

MINUTES

July 20, 2022

1. CALL TO ORDER

(DETERMINATION OF QUORUM)

Chair Mike Karnofski called the regular meeting of the District 13 Board of Trustees to order at 5:00 p.m., on Wednesday, July 20, 2022, in the Heritage Room in the Administration Building of Lower Columbia College. Due to the COVID-19 regulations put in place by Governor Inslee, the LCC Board of Trustees meeting was also offered virtually via Zoom. When the meeting was called to order, the following individuals were present; there was a quorum.

BOARD OF TRUSTEES: Mike Karnofski
Liz Cattin
Alice Dietz
George Raiter

COLLEGE PRESIDENT: Chris Bailey

2. INTRODUCTION OF GUESTS

Sue Orchard, Wendy Hall, Kristen Finnel, Nolan Wheeler, Kendra Sprague, Jennifer Mankowski (AG), and Bryanna Smith.

3. APPROVAL OF AGENDA

MOTION: By Alice Dietz, seconded by Liz Cattin,

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 June 15, 2022 Regular Board Meeting

4C. ASLCC Budget Revision: Furniture

Requesting approval for \$25,000 to be used from the ASLCC reserves account to replace the furniture in the Diversity and Equity Center and Student Center 2nd Floor Lounge (Devils Den).

MOTION: By Liz Cattin, seconded by George Raiter,

That the consent agenda be approved as presented.

MOTION CARRIED unanimously.

5. COLLEGE INPUT

5A. President's Report – President Chris Bailey shared that, as the new president elect of the Washington Association of Community and Technical Colleges (WACTC), LCC hosted the summer retreat for community and technical college presidents/chancellors and state board members earlier in the month at Skamania Lodge. The topics of the retreat included transitions, financial sustainability and enrollment (impacting every single college in the system).

At LCC, applications are up 14%, thanks to a lot of effort from Student Services staff, particularly navigators. Data is also showing a higher conversion rate from admissions to enrollment. State FTE enrollments, however, are down 5.7%. From a revenue standpoint, enrollment figures are in good standing. There has been an uptick in Academic Transfer, Prof-Tech, BAS, and International Program enrollments, which are all tuition-based revenue programs. Enrollments are down in Running Start and Basic Skills (continuous enrollment with low tuition).

Chair Karnofski commented that the LCC staff have been doing a great job at keeping the organization from experiencing financial issues.

Next, President Bailey asked each vice president to report on their respective areas.

Vice President of Instruction, Kristen Finnel

- ✓ Currently in the process of hiring two full-time tenure track positions
- ✓ New Dean, Chris Peters, will be starting August 1
- ✓ LCC Bachelor Program enrollments look good for fall; BAS-OLTM and BAS-TE cohorts are full and there is a wait list for the BAS-OLTM
 - LCC may be opening a fully online track for the BAS-OLTM
- ✓ Full time face-to-face courses currently have the largest wait lists
- ✓ Head Start is holding an Open House for the new location on September 15 at 11:00 AM and all board members are invited to attend
- ✓ The annual Head Start training will need to be completed by the end of September and could be held before the September board meeting

Vice President of Administrative Services - Nolan Wheeler

- ✓ LCC has exhausted 100% of the institutional portion of emergency funds and the remaining student portion will be used promotionally this fall
- ✓ After applying for supplemental funds available, LCC received \$637,000, and was one of only three community colleges to receive the funding
 - Provides additional student aid to award throughout the year
- ✓ Have been applying for FEMA funds throughout the year; currently working on completing application 3, which will make the college current through the end of December
- ✓ Recently held a kickoff meeting with architects for the design phase of the Vocational building
- ✓ Met with stakeholders of Tamo softball fields to review quotes received to turf the field
 - It may be more financially efficient to turf than continue field drainage

Vice President of Student Services, Sue Orchard

- ✓ Commencement feedback was split: some individuals expressed wanting to remain on campus and some wanting the “normal” ceremony at Kelso High
- ✓ Summer is a busy quarter for staff who continue to prioritize fall enrollment
- ✓ A lot of things are happening to keep students involved during summer quarter
- ✓ LCC received legislative funding to partner with a community-based organization to assist with financial aid completion
 - Developed an MOU with Youth and Family Link, who will be ambassadors for LCC and the financial aid process

Vice President of Effectiveness and College Relations, Wendy Hall

- ✓ Hosting an Open House on campus this Friday, July 22, designed to showcase some LCC faculty, programs and facilities
 - Will include demonstrations, “try a trade” activities, food giveaways, the library grand reopening, and campus tours
 - Have secured 250 Cowlitz Blackbears tickets to provide to attendees

