

LOWER COLUMBIA COLLEGE  
BOARD OF TRUSTEES

# MINUTES

February 20, 2019

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**1. CALL TO ORDER**  
(DETERMINATION OF QUORUM)

Chair Heather Mansy called the workshop of the District 13 Board of Trustees to order at 8:31 a.m., on Wednesday, February 20, 2019, in the Heritage Room in the Administration Building of Lower Columbia College. When the meeting was called to order, the following individuals were present; there was a quorum.

**BOARD OF TRUSTEES:** Alice Dietz  
Bob Gregory  
Heather Mansy  
George Raiter  
Steve Vincent

**COLLEGE PRESIDENT:** Chris Bailey

Regular attendees: Wendy Hall, Karen Joiner, Sue Orchard, Kendra Sprague, Nolan Wheeler, Kim Witherspoon, and Linda Clark.

**2. INTRODUCTION OF GUESTS**  
Mallory Gruben of *the Daily News*, Melinda Harbaugh, Brad Benjamin, and Angie Rogers.

**3. APPROVAL OF AGENDA**

**MOTION:** By Steve Vincent, seconded by Bob Gregory,  
That the agenda be approved as presented.

**MOTION CARRIED** unanimously

#### 4. CONSENT AGENDA

The following consent items were offered for the Board's consideration.

##### 4A. Minutes of the January 16, 2019 Board Meeting

**MOTION:** By Bob Gregory, seconded by Alice Dietz,  
That the consent agenda be approved as amended.

**MOTION CARRIED unanimously.**

#### 5. COLLEGE INPUT

**5A. President's Report** – President Bailey explained that budget is the most important issue on the table. Enrollment is up about 1% for winter, but still down overall, which has direct budget implications. He further explained that the community college system's main message to the Legislature is that COLAs get fully funded (not at the 65:35 ratio) and faculty compensation. President Bailey then asked the vice presidents to report from their respective areas.

##### Instruction - Karen Joiner

- ✓ Given the current budget situation, the Instruction Team has embarked on a program viability study with input from faculty and staff. The message is to analyze data to determine if programs should/could be revised, re-energized, or retired. In the meantime, Instruction continues to look at enrollment, class size, and efficiencies.

##### Administrative Services - Nolan Wheeler

- ✓ Nolan wanted to draw attention to the fiscal year 2018 financial statement audit that is in the Boards' packets. Results were a clean audit for the second year in a row with no recommendations or opinions.
- ✓ The Main Bldg. capital project is still on track to finish by the end of spring quarter, and will be ready for fall quarter classes.
- ✓ The Student Center Flooring Project is still not complete, but we have opened up the cafeteria and offices anyway.
- ✓ Long-Time Maintenance employee Larry Dore passed away.

##### Student Services - Sue Orchard

- ✓ Student Services staff are working on two big projects: ctLink and implementation of Guided Pathways. Staff are focusing on an advising model for onboarding through retention and implementation of EAB Navigate.

##### Human Resources and Foundation - Kendra Sprague

- ✓ The *Daily News* is again partnering with the Foundation to help raise funds for the Students in Need program, which will begin on March 17 and run for 6 weeks. Money raised during this campaign will go directly into student success grants the following year. The Foundation's commitment is to give \$50,000 per year from this fund.

- ✓ The Foundation Finance Committee and Foundation Board will meet in the spring to approve endowment outlays. Because the market has not performed well the past year, the outlays will be lower than they were the year before.

Institutional Effectiveness and College Relations - Wendy Hall

- ✓ CtcLink has officially restarted and we will have a lot of people off campus from now on. Her office is sending out weekly interruption of services notifications to staff and students.
- ✓ The Graduation Plus marketing campaign is underway with Longview and Kelso School districts. The campaign will be shared with the other districts at a later date. LCC will be sending out "acceptance" letters to Kelso and Longview senior students, and will expand to all high school students in the following year.

**5G. Head Start/ECEAP Written Report** – The monthly budget status and program reports for November and December 2018 were attached.

**6. INSTITUTIONAL MONITORING**

**6A. Bi-Annual Head Start Report** - Mindy Leasure, Director of Head Start programs, presented information on Funding Application Updates, Review of Program Planning Timeline, Current Strategic Plan (progress and what's left to do), Self-Assessment Action Plan, Community Assessment Highlights, and the 2019-2024 Strategic Plan (process, goals & objectives).

She provided information that summarized what has been accomplished over the past 5 years based on the current strategic plan that ends this summer. This information provided context as to how the new 5-year strategic plan goals were derived. The goals that she discussed were (1) increase and enhance facilities, (2) parent engagement and involvement, (3) increase staff capacity and align position responsibilities, (4) create systems that improve interactions, environments, and care for children and staff impacted by trauma, (5) timely implementation of new performance standards. Strengths were noted and areas for continued growth identified. Mindy explained that the following three items will require Board approval at the conclusion of her report:

Self-assessment action plan for Head Start/ECEAP and Early Head Start. The action plan includes attendance at the EHS teen center; use of management systems for using data to identify program strengths and needs, develop and implement plans that address program needs, continually evaluate compliance with program performance standards, and ensure up-to-date child health status.

