed in partnership with the institution's administration, faculty, staff, and student leadership groups.

- **5194** - Each community and technical college shall conspicuously post on its website and include in the strategic plans, programs, and reports definitions for key terms including: Diversity, equity, inclusion, culturally competent, culturally appropriate, historically marginalized communities, communities of color, low-income communities, and community organizations. These legislative guides are also in keeping with SBCTC's mission to Lead with Racial Equity.
Mission Fulfillment Plan, Goal Two: Continue implementation of Guided Pathways.

**EDI Goal Two:** Implement Guided Pathways (GP) with an equity focus to improve student retention and completion for HU students.

**EDI Goal Two Expanded:** This goal seeks to create, expand, and evaluate campus-wide interventions and supports that will assist students from onboarding to completion and in any transitions in-between. The goal establishes support for both historically underrepresented students and those who have been disproportionately impacted by the pandemic. This goal builds on the successful strategies already established, such as the 4 Connections and The Diversity and Social Justice (DSJ) requirement and seeks to explore new ways to expand on our successes.

**Strategies:**

- Support faculty by recommending practices, programs and services to promote retention of BIPOC students
- Support the Diversity and Social Justice (DSJ) program
- Support Outreach and Recruitment staff as a college to ensure annual planning removes barriers to underrepresented students
- Support the New Student Orientation (NSO) planning team in creating student-focused activities and education with an EDI focus
- Support Bias Response Team (BRT) in taking proactive steps to reduce discrimination and exclusion on campus
- Using student completion data identify specific student populations in need of retention interventions where measurable actions can be achieved.
- Support Associated Student Government (ASG) and Student Programs

This goal and accompanying strategies contribute to the mission fulfillment plan by:

- Providing continued support of students throughout their time at LWTech will in turn support implementation of GP throughout every program of study
- Using GP practices through a lens of equity will bolster the removal of barriers and successful student retention and completion rates, which feeds back into the GP metrics – the two dovetail together with the goal of student success

**How this goal aligns with SB 5227 and 5194:**

- **5227** - The legislature finds that developing and maintaining a culture of belonging and support for students, faculty, and staff at institutions of higher education is essential to student success, and that faculty and staff play a key role.
- **5194** - It is the legislature’s intent that successful programs such as guided pathways be implemented at all community and technical colleges with the goal of doubling completion rates (as measured by completion in six years) for students in the next eight years. To accomplish this goal, the legislature intends to achieve full implementation of research-based programs to improve student outcomes, such as guided pathways.
Mission Fulfillment Plan, Goal Three: Position the College as a leader in workforce training for the state's short term and long-term economic recovery.

**EDI Goal Three:** Attract, develop, and support staff and faculty who are representative of our community.

**EDI Goal Three Expanded:** To position the college as a leader in Workforce training, our alignment measures will attract, develop, and mentor staff and faculty who are representatives of our community. This places focused attention on our recruitment and retention practices and will draw attention to the ways they impact underrepresented groups. Collaborating with our internal partners of the Equity, Diversity and Inclusion Council (EDIC) to move this meaningful work throughout the college will be an accountability measure as well as a measure of how we are doing to be inclusive campus wide.

**Strategies:**

- Advance employee recruitment strategies with an equity mindset.
- Advance employee retention strategies with an equity mindset.
- Ensure competitiveness of LWTech by aligning the college’s workforce with student demographics.
- Engage with and establish ongoing partnerships with off campus communities of color and other underrepresented groups.

**This goal and accompanying strategies contribute to the mission fulfillment plan by:**

- Being intentional in our assessment of who and from where we recruit diverse staff and faculty as a representation of our student body and our community.
- When reviewing staff and faculty candidate pools, ensure that a diverse body of candidates are represented.
- This alignment can be measured by retention data on staff and faculty and tied to correlated data with student success.
- Review our hiring processes with our established Equity Framework.

**How this goal aligns with SB 5227 and 5194:**

- **5227** - The legislature intends that each public institution of higher education assess the learning, working, and living environment on campus that students, faculty, and staff experience to better understand the evolving state of diversity, equity, and inclusion.
- **5194** - The legislature requires the implementation of a Faculty Diversity program to aid in recruitment and retention of faculty from diverse backgrounds. This must be based on proven practices in diversity hiring processes.
Future Directions

This is a living document that will be regularly reviewed and updated for the purpose of remaining accountable to our students, staff, and faculty. We will continuously engage with our college community to seek out best practices and greater alignment with our mission fulfillment goals as they directly impact the enrollment, success and retention of our students.

Conclusion

The Office of EDI will be actively engaging with the college community to conduct and engage in this work. We will establish a practice of being responsive to the needs of our students. We know that if we reach the most marginalized among us effectively, we all benefit from that reach. We will continuously invite participation and address barriers to success in an open and transparent manner.
Amendment to Policies – 5.P.02 and 5.P.03

Sponsor
Dr. Ruby Hayden, Vice President of Student Services

Situation
The Board of Trustees reviews college policies annually according to its policy review calendar to ensure that policies are accurate and reflect governance strategy.

