Board of Trustees Study Session and Meeting

Monday, March 13, 2023
12 p.m. to 2 p.m.
W305 Board Room
Also available on Teams

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, February 13, 2023

General Discussion

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

Introduction of New Employees

Dr. Amy Morrison

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

Tenure for Associate Professors
   Item 1135: Dr. Gayle Shimokura
   Item 1136: Melissa Hernandez (posthumous)

Board Meeting Hiatus and Tenure Celebration (30 minutes)

Study Session

Open House Update
   Strategic Alignment: Enrollment Casey Melnrick
Accreditation Update
   Strategic Alignment: Teaching and Learning Elsa Gossett
President’s Communication Plan
   Strategic Alignment: Community Engagement Dr. Amy Morrison

Leslie Shattuck
# Reports to the Board

<table>
<thead>
<tr>
<th>Category</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associated Student Government</td>
<td>ASG Representatives</td>
</tr>
<tr>
<td>Federation of Teachers</td>
<td>Jason Sobottka</td>
</tr>
<tr>
<td></td>
<td>Rebecca Talbot-Bluechel</td>
</tr>
<tr>
<td>President</td>
<td>Dr. Amy Morrison</td>
</tr>
<tr>
<td>Board Chair Update</td>
<td>Laura Wildfong</td>
</tr>
<tr>
<td>Trustees Activities Update</td>
<td>Trustees</td>
</tr>
<tr>
<td>Foundation Liaison Update</td>
<td>Bob Malte</td>
</tr>
<tr>
<td>Financial Summary</td>
<td>Bruce Riveland</td>
</tr>
<tr>
<td>Administration</td>
<td>Executive Cabinet</td>
</tr>
</tbody>
</table>

## Action Items

**Item 1137:** Proposed Fees 2023-24

Bruce Riveland

## Adjournment
February 13, 2023 Board of Trustees Meeting
4 p.m. to 6 p.m.
Hybrid Meeting

The February study session began at 4:04 p.m. Dr. Sheila Walton provided an overview of the programs and services offered by the Office of Student Life. Following, Casey Melnrick provided an update on the upcoming 2023 Open House on March 2nd, that will be in person for the first time since 2019.

Elsa Gossett then provided an update on results from the 2022 Mid-Cycle Evaluation Report and Visit. We anticipate fulfilling Recommendations 1 and 3, and being in compliance but with improvement needed for Recommendation 2 on the Gen Ed Assessment process.

Tuấn Đặng provided an overview of the tenure process in anticipation of next month’s tenure Board meeting. Acknowledging that we only have two tenure candidates, we will shift the meeting time to be from 12 p.m. to 2 p.m. instead of 4 p.m.

Chair Wildfong called the Board Meeting to order at 4:41 p.m. Chair Wildfong opened the Board Meeting by reading the LWTech Land Acknowledgement.

The consent agenda was approved.

Roll Call
Board of Trustees:
Laura Wildfong (Chair) Bob Malte
Randy Scott John Clark

LWTech Faculty, Staff, Students, and Community Members:
Dr. Amy Morrison Dr. Aparna Sen Sally Heilstedt
Tuân Đặng Leslie Shattuck Katie Stewart
Cathy Copeland Rebecca Talbot-Bluechel Jason Sobottka
Chris McLain Dr. Sheila Walton Dr. Rex Rempel
Bruce Riveland Sarah Chandler Kellie Whitcomb
Meena Park Lauren Cline Diane Oakes
Elsa Gossett Vicki Chew
Robert Britten Elisa Fitzpatrick
ASG provided a written update this month.

**AFT Co-President Rebecca Talbot-Bluechel** shared that AFT Executive Committee had met recently. They are supporting the VPI request for additional staff. AFT is also heading down to Olympia within the next week to advocate with the legislature for support for COLAs and adjunct faculty working conditions.

**President Morrison shared:**
- Thank you to all the Trustees who were able to participate in the recent ACT Conference.
- Many thanks also to Laura Wildfong, who helped lobby our legislators in Olympia with President Morrison, as well as the Trustees, students, and AFT, who participated in calls with legislators on February 9th.
- The Career Connect Washington bill from Senator Lisa Wellman was modified to the college’s benefit based on input, including testimony from President Morrison.
- President Morrison is also tracking several pieces of legislation, including bills related to the dental hygiene profession, that directly or inadvertently impact our programs.
- Still pushing for legislators to fully fund COLAs and supporting workforce equipment and funding requests
- The next legislative lobbying day is March 9th
- March 18th we will host the 48th Legislative District Town Hall
- Focusing over the last two weeks on DSJ framework, Employee Affinity Group opportunities, and time and space to process events in our country related to the murder of Tyre Nichols
- Robert Britten is this year’s president of the DEO Commission. After convening that group, he felt some concepts needed to be brought forward to the WACTC President’s Group. The first meeting happened last Friday, and follow-up meetings are scheduled for this coming Friday, and following Fridays with the President’s group.
- March 2nd is the LWTech Open House; President Morrison will be holding an Executive Briefing to leaders in the community one hour prior to the Open House
- March 1st the Veteran’s Center will reopen after some remodeling and personnel changes
- Baking Arts is preparing potential menu items for NASA to take into space for astronauts; they are doing a tasting next Tuesday the 23rd

Trustees asked if there was any way they could support President Morrison during this busy time; she requested if there was any way they could join her on March 18th prior to the Town Hall, she’d appreciate their presence. Also, if there is anyone in particular she can invite to the Executive Briefing, please let her know.

**Chair Update: Chair Wildfong** appreciated being able to lobby with President Morrison following the ACT Conference.

**Trustee Updates:** Trustee Scott reported that the ACT New Trustee Orientation went well.
Foundation Update: Trustee Malte reported that Bob Tjossem gave $100,000 to The Tjossem Family Endowed Scholarship Fund. The Foundation held a Board Retreat on January 20th, the first in-person retreat post-pandemic. Main topics included supporting BIPOC students, and first-generation students. Trustee Malte also reminded folks to save the date for the Annual Scholarship Reception scheduled for May 10th at 4 p.m.

Financial Update: Vice President Riveland was happy to share that revenue was up 4% and expenses are down 6%. Enrollment also trends towards the positive, up 1.6% for fall, and currently up 8% for winter quarter. Additional information also available in the attached reports.

Action Items:

Item 1133: Ratification of the IUOE Contract
Malte/Scott; motion was approved.

Item 1132, The BSCS Program
Scott/Malte; motion was approved.

Item 1134, Resolution 137: Appreciation of Delta Dental
Scott/Malte; motion was approved.

Chair Wildfong adjourned the meeting at 5:59 p.m.

Respectfully submitted,

Elsa Gossett
Executive Assistant to the President
ITEM 1135
2022-3-13

TENURE
Associate Professor Dr. Gayle Shimokura
Third Year Candidate
Tenure Consideration

Situation:
Dr. Gayle Shimokura is an Associate Professor of Public Health at Lake Washington Institute of Technology and is in her third year of probationary status.

