

Minutes of the Board of Trustees Meeting
Washington State Community College District 17
Regular Meeting
July 19, 2022 – 8:30 am
In Person and Zoom Option

Present: Chair Trustee Glenn Johnson, Vice Chair Trustee Mike Wilson, Trustee Beth Thew, Trustee Todd Woodard, Trustee Steve Yoshihara. Also in attendance were: Christine Johnson, Emily Yates, Brenda Martinson, Carolyn Casey, Grace Leaf, Lori Hunt, Greg Stevens, Kimberlee Messina, Glen Cosby, John Gillette, Carla Naccarato-Sinclair, Jonathan Glover, Kim Hagerty, Katie Satake, Christine Burge, Brandy Browning, Christina Momono, Brandon Livingston, Erin Schultheis, LeAnna Stallcop, Daniel Yeromenko, Breanne Riley (recorder)

Excused: Amy McCoy, Lisa Hjaltalin, Kevin Brockbank, Jenni Martin

CELEBRATING STUDENT SUCCESS

Dr. Lori Hunt, Provost, reported that the Instructional Support Services leadership team is fully staffed and that there are a few more employees to hire, but all of the directors are in permanent positions. The ISS mission is to enhance the support and to support the students through the implementation and creation of ideas. The leadership teams consists of: Dr. Lori Hunt; Provost, Nolan Gruver; Executive Director of Corporate and Continuing Education, Amber McKenzie; Assistant Dean of Global Education, Dr. Jim Mohr; Vice Provost of Strategic Partnerships, and Ben Whitmore; Director of Learning. Dr. Hunt commented that not all of the team works directly with the students, but that they all contribute to supporting student success through partnerships, innovation, and collaboration. A Job Skill grant for 76,000.00 was received in March for a partnership with Impact Washington to provide training to coal mining manufacturing in Colville and that is for a 3P course. Dr. Hunt noted that CCS enrollments are continuing in an upward trend as they see recovery from the losses of the pandemic. The Global Education team has been rebuilding as they recover from the global impacts of Covid. Dr. Hunt reviewed four Global Education Student Success stories, those of Parleen Kaur, Nhy Le, Mishiko Khvtisiashvili, and Po-Hsiang “Brian” Wang. It was reported that this year there were some students that were impacted by wars and unrest back home, and that some have had to seek asylum to gain financial support or seek alternative ways to pay for schooling due to the emergencies. Dr. Hunt explained that the team has worked with the Financial Aid office to see if there are alternate options for payment for these students. Dr. Hunt reviewed global enrollment and noted that there has been an increase and interest in enrollment once again post Covid. Dr. Hunt explained that transfer students are typically US students so there is less paperwork and generally are easier to transfer than global education students. The team is working closely with 4-year partners to make it easier for students to transfer to and from CCS within a 4-year college. Global education students are allowed to enter the U.S. no more than 30 days prior to the start of the quarter so the

team works closely to onboard and connect students to academic support and housing opportunities. The team is searching for two grant managers to assist with grant applications. Dr. Hunt shared that some of the recent grants included 1,000,000.00 being awarded to CCS Summer Running Start to support summer enrollment, the SCC Career Launch Grants received four grants for apprenticeship equipment, and both campuses have received grants for students experiencing homelessness. Dr. Hunt noted that there has been a recent application for a veterans grant that will focus on increasing the rate of veteran's attendance at CCS.

The eLearning department has been supporting students online and they have seen an increase in graduation rates in the Spring of 2022. Since May of 2015 there have been 3,510 eLearning enrollments at CCS and about 47% of all eLearning students have graduated as of today. The yearlong student engagement focus has just been capped and the final event was held over Zoom with trivia, games, and prizes. The Fall eLearning Academy theme is Engaging Wonder and will focus on exploring ways in which CCS can encourage engagement and inspiration in themselves and in their learners. The Institutional Research team has been involved in transitions this year and has been working hard to maintain services to CCS partners while providing data, collection, and visualization. One project was creating an eLearning discovery report that provided student course level data to the eLearning staff. There was data collected about the amount of Mac Apple users vs. Android users and 90% of CCS users operate Mac Apple products. Dr. Hunt wanted to acknowledge the hard work of the teams and employees in ISS. Trustee Johnson expressed his interest in the data of Android vs Mac users. Trustee Wilson questioned the status of visa approvals for foreign students and how many of those students need to be enrolled in the ESL program. Trustee Woodard questioned about foreign students and if they are focused more in one area of study or if it was across the board. Trustee Woodard also inquired if there was any type of welcome reception or check-in with them. Trustee Yoshihara asked what CCS charges for tuition for the international students versus residents. Trustee Wilson mentioned that in the last budget meeting the latest rates were provided by Lisa Hjaltalin. Trustee Yoshihara inquired about online student counseling and if students are made aware of the counseling and what percentage of students work with the advisors and what don't. Trustee Thew asked what the coverage in marketing to international students was. Dr. Johnson thanked Dr. Hunt for her thorough report.