The 2019-2024 Strategic Plan was presented and included the following items: (1) Enhance and increase facilities, (2) Increase recruitment strategies to identify and recruit children and families most in need, (3) Increase the integration of parent and family engagement strategies throughout all program services, and (4) Create a culture of inclusion that provides resources needed for children, family and staff when social-emotional concerns and challenging behaviors are present.

Revised Head Start Supplemental Application to Increase Program Hours

Mindy presented the revised Head Start Supplemental Application to Increase Program Hours which removes the facility request per Region X guidance; added start-up costs for playground, fencing, office supplies and computers; and adjusted the non-federal share. The 20% non-federal match for revised Start Up costs totals \$47,356. A waiver is requested for \$20,656.

The program is now requesting operation funds and startup costs in the total funding amount of \$573,277 for the following:

12 Month Funding – Annual Operating Costs	383,853
Start Up Costs	<u>189,424</u>
<b>Total Funding</b>	<b>573,277</b>

**MOTION:** By Bob Gregory, seconded by George Raiter,  
  
That the Head Start/EHS/ECEAP Self-Assessment Plan, the 5-Year Strategic Plan, and the Revised Head Start Supplemental Application to Increase Program Hours be approved as presented.”

**MOTION CARRIED unanimously.**

**6B. Transfer Monitoring Report** – Dean Melinda Harbaugh provided a recap of this monitoring report and related Key Performance Indicators. She discussed some of the actions that came about as a result of past reviews. As she moved to the relevant student performance data, she included some of the strengths, weaknesses and threats that were identified by the monitoring report review team. Brad Benjamin, Chair of the Faculty Assessment Committee, explained the process used in preparing for the annual global skills summer assessment where up to nine readers review student artifacts and discuss student assessment in the areas of communication, critical thinking, interpersonal skills, and numeracy. Melinda completed the report with a recap of potential opportunities.

**7. BOARD BUSINESS/INFORMATION ITEMS**

**7A. Accreditation Report** – Before beginning the discussion on the accreditation report, President Bailey informed the Board that we were just notified by the commission that LCC’s BAS in teacher education was approved! A press release will be going out in the very near future, and we can now begin a marketing campaign for the program.

In regards to the Year 7 accreditation report, Chris explained that he has a duty to inform the board of the results. Wendy Hall distributed an internal summary of the report that included the compliments, concerns, commendations and recommendations. The college is obligated to respond and correct all recommendations.

**Recommendations:**

The internal controls and financial reporting recommendation has basically been addressed as evidenced by the last two clean financial statement audits. Newly hired Finance Department staff have more accounting experience and/or degrees reflecting a change in hiring philosophy from bookkeeping to accounting.

Perform ongoing and review of administrative policies – A policy review schedule has already been developed and will be implemented starting in April 2019.

Articulate identifiable and assessable learning outcomes for related instruction. This item was identified as being Out of Compliance, specifically in the area of assessment in prof/tech global skills. Planning is underway and will be addressed through assessment of student learning outcomes within our professional technical programs, focusing on industrial tech. We will prepare a response in a mandatory report due in the Spring of 2020. Karen Joiner explained that Instruction is embarking on a journey to get more standardized outcomes across the curriculum ensuring that every program has outcomes relating to every required course.

President Bailey said that every identified concern within the report will also be addressed at both the department and Cabinet levels. Wendy Hall explained that we will also need to address institutional effectiveness which will involve changes to the Board-approved KPIs. This work will start at the Board's summer workshop.

Heather Mansy commended staff for all of the work that was necessary for submittal of the Year 7 report.

- 7B. Financial Statements Audit** – Nolan Wheeler explained that the first thing auditors do is to review Board minutes to ensure that our Board is apprised of financial statements and financial audits. Nolan explained that the complete financial statements provide the Board an update into the college's financial position. He asked if there were any questions.
- 7C. Composition of Management Memorandum** – President Bailey Chris explained that the college is heading into an extremely busy year with implementation of ctcLink, Guided Pathways, etc., and it will have a large impact on departments and staff. Cabinet discussed what can be honed down in the face of these challenges. One of the meetings Cabinet agreed to scale back on is Operations Council (comprised of supervisors and directors) from monthly to quarterly meetings; however, the monthly update to the Board on the progress of the Four Core Themes is a product of Operations Council. Would the Board be willing to change the composition of the management memo accordingly and receive the updates on a quarterly basis? The Vice Presidents could expand their verbal reports during the Board meetings to include more details. The Board agreed that reducing meetings and related workloads during this time is warranted.
- 7D. Committee Assignment Update** - This was brought forward from the last meeting due to the recent appointment of Alice Dietz. During the review, the Board moved and passed a motion to remove their representation from the Hall of Fame Committee.