Recommendation:
As stated in Revised Code of Washington (RCW) 28B.50.852, the Board of Trustees as the appointing authority, can award or not award tenure.

The Board of Trustees of Lake Washington Institute of Technology makes a motion that:

1. _____ Tenure be granted
2. _____ Tenure not be granted
3. _____ Tenure be extended for _____ quarters

Action Taken:
TENURE
Associate Professor Melissa Hernandez
Third Year Candidate
Tenure Consideration

Situation:
Melissa Hernandez was an Associate Professor of Nursing at Lake Washington Institute of Technology and was in her fourth year of probationary status.

Recommendation:
As stated in Revised Code of Washington (RCW) 28B.50.852, the Board of Trustees as the appointing authority, can award or not award tenure.

The Board of Trustees of Lake Washington Institute of Technology makes a motion that:

1. _____ Tenure be granted

2. _____ Tenure not be granted

3. _____ Tenure be extended for _____ quarters

Action Taken:
Associated Student Government Board of Trustees Report
March 2023

Constitutional Work.
The Associated Student Government team has been working on updating their constitution and bylaws to create a more appropriate system for how the ASG team will run in the future. ASG has completed rewriting the constitution but is still working on updating their bylaws. Once completely updated, the ASG team will send the rewrites for the Board of Trustees for approval.

Clubs Chartering and Funding.
The ASG team has been thrilled to continue chartering clubs and funding their requests. Now that student life is increasing as more students are joining in person, we are seeing a rise in student operated club. Some of the newly student-chartered clubs include the Latino club, and the Magic the Gathering Club. As for current clubs’ funding requests ASG has agreed to fund the SHRM clubs conference attendance costs, the Architectural club’s travel expenses to the school of design and architecture, and the design club’s membership fee to the national design organization. The ASG team is looking forward to continue their support for clubs as interest in them increases.

Presidential Forum.
The ASG team has planned and scheduled to meet with Dr. Amy Morrison on March 7th to discuss student and school updates. The event will be structured as an interview and discussion between the ASG team and Dr. Morrison and will include a Q&A portion that will provide all attending students an opportunity to ask questions about our college. Unlike the past Presidential Forums, this event will not be recorded and instead will be a fully in-person opportunity to participate in a discussion with the ASG team and President Morrison. The forum will also be an opportunity for the new ASG officers to introduce themselves to the student population.

Veterans Center Reopening.
On March 1st, the Veterans Center is scheduled to reopen for student use. Aaron Sparks, the veteran’s services coordinator, has planned an official Meet and Greet event to introduce himself to the student population and to update students on all of the wonderful services that are available to our veteran students. The Office of Student Life is very excited to extend the veterans support that students receive and cannot wait to see more students utilize veteran resources.

2023 Legislative Session.
After their in-person visit to Washington’s capital in February, the ASG team joined Dr. Morrison for an online legislative appointment with Representative Goodman on February 9th. The ASG team is looking forward to continuing to work on legislative issues that affect our student population, while keeping a focus on childcare affordability, financial aid, and textbook affordability.

School Renovations.
The ASG team has been collaborating with the rest of OSL to finalize East Mall and Rise Center renovations. ASG will continue to discuss and approve funding for the renovations as they want to provide the best possible experience for its’ students, which includes providing new furniture in student populated areas. The renovation plans are being made with as much student input as possible to truly provide students with what they need.

Upcoming Student Programs Events:
March 7th - Diabetes prevention
March 8th - International Women's Day with Janah
March 9th - Developmental Disabilities Awareness Month
March 14th - Late Nights In The Library
March 15th - Library Spoken Word
March 15th - Dean's & President's List Recognition Reception
March 16th - Decompress from your test
March 20th - Coffee & Conversation

Student Programs Online
LWTech.edu/ASG
LWTech.edu/CampusLife
LWTech.edu/RISE
LWTech.edu/Admissions/Veteran-Services
LWTech.edu/StudentPrograms
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**
  
  I am very pleased to report that Tuấn Đăng has been selected vice president for instruction and Dr. Aparna Sen has been appointed interim associate vice president for instruction.

- **Serve on WACTC Executive Committee**
  
  I am pleased to serve for the third time as the chair of the legislative committee, and therefore on the WACTC executive committee.

- **Work closely with new SBCTC ED to ensure system continuity**
  
  I am pleased to have the opportunity to work with our new executive director Mr. Paul Francis whom I have known since we worked together in the legislature well over a decade ago. Along with the other members of the legislative leadership of our system, I meet multiple times a week with Paul and try to be as supportive as possible as he orients into his new role.

- **Prepare LWTech and system for critical 2023-2025 biennium**
  
  We have had a very strong start to the legislative session, and I am very pleased that key legislators are listening to our concerns around COLAS and workforce program support as well as our capital budget request.

- **Continue to stabilize enrollment at LWTech**
  
  LWTech is leading the system, not only in stabilizing enrollments, but also by significantly growing enrollments from last year. While there is more progress to be made, we are making gains toward our pre-pandemic enrollment levels. I am very pleased to see English language learners returning to our campus.

- **Continue to address closing student equity gaps**
  
  This year we are working hard to move forward additional interventions to close those remaining equity gaps across the college. Thanks to funding from the LWTech Foundation, we are currently piloting an intervention with our Math and English gatekeeper courses. I look forward to results from these interventions later in the spring.
Reengage the Community after two years of COVID physical separation through reconstituted President’s Advisory Council:

- Appropriately thank and recognize PAC members
  I personally reached out to all of the PAC members and thanked them for their service and explained to them how we are moving forward with external engagement at the college. They were all incredibly gracious and understanding.

- Survey and work with internal stakeholders to better understand collegewide community, industry, and non-profit needs
  We are currently working to fund this survey work through a College Spark grant. The purpose of this grant is to prepare our college for our next longer-term strategic plan. I hope by reaching out in an intentional way to our internal and external communities, and engaging them around strategic priorities for the college, we will both gain insight as to how to move forward with external engagement, as well as our next strategic plan.

- Work to convene reconstituted PAC (may be renamed) to align college and community needs
  I am currently planning an executive briefing to take place ahead of the annual College Open House on March 2nd. I will be experimenting with this model as a way to create more critical mass regarding external engagement while ensuring that leaders are able to interact with the College in a more meaningful way.

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
  In progress.

- Align EDI Plan with Mission Fulfillment Plan
  This work continues as the EDI plan is now public and has been submitted to the legislature.

- Prepare the college for a successful Mid-Cycle Evaluation visit in the Fall of 2022
  By all accounts we had a very successful mid cycle visit period. Two of our three recommendations from fall of 2020 have been met.