Call to Order

The Board of Trustees of Washington State Community College District 17 held a regular meeting on Tuesday, July 19, 2022. Trustee Johnson called the meeting to order at 9:00a.m. Trustee Johnson welcomed Trustee Woodard as the new Board member and Trustee Woodard gave a brief autobiography. This was followed by the Pledge of Allegiance and roll call. It was announced that the meeting was open to the public. Individuals interested in addressing the Board were encouraged to speak up during the public comment section. The Native Land Acknowledgement was given by Trustee Johnson.

PUBLIC COMMENT

There were no public comments.

Dr. Johnson reviewed the representatives for Executive Members that were excused from the meeting as well as introducing LeAnna Stallcop as the new SFCC ASG President. Dr. Johnson personally welcomed Trustee Woodard and thanked him for the commitment he has shown thus far.

CONSENT AGENDA

Being no objections, the consent agenda was entered into the record. Topics include the following:

- a. Minutes of the June 14, 2022, Regular Meeting
- b. Capital Projects Status – Mr. Clint Brown
- c. Budget and Expenditures – Ms. Lisa Hjaltalin
- d. Head Start Updates – Ms. Bobbi Woodral
- e. Admin Procedure – Brandon Livingston

Trustee Wilson made a comment in relation to the Head Start program and that at the last meeting Ms. Woodard reported there will be a change in funding in the future. The funding change will revert to a revenue that is based on enrollment and will be effective in January. Trustee Wilson's concern was that with the enrollment levels where they are presently, and if there is a revenue shortfall, the question will come up as to whether each of the various locations can continue as they are and whether staffing will continue the way it is. He encouraged a significant effort on enrollment so the shortfall and loss of staff can be avoided. Trustee Wilson then asked for a report of what efforts are being made to be brought forth at the next meeting. Ms. Woodard stated that she can share the marketing and grant proposal and the changes that will be implemented in the next Board meeting. Ms. Woodard stated that the grant reflected some will be executed for staff and, if need be, to increase salaries. Ms. Woodard noted that the plan is to remain fully funded but changing a bit of the service model to target the audience in the community. Trustee Woodard noted that he will not be voting on the consent agenda this week as he was not present at the last meeting. Trustee Thew asked how the balance of staff at Head Start has been progressing between the staff and students as they have had problems recruiting staff.

Trustee Johnson asked John Gillette for a building update from the different CCS locations. Trustee Johnson asked if there has been discussion with other districts to combine training towers for the Firefighting Science courses.

Trustee Johnson commented that in the minutes for the June Board meeting Patrick Forster and Dyan Bledsoe were listed as guests and that they are employees and should not be listed as guests. Motion to approve the consent agenda was moved by Steve Yoshihara and seconded by Trustee Wilson. The consent agenda was approved

unanimously by the Board.

Chancellor's Report

Dr. Christine Johnson, CCS Chancellor, acknowledged appreciation to all employees of CCS for the work that has been undertaken by all departments throughout the year. The hard work has made CCS stay in solid financial standing while other colleges throughout the country have struggled financially. The quality of work remains at a high performance and CCS has maintained the ability to be financially prudent. Dr. Johnson noted that CCS is in a sound stage of financial management and that is not by accident but has been through very focused work throughout the year. Special credit was given to Greg Stevens, who has looked at every aspect of the budget with a new budget model. Dr. Johnson also pointed out that the Lodge is going to be converted to a Native American Cultural Center and acknowledged that the building has had a historic role in the region. There will be an updating of the photos of the Board members on the wall of the Lodge so that both new and current members may be honored for all of their work and time that they have given to the colleges. Trustee Wilson commented that during graduation season the question was raised about the possibility of having some of the Board meetings in various departments of the campuses as opposed to one location so that they may get an update on different departments. Dr. Johnson said absolutely, and her team will work with each of the college presidents to arrange that. Trustee Johnson found the Automotive Department at SCC very interesting and was able to meet with the professor. Trustee Johnson added that it would be wonderful to see the different programs on campus once a quarter and not necessarily at every meeting.

