



Longview, WA 98632

MEETING of August 29, 2016

LOWER COLUMBIA COLLEGE BOARD OF TRUSTEES

MINUTES

1. CALL TO ORDER AND DETERMINATION OF QUORUM

Board Chair George Raiter called the regular meeting of the District 13 Board of Trustees to order at 8:35a.m., on Monday, August 29, 2016, in Room 220 in the Rose Center of Lower Columbia College. When the meeting was called to order, the following individuals were present; there was a quorum.

BOARD OF TRUSTEES:

George Raiter
Bob Gregory
Heidi Heywood
Steve Vincent
Thuy Vo

COLLEGE PRESIDENT: Chris Bailey

Others in attendance: Brendan Glaser, Sue Orchard, Nolan Wheeler, Kendra Sprague, Wendy Hall, Kim Witherspoon, Kirc Roland, Madelyn Reese of TDN, and Linda Clark.

2. APPROVAL OF AGENDA – With no additions or revisions to the agenda, Chair Raiter called for a motion to approve.

MOTION: By Heidi Heywood, seconded by Thuy Vo,

That the agenda be approved as presented

MOTION CARRIED unanimously.

3. CONSENT AGENDA - The following consent items were offered for the Board's consideration.

A. Minutes of the June 22, 2016 Regular Board Meeting

MOTION: By Heidi Heywood, seconded by Bob Gregory,

That consent agenda be approved as presented.

MOTION CARRIED unanimously.

4. COLLEGE INPUT

- A. President's Report – President Chris Bailey introduced LCC's new Vice President of Student Services, Sue Orchard.

He explained that budget issues have been the focus both here at the College, as well as at the state. In an effort to create a better presence at the legislative level, the State Board is hoping to coordinate efforts with the four-year state universities and colleges. Another key issue is the drop in enrollment, as we are now very close to target. The County unemployment data has increased slightly which, if past trends are an indication, enrollment may stabilize as a result. The biggest issue for LCC is the implementation of ctclink.

ctclink update – Wendy Hall explained that the new go live date for the First Wave colleges has been pushed out to January 30, 2017. The financial aid pillar will not go live in January—the entire 2016-17 year will exist in the old platform. Also, the Continuing Ed model may not convert since the current system for that program is outside regular student enrollment. The two First Link Colleges did close fiscal year budgets a couple of weeks ago, which was the final issue for stabilization; however, they are still encountering problems. The Gartner Group will be performing an assessment on whether the First Wave Colleges will be ready to go live in January. Wendy distributed a ctclink Readiness Assessment dashboard for the First Wave colleges.

AT LCC, thirty-two employees are actively involved in ctclink activities, and some have been traveling to Olympia for training. On September 12, trainings for both staff and faculty will be held during In-Service Week activities so they can actually see what the PeopleSoft screens will look like. The Human Resources staff arranged a session during In-Service week dealing with change management. A series of web pages have been created with links to ctclink resources, as well as a blog.

- B. Head Start/ECEAP Written Report – Program and budget status reports for May and June 2016.

Steve asked how Head Start is doing under the new Director. Brendan responded that things are going well. Sue Boursaw is familiar with the program and has implemented some new procedures, and is getting the new Mt. Solo site ready for students.

5. PUBLIC COMMENT - None

6. SETTING DIRECTION/VISION

- A. Report of Annual Accomplishments for 2015-16 – President Bailey summarized last year's annual report of accomplishment. He stated that the main themes throughout the year were budget (doing the least harm with dwindling resources); campus climate (PACE survey showed healthy and vibrant climate); Enrollment Management; and ctclink. Highlights include the work being done in Open Education Resources and beginning the remodel project on the Main Building.

During 2016-17, the ctcLink conversion will be all-consuming, which will limit the amount of new initiatives. We will, however, continue focus on emergency management and preparedness, growth in the International Program and University Center.

Bob asked if the new CDL training will include the school districts and River Cities Transit. Brendan responded in the affirmative and explained that the college received a \$150,000 grant for the program allowing trucks to be ordered. Millenium Bulk Terminals is going to let the college use some of its grounds for training.

- B.** Monitoring Report Dashboard/KPI Discussion – Wendy Hall explained that the KPI dashboard is not new information, but is a recap from all of the monitoring reports from the year. Rather than going through the dashboard line-by-line, she provided further information on the few results that were below target:

Page 3 Academic performance of developmental education students (DEV English Success) – She explained that the academic performance of developmental education in English has been rectified this year.

Page 4 Demonstration of General Education Outcomes (Global Skills) – Last year, the Gen Ed Assessment Committee had difficulty reaching the interpersonal relationship goal; however, during this summer’s institute (10th annual), the goal was met.