- Prepare the college for the development of our next Mission Fulfillment Plan to begin in the Fall 2023
  This groundwork is currently underway as referenced earlier with our preliminary conversations with College Spark.
Transformation

Prepare the college for growth and transformation:

- **Construct new Early Learning Center by the Spring of 2023**
  The Early Learning Center is currently in-progress and we are trying to reconcile unexpected costs that will most likely delay the opening of the new center until fall of 2023.

- **Secure construction funding for the Center for Design in the 2023 legislative session**
  By all accounts this funding is secure, and we should be breaking ground in summer of 2023.

- **Maximize legislative equity and Guided Pathways expectations to support students, and close student equity gaps**
  This goal is an important part of our systems legislative request which focuses on implementing the legislatively mandated EDI plans. As we work on this legislative request, we have returned to both in person and virtual new student orientation programs (as listed in our annual Guided Pathways plan).

- **Support the health and wellbeing of our employees and students**
  I am so grateful for my colleagues and our students who have really come together to support employee and student well-being through the reopening of the College’s Wellness Center. Our student government has been doing an amazing job investing in student opportunities to engage with other students and employees in healthy and fun ways. Our Human Resources Advisory Committee has done an outstanding job creating fun and engaging ways for our employees to get to know one another over food and other stress relieving activities.

  In addition, we have had a proactive review of shared governance. We have tried to incentivize rebalancing workloads and have continued to offer flexible work arrangements and flexible Fridays for the college community, as well as really pushing for competitive salaries with investments by the legislature.

- **Prepare for the long-term sustainability of the college given uncertain post-pandemic funding and enrollment**
  This work is ongoing. We are making very clear cases to our legislators about the need to fully fund COLAs and the dramatic impact to the college if those COLAs are not fully funded.
We are preparing now for the real possibility that we will have to make cuts in order to fully fund COLAS; in addition we are proactively adjusting budgets and closely evaluating all positions to make sure that these cost makes sense in a post pandemic world with uncertain enrollment and uneven legislative funding.

My Professional Development:

- **Continue to reengage nationally through AACC and ACCT**
  I am grateful to have attended the AACC meeting last spring in New York City. It was a fantastic trip and a wonderful opportunity to re-engage with many colleagues across the country whom I have not been able to see during the pandemic. I am very much looking forward to attending the AACC meeting in Denver this spring.

- **Continue to learn and grow while supporting a college striving to be anti-racist**
  I continue this work personally and professionally on a daily basis and will continue to do so throughout my tenure as president.

- **Author book regarding the importance of leadership, wellness, and healthy organizations during times of constant change**
  This continues to be a stretch goal for me. Thank you again for all of your support throughout the year. My book project continues with a goal of sending in the final draft in August 2023. I will continue to keep you posted.

- **Prepare for the next year as WACTC President-elect and taking on the mantle of senior president**
  With the exception of unforeseen circumstances, I will be expecting to serve as president-elect of WACTC beginning summer of 2023. I believe I will be the first WACTC president from Lake Washington Tech.

Thank you again for your incredible collaboration through the years. I am so grateful for your leadership and support.
Attached are the following financial reports:

1. Statement of Revenue and Expenditures by Fund Source
2. Statement of Revenue and Expenditures and Fund Balance
3. Budget Status – Operating Budget by Fund Source

Summary Report:

- The College is seven months through the fiscal year (58%). As of this time, we remain neutral regarding the financial outlook for the year. Enrollments for Fall Quarter ended 1.6% from the prior year. Tuition revenues for the year are slightly above last year which reflects the state approved tuition increase this year. Winter enrollments are up 6% compared to last year. This more than offsets the summer enrollments which were down 6%. At this time, given tuition collections, the budget outlook remains neutral moving forward.

- For year to date, revenues total approximately $27.7 million, up compared to last year. The enrollment increase is offset by the increase in the use of state allocation, tuition and fees, and grant revenues. Expenditures total approximately $27.8 million and are flat and are flat compared to last year.

- For all funds, expenditures exceed revenues by approximately $120,000. For the general and self-supporting funds, revenues exceed expenditures by approximately $1.75 million.

- As of January 31, the College has a total fund balance for all funds of approximately $7.2 million. As of January 31, the general operating reserve totals approximately $6.8 million (16.6%). This percentage will decline as expenditures are incurred over the quarter.
# Lake Washington Institute of Technology

## Statement of Revenue and Expenditures by Fund Source

for month ended January 31, 2023

**FY2022-23**

### Revenues

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Revenue to Date</th>
<th>Balance</th>
<th>Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>State Allocations</td>
<td>24,860,828</td>
<td>12,598,328</td>
<td>12,262,500</td>
<td>540.66%</td>
</tr>
<tr>
<td>149</td>
<td>Tuition</td>
<td>7,756,479</td>
<td>6,531,478</td>
<td>1,225,001</td>
<td>83.21%</td>
</tr>
<tr>
<td>149</td>
<td>Other/Investment</td>
<td>882,000</td>
<td>0</td>
<td>882,000</td>
<td>0.00%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated Funds</td>
<td>4,299,297</td>
<td>2,157,766</td>
<td>2,141,531</td>
<td>50.19%</td>
</tr>
<tr>
<td>145</td>
<td>Grants &amp; Contracts</td>
<td>4,219,302</td>
<td>3,606,675</td>
<td>612,627</td>
<td>85.48%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,150,000</td>
<td>877,569</td>
<td>272,431</td>
<td>76.31%</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>80,000</td>
<td>6,752</td>
<td>73,248</td>
<td>8.44%</td>
</tr>
<tr>
<td>528*</td>
<td>Facilities/Safety</td>
<td>510,000</td>
<td>580,448</td>
<td>(70,448)</td>
<td></td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>-</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>585,000</td>
<td>633,543</td>
<td>(48,543)</td>
<td>108.30%</td>
</tr>
<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>7,700,000</td>
<td>653,770</td>
<td>7,046,230</td>
<td>8.49%</td>
</tr>
</tbody>
</table>

**Subtotal** 52,042,906 27,646,329 24,396,577 53.12%

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Revenue to Date</th>
<th>Balance</th>
<th>Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>20,000</td>
<td>1,506</td>
<td>18,494</td>
<td>7.53%</td>
</tr>
<tr>
<td>448</td>
<td>Printing/Copying</td>
<td>250,000</td>
<td>22,961</td>
<td>227,039</td>
<td>9.18%</td>
</tr>
<tr>
<td>840</td>
<td>Agency</td>
<td>0</td>
<td>24,059</td>
<td>(24,059)</td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal** 270,000 48,526 221,474 17.97%

