

Washington Community College District 23

**Agenda  
Special Meeting  
September 8, 2011  
Cascade Conference Room  
Snohomish Hall 304A  
4:30 p.m.**

**Estimated Time (p.m.)**

- 4:30        **Call to Order** – Dick Van Hollebeke
- 4:32        **Public Comments** – Dick Van Hollebeke
- 4:42        **Approval of August 18-19, 2011 Study Session Minutes** – Dick Van Hollebeke  
**Next meeting:** October 6, 2011, 4:15 p.m.
- 4:45        **New Business – First Consideration**
- Consideration of 2012 Board of Trustees Meeting Schedule – Dick Van Hollebeke
  - Operating Budget Update – Kevin McKay
  - Focus and Board Goals for 2011-12 Student Success – Dick Van Hollebeke
  - Future Joint Meetings – Dick Van Hollebeke
  - New Trustees' Orientation – Dick Van Hollebeke
  - Proposed Annual Agenda – Finalize by October 6 Board Meeting – Dick Van Hollebeke
- 6:00        **Board Updates (Two minutes each)**
- Student Representative – D'Artagnon Womack
  - Classified Representative – Patti Pollardo
  - Faculty Representative – Margaret West
- 6:10        **Monitoring Report**
- Foundation Update – Chris Marx
- 6:20        **President's Report** – Jean Hernandez
- 6:30        **Board Discussion** – Dick Van Hollebeke
- 6:45        **Adjournment**

*The Board of Trustees may convene to an Executive Session to discuss matters covered under RCW 42.30.110. Action from the Executive Session may be taken, if necessary, as a result of items discussed in the Executive Session.  
Edmonds Community College will schedule meetings in locations that are free of mobility barriers, and interpreters for deaf individuals and Braille or taped information for blind individuals can be provided when adequate notice is given to the Office of the President, 425-640-1516.*



## Board of Trustees

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### Study Session August 18-19, 2011

### ***DRAFT***

**Trustees Present:** Mauri Moore, Quentin Powers, Dick Van Hollebeke, and Emily Yim

**Others Present:** Melina Boivin, Erin Brown, Mark Cassidy, Marty Cavalluzzi, Diana Clay, David Cordell, Bob Fuller, Jean Hernandez, Pat Huffman, Susan Loreen, Dawn Madson, Jennifer Matthews, Kevin McKay, John Michaelson, Patty Michajla, Jim Mulik, Steve Pennington, Ken Reid, Gloria Sepulveda, George Smith, Lisa Utter, and Wally Webster

#### **Call to Order**

The Edmonds Community College Board of Trustees summer study session was called to order at the Edmonds Conference Center on August 18 at 9:04 a.m. by Chair Emily Yim.

#### **Study Session**

- **Drama Program – Jean Hernandez and Jennifer Matthews**
  - President Hernandez has been working with Dr. Marty Cavalluzzi on drama classes and with Jennifer Matthews, Director of the Black Box Theater, on the future direction of the theater.
  - A Drama 101 class through Central Washington University will be offered in Snoqualmie Hall enabling Edmonds CC students to include that class as part of an AA degree. Our students will have a pathway into the CWU program through dual enrollment. A financial aid agreement is being considered.
  - Upcoming events were highlighted by Jennifer Matthews.
  - The three greatest challenges of the Black Box: Engagement of students; location; and consistency of ongoing programming to gain name recognition.
  - Three local theater companies in the Edmonds could potentially use the Black Box.

Trustees' statements regarding the Drama Program: The Trustees have reviewed all of the conclusions about what transpired with the elimination of the Drama Program and stated that this type of action will not be handled in this manner in the future. Open communication is necessary. It is the President's responsibility to review the effectiveness of programs and determine whether they should be continued, and the process needs to be transparent of how programs are evaluated. Going forward, the Trustees have a strong commitment to more student usage of the Black Box Theater. Further discussion about the Arts Culture and Civic Engagement initiative is desired. Positive outcomes have included the addition of the *Public Comments* section on all Board meeting agendas, and the President's involvement of seeking ways of engaging the community into theater and arts on our campus. The Board's sentiment is not only theater rental but new opportunities to partner with CWU and showcasing community talent.

**ACTION:** Emily Yim moved and Mauri Moore seconded the motion to support the authority of President Hernandez in the negotiation of the settlement involving the Drama Department.

**Approved**

- **Key Performance Indicators and SIMPLE (Strategic, Informed, Measurable Process Leading to Effectiveness) Plan – Jim Mulik and Pat Huffman**

(Attachments A and B)

- The SIMPLE plan has been in place for one year.
- Technology issues have been a challenge.
- The SIMPLE Plan has been very well received on road shows, including national conferences.
- All of the goals set for the college have to address the core themes.

