Board of Trustees Meeting

Monday, January 8, 2024
12 p.m. to 2:30 p.m.
W305B Board Room; West Building
Teams link
Meeting ID: 282 401 580 944
Passcode: wSA63X

Study Session

EDI Plan Update Robert Britten
Institutional Grants Update Cathy Copeland
Budget Reporting Overview Bruce Riveland

Board of Trustees Meeting

Land Acknowledgment John Suk
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.

Roll Call John Suk
Consent Calendar:
• Approval of Agenda
• Minutes, December 11, 2023 1

General Discussion

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

Introduction of New Employees Dr. Amy Morrison

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

<table>
<thead>
<tr>
<th>Associated Student Government</th>
<th>ASG Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federation of Teachers</td>
<td>Rebecca Talbot-Bluechel</td>
</tr>
<tr>
<td>President</td>
<td>Dr. Amy Morrison</td>
</tr>
<tr>
<td>Board Chair Update</td>
<td>John Suk</td>
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<tr>
<td>Trustees Activities Update</td>
<td>Trustees</td>
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<tr>
<td>Foundation Liaison Update</td>
<td>Laura Wildfong</td>
</tr>
<tr>
<td>Financial Summary</td>
<td>Bruce Riveland 2</td>
</tr>
<tr>
<td>Administration</td>
<td>Executive Cabinet 3</td>
</tr>
</tbody>
</table>

### Action Items

**Item 1151: 2023-2024 Board Goals**

John Suk 4

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## 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.

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## Adjournment
December 11, 2023 Board of Trustees Meeting
4 p.m. to 6 p.m.
Hybrid Meeting

Chair John Suk opened the Board Study Session at 4:06 p.m. by introducing James and Kristen Whitfield to join the Board to discuss Unified Planning (UP).

James Whitfield presented on the current work of LWTech’s integrated planning. The Board reflected on two questions: How would you describe the impact that you would hope that LWTech would have on the broader community? And How would you describe the impact that you would hope that LWTech would have on its students? Discussion ensued with the trustees related to these questions. Following, Mr. Whitfield continued with a discussion related to the mission, vision, and values of the institution and goals, and trustees engaged in discussion surrounding trustee roles and continuing process.

Chair Suk called the Board Meeting to order at 5:17 p.m. with the LWTech Land Acknowledgment. The consent agenda was approved.

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

LWTech Faculty, Staff, Students, and Community Members:
Dr. Amy Morrison     Elisabeth Sorensen     Elena Kirkegaard
Cathy Copeland      Dr. Ruby Hayden      Vicki Chew
Bruce Riveland      Dr. Aparna Sen       Heather Sneed
Meena Park          Darcy Kipnis        James Whitfield
Elsa Gossett        Rebecca Talbot       Kristen Whitfield
Robert Britten      Haley Hann         Priyanka Pant
Leslie Shattuck     Mike Potter

New Employee Introduction: Vice President Hayden introduced LWTech’s new Wellness Coordinator Haley Hann.
AFT Update: Rebecca Talbot-Bluechel provided an update on fall quarter. AFT has prepared for the bargaining session, bringing forward issues related to adjunct faculty, faculty payment schedule. Additionally, the AFT elections will be scheduled for this coming spring. President Morrison and Co-President Talbot-Bluechel will join forces to lobby legislators in the upcoming session.

President’s Update:
President Morrison provided an update on:
- Today the college held the end-of-year all-staff meeting, including an overview of fall accomplishments, EDI overview and review, and strategic planning work with James and Kristen Whitfield
- Tomorrow will continue Inservice activities, including a session on AI in the classroom and additional strategic planning activities.
- Veteran’s luncheon was very well attended and enjoyed
- Congratulations to the Foundation for an excellent fundraiser
- CultureFest – new activity
- Thanksgiving Pies were well received
- Thank you to trustees who attended ACT this fall
- WACTC President’s meeting was online this month; many ongoing discussions related to ctcLink and Guided Pathways
- President’s Forum was an open forum for questions
- President Morrison presented at the Kirkland Kiwanis
- Dr. Aparna Sen is serving as Acting Vice President of Instruction, and Dr. Mike Potter will serve as the Interim Vice President of Instruction through next fall
- The permits for the Center for Design have been approved
- The City of Kirkland will be installing a flashing beacon out in front of the college by the bus stops
- Hoping to organize legislative meetings on January 25th
- There will not be a Winter ACT meeting, instead focusing on legislative lobbying

Board Chair update: Chair Suk provided two brief updates: 1) that we will delay voting on the Board Goals until the January meeting, and the chair asks that the board members will spend time reviewing the goals; 2) Chair Suk hoped to wish each board member and staff member a wonderful holiday season, and encourage everyone to give back to their communities.