**Total Revenues** 52,312,906 27,694,855 24,618,051 52.94%

### Expenditures

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>000</td>
<td>General Operating</td>
<td>37,338,631</td>
<td>17,203,284</td>
<td>20,135,347</td>
<td>46.07%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated</td>
<td>2,885,472</td>
<td>1,807,901</td>
<td>1,077,571</td>
<td>62.66%</td>
</tr>
<tr>
<td>145</td>
<td>Grants &amp; Contracts</td>
<td>4,558,232</td>
<td>4,079,380</td>
<td>478,852</td>
<td>89.49%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,517,217</td>
<td>729,226</td>
<td>787,991</td>
<td>48.06%</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>20,000</td>
<td>1,493</td>
<td>18,507</td>
<td>7.47%</td>
</tr>
<tr>
<td>528*</td>
<td>Facilities/Safety</td>
<td>510,000</td>
<td>496,544</td>
<td>13,456</td>
<td></td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>500,000</td>
<td>525,476</td>
<td>(25,476)</td>
<td>105.10%</td>
</tr>
<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>7,700,000</td>
<td>2,888,825</td>
<td>4,811,175</td>
<td>37.52%</td>
</tr>
</tbody>
</table>

**Subtotal** 55,029,552 27,732,128 27,297,424 50.39%

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>20,000</td>
<td>3,055</td>
<td>16,945</td>
<td>15.28%</td>
</tr>
<tr>
<td>448</td>
<td>Printing/Copying</td>
<td>250,000</td>
<td>72,650</td>
<td>177,350</td>
<td>29.06%</td>
</tr>
<tr>
<td>840</td>
<td>Agency</td>
<td>0</td>
<td>6,984</td>
<td>(6,984)</td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal** 270,000 82,689 187,311 30.63%

**Total Expenditures** 55,299,552 27,814,817 27,484,735 50.30%

**Total Revenue Over(under) Expen** (2,986,646) (119,963)
LAKE WASHINGTON INSTITUTE OF TECHNOLOGY
Statement of Revenue and Expenditures and Fund Balance
for month ended January 31, 2023

<table>
<thead>
<tr>
<th>Fund</th>
<th>Balance 07/01/22</th>
<th>Year-to-Date Revenue</th>
<th>Year-to-Date Expenditure</th>
<th>1/31/23 Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>001 State Allocations</td>
<td>0</td>
<td>12,598,328</td>
<td>12,598,328</td>
<td>0</td>
</tr>
<tr>
<td>149 Tuition</td>
<td>(324,067)</td>
<td>6,531,478</td>
<td>4,604,956</td>
<td>1,602,455</td>
</tr>
<tr>
<td>Other/Investment</td>
<td>75</td>
<td>0</td>
<td>0</td>
<td>75</td>
</tr>
<tr>
<td>149 Subtotal</td>
<td>(323,992)</td>
<td>6,531,478</td>
<td>4,604,956</td>
<td>1,602,530</td>
</tr>
<tr>
<td>148 Local Dedicated Funds</td>
<td>3,142,871</td>
<td>2,157,766</td>
<td>1,807,901</td>
<td>3,492,736</td>
</tr>
<tr>
<td>145 Grants &amp; Contracts</td>
<td>494,070</td>
<td>3,606,675</td>
<td>4,079,380</td>
<td>21,365</td>
</tr>
<tr>
<td>522 Student Activities</td>
<td>1,496,980</td>
<td>877,569</td>
<td>729,226</td>
<td>1,645,323</td>
</tr>
<tr>
<td>524 Bookstore</td>
<td>1,846,410</td>
<td>6,752</td>
<td>1,493</td>
<td>1,851,669</td>
</tr>
<tr>
<td>528 Facilities/Safety</td>
<td>337,166</td>
<td>580,448</td>
<td>496,544</td>
<td>421,070</td>
</tr>
<tr>
<td>569 Food Service</td>
<td>206,914</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>570 Enterprise Activities</td>
<td>338</td>
<td>633,543</td>
<td>525,476</td>
<td>108,406</td>
</tr>
<tr>
<td>846-860 Financial Aid</td>
<td>102,008</td>
<td>653,770</td>
<td>2,888,825</td>
<td>(2,133,047)</td>
</tr>
<tr>
<td>Total Operating</td>
<td>8,709,810</td>
<td>15,048,001</td>
<td>15,133,800</td>
<td>7,010,052</td>
</tr>
<tr>
<td>440 Central Stores</td>
<td>0</td>
<td>1,506</td>
<td>3,055</td>
<td>(1,549)</td>
</tr>
<tr>
<td>448 Printing/Copying</td>
<td>227,373</td>
<td>22,961</td>
<td>72,650</td>
<td>177,684</td>
</tr>
<tr>
<td>840 Agency</td>
<td>27,625</td>
<td>24,059</td>
<td>6,984</td>
<td>44,700</td>
</tr>
<tr>
<td>Subtotal</td>
<td>254,998</td>
<td>48,526</td>
<td>82,689</td>
<td>220,835</td>
</tr>
<tr>
<td>Total All Operating Funds</td>
<td>8,964,808</td>
<td>27,694,855</td>
<td>27,814,817</td>
<td>7,230,887</td>
</tr>
<tr>
<td>General Operating Reserve</td>
<td>7,338,195</td>
<td>6,894,911</td>
<td></td>
<td>16.60%</td>
</tr>
<tr>
<td>% of Operating Budget as of 1/31/23</td>
<td></td>
<td></td>
<td></td>
<td>15%</td>
</tr>
<tr>
<td>General Operating Reserve</td>
<td>6,228,615</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td></td>
<td></td>
<td></td>
<td>15%</td>
</tr>
</tbody>
</table>
Executive Cabinet Report to Board of Trustees

Board Meeting Date: March 13, 2023
Submitted by: Elisabeth Sorensen
Department: Foundation

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

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

The Foundation has pledged to provide $1,000 annually to assist with LWTech’s Office of Equity, Diversity and Inclusion programming.

☑️ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention

The Foundation is beyond thrilled to welcome Grace Reid to the newly created position of Marketing and Events Manager! Grace officially began her tenure on March 1 but originally began as a temporary employee on December 1, 2022.

Grace is already adding value to the Foundation’s work in raising critical funds for scholarships, instructional program support and the student emergency fund.

Grace is a Northwest native and graduate of The International Community School in the Lake Washington School District and University of Puget Sound. She has a background in communications, digital marketing and events.

The Foundation is pleased to support LWTech’s LEADS by funding snacks and refreshments for the 2022 – 2023 year.

☒ Support the college in the implementation of LionsLink

The Foundation has pledged to provide $1,000 in annual funding to support continued CTC link morale activities.
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

Save the Date! Mark your calendars for the LWTech Foundation Annual Scholarship Reception scheduled for Wednesday, May 10 at 4:00 p.m. to 6:00 p.m. in the Library.

On March 17, the Foundation will award approximately $275,000 in scholarship funds to hardworking, highly motivated LWTech students.

