



## WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17

**September 12<sup>th</sup>, 2023**

### **NOTICE OF REGULAR MEETING**

*(Notice Date: Wednesday, September 6<sup>th</sup>, 2023)*

The Community Colleges of Spokane Board of Trustees will hold a regular meeting on Tuesday, September 12<sup>th</sup>, 2023, beginning at 8:30 AM. Should an executive session be held, adjournment is scheduled for 11:00 AM.

The regular meeting will take place in person at Spokane Falls Community College, 3410 West Whistalks Way, Spokane, Washington as well as a virtual space.

To connect to the September 12<sup>th</sup> meeting virtually, go to:

[Join Zoom Meeting](#)

Meeting ID: 848 2823 2893

Passcode: 698367

All Board of Trustees meetings include opportunity for public comment. The September 12<sup>th</sup>, 2023, meeting will be held both in person and virtually. Please email public comments to the Board Executive Assistant at [Breanne.Riley@ccs.spokane.edu](mailto:Breanne.Riley@ccs.spokane.edu) by 8:30 AM on Tuesday, September 12<sup>th</sup>, 2023. Please place "Public Comment" in the subject of your email. Public comments received will be provided to the Trustees, entered into the record, and attached to the minutes of the September 12<sup>th</sup> regular meeting.

A copy of the meeting material can be found online at:

<https://ccs.spokane.edu/About-Us/Leadership/Board-of-Trustees>

**CCS MISSION**

To provide all students an excellent education that transforms their lives  
and expands their opportunities.

**CCS VISION**

Providing the best community college experience in the Northwest.

**CCS VALUES**

Students First | Equity | Access | Excellence | Integrity |  
Leadership | Responsiveness | Stewardship

# Washington State Community College District 17

3410 W. Whistalks Way  
Building 30, Room 212  
Spokane, WA 99224

## [Join Zoom Meeting](#)

Meeting ID: 848 2823 2893  
Passcode: 698367

Regular Board Meeting: In-Person & Zoom  
Tuesday, September 12, 2023

## AGENDA

Trustee Mike Wilson; Chair, Trustee Todd Woodard; Vice-Chair,  
Trustee Glenn Johnson, Trustee Beth Thew, Trustee Steve Yoshihara  
8:30 a.m. – 11:00 a.m.

**PLEASE NOTE: The Board reserves the rights to alter the order of the agenda.**

<b>09/12/2023</b>	<b>Regular Meeting Agenda</b>			<b>TAB #</b>
8:30 a.m.	1.	<b>SFCC Celebrating Student Success: SFCC Learning Support</b> ↳ Chris Pelchat, SFCC ↳ Kathy Albin, SFCC	<b>Report</b>	<b>Tab 1</b>
		<b>Celebrating Success Q&amp;A</b>	<b>Discussion</b>	
	2.	<b>Call to Order, Pledge of Allegiance, Roll Call and Native Land Acknowledgement Statement</b> ↳ Trustee Mike Wilson, Chair	<b>Action</b>	
		<b>Public Comment</b>	<b>Discussion</b>	
	3.	<b>Consent Agenda</b> a. Board Minutes ↳ 06.20.2023 – Regular Meeting ↳ 07.18.2023 – Work Session b. Capital Projects – Nichole Hanna c. Budget and Expenditures - Lisa Hjaltalin d. Head Start - Bobbi Woodral	<b>Action</b>	<b>Tab 2</b>
	4.	<b>Chancellor's Report</b> ↳ Kevin Brockbank, CCS	<b>Report</b>	

- |     |  |                   |              |
|-----|--|-------------------|--------------|
| 5.  | <b>Presidents Report</b><br>↳ Jenni Martin, SCC<br>↳ Kimberlee Messina, SFCC   | <b>Report</b>     |              |
| 6.  | <b>Branding Project</b><br>↳ Carolyn Casey, CCS  | <b>Report</b>     | <b>Tab 3</b> |
| 7.  | <b>Alert of Tenure Consideration</b><br>↳ Kevin Brockbank, CCS   | <b>Report</b>     | <b>Tab 4</b> |
| 8.  | <b>Exempt Employee Retention Increases for FY2023/24</b><br>↳ Kevin Brockbank, CCS   | <b>Action</b>     | <b>Tab 5</b> |
| 9.  | <b>AHE/Faculty Report</b><br>↳ Beverly Daily, AHE  | <b>Report</b>     |              |
| 10. | <b>WFSE/Classified Staff Report</b><br>↳ Jessica Retter, Washington Federation of State Employees<br>↳ Abigail Affholter, SCC<br>↳ Alison Cooley, SFCC | <b>Report</b>     |              |
| 11. | <b>Student Government Report</b><br>↳ Tammy Pham, SCC  | <b>Report</b>     |              |
| 12. | <b>Board and Chancellor Goals</b><br>↳ Trustee Mike Wilson, Chair  | <b>Action</b>     |              |
| 13. | <b>Board Report</b>  | <b>Report</b>     |              |
| 14. | <b>Executive Session</b><br>a. Reserved for potential action generated from executive session  | <b>Discussion</b> |              |
| 15. | <b>Potential Action Generated from Executive Session</b>   | <b>Action</b>     |              |

**Adjournment**

**Next Meeting will be held on Tuesday, October 17, 2023, at 8:30 a.m.  
Colville Center, 985 S Elm St, Colville, WA 99114**

**EXECUTIVE SESSION:** Under RCW 42.30.110, an Executive Session may be held. Action from the Executive Session may be taken, if necessary, as a result of items discussed in the Executive Session.

**PLEASE NOTE:** Times above are estimates only. The Board reserves the right to alter the order of the agenda.

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**DISCUSSION/ACTION/REPORT:** Tour of Learning Support at SFCC

**BACKGROUND:**

Learning Support is a newly formed Department at SFCC and was launched as part of a revisioning of the physical space in Building 2. Learning Support at SFCC consists of the Library, Academic Coaching, Career Education, Workforce Transitions, and the Print Shop. Each of these services has lived in various Divisions over time but has found renewed synergy being brought together in a collaborative space led by a central purpose.

We look forward to welcoming you into the Learning Support environment.

**RECOMMENDATION** *(only if this is an action item)*

No Action Required

Prepared by: Chris Pelchat, Ph.D.  
Dean of Professional Studies Library, and Workforce  
Education

Presented by: Chris Pelchat, Ph.D.  
Dean of Professional Studies Library, and Workforce  
Education

Kathy Albin, M.Ed.  
Director of Learning Support

**ACTION: CALL TO ORDER, PLEDGE OF ALLEGIANCE, ROLL CALL  
AND NATIVE LAND ACKNOWLEDGEMENT STATEMENTS**

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

Presented by: Mike Wilson  
Chair, CCS Board of Trustees  
September 12, 2023

# Washington State Community College District 17

Community Colleges of Spokane  
Board of Trustees Meeting  
September 12, 2023

## Native Land Acknowledgment

*We are honored to acknowledge that the Community Colleges of Spokane, and our main campuses for Spokane Falls and Spokane Community College, are located on the traditional and sacred homelands of the Spokane Tribe. We also provide services in a region that includes the traditional and sacred homelands of the Coeur d'Alene Tribe, Confederated Tribes of the Colville Reservation, Kalispel Tribe and Nez Perce Tribe.*

*We pay our respect to tribal elders both past and present as well as to all indigenous people today. This land holds their cultural DNA and we are honored and grateful to be here on their traditional lands. We give thanks to the legacy of the original people and their descendants and pledge to honor their stewardship and values.*



**ACTION: APPROVAL OF CONSENT AGENDA**

**BACKGROUND**

Consent agenda items will be considered together and will be approved on a single motion. Any person desiring to remove an item for separate consideration should so request before approval of the agenda.

**AGENDA ITEMS**

- a. Board Minutes Approval
  - 06/20/2023
  - 07/18/2023
- b. Capital Projects - Nichole Hanna
- c. Budget and Expenditures - Lisa Hjaltalin
- d. Head Start - Bobbi Woodral

**RECOMMENDATION**

It is recommended that the Board of Trustees of Washington State Community College District 17 approve the consent agenda as presented.

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

Presented by: Trustee Mike Wilson  
Chair of Board of Trustees

September 12, 2023

**ACTION: APPROVAL OF MEETING MINUTES**

**RECOMMENDATION**

It is recommended that the Board of Trustees of Washington State Community College District 17 approve the minutes from the June 20, 2023 and July 18, 2023 meetings, as presented.

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor  
September 12, 2023

**Minutes of the Board of Trustees Meeting  
Washington State Community College District 17  
Regular Meeting  
June 20, 2023 8:30 a.m.  
In Person and Zoom Option**

**Present:** Trustee Mike Wilson, Trustee Todd Woodard, Trustee Glenn Johnson, Trustee Beth Thew, Trustee Steve Yoshihara. Also present: Kevin Brockbank, Amy McCoy, Carolyn Casey, Lori Hunt, Grace Leaf, Greg Stevens, Carrie Kirby-Dietrich, Lisa Hjaltalin, Brandy Browning, Jim Brady, Jaclyn Jacot, Patrick McEachern, Jim Mohr, Connan Campbell, John Gillette, Kimberlee Messina, Jenni Martin, Beverly Daily, Katie Satake, Heather Beebe-Stevens, Brandon Stallings, Samantha Shelton, Breanne Riley (recording secretary).

**Excused:** Trustee Glenn Johnson, Trustee Todd Woodard, Katella DeBolt, Jessica Retter, Christine Burge, Christina Momono

**Call to Order**

The Board of Trustees of Washington State Community College District 17 held a regular meeting on Tuesday, June 20, 2023. Trustee Wilson called the meeting to order at 8:32 a.m. This was followed by the Pledge of Allegiance and roll call. Trustee Wilson noted that there was not currently a quorum so the Board would begin with all non-action items until the quorum had arrived. 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 Wilson. Trustee Wilson congratulated Mr. Connan Campbell and the President's on successful graduation ceremonies. Trustee Wilson congratulated Jim Brady on a fantastic career as he will be retiring at the end of the month. Trustee Wilson congratulated John Gillette on his upcoming retirement and stated the Board has greatly appreciated his leadership and thanked him for all his work with his colleges.

**PUBLIC COMMENT**

There were no public comments.

**Chancellor's Report**

**Dr. Kevin Brockbank, Chancellor,** commented on the successful graduation week that was just completed and the efforts made from all parties involved in the planning. Dr. Brockbank also thanked the Board of Trustees for their participation in the ceremonies. Dr. Brockbank shared he had spoken with the SCC and SFCC presidents

about the idea of presenting an end of year enrollment report at the end of July and that it was important to talk about what had happened at both colleges for the academic year. He then mentioned that there have been recent efforts to find a replacement for Trustee Thew on the Board and there are four strong candidates that have all applied with the state. Dr. Brockbank reviewed the backgrounds of the candidates and shared that they have been versed on what is important for each Board member to uphold. Dr. Brockbank then shared the summary of action from the lockdown that recently occurred at SCC on June 8<sup>th</sup> and the timeline of events that happened prior, during and after the lockdown. Dr. Brockbank commented that he thought the lockdown and response to the event were both very successful. He then reviewed the summary of training that had been offered at CCS through the academic year and the spring lockdown drill that was conducted at CCS. Dr. Brockbank then reviewed some of the concerns regarding the Rave alert notification system, which included hearing impaired faculty and students not being able to hear the Rave alerts, concerns with an open campus, and ways to send the alert other than on a cell phone as some students are not able to have their phones on while in class. Ms. Jenni Martin noted that last week her office and the security and communications office did debrief on how to improve security on the SCC campus. She then reported that over the summer a tabletop exercise with the leadership team will be conducted and a training program has been created for the upcoming academic year. Dr. Messina mentioned the focus on the institution and ensuring accessibility and safety across the campuses. Trustee Thew asked what CCS was doing for students as far as after a security event has taken place. Trustee Wilson noted that while employed at Providence there were a variety of exercises done on a regular basis when new employees were hired. He also noted that they learned from each tabletop, event, and drill that happened at Providence and encouraged there to be an annual review and exercise completed at CCS.

Trustee Yoshihara arrived at the meeting at 8:53 a.m. Trustee Wilson stated that the consent agenda would now be addressed and that the budget and expenditure items would be addressed separately as there were seven motions to be voted on.

## **CONSENT AGENDA**

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

- a. Minutes of the May 9, 2023 Regular Meeting
- b. Capital Projects Status – Mr. John Gillette
- c. Budget and Expenditures – Ms. Lisa Hjaltalin
- d. Head Start Updates – Ms. Bobbi Woodral

Trustee Wilson commented that enrollment and employee retention had increased with Head Start and that was terrific. Trustee Wilson also commented that he was always impressed with how complex the Early Head Start program was.

Mr. John Gillette noted that the Fine and Applied Arts Building was roughly 41 days behind schedule and a modified schedule has been presented by the contractor. DES is fully engaged with the project and possible legal actions and they are looking at notifying the contractor on the monetary consequences of the delayed projects. He then shared that all biennium capital funds are on track and tentatively \$511,000.00 will be received from the State Board. Mr. Gillette noted that Ms. Nichole Giffin would be the new District Director of Facilities. The motion to approve the consent agenda was so moved by Trustee Yoshihara, seconded by Trustee Thew, and approved unanimously by the Board.

Ms. Brandy Browning presented the FY 2024 items for approval by the Board of Trustees. The first item was to request the approval of the proposed fiscal year 2023-24 state operating allocation and tuition revenue budget. Ms. Browning reviewed all items on the request for approval for the Board. Trustee Wilson noted that he appreciated all the information that was presented. The motion to approve the proposed operating allocation and tuition revenue budget was so moved by Trustee Thew, seconded by Trustee Yoshihara, and approved unanimously by the Board.

Ms. Browning then reviewed the request for approval of the proposed tuition schedule and waiver summary for FY 2023-24. Trustee Yoshihara asked if CCS was subsidizing the 9% inflationary increase and what the 3% increase in enrollment amounted to in dollars for the students. Trustee Yoshihara asked what the cost of books and other materials would amount to as well as the amount of the final tuition cost. Ms. Hjaltalin noted that students can go to the financial aid page on the CCS website where there is a tool that will calculate the total of enrollment for the student. Trustee Thew noted on the fees that were added and that the average cost for attendance is approximately \$6000.00 for three quarters, to which Trustee Yoshihara noted that it was \$8000.00 sans the cost of books. The motion to approve the proposed tuition schedule was so moved by Trustee Yoshihara, seconded by Trustee Thew, and approved unanimously by the Board. Trustee Wilson noted that in the future he would like the Board to address the issue of how to reduce the cost of books for students. Ms. Beverly Daily shared that options to reduce costs of books have been previously looked at, such as book rentals and purchasing books from the same publisher for a lower price.

Ms. Browning reviewed the request of approval of proposed FY 2023-24 student service and activities fees. Trustee Wilson noted that the budget for fees is voted on by the students and they had already done so. Trustee Yoshihara asked if the fees were a part

of the tuition that had already been reviewed. The motion to approve the proposal for the student services and activities fees budget was so moved by Trustee Thew, seconded by Trustee Yoshihara, and approved unanimously by the Board.

Ms. Browning then reviewed the request for approval for FY 2023-24 student tech fees. Trustee Wilson asked what the source of funds for these fees were. The motion to approve the student tech fees was so moved by Trustee Yoshihara, seconded by Trustee Thew, and approved unanimously by the Board.

Ms. Browning then reviewed the request for approval of student administrative fees and lab and course fees for the FY 2023-24. Trustee Thew asked what the discussion with ASG had been regarding the fees. Trustee Wilson asked if it was a reasonable expectation for the Board to set a goal that with tuition increases there can be a reduction in other costs to keep the next years budget for students at a consistent level. The motion to approve the student administrative fees and lab and course fees was so moved by Trustee Thew, seconded by Trustee Yoshihara, and approved unanimously by the Board.

Ms. Browning reviewed the request for approval of the proposed FY2023-24 athletic operating budget. The motion to approve the proposed athletic budget was so moved by Trustee Thew, seconded by Trustee Yoshihara, and approved unanimously by the Board.

Ms. Lisa Hjaltalin reviewed the request for approval of the Board operating reserve. Ms. Hjaltalin reviewed the Board reserve report. Trustee Thew asked how many months CCS currently had in reserves for operations. Ms. Hjaltalin asked that the Board approve to keep the operating funds at 5%, to which the motion was made by Trustee Yoshihara, seconded by Trustee Thew, and approved unanimously by the Board. Trustee Wilson noted that in the future he would like the CCS finance committee to evaluate the report in more detail.

### **President's Report**

**Dr. Kimberlee Messina, President of SFCC**, shared that McCall Fadeley did an amazing job organizing the SFCC graduation ceremony. Dr. Messina reported that both colleges had a significant increase in enrollment and then reviewed the newest trends in enrollment increases. Mr. Jim Brady shared which programs were doing well with enrollment, including Allied Health and STEM. Dr. Messina noted that the last academic year was very positive for students, and she wanted to thank Dean Salinas in his efforts with equity and diversity. Trustee Yoshihara asked if the Board would receive a report on the impact of Guided Pathways. Trustee Thew asked if the publicity regarding students not needing to go to college has made a difference in the dynamics of the students that are currently enrolling. Trustee Yoshihara noted that knowledge was

power and that Guided Pathways encourages that knowledge, to which Trustee Thew said that part of that is knowing how to get there. Trustee Wilson noted that he liked the idea of students enrolling once for the academic year as opposed to enrolling separately for each quarter.

