Board of Trustees Retreat

Monday, September 13, 2021
3 p.m. to 6 p.m.
W305 Board Room; West Building

Zoom

Land Acknowledgment
Roll Call
Consent Calendar:
  • Approval of Agenda
  • Minutes, June 7, 2021

General Discussion

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

Retreat Agenda

Board Goal Retrospective and Development
Board Year Planning
  - ACCT membership
  - Board Emeritus
  - Study Session Items for the year
  - Transforming Lives process
  - Website Update
EDI Showcase
  - Equity Legislative Proviso Review
  - EDI Annual Survey
  - KPD Conversations and Action
  - Annual EDI Study Focus
Final Fall Academic Planning

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.
- Enrollment Update  
  Dr. Ruby Hayden
- CTCLink Planning and Go Live  
  Chris McLain
- Implementation of IHE Proclamation  
  Dr. Amy Morrison

**Board of Trustees Meeting**

**Reports to the Board**

<table>
<thead>
<tr>
<th>Associated Student Government</th>
<th>ASG Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Dr. Amy Morrison</td>
</tr>
<tr>
<td>Board Chair Update</td>
<td>Anne Hamilton</td>
</tr>
<tr>
<td>Trustees Activities Update</td>
<td>Trustees</td>
</tr>
<tr>
<td>Foundation Liaison Update</td>
<td>Laura Wildfong</td>
</tr>
<tr>
<td>Financial Summary</td>
<td>Bruce Riveland</td>
</tr>
<tr>
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<td>2</td>
</tr>
<tr>
<td>Administration</td>
<td>Dr. Amy Morrison</td>
</tr>
<tr>
<td></td>
<td>Executive Cabinet</td>
</tr>
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<td></td>
<td>3</td>
</tr>
</tbody>
</table>

**Action Items**

- Item 1093, Resolution 130: Recognition of Darrell Mitsunaga  
  Anne Hamilton 4
- Item 1094: Modified Policy S.P.132 – Supplemental Title IX Rules  
  Dr. Ruby Hayden 5

**Executive Session**

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

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

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

**Adjournment**
June 7, 2021 Board of Trustees Meeting  
4 p.m. to 6:30 p.m.  
Zoom Meeting

The study session was called to order at 4:04 p.m.

Executive Director Sorensen shared the Foundation’s recently released Annual Scholarship Thank-You Video. Alisa Shtromberg and Elsa Gossett presented the new Board of Trustees webpages. Discussion ensued about possible elements and additional items that might enhance the pages. Trustees will have the opportunity for additional review and comments before the site goes live during the summer months, with a final review in September. Marketing and Communications Director Leslie Shattuck and Kimberly Goddard shared about the new LWTech Marketing Campaign, the newly formed Economic Recovery Consortium, and the upcoming series of Sound Publishing Series Monthly Articles.

The study session adjourned at 5:08 p.m.

The meeting was called to order at 5:15 p.m.

Chair Hamilton read the LWTech Land Acknowledgment.

Roll Call

Board of Trustees:
Anne Hamilton (Chair)  Laura Wildfong  Lynette Jones  
Bob Malte (Vice Chair)  Darrell Mitsunaga  Derek Edwards

LWTech Faculty, Staff, Students, and Community Members:

Dr. Amy Morrison  Cicilia Fidelis Campos  Mike Potter  
Dr. Suzanne Ames  Doug Emory  Molly Verschuyl  
Robert Britten  Joy Emory  Sally Heilstedt  
Cathy Copeland  Greg Bem  Sheila Walton  
Elsa Gossett  Alisa Shtromberg  Tish Evora  
Dr. Ruby Hayden  Jack Phu  Tuan Dang  
Bruce Riveland  Lauren Cline  Vicki Chew  
Leslie Shattuck  Jennie Fredericksen  
Elisabeth Sorensen  Matt Allen

Chair Hamilton opened the floor to amend the agenda for item 1092 – President’s Contract. Trustee Malte moved to amend the agenda to include Item 1092; Trustee Wildfong seconded. The motion passed.
**Vice President Ruby Hayden** introduced new employee Matt Allen, M.E.d., Student Success Navigator.

**Associated Student Government (ASG) Student Report:**
ASG Representative Cicilia Fidelis Campos shared a verbal report on ASG activities, which was also shared with the Board as a written report. ASG President Campos will return next year to continue to lead the ASG. Representative Jack Phu reported on the ASG funding process. From the Tech Fee Committee, they were able to fully fund seven proposals, and partially fund one.

**President Morrison shared:**
- Applied Research Symposium, TRIO celebration, Phi Theta Kappa Induction Ceremony, and other ceremonies continue, albeit virtual, and President Morrison is happy to be able to continue to attend and support these students.
- LionsLink work continues; we are specifically going through Business Fit Gap Process analysis.
- President Morrison has continued conversations with the Kirkland Mayor and the Kirkland Chief of Police, regarding the college’s relationship with the Kirkland Police Department.
- President Morrison spoke with the Kirkland Mayor and KPD Chief about the Center for Design and portable replacements for the Early Childhood Education Center on campus.
- Portable replacement funding was championed by Congresswoman DelBene as earmarks to the infrastructure plan.
- Dr. Walton and her team have sent out Commencement boxes to the 2021 graduates.
- Thursday we wrap up the academic year with our employees at the end of year All-Staff Meeting.
- All signals point towards the governor not requiring vaccines for employees and students that are coming back in the fall, but that he may also reduce distancing requirements from 6 feet to 3 feet, and that we expect to be returning with masks this coming fall.
- We are preparing for fall quarter, and hiring as well. HR will be holding a hiring information session on Friday the 11th to showcase available positions.

**Board Chair:** Chair Hamilton asked about trustee interest in renewing our membership with ACCT. Trustee Mitsunaga asked regarding the perceived benefit. President Morrison responded that the difference in engagement now versus when we initially dropped our membership was that the federal conversation around community and technical college is ramping up. Trustee Wildfong has signed up to attend some classes/conference offered by ACCT in June, and will report back on their interest and efficacy at the September Board retreat, at which point we will be able to make decisions around membership.

**Trustee Updates:** There were no additional trustee updates.

**Foundation Update:** Trustee Wildfong reported that the Foundation’s video was well received. Our longtime donor Bob Tjossem has just given another gift of $25,000 to the Tjossem Family
trust, and the Kiwanis Board has just donated an additional $10,000 to the LWTech Foundation. Executive Director Sorensen thanked Tish Evora for inviting the Foundation to speak to the Kiwanis Board.

Financial Summary: Vice President Riveland reported that, at 83% through the year, total revenues are only down 3.1% compared to the same period last year. We also didn’t have nearly the budgetary setback that OFM led us to expect. For all general and support funds, revenue exceeded expenses. We are positioned well as we transition back to face-to-face learning.

Federation of Teachers: AFT Vice President Greg Bem reported that the AFT is planning to add to their representation over the summer. They are continuing to meet as an Anti-Racism Committee, and they continue to research Labor and Land Acknowledgements as they use them.

Classified Staff: There was no report from the Classified Staff union.

Executive Cabinet:
Reports from Executive Cabinet were included in the meeting packet. Trustees did not have any additional questions for Cabinet members.

Action Items:
Item 1081: Policy Chapter 4
Trustee Mitsunaga moved to approve; Trustee Malte seconded. The motion was approved.

Item 1083: Faculty Bargained Agreement
Trustee Wildfong moved to approve; Trustee Malte seconded. The motion was approved.

Item 1086, Resolution 129: Honoring Doug Emory’s Service to the College
Trustee Malte moved to approve; Trustee Jones seconded. The motion was approved unanimously.

Item 1087: Juneteenth Holiday Observation
Trustee Wildfong moved to approve; Trustee Mitsunaga seconded. The motion was approved.