Page 10 – Condition of infrastructure (Foundation: Assets/Financial Position). Wendy explained that the Foundation Board has set the bar very high, but adverse market conditions directly impacted the annual growth last year.

Page 11 Condition of infrastructure (Foundation Support to the College) – The targeted increase in scholarship support target was not reached—again, due to adverse market conditions last year.

Page 11 – Condition of Infrastructure (LCC Cash and Investments to Operating Expenditures Ratio) - The negative was due to a timing issue with the COP for the fitness center.

Page 12 – External perceptions/satisfaction with LCC (Customized Education/Training): The community brought this issue to the President’s attention a couple of years ago, so a Corporate Training Program was developed. Even though we fell a little bit short on the perception target, the satisfaction rates were high.

Bob asked about our connection with K-12’s regarding the low number of students testing directly into college-level math. Chris explained that LCC faculty and high school math faculty have worked together to develop a strategy to help prepare and test students. We now have signed agreements with local high schools whereby students who take certain math classes and get a grade of a “B” or better are directly placed in college-level math.

In summary, Wendy reminded the Trustees that this is the time for them to add, remove, or revise KPI’s. Steve asked for annotations if there are any questions on the data. Bob Gregory said he is very comfortable with data and feels that the college is doing a great job in all areas.

- C. 2016-17 Annual Priorities – Final Draft – President Bailey explained that the annual priorities are refined during the course of a year with input from the Board, various campus constituency groups, and Executive Leadership Team. He then asked for Board input by Core Theme.

Core Theme III

Bullet #6 – Use the word placement instead of assessment.

Core Theme IV

Bob Gregory suggested adding a bullet under Core Theme IV regarding financial stability for Food Services and the Bookstore

- D. Strategic Visioning – Chris reiterated that the college will be focusing on ctcLink, emergency preparedness, and budget; but today, he wants to talk about other issues and to get input from the Board.

- #1 Chris explained that the College needs to find a systematic way to fund athletic fields—particularly this year with the emergence of a safety issue with the baseball field. The dirt under the existing turf has actually crumbled allowing concrete from an old parking lot to come to the surface. Attempts have been made to fix the problem, but have failed. Because of the condition of the infield of Story Field, Kirc Roland has arranged for the LCC baseball team to practice at Mark Morris as we work to address the field condition.

Kirc Roland explained that without the ability to use State operating funds, there is a continual problem of keeping fields in good condition. He said Story Field is at the point where it has to be addressed. Chris, Nolan and he have been working with various entities to help fund the project in order to eliminate the safety issues. On August 1, Kirc, Nolan and Chris met to talk about funding sources. In addition to requests to the County and the Cities of Longview and Kelso for funding from lodging taxes, a grant application has been submitted to the Cheney Foundation, and Kirc will also be reaching out to LCC booster club members, student athletes, and both alumni and current players.

Several options have been discussed ranging from replacing the infield dirt at a cost of \$50,000 to over \$1M to turf the entire field, the best option determined is to replace the infield with turf at a cost of \$468,000. A fully artificial turf will eliminate ongoing repair costs, including purchase of infield tarps (at a cost of \$6000) every two years. It will also allow more games to be played without additional wear and tear on the field (this includes the Black Bears, Babe Ruth, local high schools, etc.). Also contributing to long-term maintenance cost savings, the new turf allows for replacement in the high use areas.

Nolan Wheeler explained that the reality is that the field is at a point where support from the Board is needed. We are asking the Board to front the

money from the excess tuition fund to make the necessary infield repairs with the understanding that fundraising efforts will continue to reimburse the expenditure. The cost of the project would be \$468,000. Nolan explained that if the Board grants approval, the project can get started immediately because the potential contractor is part of a co-op to which the College belongs, which means we can eliminate the bidding process.

Steve said that since the college has an outstanding reputation in sports, then we need to develop a sustainable funding base to ensure that our athletic facilities are also outstanding. He did express concern that the Board hadn't been aware of the deteriorating condition. Bob asked if Nolan and Kirc are comfortable with the figure of \$468,000, or should it be increased slightly for contingency. It was agreed that \$475,000 would provide a small contingency, if needed.

Heidi said, in her opinion, it is more expeditious to proceed with the turf option due to the rainy conditions of the Pacific NW. With no more further discussion, Chair Raiter called for a motion.

MOTION: By Heidi Heywood, seconded by Steve Vincent,

To fund up to \$475,000 from the Excess Enrollment Fund for improvements to Story Field.

MOTION CARRIED unanimously.