**Ms. Jenni Martin, Acting President of SCC**, shared that summer enrollment is up from 2019 and above pre-pandemic numbers. Ms. Martin announced that the Interim Vice President of Instruction, Ms. Jaclyn Jacot, was present at the meeting today and welcomed her. Ms. Martin shared that SCC was very pleased with the graduations and the number of participants in each graduation. She then noted that she and Ms. Jaclyn Jacot had participated with four faculty members in a tribal stewards retreat where a few of the outcomes were identifying courses with Native or tribal content and identifying field sites for studies with tribal leaders. Trustee Wilson stated the outreach that has happened on both campuses with the Native tribal communities has been very noteworthy. Trustee Yoshihara asked if the students paid for regalia and if instructors encouraged students to attend the graduation ceremonies. Trustee Thew noted it was very exciting what CCS was doing with the Native American communities and that at the Colville graduation the number of students from the Inchelium campus was very noteworthy.

Trustee Wilson thanked both Presidents for their reports and stated that they had done a great job.

### **Consideration of agreement implementing a CCS faculty generated salary increase effective Academic Year 2023/24**

**Mr. Greg Stevens**, reviewed Chapter 26 and that an 8.9% salary increase had been proposed for the faculty. The parties recently met and reached an agreement on how to use the increase and the request is that the salary schedule be approved for the 2023-2024 academic year. Ms. Beverley Daily noted that the faculty overwhelmingly agreed with the salary schedule negotiation. The motion to approve was so moved by Trustee Thew, seconded by Trustee Yoshihara, and approved unanimously by the Board. Mr. Stevens noted that in July he will bring forward a proposal for the exempt and classified staff.

### **Saling Awards and Exceptional Faculty Awards**

**Ms. Heather Beebe-Stevens**, shared that three people have been chosen to receive the Saling Award: Linda Beane-Boose, Nick Taylor, and JL Henriksen. Ms. Beebe-Stevens shared that the action request brought forth was to approve exceptional faculty recipients Amy Anderson, Angela Smith, Betsy Lawrence, Cathy Shaffer, Eddy Cuisinier, Laura Read, Pete Wildman, and Roshan Khattry. Trustee Yoshihara asked if the recipients received monetary compensation as part of the award. The motion to approve the Exceptional Faculty awards was brought forth by Trustee Yoshihara,

seconded by Trustee Thew, and approved unanimously by the Board. Trustee Wilson asked if the goal was for each college to have the same number of recipients, to which Trustee Thew asked if there has been discussion on if one college should have more than the other based on the size of the institution. Ms. Beebe-Stevens shared that the Foundation would reach out to the retiring faculty members, but the goal was for the recipients to find out at the CCS Fall Convocation. Trustee Wilson shared that he appreciated all that the Foundation does to help alleviate the costs of college for students.

### **Program Termination**

**Dr. Kevin Brockbank**, clarified to the Board that the program termination item that was brought forward was an informational item and not an action item. Dr. Brockbank shared that after extensive review it was decided that the criminal justice program at SCC would be eliminated. The elimination of the criminal justice program was based on the fact that the credential is no longer a requirement to enter the primary field of law enforcement. Dr. Brockbank noted that the continuation of the program would add extra costs and time to the student's journey when they do not need the degree to enter the career force. There were two faculty members that were tenured in that program and they have been re-assigned to different programs and will remain gainfully employed. All the students currently enrolled in the criminal justice program will have a teach-out option. Trustee Yoshihara asked how many students were affected by the program termination and if they would receive credit for the courses that they have already completed.

### **High School (HS+) to College Transitions**

**Ms. Jenni Martin**, shared details about the HS+ program with the Board of Trustees. Ms. Martin reviewed the headcount of HS21+ students per year as well as the headcount of all BEdA students by year. Ms. Martin then reviewed the demographics of HS+ students by race and academic year. Ms. Martin reviewed the basic skills to college transition rates and noted that it is an area of concern for SCC. Ms. Martin then reviewed the number of HS+ students who transitioned into college-level coursework within six quarter disaggregated by the SCC and SFCC campuses. Ms. Martin proposed considerations to the Board today, including all HS+ students being eligible for a waiver of tuition and fees for two classes that would result in the accumulation of at least six credits but not to exceed ten credits. SCC and SFCC would be working together to develop course options that would have a clear transition pathway for students while completing their high school diploma. Ms. Martin then reviewed RCW 28B.15.100(1) and the Board's ability to waive fees for students. Ms. Martin noted that the goal was to bring this as an action item to the Board at the July meeting. Trustee Yoshihara asked what the dollar impact to the budget would be should this be approved. Trustee Thew noted that CCS could learn from Pierce College



and the impact that the waiver could have on CCS. Trustee Thew shared that in the program she would like to see assistance offered to the students with FAFSA. Trustee Yoshihara asked what the difference between Running Start and this program was. Trustee Wilson asked why this was not being voted on today and Trustee Thew asked if it would make a difference if it was voted on this month as opposed to next month as far as impact on students. Ms. Daily noted that if the Board was going to vote on this today that she wanted to speak on behalf of the faculty and shared some of the concerns that the faculty has, one of which is students feeling that they are being forced to take college classes. Trustee Wilson noted that students should not be pressured, but if there is a chance to potentially help a student, that it would be worthwhile. Trustee Yoshihara moved to approve the motion, Trustee Thew seconded the motion, and the motion was approved unanimously by the Board. Trustee Thew noted that if the program proves to be successful, the legislature should be made aware of the program and that it should be added to the Trustees agenda at ACT.

## **BREAK**

Trustee Wilson reconvened the meeting at 10:37 a.m. and shared that there is no longer a quorum.

## **AHE Report**

**Ms. Beverly Daily**, thanked Dr. Brockbank for attending the Senate meeting with AHE in June. Ms. Daily noted that she hopes that the hearing and visually impaired students and faculty would be considered in light of the active shooter event recently at SCC. Ms. Daily also noted that the reliance on cell phones for the Rave alerts have left some faculty feeling vulnerable that they will not receive the alerts as some of the buildings do not have cell service. Trustee Wilson asked if there could be an alarm at the entire campus. Trustee Thew noted that the alert came through as potential scam on her cell phone. Ms. Daily noted that it was a concern with the email alerts being reported as spam, as well. She then thanked Kevin for his consideration in moving the criminal justice employees to a different program so that they may retain their employment.

## **Faculty Reports**

**Ms. Katie Satake, SCC**, shared that Mr. Andy Buddington, SCC Geology instructor, reported that on April 27<sup>th</sup>, SCC Geology student Ms. Marilyn Smith was one of four SCC Phi Theta Kappa students honored in Olympia by Governor Inslee as part of the All-Washington Academic Team. Ms. Smith and her fellow SCC students were part of an elite group of 50 from across the state that were recognized for their academic achievements. Ms. Diamond Wilson, SCC English and Foreign Languages instructor, reported that thanks to the Welty Grant, SSC will have \$50,000 over the course of three years to work on accessibility in courses using OERs. This will also fund three

Communities of Practices open to SCC and SFCC faculty to explore best practices with OER, UDI, and accessibility. Ms. Julie Litzenberger, SCC Culinary Arts instructor, reported that the Inland NW Culinary Academy chef instructor, Chef Laurent Zirotti found himself with a large class, so he came up with a solution. As a part of his International Cuisine module, he divided the group into rotations. Each week, one group would go to Feast World Kitchen to assist refugee guest chef the group would market, prepare, and serve the native food. Some students created social media platforms for their chef, organized and cleaned storerooms, and filled goodie bags for children observing Ramadan. Some of the refugee menus they assisted in included Sudanese, Ethiopian, Indian, Egyptian, Iraqi, Columbia, Sudanese and Jordanian. Ms. Amy Anderson, SCC Communications instructor, reported that students in her Introduction to Communication class just finished up service-learning projects. One group volunteered for and took part in a donation drive for Family Promise, an organization that helps families out of homelessness. One student group put together Mother's Day baskets for moms at the Early Head Start Center. Another group did a book drive and read to children at a local preschool. Ms. Anderson spoke this month at an international conference facilitated by Unis Brazil about the benefits of Collaborative Online International Learning. Ms. Anderson's manuscript entitled, "Reflecting on Facilitating Collaborative Online International Learning: Connecting Classrooms in the United States and Brazil" will be published in the June issue of the Journal of Scholarly Engagement. Also, Ms. Anderson's manuscript entitled, "Fostering Intercultural Effectiveness and Cultural Humility in Adult Learners through Collaborative Online International Learning" was just accepted for publication at Adult Learning. Mr. Jonathan Schmidt, SCC Anatomy and Physiology instructor, reported that during finals week of winter quarter, Ms. Nina Rector and SCC instructors Ms. Sarah Ianelli, Ms. Jaye Hopkins, and Ms. Suzanne Bassett facilitated tours of various science labs for K-12 students visiting campus. Additionally, Ms. Ianelli and Ms. Hopkins participated in the Audubon Elementary Stem Night on May 4. Mr. Andy Buddington, SCC Geology instructor, participated in the SCC Peace Institute podcast series as a guest panelist for a discussion on the Turkey-Syria earthquake. Mr. Buddington also led a Missoula Floods field trip for faculty and science scholars on the SCC Professional Development Day.

### **WFSE/Classified Staff Report**

**Ms. Carrie Kirby-Dietrich, SFCC** shared that Anna from the DEGA committee sent out its first newsletter to classified staff introducing themselves and providing news from other committees with classified representation. In the newsletter, there was a quick tip guide on using the classified website and the guidelines to use the website. There were approximately 158 members added to the website and information from all the governance committees are available on the website. There is also an area from the Union that has the contract and representative information. Ms. Kirby-Dietrich then

shared that SFCC admissions has had an increase in student traffic both via phone and walk-ins and she found that encouraging.

### **Board Report**

Trustee Thew commented on the fantastic work at the graduation ceremonies and the work done throughout the year. Trustee Wilson noted that July will be a work session meeting and not a regular meeting.

### **Executive Session**

There will be no executive session.

### **Potential Action Generated from Executive Session**

No action was taken.

### **Adjournment**

Being no further business, the meeting adjourned at 10:49 a.m.

## MINUTES

### WASHINGTON STATE COMMUNITY COLLEGE DISTRICT 17 BOARD OF TRUSTEES WORK SESSION

**Present:** Trustee Mike Wilson, Trustee Todd Woodard, Trustee Glenn Johnson, Trustee Beth Thew, Trustee Steve Yoshihara. Also present: Kevin Brockbank, Nichole Giffin, Connan Campbell, Jaclyn Jacot, Jenni Martin, Kimberlee Messina, Greg Stevens, Carolyn Casey, Jeff Williams, Suzanne Phillips, Rachel Goodner, Brandy Browning, Carrie Culver, Breanne Riley (recording secretary).

**Guests:** David Koch

**Excused:** Lori Hunt, Amy McCoy, Beverly Daily, Grace Leaf, Katella DeBolt, Carrie Kirby-Dietrich, Christina Momono, Katie Satake, Lis Hjaltalin, Bobbi Woodral.

Dr. Kevin Brockbank introduced new appointed Director of Facilities Nichole Giffin and Attorney General Carrie Culver to the Board of Trustees.

#### **Celebrating Student Success**

**Mr. Jeff Williams, Dr. Suzanne Phillips, Mr. David Koch, and Ms. Rachel Goodner** presented to the Board a report on the SCC Corrections Reentry program. Mr. Williams wanted to talk about reentry into the community after incarceration. Mr. Koch shared that most individuals that are incarcerated at the Airway Heights Department of Corrections will reenter into the community and education is a key into the reentry process. Mr. Williams shared that education reduced recidivism and the rates of recidivism associated with each level of education. Mr. Williams then shared the key part of the Interagency agreement. Dr. Phillips reviewed how the program works with students to ensure a successful reentry into the community, some of which is spending time with the students, providing a clear and concise overview of the college system, and relationship building. Mr. Williams then reviewed that education navigators are a key component to the program. Ms. Goodner, education navigator at the Airway Heights Department of Corrections, was introduced to the Board. Ms. Goodner shared that she works with incarcerated students to identify their post-release education plan, assists with student loans, and helps with connections to community and state resources for continued support. Ms. Goodner reviewed the Student Education Council. Trustee Johnson shared that it was very encouraging at the Airway Heights graduation ceremony to see the other inmates cheer for and celebrate their fellow colleagues. Ms. Goodner noted that education for the inmates is changing and saving lives. Trustee Woodard asked how many students are enrolled in the program at Airway Heights. Trustee Johnson asked if Ms. Goodner meets with family members and relatives of the inmates. Trustee Yoshihara asked if SFCC was involved with the Reentry program. Dr. Phillips reviewed her region as it pertains to education services

and the Education Navigator for Spokane County. Dr. Phillips then reviewed the student programs and support. Guest Mr. Koch was introduced as a former student at the Airway Heights Department of Correction and he shared his experience of being enrolled in the program while incarcerated. Mr. Koch was released after 20 years of incarceration and shared that Ms. Goodner was invaluable in setting a platform to transition into the workforce community. He then shared that he had experienced grief and loss when he left incarceration because all of his friends were still incarcerated. Mr. Koch explained the feelings of being overwhelmed and shocked while transitioning back into the community. Mr. Koch is thankful to Dr. Phillips and her team and their assistance in navigating into the public life and community. Mr. Koch graduated three weeks ago with his AA degree. Trustee Wilson noted that Mr. Koch is representing the success of both himself and the school, and the Board appreciated him being at the meeting. Trustee Wilson asked Mr. Koch for his suggestions on how to improve and expand incarceration education programs. Trustee Wilson said that if efforts are needed to encourage the expansion of education, any of the Board members would be happy to participate in that process. Trustee Thew shared that Mr. Koch was very inspiring and asked what was next for him. Trustee Thew then shared that the Board is trying to make the college experience more user friendly for incoming students and asked what some of the questions the students at Airway Heights have had regarding making the system easier. Trustee Thew then asked if the students enrolled at Airway Heights are part of the FTE data at CCS. Trustee Woodard asked Mr. Williams how he engages future employers with the students and noted that Mr. Koch was phenomenal and that he should be very proud of himself. Mr. Williams reported that there is a successful record of released students finding employment. Trustee Johnson inquired about how the pandemic effected the education programs at Airway Heights. Trustee Thew said that the education program was made possible from an executive order that was issued and the Board needs to be aware of the changes that could happen to the order since there will be a new governor. The Trustees thanked the parties for their presentation.

## **CALL TO ORDER AND ROLL CALL**

The Board of Trustees of Washington State Community College District 17 held a special meeting at Spokane Community College, on Tuesday, July 18, 2023. Chair Mike Wilson called the meeting to order at 9:16am. Trustee Wilson asked if there were any members of the public present at the work session meeting, to which there were none. The Native Land Acknowledgement was given by Trustee Wilson.

## **CONSENT AGENDA**

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

- a. Budget Updates – Ms. Brandy Browning
- b. Capital Projects Status – Ms. Nichole Giffin

c. Head Start Updates – Ms. Bobbi Woodral

Trustee Wilson asked if there were any questions or discussion points for the consent agenda, to which Trustee Thew asked if there were minutes to be approved. The motion to approve the consent agenda was so moved by Trustee Johnson, seconded by Trustee Yoshihara, and approved unanimously by the Board.

**Branding Project,** Ms. Carolyn Casey shared an update on the branding project and that it was previously discussed to have the athletic logo refreshed and a unified image of the sasquatch mascot Skitch. Ms. Casey shared that a comprehensive RFP was issued in April at the request of the Board and Drake Cooper has been chosen to work with as a collaborative contract. Ms. Casey reviewed the responses to the RFP and the timeline of the rebranding project within the past year. Ms. Casey discussed the different research that was being brought forth as far as what the roles of each college will have in the new branding and new trends in the marketplace. Ms. Casey reviewed the proposed timeline of the project while working with Drake Cooper. Ms. Casey shared that the Sasquatch mascot will not change, and that CCS is the only local college with the Sasquatch mascot. Ms. Casey noted that the Board of Trustees will be interviewed as one of the focus groups in the project. Trustee Johnson shared that he is pleased that one of the focus groups will be high school counselors. Trustee Thew asked what the goal was when the RFP was submitted. Trustee Yoshihara asked what the cost of the contract with Drake Cooper was, if it was a fixed rate, and what the cost of the total rebranding project was estimated to be. Trustee Johnson asked what budget the project would be paid with. Trustee Woodard asked if Drake Cooper has had a chance to tour both the SCC and SFCC campuses. Trustee Wilson noted that it is important for Ms. Casey to address the issues of if the schools will have joint accreditation and if they will remain separate. Trustee Woodard noted that it may be helpful to share on the website what the rebranding project will and will not be about.

**Approval of Exempt/Administrator/Executive Salary Schedules for FY23/24,** Mr. Greg Stevens reviewed that the state approved a 4% increase for exempt staff to take effect on September 1, 2023. Mr. Stevens reminded the Board that they have already approved a 4% salary increase for classified staff effective in July. The motion to approve the salary schedule was so moved by Trustee Woodard, seconded by Trustee Johnson, and approved unanimously by the Board.

**Overview of CCS Property at Geiger Field and Proposal for Determining Best Use,** Mr. Greg Stevens gave a report on Geiger Field, noting that the goal of the presentation was to give the Board members an understanding of where the property was and that he would like to have the Board's consent to pursue the best use options. Trustee Yoshihara asked if an appraisal of the property had been conducted. Mr. Stevens noted that there is a lease with the air museum and that the property is not costing anything for CCS. Mr. Stevens reviewed the logistics of the property and that it was obtained in 2010 by CCS at no cost. Mr. Stevens then shared multiple site overviews of the property with the Board. Trustee Wilson asked who the owner of the parking lot at the property was and what portion of the property was owned by

Spokane International Airport. Trustee Johnson asked for clarification about CCS selling the property since it is owned by the state. Trustee Wilson asked if CCS was subject to approval of another body if the Board concluded how to move forward with the property. Trustee Thew asked what the length of the agreement with Felts Field was, to which Trustee Yoshihara asked what the cost of the lease was. Trustee Yoshihara then asked what the cost would be to recreate the property from Geiger Field to Felts Field. Mr. Stevens proposed the question of if CCS administration should begin exploration of the best use of the property and the recommendations. Discussion of ownership and profit of the sale of the property ensued. Trustee Wilson asked if there have been any inquiries to buy the property. The Board consented to pursue the exploration of the best use for the property.