Item 1088: 2021-2022 Tuition and Fees
Trustee Mitsunaga moved to approve; Trustee Jones seconded. The motion was approved.

Item 1089: 2021-2022 LWTech Budget
Trustee Jones moved to approve; Trustee Wildfong seconded. The motion was approved.

Item 1090: Board Meeting Dates
Trustee Wildfong moved to approve; Trustee Mitsunaga seconded. The motion was approved.
**Item 1091**: 2021-2022 Election of Board Officers
Trustee Mitsunaga moved to approve; Trustee Wildfong seconded. The motion was approved.

The Board of Trustees entered Executive Session at 6:25 p.m. to discuss the performance of a public employee.

The Board of Trustees exited Executive Session at 6:58 p.m.

**Item 1092**: President’s Contract Extension
Trustee Mitsunaga moved that the proposed contract addendum #10 be approved and commented that the compensation is for the purposes of retention; Trustee Wildfong seconded. The motion was approved.

*Chair Hamilton adjourned the meeting at 7:02 p.m.*

Respectfully submitted,

Elsa Gossett
Executive Assistant to the President
Attached are the following financial reports:

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

The general operating budget provides for the general instruction, support services, administration and facilities necessary to operate the College within the stated mission and goals.

Financially, the 2020-21 fiscal year was challenging due to frequent revisions from Olympia but ultimately a positive year financially for the College. The College continued to face enrollment struggles spring 19-20 left us with down 15% and the pandemic limited enrollment growth. The enrollment struggles impacted tuition revenues; however, a 2.2% tuition increase and enrollments increases in baccalaureate programs resulted in tuition revenue increase of over $500,000. While a laudable positive bounce that is still $150,000 below pre-pandemic levels. Federal financial aid in the form of the Cares Act, Covid Recovery Relief Supplement Appropriation Act and the American Recovery Act helped student continue to attend college as their normal income was distributed. Emergency financial aid was at an all-time high.

For the year, revenues exceeded expenditures based on total operating expenditures of $50,329,652. This was the result of budget reductions based on OFM’s direction to plan a 15% reduction. In the general and self supporting funds, revenues amounted to approximately $34.6M while expenditures totaled approximately $33.3M. Financial activity for all other funds including Grants and Contracts, Financial Aid, Student Activities, and Enterprise Funds accounted for approximately $19M in expenditures.

For the 2020-21 fiscal year, the College saw a growth in revenue primarily due to increased state funding, high school program funding, a tuition increase and increased BAS enrollments. Overall, for all funds, revenues were up 2.53% from the prior year. Expenditures were down 1.6% for the year reflecting lower compensation related expenditures and expenditures for travel. Expenditures for Equipment increased 14% over the prior year as the college continued to build out the infrastructure to support remote learning. Expenditures for self-supporting funds decreased 10.2% primarily due lower activity and related savings in Goods, equipment and travel. For the self-supporting funds, revenues exceeded expenditures by $946,602. For the year, general and self support revenues exceeded budget by 1.3% while expenditures were below budget by 13%.

For 2020-21, the College only achieved 94% of the state allocated enrollment level for the year. Tuition revenues were approximately .65% above the initial approved budgeted level and instructional program fees were approximately 1.38% above the initial approved budget level. Revenues for the general and self supporting funds ended the year approximately 104.3% of the initial approved budget levels, expenditures were approximately 94% of the initial approved budgeted levels.
Statement of Revenue and Expenditures by Fund Source
for month ended June 30, 2021
FY2020-21

## REVENUES

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget to Date</th>
<th>Balance</th>
<th>% as of $</th>
<th>Prior Year Received 6/30/20</th>
<th>Difference</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>State Allocations</td>
<td>21,406,756</td>
<td>(1,284,223)</td>
<td>106.00%</td>
<td>20,491,159</td>
<td>2,199,820</td>
<td>10.74%</td>
</tr>
<tr>
<td>149</td>
<td>Tuition</td>
<td>7,836,813</td>
<td>(50,885)</td>
<td>100.65%</td>
<td>7,353,297</td>
<td>534,375</td>
<td>7.27%</td>
</tr>
<tr>
<td>149</td>
<td>Other/Investment</td>
<td>259,133</td>
<td>0</td>
<td>0.00%</td>
<td>324,459</td>
<td>(324,459)</td>
<td>-</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated Funds</td>
<td>4,041,735</td>
<td>(55,887)</td>
<td>101.38%</td>
<td>3,919,666</td>
<td>505,869</td>
<td>14.08%</td>
</tr>
<tr>
<td>145</td>
<td>Grants &amp; Contracts</td>
<td>8,771,532</td>
<td>(1,620,657)</td>
<td>118.48%</td>
<td>10,402,480</td>
<td>349,708</td>
<td>3.48%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>1,170,000</td>
<td>(74,791)</td>
<td>106.39%</td>
<td>106,965</td>
<td>1,137,826</td>
<td>-</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>100,000</td>
<td>67,985</td>
<td>12.92%</td>
<td>3,140</td>
<td>2,029</td>
<td>64.62%</td>
</tr>
<tr>
<td>528*</td>
<td>Facilities/Safety</td>
<td>5,000</td>
<td>4,860</td>
<td>12.92%</td>
<td>16,570</td>
<td>(15,709)</td>
<td>-76.37%</td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
<td>271,829</td>
<td>(271,829)</td>
<td>0.00%</td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>860,850</td>
<td>551,051</td>
<td>64.01%</td>
<td>604,189</td>
<td>(53,137)</td>
<td>-8.79%</td>
</tr>
<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>8,530,000</td>
<td>6,488,954</td>
<td>76.07%</td>
<td>9,210,029</td>
<td>(2,721,075)</td>
<td>-29.54%</td>
</tr>
</tbody>
</table>

Subtotal: 52,981,819

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Budget to Date</th>
<th>Balance</th>
<th>% as of $</th>
<th>Prior Year Received 6/30/20</th>
<th>Difference</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>40,000</td>
<td>5,169</td>
<td>12.92%</td>
<td>13,140</td>
<td>2,029</td>
<td>64.62%</td>
</tr>
<tr>
<td>448</td>
<td>Printing/Copying</td>
<td>250,000</td>
<td>34,245</td>
<td>13.70%</td>
<td>7,227</td>
<td>(2,051)</td>
<td>-28.37%</td>
</tr>
<tr>
<td>840</td>
<td>Agency</td>
<td>0</td>
<td>100,655</td>
<td>54,860</td>
<td>45,795</td>
<td>83.48%</td>
<td></td>
</tr>
</tbody>
</table>

Subtotal: 290,000

Subtotal: 53,271,819

## EXPENDITURES

<table>
<thead>
<tr>
<th>Fund</th>
<th>Description</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>% as of $</th>
<th>Prior Year Expended 6/30/20</th>
<th>Difference</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>000</td>
<td>General Operating</td>
<td>29,579,347</td>
<td>1,651,641</td>
<td>94.42%</td>
<td>27,858,816</td>
<td>68,890</td>
<td>0.25%</td>
</tr>
<tr>
<td>148</td>
<td>Local Dedicated</td>
<td>3,651,539</td>
<td>281,790</td>
<td>92.28%</td>
<td>3,527,931</td>
<td>(158,182)</td>
<td>-4.48%</td>
</tr>
<tr>
<td>145</td>
<td>Grants &amp; Contracts</td>
<td>8,771,532</td>
<td>986,426</td>
<td>116.17%</td>
<td>8,449,898</td>
<td>1,739,980</td>
<td>20.59%</td>
</tr>
<tr>
<td>522</td>
<td>Student Activities</td>
<td>872,416</td>
<td>69,131</td>
<td>1.24%</td>
<td>520</td>
<td>349</td>
<td>67.09%</td>
</tr>
<tr>
<td>524</td>
<td>Bookstore</td>
<td>869</td>
<td>69,131</td>
<td>67.09%</td>
<td>520</td>
<td>349</td>
<td>67.09%</td>
</tr>
<tr>
<td>528*</td>
<td>Facilities/Safety</td>
<td>5,000</td>
<td>(176)</td>
<td>67.09%</td>
<td>7,227</td>
<td>(2,051)</td>
<td>-28.37%</td>
</tr>
<tr>
<td>569</td>
<td>Food Service</td>
<td>0</td>
<td>(339)</td>
<td>0.00%</td>
<td>(339)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>570</td>
<td>Enterprise Activities</td>
<td>749,167</td>
<td>111,883</td>
<td>87.03%</td>
<td>865,412</td>
<td>(116,245)</td>
<td>-13.43%</td>
</tr>
<tr>
<td>8xx</td>
<td>Financial Aid</td>
<td>7,103,561</td>
<td>1,426,440</td>
<td>83.28%</td>
<td>9,263,181</td>
<td>(2,159,621)</td>
<td>-23.31%</td>
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Subtotal: 52,638,268