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

The Foundation hosted the First Annual Dental Workforce Career Fair on campus on Monday, February 27 at 3:00 p.m. to 5:00 p.m. on campus. The event, attended by 11 dentists/dental practices/dental staffing firms and over 50 dental hygiene and dental assisting students, was a wonderful opportunity for students and potential employers to network. The event benefited dental hygiene/dental assisting scholarships as each dentist/dental practice/dental staffing firm made a $1,000 gift in lieu of a traditional booth fee. Each gift will produce a $1,000 scholarship named for each participating dentist/dental practice/dental staffing firm (i.e., The Dental Career Workforce Scholarship Sponsored by Redmond Dental Smiles). We look forward to introducing these new scholarship donors to their recipients at our Annual Scholarship Reception on May 10. Additionally, we look forward to expanding the event next year with the goal of securing 20-25 dentists/dental practices/dental staffing firms in 2024.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: March 13, 2023
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 2022-2023 academic year. Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities

The Marketing and Communications team spent February 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 49 active projects in the department.

Public Relations:

The team continued their work to engage local, regional and national reporters/writers to elevate awareness of the college.

Media Coverage:
NPR/KNKX: High Paying Trade Jobs: This story appeared in more than 10 different times in news outlets from around the country. It’s an update of a story that ran in 2018.

Social Media

The team conducted social media outreach which included posts on Instagram, Facebook, Twitter, and LinkedIn. Social media engagement continues to perform well. Social media outreach over the past month promoted, Spring Foundation Scholarships, Spring Quarter Open Enrollment, Workforce Development Initiatives, Office of Student Life Programs, Career Services Programs, Outreach and Recruitment events, EDI Initiatives, 2023 Open House, and the following programs: Automotive Repair, Mechanical Design, Machining Technology, Business DTA, BAS Applied Management – Entrepreneurship, General Education, New Dental Assisting Certificate, Culinary and Baking Arts, Medical Assisting and the New Human Resource Management BAS. The team also coordinated crisis communications during campus closures and LionsLink-related disruptions.
Key conferences and events

The Marketing and Communications team is currently enrolled in a 12-week intensive web accessibility training program through the SBCTC and WebAIM.

Actively participate and engage in community activities
Leslie Shattuck was recently appointed to the City of Everett Mayor’s Diversity Advisory Board. The Board meets one a month with members of the community, city council, and the mayor.

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, the Equity, Diversity and Inclusion Council, and the Digital Accessibility Committee.

Advertising Campaign
The team worked on the Open House, Spring Open Enrollment, Running Start, and Open Educational Resources ad campaigns. Ads are running on Digital Search, Digital Display (banner ads), Facebook and Instagram, YouTube, radio and in local community papers. Open House ads will also be translated into various languages. The Open House campaign runs two weeks prior to the event, and the Spring Open Enrollment, Running Start, and Open Educational Resources campaigns run through the first day of Spring quarter.

Website
The team worked on several updates and communications, including several program and department pages. The team also continued their work on the accessibility remediation project, in partnership with the Department of Education’s, Department of Social Justice.

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. The team continues to work on the series of 11 videos that support our Running Start program.

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: March 13, 2023
Submitted by: Elsa Gossett
Department: Planning and Operations, Office of the President

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

☒ Evaluate implementation of the College’s Mission Fulfillment Plan
This month, Elsa continued her accreditation representation by attending NWCCU’s ALO Town Hall to stay abreast of ongoing NWCCU policy and practice updates. Additionally, she continues to collaborate with the offices of Research and Grants and Instruction to ensure compliance with accreditation requirements.

☒ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention
Elsa continues her involvement with the Equity, Diversity, and Inclusion Council, as a member of the subgroup on Staff and Faculty Retention, as well as working with the office of EDI to ensure compliance with the Senate Bills passed by the legislature. She also continues her group mentorship of one of the LEADS teams.

☒ Use data to assess the effectiveness of policies
Elsa continues her involvement with the Institutional Planning and Effectiveness Council, in partnership with the Office of Research and Grants. In partnership with IPEC, Elsa and Executive Director Cathy Copeland continue to discuss the ongoing departmental planning process and next steps for feedback and review. The redesigned planning process coincides with the budget planning process and facilities improvement cycle initiated by the Finance and Facilities offices, respectively, which are underway. Elsa also spent time with the office of EDI, discussing shared governance structure, department planning, implementing the ALOHA framework for discussions, and supporting employee affinity groups.

Other Departmental Activities/Highlights

College Council met again in February, rebuilding its stability and presence in the college’s governance structure. We continue to recruit qualified representatives for the Council from underrepresented groups.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: March 13, 2023
Submitted by: Cathy Copeland
Department: Research & Grants

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

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

☒ Evaluate implementation of the College’s Mission Fulfillment Plan
   The team continues to support mission fulfillment and is excited to support the new Accreditation Liaison Officer (ALO). Collaborations to date include working closely with the ALO to develop new dashboards to ensure compliance with accreditation requirements. Data related to accreditation is now available at www.lwtech.edu/data. Projects for 2023 include: updates to the mission fulfillment data points, collaboration to expand LWTech’s peer institution comparison groups, and supporting department-level plans.

☒ With the president, annually develop performance goals and evaluate the president’s progress towards the identified goals and the development and implementation of college initiatives
   The team supports the president’s goals through survey and assessment work such as administering the annual Employee Satisfaction Survey, which opened on March 6.

☒ Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments
   The team serves on the Equity, Diversity and Inclusion Council (EDIC) and will also assist in ensuring compliance with the Senate Bills passed by the legislature and serves on the Equity, Diversity and Inclusion Council.

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

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

☒ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention
The team is rebuilding data dashboards and reviewing surveys for the HR department to use in recruitment and retention. Team members also serve on the Staff & Faculty Onboarding and Retention subcommittee of EDIC.

- **Use data to assess the effectiveness of policies**
  The Research & Grants team supports this work through dashboard development and assessment. The team developed a new SharePoint site for viewing dashboards to create a “single-sign-on feel” for accessing campus data. The team is working collaboratively with departments across campus to develop/re-build data dashboards.

- **Support the college in the implementation of LionsLink**
  The team continues to support campus data needs and queries following the LionsLink (ctcLink) launch last year. The team implemented a helpdesk ticket system in collaboration with IT to track data and query requests; this system will help triage and prioritize requests for new dashboards as well. The team supports query modification and development alongside IT and works alongside the ctcLink Application Services team to support trainings.

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

- **Support LWTech Foundation efforts to increase revenues available for scholarships, programs, faculty and staff professional development, and college support**
  The team looks forward to continuing data discussions for the Foundation following their January 2023 Foundation Board Retreat.

- **Support opportunities for public-private partnerships that contribute to scholarships, programs, and faculty and staff professional development**
  Grant work necessitates public-private partnerships and work related to this goal is summarized below.

- **Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development**
  Programs for 2022-23 include the following:

  **Title III – Strengthening Institutions**
  The team is preparing an application for funding from the Department of Education and submitted a waiver for eligibility to apply. The college will request funds to support student entry to the college through improved advising and formation of enrollment teams.

  **College Spark Washington**
  In collaboration with the Office of EDI and other departments across college, the team is vetting proposal ideas for funding under the Education Equity Fund.