Trustee Updates: There were no additional trustee updates.

Foundation Liaison Update: Trustee Wildfong thanked Executive Director Sorensen again for her leadership during Bright Futures Benefit Week.

Financial Updates: Vice President Riveland reported that summer enrollments were up 13%, and fall enrollments were up 10%. Revenues are approximately $18.1 million, and allocation went up
a bit. Currently, expenses are up as well, including a bump from the state board. As of the end of October, reserves are at 17.2%, and operating funds are in expected parameters. Winter enrollment is approximately 8%, which is helpful, but still requires thoughtful budgeting and mindfulness in spending from college departments.

Executive Cabinet Reports: Reports from Cabinet members were included in the Trustee information packet. There were no additional questions for Cabinet members.

Action Items:

Item 1152: Agreement with City of Kirkland and Lake Washington Institute of Technology
Dr. Ruby Hayden and Vice President Riveland presented Item 1152. Trustee Wildfong moved to approve; Trustee Hamilton seconded. The motion was approved.

Chair Suk adjourned the meeting at 6:05 p.m.

Respectfully submitted,

Elsa Gossett
Executive Assistant to the President
The College is five months into the fiscal year (41%). As we near the midpoint of the fiscal year, we remain cautious regarding the financial outlook for the year. Enrollments for Fall Quarter ended up approximately 12% from the prior year. Tuition revenues for Summer and Fall Quarters are up over 30% compared to last year which reflects the enrollment increase, the tuition increase of 3.2% and higher enrollment in International and High School programs. At this time the budget outlook remains neutral as we work on driving down expenses for the last seven months of the year.

For year to date, revenues total approximately $24.2M up 30% from the prior year during which remote operations at the college was winding down. The increases are primarily due to federal aid reimbursement and increased tuition collections. Expenditures total approximately $25.6M and are up 3.4% from the prior year. This reflects lower financial aid and program fee expenditures as compared to last year.

For all funds, revenues exceed expenditures approximately $3.5M. For the self-supporting funds, revenues exceed expenditures by approximately $1.32 million.

As of November 30, the College has a total fund balance for all funds of approximately $13.6M. As of November 30, the general operating reserve totals approximately $11.1M million, or approximately 25%.
## REVENUES

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Revenue to Date</th>
<th>Balance</th>
<th>% Received as of 11/30/2022</th>
<th>Prior Year $</th>
<th>$ Difference</th>
<th>% Change</th>
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</thead>
<tbody>
<tr>
<td>001</td>
<td>State Allocations</td>
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<td>7,593,969</td>
<td>19,014,500</td>
<td>28.54%</td>
<td>8,900,819</td>
<td>(1,306,850)</td>
<td>-14.68%</td>
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<tr>
<td>149</td>
<td>Tuition</td>
<td>8,768,251</td>
<td>4,482,311</td>
<td>4,285,940</td>
<td>51.12%</td>
<td>3,327,742</td>
<td>1,154,569</td>
<td>34.70%</td>
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<tr>
<td>149</td>
<td>Other/Investment</td>
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<td>0</td>
<td>2,892,004</td>
<td>0.00%</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated Funds</td>
<td>2,892,004</td>
<td>3,843,037</td>
<td>6,008,937</td>
<td>39.01%</td>
<td>1,598,298</td>
<td>2,244,738</td>
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<tr>
<td>145/146</td>
<td>Grants &amp; Contracts</td>
<td>9,851,974</td>
<td>3,171,500</td>
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<td>32.19%</td>
<td>2,471,256</td>
<td>700,242</td>
<td>28.34%</td>
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<td>522</td>
<td>Student Activities</td>
<td>1,406,541</td>
<td>866,867</td>
<td>519,674</td>
<td>63.05%</td>
<td>586,656</td>
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<td>Food Service</td>
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<td>0</td>
<td>0.00%</td>
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<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>698,705</td>
<td>164,797</td>
<td>533,908</td>
<td>23.59%</td>
<td>43,637</td>
<td>121,160</td>
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<td>Financial Aid</td>
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<td>77.50%</td>
<td>585,137</td>
<td>2,889,897</td>
<td>493.88%</td>
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</table>