Vice President of Foundation, HR & Legal Affairs, Kendra Sprague

- ✓ Currently in active negotiations for the 23-25 WFSE contract
 - Negotiations are progressing nicely with only four more scheduled days
- ✓ LCC received the first \$1 million installment of the \$4.8 million estate willed to the organization
- ✓ The college recently received a gift for scholarships for female athletes
- ✓ The feasibility study for potential capital campaign has wrapped up
 - Highlights:
 - LCC is considered a key community asset, and its leaders are held in high regard
 - The projects tested are viewed as strategic priorities, with the Vocational Equipment Fund perceived as most important
 - Participants are interested in supporting this campaign, as donors and volunteers
 - Potential lead gifts to support the \$7M campaign initiatives were identified
 - Recommended combining campaign and annual fundraising into a \$10M comprehensive campaign, with a three-year active fundraising period
 - Advise LCCF to undertake campaign advancement and volunteer recruitment in 2022, with active fundraising over CY 2023-2025
 - Will be taking action on recommendations at the September meeting

5B. ASLCC Report – Due to students being on summer break, Richard Arquette, director of student programs and student housing, provided the report for ASLCC.

- ✓ A lot of summer trips are occurring to promote student engagement
- ✓ The ASLCC held 31 programs with over 1,000 participants last year
- ✓ ASLCC passed a resolution to create a Mental Health advocacy position
- ✓ Funded training for faculty and staff to be facilitators for mental health first aid
- ✓ This year, student housing had a 99.6% rent collection rate and 84% occupancy
 - LCC will now be able to provide more housing for students thanks to a furniture donation from Eastern Washington University

- o President Bailey commented that the college is getting a great return on investment through Student Housing

5C. LCCFAHE Report – The newly elected LCCFAHE Union President Alex Brehm reported that he will be “wearing a lot of hats” this upcoming year as the union president, department chair for the performing and visual arts and coach for LCC’s speech and debate team. Faculty are not on contract at this time, but remain busy throughout the summer. There is a lot of uncertainty at this time and the hope is that faculty come back refreshed and re-charged for fall.

5D. WFSE Report – None.

5E. Head Start/ECEAP Written Report – A written report was submitted to the board and no members had any questions.

5F. Other – None

6. PUBLIC COMMENT – None

7. BOARD BUSINESS/INFORMATION ITEMS

7A. Board Self-Evaluation

The board annually conducts a self-evaluation; both individually and collectively. A part of the accreditation standards requires the Board’s self-evaluation. The Board took time to reflect on their individual performance as trustees, and completed a self-evaluation instrument. Bryanna will prepare a compiled document based on board members individual responses; then, that information will be provided for accreditation and shared at the next meeting. The evaluation process provides an opportunity for regular monitoring of Board process and performance as described in the Governance Process section of the Board’s policy governance document.

7B. Report of Annual Accomplishments

President Bailey and executive assistant Bryanna Smith have prepared the annual report of accomplishments. This narrative report is a wrap-up of the data contained in the yearly monitoring reports. This report provides information to assess the performance of the College to expected outcomes or core themes.

President Bailey expressed his pride in the many successes of this year, despite the pandemic and the day-to-day emergencies the college has faced. Some highlights mentioned:

- The Bachelors of Applies Science in Organizational Leadership and Technical Management (BAS-OLTM) was started at LCC last year
- LCC added to its navigator staff and is now serving all four of the major colleges in the county
- LCC’s Speech and Debate Team continue to be nationally recognized
- The foundation continues to see progress in earnings
- LCC is looking at a balanced budget moving forward when many other colleges are having to use reserves

7C. Report on Success of eLearning during the Pandemic

Vice President Kristen Finnel provided an overview of the success of the eLearning department during the COVID-19 Pandemic.

