



Longview, WA 98632

MEETING of August 23, 2017

LOWER COLUMBIA COLLEGE BOARD OF TRUSTEES

MINUTES

1. CALL TO ORDER AND DETERMINATION OF QUORUM

Board Chair Bob Gregory called the workshop of the District 13 Board of Trustees to order at 8:36 a.m., on Wednesday, August 23, 2017, in Room 249 in the Health and Science Building at 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
Heather Mansy

COLLEGE PRESIDENT: Chris Bailey

2. INTRODUCTION OF GUESTS - Angie Rogers, Brendan Glaser, Nolan Wheeler, Kendra Sprague, Sue Orchard, Hahli Rogers, Kim Witherspoon (arrived at 11:50), and Linda Clark.

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

MOTION: By Heidi Heywood, seconded by Steve Vincent,

That the agenda be approved as presented

MOTION CARRIED unanimously.

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

- A. Minutes of the June 21, 2017 Regular Board Meeting
- B. Minutes of the June 28, 2017 Special Meeting
- C. Tuition, Fee and Waiver Schedule for 2017-18

Background: The attached tuition and fee schedule reflects the 2.2% increase authorized by legislation effective Fall Quarter 2017.

The attached waiver schedule lists the tuition waivers that will be applicable to LCC students, effective Fall quarter 2017.

MOTION: By Steve Vincent, seconded by Heidi Heywood,

That the consent agenda be approved as presented.

MOTION CARRIED unanimously.

5. **COLLEGE INPUT**

- A. President's Report – President Chris Bailey said that a balanced operating budget will be presented for approval later in the meeting, but with a caveat as we await for approval of a State capital budget which impacts our operating budget by \$251K. Enrollment numbers are fairly stabilized from the same time last year. Record number of jobs and low unemployment rates are impacting enrollment, especially in our basic skills and prof/tech areas. On the other side, Running Start enrollments are up 20% this year on top of a 20% increase last year. The 2017-18 operating budget does not include the 20% enrollment increase from Running Start, as we think it is more prudent to build a conservative budget.

The CtLink project is moving forward focusing on getting Tacoma and Spokane completely operational.

Vice President Nolan Wheeler –

- ✓ The lack of a state capital budget impacts Lower Columbia college in the total amount of \$1.18M, of which: \$251,000 is built into the 2017-18 operating budget (preservation fund); minor works money which was allocated to the Main Building project; and the balance to fix state approved maintenance items. \$1.2M remains to complete Phase 1 of the Main Building. It would be too costly to stop the project, so we are going to keep the project rolling with local funds to be paid back once a capital budget is available.
- ✓ The State Auditors are wrapping up audit of the 2015-16 financial statement. They have indicated that LCC may be receiving a management letter regarding preparation of the financial statements.

Vice President Brendan Glaser

- ✓ Summer quarter FTEs have higher than usual online students. There has been a shift in students' preferences for online classes, so we have included more in the upcoming quarters.

- ✓ In-Service week activities will occur September 11-15. Instruction will be focusing on accreditation preparation and guided pathways.

Vice President Sue Orchard

- ✓ There have been several staff changes within Student Services resulting in a domino effect in filling the vacant positions.
- ✓ Retention and welcome calls are continuing which have proven to have a direct correlation to application/enrollment spikes. LCC Testing staff have been able to go into the high schools earlier which we think has also contributed to earlier enrollments.
- ✓ Research continues with on-boarding interventions focused toward guided pathways and helping students define a career pathway.

Vice President Kendra Sprague

- ✓ The new NeoGov online application program went live August 1 and seems to be working well.
- ✓ The Anderson family naming event was very successful. Next up is the Horns and Halo gala on September 30th.

- B.** Head Start/ECEAP Written Report – Program and budget status reports for May 2017.