Subtotal: 55,625,921 4,216,190 41,259,705 43.53% 17,973,003 6,243,187 34.74%

<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 as of 11/30/2022</th>
<th>Prior Year $</th>
<th>$ Difference</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>440</td>
<td>Central Stores</td>
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<td>1,846</td>
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<td>448</td>
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<td>49,309</td>
<td>(45,709)</td>
<td>-92.70%</td>
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</table>

Subtotal: 175,000 21,523 153,477 12.30% 64,811 43,288 -66.79%

**Total Revenues:** 55,800,921 24,237,713 41,413,182 43.44% 18,037,814 6,199,899 34.37%

## EXPENDITURES

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>% Expended as of 11/30/2022</th>
<th>YTD $</th>
<th>$ Difference</th>
<th>% Change</th>
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<tr>
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<td>1,068,943</td>
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<td>145/146</td>
<td>Grants &amp; Contracts</td>
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<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,341,000</td>
<td>510,825</td>
<td>830,175</td>
<td>38.09%</td>
<td>584,804</td>
<td>(73,976)</td>
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<td>524</td>
<td>Bookstore</td>
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<td>Food Service</td>
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<td>0</td>
<td>0</td>
<td>0.00%</td>
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Subtotal: 54,680,839 20,621,814 34,039,025 37.73% 17,726,244 2,885,570 16.33%

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<th>Fund</th>
<th>Description</th>
<th>Budget</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>% Expended as of 11/30/2022</th>
<th>YTD $</th>
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<th>% Change</th>
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<td>0</td>
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Subtotal: 175,000 28,352 146,648 16.20% 51,069 22,717 -44.48%

**Total Expenditures:** 54,835,839 20,650,166 34,185,673 37.66% 17,777,313 2,872,852 16.16%

**Total Revenue Over(under) Expend:** 965,082 3,587,547 | 260,501
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<th>Fund</th>
<th>Balance 07/01/23</th>
<th>Year-to-Date Revenue 11/30/2023</th>
<th>Year-to-Date Expenditure 11/30/2023</th>
<th>Balance 11/30/2022</th>
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<td>75</td>
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<td>(323,992)</td>
<td>5,533,717</td>
<td>3,424,433</td>
<td>(497,827)</td>
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<td>3,142,871</td>
<td>3,843,037</td>
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<td>3,123,669</td>
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<td>632,561</td>
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<td>Total Operating</td>
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<td>1,815</td>
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<td>487,237</td>
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<td>Total All Operating Funds</td>
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<td>20,650,166</td>
<td>10,199,622</td>
</tr>
<tr>
<td>Total All Operating Funds</td>
<td>8,964,808</td>
<td>25,289,119</td>
<td>20,650,166</td>
<td>10,199,622</td>
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<td>General Operating Reserve</td>
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<td>11,147,145</td>
<td>7,603,273</td>
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<td>% of Operating Budget as of 11/30/2023</td>
<td>25.73%</td>
<td>21.28%</td>
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<tr>
<td>Target</td>
<td>6,499,411</td>
<td>15%</td>
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## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

