

# MINUTES

Date July 17, 2019

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## 1. CALL TO ORDER

(DETERMINATION OF QUORUM)

Chair Steve Vincent called the regular meeting of the District 13 Board of Trustees to order at 8:33 a.m., on Wednesday, July 17, 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:** Bob Gregory  
George Raiter  
Steve Vincent  
Heather Mansy arrived at 8:44

**COLLEGE PRESIDENT:** Chris Bailey

## 2. OTHER ATTENDEES

Kristen Finnel, Wendy Hall, Sue Orchard, Nolan Wheeler, Kim Witherspoon, and Linda Clark.

## 3. APPROVAL OF AGENDA

Chair Vincent explained that there is a need to add two items to the consent agenda:

- Head Start One-Time Supplemental Funding Request in the Amount of \$126,443 for the Barnes Center
- Waiver of Non-resident Tuition Fees for Exchange Students per RCW 28B.15.527

**MOTION:** By Bob Gregory, seconded by George Raiter,

That the agenda be approved as amended with the addition of items 4B and 4C

**MOTION CARRIED** unanimously

#### 4. CONSENT AGENDA

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

- 4A. Minutes of the June 17, 2019 Board Meeting
- 4B. Waiver of Non-Resident Tuition Fees for Exchange Students per RCW 28B.15.527
- 4C. Head Start One-Time Supplemental Funding Request in the amount of \$126,443 for the Barnes Center. This request is for the remaining known construction costs for the new Barnes Head Start Center in Kelso in the amount of \$126,443. See attached statement/approval with detail. This request also asks for non-federal share waiver of \$31,611.

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

**MOTION CARRIED unanimously.**

#### 5. COLLEGE INPUT

##### 5A. President's Report –

President Bailey reported that one of our previous LCC student athletes and ASLCC officer was recently admitted to the University of Washington School of Law! He then asked each vice president to report on their respective areas.

##### Vice President of Instruction, Kristen Finnel

- ✓ The Summer Assessment Institute is happening this week with LCC faculty, and three members of her previous college came out to attend. They plan to bring the information back to their campus for their assessment activities.
- ✓ She has asked her Deans to focus on enrollment strategies with the goal of increasing enrollments this year.
- ✓ The Nurse Educator legislation provides salary increases to nursing faculty as well as funding for increasing nursing cohorts. She is working with our Dean of Nursing to pursue options. Kristen said one of the biggest stumbling blocks is finding additional clinical opportunities.
- ✓ Work on Guided Pathways is happening across all divisions. Faculty are working on program mapping. They have mostly completed mapping for full-time students, but it is way more difficult to develop mapping for part-time students.

##### Vice President of Administrative Services - Nolan Wheeler

- ✓ The first furniture delivery for the Main Building is scheduled for today.
- ✓ The Head Start modular is still on schedule for fall quarter.
- ✓ The Finance Department year-end close will happen in the next couple of weeks. Once that occurs, staff will switch gears and begin working on the financial statements.
- ✓ LCC hosted a FEMA earthquake training earlier this week which was open to outside groups. LCC is taking part in many emergency preparedness trainings and has hosted some very large workshops.

Vice President of Student Services, Sue Orchard

- ✓ The newly remodeled Student Center—thanks to funding by the students—is now a much more vibrant and inviting space.
- ✓ The LCC Advising Team have been focused on several projects. Our Director of Advising has been assessing onboarding processes and alignment with the guided pathways model which has, essentially, been “flipped” from the previous model. Students are now given information about the college upfront, even before their one-on-one visit with an advisor. At that appointment, students will now leave with a program map of their one or two-year education plan. The team is assessing more of the initial applications to first-day statistics in order to determine where students fall out of the process. The new one-stop admissions center will be open to serve students fall quarter 2019.

Vice President of Effectiveness and College Relations, Wendy Hall

- ✓ We are almost three-fifths of the way through the ctcLink data configuration working toward the February 2020 go live date. Our ctcLink project manager, Eli Hayes, left to go to work at the State Board. One of our current ctcLink subject matter experts, Nichole Seroshek, agreed to step into this position, and everything is on track.
- ✓ Our 13<sup>th</sup> annual summer assessment on quantitative literacy was this week. Data from this activity will be shared with the Board in the Transfer Monitoring report next year.

**5B. Head Start/ECEAP Written Report –**

- ✓ The written report includes the monthly budget status and program reports for May 2019.

**6. PUBLIC COMMENT - None**

**7. BOARD BUSINESS/INFORMATION ITEMS**

**7A. Board Self-Evaluation**

The Board took time to reflect on their individual performance as trustees, and completed a self-evaluation instrument. Results will be compiled and shared at the next meeting.