6. PUBLIC COMMENT - None

7. BOARD BUSINESS/INFORMATION ITEMS –

- A.** Corporate Training Presentation - Hahli Rogers presented a snapshot of the LCC Corporate Training program. She explained that corporate training is a branch of community outreach and increases corporate trainings and partnerships. From 2014 to current, LCC's Corporate Training has delivered 260 trainings to 3832 incumbent workers totaling 41,899 hours. Some trainings include: Leadership, Mental Health First Aid, Myers Briggs, Lean Practices, and Industry Certifications. Also, Corporate Training has conducted customized trainings for local businesses. Hahli also discussed some of the successes, challenges, and the growth potential for the program.
- B.** 2017-18 Operating Budget – Nolan Wheeler explained that it was challenging to develop the 2017-18 operating budget due to late passage of the state operating budget. The total operating revenue budgeted for FY 2018 is \$23,139,786 which is an increase of \$835K from the prior year. FY 2018 is the second year of the new allocation model administered by the State Board and is more closely tied to LCC's enrollment than prior year's allocation methods resulting in an increased TOTAL appropriation of \$600K. Declining enrollment continues to impact tuition and fee revenue. College Operating expenditures for FY 2018 are \$23,139,786 which is an increase of \$835K from the prior year of which the majority is due largely to salary increases provided by the State as well as benefit costs. Not included in the 2017-18 budget is potential funding for the ctLink project, but at this time, we have no way of knowing when the project will continue and at what cost.

Heather Mansy asked for a breakdown of revenue generated by individual programs as she would like to know which programs are the most popular. Brendan Glaser

explained that revenue breakdown is a very complex issue in itself, but there is also the college mission to teach to. President Bailey suggested that this topic be discussed at a future workshop, and that the Board provide more tailored questions for discussion at that time.

MOTION: By Heidi Heywood, seconded by Heather Mansy,

That the fiscal year 2017-18 Operating Budget of \$23,139,786.00 be approved as presented

MOTION CARRIED unanimously.

- C. 2016-17 Year-End Budget Review - Nolan Wheeler provided a summary of the year end budget. The net fund decrease of \$1.5MM was not unexpected due to large emergency preparedness projects, the baseball field turf project, and the lease and remodel of the new Head Start facility in west Longview. He summarized the funds equity accounts, operating revenue and expenditure activity. Bob Gregory asked when it would be appropriate to consider eliminating the balance of the loan for the new baseball field turf. Nolan suggested waiting for a year or so to see how much money fundraising activities produce.
- D. Board Self-Evaluation – The Board provided their self-evaluations which will be compiled by the President’s Office and discussed at the October 18th Board meeting.
- E. 2017-18 Committee Assignments:

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|------------------------------------|---------------------------------|
| TACTC Legislative Action Committee | George Raiter and Bob Gregory |
| LCC Foundation Board Rep. | Steve Vincent and Heather Mansy |
| Audit Exit Committee | Bob Gregory and Heather Mansy |
| Classified Staff of the Year | Heidi Heywood |
| Transforming Lives Selection | Heidi Heywood |
| Hall of Fame | ALL |
| Facilities Naming Committee | George Raiter |
- F. Report of Annual Accomplishments for 2016-17 - Chris Bailey provided a recap of the 2016-17 highlights including the outstanding support from the LCC Foundation. He explained the importance of Running Start not only to students and their parents, but also to the operating revenue of the College. He shared IPEDS data showing increased student completion statistics for fall 2013, which included full implementation of our ATD strategies. Also of note for 2016-17, was the completion of the gymnasium project; the Main building remodel project; the emergency preparedness measures as supported and approved by the Board; the outstanding results of the PACE climate survey which indicates a healthy climate on campus, and finally, the athletic accolades for the LCC teams.

8. SETTING DIRECTION/VISION

- A.** Monitoring Report Dashboard/KPI Discussion - Angie Rogers led a review of the KPI dashboard. She also explained the recommendation from Cabinet to remove KPI 11-C "Proportion of students who start in college level math." The recommendation for removal is due to a change in the manner of tracking from testing to transcript data, which is based on student behavior. Removal does not have any implication to accreditation nor to the AACC Core Indicators of Effectiveness.