Presidents Report

Dr. Kimberlee Messina, President of SFCC, is looking forward to hosting future Board meetings at the Planetarium and expressed that it could be very creative. Dr. Messina reported that enrollment at SFCC has improved and is currently down 5.1% as opposed to 7% from the last report. There are 114 Summer Running Start students this summer and that is up and very exciting. There is a new ASG President for SFCC and she is looking forward to getting to know her on campus. Dr. Messina wanted to update the Board on the Strategic Equity Plan and that Dean Francisco has done a wonderful job going on the road and getting input from various places. SFCC is getting closer to launching the new Faculty Academy in the Fall, which is a yearlong professional development program for all of the new full-time faculty at SFCC.

Glen Cosby, Vice-President of SCC, thanked the Board for their participation in the commencements and stated that it was wonderful and appreciated to see their participation and interest in all of the ceremonies. Dr. Cosby reported the implementation of the CRM Target X at SCC and that there are 40+ ppl that are

currently using the new software and they are excited about that. There is a lot more communication and capabilities to communicate with prospects with the CRM. In the coming months SCC will be expanding the use of Target X to include a global ed application and there is a texting component that will be offered soon. The long-term goal is to utilize the analytic capacities that Target X provides, as well as the retention speed, to be used across the student lifestyle. Dr. Cosby gave thanks to Carolyn Casey and her team for their leadership in the program. Dr. Cosby noted that Dr. Brockbank asked him to mention the three plans at SCC that are moving forward: the EDI plan, Guided Pathways Plan, and Safety Plan. The Guided Pathways Strategic plan is emphasizing college level math and English for the first year and making sure that SCC's pathways are clear in their programs. SCC's EDI Strategic Plan priorities are to build and sustain an equitable and diverse inclusive culture at SCC through a variety of means; creating EDI training programs for faculty, staff, and students; and to continue closing the equity gap that may be identified. Dr. Cosby gave a review of the Safety Plan and the North South Corridor project as well as the homeless shelter to be built .5 mile east of SCC.

Trustee Johnson asked if the City had consulted with the college on the homeless shelter location. Trustee Wilson asked about the use of the CRM and stated that it seemed like a great information system. Trustee Wilson then inquired if the license from that software can it be implemented throughout all the CCS campuses. Trustee Wilson commented that there is a significant capacity being developed elsewhere for the homeless and that also included counseling, he is hoping that the population at the shelter near SCC will be limited since there is a higher capacity shelter elsewhere. Trustee Woodard inquired if CCS has consulted with their insurance agency to see if there are any additional liabilities needed due to the homeless shelter being so close. Trustee Thew asked if the accelerated degree program has been started as of today.

Dr. Cosby clarified that the CRM is being used across the district. Dr. Cosby noted that SCC's new student body President Daniel Yeromenko was in attendance today and thanked him for being willing to serve in a leadership role

Dr. Johnson stated that she and Dr. Brockbank have met with the City to share their concern that the homeless location is so close to the SCC campus and the concerns with safety for students and employees. Dr. Brockbank has made a request for the consideration that law enforcement be provided by the city for the SCC campus due to the close vicinity of the homeless shelter.

Student Report

LeAnna Stallcop, SFCC ASG President, reported that the new executive team is currently working on plans for an executive retreat to Orlando, Florida at the end of the month for the NACA Student Leadership Conference. She reported a kickoff retreat is

planned for the end of August for the full ASG team and it will involve team-building exercises, DEI training, leadership development, mission & goals, an ASG Constitution run-down and job expectations.

There are three positions open, so the team has been doing some last-minute hiring. Lastly, the team has started working on upcoming events for Fall Quarter as well and they are looking forward to those.