**2022-2023 Enrollment Report,** Ms. Jenni Martin and Dr. Kimberlee Messina presented a report on the enrollment of SCC and SFCC for the 2022-2023 academic year. Ms. Martin reviewed the AY22/23 state FTES, AY22/23 contract FTES, and five-year state FTES. Trustee Johnson asked about the FTES of the trade programs at CCS. Trustee Woodard asked if there was the ability to expand the programs that have consistently had high enrollment rates. Trustee Wilson asked if it had been considered to run an advertisement in the newspaper about openings in the programs that have been low in enrollment. Dr. Brockbank noted that Ms. Casey's department has done a great job with enrollment and that enrollment is a challenge in general for multiple reasons. Ms. Martin then reviewed the five-year contract FTES. Trustee Woodard asked how many colleges provide correction services education programs comparable to what CCS offers at Airway Heights Department of Corrections. Trustee Thew asked about the risk of Running Start being 28% of the enrollment rate at CCS and then asked if the increase in enrollment within the Running Start programs across the state was the upcoming trend. Trustee Johnson noted that there was a high enrollment at Running Start at the SFCC Pullman campus. Trustee Yoshihara asked if there was a large amount of Running Start students that are being home-schooled. Trustee Woodard asked if CCS benefited from students that are enrolled in the Running Start program. Dr. Messina reviewed the AY23/24 State FTES to date, AY23/24 FTES year to date, and AY23/24 FTES year to date. Trustee Johnson asked for clarification on the categories of FTE students. Trustee Woodard asked if there was a way to track which programs have increased in FTES and what the top five programs currently were. Trustee Thew asked if there was a new position in the dental field, if that would be a four-year or two-year degree, and how that relates to the program at CCS.

**Board Priorities and Discussion,** Trustee Wilson noted that the priorities and discussion will relate only to executive session and the Board will convene into executive session.

**Executive Session**

The Board will convene into executive session under RCW42.30.110(1) for the following two purposes: to evaluate qualifications of an active public employee or to review the performance of a public employee. Secondly, to discuss with legal counsel representing the agency regarding enforcement action litigation or potential litigation, so performance evaluation of the Board.

Trustee Wilson announced that the Board will reconvene at 11:03am and the executive session will last for 30 minutes, or until 11:35am.

At 11:30am Trustee Wilson announced that the Board will extend the executive session for 30 minutes, or until 12:00pm.

Trustee Wilson announced that the executive session had ended at 12:06am, no action was taken.

**Adjournment**

Being no further business, the meeting adjourned at 12:06am.



**CONSENT AGENDA ITEMS: CAPITAL PROJECTS**

Submitted by: Clinton Brown  
Chief Financial and Risk Officer  
September 12, 2023

PROJECT						FUNDING		DESIGN STATUS (Up To)				DOCUMENT STATUS (Up To)				Design Completion / Bid DATE	CONSTRUCTION STATUS (Up To)				LEGAL COMP DATE											
STATE PROJECT NUMBER	PROJECT NAME	SCC	SFCC	DIST. OFFICE	STATE	LOCAL	DES PM	Total Project AMOUNT	SCOPE	STAFF DESIGN	A/E SELECTION	A/E AGREEMENT	PREDESIGN	SCHEMATICS	DESIGN DEV.	30%	60%	90%	100%	BID PERIOD		CONTRACT	25%	50%	75%	95%	100%	ACCEPTANCE	CANCELED			
18-063	SFCC Fine and Applied Arts Building, Phase 3		x		x		G	\$ 40,100,000	Project																						08/05/23	
18-063	SFCC Fine and Applied Arts Building, Phase 4		x		x		G	\$ 1,000,000	Project					●																	TBD	
22-118	ESCO-CCS Utility Metering & Elec. Xfmr Repl (Trane)	x	x		x		C	\$ 2,500,000	Project																						11/30/23	
22-229	SCC Apprenticeship Center (Dates tentative, related to const. funding appropriation)	x			x		G	\$ 34,000,000	Project					●																	5/30/29±	
22-737	SCC Building 10 Classroom Remodel, JOC	x			x		G	\$ 200,000	Project																						9/15/23±	
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	x			x	x	C	\$ 1,900,000	Project																						11/13/24	
23-514	Lodge Renovation, Pre-Design/Design		x			x	G	\$ 170,000	Project					●																		
23-145	SCC Campus Security Upgrades Study	x				x	G	\$ 75,000	Study									○	●													
23-568	SCC Campus Security Upgrades, Exterior Cameras	x			x		G	\$ 1,400,000	Project									○														8/31/24±
24-XXX	SCC Campus Security Upgrades, Access Controls	x			x	x	G	\$ 2,400,000	Project					●																		8/31/24±
24-XXX	SCC Campus Security Upgrades, Interior Cameras	x				x	G	\$ 800,000	Project					●																		8/31/24±
23-580	SFCC Campus Security Upgrades	x			x	x	G	\$ 4,500,000	Project					●																		4/30/25±
23-XXX	SFCC Stadium Roof Repairs, Phase 2		x		x		G	\$ 350,000	Project					●																		12/31/23±
								<b>Total</b>	<b>\$ 89,395,000</b>																							



NUMBER	PROJECT NAME	PROJECT DESCRIPTION
18-063	SFCC Fine and Applied Arts Building, Phase 3	FAA, Phase 3 will be the construction of the new facility and site.
18-063	SFCC Fine and Applied Arts Building, Phase 4	FAA, Phase 4 will scope the demolition of existing Building 6, Fine Arts, and restore the site.
22-118	ESCO-CCS Utility Metering & Elec. Xfmr Repl (Trane)	Repair and replacement building utility metering in preparation to meet the requirements for the Clean Building Act; Repair and replacement of 5 50-60 year old transformers across the district. NOTE: Transformer lead times at the time of order was 64 weeks - 1500kVA due on site in May '23.
22-229	SCC Apprenticeship Center (Dates tentative, related to const. funding appropriation)	Design and Construction of replacement Apprenticeship Center to be erected on the SCC Campus. (Phs 1 Selection-2/23/22; Phs 2 Selection-3-10-22)
22-737	SCC Building 10 Classroom Remodel, JOC	Upgrades to the greenhouse classroom to include new lighting, ceiling, paint, windows, flooring, furnishings, and AV system. Delegated Authority project utilizing the State's Small Works Roster.
23-093	ESCO-CCS Elec. Xfmr Repl (Trane)-Phase 2	Replacement of aged electrical transformers across the district - continuation of Phase 1 utilizing supplemental legislative funding for outdated infrastructure replacement.
23-514	Lodge Renovation, Pre-Design/Design	Initial study to determine costs and feasibility of renovating the SFCC Lodge to support district functions currently housed in the Riverpoint One facility. Architectural team will develop scope to align with potential budget.
23-145	SCC Campus Security Upgrades Study	Project to develop strategic Campus-Wide access control and camera infrastructure upgrades.
23-568	SCC Campus Security Upgrades, Exterior Cameras	Project to design and implement campus-wide exterior video surveillance camera systems.
24-XXX	SCC Campus Security Upgrades, Access Controls	Project to design and implement integrated exterior and interior access control systems for all campus facilities.
24-XXX	SCC Campus Security Upgrades, Interior Cameras	Project to design and implement strategic placement of interior video surveillance camera systems.
23-580	SFCC Campus Security Upgrades	Project to develop and implement campus-wide security measures to include interior and exterior access control and video surveillance systems, utilizing the strategies developed during the SCC Campus Security Upgrades study.
23-XXX	SFCC Stadium Roof Repairs, Phase 2	Project to make structural steel repairs to the stadium, install expansion joints, and to repair lower roof sections.

NUMBER	PROJECT NAME	PROJECT DESCRIPTION
<b>NORTH SPOKANE CORRIDOR RELATED PROJECTS</b>		
23-051	SCC Campus Wayfinding, Monument Sign	Project to design and construct two new campus entrance monuments; at Mission/Sycamore and at Greene/Ermina.
23-XXX	SCC Fire Tower Replacement	Project to develop the site and procure / install replacement fire tower at SCC. Currently tower owned by WSDOT in association with the NSC agreement and will be demolished in 2024.

**CONSENT AGENDA ITEMS:**

Community Colleges of Spokane  
Business and Finance Office

2024-24 Budget, Revenue and Expenditure Status Preliminary at June 30, 2023, July 31, 2023, and Preliminary at August 31, 2023, through SBCTC 2023 Allocation #15, and SBCTC 2024 Allocation #1, respectfully.

The consent agenda items listed above are provided by the Business and Finance Office of the Community Colleges of Spokane, for your review and consideration.

What has been provided to the Board for your review is a report of the 2022 – 2023 State Allocation and Tuition Operating Budget Report and operating budget expenditures, compared to budget, at June 30, 2023, July 31, 2023, and at August 31, 2023. The report for June 30, 2023, is a preliminary report, as all year-end reconciliations are not complete, the report for July 31, 2023, is a final report, and the report for August 31, 2023 was run before the August month was scheduled to close, the report is a preliminary view of what is expected at August 31, 2023. Also included is the preliminary Revenue and Expenditure Report at June 30, 2023, the final report at July 31, 2023, and the preliminary Revenue and Expenditure Report at August 31, 2023.

The data in the State Allocation and Tuition Operating Budget Reports is now broken out between Spokane Community College, Spokane Falls Community College and Central Administration.

Submitted by: Lisa Hjaltalin, CPA  
Chief Financial and Risk Officer  
September 5, 2023



# Revenue & Expenditures

7/1/2023 through 8/31/2023

Preliminary

Revenue	July	August	Total
<b>Tuition and Student Fees</b>			
Tuition	\$7,068,593	\$2,097,210	\$9,165,803
Tuition AR	(\$5,189,662)	(\$409,307)	(\$5,598,969)
S&A Fee	\$836,588	\$319,717	\$1,156,306
Student Fees	\$1,217,651	\$425,837	\$1,643,488
<b>Grants &amp; Contracts</b>			
Head Start & ECEAP	\$2,920,951	\$1,474	\$2,922,425
Running Start	\$3,091,973	\$3,506,207	\$6,598,180
Perkins	-	\$247,994	\$247,994
WorkFirst	-	\$175,651	\$175,651
BFET	-	\$154,960	\$154,960
Corrections	-	\$175,438	\$175,438
Grant Indirect	\$158,410		\$158,410
Other Grants & Contracts	(\$6,214,526)	\$712,876	(\$5,501,649)
<b>Financial Aid</b>			
PELL	\$529,216	(\$2,524)	\$526,692
Work Study	(\$60,688)		(\$60,688)
Other Federal Financial Aid	(\$47,267)	\$28,758	(\$18,509)
Other State Financial Aid	\$111,756	\$198,587	\$310,343
Direct Loan	(\$685,063)	(\$19,879)	(\$704,942)
<b>Other Revenue</b>			
State Allocation	\$4,667,534	\$7,506,703	\$12,174,238
Capital Projects	\$167,975	(\$74,737)	\$93,238
Auxiliary	\$703,051	\$423,748	\$1,126,798
Other Revenue	\$2,689,392	\$438,516	\$3,127,909
Accounts Receivable	\$11,965,357	\$413,353	\$12,378,711
<b>Total Collected Revenue</b>	<b>\$23,931,242</b>	<b>\$16,320,582</b>	<b>\$40,251,824</b>



# Revenue & Expenditures

7/1/2023 through 8/31/2023

Preliminary

Expenditures to Date	July	August	Total
<b>Tuition and Student Fees</b>			
S&A Fee	\$12,781	\$52,751	\$65,532
Student Fees	\$162,219	\$461,615	\$623,834
Building & Innovation Fee	\$100,513	\$209,483	\$309,996
<b>Grants &amp; Contracts</b>			
Head Start & ECEAP	\$803,458	\$429,122	\$1,232,581
Running Start	\$515,261		\$515,261
Perkins	\$36,881	\$6,374	\$43,255
WorkFirst	\$96,627	\$546	\$97,173
BFET	\$58,050	\$2,233	\$60,283
Corrections	\$146,799	\$12,101	\$158,901
Other Grants & Contracts	\$88,221	\$144,605	\$232,827
<b>Financial Aid</b>			
PELL	\$1,369,565		\$1,369,565
Work Study	\$33,229		\$33,229
Other Federal Financial Aid	\$107,621		\$107,621
Other State Financial Aid	\$1,335,215	\$15,276	\$1,350,491
Direct Loan	\$1,140,139		\$1,140,139
<b>Other Expenditures</b>			
Salary & Benefits	\$5,032,727	\$14,055	\$5,046,782
Capital Projects	\$3,011,258	\$3,825,466	\$6,836,724
Rent & Utilities	(\$82,820)	\$435,532	\$352,712
Travel	\$16,910	\$30,416	\$47,326
Goods, Equipment, and Supplies	\$19,799	\$31,948	\$51,748
Auxiliary	\$107,666	\$115,936	\$223,602
General Expenses	\$1,361,660	\$644,562	\$2,006,222
<b>Total Expenditures</b>	<b>\$15,473,779</b>	<b>\$6,432,023</b>	<b>\$21,905,802</b>
<b>Net Activity</b>	<b>\$8,457,463</b>	<b>\$9,888,559</b>	<b>\$18,346,022</b>



# State Allocation and Tuition Operating Budget Report

for Fiscal Year 2022 - 2023

Tuition revenue and GL expenditures through June 30, 2023



## State Allocation #15

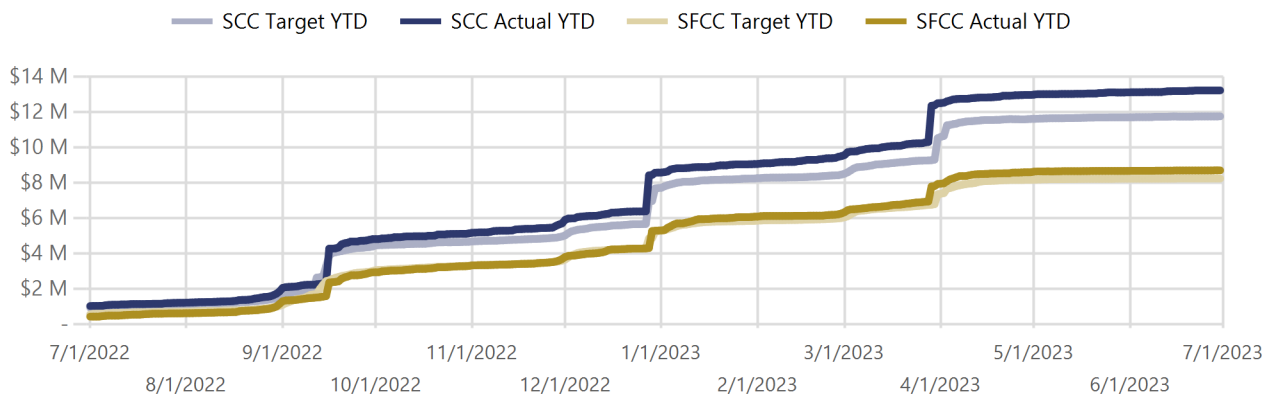
	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	\$42,026,906	\$19,506,906	\$16,494,983	-	\$78,028,795
Tuition Revenue Estimate	\$4,534,679	\$3,438,359	\$3,173,465	\$8,834,060	\$19,980,563
Local Fund Operating Support	\$3,300,000	\$3,450,000	\$3,157,477	-	\$9,907,477
<b>Total State Allocation &amp; Tuition Operating Budget</b>	<b>\$49,861,585</b>	<b>\$26,395,265</b>	<b>\$22,825,925</b>	<b>\$8,834,060</b>	<b>\$107,916,835</b>

## Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	\$49,861,585	\$46,559,320	93%	47%
SFCC	\$26,395,265	\$22,887,404	87%	23%
Central Administration	\$22,825,925	\$21,577,368	95%	22%
<i>Administration (HR, CEO, CFO, PIO)</i>		\$5,936,555		6.0%
<i>IT, Facilities, Security, Provost</i>		\$15,640,813		16%
District Managed Costs	\$8,834,060	\$8,734,781	99%	8.8%
<b>Total</b>	<b>\$107,916,835</b>	<b>\$99,758,874</b>	<b>92%</b>	

## Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	\$11,749,069	\$13,216,437	\$11,749,069	\$1,467,368	12.5%
SFCC	\$8,231,494	\$8,693,820	\$8,231,494	\$462,326	5.6%
<b>District Total</b>	<b>\$19,980,563</b>	<b>\$21,910,257</b>	<b>\$19,980,563</b>	<b>\$1,929,694</b>	<b>9.7%</b>