Budget Status - Operating Budget FY23-24
thru month ended November 30th, 2023

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>% Expended/Encumbered</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
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<tr>
<td>Salaries</td>
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<td>$24,992,804</td>
<td>$6,952,084</td>
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<td>$3,660,720 85.35%</td>
<td>$5,423,824</td>
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<td>2,443,459</td>
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<td>2,143,125</td>
<td>1,218,135</td>
<td>923,393</td>
<td>1,598 99.93%</td>
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<tr>
<td>Equipment</td>
<td>493,503</td>
<td>493,503</td>
<td>400,531</td>
<td>483,087</td>
<td>(390,115) 179.05%</td>
<td>401,686</td>
<td>-0.29%</td>
</tr>
<tr>
<td>Travel</td>
<td>104,076</td>
<td>104,076</td>
<td>18,973</td>
<td>12,143</td>
<td>72,960 29.90%</td>
<td>3,316</td>
<td>472.24%</td>
</tr>
<tr>
<td>Grants, Client Services</td>
<td>0</td>
<td>390,000</td>
<td>446,365</td>
<td>-</td>
<td>(56,365) 114.45%</td>
<td>301,482</td>
<td>48.06%</td>
</tr>
<tr>
<td>HS Academy Transfer</td>
<td>1,306,226</td>
<td>1,306,226</td>
<td>0</td>
<td>-</td>
<td>1,306,226 0.00%</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>International Prog. Transfer</td>
<td>0</td>
<td>-</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Transfer of Charges</td>
<td>(637,957)</td>
<td>(637,957)</td>
<td>110,115</td>
<td>-</td>
<td>(748,072) -17.26%</td>
<td>(9,496)</td>
<td>-1259.58%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$36,300,896</strong></td>
<td><strong>$37,725,404</strong></td>
<td><strong>$11,589,662</strong></td>
<td><strong>$21,119,223</strong></td>
<td><strong>$5,016,520 86.70%</strong></td>
<td><strong>$9,302,572</strong></td>
<td><strong>24.59%</strong></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>% Expended/Encumbered</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Allocations</td>
<td>$23,436,320</td>
<td>$26,610,779</td>
<td>$14,239,599</td>
<td>$12,371,150</td>
<td>$6,352,881 53.51%</td>
<td>$12,371,150</td>
<td>124.14%</td>
</tr>
<tr>
<td>Tuition</td>
<td>7,756,479</td>
<td>8,768,251</td>
<td>5,533,717</td>
<td>3,234,534</td>
<td>2,493,654 63.11%</td>
<td>2,493,654</td>
<td>121.91%</td>
</tr>
<tr>
<td>Investment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>882,000</td>
<td>882,000</td>
<td>0</td>
<td>-</td>
<td>882,000 0.00%</td>
<td>36,401</td>
<td>-100.00%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$32,074,799</strong></td>
<td><strong>$36,261,030</strong></td>
<td><strong>$19,773,316</strong></td>
<td><strong>$16,487,714</strong></td>
<td><strong>$5,016,520 86.70%</strong></td>
<td><strong>$8,882,936</strong></td>
<td><strong>122.60%</strong></td>
</tr>
</tbody>
</table>

**Monthly Financial Statement Nov 2023 BOT 12/28/2023**
<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved</th>
<th>Adjusted</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>Expended/ Encumbered</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>$1,287,174</td>
<td>$1,287,174</td>
<td>$351,136</td>
<td>$858,116</td>
<td>$77,922</td>
<td>93.95%</td>
<td>$552,826</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>480,244</td>
<td>480,244</td>
<td>130,874</td>
<td>334,665</td>
<td>14,705</td>
<td>96.94%</td>
<td>169,227</td>
</tr>
<tr>
<td><strong>Goods &amp; Services</strong></td>
<td>1,205,526</td>
<td>1,205,526</td>
<td>320,495</td>
<td>621,854</td>
<td>263,177</td>
<td>78.17%</td>
<td>467,380</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>10,000</td>
<td>10,000</td>
<td>37,762</td>
<td>21,424</td>
<td>(49,186)</td>
<td>591.86%</td>
<td>31,992</td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>8,620</td>
<td>8,620</td>
<td>3,407</td>
<td>3,916</td>
<td>1,297</td>
<td>84.95%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Grant/Client Services</strong></td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>-</td>
<td>(50)</td>
<td>1,653</td>
<td>-96.98%</td>
</tr>
<tr>
<td><strong>Transfer of Charges</strong></td>
<td>1,307,733</td>
<td>1,307,733</td>
<td>-</td>
<td>-</td>
<td>1,307,733</td>
<td>0.00%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$4,299,297</td>
<td>$4,299,297</td>
<td>$843,724</td>
<td>$1,839,976</td>
<td>$1,615,597</td>
<td>62.42%</td>
<td>$1,223,078</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inst. Program Fees</strong></td>
<td>1,859,710</td>
<td>1,859,710</td>
<td>$1,464,281</td>
<td>464,928</td>
<td>(69,499)</td>
<td>$455,935</td>
<td>221.16%</td>
</tr>
<tr>
<td><strong>Inst. Ancillary Rev.</strong></td>
<td>492,500</td>
<td>492,500</td>
<td>79,523</td>
<td>123,125</td>
<td>288,852</td>
<td>105,965</td>
<td>-24.95%</td>
</tr>
<tr>
<td><strong>Testing</strong></td>
<td>25,700</td>
<td>25,700</td>
<td>4,388</td>
<td>18,549</td>
<td>2,763</td>
<td>5,100</td>
<td>-13.96%</td>
</tr>
<tr>
<td><strong>Other Fees &amp; Income</strong></td>
<td>1,921,387</td>
<td>1,941,776</td>
<td>668,027</td>
<td>751,220</td>
<td>522,529</td>
<td>865,993</td>
<td>-22.86%</td>
</tr>
<tr>
<td><strong>Excess Enrollment Tuition &amp; Fees</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$4,299,297</td>
<td>$4,319,686</td>
<td>$2,216,219</td>
<td>$1,357,822</td>
<td>$746,645</td>
<td>$1,432,993</td>
<td>54.66%</td>
</tr>
<tr>
<td><strong>Total Revenue over Expend.</strong></td>
<td>-</td>
<td>$20,389</td>
<td>$1,372,495</td>
<td>-</td>
<td>$209,915</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 1/8/2024
Submitted by: Robert Britten
Department: EDI