As part of this process, the college reviews policies through its internal structure to make recommendations regarding:

- Accuracy of information
- Removal of procedures from policy where appropriate
- Edits to improve clarity and ease of understanding

Pursuant to this process, revisions were proposed to Chapter 5, section P.02 Admission and P.03 Admission, including:

- Cleaning up outdated language due to LionsLink
- Adding non-discriminatory language to the Admissions Policy

These proposed revisions were reviewed by Executive Cabinet, the Policy Review Committee, and College Council.

Recommendation: That the Board of Trustees vote to adopt the changes to the Registration Policy and Admission Policy.
5.P.02 Admission Policy
Admission entitles students to enroll in instructional programs if the student follows the rules and procedures established for enrollment in specific programs. LWTech does not discriminate in admission, enrollment, financial aid, student employment, recreational activities (including athletics), student services, and/or any other program or service offered to all students on the basis of gender (RCW 28B.110.030 and RCW 28B.110.040) or any other protected category including: race or ethnicity, creed, color, national origin, citizenship, sex, marital status, sexual orientation, gender identity, age, religion, disability, genetic information, or veteran status.

5.P.03 Registration Policy
Registration is the process by which a student enrolls in specific classes. LWTech maintains published procedures that specify:

1. Registration Definitions
2. Prioritization of Registration
3. Special Registration Conditions
4. General Registration Procedures
5. Change of Schedule and Late Registration
6. Changing Programs
7. Withdrawal from College
8. Student Toolbox Use of Student Information Systems
9. Access to Transcripts and Grades
**Item 1120**

**Board Meeting Dates July 2022 – June 2023**

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>July 2022</td>
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<td>August 2022</td>
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<td>September 12, 2022</td>
<td>3 p.m. to 6 p.m.</td>
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<td>November 14, 2022</td>
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<td>May 8, 2023</td>
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<td>June 5, 2023</td>
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<td>June 16, 2023</td>
<td>Commencement (TBD)</td>
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Board Officers

Situation:
Board Policy 1.P.04.2 provides for the yearly election of Board Officers:

The Board elects the Chair and Vice Chair every year. Their office term starts October 1 and continues until the Board appoints or qualifies a successor. If a vacancy occurs, the Board elects successors to hold office for the unexpired term.

Recommendation:

That the Board of Trustees elects a Chair and Vice Chair to serve for one year beginning October 1, 2022.
Lake Washington Institute of Technology
In Recognition of Vice President of Instruction
RESOLUTION NO. 134

Request for Approval

Situation
Vice President of Instruction Dr. Suzanne Ames has faithfully served at Lake Washington Institute of Technology, embodying in every respect the college’s core values of Collaboration, Excellence, Innovation, and Respect. The Board of Trustees would like to formally appreciate and recognize Vice President Ames’ service to the college.

Recommendation
That the Board of Trustees approve Resolution No. 134 recognizing Vice President Ames.
WHEREAS, Dr. Suzanne Ames has served faithfully and with excellence as the Vice President for Instruction at Lake Washington Institute of Technology; and
WHEREAS, Vice President Ames lead numerous initiatives that improved the student experience by transforming how and who teaches our students, including Collaborative Advising, Guided Pathways, the tenure process, and faculty on-boarding and professional development; and
WHEREAS, using servant leadership, Vice President Ames guided the instructional division through countless difficult and complex decisions, emergent crises, and ongoing change in a way that inspired trust and confidence; and
WHEREAS, centering authenticity and courage, Vice President Ames empowered employees to lead with their strengths and to have fun working with colleagues and for students; and
WHEREAS, working in partnership with faculty, Vice President Ames led efforts to develop and implement a diversity and social justice requirement across the curriculum; and
WHEREAS, through her vision and dedication, Vice President Ames secured millions of dollars in grants and equipment to support the fundamental needs of instruction and the broader college; and
WHEREAS, using thoughtful collaboration, Vice President Ames identified a path to consolidating similar services in instruction and student services into singular spaces to reduce confusion for students; and
WHEREAS, leveraging her experience with the NWCCU, Vice President Ames ensured LWTech is robustly prepared for its next accreditation cycle; and
WHEREAS, working tirelessly, Vice President Ames served as an exemplary leader in the response to the COVID-19 crisis, supporting efforts that enabled students to continue learning throughout the pandemic and keeping employees and students safe and healthy;
THEREFORE, BE IT RESOLVED that the members of the Lake Washington Institute of Technology Board of Trustees, meeting in regular session this 6th day of June 2022, express their individual and collective gratitude and respect for Dr. Suzanne Ames and her years of faithful service to Lake Washington Institute of Technology.

ADOPTED by the Board of Trustees, District 26, at its regular meeting on June 6, 2022.

____________________________________  ______________________________________
Robert Malte, Chair                  Lynette Jones, Vice-Chair

____________________________________  ______________________________________
Anne Hamilton, Trustee                John Suk, Trustee

____________________________________  ______________________________________
Laura Wildfong, Trustee               

____________________________________  ______________________________________
Dr. Amy Morrison, Board Secretary