# State Allocation and Tuition Operating Budget Report

for Fiscal Year 2023 - 2024

Tuition revenue and GL expenditures through August 31, 2023



## State Allocation #1

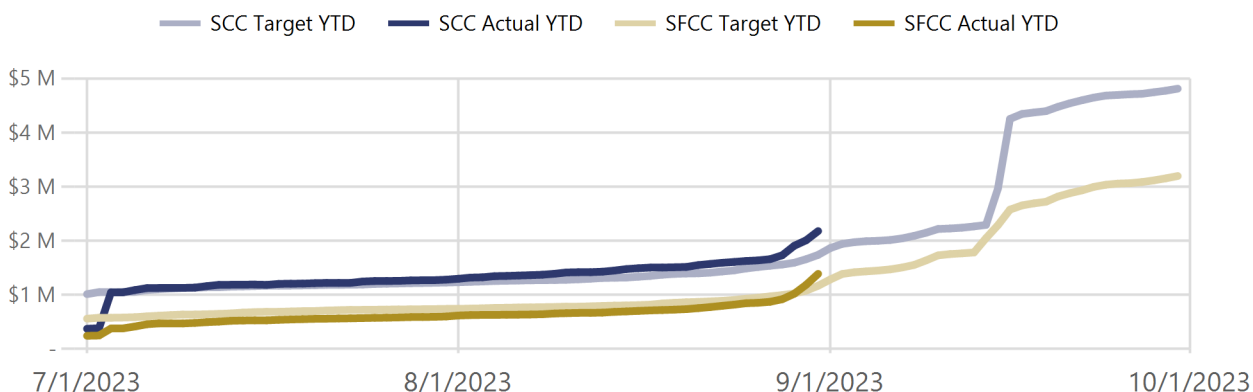
	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	\$45,307,111	\$21,457,558	\$18,189,070	-	\$84,953,739
Tuition Revenue Estimate	\$4,996,175	\$3,855,450	\$3,538,401	\$9,706,227	\$22,096,253
Local Fund Operating Support	\$3,300,000	\$3,450,000	\$3,157,477	-	\$9,907,477
<b>Total State Allocation &amp; Tuition Operating Budget</b>	<b>\$53,603,286</b>	<b>\$28,763,008</b>	<b>\$24,884,948</b>	<b>\$9,706,227</b>	<b>\$116,957,469</b>

## Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	\$53,603,286	\$1,696,696	3%	27%
SFCC	\$28,763,008	\$689,885	2%	11%
Central Administration	\$24,884,948	\$2,322,845	9%	37%
<i>Administration (HR, CEO, CFO, PIO)</i>		\$571,614		9.0%
<i>IT, Facilities, Security, Provost</i>		\$1,751,232		28%
District Managed Costs	\$9,706,227	\$1,611,403	17%	25.5%
<b>Total</b>	<b>\$116,957,469</b>	<b>\$6,320,829</b>	<b>5%</b>	

## Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	\$12,964,497	\$2,179,039	\$1,738,202	\$440,837	3.4%
SFCC	\$9,131,756	\$1,387,794	\$1,167,148	\$220,646	2.4%
<b>District Total</b>	<b>\$22,096,253</b>	<b>\$3,566,834</b>	<b>\$2,905,350</b>	<b>\$661,484</b>	<b>3.0%</b>





# Revenue & Expenditures

7/1/2022 through 6/30/2023

Revenue	July	August	September	October	November	December	January	February	March	April	May	June	Total
<b>Tuition and Student Fees</b>													
Tuition	\$7,210,023	\$2,344,993	(\$565,701)	\$613,886	\$4,917,469	\$1,124,077	\$119,838	\$3,204,071	\$3,334,225	(\$130,650)	\$69,148	\$51,715	\$22,293,095
Tuition AR	(\$5,398,969)	(\$1,170,129)	\$5,310,825	\$73,163	(\$3,963,223)	\$3,364,255	\$1,143,994	(\$2,574,644)	\$1,326,098	\$1,265,055	\$151,767	\$88,969	(\$382,838)
S&A Fee	\$171,559	\$368,649	(\$74,977)	\$86,689	\$840,157	\$179,210	\$8,774	\$494,728	\$568,972	(\$5,522)	\$192,262	\$116,816	\$2,947,317
Student Fees	\$303,012	\$496,872	\$195,664	\$226,328	\$1,182,616	\$273,408	\$46,140	\$682,830	\$1,008,379	\$2,882	\$441,006	\$232,937	\$5,092,073
<b>Grants &amp; Contracts</b>													
Head Start & ECEAP	\$2,157,693	\$1,140,519	\$1,279,500	\$2,726,942	\$1,558,361	\$2,380,543	\$1,848,458	\$2,145,800	\$1,993,483	\$2,115,656	\$2,213,829	\$939,321	\$22,500,106
Running Start			\$7,316		\$94	\$3,519,511	(\$2,896)	\$688		\$838	\$60,713		\$3,586,263
Perkins	-	(\$226,558)	\$32,478	\$6,671	\$28,782	\$50,590	\$115,053	-	\$121,919	\$226,056	\$157,193	\$666,406	\$1,178,589
WorkFirst	-	\$10,997	\$59,315	\$38,888	\$107,449	\$246,229	\$60,893	\$160,014	\$13,557	\$161,084	\$134,439	\$146,723	\$1,139,586
BFET	-	(\$109,858)	\$16,931	\$122,872	\$55,137		\$53,981	\$159,577		\$18,614		\$135,466	\$452,720
Corrections	-	(\$69,903)	\$148,865	\$156,938	\$149,574	\$118,812	\$151,057	\$154,268		\$138,758	\$201,336	\$666,029	\$1,815,734
Grant Indirect	\$324,988	\$223,361	\$203,314	\$196,291	\$224,952	\$299,991	\$297,118	\$130,016	\$392,302	\$213,672	\$244,829	\$149,364	\$2,900,196
Other Grants & Contracts	\$1,278,956	\$1,083,606	\$1,415,464	(\$252,265)	\$664,662	\$473,814	\$1,661,724	\$297,075	\$2,201,640	\$415,384	\$1,177,458	\$8,067,785	\$18,485,305
<b>Financial Aid</b>													
PELL	\$246	\$1,109,441	\$3,529	\$4,801,998	(\$942)	\$242,284	\$4,812,532	\$73,456		\$3,654,752	\$1,579	\$1,740,430	\$16,439,305
Work Study	-	\$15,000	\$4,321	\$35,000		\$2,800		\$117,588		\$50,000	\$92,000	\$160,994	\$477,703
Other Federal Financial Aid	\$1,400	\$58,165	\$10,751	\$240,289	\$4,992	\$43,151	\$95,509	\$310,519	\$1,512	(\$16,904)	\$3,018	\$579,573	\$1,331,977
Other State Financial Aid	\$95,604	\$1,006,469	\$141,742	\$3,633,133	\$1,976,154	\$346,517	\$271,272	\$4,579,782	\$223,335	\$4,698,301	\$120,448	\$164,739	\$17,257,497
Direct Loan	(\$728,587)	\$1,367,666	\$594	\$4,051,639		\$1,166,758	\$4,436,858	\$548,420	\$15,147	\$3,309,817		\$3,978,418	\$18,146,729
<b>Other Revenue</b>													
State Allocation	\$5,834,749	\$5,602,182	\$5,702,230	\$6,507,917	\$6,499,909	\$6,697,505	\$6,271,027	\$6,600,709	\$6,533,178	\$6,660,309	\$6,653,272	\$8,215,575	\$77,778,562
Capital Projects	(\$236,886)	\$236,886		\$11,234,611	-	\$538,398	\$8,374,958	-		\$6,731,424	\$1,514,736	\$4,424,951	\$32,819,079
Auxiliary	\$737,470	\$531,321	\$282,327	\$927,277	\$461,091	\$524,563	\$653,021	\$263,520	\$185,472	\$447,315	\$622,082	\$166,715	\$5,802,173
Other Revenue	\$3,700,652	\$682,699	(\$138,149)	(\$10,887,457)	\$1,472,875	\$378,906	\$360,922	\$985,500	\$1,060,099	\$522,656	\$1,952,011	\$214,644	\$305,356
Accounts Receivable	\$16,533,197	\$1,378,887	\$1,914,496	\$1,604,421	(\$3,640,031)	(\$538,722)	(\$6,222,668)	\$5,842,377	\$4,216,467	(\$1,812,499)	\$1,655,045	(\$19,168,112)	\$1,762,859
<b>Total Collected Revenue</b>	<b>\$31,985,106</b>	<b>\$16,081,266</b>	<b>\$15,950,835</b>	<b>\$26,145,229</b>	<b>\$12,540,077</b>	<b>\$21,432,600</b>	<b>\$24,557,566</b>	<b>\$24,176,294</b>	<b>\$23,195,784</b>	<b>\$28,666,163</b>	<b>\$17,598,298</b>	<b>\$11,800,169</b>	<b>\$254,129,387</b>



# Revenue & Expenditures

7/1/2022 through 6/30/2023

Expenditures to Date	July	August	September	October	November	December	January	February	March	April	May	June	Total
<b>Tuition and Student Fees</b>													
S&A Fee	\$15,067	\$93,422	\$99,954	\$123,792	\$196,617	\$139,239	\$153,521	\$139,296	\$167,609	\$178,934	\$204,506	\$286,515	\$1,798,472
Student Fees	\$149,742	\$258,729	\$309,732	\$546,212	\$680,547	\$301,025	\$291,558	\$511,404	\$452,806	\$342,808	\$329,410	\$1,670,972	\$5,844,946
Building & Innovation Fee	-	\$161,175	\$195,839		\$837,034	\$128,446	\$744,585	\$187,428	\$64,740	\$779,714	\$184,376	\$37,751	\$3,321,089
<b>Grants &amp; Contracts</b>													
Head Start & ECEAP	\$1,067,789	\$1,087,736	\$1,461,454	\$2,229,960	\$1,985,878	\$1,897,312	\$2,005,282	\$1,798,644	\$2,334,658	\$2,072,859	\$1,899,167	\$3,148,671	\$22,989,409
Running Start	\$1,815,570	\$1,066,169	\$151,957	\$125,281	\$2,956	(\$96,551)	\$1,283,537	\$28,613	\$1,969,850	\$19,476	\$68,604	(\$620,123)	\$5,815,340
Perkins	\$16,597	\$32,478	\$36,719	\$55,099	\$59,670	\$58,167	\$113,137	\$79,127	\$152,003	\$157,193	\$116,994	\$549,399	\$1,426,583
WorkFirst	\$89,874	\$59,315	\$146,336	\$96,643	\$68,628	\$139,232	\$160,098	\$74,713	\$102,462	\$134,998	\$66,774	\$79,535	\$1,218,609
BFET	\$55,323	\$16,180	\$110,377	\$43,755	\$25,698	\$21,348	\$96,402	\$18,447	\$93,139	\$80,493	\$15,140	\$27,388	\$603,688
Corrections	\$139,763	\$147,674	\$156,938	\$149,574	\$118,812	\$151,057	\$154,268	\$138,758	\$201,336	\$206,525	\$213,511	\$187,301	\$1,965,518
Other Grants & Contracts	(\$16,121)	\$160,844	\$161,713	\$31,747	\$286,265	\$78,499	\$466,992	\$280,387	\$501,923	\$598,392	\$760,017	\$468,333	\$3,778,992
<b>Financial Aid</b>													
PELL	\$1,115,368	\$1,414	\$4,615,021	\$357,109	\$58,532	(\$1,684)	\$4,960,897	\$22,732	\$3,918,398	\$875,938	\$24,301	(\$8,362)	\$15,939,665
Work Study	\$55,612	\$17,274	\$21,426	\$56,033	\$49,294	\$36,447	\$59,340	\$71,420	\$78,914	\$84,534	\$95,635	\$43,561	\$669,490
Other Federal Financial Aid	\$58,090	\$2,132	\$408,070	\$4,775	\$43,768	\$547	\$229,464	\$103,644	\$190,954	\$38,355	\$28,078	\$145,799	\$1,253,677
Other State Financial Aid	\$1,123,290	\$33,014	\$4,765,334	\$687,173	\$138,295	\$240,793	\$4,989,098	\$397,138	\$3,853,226	\$1,890,946	(\$67,251)	\$98,125	\$18,149,181
Direct Loan	\$933,326	\$157,965	\$3,380,861	\$1,082,887	\$318,306	(\$211,410)	\$4,847,822	\$453,168	\$3,540,202	\$830,422	\$1,117,143	\$367,853	\$16,818,545
<b>Other Expenditures</b>													
Salary & Benefits	\$4,842,215	\$7,161,331	\$7,799,903	\$8,529,677	\$8,546,092	\$8,576,879	\$8,370,112	\$8,595,674	\$8,871,993	\$8,760,414	\$8,875,547	\$12,153,659	\$101,083,495
Capital Projects	(\$139,975)	\$3,673,086	\$2,635,036	\$1,265,994	\$3,665,134	\$2,397,459	\$2,277,617	\$878,360	\$1,069,075	\$1,504,893	\$2,653,540	\$2,200,839	\$24,081,057
Rent & Utilities	\$121,199	\$360,273	\$317,343	\$229,068	\$760,662	\$397,166	\$587,706	\$905,982	\$366,541	\$310,958	\$700,753	(\$651,038)	\$4,406,611
Travel	\$15,716	\$17,065	\$14,995	\$29,083	\$38,157	\$18,208	\$30,024	\$25,646	\$45,228	\$50,111	\$36,951	\$21,447	\$342,631
Goods, Equipment, and Supplies	\$5,730	\$114,460	\$89,291	\$247,657	\$32,911	\$88,711	\$172,049	\$755,829	\$74,964	\$597,041	\$117,154	\$1,593,173	\$3,888,970
Auxiliary	\$41,728	\$192,042	\$188,737	\$111,135	\$249,681	\$281,332	\$599	\$334,542	\$126,647	\$132,371	\$328,658	\$150,851	\$2,138,324
General Expenses	(\$106,865)	\$1,128,176	\$618,535	\$510,566	\$329,860	\$609,144	\$1,106,305	\$562,271	\$739,763	\$846,248	\$1,225,597	\$4,543,392	\$12,112,993
<b>Total Expenditures</b>	<b>\$11,399,037</b>	<b>\$15,941,957</b>	<b>\$27,685,571</b>	<b>\$16,513,220</b>	<b>\$18,492,796</b>	<b>\$15,251,366</b>	<b>\$33,100,414</b>	<b>\$16,363,223</b>	<b>\$28,916,431</b>	<b>\$20,493,624</b>	<b>\$18,994,606</b>	<b>\$26,495,042</b>	<b>\$249,647,287</b>
<b>Net Activity</b>	<b>\$20,586,069</b>	<b>\$139,309</b>	<b>(\$11,734,737)</b>	<b>\$9,632,009</b>	<b>(\$5,952,719)</b>	<b>\$6,181,234</b>	<b>(\$8,542,848)</b>	<b>\$7,813,072</b>	<b>(\$5,720,646)</b>	<b>\$8,172,539</b>	<b>(\$1,396,309)</b>	<b>(\$14,694,873)</b>	<b>\$4,482,100</b>



# Revenue & Expenditures

7/1/2023 through 7/31/2023

Revenue	July	Total
<b>Tuition and Student Fees</b>		
Tuition	\$7,068,593	\$7,068,593
Tuition AR	(\$5,189,662)	(\$5,189,662)
S&A Fee	\$836,588	\$836,588
Student Fees	\$1,217,651	\$1,217,651
<b>Grants &amp; Contracts</b>		
Head Start & ECEAP	\$2,920,951	\$2,920,951
Running Start	\$3,091,973	\$3,091,973
Perkins	-	-
WorkFirst	-	-
BFET	-	-
Corrections	-	-
Grant Indirect	\$158,410	\$158,410
Other Grants & Contracts	(\$6,214,526)	(\$6,214,526)
<b>Financial Aid</b>		
PELL	\$529,216	\$529,216
Work Study	(\$60,688)	(\$60,688)
Other Federal Financial Aid	(\$47,267)	(\$47,267)
Other State Financial Aid	\$111,756	\$111,756
Direct Loan	(\$685,063)	(\$685,063)
<b>Other Revenue</b>		
State Allocation	\$4,667,534	\$4,667,534
Capital Projects	\$167,975	\$167,975
Auxiliary	\$703,051	\$703,051
Other Revenue	\$2,689,392	\$2,689,392
Accounts Receivable	\$11,965,357	\$11,965,357
<b>Total Collected Revenue</b>	<b>\$23,931,242</b>	<b>\$23,931,242</b>



# Revenue & Expenditures

7/1/2023 through 7/31/2023

Expenditures to Date	July	Total
<b>Tuition and Student Fees</b>		
S&A Fee	\$12,781	\$12,781
Student Fees	\$162,219	\$162,219
Building & Innovation Fee	\$100,513	\$100,513
<b>Grants &amp; Contracts</b>		
Head Start & ECEAP	\$803,458	\$803,458
Running Start	\$515,261	\$515,261
Perkins	\$36,881	\$36,881
WorkFirst	\$96,627	\$96,627
BFET	\$58,050	\$58,050
Corrections	\$146,799	\$146,799
Other Grants & Contracts	\$88,221	\$88,221
<b>Financial Aid</b>		
PELL	\$1,369,565	\$1,369,565
Work Study	\$33,229	\$33,229
Other Federal Financial Aid	\$107,621	\$107,621
Other State Financial Aid	\$1,335,215	\$1,335,215
Direct Loan	\$1,140,139	\$1,140,139
<b>Other Expenditures</b>		
Salary & Benefits	\$5,032,727	\$5,032,727
Capital Projects	\$3,011,258	\$3,011,258
Rent & Utilities	(\$82,820)	(\$82,820)
Travel	\$16,910	\$16,910
Goods, Equipment, and Supplies	\$19,799	\$19,799
Auxiliary	\$107,666	\$107,666
General Expenses	\$1,361,660	\$1,361,660
<b>Total Expenditures</b>	<b>\$15,473,779</b>	<b>\$15,473,779</b>
<b>Net Activity</b>	<b>\$8,457,463</b>	<b>\$8,457,463</b>