Mission Fulfillment Goal 1: Address and dismantle structural racism.

The Office of EDI, Institutional Research & President’s Office meets with Be Culture on a bi-weekly basis to further develop and integrate the Institutional Strategic Plan with the EDI Plan to be inclusive of the entire college. The office of EDI has contracted with various EDI practitioners to bring EDI Centered training to the college to support students, staff and faculty.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

The Office of EDI continued its conversations with Student Life, High School Programs and Student Services that impact Undocumented Students and how we can mitigate some of the barriers they face as students. As well, the Office of EDI attended a meeting that focused on the new Guided Pathways Advising Model and how this new model removes barriers for student success.

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

The Office of EDI held the second of its regular meetings with Workforce Development (WFD) to discuss the ways WFD can apply an equity lens to their work to identify impacts to students.

The Office of EDI held the first of a series of meeting with Advising to help support their efforts in serving students in more equitable ways.

Other Departmental Activities/Highlights

Executive Director Britten and EDI Coordinator Ramos have been actively engaged in ongoing conversations with our Tribal Communities.

Executive Director Britten visited WA Corrections Center for Women to participate in a discussion and answer questions on the importance of Education and the role of education in reentry into society.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 1/8/2024
Submitted by: Elisabeth Sorensen
Department: LWTech Foundation

Mission Fulfillment Goal 1: Address and dismantle structural racism.

The Foundation continues to provide $1,000 annually to LWTech’s Office of Equity, Diversity and Inclusion for programming and hospitality. Additionally, the Foundation funded lunch for faculty and staff during the Winter All-College Inservice on Wednesday, January 3, 2024. The Foundation also funded treats for all faculty and instructional staff during the Winter All-Instruction Inservice on Thursday, January 4, 2024.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

Good news! Philanthropist Daryl Connell enhanced his gift for student scholarships from $100,000 (as reported in December 2023) to $150,000! This wonderful new gift will be paid in February 2024 and is in response to a recent “invitation only” grant invitation stemming from a successful campus tour with philanthropist Daryl Connell in October 2023.

The Foundation received a generous gift of $18,000 from the Gene Haas Foundation to support scholarships for machining technology students.

The Foundation received a generous gift of $10,000 from The Bradley Family Foundation to support 1:1 tutoring for students with disabilities.

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

Update! As a result of your generosity, the Foundation raised a record breaking $509,547 for student scholarships, instructional program support and the student emergency fund! Applications are open for Spring 2024 scholarships! Thanks to the incredible generosity of our donors, the Foundation will award over $300,000 in student scholarships for Spring 2024.

Other Departmental Activities/Highlights

The Foundation looks forward to the LWTech Foundation Board Retreat scheduled for Friday, January 19 at 7:30 a.m. to 3:00 p.m. on campus.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 1/8/2024
Submitted by: Meena Park, Vice President of Human Resources
Department: Human Resources/Payroll

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2023-24 academic year (through September 2024). 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.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

HR Advisory Committee (HRAC):
On December 11th, the HRAC hosted its first ever LWTech Community Potluck. It served a dual purpose of celebrating the end of Fall Quarter and raising money for Foundation’s Student Scholarship Fund. Thanks to our wonderful LWTech family, the HRAC raised $500 in scholarship funds for our amazing students!