#2 - Academic Master Plan

Brendan Glaser explained the Academic Master Plan vision, goals and strategies. The plan is to keep it a living document, which will continually be updated as needed. He and his team have talked with different departments on campus to help develop assumptions:

- **General resources** - State and federal funding sources are tightening up.
- **Accreditation** – Prepare for Fall 2018 accreditation visit
- **Guided Pathways** – The State is getting serious about the guided pathways model as a way to address access, retention, and completion. It will involve a cultural shift to what we are doing.
- **Continuing Initiatives** - In terms of context, the initiatives that are already under way will be incorporated within the new plan.
- **ATD** – Refine the processes developed through our ATD affiliation.
- **ctcLink** – Focus on the implementation
- **Remodeling activities** – While the remodel of the Main Building is welcome, it will present challenges to Instruction during the course of the year.

The Academic Master Plan realizes that the College can no longer continue to do more with less resources; therefore, resources were revisited by Core

Theme and Objectives. The goal is to offer programs and support services that maximize the likelihood that any person who wants to attend LCC, and has a reasonable ability to do so, can successfully enter, stay in, and complete a program supporting their educational and career objectives. The strategy, therefore, is to focus on fewer programs, classes and activities and focus on pathways. The six key strategic areas are:

- Student Success
- Program improvement
- Accreditation
- Instructional space
- Operational excellence
- Safety, security, and emergency preparedness

#3 - University Center

President Bailey discussed visioning for the University Center. Cowlitz County has a 15% baccalaureate rate, while the state is at 30%. This was the driving force for LCC to establish the Regional University Center, which now hosts 11 Bachelor's and 2 Master's degree programs. Chris said that Commissioner Weber has openly stated that he would like to see a 4-year college in Longview. He met with Commissioner Weber to discuss the issue, and ended the discussion by asking him to support the University Center. Chris then asked the Board what their vision is for the Center.

The Board agreed that the University Center is important to the community; however, growth and demand will only happen with increased economic development and the need for higher degree jobs within Cowlitz County. The Board also agreed that the Center needs to be marketed more widely, especially to high school aged students.

Heidi suggested that an International Business degree be considered as not only the LCC International Program grows, but also as International Businesses locate at the local ports.

7. BOARD BUSINESS/INFORMATION ITEMS –

- A.** Year-End Budget Status Report – Nolan Wheeler reported that the year ended with revenues exceeding expenditures and that the operating budget did not have to use reserves as anticipated. He summarized the financial position for funds equity, and also discussed revenue and expenditure activity.

- B.** Budget Reserve Philosophy – Nolan explained that adequate fund balance and reserve levels are necessary components of the College's overall financial management strategy and key factors in assessing the College's financial strength and fiduciary integrity. Maintenance of a fund balance assures adequate resources for cash flow, mitigation of short-term revenue shortages, and enable multi-year planning for self-support program improvements. Nolan said the initial draft (handout provided) of a reserve policy proposes the Board reserve be equal to at least 7 percent of the budget, but no more than 10 percent, and that reserve accounts be established for

contingency reserve, equipment replacement reserve, capital reserve, and self-supporting accounts. He will be working with Cabinet during the year to finalize the philosophy, which will be brought back to the Board for consideration.

Bob Gregory asked Nolan to bring historical reserve trends to the Board when the final preserve philosophy is ready for approval.

C. Board Self-Evaluation – The Board provided their individual self-evaluations which will be compiled by the President’s Office.

D. 2016-17 Committee Assignments:

TACTC Legislative Action Committee	George Raiter and Steve Vincent
LCC Foundation Board Rep.	Steve Vincent and Bob Gregory
Audit Exit Committee	Heidi Heywood and Bob Gregory
Classified Staff of the Year	Heidi Heywood
Transforming Lives Selection	Heidi Heywood
Hall of Fame	ALL
Facilities Naming Committee	George

8. **EXECUTIVE SESSION** – At 11:45 am, Chair Raiter called for a 30-minute executive session to consider the President’s contract per RCW 42.30.110(g). Action Anticipated

9. **ADJOURN EXECUTIVE SESSION** – Chair Raiter re-opened the public meeting at 12:15 p.m.

10. **ACTION as a RESULT of EXECUTIVE SESSION** –

MOTION: By Heidi Heywood, seconded by Bob Gregory

That the appointment of Christopher C. Bailey as President of Lower Columbia College be extended for one year; through August 31, 2019 effective September 1, 2016 at an annual salary of **\$187,010.00**, with economic openers for future annual salary and benefit adjustments.

MOTION CARRIED unanimously.

The Board expressed satisfaction with the progress on outcomes and the job that President Bailey has done.

11. **ADJOURNMENT** – With no further business, the meeting was adjourned at 12:28p.m.

On October 19, 2016, the Board of Trustees of Community College District 13 approved minutes of the August 29, 2016 Board Workshop.

Christopher C. Bailey, Secretary to the Board