# State Allocation and Tuition Operating Budget Report

for Fiscal Year 2023 - 2024

Tuition revenue and GL expenditures through July 31, 2023



## State Allocation #1

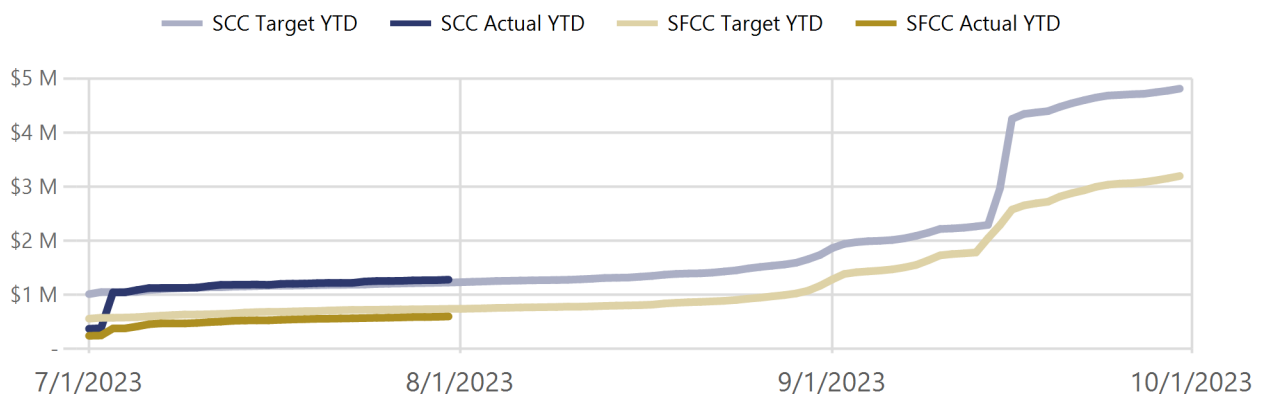
	SCC	SFCC	Central Admin	DMC	District Total
Total State Allocation	\$45,307,111	\$21,457,558	\$18,189,070	-	\$84,953,739
Tuition Revenue Estimate	\$4,996,175	\$3,855,450	\$3,538,401	\$9,706,227	\$22,096,253
Local Fund Operating Support	\$3,300,000	\$3,450,000	\$3,157,477	-	\$9,907,477
<b>Total State Allocation &amp; Tuition Operating Budget</b>	<b>\$53,603,286</b>	<b>\$28,763,008</b>	<b>\$24,884,948</b>	<b>\$9,706,227</b>	<b>\$116,957,469</b>

## Allocation and Tuition Expenditures

	Budget	Year-to-Date Expenditures	Percent Expended to Budget	Percent of Total Expenditures
SCC	\$53,603,286	\$1,572,530	3%	30%
SFCC	\$28,763,008	\$599,735	2%	11%
Central Administration	\$24,884,948	\$2,085,494	8%	39%
<i>Administration (HR, CEO, CFO, PIO)</i>		\$517,507		9.8%
<i>IT, Facilities, Security, Provost</i>		\$1,567,988		30%
District Managed Costs	\$9,706,227	\$1,045,155	11%	19.7%
<b>Total</b>	<b>\$116,957,469</b>	<b>\$5,302,915</b>	<b>5%</b>	

## Tuition Operating Fee Revenue

	Year End Estimate	Actual Year-to-Date	Target Year-to-Date	Over/(Short) Target YTD	Percent Over/(Short)
SCC	\$12,964,497	\$1,279,994	\$1,227,103	\$52,891	0.4%
SFCC	\$9,131,756	\$598,938	\$738,914	(\$139,976)	-1.5%
<b>District Total</b>	<b>\$22,096,253</b>	<b>\$1,878,931</b>	<b>\$1,966,017</b>	<b>(\$87,085)</b>	<b>-0.4%</b>



**CONSENT AGENDA ITEMS: HEAD START UPDATES**

Submitted by: Bobbi Woodral  
District Director Head Start/EHS/ECEAP  
September 12, 2023



# STATUS REPORT HEAD START/ECEAP/EHS

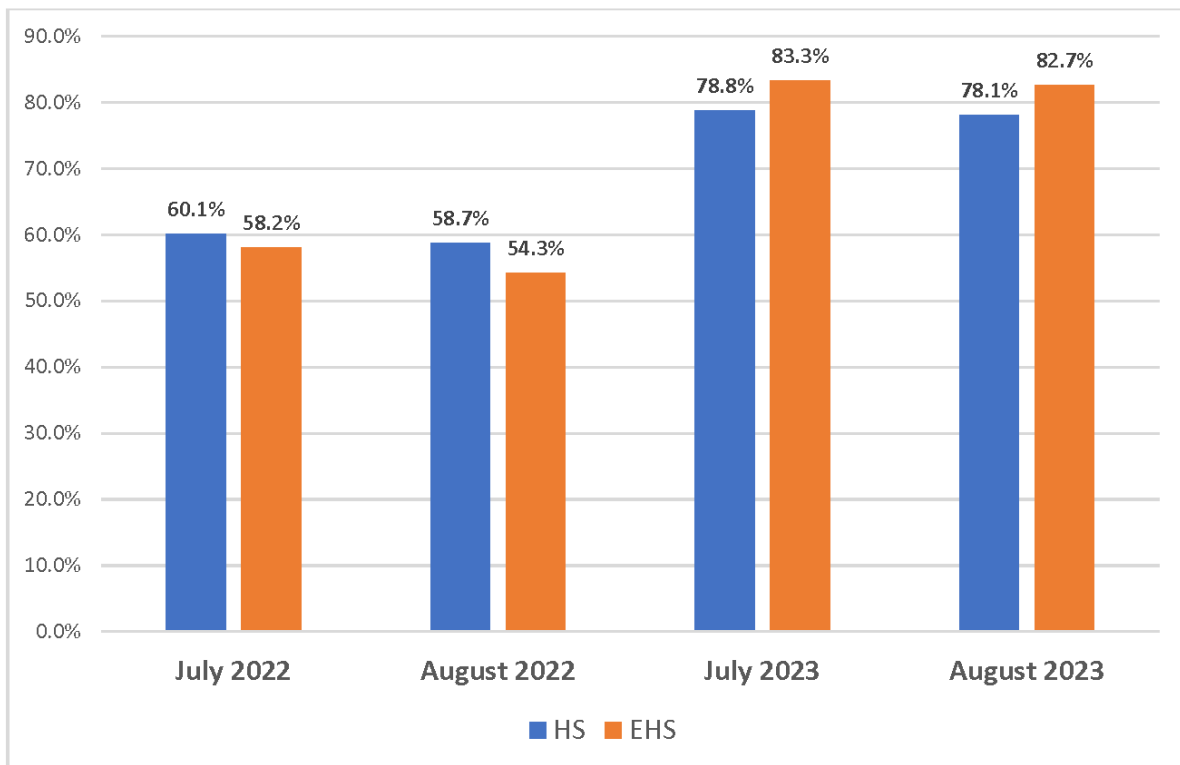
## SEPTEMBER 2023

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### ENROLLMENT

During the summer services at Head Start (HS) and Early Head Start (EHS) are reduced to full-year only, with part-year classrooms closed mid-June through August. We continue to see improvement as we move toward full enrollment, with increases in both HS and EHS this summer versus summer of 2022.

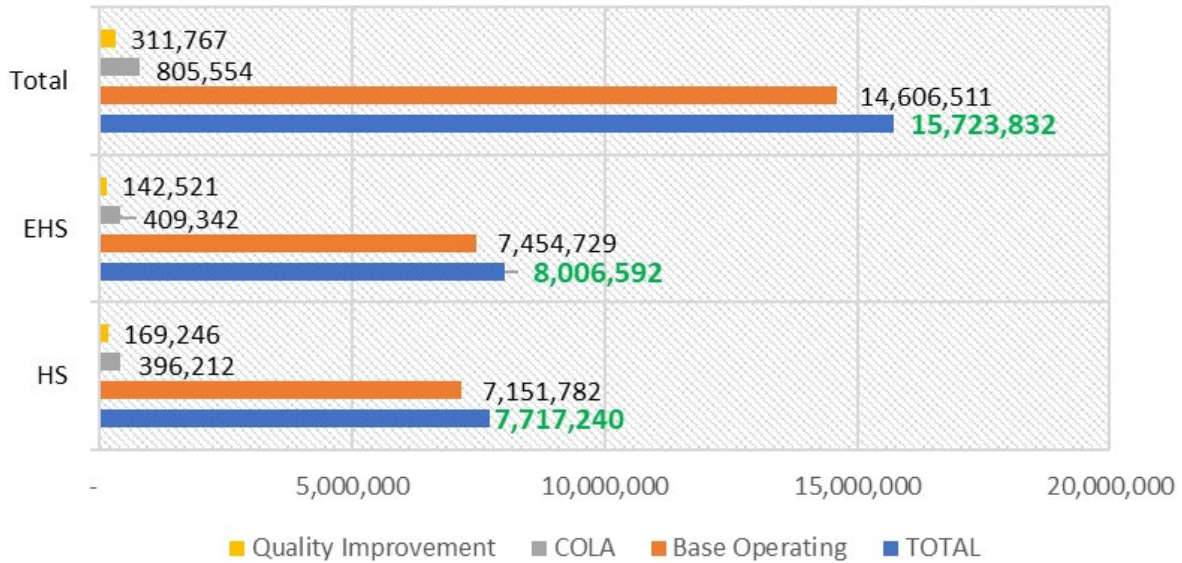
2022 & 2023 Summer Enrollment



### NOTICE OF AWARD: 2022-23 HEAD START/EARLY HEAD START GRANT, COST OF LIVING AND QUALITY IMPROVEMENT

On August 18, 2023, Head Start/Early Head Start (HS/EHS) received a Notice of Award regarding our continuation grant, which is year three of five years. An award of new funding in the amount of \$15,723,832 was provided for the 2023-24 fiscal year, beginning September 1, 2023. Below is a graphic demonstrating our total funding for Head Start (HS) & Early Head Start (EHS) inclusive of base operating, quality improvement (QI), and Cost of Living (COLA) funds.

## FY 2023-24 Head Start/Early Head Start Federal Funding



### FOCUS AREA ONE (FA1) REVIEW OUTCOME

May 15-17, 2023, the Administration for Children and Families (ACF) conducted a Focus Area One (FA1) monitoring review of Washington State Community College District 17 Head Start and Early Head Start programs. Six key areas of content were discussed, including Program Design and Management, Education Services, Health and Safety, Family Engagement, Enrollment/Recruitment, and Fiscal. Each conversation included up to five of our program leaders, with content area expertise, sharing approaches to service delivery, highlighting program strengths, and conveying strategies of executing high quality programming. On June 5, 2023, a Program Performance Summary Report was received. This report contained information about our performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS). This report identified where our program was able to describe progress toward implementing program services that promote quality outcomes for children and families.

### SFCC EARLY LEARNING CENTER ACCREDITATION

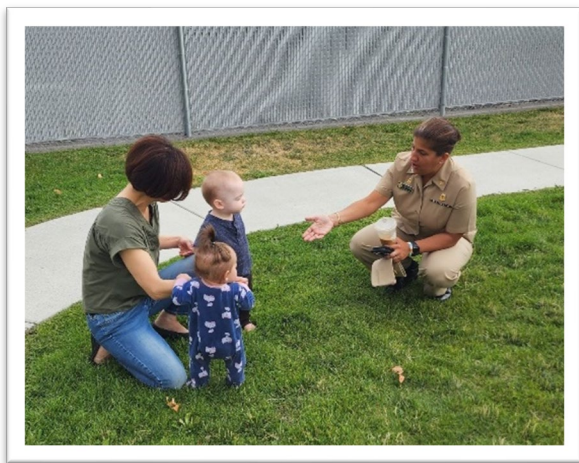
On August 1, 2023, the SFCC Head Start/EHS Early Learning Center received notification of renewed accreditation status. SCC and SFCC HS/EHS childcare centers are accredited through the National Accreditation Commission (NAC) for Early Learning Leaders. As an accredited center, the Early Learning Center (ELC) has been recognized as an early care and education program exemplifying excellence in the care of young children. By achieving accreditation, the ELC demonstrates provision of high-quality programming for children, professional development opportunities for staff, and an environment for children that is conducive to their individual growth and development that exceeds state licensing requirements.

The accreditation process included a self-study process in which administrators, staff, and parents evaluated the program in accordance with Accreditation Standards. After the self-study process was complete, an onsite observation was conducted at the ELC by an early childhood professional/site validator. Based on the information collected, the Early Learning Center was awarded accreditation

through the National Accreditation Commission. Team members at the Early Learning Center are to be congratulated for achieving this level of excellence.

### **OFFICE OF HEAD START VISIT**

On August 9, 2023, Captain Tala Hooban, Deputy Director, from the Office of Head Start in Washington DC visited our Spokane HS/EHS program. She and our Region X Director, Rob Columbini from the Seattle office, joined our leadership team for tours of Gonzaga Family Haven Center and our Logan/Lidgerwood Center. The visits included facility tours, classroom observations, and dialogue with management. While visiting the Gonzaga Family Haven complex, Peggy Haun-McEwan, Community Director, facilitated deeper engagement by leading the group through the housing complex and sharing Catholic Charities mission for serving the homeless population. This aligned goal of serving children and families most in need exemplified one of our program's preeminent partnerships.



Comments from Deputy Director Tala Hooban: “Thank you so much for taking the time out to show us around your two programs. It definitely filled my cup to meet your team, your teachers, and play with the children. I do think we need to find a way to discuss the strong partnership you have formed with Catholic Charities, and the impact you are making on these children and families lives.”

“Keep doing the great work and I know I speak for Rob when I say keep sharing your strong practices so he can take it to others that may have a hard time.”

“Please share my thanks with everyone – it truly filled my cup, and I totally could have spent time in your programs all day.”

### **ADVENTURES IN LEARNING RECRUITMENT EVENT**

On August 26, 2023, our Head Start/EHS program provided a successful community recruitment event titled Adventures in Learning: Explore Spokane Head Start! This event was targeted to reach children and families in our community who would potentially be eligible to enroll in Head Start programming, as well as connect with potential job candidates or future CCS students.

Our HS/EHS program rented space at the local Salvation Army's community building, setting up a wide array of child focused activities that portrayed what a child/family may experience in our sites and classrooms. Program staff supported set-up of entire classroom environments, bringing tables, chairs,



shelves, carpets, and various classroom materials to create a space where children visiting could play, create, and learn. Families were provided an event passport and invited to walk through resource tables inclusive of information on early childhood education, nutrition, health, mental health, home visiting, and much more. Every resource table was accompanied by a child activity where children were able to participate in making a nutritious snack, getting vision screenings, playing with playdough, brushing giant teeth, or simply building a tower with blocks. Feedback from parents and staff was extremely positive and many families completed paperwork to enroll.





ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 4th Floor – Switzer Memorial Building, 330 C Street SW, Washington DC 20024 [eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov)

## Program Performance Summary Report

**To: Authorizing Official/Board Chairperson**

*Mr. Mike Wilson*

*Washington State Community College District 17*

*3939 N Freya St # MS-1055*

*Spokane, WA 99217 - 6805*

**From: Responsible HHS Official**

**Date: 06/05/2023**

**Mr. Khari M. Garvin**

**Director, Office of Head Start**

From May 15, 2023 to May 17, 2023, the Administration for Children and Families (ACF) conducted a Focus Area One (FA1) monitoring review of Washington State Community College District 17 Head Start and Early Head Start programs. This report contains information about the grant recipient's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, *Improving Head Start for School Readiness Act of 2007*.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. The FA1 review allows the OHS to understand how programs are progressing in providing services in the 5-year grant cycle. The report includes the performance measures used to understand recipient progress towards program goals. You can use this report to identify where your program was able to describe progress toward implementing program services that promote quality outcomes for children and families. Please contact your Regional Office for guidance should you have any questions or concerns. Your Regional Office will follow up on the content of this report and can work with you to identify resources to support your program's continuous improvement.

### **DISTRIBUTION OF THE REPORT**

Copies of this report will be distributed to the following:

Mr. Robert Colombini, Regional Program Manager

Dr. Kevin Brockbank, Chief Executive Officer/Executive Director

Ms. Bobbi Woodral, Head Start Director

Ms. Bobbi Woodral, Early Head Start Director

### Grant(s) included as part of this review

Grant Recipient Name	Grant Number(s)
Washington State Community College District 17	10CH012101

### Glossary of Terms

Finding Type	Definition
<b>Area of Concern (AOC)</b>	An area in which the agency needs to improve performance. These issues should be discussed with the grant recipient's Regional Office for possible technical assistance.
<b>Area of Noncompliance (ANC)</b>	An area in which the agency is out of compliance with Federal requirements (including but not limited to the Head Start Act or one or more of the regulations) in one or more areas of performance. This status requires a written timeline for correction and possible technical assistance or guidance from the grant recipient's program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
<b>Deficiency</b>	<p>As defined in the Head Start Act, the term "deficiency" means:</p> <p>(A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves:</p> <ul style="list-style-type: none"> <li>(i) a threat to the health, safety, or civil rights of children or staff;</li> <li>(ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations;</li> <li>(iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management;</li> <li>(iv) the misuse of funds received under this subchapter;</li> <li>(v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or</li> <li>(vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified;</li> </ul> <p>(B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or</p> <p>(C) an unresolved area of noncompliance.</p>

#### Program Overview

Washington State Community College District 17 provides Head Start and Early Head Start services to 936 children and expectant families. The service area includes high-poverty urban neighborhoods in Spokane, Washington. Services are offered through center- and home-based options.



## Program Design and Management

### Program Design

The grant recipient's program design and structure takes into account community strengths and needs.

### Program Management

The grant recipient has an approach for providing effective management and oversight of all program areas and fiduciary responsibilities.

### Program Governance

The grant recipient maintains a formal structure for program governance that includes a governing body, a policy council (or policy committee for delegates), and parent committees.