<table>
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<tr>
<th>Fund</th>
<th>Description</th>
<th>Expended to Date</th>
<th>Balance</th>
<th>% as of $</th>
<th>Prior Year Expended 6/30/20</th>
<th>Difference</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>440</td>
<td>Central Stores</td>
<td>40,000</td>
<td>10,456</td>
<td>26.14%</td>
<td>3,519</td>
<td>6,938</td>
<td>197.15%</td>
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<tr>
<td>448</td>
<td>Printing/Copying</td>
<td>250,000</td>
<td>97,370</td>
<td>61.05%</td>
<td>176,539</td>
<td>(25,969)</td>
<td>-14.51%</td>
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<tr>
<td>840</td>
<td>Agency</td>
<td>0</td>
<td>37,930</td>
<td>183.94%</td>
<td>13,359</td>
<td>24,571</td>
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</table>

Subtotal: 290,000

Subtotal: 52,928,268

Total Expenditures: 52,928,268

Total Revenue Over(under) Expend: 343,551

2021 June Monthly Financial Statement final 9/9/2021
## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

### Statement of Revenue and Expenditures and Fund Balance

for month ended June 30, 2021

<table>
<thead>
<tr>
<th>Fund</th>
<th>Balance 07/01/20</th>
<th>Year-to-Date Revenue</th>
<th>Year-to-Date Expenditure</th>
<th>6/30/21 Balance</th>
<th>6/30/20 Balance</th>
</tr>
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<tbody>
<tr>
<td>001 State Allocations</td>
<td>0</td>
<td>22,690,979</td>
<td>22,690,979</td>
<td>0</td>
<td>719,880</td>
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<td>149 Tuition</td>
<td>(2,385,935)</td>
<td>7,887,671</td>
<td>5,236,727</td>
<td>265,008</td>
<td>(2,772,476)</td>
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<tr>
<td>Other/Investment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>324,459</td>
</tr>
<tr>
<td><strong>149 Subtotal</strong></td>
<td>(2,385,935)</td>
<td>7,887,671</td>
<td>5,236,727</td>
<td>265,008</td>
<td>(2,448,017)</td>
</tr>
<tr>
<td>148 Local Dedicated Funds</td>
<td>2,314,341</td>
<td>4,097,622</td>
<td>3,369,749</td>
<td>3,042,213</td>
<td>2,341,377</td>
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<tr>
<td>145 Grants &amp; Contracts</td>
<td>4,806,128</td>
<td>10,392,189</td>
<td>10,189,858</td>
<td>5,008,459</td>
<td>4,806,128</td>
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<td>522 Student Activities</td>
<td>1,142,262</td>
<td>1,244,791</td>
<td>782,416</td>
<td>1,604,636</td>
<td>1,151,080</td>
</tr>
<tr>
<td>524 Bookstore</td>
<td>311,859</td>
<td>67,985</td>
<td>869</td>
<td>378,975</td>
<td>311,339</td>
</tr>
<tr>
<td>528 Facilities/Safety</td>
<td>1,405</td>
<td>4,860</td>
<td>5,176</td>
<td>1,089</td>
<td>42,446</td>
</tr>
<tr>
<td>569 Food Service</td>
<td>(339)</td>
<td>0</td>
<td>0</td>
<td>(339)</td>
<td>(1)</td>
</tr>
<tr>
<td>570 Enterprise Activities</td>
<td>(271,046)</td>
<td>551,051</td>
<td>749,167</td>
<td>(459,161)</td>
<td>(284,628)</td>
</tr>
<tr>
<td><strong>846/849/850/860 Financial Aid</strong></td>
<td>594,796</td>
<td>6,488,954</td>
<td>7,103,561</td>
<td>(19,811)</td>
<td>440,734</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td>6,513,472</td>
<td>30,735,123</td>
<td>27,437,524</td>
<td>9,811,071</td>
<td>6,360,459</td>
</tr>
<tr>
<td>440 Central Stores</td>
<td>13,376</td>
<td>5,169</td>
<td>10,456</td>
<td>8,088</td>
<td>12,997</td>
</tr>
<tr>
<td>448 Printing/Copying</td>
<td>493,950</td>
<td>34,245</td>
<td>152,630</td>
<td>375,565</td>
<td>421,931</td>
</tr>
<tr>
<td>840 Agency</td>
<td>69,687</td>
<td>100,655</td>
<td>37,930</td>
<td>132,412</td>
<td>111,188</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>577,013</td>
<td>140,069</td>
<td>201,017</td>
<td>516,065</td>
<td>546,116</td>
</tr>
<tr>
<td><strong>Total All Operating Funds</strong></td>
<td>7,090,484</td>
<td>53,566,171</td>
<td>50,329,519</td>
<td>10,327,136</td>
<td>7,626,455</td>
</tr>
</tbody>
</table>

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

Budget Status - Operating Budget FY20-21
for month ended June 30, 2021

<table>
<thead>
<tr>
<th>General Funds 001/149</th>
<th>Approved Expenditure Category</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>Encumbered</th>
<th>Prior Year to Date</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Salaries</td>
<td>$18,954,520</td>
<td>$20,539,589</td>
<td>$18,086,564</td>
<td>$2,453,025</td>
<td>$18,792,992</td>
<td>-3.76%</td>
</tr>
<tr>
<td></td>
<td>Benefits</td>
<td>$6,394,587</td>
<td>$7,033,855</td>
<td>$6,032,826</td>
<td>$1,001,029</td>
<td>$6,255,045</td>
<td>-3.55%</td>
</tr>
<tr>
<td></td>
<td>Goods &amp; Services*</td>
<td>$2,788,867</td>
<td>$3,502,909</td>
<td>$3,422,930</td>
<td>$79,979</td>
<td>$3,315,533</td>
<td>3.24%</td>
</tr>
<tr>
<td></td>
<td>Equipment</td>
<td>$455,006</td>
<td>$350,510</td>
<td>$595,644</td>
<td>(245,134)</td>
<td>$277,473</td>
<td>114.67%</td>
</tr>
<tr>
<td></td>
<td>Travel</td>
<td>$17,550</td>
<td>$17,550</td>
<td>$14,722</td>
<td>$2,828</td>
<td>$76,280</td>
<td>-80.70%</td>
</tr>
<tr>
<td></td>
<td>Grants, Client Services</td>
<td>$790,442</td>
<td>$975,050</td>
<td>$820,969</td>
<td>$154,081</td>
<td>$745,355</td>
<td>10.14%</td>
</tr>
<tr>
<td></td>
<td>HS Academy Transfer</td>
<td>(1,305,204)</td>
<td>(1,217,204)</td>
<td>(1,045,833)</td>
<td>(171,371)</td>
<td>(1,281,672)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>International Prog. Transfer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transfer of Charges</td>
<td>(305,708)</td>
<td>(1,622,912)</td>
<td>(116)</td>
<td>(1,622,798)</td>
<td>(322,190)</td>
<td>-99.96%</td>
</tr>
<tr>
<td></td>
<td>Total Expenditures</td>
<td>$27,790,060</td>
<td>$29,579,347</td>
<td>$27,927,706</td>
<td>$0</td>
<td>$27,858,816</td>
<td>0.25%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>State Allocations</th>
<th>$19,847,777</th>
<th>$21,406,756</th>
<th>$22,690,979</th>
<th>$1,284,223</th>
<th>106.00%</th>
<th>$20,491,159</th>
<th>10.74%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Category</td>
<td>Tuition</td>
<td>$7,683,150</td>
<td>$7,836,813</td>
<td>$7,887,671</td>
<td>(50,858)</td>
<td>100.65%</td>
<td>$7,353,297</td>
<td>7.27%</td>
</tr>
<tr>
<td>Revenue Category</td>
<td>Investment</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>491</td>
<td></td>
</tr>
<tr>
<td>Revenue Category</td>
<td>Other</td>
<td>259,133</td>
<td>259,133</td>
<td>309,460</td>
<td>(50,327)</td>
<td>119.42%</td>
<td>307,909</td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$27,790,060</td>
<td>$29,502,702</td>
<td>$30,888,110</td>
<td>$1,385,408</td>
<td>104.70%</td>
<td>$28,152,856</td>
<td>9.72%</td>
<td></td>
</tr>
</tbody>
</table>