Daniel Yeromenko, SCC ASG President, reported to the Board that there has not been a lot of activity in the ASG so far and everything is pretty quiet as people are easing into their roles. Mr. Yeromenko shared that his is bilingual and that it is a pleasure to be working with everyone and he hopes to do some great things in the future.

Trustee Johnson called for a 5-minute break and noted there would be an executive session that will be held after the regular meeting today.

Trustee Johnson recalled the meeting at 9:52am.

Strategic Plan Update

Greg Stevens, Chief Strategy and Administration Office, reported that in July 2021 the new strategic plan was placed into effect and will be in effect until June 30, 2025. The structure of the planning process has four stages and CCS is in the last phase, which is strategic execution. CCS is about six months behind the original schedule. There are three priorities to the new strategic plan: student success, operational excellence, and employee success and excellence. CCS was able to take each of the priority areas and asked why they are doing them and how are they going to accomplish it and why, the how's then became strategic elements that transitioned into objectives and project. For the priority statements and each of the objectives the team has recently assigned project managers for the new projects. The team is working with IR to develop a KPI dashboard that will be easily accessible and easily navigable. Mr. Stevens showed his dashboard to the meeting attendees, noting that the student success priority has the most work that has been done so far. Project management is in the next critical phase and the project managers have been assigned and all of them are on board. Mr. Stevens will be working with the new project managers and training and his role will transition to supporting them as they manage their individual projects. There is going to be a reporting schedule that will be added to the strategic plan that includes regular project reports to the Board of Trustees, monthly Cabinet review/discussion of progress, a quarterly report to the Board of Trustees on priority element KPIs, Presidents quarterly joint report to the Board of Trustees on student success priority element, and a semi-annual all CCS reports of strategic plan process. Mr. Stevens reported that it is his hope in the Fall to form that emergency strategic planning subcommittee to be drawn from the original committee membership, do some

environmental scanning, discuss and prioritize those issues, and present those to the Board for incorporation into the plan.

Trustee Johnson stated that he hoped that Mr. Stevens has enough help on this and asked how many searches he still has open. Trustee Johnson wanted to make sure that he knew that the Trustees support him. Trustee Wilson wanted to reiterate the comments that Trustee Johnson had made and added that the work that was presented by Greg was very responsive to what the Board felt was important. Trustee Woodard asked that at what point the percentages will be determined. Trustee Thew wanted to echo what the other Trustees said and liked the interactive feel and thanked Greg for his work. Trustee Johnson thanked Greg and said it was an excellent report.

IT Update

Grace Leaf, Acting Chief Information Officer, gave a special thanks to Sean Cotter for all of his support at the Lodge and hybridizing 80 classrooms this summer. Ms. Leaf gave a brief update on the telecom system that is being implemented at CCS and that the Cabinet has chosen to approve the telecom system. Infrastructure setup by the new telecom team is scheduled for July/August of 2022 and needs and assessment demos to the key client groups will begin August 2nd. Payment for the telecom system is from a onetime infusion of federal dollars and the product that is being purchased is through Mitel, the initial purchase will include 100 hard phones but most will be soft phones that can be used on computers, laptops, and mobile devices. Ms. Leaf reviewed the features of the new telecom system: that the cloud-ready system is flexible, responsive and contains costs, is mobile ready and customer focused, has a wide adoption allowing for immediate support, and increased security. Ms. Leaf reviewed the telecom team which consists of Thomas Ingle, Shane Fuller, Jim Wilkoff, and Sara Covington. Ms. Leaf reviewed other summer highlights such as: hybridizing classrooms, shrinking lab footprint, ACE Upgrade, SFCC library move, collaborations with Dr. Hunt's areas, planning programming with CETL and TLC, and prepping the campuses for Fall Quarter. Trustee Yoshihara asked if funds have been received for the telecom system as of today.

Marketing Update

Carolyn Casey, Chief Institutional Advancement and External Affairs Officer, informed the Board that she will be joined today by Jonathan Glover, Kim Hagerty, and Erin Schultheis for her report. Ms. Casey discussed that there has been an intense interest in student enrollment. Higher education has struggled in recruiting students, and community colleges are having a hard time with the declining numbers in enrollment. Ms. Casey noted that competition has been fierce for prospective students and in addition to marketing the value of CCS they must also market the value of

education itself. Prospective students are important and have many options so CCS must provide the right message. Ms. Casey explained that marketing is not a standalone function, and that data is essential and they must measure impacts and outcomes and continue to adapt. The focus is also to tell the story of CCS through earned media coverage, providing a fresh and engaging view on social media, shining the spotlight on CCS, and building pride and awareness of the community colleges. This year CCS was on the clocktower in the pavilion for several days as well as the lights were in the CCS colors.