## Program Design and Management Summary

Washington State Community College District 17 used multiple data sources to design program services. Each year, the recipient's leadership team analyzed regional and site-level information from the community assessment, school district trends, parent and staff interviews, and program reports. This process led to program design decisions that met the region's and program sites' needs. For example, data showed that families choosing to enroll their 4-year-old children in state-funded prekindergarten programs negatively impacted Head Start enrollment efforts. Data also showed younger-aged children were underserved, which prompted the recipient to convert Head Start slots to Early Head Start slots and concentrate on establishing classrooms for 3-year-old children. The recipient's use of data helped it to meet the needs of the community and enrolled families.



## Designing Quality Education and Child Development Program Services

### Alignment with School Readiness

The grant recipient's approach to school readiness aligns with the expectations of receiving schools, the Head Start Early Learning Outcomes Framework (HSELOF), and state early learning standards.

### Effective and Intentional Teaching Practices

The grant recipient has strategies to ensure teaching practices promote progress toward school readiness.

### Supporting Teachers in Promoting School Readiness

The grant recipient has an approach for ensuring teachers are prepared to implement the curriculum and support children's progress toward school readiness.

### Home-based Program Services

The grant recipient has strategies to ensure home-based program services help parents to provide high-quality learning experiences.

## Education and Child Development Services Summary

Washington State Community College District 17 used data to improve the delivery of education services. The recipient analyzed child outcomes and teacher survey data to identify areas of need and guide professional development opportunities. This prompted the program to increase the number of coaches on site. Coaches monitored classrooms using a classroom environment assessment tool to evaluate teachers' interactions and practices. Coaches, center managers, and education supervisors used this information to create individualized and group training activities. Furthermore, coaches shared observations feedback with teachers and provided strategies to enhance their practices. Through the use of education data, the recipient implemented strategies to support growth.





## Designing Quality Health Program Services

### Child Health Status and Care

The grant recipient has an approach for ensuring the delivery of high-quality health services.

### Safety Practices

The grant recipient implements a process for monitoring and maintaining healthy and safe environments and ensuring all staff have complete background checks.

## Health Services Summary

Washington State Community College District 17 supported children's nutritional health. The nutrition specialist reviewed parent survey data and noted many families did not have access to fruits and vegetables. In response, the recipient partnered with a local farmers' cooperative to create menus that included seasonal produce. Through this partnership, the recipient received equipment, plants, and seeds that teachers could use to incorporate agricultural activities into classrooms. Members from the cooperative also worked with teachers to create food-related lessons and activities, such as learning about what happens to fresh asparagus when it is roasted. Through this collaboration, the recipient introduced children to fresh produce and strengthened their knowledge about healthy eating.



## Designing Quality Family and Community Engagement Services

### **Family Well-being**

The grant recipient has an approach for collaborating with families to support family well-being.

### **Strengthening Parenting and Parent-Child Supports**

The grant recipient has an approach for providing services that strengthen parenting skills.

## Family and Community Engagement Services Summary

Washington State Community College District 17 implemented strategies to increase and improve families' well-being. A review of community assessment data showed an increase in families experiencing homelessness and substance misuse. In response, the recipient positioned classrooms in neighborhoods where eligible families resided and within walking distance of housing and recovery agencies. One housing agency hosted family-style dinners for homeless families and invited program staff to attend and share information about Head Start services. In addition, staff members connected families with other resources to support their immediate needs. The recipient's intentional location of classrooms supported the community and provided families with many services and opportunities.



## **Developing Effective Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) Strategies and Fiscal Infrastructure**

### **Eligibility, Recruitment, Selection, Enrollment, and Attendance**

The grant recipient enrolls children or expectant mothers who are categorically eligible or who meet defined income-eligibility requirements.

### **Enrollment Verification**

The grant recipient maintains and tracks enrollment for all enrolled participants.

### **Fiscal Infrastructure, Capacity, and Responsiveness**

The grant recipient has a budget development and revision process that includes stakeholders and appropriate approvals, and ensures continuous alignment with program design, goals, and objectives.

The grant recipient's fiscal staff have the qualifications needed to provide oversight of the grant.

## **ERSEA and Fiscal Summary**

Washington State Community College District 17 created an approach to address its recruitment and enrollment challenges. Due to the state's high minimum wage, the program struggled to recruit income-eligible families. In response, the program increased its outreach efforts to reach families experiencing substance misuse, homeless families, and children who are in foster care. Moreover, a review of community assessment data showed a gap in services for children ages birth through 3. This prompted the recipient to reallocate slots to serve Early Head Start children. The recipient's strategies addressed many aspects of underenrollment and ensured the program served families with the highest level of need.

Washington State Community College District 17 aligned its budget to support program goals. The fiscal officer worked closely with the leadership team and reviewed progress toward program goals at every team meeting, examining the adequacy of resources. All finance staff assisting the program read the annual application and became familiar with program goals. Finance staff collaborated with program staff each spring to prepare the annual budget and ensure it supported identified needs and goals. For example, the teams worked together to reallocate funds to hire additional education coaches to promote children's school readiness. By having program and finance staff work together throughout the year, the recipient ensured alignment of the budget with program goals.

----- End of Report -----

**HEAD START/EARLY HEAD START FY 2022-23  
BUDGET REPORT JULY 2023**

July 31, 2023

HEAD START 4SA6 - Grant Period 9/01/2022 Thru 8/31/2023							EARLY HEAD START 4SC6 - Grant Period 9/01/2022 Thru 8/31/2023					
	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed	Current Budget (Includes YTD Revisions)	YTD Revisions	Spent or Spending	Unspent Balance	Percent Spent	Time Elapsed
<b>FEDERAL FUNDING</b>												
Personnel	3,402,618	(375,656)	3,137,391	265,227	92%	92%	3,418,037	(625,504)	3,072,284	345,753	90%	92%
Fringe Benefits	1,658,650	(228,895)	1,527,713	130,937	92%	92%	1,650,327	(336,539)	1,477,110	173,217	90%	92%
Travel				0	0%	92%				0	0%	92%
Equipment	38,955	35,466	38,955	(0)	100%	92%	16,307	7,576	16,307	(0)	0%	92%
Supplies	206,644	36,874	170,304	36,340	82%	92%	272,053	50,673	183,712	88,341	68%	92%
Contractual				0	0%	92%				0	0%	92%
Facilities/Construction				0	0%	92%				0	0%	92%
Other	887,210	62,270	617,400	269,810	70%	92%	502,561	(46,324)	385,143	117,418	77%	92%
Indirect	566,018		490,619	75,399	87%	92%	584,774		443,105	141,669	76%	92%
Unobligated/To Be Reassigned	469,941	469,941		469,941	0%	92%	950,118	950,118		950,118	0%	92%
<b>FEDERAL FUNDING TOTAL</b>	<b>\$7,230,036</b>	<b>\$0</b>	<b>\$5,982,382</b>	<b>\$1,247,654</b>	<b>83%</b>	<b>92%</b>	<b>\$7,394,177</b>	<b>\$0</b>	<b>\$5,577,661</b>	<b>\$1,816,516</b>	<b>75%</b>	<b>92%</b>
<b>OTHER FUNDING</b>												
SCC/SFCC Student Gov't Funds	73,640		73,640	(0)	100%	92%	62,361		62,361	0	100%	92%
Child Care Fees	1,064,034	(444,120)	961,615	102,419	90%	92%	1,295,019	(567,386)	1,094,209	200,810	84%	92%
<b>OTHER FUNDING TOTAL</b>	<b>\$1,137,674</b>	<b>(\$444,120)</b>	<b>\$1,035,255</b>	<b>\$102,419</b>	<b>91%</b>	<b>92%</b>	<b>\$1,357,380</b>	<b>(\$567,386)</b>	<b>\$1,156,570</b>	<b>\$200,810</b>	<b>85%</b>	<b>92%</b>
<b>TOTAL FUNDING</b>	<b>\$8,367,710</b>	<b>(\$444,120)</b>	<b>\$7,017,637</b>	<b>\$1,350,073</b>	<b>84%</b>	<b>92%</b>	<b>\$8,751,557</b>	<b>(\$567,386)</b>	<b>\$6,734,231</b>	<b>\$2,017,326</b>	<b>77%</b>	<b>92%</b>
<b>Training &amp; Tech Assistance Funds</b>	<b>\$76,563</b>		<b>\$72,523</b>	<b>\$4,040</b>	<b>95%</b>	<b>92%</b>	<b>\$145,055</b>		<b>\$104,536</b>	<b>\$40,519</b>	<b>72%</b>	<b>92%</b>
<b>Non-Federal Share Match HS/EHS</b>	<b>\$3,556,694</b>		<b>\$2,861,412</b>	<b>\$695,282</b>	<b>80%</b>	<b>92%</b>	<b>**Head Start and Early Head Start Non-Federal Share is Combined**</b>					

This document has been prepared on the basis of information available to the program's Fiscal Office through

July 31, 2023

Initials

Policy Council Treasurer \_\_\_\_\_

NOTE: Both a report listing credit card expenditures and a report with greater budget detail are regularly provided to the HS/EHS Board of Trustees liaison and the Policy Council Treasurer. These reports are also available upon request.

CCS HS/EHS Board Liaison \_\_\_\_\_

## USDA CACFP Meal Service Report - June 2023

Number of Reimbursable Meals		Actual HS/EHS Reimbursement		
5,581	Breakfast	\$12,334.01	Total Attendance	604
0	AM Snacks	\$0.00	Average Number of school days	17.00
7,113	Lunch	\$28,665.39	Average daily attendance	36.00
5,503	PM Snacks	\$6,493.54		
0	Supper	\$0.00		
0	Evening Snacks	\$0.00		
18,197	<b>Total</b>	<b>\$47,492.940</b>	<b>Cash-In-Lieu</b>	<b>Total</b>
			\$2,133.90	<b>\$49,626.84</b>
			<b>Monthly Food Operating costs</b>	<b>\$68,902.90</b>
			<b>April Farm to School Grant reimbursement</b>	<b>\$3,546.53</b>

## USDA CACFP Meal Service Report - July 2023

Number of Reimbursable Meals		Actual HS/EHS Reimbursement		
3,146	Breakfast	\$7,172.88	Total Attendance	4,198
0	AM Snacks	\$0.00	Average Number of school days	19.47
4,051	Lunch	\$17,216.75	Average daily attendance	415.25
3,407	PM Snacks	\$3,986.19		
0	Supper	\$0.00		
0	Evening Snacks	\$0.00		
10,604	<b>Total</b>	<b>\$28,375.820</b>	<b>Cash-In-Lieu</b>	<b>Total</b>
			\$1,195.07	<b>\$29,570.89</b>
			<b>Monthly Food Operating costs</b>	<b>\$55,812.26</b>
			<b>April Farm to School Grant reimbursement</b>	<b>\$1,335.40</b>

**DISCUSSION/ACTION/REPORT: CHANCELLOR'S REPORT**

Presented by: Dr. Kevin Brockbank  
Chancellor, CCS  
September 12, 2023

**Item 5**

**PRESIDENT'S REPORT**  
**SPOKANE COMMUNITY COLLEGE**

Presented by: Jenni Martin  
Acting President, SCC  
September 12, 2023

**PRESIDENT'S REPORT**  
**SPOKANE FALLS COMMUNITY COLLEGE**

Presented by: Dr. Kimberlee Messina  
President, SFCC  
September 12, 2023



**DISCUSSION/ACTION/REPORT: CCS Re-Brand Project Update**

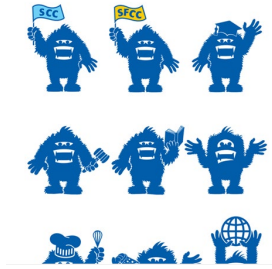
**BACKGROUND**

In February 2023, the Board of Trustees authorized a Strategic Plan project to undertake a complete re-brand of CCS and its colleges. This re-brand will include comprehensive research and analysis of CCS and the regional higher education marketplace.

In Aug. 2023, CCS executed a contract with Drake Cooper, a marketing and branding agency in Boise, to perform this work in collaboration with CCS leadership. This report is an outline of the work plan and purpose.

Prepared and  
presented by:

Carolyn Casey  
CCS Chief Institutional Advancement & External Affairs Officer



Community Colleges of Spokane  
Spokane Falls Community College



Community Colleges of Spokane



# RE-BRANDING COMMUNITY COLLEGES OF SPOKANE

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Community Colleges of Spokane  
Spokane Community College

Board of Trustees Update  
Sept. 12, 2023

# Project Purpose

In February 2023, the Board of Trustees of Community Colleges of Spokane voted to embark on a process to re-brand CCS.

This will include:

- a new brand image for CCS
- improvements to the athletic logo
- refinements to the mascot image.

After an analysis of the regional higher education market and comprehensive research about the current community, student, stakeholder and employee perceptions of CCS and its two colleges, CCS will develop a new brand strategy to position CCS and its colleges for greater success and a higher profile in the higher education market.

This project also will provide recommendations to the Trustees about whether the two colleges should have distinct and individual brand images.





Community Colleges of Spokane

# Project Scope



Analysis of the higher education market and identification of the market niche, among other higher education offerings.



Analysis of current community, business, customer perceptions and understanding of the district and its colleges.



SWOT analysis of each college and the district.



Development of a new brand strategy for CCS and its two colleges to include: brand identity, brand values, brand language, brand logo, and brand usage.



Comprehensive usage standards and guidelines



A brand implementation plan

# Introducing Drake Cooper

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Our contractor who will be conducting the research and guiding us through our re-branding project







## BRAND PLANNING \_

Drake Cooper's Brand Planning process contains **12 steps**:

**1. State of the Industry:** How do consumers/customers/the audience view our client's industry at large today?

**2. Trends:** What movements or thoughts among the consumer/customer/audience could notably affect their behavior toward our client?

**3. Revenue Model:** How does our client's organization generate revenue, margin, and profit?

**4. Research Insights:** What areas related to our client's requested deliverables are not fully understood yet, which if known, could notably help guide effectiveness?

**5. Competition:** What compelling choices do consumers/customers/the audience have in addition to our client?

**6. Audience Needs:** What problems or challenges do consumers/customers/the audience have that our client can help solve?

**7. Points of Uniqueness:** How is our client's organization unique in the marketplace?

**8. Liabilities to Manage:** What are the notable challenges related to our deliverables that our client's organization must overcome?

**9. Brand Purpose & Personality:** How is our client's organization distinctive?

**10. Sales Strategy, Brand Pillars, Etc.:** What tools does our client team need to best manage their internal teams with regard to our deliverables?

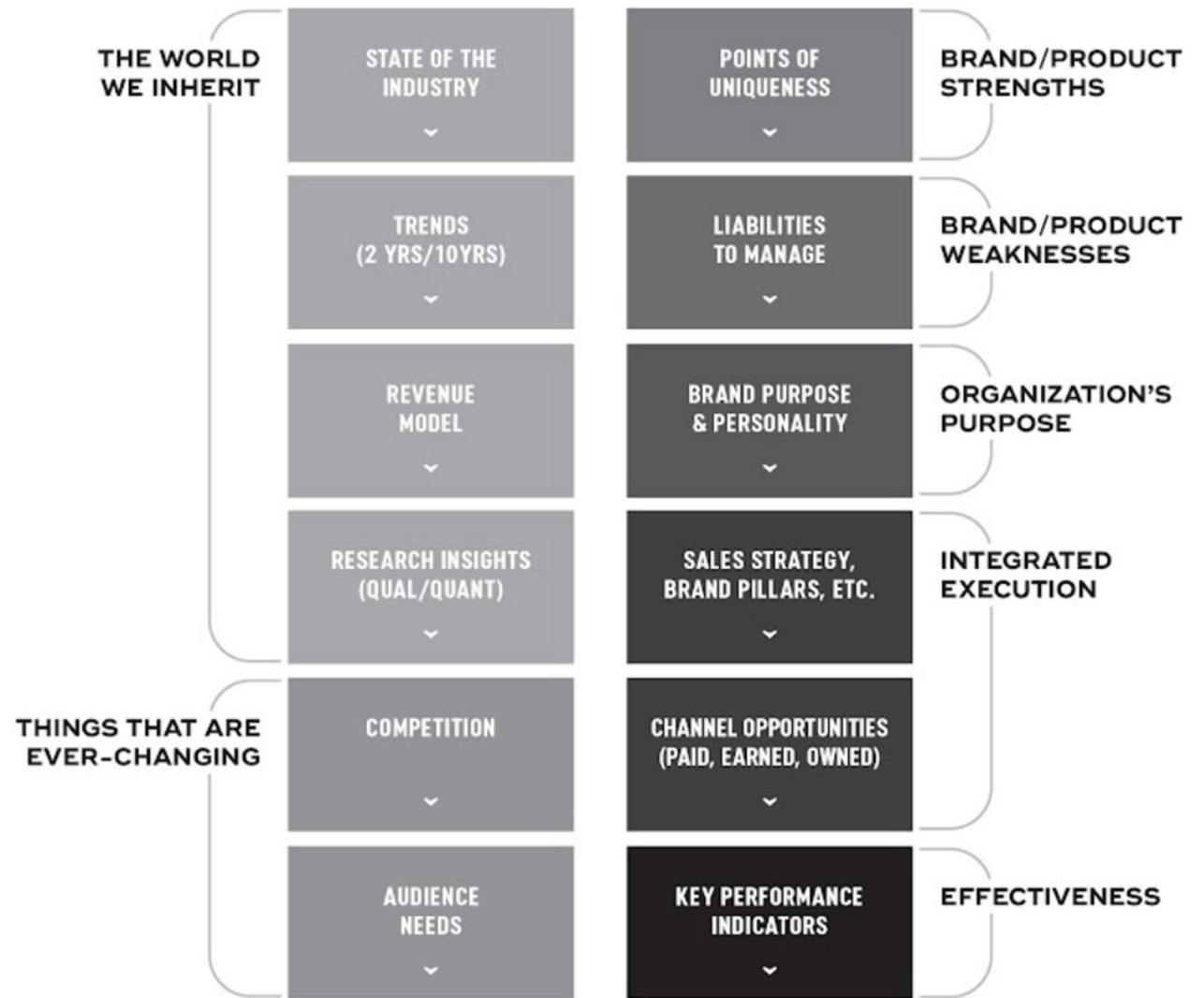
**11. Channel Opportunities:** What are the most effective ways for our client to communicate with consumers/customers/the audience?