Revenue Over (Under) Expenditure $ (76,645) $2,960,404 $294,040
## LAKE WASHINGTON INSTITUTE OF TECHNOLOGY

**Budget Status - Operating Budget FY20-21**

for month ended June 30, 2021

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Approved Budget</th>
<th>Adjusted Budget</th>
<th>Actual to Date</th>
<th>Projected</th>
<th>% Expended/Encumbered</th>
<th>Prior Year to Date</th>
<th>% Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>1,366,495</td>
<td>1,356,137</td>
<td>$1,415,442</td>
<td>$ -</td>
<td>$ (59,305)</td>
<td>104.37%</td>
<td>2.58%</td>
</tr>
<tr>
<td>Benefits</td>
<td>537,564</td>
<td>572,439</td>
<td>506,403</td>
<td>-</td>
<td>66,036</td>
<td>88.46%</td>
<td>-8.58%</td>
</tr>
<tr>
<td>Goods &amp; Services</td>
<td>2,068,551</td>
<td>1,676,143</td>
<td>1,186,783</td>
<td>-</td>
<td>489,360</td>
<td>70.80%</td>
<td>-17.65%</td>
</tr>
<tr>
<td>Equipment</td>
<td>81,004</td>
<td>62,500</td>
<td>71,209</td>
<td>-</td>
<td>(8,709)</td>
<td>113.93%</td>
<td>-91.29%</td>
</tr>
<tr>
<td>Travel</td>
<td>5,300</td>
<td>5,300</td>
<td>123</td>
<td>-</td>
<td>5,177</td>
<td>2.32%</td>
<td>-98.50%</td>
</tr>
<tr>
<td>Grant/Client Services</td>
<td>0</td>
<td>(20,980)</td>
<td>25,725</td>
<td>-</td>
<td>(25,725)</td>
<td>5,496</td>
<td>368.07%</td>
</tr>
<tr>
<td>Transfer of Charges</td>
<td>(20,980)</td>
<td>(20,980)</td>
<td>(57,415)</td>
<td>-</td>
<td>36,435</td>
<td>273.67%</td>
<td>(699,677)</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 4,037,934</strong></td>
<td><strong>$ 3,651,539</strong></td>
<td><strong>$ 3,148,270</strong></td>
<td><strong>$ 0</strong></td>
<td><strong>$503,269</strong></td>
<td><strong>86.22%</strong></td>
<td><strong>-10.22%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Inst. Program Fees</td>
<td>$ 1,194,030</td>
<td>$ 1,194,030</td>
<td>$ 749,612</td>
<td>$ 444,418</td>
<td>$ 62.78%</td>
<td>$ 1,318,438</td>
<td>-43.14%</td>
</tr>
<tr>
<td>Inst. Ancillary Rev.</td>
<td>584,575</td>
<td>587,435</td>
<td>397,030</td>
<td>190,405</td>
<td>67.59%</td>
<td>209,693</td>
<td>89.34%</td>
</tr>
<tr>
<td>Testing</td>
<td>25,000</td>
<td>25,000</td>
<td>29,835</td>
<td>(4,835)</td>
<td>119.34%</td>
<td>34,346</td>
<td>-13.13%</td>
</tr>
<tr>
<td>Other Fees &amp; Income</td>
<td>2,234,329</td>
<td>2,235,270</td>
<td>2,918,395</td>
<td>(683,125)</td>
<td>130.56%</td>
<td>2,031,289</td>
<td></td>
</tr>
<tr>
<td>Excess Enrollment Tuition &amp; Fees</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$ 4,037,934</strong></td>
<td><strong>$ 4,041,735</strong></td>
<td><strong>$ 4,094,872</strong></td>
<td><strong>$ 0</strong></td>
<td><strong>$ (53,137)</strong></td>
<td><strong>101.31%</strong></td>
<td><strong>13.94%</strong></td>
</tr>
<tr>
<td>Total Revenue over Expend.</td>
<td>$ -</td>
<td>$ 390,196</td>
<td>$ 946,602</td>
<td>$ -</td>
<td>$ (53,137)</td>
<td>$ 86,970</td>
<td></td>
</tr>
<tr>
<td>Category</td>
<td>Expenditure</td>
<td>Budget 000</td>
<td>149</td>
<td>148</td>
<td>211</td>
<td>Budget 000</td>
<td>149</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------------</td>
<td>------------</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>------------</td>
<td>-----</td>
</tr>
<tr>
<td>Salaries</td>
<td>18,086,564</td>
<td>0</td>
<td>1,415,442</td>
<td>0</td>
<td>$20,539,589</td>
<td>0</td>
<td>1,356,137</td>
</tr>
<tr>
<td>Benefits</td>
<td>6,032,826</td>
<td>0</td>
<td>506,403</td>
<td>0</td>
<td>7,033,855</td>
<td>0</td>
<td>572,439</td>
</tr>
<tr>
<td>Goods &amp; Services</td>
<td>3,422,930</td>
<td>0</td>
<td>1,186,783</td>
<td>0</td>
<td>3,502,909</td>
<td>0</td>
<td>1,676,143</td>
</tr>
<tr>
<td>J &amp; K Capital Assets</td>
<td>595,644</td>
<td>0</td>
<td>71,209</td>
<td>0</td>
<td>350,510</td>
<td>0</td>
<td>62,500</td>
</tr>
<tr>
<td>Travel</td>
<td>14,722</td>
<td>0</td>
<td>123</td>
<td>0</td>
<td>17,550</td>
<td>0</td>
<td>5,300</td>
</tr>
<tr>
<td>Grants, Charitable Services</td>
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<td>0</td>
<td>23,299</td>
<td>0</td>
<td>975,050</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Program Supplies/Services</td>
<td>10,175</td>
<td>0</td>
<td>25,726</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>HS Academy</td>
<td>(1,045,833)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(1,217,204)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>International Trnf</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Trans&amp;RecCharges</td>
<td>(116)</td>
<td>0</td>
<td>(57,415)</td>
<td>0</td>
<td>(1,622,912)</td>
<td>0</td>
<td>(20,980)</td>
</tr>
<tr>
<td></td>
<td>27,937,881</td>
<td>0</td>
<td>3,171,569</td>
<td>0</td>
<td>29,579,347</td>
<td>0</td>
<td>3,651,539</td>
</tr>
</tbody>
</table>
Executive Cabinet Report to Board of Trustees

Board Meeting Date: September 2021
Submitted by: Robert Britten
Department: Equity, Diversity & Inclusion

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

☐ Support and Approve the Mission Fulfillment Plan Development (formerly called the Strategic Plan)
  Engage in cross institutional collaboration to create a system of best practices, consolidate some taskforce and councils to avoid duplication of efforts. Infuse EDI as a starting framework for admissions applications, expand enrollment through intentional engagement and to create an environment where EDI conversations can be had without any party feeling threatened or marginalized. As an institution be culturally reflective, responsive and relevant.