  **Strada Education Network – Community College Challenge:**
  With Green River College, Mentors in Tech, Washington Technology Industry Association and Computing for all, LWTech is a partner on a project to guide and support more students into successful technology careers. This project is **one of eleven projects** funded across the country and will create an employer-guided capstone course for students in the software development program and related applied science degrees. The colleges will offer a capstone course in which students pitch solutions for projects with local technology employers; employers will evaluate pitches, select teams, and provide stipends for student work; and Mentors in Tech will coordinate relationships with employers and provide guidance to student teams.
National Science Foundation (NSF)
LWTech launched a new grant to expand Open Educational Resources (OER) in Electronics Technology and Welding in 2021-22 (ATE 2100136) with $365,000 in funding from NSF; the team supported reporting on this grant over the summer. LWTech is finishing a final report for an Advanced Technical Education (ATE) Coordination Network called AppConnect NW that brought together applied baccalaureate faculty in computer science (DUE 1700629 funded at $866,882); the consortium is pursuing additional funding to continue this work for an additional four years and submitted a request for over $9M in Summer 2022.

Institutional Resilience and Expanded Postsecondary Opportunity Grants Program (IREPO)
LWTech – in a collaboration with the four other technical colleges in WA – received $2.7M in August 2021 to support financial aid and remote education in technical education programs. Positions supported by this program include the following: an Instructional Designer; an eLearning Coordinator; and, support in Marketing and IT. Partner colleges include: Bates, Bellingham, Clover Park, and Renton. LWTech recently completed hiring the Instructional Designer and eLearning Coordinator and is facilitating an annual Covid-19 student impact survey and resulting analyses.

Elementary and Secondary School Emergency Relief (ESSER) Funds for Dual Enrollments
LWTech received $1,000,000 in American Rescue Plan Elementary and Secondary School Emergency Relief (ESSER) funds to support Running Start and dual enrollment students. Funds will be used for student fees and supplies, staff time, outreach materials, and coursework development in 2022-23.

Higher Education Emergency Relief Fund
The team supported applications for funding developed under the ‘Coronavirus Aid, Relief, and Economic Security’ Act (CARES); Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA); and, the American Rescue Plan Act (ARP Act) passed by Congress. Total allocations in institutional funding to the college across all three funding acts totals nearly $10M. The team will continue to support reporting related to these funds, including quarterly and annual reporting. Information on LWTech’s work with these funds can be found at the LWTech HEERF Site. Annual and quarterly reporting is ongoing with a quarterly report posted on January 10. The annual report for 2022 opened on March 6.

Mental Health Counseling and Services Pilot Program Grant
This grant will continue in 2022-23 and will provide $250,000 over the next two years and will primarily pay for the faculty counselor’s salary, CARE team training, and another round of the Healthy Minds Survey. This will allow us to use the funds allocated for counseling for other urgent needs like another navigator in the advising office. The department also worked with the MHCSPP grant leads to develop a data tracking and assessment system for both grant reporting and ongoing counseling program assessment and the Student Services team recently completed the fall report on the grant.

Early Learning Center
In collaboration with Congresswoman DelBene, LWTech received $1,000,000 in Community Project Funding to support the improvements to the childcare center. The team also supported a successful application for $1,000,000 to the Washington State Department of Commerce’s Early Learning Facilities (ELF) grant program. The team supported the successful receipt of $2,000,000 in funding for the new center.
**Dental Programs Funding**

The team supports an application from the SBCTC and received $150,000 in grant funding. With additional college funds and $800,000 from Delta Dental, Instruction will support new training pathways, including evening programs, and fund renovations in the dental clinic.

**Board Goal 3: Build community connections for the College.**

- **Key conferences and events**
  The team will host the quarterly IREPO grant meeting and attend the quarterly Research & Planning Commission meeting in April. The team attended a recent Perkins funding webinar hosted by the SBCTC.

- **Actively participate and engage in community activities**
  The team is providing one-on-one sessions on data access and Tableau data dashboards. The team led a session about EDI in student data as part of LWTech’s DSJ Spotlight Week.

**Other Departmental Activities/Highlights**

Team members are active participants in the Applied Research Committee and support planning and preparation work for the Annual Applied Research Symposium in May 2023. Team members are also participating on data task forces on campus and the upcoming website design for the Office of Civil Rights.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: March 13, 2023  
Submitted by: Ruby Hayden  
Department: Student Services

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2022-23 academic year (through September 2023). Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

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

☒ Evaluate and approve policies that promote anti-racism, equity, diversity, and inclusion, as well as student enrollment, achievement, and completion
  In collaboration with Lynn Palmanteer-Holder and in her role as co-chair of the statewide demographic subcommittee, Vice President Hayden is work to update the ways in which race and ethnic information is collected in ctcLink to reflect all federally recognized American Indian tribes.

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities
  Thursday, February 16, 2023, LWTech hosted the Great Careers Expo. The program, coordinated by the Greater Issaquah Chamber of Commerce Education Committee in partnership with the Issaquah School District and the Issaquah Schools Foundation, focuses on helping high school students explore careers that don’t require a 4-year degree, and instead focus on 2-year degrees, apprenticeships, on-the-job training, and more. LWTech hosted more than 150 high school students and 30+ teachers, counselors, and school administrators visiting from all four Issaquah high schools and 30+ industry exhibitors, ranging from manufacturing to hospitality and everything in between. Each student attended both the career fair portion of the event as well as a campus tour that highlighted some of the classrooms and labs where they could learn the skills necessary to get the jobs they want.

☒ Key conferences and events
  On February 2 and 3, 2023 Vice President Hayden attended the Washington State Student Services Commission meeting. This quarterly meeting convenes vice presidents of student services from all the CTCs in Washington to discuss common issues, solve system problems, and make recommendations that support our collective students.
Active participation and engagement in community activities
Vice President Hayden continues to serve on the scholarship committee for the Greater Seattle Business Association (the GSBA is Washington State’s LGBTQ+ and allied chamber of commerce and is the largest of its kind in North America). She was also selected as a facilitator for this year’s annual scholarship selection process focused specifically on workforce development scholarships.
Item Summary:

The cost of materials and consumable supplies continues to increase at or above the rate of inflation. College tuition is fixed by the legislature as is the state allocation. Many of the college programs include a high level of consumable materials to help the student reach competency in their chosen field.

The proposed course fee changes for the 2023-2024 fiscal year reflect these elements in our budget. The attached schedules and information reflect the approved increases to tuition for next year.

Proposal: The college recommends the Board of Trustees adopt the proposed course fee schedules for the 2023-2024 fiscal year as authorized and approved by the Legislature and State Board for Community and Technical Colleges.
LAKE WASHINGTON INSTITUTE OF TECHNOLOGY
FY 22-23 PROGRAM FEES

Authority: In 2017 the Legislature authorized trustees of the community & technical colleges to adopt or increase special course and lab fees to the extent necessary to cover the reasonable and necessary exceptional cost of the course or service.