Key performance indicators

- The Board needs to determine if these indicators will be revised which will depend on the next accreditation report.
- Staff must work closely with their immediate supervisors to not duplicate the major goals. A one-page document should be created that clearly shows the major strategies.

- **Accreditation/Achieving the Dream/GISS – Marty Cavalluzzi, Jean Hernandez**

(Attachment C)

- Dr. Cavalluzzi provided a presentation on the Year One Accreditation Report, ongoing preparation for the year Three Accreditation Report (due March 2013), and the influences of accreditation on the areas of Mission, Philosophy, Vision, Strategic Plan, Core Themes, Key Performance Indicators, and College-wide Abilities.
- The new seven-year accreditation cycle process was explained. The planning taskforce consists of Eva Smith, Marty Cavalluzzi, Kevin McKay, Jim Mulik and Beth Nichols.
- Recommended actions: A year-long review of the mission, philosophy and corresponding core themes and subsequently the key performance indicators. The taskforce further recommends that the College develop a vision statement during this year-long process.
- President Hernandez explained that the mission should always be the umbrella and that the vision statement should be futuristic. It will be announced at the Fall Kick-Off meeting that this will be addressed over the next six to nine months. People will be asked to comment and be involved and engaged in the process. Feedback is important. Regular reports will be given to the Board of Trustees.
- Proposed timelines: Six months of strategic planning, followed by three months revisiting and aligning. Board approval will take place in June 2012.
- The trustees would like to coordinate these efforts with the Board meeting agendas to receive updates and make sure we are moving forward. The Board is responsible for the mission and vision.
- Commendations were received from the Northwest Commission on Colleges and Universities for a well written and organized Year One report; the Strategic, Informed, Measurable Process Leading to Effectiveness (SIMPLE) Plan; and for the College's commitment for the continued development and expansion of institutional assessment knowledge and practices.

**ACTION:** The Trustees all agreed with moving forward on the recommendations of the planning taskforce.

- **Workforce Development through Industry Partnerships – Susan Loreen**

(Attachment D)

- The Washington Aerospace Training and Research (WATR) Center is a major contract through Boeing by offering certificate programs. Classes are successful and students have a guaranteed interview by Boeing. 90% of graduates are hired by Boeing. The software program used at the WATR Center has been paid off and is a very successful teaching tool. They are working with Jay Inslee's office to attract more businesses.
- New programs include:

- CATCH Grant, which is a workforce grant that came from the Health and Human Services Department (\$6 million over five years). It will be a national model.
  - Materials technology education through materials science
  - Black Box Theater – self support programs
  - Center for Learning Connections, which came to Edmonds CC in July from Highline CC.
- Trustee Moore requested a list of all members of the Technical Advisory Committee (TAC). The Board will be invited to the annual reception held for the TAC.

- **Governance Institute for Student Success and Achieving the Dream – Jean Hernandez**

(Attachment E)

- Several handouts were presented from the June 2011 Governance Institute for Student Success (GISS)
- Discussion included:
  - Data is needed. Where does our student population come from? Which schools are we drawing from? Why do they leave?
  - A K-12 Articulation Agreement is in place and a high school counselor appreciation breakfast is held each year on our campus.
  - Broad engagement with math faculty and K-12: Best Practices Statewide – How can we assist students? Options for high school seniors. Board of Trustees’ advocacy.
  - Establish benchmarks and goals for graduation completion
  - Leakage points
  - Use evidence on progress and completion to set policy, strategy and allocate resources.
  - Create retention policy and evaluation timeline

- **Diversity Council Plan – George Smith**

(Attachment F)

- George Smith presented an update on the Diversity Council plan. The four goals align with the core themes and direction of the College.
- President’s Cabinet discussed the Diversity Council plan at a January retreat. President Hernandez has asked President’s Cabinet to have a full discussion on diversity initiatives. A one-day diversity retreat will be planned for the cabinet with an external facilitator. This will be followed by a Diversity Council retreat including all of the vice presidents and President Hernandez. A commitment for professional development training will be made for employees.
- The Center for Community College Student Engagement (CCCSE) results will be shared at the October Board meeting.
- TACTC Administrator Erin Brown discussed the Board’s end statement, that the Board will establish this and that the administration will carry it out.