☐ Evaluate implementation of the College’s current 2017-2020 Strategic Plan
  Work to formalize an EDI Strategic Plan to coincide with our Mission Fulfillment Plan.

☐ 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
  Critically examine along with our President the work previously done on the Strategic/Mission Fulfillment plan and reevaluate policies and internal practices through an equity lens with responsive actions that continue to further our efforts to be a leader college in workforce development.

☐ Evaluate and approve policies that promote anti-racism, equity, diversity, and inclusion, as well as student enrollment, achievement, and completion
  Following the SBCTC mandate to dismantle systemic racism work across the college we will engage in dialogue to identify areas that may impede this work and consult consistently with Our Executive Cabinet on ways to deploy equitable learning and professional development outcomes to all constituent groups. We will consciously examine our policies and practices to ensure we are taking the necessary steps towards creating equitable outcomes for all students, staff and faculty.

☐ Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments
  We accomplish this by growing our individual and collective capacity to engage in critical discourse through training, policy analysis, curriculum design and comprehensive professional development with EDI as one of the foundational cornerstones of these efforts. We intentionally engage with internal and external stakeholders to create learning outcomes that value, grow and develop people where they are.
Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention
As we implement policy changes, evaluate the impact on those changes on the recruitment and retention of all our students, staff and faculty.

Use data to assess the effectiveness of policies
Partner with HR to track and assess our efforts through exit interviews and other tools to help us identify gaps in our data collection processes.

Board Goal 2: Evaluate and support resource development initiatives.

Support LWTech Foundation efforts to increase revenues available for scholarships, programs, faculty and staff professional development, and college support
Work in partnership with our grant writers to create short and long term funding sources for our EDI efforts without creating conflicts of use for said funding.

Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development
Collaborate with staff and faculty to design and deploy EDI professional development that increases our understanding of equity frameworks and their short and long term impacts.

Board Goal 3: Build community connections for the College.

College Outreach Activities
Partner with internal and external stakeholders to expand our knowledge and understanding of the ever-changing landscape of EDI work. This includes growing our capacity to grow and trust our leadership in this space, partnering with consultants where and when needed and professional development opportunities that grow us in our willingness to be strategic partners with one another in learning.

Key conferences and events
Kirkland Chamber Presentation
Faculty and Staff of Color Conference October 2021

Actively participate and engage in community activities
As EDI Director, continue to participate in and lead our collaboration with Faculty and Staff of Color Conference (FSOCC). Equity, Diversity & Inclusion Officers (DEI WA) and Diversity & Equity in Hiring & Professional Development (DEHPD), as task force activities with Formerly Justice Involved Students and Higher Ed in Prisons.

Other Departmental Activities/Highlights

Launched all-College EDI Survey
Hired an EDI Coordinator to further the Equity initiatives of the college.
Participated in meetings across campus to gather insight into department level EDI needs and training opportunities.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: September 13, 2021
Submitted by: Elisabeth Sorensen
Department: Foundation

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2020-21 academic year. Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

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

☐ Evaluate and approve policies that promote anti-racism, equity, diversity, and inclusion, as well as student enrollment, achievement, and completion

_The Foundation was invited again this year by The Bradley Family Foundation to apply for an invitation-only grant in the amount of $25,000. In previous years, the Foundation has successfully secured this grant to support anti-racism, equity, diversity and inclusion work on campus._

_The Foundation continues discussions with Robert Britten, LWTech Executive Director of LWTech Equity, Diversity and Inclusion and Cathy Copeland, Director, Research and Grants, on strategies to utilize the recent Eva Gordon Estate gift to close student equity and achievement gaps on campus._

☐ Support the college leading up to and through LionsLink implementation

_The Foundation is pleased to dedicate $6,000 from Foundation college hospitality accounts to support a gift card recognition program for LWTech employees with heavy responsibilities related to ctc Link implementation. The gift card recognition program is in lieu of on-campus ctc Link recognition and educational events that are not safe/viable to host as a result of the pandemic._

**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! The LWTech Foundation’s Bright Futures Benefit WEEK is scheduled for Monday, November 1 through Friday, November 5, 2021._
We are hosting a Bright Futures Benefit WEEK again this year given the pandemic. Bright Futures Benefit WEEK is a pivot from our high-energy, on-campus fundraising breakfast event to an online campaign to raise critical funds for student scholarships, program support and the student emergency fund while protecting the health and safety of our community. Bright Futures Benefit WEEK will feature three days of inspiring videos, student and donor testimonials to our large base of business and community leaders and donors/supporters. Supporting our hardworking, highly motivated students with scholarships with tuition, books, equipment and supplies as well as a student emergency fund to assist students with critical funding in crisis situations is particularly important as we continue to navigate the public health crisis.

The Foundation hosted generous donor Bob Tjossem on campus in early June for a socially distant lunch and tour of welding led by James Kamp, welding student and recipient of The Tjossem Family Endowed Scholarship. Following the lunch and tour, Bob Tjossem generously followed up with a thank you note and check for $25,000 for The Tjossem Family Endowed Scholarship.

The Foundation plans to award over $100,000 in scholarship aid to hardworking, highly motivated students for Fall 2021 Quarter.

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

The LWTech Foundation received notification of an academic award from Facebook. We look forward to providing more information (particularly the size of the award) regarding this exciting new relationship soon.

Board Goal 3: Build community connections for the College.

☒ College Outreach Activities

Elisabeth Sorensen and Robert Britten attended the Greater Kirkland Chamber of Commerce Luncheon on Thursday, July 8 in Kirkland. This luncheon was the first in-person (non-virtual) event since the start of the pandemic. The focus of the luncheon was on equity, diversity and inclusion.

Elisabeth Sorensen represents LWTech as a board member on the Greater Kirkland Chamber of Commerce Board of Directors.

Other Departmental Activities/Highlights
Executive Cabinet Report to Board of Trustees

Board Meeting Date: September 13, 2021
Submitted by: Meena Park
Department: Human Resources/Payroll

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

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

☒ Support and Approve the Mission Fulfillment Plan Development (formerly called the Strategic Plan)
• Human Resources is focused on 3 goals: 1) Hire qualified, diverse employees that mirror student and surrounding county demographics. As the college prepares for a Fall return to campus, HR has been busy filling positions that were reduced during the early stages of the COVID pandemic. A total of 93 new hires have been processed since January 1, 2021. HR is actively involved in the recruitment of Classifie, Faculty, and Exempt positions to ensure that each step of the hiring process is conducted with an EDI lens. This involves reviewing/updating the job description to ensure that minimum qualifications accurately reflect the requirements of the job and do not create barriers for BIPOC applicants, a search committee interview, and the use of data to guide the recruitment process. This effort is reflected in the hiring of 47% BIPOC classified and exempt employees. HR, in conjunction with Instruction, will work on a similar process for Adjunct faculty.