**12. Key Performance Indicators:** What, in ranking order, are the most important objectives that the brand deliverables need to achieve for our client?

# Step 1 Discovery

Activities and research that give Drake Cooper a better understanding of the current landscape of CCS, the competitive market and perceptions of relevant stakeholders and audiences

## BRAND PLANNING





# Discovery Phase (now)

## 1. Existing Material Review

- Data & Strategic Plan
- All Current Brand Items

## 2. Competitive Review

- EWU, NIC, WSU, WGU, UofI

## 3. Internal Stakeholders Focus Groups

- 1 x Executive - 5
- 2 x Administrators - 16
- 4 x Faculty - 24

## 4. External Focus Groups

- 4 x CCS Students
- 1 x Non-CCS Students
- 1 x Mentors
- 2 x Community Members

## 5. Surveys

- CCS Faculty & Staff
- CCS Students
- Non-CCS Students
- Mentors
- Employers, Community Leaders, Advisory Boards

## 6. Presentation #1

- Analysis of current brand perception, strengths and weaknesses & market niche to inform identity development
- Strategy for rebranding & hear CCS feedback



# Step 2 Strategy Development & Brand Planning

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Develop strategic position for brand –  
Meaningful, Consistent, Memorable &  
Visible

Make recommendation – based on  
research – about whether CCS should have  
one brand strategy or separate brand  
strategies for each college.

*Often Overheard at Drake Cooper:*

*“Making it pretty is easy.  
Making it correct is hard.”*

## SUCCESSFUL BRAND DEVELOPMENT \_

Drake Cooper believes that successful brands contain **four successful traits:**

### 1. Meaningful

The brand must connect on a core truth that people understand and enjoy.

### 2. Visible

The brand must be able to be seen by the right audiences at times and within environments when they are receptive to them.

### 3. Memorable

The brand creates associations within people's minds that connect positively and then can be recalled easily when prompted.

### 4. Distinctive

The overall message must have a distinctive point of view and be presented in a consistent way over time.



# Strategy Development & Brand Planning

## 1. Collaboration Work Session #1

- Discussion with CCS team on interpretation & implications of findings

## 4. Creative Brief Development

- Drake Cooper collaborates with CCS & crafts Creative Brief with core elements of approved strategy direction

## 2. Work Session Takeaways

- Drake Cooper refines work and begins development of brand strategy & positioning

## 5. Presentation #2b

- Brand Strategy Deck:
  - Position, mission, values
  - Target audience
  - Tone of voice

## 3. Presentation #2a

- Drake Cooper makes recommendations based on research to guide CCS brand

## 6. Creative Brief

- Distills the problems or opportunities facing CCS, the brand insight, key message points & reasons to believe.

# Step 3

## Creative Design

During Creative Design, Drake Cooper will create CCS logo(s), athletic logos, and updated mascot.



# Creative Design

## 1. Creative Brief Deployed

- CCS Logo (5 options)
- Athletic Logo (3)
- Mascot Refinement (3)
- Visual Style

## 2. Review #1

- Present & review initial logos
- CCS provides feedback for refinement

## 3. Creative Concept Refinement

- Drake Cooper will also include visual style elements, colors, typography, image style & graphic elements

## 4. Review #2

- CCS review of refined logos
- CCS aligns on 1 CCS logo & 1 athletic logo

## 5. Creative Concept Refinement

- Drake Cooper makes final updates to CCS logo & athletic logo
- Mascot refinement underway

## 6. Review #3

- Revised CCS logo
- Revised Athletic logo
- Refreshed mascot
- Visual style elements

# Creative Design continues

## 7. Final Review Presentation

- CCS Logo
- Athletic Logo
- Mascot Refinement
- Visual Style

## 8. Delivery of Work Product

- CCS Logo
- Athletic Logo
- Mascot Refinement
- Visual Style

## Final Steps

### 1. All Usage Standards

- Final images in all formats
- Usage standards and guidelines

### 2. Brand launch plan

- Comprehensive rollout plan
- Asset implementation timing and priorities

### 3. Creative Campaign

- Drake Cooper will collaboratively develop initial advertising campaign with new brand

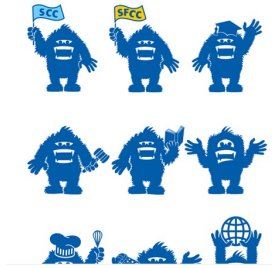
# Timing Estimates

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- RFP Issued April 2023
- Contract Executed August 2023
- Discovery Underway Now
- Anticipate All Brand Decisions Made by March 2024
- Public Roll-out September 2024







Community Colleges of Spokane  
Spokane Falls Community College



Community Colleges of Spokane



# RE-BRANDING COMMUNITY COLLEGES OF SPOKANE

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Community Colleges of Spokane  
Spokane Community College

Board of Trustees Update  
Sept. 12, 2023



**DISCUSSION:  
ALERT OF TENURE CONSIDERATION**

**SEPTEMBER 12, 2023**

**BACKGROUND**

The following faculty members are in their eighth quarter of tenure review and will be considered for tenure by the Board of Trustees at the **September 12, 2023**, Board of Trustee meeting.

In addition, any probationary faculty member who is in less than eight quarters of his/her review process may also be considered, depending on recommendations from his/her tenure review committee.

<b>NAME</b>	<b>DEPARTMENT</b>	<b>COLLEGE</b>
MORGAN, JUSTINE	RESPIRATORY CARE	SCC
SLAUGHTER, STACEY	INVASIVE CARDIOVASCULAR TECH	SCC

The colleges have been asked to forward the evaluation report by no later than September 1, 2023, at which time, the completed files for the above faculty members are made available for Board review.

All files can be located online on the BOT SharePoint Site [CCS, BOT Tenure Review - Home \(sharepoint.com\)](https://ccs.sharepoint.com/sites/BOT/TenureReview/Home)

**The timeline established for Board review is as follows:**

- September 12, 2023** Alert Board of Trustees of tenure consideration
- October 17, 2023** Executive Session review and discussion of files, if any
- November 14, 2023** Approval/Denial of Tenure

**Prepared by:** **Samantha Shelton**  
Executive Assistant to the Chief Strategy and Administration Officer  
August 31, 2023

**Presented by:** **Kevin Brockbank**  
Chancellor

**Action: Consideration of Retention Salary Increase for Exempt, Administrator and Executive Staff for FY23-24**

RCW 28B.50.140(3) grants our board of trustees the power to “fix the salaries and duties” for faculty and staff. With respect to salary increases, the Board’s power is limited by the language contained in the State Appropriations Act.

Part VI of the Appropriations Act addresses appropriations for institutions of higher education. Section 601 provides “conditions and limitations” for those appropriations. Pursuant to that Section, the Board has the authority to provide salary increases “related to faculty and staff retention” using otherwise available, already appropriated state funds, such as those created by state funded vacancies and operational cost reductions. Such retention-based salary increases are generally included in CCS’s future state appropriation maintenance budget.

The Board also has discretion to authorize salary increases using local funds, provided those increases are maintained indefinitely with local funds. Section 601(4)(b) of the State Appropriations Act contemplates salary increases from “sources other than general (state) fund appropriations and tuition revenue” and provides conditions for such increases. It is the intent of the legislature that salary increases provided under this subsection will not increase the state’s general fund support or impact tuition expenditures. Such expenditures cannot be included in CCS’s maintenance budget in the future, creating an on-going obligation of local funds to cover the increases and a need for separate accounting/additional reporting requirements.

CCS Board Policy 2.20.01 provides that CCS is committed “to recruiting and retaining globally competent, highly qualified faculty and staff at all levels of the organization. Externally competitive and internally consistent reward systems, including salary and benefit structures and non-fiscal reward programs, are developed and maintained by the administration. Salary schedules must be approved by the Board.”

In the last two years our faculty have received legislatively appropriated general salary increases totaling 13.643%. They are scheduled to receive an additional 5.9% on July 1, 2024 (for a total of 19.543% over a three-year period). In that same time our deans, who directly supervise those faculty, will receive a 10.25% total increase. This 9.3% differential (and, when expanded to the last ten years, the salary differential grows to 11.893%) has created a salary compression issue for our deans and, in some cases, salary inversion (where senior faculty make more than their supervisor). See Attachment A.

Specifically, the top step salary for a dean of instruction is \$546.48 per day (for a 221-day work year), and their top step tenured faculty member earns \$564.20 per day (for a 175-day work year). Of our top fifty compensated employees in 2022, 31 (62%) were faculty who earned an average of \$126,748 (175-day contract plus additional earnings for summer quarter assignments, project stipends, and overloads). The highest compensated dean that year received \$109,126.

This compression/inversion has affected our entire exempt salary structure and, not surprisingly, has negatively impacted retention rates – which, as demonstrated in past KPI reports, increased from our historical 10% attrition to 17.5% in 2021/22, and 13.6% in 2022/23. Our faculty retention, during this period, was significantly better in comparison (see Attachment A). Exit and engagement surveys during this time indicated non-competitive compensation and internal pay inequities are contributing causes to

this increased attrition. We do not anticipate the legislature will fix this general salary increase disparity (they were asked to do so by the SBCTC during the recently completed session and declined) and CCS will have to find our own solution or continue to suffer high attrition in these critical professional, administrative, and executive positions.

Retention incentives have been negotiated for our classified staff over the past two years (\$2,000 in FY22/23 and \$1,000 in FY23/24) in response to some of these same attrition and competitive salary concerns. Our classified staff are part of a state coalition bargaining agreement and CCS does not have the authority to address compensation for our staff outside of that state coalition. CCS did, however, support these retention incentive agreements given our local retention concerns.

### **Recommendation**

It is recommended that the Board authorize a retention salary increase of 4% for exempt, administrator and executive staff (exempting the Chancellor, whose salary was reset during the 2023 recruitment) to be effective September 16, 2023, (see Attachment B) and authorize use of unobligated local funds.

Utilized local funding will be replaced, to the extent possible, by corresponding and on-going increases in local fund revenue collection or decreased locally funded operational costs. A report demonstrating how this was achieved will be presented to the board at this same time next year.

To avoid the compounding compression in FY24/25 (when faculty are scheduled to receive a 5.9% minimum general salary increase and exempt a 3% general salary increase) administration intends to return in September 2024 to request board consideration of another exempt retention increase of 3% and following this same model.

**ATTACHMENT B Proposed Exempt, Administrator and Executive Salary Schedule**

Annual Salary Equivalent

Effective September 16, 2023 (With +4% retention increase locally funded)

Professional Exempt Salary Schedule with Retention Incentive													
CCS Levels		2023/24 Step One	Retention Increase	2023/24 Step One+	2023/24 Step Two	Retention Increase	2023/24 Step Two+	2023/24 Step Three	Retention Increase	2023/24 Step Three+	2023/24 Step Four	Retention Increase	2023/24 Step Four+
PE	V	\$ 54,036	\$ 2,161	\$ 56,197	\$ 56,385	\$ 2,255	\$ 58,641	\$ 58,747	\$ 2,350	\$ 61,096	\$ 61,084	\$ 2,443	\$ 63,528
PE	IV	\$ 59,363	\$ 2,375	\$ 61,737	\$ 61,943	\$ 2,478	\$ 64,421	\$ 65,176	\$ 2,607	\$ 67,783	\$ 67,106	\$ 2,684	\$ 69,790
PE	III	\$ 64,690	\$ 2,588	\$ 67,278	\$ 67,502	\$ 2,700	\$ 70,202	\$ 70,313	\$ 2,813	\$ 73,126	\$ 73,127	\$ 2,925	\$ 76,052
PE	II	\$ 70,014	\$ 2,801	\$ 72,814	\$ 73,059	\$ 2,922	\$ 75,982	\$ 76,872	\$ 3,075	\$ 79,947	\$ 79,147	\$ 3,166	\$ 82,312
PE	I	\$ 75,342	\$ 3,014	\$ 78,356	\$ 78,616	\$ 3,145	\$ 81,761	\$ 82,720	\$ 3,309	\$ 86,029	\$ 85,168	\$ 3,407	\$ 88,575

Confidential Exempt Salary Schedule Retention Incentive													
CCS Levels		2023/24 Step One	Retention Increase	2023/24 Step One+	2023/24 Step Two	Retention Increase	2023/24 Step Two+	2023/24 Step Three	Retention Increase	2023/24 Step Three+	2023/24 Step Four	Retention Increase	2023/24 Step Four+
CE	S4	\$ 52,595	\$ 2,104	\$ 54,699	\$ 54,822	\$ 2,193	\$ 57,015	\$ 57,048	\$ 2,282	\$ 59,330	\$ 59,355	\$ 2,374	\$ 61,730
CE	S3	\$ 57,210	\$ 2,288	\$ 59,498	\$ 60,009	\$ 2,400	\$ 62,410	\$ 62,158	\$ 2,486	\$ 64,644	\$ 65,010	\$ 2,600	\$ 67,610
CE	S2	\$ 63,102	\$ 2,524	\$ 65,626	\$ 65,844	\$ 2,634	\$ 68,478	\$ 68,588	\$ 2,744	\$ 71,331	\$ 70,620	\$ 2,825	\$ 73,444
CE	S1	\$ 68,694	\$ 2,748	\$ 71,442	\$ 70,964	\$ 2,839	\$ 73,803	\$ 74,667	\$ 2,987	\$ 77,653	\$ 77,654	\$ 3,106	\$ 80,760

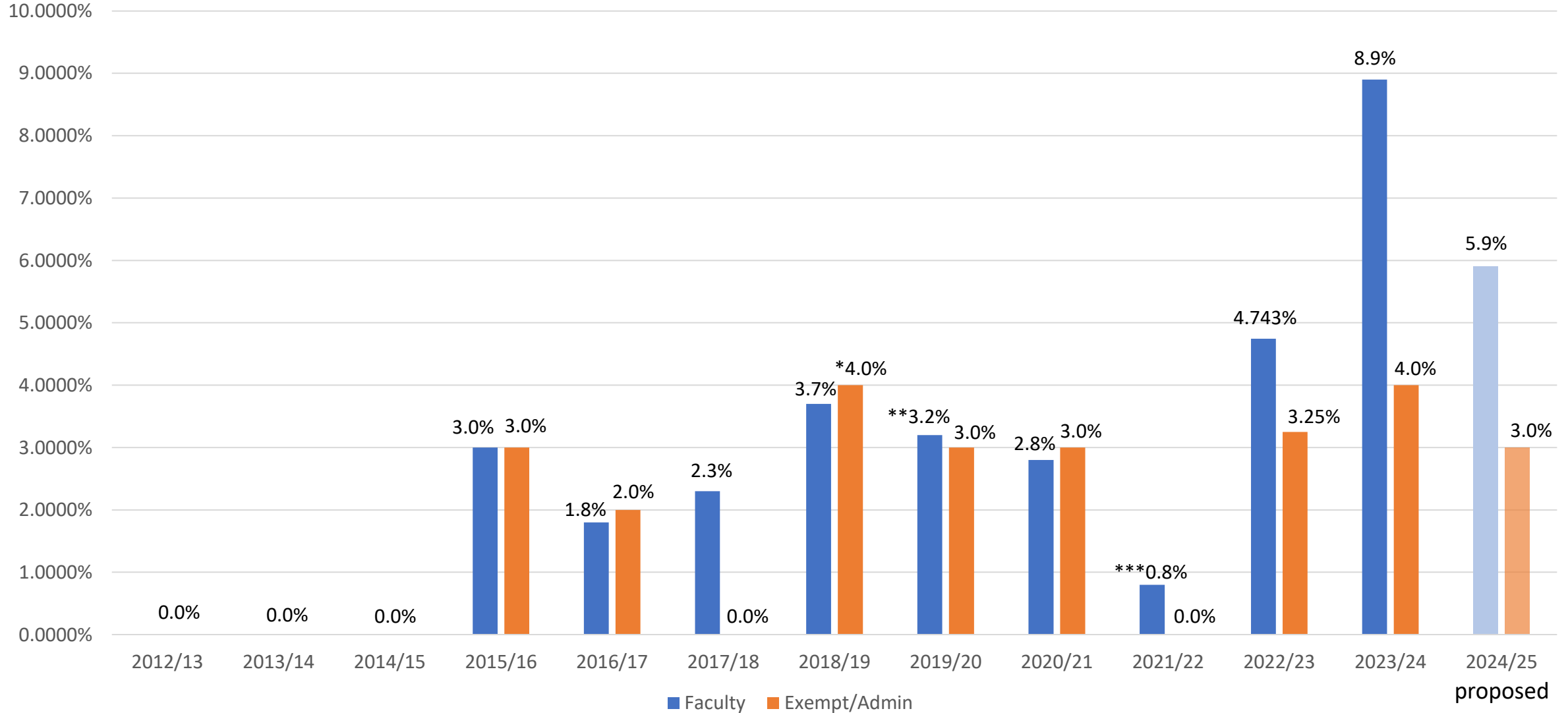
Administrator Salary Schedule Retention Incentive													
CCS Levels		2023/24 Step One	Retention Increase	2023/24 Step One+	2023/24 Step Two	Retention Increase	2023/24 Step Two+	2023/24 Step Three	Retention Increase	2023/24 Step Three+	2023/24 Step Four	Retention Increase	2023/24 Step Four+
AD	5	\$ 83,122	\$ 3,325	\$ 86,447	\$ 86,447	\$ 3,458	\$ 89,905	\$ 90,194	\$ 3,608	\$ 93,802	\$ 93,802	\$ 3,752	\$ 97,554
AD	4	\$ 88,616	\$ 3,545	\$ 92,161	\$ 92,161	\$ 3,686	\$ 95,848	\$ 96,156	\$ 3,846	\$ 100,002	\$ 100,001	\$ 4,000	\$ 104,001
AD	3	\$ 94,474	\$ 3,779	\$ 98,253	\$ 98,253	\$ 3,930	\$ 102,183	\$ 102,511	\$ 4,100	\$ 106,612	\$ 106,610	\$ 4,264	\$ 110,874
AD	2	\$ 100,719	\$ 4,029	\$ 104,748	\$ 104,748	\$ 4,190	\$ 108,938	\$ 109,285	\$ 4,371	\$ 113,656	\$ 113,657	\$ 4,546	\$ 118,204
AD	1	\$ 107,365	\$ 4,295	\$ 111,660	\$ 111,660	\$ 4,466	\$ 116,126	\$ 116,126	\$ 4,645	\$ 120,771	\$ 120,771	\$ 4,831	\$ 125,602