Living Well Committee:
The Living Well Committee will be holding their 2nd annual Smash the Old, Begin the New Event on January 17th. In some cultures, breaking plates symbolizes new beginnings; smashing of the old-world order to make way for a new one. Our employees will have an opportunity to write their worries and frustrations on a plate and smash them. It’s a great way to get rid of frustration, anger, and anxiety as well as letting go of the past, making way for a great 2024!

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways

Continuing the discussion of the State Board of Community and Technical College (SBCTC) system, Executive Cabinet attended LEADS and shared our individual department/division roles and how we are interrelated and part of the LWTech system in our mission to support student success. Additionally, as we conclude the self-reflection and system learning portion of LEADS and transition into leadership development, Bruce Riveland, Vice President of Administration, provided an engaging introduction of the concept of Leadership.
Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

Other Departmental Activities/Highlights

Union Bargaining
Faculty bargaining has resumed with parties addressing open topics remaining from the previous bargaining session. Formal bargaining including the introduction of topics will commence in January 2024.

In December, the Classified Administrative Support and Administrative teams met for initial training on the Interest Based Bargaining (IBB) process. We look forward to a productive and collaborative bargaining year.
Mission Fulfillment Goal 3: Position the college as a leader in workforce training for the state’s short-term and long-term economic recovery.

ITS:
This Month we made updates in Classroom T320 from Student fee dollars. Four classrooms have had AV upgraded since the last report and we anticipate changing 2-4 per month going forward.

Started the Implementation of JAMF adding a Mobile Device Management platform to configure Apple devices with our new 802.1x network (Clearpass) requirements. With that, we are on the tail end of final completion of ClearPass. We have configured the last of the switches. Now we are working through the last of any issues that came up, like HVAC equipment that we could not profile due to age or complexity of network requirements.

We added Timely Care for Student Healthcare option to Okta SSO. We also added Examsoft to Okta SSO.

We are working through official process for budgeting Student Fee dollars.

Next Projects will include:

- Investigating a new Firewall
- Implementing MFA for All Students to Access to LWTech resources.
- Identifying classroom computer upgrade cycle.

Applications Services:
- AwardSpring Integration with LionsLink powered by ctcLink complete.
- Tasked by Student Services staff to start work again on resolving Legend Issues. Previously this work was put on hold.
- Application Services team supported 6 ELL orientations where staff helped 40+ students with initial log-in to LionsLink and Okta applications.
- Onboarded 10 new employees in ctcLink.
- Offboarded 12 separated employees in ctcLink.
- Continued work with IT team on IT Policy Updates and other divisional work.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: 1/8/2024
Submitted by: Dr. Ruby Hayden
Department: Student Services

Below is a summary of ongoing projects as they align with college goals and strategies for the 2023-24 academic year (through September 2024). 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.

Mission Fulfillment Goal 1: Address and dismantle structural racism.

For the first time since the pandemic, the financial aid office was able to process all summer financial aid applications within the summer quarter and all fall applications within fall quarter. This is a tremendous improvement and directly supports the college’s work to support BIPOC and other marginalized student groups. The financial aid leadership team and vice president Hayden will be meeting for a retreat in winter quarter to further examine how to improve processes and services with an equity lens.

Mission Fulfillment Goal 2: Continue implementation of Guided Pathways.

Student Services via implementation of the Title III grant continues to support implementation of Guided Pathways. Highlights for December include:

- Completion of the hiring process for the Enrollment Services Title III position
- In progress with interviews for the Financial Aid and Advising Title III positions
- Continued progress with the pilot project for student support teams
- The student services director and Title III coordinator, Katie Peacock, provided training to faculty on guided pathways at winter in-service

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

Vice President Hayden continues to participate in the community outreach portion of strategic planning and has held informational interviews with individuals from local businesses and community-based organizations.
2023-2024 Board of Trustees Goals (Draft)