MOTION: By Heidi Heywood, seconded by Steve Vincent,

To eliminate KPI 11-C "Proportion of students who start in college level math."

MOTION CARRIED unanimously.

Steve Vincent said that he would be interested in removing any KPI that was not measurable. Angie Rogers explained that all remaining KPIs are measurable, but if the Board would like to review their KPIs in detail in the future, then each KPI could be discussed for validity. Heidi asked if the institution could tabulate an executive summary of the overall KPI data for next year. At this point, Chris Bailey reviewed the 11 KPIs he looks at in detail to get a clear picture of the overall health of the college.

- B.** Strategic Initiatives: Final Review/Approval – President Bailey explained that the strategic initiatives, objectives and indicators, and annual priorities are all wrapped together, so the Board needs to look at these holistically. The strategic initiatives are the liaison between the Board's objectives and indicators to the actual work that is being done. The Board discussed each strategic initiatives to ensure that they provided the proper linkage.
- C.** 2017-18 Annual Priorities: Final Review/Approval– The Trustees reviewed the final draft of the annual priorities. Their only recommended change was to Core Theme 3, priority #7. The new language to read:
- ✓ Continue to explore enrollment opportunities in areas of low enrollment

MOTION: By Heidi Heywood, seconded by Steve Vincent,

To approve the strategic initiatives as presented, and approve the 2017-18 annual priorities as amended.

MOTION CARRIED unanimously.

- D.** Strategic Visioning – Chris Bailey provided thoughts for the future:
- ✓ He explained that the College will be focusing a lot of effort this year on the fall 2018 Accreditation visit.
 - ✓ The University Center is becoming more vibrant with many more offerings. He said that LCC is one of the few colleges in the system that does not offer a BAS program, so we made inquiries with the local school districts and found that they

are all are struggling to find and hire certificated teachers. Based on their responses, we are exploring the process to offer a general teaching degree with a Pre-3 teaching certification as a Lower Columbia College BAS degree. We are currently working on a statement of need, financial viability, and approvals from the State Board. He will keep the Board apprised.

- ✓ He floated the idea of implementing a future 13th year promise to local high school students. A 13th year promise would only be for students who come directly from high school (no gap). They would have to apply for financial aid; then the LCC Foundation would pay the balance of tuition not funded through aid. This would require a major fundraising effort by the Foundation and a lot of community support. The Board supported continued research and asked Chris to keep them apprised.

9. **EXECUTIVE SESSION** – At 12:45, Chair Gregory called for a 15 minute executive session to evaluate the performance of a state employee, per RCW 42.30.110(g). Action Anticipated. At 1:00 p.m., Kim Witherspoon announced a 10 minute extension.
10. **ADJOURN EXECUTIVE SESSION** – Chair Gregory re-opened the public meeting at 1:16 p.m.
11. **ACTION as a RESULT of EXECUTIVE SESSION** – Bob Gregory told President Chris Bailey that it is the consensus of the Board that he is doing a great job, especially in the areas of visioning and moving the college forward, and the Board is appreciative of these efforts.

MOTION:

By Heidi Heywood, seconded by Heather Mansy,

That the appointment of Christopher C. Bailey as President of Lower Columbia College be extended for one year; through August 31, 2020 effective September 1, 2017 at an annual salary of **\$196,360.00**, with economic openers for future annual salary and benefit adjustments.

MOTION CARRIED unanimously.

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

12. **POLICY GOVERNANCE, SECTION 3-3** - Bob explained that the current board policy, section 3:3, doesn't reflect the documentation and process currently used in the president's evaluation. A revised draft reflecting the current process was presented for review and first reading.

MOTION:

By Steve Vincent, seconded by George Raiter,

To approve first reading of policy, section 3:3, as presented.

MOTION CARRIED unanimously.

13. ADJOURNMENT – With no further business, the meeting was adjourned at 1:25 p.m.

On October 18, 2017, the Board of Trustees of Community College District 13 approved minutes of the August 23, 2017 Board Meeting.

Christopher C. Bailey, Secretary to the Board