<table>
<thead>
<tr>
<th></th>
<th>TOTAL</th>
<th>White</th>
<th>%</th>
<th>BIPOC</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjunct</td>
<td>39</td>
<td>30</td>
<td>77%</td>
<td>9</td>
<td>23%</td>
</tr>
<tr>
<td>Hourly</td>
<td>22</td>
<td>14</td>
<td>64%</td>
<td>8</td>
<td>36%</td>
</tr>
<tr>
<td>Classified</td>
<td>14</td>
<td>7</td>
<td>50%</td>
<td>7</td>
<td>50%</td>
</tr>
<tr>
<td>Exempt</td>
<td>18</td>
<td>10</td>
<td>56%</td>
<td>8</td>
<td>44%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>93</td>
<td>61</td>
<td>66%</td>
<td>32</td>
<td>34%</td>
</tr>
</tbody>
</table>

☒ Support and Approve the Mission Fulfillment Plan Development (formerly called the Strategic Plan)
• Human Resources’ second and third goals are geared towards retention as we strive to provide professional development opportunities as well as cultivate a culture of belonging. As we prepare for a Fall quarter and finally a return to campus, the HR Advisory Committee is working on a celebration with an ‘essentials’ goody bag and Virtual Hug event where employees can write a message to their colleagues. Additionally, HR is working on the
Years of Service celebration where we celebrate our dedicated employees in increments of 5 years.

☒ Support the college leading up to and through LionsLink implementation
  • As Pillar Leads and Subject Matter Experts, the HR and Payroll departments continue to be heavily involved in Data Validation, LionsLink training, developing end user training for employees and managers, and planning for business impacts as we prepare for the February 28, 2022 go live date.

Board Goal 3: Build community connections for the College.

☒ Key conferences and events

On August 5th, Meena Park attended the HRMC Quarterly Zoom meeting. Agenda topics included out of state telework, a presentation on Responding to the EEOC or HRC, as well a discussion led by Ha Nguyen, SBCTC Director of Equity, Diversity, and Inclusion on E2SSB 5227 & 5194 initiatives.

Meena Park continues to participate in weekly HRMC and OFM HR Directors Zoom meetings to keep abreast of everchanging HR rules and regulations, especially as it relates to the Vaccine Mandate.

Other Departmental Activities/Highlights

HR and Payroll departments have had a busy summer with LionsLink, processing faculty contracts, communication of the Long Term Support Services (WA Care), and adjusting to the constantly evolving guidance brought about by COVID-19. In addition to implementing the vaccine mandate, we are currently bargaining its impact with our union groups.
Executive Cabinet Report to Board of Trustees

Board Meeting Date: September 13, 2021
Submitted by: Dr. Suzanne Ames
Department: Instruction

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

☑️ Evaluate and approve policies that encourage workforce development, and provides pathways, from basic skills to baccalaureate programs, for students to achieve their goals
Our BAS-D (Design) is offering Hyflex teaching mode for Fall with a low equipment cost model using mostly existing equipment. If it works, it will be an alternative to fixed-in-place classroom infrastructure, or an alternative for irregular configurations like industrial shops. Additionally, the GAME program has made a permanent switch to hybrid instruction based on our success offering remote learning during the pandemic. CSNT also added a second cohort for Fall.

☑️ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention
Larry Paolicelli is now Chair of the GAME AAS. Phil Trumbo, the previous chair, is still fulltime (FT) faculty in the department. As well, AUTO faculty will be attending a professional development event on electric vehicles organized by former Dean, now FT faculty member, Michael Richmond. Our program will be enlarged to include curriculum in maintenance and repair of EVs.

Board Goal 3: Build community connections for the College.

☑️ Actively participate and engage in community activities
GAME BAS graduates exhibited their playable video games at PAX over Labor Day weekend. Other GAME student volunteers helped staff our booth.

Other Departmental Activities/Highlights

- Lake Washington Institute of Technology has been ranked #11 for the Best Affordable Supply Chain Management Degree:
  https://universityhq.org/best-colleges/rankings/most-affordable-supply-chain-management-schools/#rankings
Miguel Gonzales Garcia, one of our recent BAS TLSCM program graduate, has been admitted to the graduate program in Supply Chain Management at the Massachusetts Institute of Technology.

- **Stories From Our Lives: LWTech English Language Students in Words and Images, Volume 1**

Available now is a publication which represents a collaboration between English Language Learners and Art students facilitated by Sue Wozniak, one of LWTech’s librarians. Sue worked with David Fox, ELL instructor, and Jason Sobottka, Art Instructor and Humanities Department Chair, to gather student work. David shared stories from his upper level ELL classes over 2 quarters. Moved by the stories, Sue then sought help creating illustrations by art students. In Jason’s drawing class, he assigned a story to each student to interpret and create a visual representation. All of the contributing students agreed to share their work with the college in an open source publication. The book is available as a shareable ebook with print copies also available in the library.

- Three of LWTech’s Early Childhood Education students who were Early Achiever grant recipients were featured in the Washington State Department of Children, Youth & Families Professional Development Newsletter (July 2021, Early Achievers Scholarship: Stories of Success).

(https://content.govdelivery.com/accounts/WADEL/bulletins/2d1ca71)
Executive Cabinet Report to Board of Trustees

Board Meeting Date: September 13, 2021
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.

☒ Support and Approve the Mission Fulfillment Plan Development (formerly called the Strategic Plan)
The team continues support new metrics related to mission fulfillment. This process will include work from the Institutional Planning & Effectiveness Committee (IPEC) and the team will also assist with the coordination of departmental-level planning through IPEC.

☒ Evaluate implementation of the College’s current 2017-2020 Strategic Plan
The team supports this work through assessment of the past plan including monitoring of metrics and incorporation of past work into the new Mission Fulfillment Plan.

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

☒ Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments
The team supported the launch of a Diversity, Equity, and Inclusion survey in May 2021 and is supporting Executive Cabinet and the Office of Equity, Diversity and Inclusion in using the results of both survey to create programs and trainings on campus.

☒ Evaluate and approve policies that encourage workforce development, and provides pathways, from basic skills to baccalaureate programs, for students to achieve their goals
Support of student achievement is summarized under Goal 2: Evaluate and support resource development initiatives.

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

☒ Evaluate and approve policies that support diverse faculty and staff recruitment, development and retention
The team administered the 2021 Employee Satisfaction Survey and supported the Diversity, Equity, and Inclusion survey as well. The team also worked with Human Resources this
summer to review data/discuss how this data can be used to support recruitment, development, and retention.

*Use data to assess the effectiveness of policies*
The Research & Grants team supports this work through dashboard development and assessment. The primary on-campus tool for college faculty and staff is *Tableau Community Dashboards* and the team launched, in collaboration with IT and Student Services, new dashboards to support Program Review and Selective Admissions. Other current data projects included spring reporting for *Integrated Postsecondary Education Data System (IPEDS)* and creating new dashboards for Gen Ed programs and Science pathways.

*Support the college leading up to and through LionsLink implementation*
The team will serve as reporting leads for the LionsLink (ctcLink) transition and is assisting with data validation for grants on campus.

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

*Support LWTech Foundation efforts to increase revenues available for scholarships, programs, faculty and staff professional development, and college support*
The team created a data dashboard for foundation use in tracking scholarship recipient data.

*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*

New programs include the following:

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

*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.

*Higher Education Emergency Relief Fund*
The team supported applications for funding developed under the ‘Coronavirus Aid, Relief, and Economic Security’ Act (CARES); Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA); and, the American Rescue Plan Act (ARP Act) passed by Congress. Total allocations in institutional funding to the college across all three funding acts exceeds $5M. The team will continue supporting reporting related to these funds including quarterly and annual reporting.

*Mental Health Counseling and Services Pilot Program Grant*
This grant will provide nearly $250,000 over the next two years and will primarily pay for the faculty counselor’s salary, CARE team training, and another round of the healthy minds survey. This will allow us to, at least for 2 years, use the funds allocated for counseling for other urgent needs like another navigator in the advising office.