**7B. Report of Annual Accomplishments 2018-19**

President Bailey explained that the annual report encapsulates information that the Board has been apprised of throughout the year. There were many noteworthy accomplishments throughout the year with the most significant being the granting of continued accreditation following the accreditation visit in the fall of 2018. Also worthy of mention, is the increased offerings and better K-12 alignment in our prof/tech area. President Bailey also highlighted the implementation of Guided Pathways, our high caliber facilities, establishing long-term financial viability by looking at budgets in real time throughout the year allowing us to preserve reserve balances,

and finally, offering the first BAS program at LCC in the fall of 2019. The BAS-TE program currently has 27 applicants for the first cohort.

Chair Vincent thanked President Bailey for providing such a detailed report. He then asked each vice president what they have been the most proud of this year and what they found to be the most challenging.

Kristen Finnel:

- ✓ The biggest accomplishment is the BAS-TE implementation, and the biggest Challenge is enrollment.

Sue Orchard:

- ✓ The biggest accomplishment is the collective collaboration of many individual departments centered on student success. She is really proud of the team and all of their efforts. She finds the biggest challenge to be continuing with improving communication, retention, and success of students.

Nolan Wheeler:

- ✓ He is extremely proud of the results of the fall accreditation visit especially with the acknowledgment of our emergency preparedness efforts. He is also proud of the athletic programs success both on and off the field, as well as the building and facilities. He also feels that the biggest challenge is the decline in enrollment which directly affects budget.

Wendy Hall:

- ✓ She is proud of the collaboration between ECR and Instruction which is evident in the increase in prof/tech enrollments. She is also extremely proud of the results of the accreditation visit. She said the results really put LCC on the map in the areas of emergency preparedness and assessment in teaching and learning. Our faculty are amazing in the assessment area. Implementation of ctclink is, of course, a huge challenge due to the change management aspect.

President Bailey for Kendra Sprague:

- ✓ It was a tremendous, record-breaking donation year for the Foundation. On the flip side, the biggest challenge for the Foundation is the need to provide more funding to the college due to declining state support.
- ✓ On the HR side, it is challenging to lose our high-end employees to other entities, but the college doesn't have the ability to match salaries in the private sector or that of universities. It makes it very important that the college continues to prepare its own employees a to replace those who are leaving

Heather Mansy remarked that hearing about the collaboration and dedication of LCC staff and faculty is incredibly rewarding. This culture is at the heart of all we do. Bob Gregory said he truly appreciates the collaboration across all departments, realizing it is especially difficult to maintain during tough budget times. George Raiter mentioned that it is truly a dichotomy that when the economy is doing so well, the college is struggling with funding and enrollment.

## 8. SETTING DIRECTION/VISION

### 8A. Review Monitoring Report Dashboard & Recommended KPI Revisions

Wendy Hall provided an executive summary of the data contained in the 2017-18 Key Performance Indicator Dashboard. She explained that we have an action plan in place for all areas that fall below mission fulfillment, and that those details are contained within the Guided Pathways work plan. Since the Board operates at a higher level, Steve said it is good for them to know that there are detailed action plans in place to address the shortfalls.

KPI Revisions – Vice President Wendy Hall explained that the recommended KPI adjustments to the Board’s Core Themes are primarily based on incorporation of Guided Pathways best practices into our framework, most significantly around diversity and equity. Trustees had the opportunity to preview the recommendations at their June Board meeting. Any KPI changes approved by the Board will be reflected in the Fall 2020 accreditation report. Steve said he is in favor of reducing KPIs that are redundant and eliminating those that are no longer necessary. President Bailey stated that many of the KPIs are compliance necessary; however, he suggested that the Board consider identifying the ones that are the most important and relative to them as a Board to monitor the overall progress and health of the college. Bob Gregory said that, in his opinion, there aren’t too many KPIs, but he is in favor of reworking the few that are not reflective of measurements within our control. Heather Mansy suggested that a short commentary be included in the executive summary.

***The recommended KPI revisions were presented to the Board. After discussion, the Board agreed to all of the recommended adjustments, effective immediately.***

At 10:30, Chair Vincent called for a 40-minute break to accommodate a tour of the Main Building and Student Center projects. Chair Vincent reconvened the public meeting at 11:10 a.m.

### 8B. 2019-20 Strategic Plan (including Strategic Initiatives and Annual Priorities)

Wendy Hall explained that based on comments from the October accreditation visit, the Administration Team has been working to simplify and clarify the college planning process. In so doing, the Strategic Plan will now incorporate the strategic initiatives, the annual priorities, and the KPIs. In addition, categories have been added to help illustrate the connectivity between different planning processes that occur throughout the college. The draft strategic planning document was reviewed by the campus community earlier in the year. The Board reviewed the recommended 2019-20 annual priorities and suggested adding a technology category to Core Theme 1. Chair Vincent also suggested that a point person be identified for each.