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

**Strategy:** Review and evaluate development and implementation of the College’s Mission Fulfillment plan

**Tactic:** Briefing on Mission Fulfillment plan (year three); Review wrap-up reports; Engage in strategic planning

**Mission, Core Theme:** Mission Fulfillment

**Board Meeting Date:** Ongoing

**Strategy:** With the president, develop annual performance goals and evaluate the president’s progress against them in the development and implementation of college initiatives

**Tactic:** Review and discuss president’s annual goals and self-evaluation; Mid-year summary on progress towards annual goals

**Mission, Core Theme:** College Community

**Board Meeting Date:** October 2023; February 2024; May 2024

**Strategy:** Evaluate and approve policies that promote and support anti-racism, equity, diversity, and inclusion in all aspects of the college, ensuring a campus environment where everyone can grow and develop

**Tactic:** Policy review calendar; Annual diversity report

**Mission, Core Theme:** College Community

**Board Meeting Date:** Ongoing

**Strategy:** Evaluate and approve policies that support all aspects of the student experience, including student enrollment, achievement, and completion, encouraging workforce development and providing pathways from basic skills to baccalaureate programs for students to achieve their goals

**Tactic:** Policy review calendar; Annual enrollment and completion reports; Programmatic Updates

**Mission, Core Theme:** Student Achievement and Student Pathways

**Board Meeting Date:** Ongoing

**Strategy:** Evaluate and approve policies that support all aspects of the employee experience, including faculty and staff recruitment, development, and retention, encouraging employee growth towards the full potential of their role

**Tactic:** Policy review calendar; Annual professional development update

**Mission, Core Theme:** College Community

**Board Meeting Date:** Ongoing
Goal 1: Support the college as it undergoes the accreditation review process.

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

**Tactic:** Review and evaluate 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:** Engage with the Foundation as appropriate including event attendance, community connections, and giving/volunteering in support of Foundation needs; reviewing Foundation Update

**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 2024
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
2023-2024 Board of Trustees Goals (Draft)

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

**Strategy:** Review and evaluate development and implementation of the College’s Mission Fulfillment plan

**Tactic:** Briefing on Mission Fulfillment plan (year three); Review wrap-up reports; Engage in strategic planning

**Mission, Core Theme:** Mission Fulfillment

**Board Meeting Date:** Ongoing

**Strategy:** With the president, develop annual performance goals and evaluate the president’s progress towards the identified goals and against them in the development and implementation of college initiatives

**Tactic:** Accept Review and discuss president’s annual goals and self-evaluation; Mid-year summary on progress towards annual goals

**Mission, Core Theme:** College Community

**Board Meeting Date:** October 2023; February 2024; May 2024

**Strategy:** Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments; promote and support anti-racism, equity, diversity, and inclusion in all aspects of the college, ensuring a campus environment where everyone can grow and develop

**Tactic:** Policy review calendar; Annual diversity report

**Mission, Core Theme:** Student Achievement College Community

**Board Meeting Date:** Ongoing

**Strategy:** Evaluate and approve policies that promote support all aspects of the student experience, including student enrollment, achievement, and completion, encouraging workforce development and providing pathways from basic skills to baccalaureate programs for students to achieve their goals; anti-racism, equity, diversity, and inclusion in student enrollment, achievement, and completion

**Tactic:** Policy review calendar; Annual enrollment and completion reports; Programmatic Updates

**Mission, Core Theme:** Student Achievement and Student Pathways

**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 all aspects of the employee experience, including faculty and staff recruitment, development, and retention, encouraging employee growth towards the full potential of their rolesupport anti-racism, equity, diversity, and inclusion in 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: Review and adopt an LWTech equity lens rubric for policy review and adoption
Tactic: Evaluate progress and alignment through regular updates from the president, EDI executive director, and director of planning; Mid-year summary on progress; Adopt rubric in June 2024
Mission, Core Theme: Mission Fulfillment
Board Meeting Date: November 2023; April 2024; May 2024; June 2024

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

Strategy: Support the college as it undergoes the accreditation review process.
Tactic: Receive-Review and evaluate regular updates from the president and accreditation liaison officer
Mission, Core Theme: College Community
Board Meeting Date: Ongoing

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 UpdateEngage with the Foundation as appropriate including event attendance, community connections, and giving/volunteering in support of Foundation needs; reviewing 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: Participate in 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

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 2024

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