Kim Haggerty, Marketing Director, reviewed the marketing approach which included audience demographics, common interest in activities, a timeline for a call to action, and budgeting. Ms. Haggerty reviewed the segment demographics which included dual credit students, transfer students, career/tech students, career students that are adults in transition, and underrepresented student. Ms. Haggerty gave an ABE marketing example and the results that were gathered from this. Ms. Haggerty highlighted the marketing approach to transfer students, for instance showcasing the great value of starting at CCS with a video that features real graduates of CCS and using a storytelling approach. Some of the other marketing examples were dual enrollment, google AdWords, geofencing, rural campuses, and career awareness.

Jonathan Glover, Communications Director, reviewed the CCS websites. Mr. Glover stated that in the past 10 years the websites have been updated in every way imaginable and that with every update they have leaned heavily into student focus. Mr. Glover reviewed the website at the graduation ceremony season and the different features for those specific events. Mr. Glover gave a review of the latest student survey and that most students weigh whether they are going to enroll in a college based on the college's website. Mr. Glover reviewed the trend in website visitors based on time of year and covid. He reviewed the importance of brand consistency and on-point messaging to potential students. There has been a chatbot on the website that has been embedded in all of the CCS websites that was launched in March. SCC's live chatbot was turned on in May and there has been an overwhelmingly positive response and now students can talk directly with a human.

Erin Schultheis, CRM Systems Administrator, gave a review of the CRM Project at CCS. Ms. Schultheis stated that the purpose is to have a tool for housing, managing, executing, and tracking all activity associated with CCS's relationships with prospective students. The CRM is student first but not student only. Ms. Schultheis explained that the CRM went live in May 2022 and that there have been 910 inquiries from 811 unique prospective students. Ms. Schultheis also explained that there are 87 CRM trained employees and 48 currently in the production environment for CRM. Ms. Schultheis reviewed that the next steps for the CRM project is to continue to implement the Recruitment Suite, which includes building an online application program, having a

basic needs and services questionnaire, and an implementing tool for evaluating the operations. Ms. Schultheis reviewed the second suite that is being used and that is the Retention Suite, which focuses on student preparation for program completion as well as colleges' contract with Interact Communications to help improve and refine messaging. Ms. Schultheis stated that the CCS CRM has already revolutionized parts of their work and that will only continue.

Trustee Johnson asked what the timetable was from when students apply to the time they get accepted and pointed out that CCS can lose students depending on how much time elapses between when they apply and when they are accepted. Trustee Wilson commented that was an important question and that it is important in admissions to get back to every student. Trustee Wilson told Ms. Casey this presentation was very educational and was curious how the chatbot is being addressed with the frustrations with chatbots historically. Trustee Woodard stated that he loved the presentation and that it was really well done. Trustee Woodard asked if the relationship between CCS and Amazon had generated more students and if Ms. Casey has talked to her counterparts in regard to this and if she has gotten any data from them. Trustee Thew commented that from her former work as a pre-tuition assistance program in the telecommunication industry she saw that the percentage for employees that took advantage of educational employment opportunities in the past was impressive but disappointing at the same time. Trustee Yoshihara stated that he was very impressed with the presentation and wanted to encourage everyone that the personal touch of CCS matters and the culture of CCS is important, he then went on to compliment the staff at CCS and the personal touch has made the difference. Trustee Thew gave her applause to the CRM filtering out the information given to the prospective students.

Faculty Reports

Carla Naccarato-Sinclair, AHE President, reported that she attended her last National Education Association Representative meeting in Chicago. Ms. Naccarato-Sinclair noted that summer school is in session and that there are a few faculty screening meetings finishing up. Ms. Naccarato-Sinclair spoke of two legislative items, bills 5194 and 5227, and that she will be having a meeting with the chief bill makers. Ms. Naccarato-Sinclair reviewed that part of the 5194 bill was the 200 positions and that the allotment went to the two CCS colleges. Ms. Naccarato-Sinclair will attend the Council on Strategic planning and that has to do with the post-secondary state goal of a 70% increase. There are two sessions looking at stakeholders to have input. Ms. Naccarato-Sinclair gave a review of cyber security and noted that it needs to be kept updated and what changes need to be made at CCS. Ms. Naccarato-Sinclair shared her thanks and appreciation to Grace Leaf and the IT team for their work with the faculty.