**MOTION:**

By Heather Mansy, seconded by Bob Gregory,

That the 2019-20 Strategic Plan be approved as amended.

**MOTION CARRIED unanimously.**

**8C. Strategic Visioning**

President Bailey started this discussion by explaining that the year ahead will be one of serious project implementation--Guided Pathways, ctcLink, and Navigate. These efforts illustrate the college's commitment to continuous improvement in our systems and processes. Implementation of the BAS-TE program will bring its own set of risks and challenges since it is brand new.

Chris explained that in recent years, we have not had an opportunity to look at long-term planning due to the sustained budget reduction environment; however, this being LCC's 85<sup>th</sup> year, it is particularly appropriate to think about what the future might bring. He shared some of his thoughts:

- Greater Access to Education. There seems to be a growing understanding of the need for a degree or credential beyond high school to obtain the skills necessary for the modern workforce. LCC is working with the local school districts to promote the idea of "graduation plus" to address the fact that about one-half of local students are not pursuing a college degree or credential.
- Better Alignment with K-12. LCC is working with all the local school districts to make sure our requirements and programs align ensuring that students have the shortest pathway to a college credential or degree. LCC and the local schools are working to maximize dual credit opportunities such as College in the High School and Running Start.
- More Internationalization. LCC is intentionally growing its international program from 2 students in 2011 to the anticipated 32 international students for this fall. A vibrant international program brings world-view and diversity to our campus.
- More On-Line and Hybrid Offerings. With LCC's average student age being 30, many of our students are "time and place bound" and need convenient options for educational delivery.
- Skills Center. Perhaps the most exciting addition in the near future will be a new 55,000 square foot, state-of-the-art vocational building which will house welding, machining, manufacturing, preparation for apprenticeship and transitional studies programs, among others.
- Offer More Four-Year Degrees (and Beyond). The Lower Columbia Regional University Center currently offers 64 baccalaureate, Master's and doctoral programs housed through the center (mostly fully on-line). This fall, LCC will offer its first LCC four-year degree, a Bachelor of Applied Science, Teacher Education. We anticipate growing additional baccalaureate degrees to meet area demand; however, he is concerned about the sustainability of the University Center.
- Partner in the Development of the Downtown and the Region. One thing he hopes to see is a physical tie-in, through streetscape, and a pedestrian friendly pathway that connects the campus to downtown Longview.
- Increase Completion Rates and Placement Rates. We are working to make college completion and proper placement of graduates into the local workforce a top

priority. We hope to establish even better relationships with area employers so we can meet the demand for highly trained, skilled employees with our students.

Let Chris know if there are a He also talked about discussion topics for the upcoming year's Board meeting, including results of both the PACE and CCSSE surveys, and a presentation on Guided Pathways (executive summary). He asked if the Board had any future topics they would like to see added to their meeting agendas. Steve Vincent suggested a broader ctcLink report at each meeting. The Board also agreed to add the PACE survey results to the February 2020 Board workshop.

## 9. EXECUTIVE SESSION

### 9A. President's Contract

At 12:07, Chair Vincent called for the Board to go into executive session pursuant to RCW 42.30.110(1)(b) and (g) to consider the selection of a site or the acquisition of real estate and to review the performance of a public employee. The executive session will last for 20 minutes. **Action anticipated.** At 12:28 Kim Witherspoon publicly announced a ten minute extension (12:38), and at 12:40, she announced an additional 2 minute extension.

## 10. ADJOURN EXECUTIVE SESSION

President Vincent re-opened the public meeting at 12:42 p.m.

## 11. ACTION as a RESULT of EXECUTIVE SESSION

### MOTION:

By Heather Mansy, seconded by Bob Gregory,

That an addendum to **Christopher C. Bailey's** employment contract to extend the appointment of September 1, 2011 through midnight **August 31, 2022** be approved. The annual salary shall be two hundred eleven thousand three hundred sixty-two dollars (\$211,362), effective September 1, 2019, with economic openers for future salary and benefit adjustments.

### MOTION CARRIED unanimously.

In extending the contract, the Board explained to Chris that they considered performance, relationships, progress made on the core themes, as well as COLAs that faculty and staff received. George Raiter stated that Chris's performance exceeds the salary offer—a sentiment that Bob Gregory echoed. The culture of the leadership team and dynamics with the community are obvious and the Board is very appreciative of this environment. Heather Mansy said they recognize the dynamics and high performance, and that Chris shows extreme dedication to his work.

**12. ADJOURNMENT**

With no further business, Chair Vincent called for a motion to adjourn the meeting at 12:43 p.m.

**On September 25, 2019, the Board of Trustees of Community College District 13 approved minutes of the July 17, 2019 Meeting.**

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Christopher C. Bailey, Secretary to the Board