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

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

- **Key conferences and events**
  The team hosted the Grant Developer’s Conference on June 17 and attended LionsLink activities throughout the summer

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

**Other Departmental Activities/Highlights**

The team looks forward to continuing work with the Applied Research Committee. Other research-related work includes: gathering Research Ethics learning materials for LWTech students (Public Health) and researching Institutional Review Board (IRB) training materials for RPC members (Research Ethics subcommittee).
Executive Cabinet Report to Board of Trustees

Board Meeting Date: September 13, 2021
Submitted by: Ruby Hayden
Department: Student Services

Below is a summary of ongoing projects as they align with trustee goals and strategies for the 2020-21 academic year. Focus will vary from month to month over the course of the year. “Other Departmental Activities/Highlights” at the end of the report includes additional project information.

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

☒ Support and Approve the Mission Fulfillment Plan Development (formerly called the Strategic Plan)
Over the summer Student Services Leadership completed their annual assessment of the prior year and planning for the upcoming year. The prior year’s assessment documentation has been approved by the Institutional Effectiveness and Planning Council. Next year’s goals in support of overall college mission fulfillment include:

- Access – Student Services will ensure equitable access to the college for prospective students and create guided pathways for students to all other campus services (especially in light of ongoing remote operations and transitioning back to in person when possible)
- Navigate – Student Services will model flexibility in delivering equitable remote services (and transition back to in person when possible) to students that help them navigate the college and successfully reach their goals.
- Exit – Student Services will be innovative in ensuring services that support students in transitioning to a new stage at the college, transferring, preparing to enter employment, and celebrating their college achievements continue in remote operations and transition back to in person when possible.
- Supporting Staff – Student Services leadership will be flexible and compassionate in our work to ensure staff have what they need to be successful in remote operations and transition back to in person when possible.

☒ Evaluate and approve policies that promote anti-racism, equity, diversity, and inclusion, as well as student enrollment, achievement, and completion
In Collaboration with the Business Office, students with past due balances from Spring 2020 through Spring 2021 were identified and contacted to use federal CRRSAA funds to resolve their debt without being sent to collection. Institutional funds will be used for balances at $500 or below. For balances above $500, the Vice President of Student Services is working with student to use student focused funds to pay the debt. This will prevent economic hardship to more than 400 students, the majority of whom are low-income and/or BIPOC individuals.
Evaluate and approve policies that support anti-racism, equity, diversity, and inclusion in both the learning and workplace environments

New Career Strategies – Job Search Canvas Course

- LWTech Employment Resource Center has created a new Career Strategies - Job Search Tools Canvas course to provide students and graduates with all the resources they need to secure meaningful employment before or after they graduate. Both students and instructors can access this Open Course anytime to get "grab & go" information regarding job search in the following topics: Career Exploration, Industry Experience Building, LinkedIn Development for Networking, Job Searching, Resumes & Cover Letter Writing, Interviewing, and Salary + Total Compensation Negotiation. Instructors can use all 6 modules as part of class assignments or just one. The modules are for students and for instructors to give the most up-to-date job seeking skills they need for today's careers and tomorrow’s opportunities. Throughout the course, students are invited to make a one-on-one appointment with a career specialist at the ERC anytime for wrap-around support.

- During the creation of this course, the ERC ensured all materials would be accessible for people with disabilities, showcase videos and perspectives from people from all ages and cultural backgrounds, and be written to be understood by students from High School Programs, to English Language Learners, all the way to students completing their bachelor degree at LWTech. While the course is open to all students in any program, it has customized features for specific LWTech programs and for specific populations. For example, it includes 42 downloadable resume templates specific to each LWTech program of study. It also includes sections for students who are Formerly Justice Involved (Incarceration), International Students, students with a Degree from a Country Other than the USA, Refugees & Asylum Seekers, English Language Learners, and Job Seekers & Neurodiversity.

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

New Career Platform:

- The Employment Resource Center (ERC) is excited to announce that we have a new career platform called “Hire Lions powered by Handshake”. This new and innovative system will allow students and alumni users to access current full and part-time job postings and internships within their programs of study, as well as, a wide variety of other job opportunities available for students that are seeking employment while in school. Hire Lions will also feature all LWTech on-campus work-study and student employment positions available by college programs and departments across campus.

- This platform provides exciting features for students, alumni, and employer users:
  - Handshake Mobile app provides additional access to accounts via mobile device
  - Single sign-on access – LWTech Students and alumni users can use their current LWTech sign-on info to access their account
  - Handshake users have access to thousands of employers with active job and internship postings
  - Handshake accounts remain active and accessible even when students move on to other colleges or universities who are also using the Handshake platform
  - The Handshake platform has expanded capabilities to host a variety of employment events including virtual job fairs and virtual networking opportunities
  - Handshake accounts are free for users and employers
Ensure the College is prepared for retraining demands post-COVID
We are happy to report that the Worker Retraining program exceeded their FTE target last year, finishing up at 116% of target. The SBCTC system as a whole came it at 95% of target. WRT serves students that have been laid off their jobs and are receiving unemployment, as well as Veterans and those with changing life circumstances that require them to now seek employment. Much of our success has to do with a fantastic partnership established with the Worksource system and other King County colleges to reach out to unemployed individuals and connect them to educational opportunities.

Support the college leading up to and through LionsLink implementation
Student Services remains actively engaged in LionsLink implementation work. This includes end user training, data validation, data entry clean up, and ongoing planning activities for the coming transition. Going into September data validation efforts, the SBCTC informed the college they had the fewest known errors within DG6 for enrollment and catalog data. This is a testament to the hard, advance work done by the enrollment services and instructional teams during winter and spring activities in the past year.

Board Goal 2: Evaluate and support resource development initiatives.

Support college efforts to participate in grant programs that benefit scholarships, programs, and faculty and staff professional development
SBCTC approved our competitive 2021-23 Mental Health Counseling and Services Pilot Program Grant. This grant will provide nearly $250,000 over the next two years and will primarily pay for the faculty counselor's salary, CARE team training, and another round of the healthy minds survey. The grant was written by Molly Verschuyl, Cathy Copeland, Katie Peacock, and Ruby Hayden.

Board Goal 3: Build community connections for the College.

Actively participate and engage in community activities
College Community Engagement with Student Programs:

• After sending 300 commencement packages to our 2021 graduates, we continued our annual student employee hiring process.
• With only two returners to both ASG and Lions CREW (College Resources for Equity and Wellness) a new team of student employees is ready to engage our students in activities focused on equity and inclusion.
• The fall quarter virtual new student orientation is planned for the week of September 13, with a collaborative experience between Workforce Development, Instruction, Disability Student Services, TRIO, and Financial Aid.
• ASG focused their time this summer on learning about student governance with projects centered on donations for feminine hygiene products and food for the DEN (Daily Eating Necessities).
• Two coordinators left their positions for exciting adventures: Ahmad Bennett finished his counseling degree and moved his family to Spokane where he is working as a telehealth counselor. Audry Bernal returned to school to get her masters degree.

Other Departmental Activities/Highlights

Summer 2021 was a busy hiring time in the Student Services division below are recent new hires, 67% of these new hires identify as BIPOC individuals:

• WorkForce Development:
  o Laura Drake – Worker Retraining Coordinator
  o Vanessa Palomino – WorkFirst & Resource Connections Coordinator

• Student Development:
  o Juliette Blank – Faculty counselor
  o Tina Akinyi – Engineering Outreach and Advising Navigator

• Financial Aid:
  o Nancy Yang – Program Assistant II

• Enrollment Services:
  o Deblina Choudhury – Program Assistant II
  o Dana Harris – Program Assistant II

• Student Programs:
  o Julie Ta – Coordinator of Student EDI

• TRIO
  o Tien Do – Director of TRIO projects
Examining enrollment at LWTech through different lenses helps ensure the college is on track with several key initiatives. This quarterly report showcases student enrollment over three years (and the current year, to date) in three specific categories:

1. Enrollment compared to target

Meeting enrollment targets allows LWTech to maintain current levels of state funding. Tracking enrollment over time provides the opportunity to project tuition revenue and plan for shortages. The college also uses this information to plan for increased marketing and outreach as needed.