Ms. Katie Satake, SCC Credit Faculty Representative, shared that SCC Philosophy instructor Jeffrey Bagwell was awarded a professional development

fellowship to participate in four-week national endowment for the Humanities Seminar in Portland this summer from July 11th through August 5th. The seminar is called "David Hume in the 21st Century: Perpetuating the Enlightenment" and focuses on the enduring influence of the philosopher David Hume on contemporary research on the scientific, political, economic, and moral theory. Stacy Kowtko recently spent a week in June researching the South Caucasus at the University of Illinois where she gained a vast amount of networking and ideas for future projects. Joe Husby will be chairing the Peace and Conflict section of the Pacific Northwest Political Science Association's annual meeting this Fall. The aim of the Association is to encourage the study and effective teaching of Political Science in the region, to promote closer relations between academic political scientists and public officials, and to achieve greater utilization of political scientists as experts in the field of government.

Ms. Christina Momono, ABL ESL Instructor, shared that Kelly Mote from the Department of Airway Heights Corrections Center reported that a colleague sent a letter to her from a business associate in the community praising one of their former students, Adam Betancourt, from the Aerospace Composites Program. Kelly Mote stated that this is a great example of how the college collaborated with the Department of Corrections to offer a program that benefits individuals and the community. It's evidence to the power of change.

WFSE/Classified Staff Report

Ms. Brenda Martinson, Washington State Federation of State Employees Representative, just returned from the American Federation Municipal Employees Convention where they are going to regroup and discuss some ways that this will affect their members. The 2023-25 bargaining contract is underway and halfway to the end mark with OFM and Community College Commission. Ms. Martinson wanted to share that the IT team completes a lot of projects that employees do not see and she is happy to see them thriving.

Christine Burge, SCC Classified Representative, reported that Taylor Baldwin and the classified staff team in the ABE Division team have been supporting the ESL students. They have been seeing 30-40 new refugee students each week and the majority are Ukrainian. The team is working diligently to meet their needs. She missed the June meeting because her son graduated high school and he will be starting the automotive program at SCC in the Fall, he began his Tech Apprentice position with Finley Toyota.

Trustee Johnson asked Dr. Johnson to elaborate on the August 29th summer retreat that CCS will be hosting. Trustee Thew asked the chancellor for an agenda for the August 29th retreat and noted that it was a very uplifting meeting today.

Board Report

Trustee Yoshihara stated that he was very proud to be a Trustee and how much he enjoyed all of the graduation ceremonies and wanted to congratulate all of the employees on their hard work. Trustee Wilson gave a great thanks to Connan Campbell for his work on the graduations and that they were great fun. Trustee Woodard thanked everyone and noted how grateful he was that everyone made him feel welcome at the meeting. Trustee Johnson asked if this was the time that CCS could take a look at ways to deal with childcare on campus. Trustee Thew loved the idea of childcare on campus and that it is crucial.

Executive Session

Trustee Johnson stated that there will be an executive session to be held today to receive and evaluate complaints or charges brought against a public officer or employee, to discuss with legal counsel representing the agency matters relating to agency enforcement actions or litigation or potential litigation. Trustee Johnson also added to plan or adopt strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings and to review proposals made in negotiations or proceeding while it progresses.

Potential Action Generated from Executive Session

The Board of Trustees reconvened in public session at 12:08pm. Trustees Wilson, Thew and Woodard constituted a quorum. Trustee Wilson, Vice Chair announced Board would take action following the executive session. Trustee Thew moved no further action is necessary and the Human Resources office will take necessary steps to effectuate action. The motion was seconded. Trustee Wilson commented any new information would be considered and handled professionally and accurately by the Human Resources Office. The Trustees voted on the motion and the motion passed unanimously.

Adjournment

Being no further business, the meeting adjourned at 12:10pm.