Executive Salary Schedule Retention Incentive													
CCS Levels		Job Title(s)									2023/24 Annual	Retention Increase	2023/24 Annual+
EX	1	Chancellor									\$ 312,000	N/A	\$ 312,000
EX	2	College President									\$ 215,370	\$ 8,615	\$ 223,985
EX	3	Chief Strategy Officer/Chief Financial Officer									\$ 182,409	\$ 7,296	\$ 189,705
EX	4	Exec Director Internal Audit/Risk Mgt									\$ 163,205	\$ 6,528	\$ 169,733
EX	5	Vice President Learning/Provost/Chief Officer of IAEA/Info/Compliance									\$ 148,148	\$ 5,926	\$ 154,074
EX	6	Vice President Student Services/Vice Provost									\$ 131,869	\$ 5,275	\$ 137,144

# Salary Schedule Increase Comparison

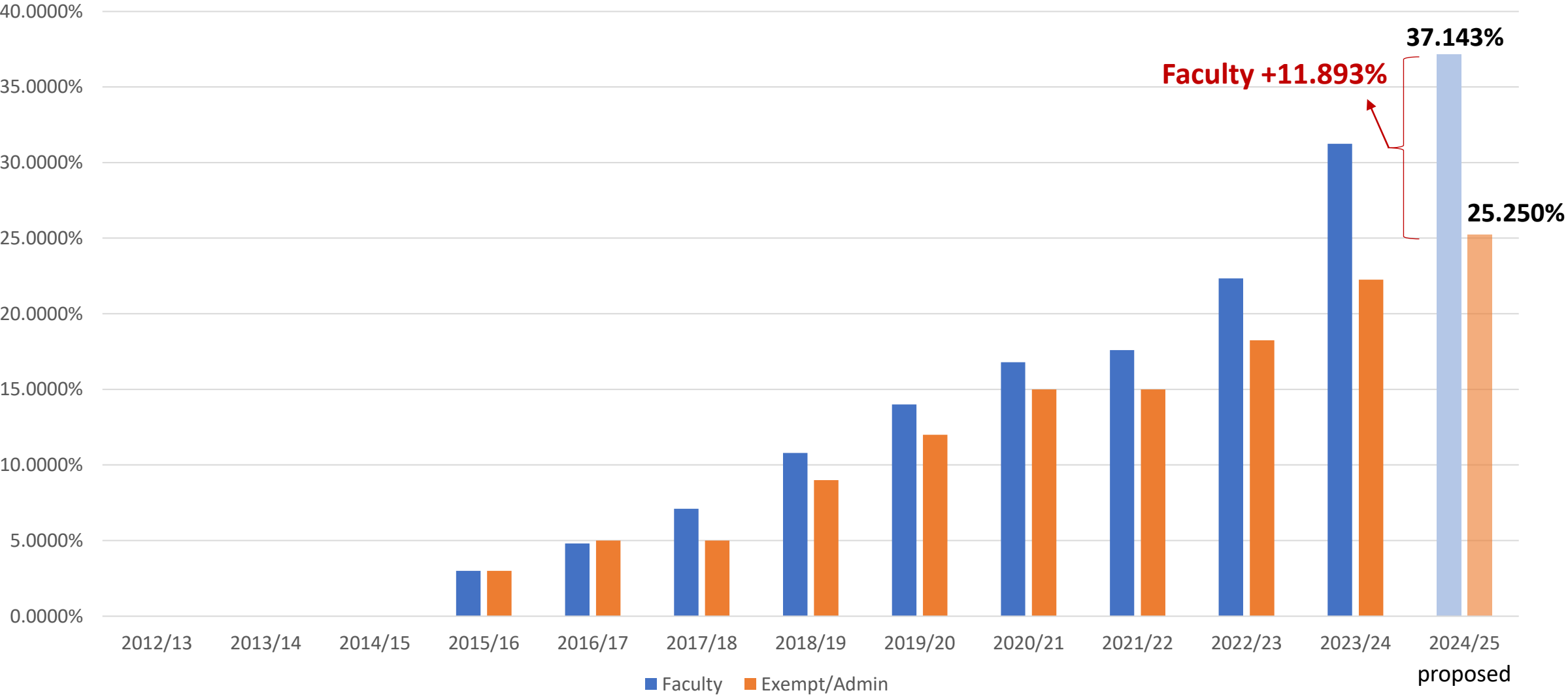
## Annual 2012/13 to 2024/25

- \* 2% 7/1/18 and 2% 1/1/19
- \*\* includes 1% from local funds/negotiated
- \*\*\* .9% of 1.7% GSI redirected to steps



# Salary Schedule Increase Comparison

Cumulative 2012/13 to 2024/25



# Dean/Faculty Salary Comparison

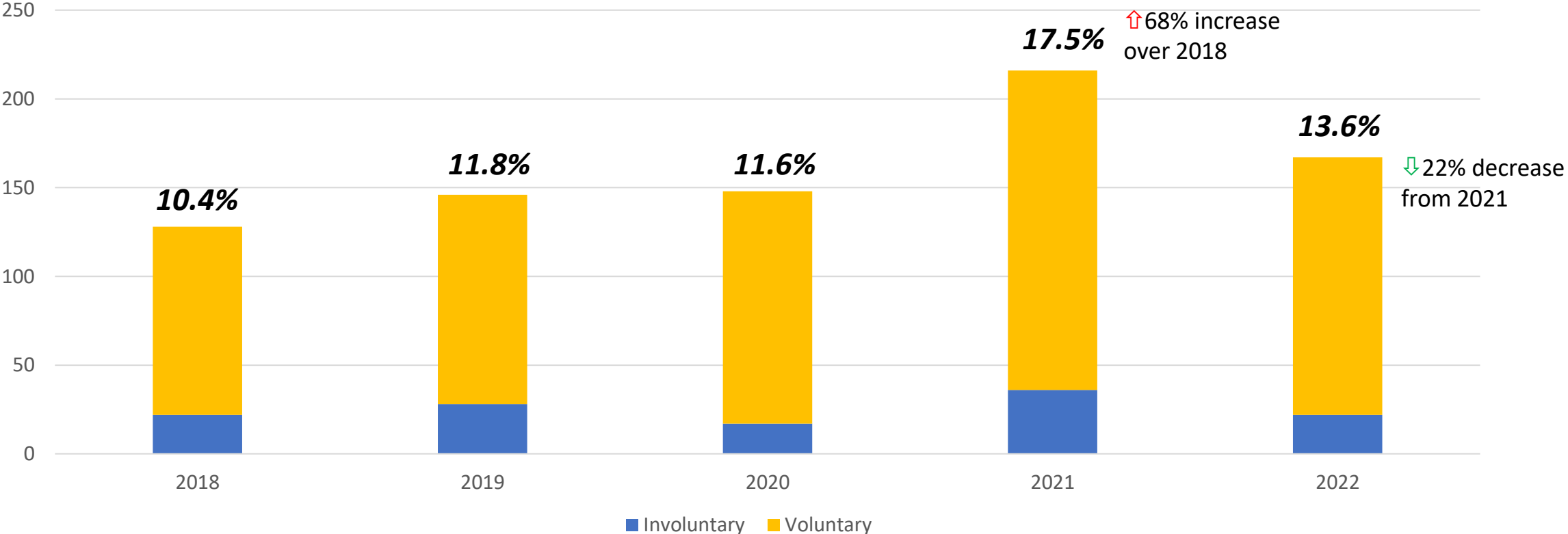
- Dean of Instruction, top step for 221 work days
  - Admin 1, Step 4 = \$ 120,771 / 221 = \$546.48 per day
- Tenured Faculty, top step for 175 work days
  - Annually contracted Schedule, Step 15 = \$98,735 / 175 = \$564.20 per day
- Top Fifty Compensated CCS Employees 2022
  - 31 Faculty (62%) = \$126,748 Average Salary
  - Highest compensated Dean = \$109,126



# Strategic Plan Key Performance Indicator

Purposeful recruitment, development and retention: Increase the retention of employees as measured by a 68% reduction in overall turnover rate as compared to 2021

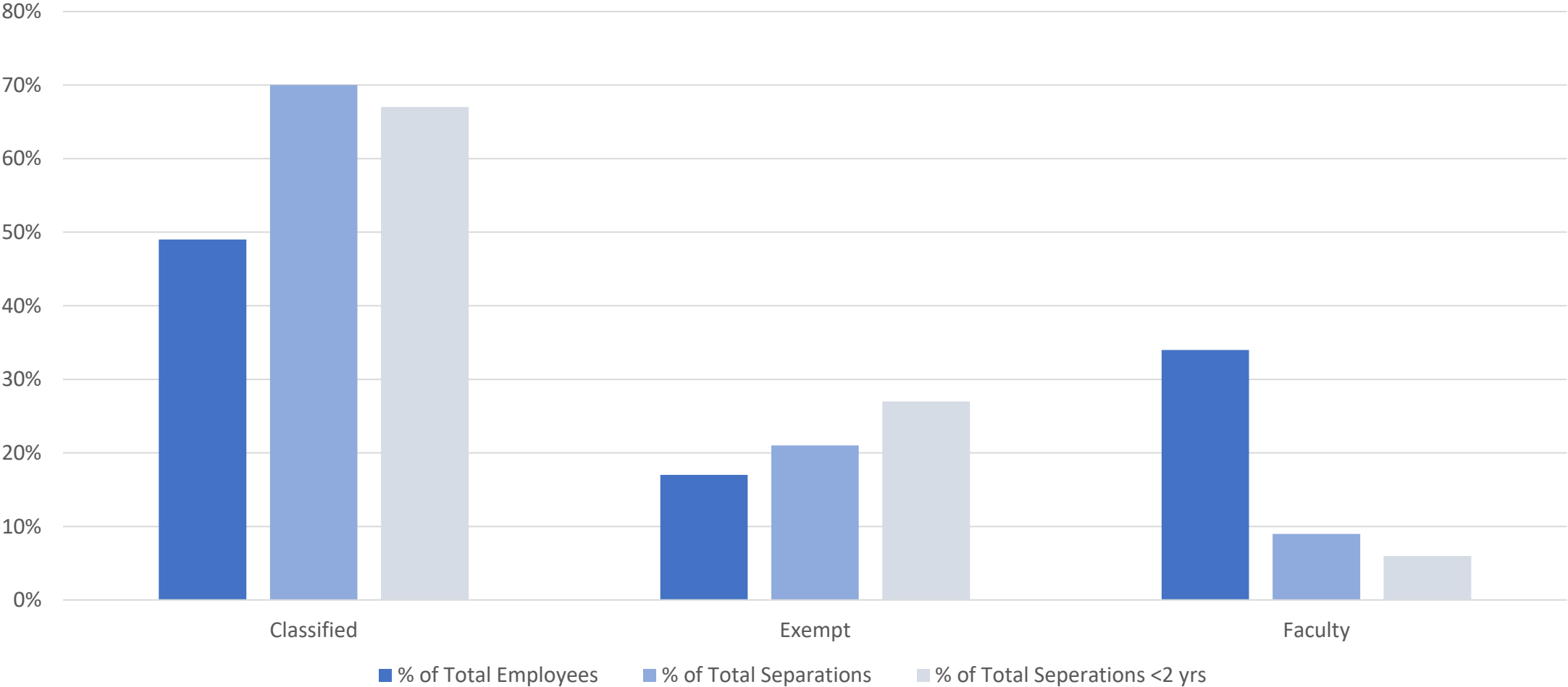
Total Separations by Calendar Year



# Separations (2/9/22 thru 4/30/23)

- Total full-time employees during period (as of January 1, 2023)
  - 521 (49%) Classified
  - 189 (17%) Exempt
  - 363 (34%) Faculty
- Of 209 full-time separations during period:
  - 146 (70%) Classified
  - 43 (21%) Exempt
  - 20 (9%) Faculty
- Of 90 separations from those with “less than 2 years of service” during period:
  - 60 (67%) Classified
  - 24 (27%) Exempt
  - 6 (7%) Faculty

# Separations (2/9/22 thru 4/30/23)



**AHE/FACULTY REPORTS**

Presented by: Beverly Daily, AHE  
September 12, 2023

**WFSE/CLASSIFIED STAFF REPORTS**

Presented by: Jessica Retter, WFSE  
Abigail Affholter, SCC  
Alison Cooley, SFCC  
September 12, 2023

## WFSE Update September 2023

Summer has come to an end, and this a great opportunity to highlight a few of the things our WFSE members have accomplished this past year.

- Our new contract went into effect in July, and this would not have been possible without our employees from CCS who took the time out of their busy schedules to represent their fellow classified staff on the Contract Bargaining Team. Kelly Hopstad and Ward Kaplan, both from Facilities, and Carolyn Leon from SCC Financial Aid fought hard for all of us, and we are very grateful for their hard work!
- After the implementation of the new CBA, our CCS Stewards had the opportunity to come together for an in-person training highlighting the significant changes in the newest version of our contract. In October, our local council reps will be providing CBA training to CCS supervisors as well.
- Unfortunately, as we all know, the end of summer was marked by 2 wildfires in our area that had a significant impact on our community. Some of our WFSE members were affected by this tragedy including a few within CCS that lost their homes. Despite this, some WFSE members came forward to volunteer with the Red Cross to prepare emergency fire kits for fire victims and help with the Disaster Assistance Center located on the SFCC campus. Additionally, our local representatives have been attempting to reach out to those members who were financially impacted by the fires to encourage them to apply for relief funds that have been made available by the Foundation for Working Families.

Lastly, we are looking forward to CCS convocation! WFSE will have a table set up with some fun swag, so please feel free to stop by and say hi!

**STUDENT GOVERNMENT REPORT**

Presented by: Tammy Pham - SCC  
May 9, 2023

REPORT TO THE BOARD OF TRUSTEES | SEPTEMBER 2023  
*PHUTSADY TAMMY PHAM, PRESIDENT*  
*TANEISHA TAKYUKA, VICE PRESIDENT*

**Administrative/General Updates**

The ASG is currently a small but mighty team that is ready to start the 2023-2024 school year! Our small group is very excited and at the time of writing are heading to the CUSP student leadership conference to learn and grow with others in all of Washington state. We are also ready to train next week and are thankful for the support from SCC. We have all come together to agree upon our new priorities and we are continuing our discussion for the projects we can do that align with our values.

The organization's priorities are (a) student voice/advocacy/recognition, (b) student wellbeing, (c) financial integrity, and (d) SCC facility improvements. With these decided-upon priorities, the ASG wishes to create projects that will align with the values and help the students enjoy their time here at Spokane Community College!

**Executive:**

Vacant, Director of Communications  
Vacant, Director of Finance

Vacant, Director of Academic/Student Affairs  
Austin Dehlin, Director of Public and Legislative Affairs

**Senate:**

Sasha Green, Adult Education & Extended Learning  
Vacant, Business, Hospitality, and IT (BHIT)

Emerald , Health & Environmental Sciences  
Vacant, Athletics and Physical Education  
Vacant, Arts and Sciences  
Vacant, Technical Education

**What we're doing:**

It is our organization's goal, for the first few weeks, to heavily push out advertisements about open positions. The more student representatives that we can get in our office, the more that we can focus on helping students in all areas and providing for the community.

Austin Dehlin, our Director of Public and Legislative Affairs is working on a Voter Registration event to get people more aware and participate in our representative democracy. He is also working on a Constitution Event to be held September 21<sup>st</sup> where pocket constitutions are provided for students and a raffle will be held.

Emerald Bessermin, our Health and Environmental Sciences Senator would like to focus on furthering Project Healthy Campus's farmers markets that were very successful in the spring and would like to tie in the Health Department in some upcoming events.

Sasha Green is our new Adult Education and Extended Learning Senator, and we are excited to bring her onto the team and hopefully many more.

Tammy Pham, our President, is working on capturing students with Social Media Marketing, and hoping we can increase engagement by making videos to be fun, helpful, educational, and engaging, all at the same time.



**BOARD AND CHANCELLOR GOALS**

**BOARD REPORT**

**EXECUTIVE SESSION**

**BACKGROUND**

From time to time, the board will find it necessary to adjourn to executive session. Formal action will not be taken during executive session.

Prepared by: Breanne Riley  
Executive Assistant to the Chancellor

September 12, 2023