2. Student demographics

LWTech’s commitment to Equity, Diversity, and Inclusion work includes the importance of understanding the student community served by the college. Tracking student demographics over time may provide early indicators of the college’s success in creating a welcoming and inclusive environment. This initial report includes race and gender but other categories are available at Board or Presidential request.

3. Student persistence

Tracking student persistence (quarter to quarter reenrollment of new student cohorts) may provide early indicators of the college’s success with various initiatives such as Guided Pathways.

The data below represents “real-time” data from the college’s student management system. Reports with official data reported to the SBCTC at the end of the academic year are available on the LWTech’s data dashboard site and cover a longer timeframe for better trending analysis: www.lwtech.edu/data

The enrollment office and office of institutional research will continue to collaborate on ways to provide a combination of useful data to both the Board of Trustees and the college community.
Enrollment Compared to Target

For the 2021-22 academic year, the college’s annual Full Time Equivalent (aFTE) target is 3106. Using data from enrollment trends over the past three years, the college set quarterly enrollment targets of:

- Summer: 404 aFTE (13% of annual target)
- Fall: 932 aFTE (30% of annual target)
- Winter: 900 aFTE (29% of annual target)
- Spring: 870 aFTE (28% of annual target)

General Enrollment Trends

- Due to the COVID-19 pandemic, LWTech has experienced an unprecedented and sharp decline in enrollment. All other colleges in WA are experiencing the same trends; in fact LWTech enrollment is slightly better than the system average.
- Overall the college expects to hit approximately 80% of target in the current academic year. We believe once the college can safely return to full in person instruction enrollment will improve.

Table 1: Enrollment compared to aFTE targets 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 to date (percent of target in parentheses)
Student Demographics

Viewing enrollment and graduation through the lens of race and gender provides one method for the college to determine its progress towards an inclusive and supportive environment for all students. College dashboards on Tableau provide more in depth information.

General Enrollment Trends: Race

- In general enrollment in racial demographic categories is characterized by ongoing slight decreases in enrollment from white students and a corresponding increase in students of color and those who choose not to report.

*Table 2: Enrollment by race 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 to date*
General Enrollment Trends: Gender

- More female students than male students have consistently enrolled as a percentage of overall enrollment and in the past three years has remained at approximately 60% of total college enrollment. This year, at least to date enrollment of women has risen sharply, this may be a factor of when students tend to register for Fall quarter or may show a different trend but it is too early to tell.
- A very small number of students choose not to report gender (largely from Parent Education) and it is not included below; in the college’s annual student diversity report (distributed in Spring quarter) an additional measure of gender beyond binary options is used.

Table 3: Enrollment by gender 2016-17, 2017-18, 2018-19, 2019-20, and 2020-21 to date
Student Persistence

In light of LWTech’s ongoing implementation of Guided Pathways, examining persistence (the number of new, degree seeking students who return from their first quarter to the next) may provide an early indicator of the effectiveness of related college activities.

General Persistence Trends

- Persistence has improved since Dr. Morrison’s arrival and prior to the COVID-19 pandemic was holding steady.
- The initial drop in persistence from Winter 2020 to Spring 2020 was significant and impacted students of color and students with disabilities more than other populations.

Table 4: Quarterly student persistence 2017-18, 2018-19, 2019-20, 2020-21, and 2021-22 to date
Lake Washington Institute of Technology
In Recognition of Darrell Mitsunaga
RESOLUTION NO. 130

Request for Approval

**Situation**
Darrell Mitsunaga has served on the Board of Trustees at Lake Washington Institute of Technology since 2010. President Morrison and the Board of Trustees would like to formally appreciate and recognize Trustee Mitsunaga’s service to the college.

**Recommendation**
That the Board of Trustees approve Resolution No. 130 recognizing Darrell Mitsunaga.
RESOLUTION NO. 130

In Recognition of

Trustee Darrell Mitsunaga

WHEREAS, Darrell Mitsunaga has faithfully served as a dedicated and valued trustee of Lake Washington Institute of Technology since his appointment in 2010; and

WHEREAS, Darrell Mitsunaga has provided vision, leadership, continuous engagement, and steadfast commitment to the success and growth of Lake Washington Institute of Technology during his entire term of service as both trustee and chair; and

WHEREAS, Darrell Mitsunaga is more than a trustee; he is a colleague and friend who can be depended upon for clear judgment and compassionate focus as the college has met the challenges of a great recession, the growth of baccalaureate programs, and an unprecedented global pandemic; and

WHEREAS, the Lake Washington Institute of Technology students, faculty, and administration have been the benefactors of Darrell Mitsunaga’s outstanding and continued efforts as a board member;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Lake Washington Institute of Technology recognizes and expresses its deep appreciation for Darrell Mitsunaga’s leadership and commitment to the college, staff and faculty; and he continues to be a forever friend of the college.

ADOPTED by the Board of Trustees at the September 13, 2021 board meeting.

Lake Washington Institute of Technology
District 26 Board of Trustees

____________________________________________
Anne Hamilton, Chair

____________________________________________
Robert Malte, Vice Chair

____________________________________________
Lynette Jones

____________________________________________
Laura Wildfong

Attest:

____________________
Secretary of the Board
Lake Washington Institute of Technology
Modified Policy 5.P.132 – Supplemental Title IX Rules

Emergency Approval

Situation
The Model Title IX Employee Discipline and Student Conduct procedures have been updated by the office of the Attorney General to remove the Title IX hearsay provision that was recently vacated by a Massachusetts federal court. These changes will significantly simplify Title IX disciplinary hearings.

Attached you will find a revision to one (1) policy, 5.P.132. Since this policy is also part of the current student conduct code, it must also go through the process to be amended in the college’s Washington Administrative Codes (WACs).

The Assistant Attorney General, Derek Edwards, has reviewed and endorsed this policy.

Recommendation
That the Board of Trustees approve this emergency policy change.
5.P.132 Student Conduct Code—Supplemental Title IX Procedures – Evidence (WAC 495D-121-740)

The introduction and consideration of evidence during the hearing is subject to the following procedures and restrictions:

1. Relevance: The Committee Chair or the college’s appointed Title IX Hearing Officer shall review all questions for relevance and shall explain on the record their reasons for excluding any question based on lack of relevance.

2. Relevance means that information elicited by the question makes facts in dispute more or less likely to be true.

3. Questions or evidence about a Complainant’s sexual predisposition or prior sexual behavior are not relevant and must be excluded, unless such question or evidence:
   a. Is asked or offered to prove someone other than the Respondent committed the alleged misconduct; or
   b. Concerns specific incidents of prior sexual behavior between the Complainant and the Respondent, which are asked or offered on the issue of consent.

4. Cross-examination required: If a party or witness does not submit to cross-examination during the live hearing, the Committee or the college’s appointed Title IX Hearing Officer must not rely on any statement by that party or witness in reaching a determination of responsibility.

5. No negative inference: The Committee or the college’s appointed Title IX Hearing Officer may not make an inference regarding responsibility solely on a witness’s or party’s absence from the hearing or refusal to answer questions.

6. Privileged evidence: The Committee or the college’s appointed Title IX Hearing Officer shall not consider legally privileged information unless the holder has effectively waived the privilege. Privileged information includes, but is not limited to, information protected by the following:
   a. Spousal/domestic partner privilege;
   b. Attorney-Client and attorney work product privileges;
   c. Privileges applicable to members of the clergy and priests;
   d. Privileges applicable to medical providers, mental health therapists, and counsellors;
   e. Privileges applicable to sexual assault and domestic violence advocates; and
   f. Other legal privileges identified in RCW 5.60.060.