- The LCC Learning Commons is a hub that includes library resources, tutoring and eLearning services
- Before the COVID-19 pandemic, LCC offered some online courses, but not many
- When the pandemic began, eLearning staff converted all courses to an online modality in a span of two weeks
- The eLearning staff, consisting of only two full-time and one part-time employee, use many modalities to meet the needs of students
- Staff have created physical access to course materials and textbooks
- Created a “week zero” course to provide time for students to learn the online environment before their course officially begins
- Provided faculty a remote teaching toolkit and training on how to teach in Canvas (including open labs, a faculty mentor program and an online course show and tell)
- Continue with ongoing support including an on-campus computer lab to provide in-person services
- The eLearning staff have impeccable customer service: staff are pro-active and solution focused and help find technology and resources for all
- From the beginning of the pandemic, eLearning is the only place on campus open every day to support students
- Trustee Dietz inquired about faculty opinion on the high-flex modality proposal
 - The main concern is around the limits in ctLink and on how to let students know if courses are high-flex
 - Faculty led this discussion and many were participating already
- Trustee Cattin mentioned that it is clear that the college is seeing innovation in all areas

7D. Diversity, Equity and Inclusion Work Update

Vice Presidents Sue Orchard, Kendra Sprague and Wendy Hall provided an update on diversity, equity and inclusion work being done at LCC.

- LCC has a Diversity and Equity Center and a Veterans Resource Center
- The Diversity and Equity Committee at LCC serves in an advisory capacity to the ELT regarding DEI issues and provides professional development and training, campus support, advocacy, and resources to influence institutional change
- In addition to the Diversity and Equity Committee, other groups on campus participate in DEI work including the Undocumented Students Taskforce, Bias Response Team and Diversity Clubs, groups, and organizations
- There are various DEI projects and initiatives happening campus-wide, including anti-racism curriculum, NW Equity Project, Employee Affinity Group development, continual updates on hiring practices, and review of data dashboards
- Two legislative senate bills passed this last year including SB 5194 and SB 5227
 - SB 5194 requires an updated DEI strategic plan every two years
 - LCC recently hired a consulting group, Revolution Lab, to assist with the development of a DEI strategic plan

- SB 5227 requires college engagement in a campus climate assessment at least every five years and provided professional development and training
- The DEI committee meets twice a month and the Executive Leadership Team (ELT) has DEI as a regular agenda item to discuss on a weekly basis

DEI in Hiring

- LCC's HR team has been working on creating inclusive job postings, pay equity analysis for exempt positions, translating HR trainings into many different languages, implicit bias training for search committee members, use of a hiring matrix for all screening committees, and creating an HR Workforce Diversity Plan in compliance with Governor's executive order
- In 2021, 22.5% of new hires identified as persons of color, versus 12.5% in 2020
- Beginning this fall, a Search Advocate Program will be used to assist hiring committees with forwarding the best candidates for positions to interviews
 - An orientation of the program was held a couple of weeks ago and received across campus interest
 - 40 faculty and staff members will be trained to become search advocates for the upcoming year and it is anticipated that each will serve on 2-3 screening committees per year
 - The program will be used for all full-time recruitments

Data, Equity and Assessment

- Timeline:
 - In Fall 2019, LCC implemented an updated Curriculum and Program Review Process
 - In January 2020, accreditation standards were updated
 - In Fall 2020, LCC held a diversity training session for all faculty
 - In January 2021, the Equity NW project begun
 - In March 2022, diversity and equity training sessions were held for all faculty
 - Fall In-Service week will occur in September, 2022
- Faculty evaluate provided course success rate data and drill down into their own curriculum and courses
- Data shows that Black/African American, economically disadvantaged and male students are withdrawing at a higher rate than other students
- Program enrollment data affects enrollment and retention along with earnings potential and quality of life for students

7E. Athletic Facilities Report

Vice Presidents Nolan Wheeler and Kendra Sprague provided an update on upcoming athletic facilities projects.

- There are many athletic facilities that the college uses/owns that continue to need improvements
 - When facilities have to be shared and are not owned by the college, teams do not get prime practice and game times
 - It requires a lot of work, due to significant drainage issues, to keep the softball field at Tamoshanter Park in Kelso playable for student athletes
 - The soccer field at Northlake, although it looks like it is a part of LCC's campus, is owned by the Longview School District
 - The baseball stands and stadium at Story Field are old and in need of upgrades

- Long term leases are needed to put significant funding into renovating
- Due to Title IX requirements, softball is a top priority
- At the foundation board retreat on Monday, board members received a tour of Story Field to showcase some of the issues that are important to address
- Foundation board members are supportive of moving forward with the capital campaign with a goal to begin active fundraising January 2023
- \$2.5 million of the capital campaign funding would be used for athletic facilities
- The next step for the capital campaign would be to engage with an architect to draw out Story Field for a quote and work with Kelso to get a quote for LCC's portion of Tamoshanter Park renovations
- Some athletic facilities opportunities are already in the works

8. SETTING DIRECTION/VISION

8A. Monitoring Report Dashboard and KPIs

Board members were provided the year-end summary of the College's key performance indicators, also known as Core Indicators of Effectiveness (LCC Dashboard). This document provides an opportunity to look at current KPIs as well as a starting point to planning for next year. The document is a summary of the five monitoring reports that have been provided over the last academic year and assists with the board evaluation process. The beginning of the document provides an executive summary of Lower Columbia College's most recent institutional effectiveness results, indicated by year next to the title of the indicator. Detailed descriptions along with five years of data for each indicator are included in the complete dashboard following the executive summary.