Purpose: With the decision to adopt the community college tuition structure, it was prudent and reasonable to review program fees. The objectives of this review are to maintain a cost structure that is reasonable for the student, addresses the additional costs of the courses, to standardize program fees based on criteria, and to correct any amounts previously established.

Method: Our six-tier program fee system identifies the recommended criteria for placement within the appropriate fee level and addresses the special costs associated with offering the program/course. Program fees may be assessed on programs based on the related costs. Certain higher cost programs may not fit within the prescribed framework in which case a unique program fee may be determined. Courses may also have specific pass thru fees in which the student is purchasing a specific individual item from a vendor through the College (ie., name tags). The fee level would be assessed at the program level based on the number and type of courses within the program. It is not feasible to have different rates within a program unless all revenues are coded to one account. Program fees would support the cost of the supplies and materials used by individual students, support costs for equipment maintenance and replacement, purchase of software, and other additional program costs unique to the program including class staff support, cost to utilize non-college facilities if necessary, and contracted services.

Level I - $8/credit
The fee at this level would be for courses in which a minimal amount of consumable supplies would be utilized by the individual student; little or no utilization of equipment and/or computers.

Level II - $12/credit
The fee at this level would be for courses which have a low use of consumable supplies and materials by the individual student. Limited use of general and/or specialized program equipment and computers.

Level III - $17/credit
The fee at this level would be for courses which have a medium use of consumable supplies and materials by the individual student. Moderate to heavy use of general and specialized program equipment, computers, specialized software.

Level IV - $22/credit
The fee at this level would be for courses which have an a medium to high use of specialized consumable supplies and materials by the individual student. High use of general and specialized program equipment, computers, specialized software.
Level V - $30/credits
The fee at this level would be for courses which have a high use of specialized consumable supplies and materials by the individual student. High use of general and specialized program equipment, computers, specialized software.

Level VI - $40/credit
The fee at this level would be for courses which have a very high use of specialized consumable supplies and materials by the individual student. Very high use, or use of expensive specialized program tools, equipment, computers, specialized software.

Other - varies
Certain programs are considered as extremely high cost programs due to the unique and specialized nature of the consumable supplies and materials. The programs utilize high cost specialized equipment, specialized software, and computers.

Pass Thru - varies
Pass-thru fees are assessed to collect costs for individual student items or services that are in turn remitted to an external agency or vendor. These fees include such items as student insurance, health cards or permits, testing fees, and individualized clothing or uniforms.

Impact of Inflation

<table>
<thead>
<tr>
<th>Inflation in the last few years</th>
<th>CPI</th>
<th>Cumm. %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 2017 - Dec 2018</td>
<td>2.8</td>
<td>1.028</td>
</tr>
<tr>
<td>Dec. 2018 - Dec. 2019</td>
<td>2.2</td>
<td>1.051</td>
</tr>
<tr>
<td>Dec. 2019 - Dec. 2020</td>
<td>1.5</td>
<td>1.066</td>
</tr>
<tr>
<td>Dec. 2020 - Dec. 2021</td>
<td>7.6</td>
<td>1.147</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Fee Amounts</th>
<th>Recent Inflation</th>
<th>Inflation Adjusted purchasing power</th>
<th>Inflation adjusted course fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEVEL I</td>
<td>$8.00</td>
<td>14.70%</td>
<td>$6.82</td>
</tr>
<tr>
<td>LEVEL II</td>
<td>$12.00</td>
<td>14.70%</td>
<td>$10.24</td>
</tr>
<tr>
<td>LEVEL III</td>
<td>$17.00</td>
<td>14.70%</td>
<td>$14.50</td>
</tr>
<tr>
<td>LEVEL IV</td>
<td>$22.00</td>
<td>14.70%</td>
<td>$18.77</td>
</tr>
<tr>
<td>LEVEL V</td>
<td>$30.00</td>
<td>14.70%</td>
<td>$25.59</td>
</tr>
<tr>
<td>NEW Level VI</td>
<td>$40.00</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>ctcLink Item Type Description</td>
<td>ctcLink Course List Name</td>
<td>ctcLink Course List ID</td>
<td>Fee Rate</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>BAS AME FEE</td>
<td>BAS AME Course Fee</td>
<td>48</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>BAS BHAV</td>
<td>Bhrvl Health BAS Course Fee</td>
<td>7</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>BAS ECE PROGRAM FEE</td>
<td>Early Childhood BAS Course Fee</td>
<td>44</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>BASPH PUBH</td>
<td>Public Health BAS Course Fee</td>
<td>6</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>BUSINESS (RL)</td>
<td>N/A - assigned to individual course</td>
<td>N/A</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>BUSINESS APPL. SUPPORT</td>
<td>Business Tech Course Fee</td>
<td>21</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>ECE CLASS FEE</td>
<td>Early Childhood Ed Course Fee</td>
<td>43</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>HR COURSE FEE</td>
<td>HR AAS Course Fee</td>
<td>46</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>SOCIAL HUMAN SERV</td>
<td>Behavioral and Soc Course Fee</td>
<td>5</td>
<td>Per Credit (Level I)</td>
</tr>
<tr>
<td>ACADEMIC CORE PROG FEE</td>
<td>Natural Science Course Fee</td>
<td>18</td>
<td>Per Credit (Level II)</td>
</tr>
<tr>
<td>ACCOUNTING PROGRAM FEE</td>
<td>Accounting Course Fee</td>
<td>37</td>
<td>Per Credit (Level II)</td>
</tr>
<tr>
<td>ENVRN HORTICULTURE</td>
<td>Horticulture Course Fee</td>
<td>39</td>
<td>Per Credit (Level II)</td>
</tr>
<tr>
<td>PROG FEE-SEWING</td>
<td>Sewing Course Fee</td>
<td>4</td>
<td>Per Credit (Level II)</td>
</tr>
<tr>
<td>Art Course Fee</td>
<td>Art Course Fee</td>
<td>17</td>
<td>Per Credit (Level III)</td>
</tr>
<tr>
<td>IT APPLICATION DEVELOP</td>
<td>CSD Course Fee</td>
<td>11</td>
<td>Per Credit (Level III)</td>
</tr>
<tr>
<td>PHYSICAL THERAPY FEE</td>
<td>PTA Course Fee</td>
<td>16</td>
<td>Per Credit (Level III)</td>
</tr>
<tr>
<td>Course Fee</td>
<td>Fee Description</td>
<td>Per Credit (Level)</td>
<td>Notes</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>-----------------------------------------------------------</td>
<td>--------------------</td>
<td>-------</td>
</tr>
<tr>
<td>TRAN/LOGISTIC FEE (BH)</td>
<td>N/A - assigned to individual course</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>FITNESS FEE</td>
<td>N/A - assigned to individual course</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>MEDICAL ASSISTANT FEE</td>
<td>Medical Assisting Course Fee</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>BAS CSD FEE</td>
<td>CSD BAS Course Fee</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>NURSING ASSISTANT FEE</td>
<td>Nursing Assistant Course Fee</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>ARCH DESIGN PROG FEE</td>
<td>Architectural Tech Course Fee</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>AUTO COLLISION TECH</td>
<td>Auto Body Course Fee</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>AUTO REPAIR TECH FEE</td>
<td>Auto Repair Course Fee</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>BAKERY</td>
<td>Baking Arts Course Fee</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>BAS GAME-PROGRAM FEE</td>
<td>Digital Gaming BAS Course Fee</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>BIO-MEDICAL FEE</td>
<td>Biomedical Device Course Fee</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>BAS-D CLASS FEE</td>
<td>Design BAS Course Fee</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>CIVIL DSG PROG FEE</td>
<td>Civil Design Course Fee</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Conv: Welding Course Fee</td>
<td>Welding Course Fee</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>CSNT FEE</td>
<td>Computer Security Course Fee</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>CULINARY ARTS FEE</td>
<td>Culinary Arts Course Fee</td>
<td>13</td>
<td></td>
</tr>
</tbody>
</table>