Bob Gregory removed himself from the Legislative Action Committee since Heather Mansy is already on the Committee at the state level, and Alice Dietz took on the responsibility of the Classified Employee of the Year Committee. The Board agreed to the changes as discussed.

- 7E. Nomination of Board officers for 2019-20** – Bob Gregory nominated Steve Vincent for Chair and George Raiter for Vice Chair effective March 20, 2019. Both individuals accepted the nomination.

**8. PUBLIC COMMENT –**

Heather Mansy reported out on the ACCT National Legislative Summit where she met with Rep. Herrera-Beutler and Senator Murray. The first two days of the summit involved intensive training in regards to the threats to community colleges and subsequent legislative messaging. One bill being brought forward is reauthorization for higher education, and ACCT's concern about some of the algorithms within the bill and the need to separate community colleges from 4-year colleges and universities. Community college representatives were solid in their message to legislators that community colleges cannot be measured with the same algorithms and risk-assessment as four year colleges and private colleges.

The Trustee messaging to state legislators is to fund the capital budget and correct disparity in funding.

**9. BOARD WORKSHOP**

**9A. Review College Mission, per section 2-5 of policy governance document**

The mission statement was reviewed and no changes suggested.

**9B. Budget**

Budget Parameters and Priorities (Section 2-5 PG) – Vice President Nolan Wheeler presented the tuition revenue forecast for the current year's budget. The enrollment decline has drastically affected tuition collection as evidenced by the 5-year averages reflected on the document, resulting in a \$1.6M reduction. Running Start tuition has offset the reduction; however, we are forecasting a decline in Running Start enrollment revenue available for the operating budget next year based on this year's actuals. The shortfall for 2018-19 is projected at \$358,000, but Cabinet has already identified \$220,000 in both temporary and permanent reductions to offset this shortfall, so we should be able to come to a balanced budget by reducing expenditures, delaying hiring, etc.

Looking ahead, Nolan detailed the assumptions used in forecasting the FY 2020 budget. The forecast shows a \$1.5M deficit (not including employee COLAs)--with COLAs, the projection is a \$1.7M deficit or 6.78% of budget. Cabinet will be bringing suggested reductions to a special budget meeting on March 6. Both unions have been given the projections. All departments have been meeting to discuss ideas for reductions and efficiencies.

Quarterly Budget Report - Nolan provided a financial review for the second quarter for the six months ending 12/31/2018.

- 9C. Review Annual Outcomes for 2018 (LCC Dashboard)** – Wendy Hall explained that the Executive Summary of the outcomes only contains information from the two monitoring reports that have been completed to date. The final dashboard will be available at the July Board workshop.
- 9D. Strategic Planning and Review of the 2018-19 Annual Priorities** –President Bailey explained that Cabinet has been bogged down in the details of budget concerns and a little less in long-term planning this year. As Wendy mentioned earlier in the meeting, one item that we are reviewing is a new way to align our strategic planning as this was an area of concern outlined during the fall accreditation visit. Wendy has been working on a draft strategic planning document (attached) that would contain the strategic plan components, a change to the strategic initiatives, and include planning categories. Two of the guided pathways requirements are diversity and equity and technology, which would be included within each Core Theme. This is an attempt to be more specific in how we address and align strategic planning.

President Bailey asked the Board to weigh in on where they see the college going and possibly prepare a one-page document with that vision for the Cabinet to use in planning efforts. He also asked the Board for a suggested list of specific topics or groups that the Board would like to see at future Board meetings.

Heather suggested exploring national grant opportunities by traveling to the granting institutions.

- 9E. Review Draft Annual Priorities for 2019-20**  
President Bailey explained that the attached draft is Cabinet’s first cut at the annual priorities. These will be vetted by campus constituency groups and updated as the monitoring report review teams complete their work. Chris asked the Board to take a look. Bob said that given the available resources, the Board will be most interested in what Administration sees as priorities. This will be put back on the April Board agenda for further review and input with final approval being presented at the Board summer workshop

## **10. EXECUTIVE SESSION**

None

**11. ADJOURNMENT**

With no further business, Chair Mansy called for a motion to adjourn the meeting at 1:19 p.m.

**MOTION:** By George Raiter, seconded by Steve Vincent,  
That the meeting be adjourned

**MOTION CARRIED** unanimously

On March 20, 2019, the Board of Trustees of Community College District 13 approved minutes of the February 20, 2019 Meeting.

  
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Christopher C. Bailey, Secretary to the Board