- **Campus Climate Survey – Jean Hernandez and Jim Mulik**

(Attachment G)

- The comments provided on the Campus Climate Survey will be discussed at the next President’s Cabinet meeting, September 6. President Hernandez feels that overall the survey was favorable. Part-time faculty had the highest ranking of the College being a positive place to work.
- There will be a debriefing for the campus during Kick-Off week.
- The survey will be conducted again in two years and will remain on a regular cycle with the same survey.
- Performance evaluations need to be completed regularly and the process updated.
- Generally, people are happy at Edmonds CC but feel overworked.

- **Tenure Process – Marty Cavalluzzi and Jean Hernandez**

(Attachment H)

- Marty Cavalluzzi presented an overview of the faculty tenure process.
- Trustee Van Hollebeke asked how the Board can be kept abreast of the process of the probationers. He would like to meet and interview them before the meeting when their tenure is approved.
- Trustee Powers added that the probationers are being brought forward only if they are to be tenured. A meeting might be useful in the third year.
- Trustee Yim suggested having a meeting with Dr. Hernandez to “meet” them in writing and hear about them via Jean.
- President Hernandez plans to share reports from VP Cavalluzzi on a continual basis during the process.
- Discussion took place suggesting that they begin their recommendation earlier, by the November Board meeting or perhaps early winter quarter. An oral report could be provided for the Board, or other options.

- **Budget Update – Kevin McKay**

- Real estate and facilities
  - The College is not looking to sell the corner parking lot property on 68<sup>th</sup> and 196<sup>th</sup> Streets. The Board will be kept informed about the status of this property.
  - The College signed a purchase and sale agreement with the 6600 Building owner. An agreement is being established. The first two floors are occupied and work is being done on the third floor.
- Budget Strategies
  - The Governor issued a request that all state agencies look at five and ten percent cuts – either \$1 million or \$2 million. This will probably happen in January. Our plan is due to the Governor by September 6.
  - Money has been allocated to the part-time faculty budget. The goal is 24/1 student to faculty ratio.
  - There are some difficult cuts to be made if the Governor does add another reduction, such as low enrolled instructional programs will need to be reviewed.
  - Next steps: President Hernandez will ask Susan Loreen, Mark Cassidy, Marty Cavalluzzi and Kevin McKay to discuss which programs to do a viability study on. If something resonates, it will come to the Board to decide whether to close down the program. Tenured faculty will not be affected. If enrollments do decrease, next year we will need to look at the instructional side.
  - One-time funds are not being accessed at this point. There are changes in the economy that will have to be watched closely and decisions need to be in place.

## **BUSINESS MEETING**

### **Approval of Minutes – Emily Yim**

**ACTION: Trustee Van Hollebeke moved and Trustee Moore seconded the approval of the June 1, June 9, June 27 and July 21, 2011 meeting minutes.**

**Approved**

### **Election of Officers – Emily Yim**

**ACTION: Trustee Moore moved and Trustee Yim seconded the motion to nominate Dick Van Hollebeke as Board Chair and Quentin Powers as Vice Chair.**

**Approved**

Emily Yim was presented with a plaque of appreciation for her year as Board Chair.

### **Adjournment**

The meeting was adjourned by Chair Emily Yim at 4:35 p.m. on August 18, 2011.

## **FRIDAY, AUGUST 19, 2011**

**Trustees Present:** Mauri Moore, Quentin Powers, Dick Van Hollebeke and Emily Yim

**Others Present:** Erin Brown, Jean Hernandez and Patty Michajla

### **Call to Order**

The meeting was called to order at 9:05 a.m. by Vice Chair Dick Van Hollebeke.

### **EXECUTIVE SESSION**

At 9:07 a.m. the Board entered into executive session. No action was taken as a result of the executive session. At 10:30 a.m. the Board returned to open session.

### **Board of Trustees' Goals**

The Trustees compiled a list of seven areas of Board oversight that supports the College and student success. The list will be addressed at upcoming Board meetings.

### **Board Self-Evaluation**

Due to time constraints a discussion of the Board self-evaluation will take place during a mutual review with President Hernandez in January 2012.

### **Board/President Roles and Responsibilities**

Discussion included open communication; mutual Board/President performance review in January; and increased involvement with legislative assistance.

### **Upcoming Events**

Upcoming events through October 2011 were highlighted by President Hernandez. She also explained the Kick-off week activities (September 12-16) involving the Achieving the Dream coaches. The Trustees are invited to attend the September 14 Kick-Off meeting and lunch.

### **Board Liaison Positions**

Emily Yim will serve as the Trustee Legislative Action Committee representative for TACTC. Quentin Powers will serve as the Trustee liaison to the Foundation Board.