*Increased cost of Mentoring program*

*Increase in cost of materials*
<table>
<thead>
<tr>
<th>Course</th>
<th>Fee Type</th>
<th>Credits</th>
<th>Fee Details</th>
<th>Final Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel Tech Course</td>
<td>Diesel Tech Course Fee</td>
<td>33</td>
<td>Per Credit (Level VI) 40.00</td>
<td></td>
</tr>
<tr>
<td>Dental Assistant Course</td>
<td>Dental Assistant Course Fee</td>
<td>50</td>
<td>Per Credit 120.00</td>
<td></td>
</tr>
<tr>
<td>Dental Hygiene Course</td>
<td>Dental Hygiene Course Fee</td>
<td>27</td>
<td>Per Credit 50.00</td>
<td></td>
</tr>
<tr>
<td>Nursing Course Fee</td>
<td>Nursing Course Fee 100</td>
<td>14</td>
<td>Per Credit 110.00</td>
<td>120</td>
</tr>
<tr>
<td>RN Clinical Placement</td>
<td>Nursing Clinical Fee</td>
<td>19</td>
<td>Per Course (Flat Fee) 37.50</td>
<td>37.5</td>
</tr>
<tr>
<td>HR SHRM Fee</td>
<td>N/A - assigned to individual course</td>
<td>N/A</td>
<td>Per Course (Flat Fee) 49.00</td>
<td></td>
</tr>
<tr>
<td>PT Clinical Placement Software</td>
<td>PTA Clinical Course Fee</td>
<td>45</td>
<td>Per Course (Flat Fee) 55.00</td>
<td></td>
</tr>
<tr>
<td>Engineering Course</td>
<td>N/A - assigned to individual course</td>
<td>N/A</td>
<td>Per Course (Flat Fee) 63.00</td>
<td></td>
</tr>
<tr>
<td>Occupational Therapy</td>
<td>OTA Course Fee</td>
<td>15</td>
<td>Per Course (Flat Fee) 85.00</td>
<td>85</td>
</tr>
<tr>
<td>Med Assist MedA 118</td>
<td>N/A - assigned to individual course</td>
<td>N/A</td>
<td>Per Course (Flat Fee) 94.00</td>
<td>150</td>
</tr>
<tr>
<td>Engineering Course</td>
<td>Engineering Course Fee</td>
<td>42</td>
<td>Per Course (Flat Fee) 100.00</td>
<td></td>
</tr>
<tr>
<td>Physical Ther Asst Fee</td>
<td>N/A - assigned to individual course</td>
<td>N/A</td>
<td>Per Course (Flat Fee) 110.00</td>
<td></td>
</tr>
<tr>
<td>Course</td>
<td>Description</td>
<td>Fee Type</td>
<td>Course Fee</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------------------------------------------</td>
<td>---------------------------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>PTA FEE</td>
<td>N/A - assigned to individual course</td>
<td>Per Course Flat Fee</td>
<td>150.00</td>
<td></td>
</tr>
<tr>
<td>ATI NURSING TEST FEE</td>
<td>Nursing Course Fees ATI</td>
<td>Per Course Flat Fee</td>
<td>160.00</td>
<td></td>
</tr>
<tr>
<td>Dental Assistant</td>
<td>Per Course Flat Fee</td>
<td>356.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DENTAL HYGIENE PASS THROUGH FEE</td>
<td>Per Course Flat Fee</td>
<td>450.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DENTAL HYGIENE PASS THROUGH FEE</td>
<td>Per Course Flat Fee</td>
<td>450.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DENTAL HYGIENE PPE</td>
<td>DHYG PPE Course Fee</td>
<td>Per Course Flat Fee</td>
<td>200.00</td>
<td></td>
</tr>
<tr>
<td>FSE 256</td>
<td>N/A - assigned to individual course</td>
<td>Per Course Flat Fee</td>
<td>200.00</td>
<td></td>
</tr>
<tr>
<td>NURS ATI SKILLS TEST</td>
<td>Nursing Course Fees ATI</td>
<td>Per Course Flat Fee</td>
<td>200.00</td>
<td></td>
</tr>
<tr>
<td>NURS ATI SKILLS TEST</td>
<td>Nursing ATI Fee FA22 Update</td>
<td>Per Course Flat Fee</td>
<td>270.00</td>
<td></td>
</tr>
<tr>
<td>NURS ATI SKILLS TEST</td>
<td>Nursing ATI Fee FA23 Update</td>
<td>Per Course Flat Fee</td>
<td>293.86</td>
<td></td>
</tr>
<tr>
<td>DREV@ DSXAM FEE</td>
<td>N/A - assigned to individual course</td>
<td>Per Course Flat Fee</td>
<td>570.00</td>
<td></td>
</tr>
<tr>
<td>FUNERAL SVC CLASS FEE</td>
<td>FSE Embalming Course Fee</td>
<td>Per Course Flat Fee</td>
<td>600.00</td>
<td></td>
</tr>
<tr>
<td>SHRM CERT MAT FEE</td>
<td>SHRM Exam Fee</td>
<td>Per Course Flat Fee</td>
<td>625.00</td>
<td></td>
</tr>
<tr>
<td>Local Anesthesia Fee</td>
<td>N/A - assigned to individual course</td>
<td>Per Course Flat Fee</td>
<td>841.41</td>
<td></td>
</tr>
<tr>
<td>Anesthesia &amp; NO2 Fee</td>
<td>N/A - assigned to individual course</td>
<td>Per Course Flat Fee</td>
<td>1104.86</td>
<td></td>
</tr>
<tr>
<td>NO2 Sedation Fee</td>
<td>N/A - assigned to individual course</td>
<td>Per Course Flat Fee</td>
<td>277.93</td>
<td></td>
</tr>
</tbody>
</table>