- Since the pandemic, Monitoring Reports have been submitted as written reports
- Throughout the year, action plans taken around every area below mission fulfillment are listed in the Monitoring Reports
- Areas below mission fulfillment are college level math completion in the first year (professional technical students), demonstration of general education outcomes-communication & interpersonal relations, student/graduate satisfaction with instruction, condition of infrastructure- LCC foundation program support as % of net assets
- All program maps recommend students take math courses within the first year
- Faculty have been provided professional development training regarding documentation of sources
- LCC has adopted teamwork outcomes, which are more measurable and applicable to students
- The college does not aim to meet every stretch goal or mission fulfillment goal, but instead to do a real and substantial evaluation for accreditation purposes

8B. 2022-23 Strategic Plan and Annual Priorities

LCC's Strategic Plan incorporates the college mission, vision and values statements, mission areas and objectives, strategic initiatives, annual priorities and key performance indicators (KPIs). In addition, categories have been added to help illustrate the connectivity between different planning processes that occur throughout the college.

The college updates the strategic plan annually. With the help of a consulting group, LCC created a DEI strategic plan this year to lead future strategic plan work. Included with the plan is a proposal to add an additional KPI, “Employee Demographics” under the “Institutional Excellence” mission area. LCC is continually adjusting the KPI structure to incorporate a majority of different things and will be recommending an additional two KPIs within the next year. Adding a KPI makes the college externally accountable to accreditors.

MOTION: By Alice Dietz, seconded by Liz Cattin,

That “Employee Demographics” be added as a KPI to the Institutional Excellence monitoring report, as presented.

MOTION CARRIED unanimously.

One part of the Strategic Plan that changes significantly every year is the list of annual priorities, which are developed based on input from monitoring review teams. The teams extensively review data and conduct an analysis on the data. They also participate in operational planning with President Bailey. It is a very inclusive process that involves faculty, staff, students and community members.

MOTION: By George Raiter, seconded by Liz Cattin,

That annual priorities for 2022-23 be approved as presented.

MOTION CARRIED unanimously.

8C. Strategic Visioning and Planning

Provides an opportunity to discuss strategic visioning and direction of the college for next year, as well as in years to come.

- Recommended Strategic Planning Approach:
 - Focus on components that are typically not reviewed and updated annually
 - Preserve processes and aspects that are working well and are responsive to the changing needs of the college
 - Decide if facilitation should be handled internally or externally
 - Develop a timeline and budget (if applicable)
- Important to have a strategic plan established before the next accreditation visit which is scheduled for fall of 2025
- Trustee Dietz inquired about how the plan would be kept at the center of focus
 - Elements are included as agenda items and the annual priorities are reviewed at least twice a year

- 9. EXECUTIVE SESSION** – At 10:58 a.m., Chair Karnofski called for an executive session pursuant to RCW 42.30.110(1)(g) to review the performance of a public employee. The executive session will last for 20 minutes. No final action will be taken during this executive session.

10. ADJOURN EXECUTIVE SESSION – Chair Karnofski adjourned the executive session and re-opened the public meeting at 11:18 a.m.

11. ACTION AS A RESULT OF EXECUTIVE SESSION

MOTION: By Alice Dietz, seconded by George Raiter,

That this addendum to Christopher C. Bailey’s employment contract extends the appointment of September 1, 2011 through midnight August 31, 2025. The annual salary shall be, two hundred forty-four thousand, two hundred fifty dollars (\$244, 250), effective September 1, 2022, with economic openers for future salary and benefit adjustments.

MOTION CARRIED unanimously.

12. GOOD OF THE ORDER – Chair Karnofski mentioned that, on August 9, LCC is hosting a school safety review for all school districts in the local area.

13. ADJOURNMENT – With no further business, Chair Karnofski adjourned the meeting at 11:23 a.m.

On September 21, 2022, the Board of Trustees of Community College District 13 approved minutes of the July 20, 2022 Regular Meeting

Christopher C. Bailey, Secretary to the Board