### **President's Goals – Jean Hernandez**

#### **(Attachment I)**

President Hernandez reviewed her draft 2011-12 goals with the Board. See Attachment I.

### **Board Orientation**

The Trustees reviewed a draft notebook of orientation materials that will be shared with new Trustees. Mr. Van Hollebeke will oversee assigning mentors for new Trustees.

**Board Room Layout**

The Trustees and President Hernandez reviewed a sample room configuration for future Board meetings. The Trustees and President will be seated at the tables. The Assistant Attorney General and Executive Assistant to the President will sit at a side table, and all presenters will address the Board while seated at the presenters' table, or at the podium. All other meeting participants and guests will be seated in the audience. Patty Michajla will provide this new set-up beginning with the September 8 meeting.

**Adjournment**

Chair Emily Yim adjourned the study session at 1:40 p.m. on August 19, 2011.

***ATTACHMENTS AVAILABLE UPON REQUEST***

\_\_\_\_\_  
Emily Yim, Chair

\_\_\_\_\_  
Date Approved

ATTEST:

\_\_\_\_\_  
Jean Hernandez, Secretary

## ATTACHMENT I

### PRESIDENT'S PERSONAL GOALS FOR 2011-2012

- Student Success: Working closely with the EdCC community, expand and implement student-centered strategies in the classroom and throughout the campus that support an increased percentage of students achieving their educational goals, and integrate data-informed decisions and national models (e.g., Achieving the Dream, Student Achievement Momentum Points, and Governance Institute for Student Success).
- Institutional Effectiveness: Lead a college-wide planning process that aligns the college's mission and values statement, core themes, strategic plan, college-wide abilities, and key performance indicators.
- Employee Relations and Diversity: Analyze the Campus Climate Survey and implement strategies that will improve the campus climate, conduct supervisory training that will provide managers with the needed skills to support the development and retention of a diverse employee workforce, and work with President's Cabinet and the Diversity Council in providing the leadership to implement a college-wide diversity plan that is inclusive and reflective of the communities we serve.
- Community Outreach: Develop strong relationships with the Edmonds Community College Foundation, community members, and corporate organizations that may lead to increased philanthropic support for Edmonds Community College. Implement a process for assessing the needs of the different stakeholders in our community/service district and then conducting an analysis that leads to creating needed services and/or resources.
- Legislative Advocacy: Implement activities through the year that build stronger relationships with our national, state, county, and local congressional and government leaders.
- Regional and Statewide Efficiencies: Seek ways to increase efficiencies by collaboratively partnering with the 5 Star Consortium, local school districts, other community and technical colleges, and universities.





## Board of Trustees

Washington Community College District 23

## Background

### ***2012 SCHEDULE OF BOARD OF TRUSTEES MEETINGS***

#### **Subject**

To establish and approve the 2012 schedule of Edmonds Community College Board of Trustees meetings.

#### **Background**

In compliance with *RCW 42.30.075*, it is necessary that the Edmonds Community College Board of Trustees adopt a meeting schedule to be kept on file in the Office of the Code Reviser in Olympia.

Regularly scheduled meetings are held on the second Thursday of the month or as established on the 2012 schedule of Board of Trustees meetings. Each meeting date will be confirmed at the previous month's Board meeting. If a date or time other than what is listed on the 2012 meeting schedule is chosen, then the Board will hold a *special* rather than a *regular* meeting. Any change to the schedule will be communicated to the media and the Washington State Code Reviser's Office.

In accordance with *Board Policy B 3.2, Board of Trustees Bylaws, Section 2.1. Meetings*, the Board of Trustees will hold a minimum of six regular meetings and four study sessions during the calendar year.

#### **Recommendation**

The Trustees are asked to review the 2012 schedule of Board of Trustees meeting dates, along with any other personal commitments they have throughout the year. Any conflicts will be presented and discussed at the November 10, 2011, Board of Trustees meeting when approval will be requested.

**February 9, 2012**  
**March 8, 2012**  
**April 12, 2012**  
**May 10, 2012**  
**June 14, 2012**  
**August 23-24, 2012 (Retreat)**  
**September 13, 2012**  
**October 11, 2012**  
**November 8, 2012**



## Board of Trustees

Washington Community College District 23

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### President's Report September 8, 2011

September is already upon us and summer, such as it was, seems just a memory. We have much to be thankful for as we busily prepare for a new academic year. We will again have our challenges, but I suspect they will be overshadowed by our accomplishments and the success of our students. Here's what's been happening this summer:

***Our annual board retreat merits special mention.*** Let me begin by thanking you for your participation in our August retreat. I was particularly pleased with the positive, collaborative tone we set for next year. The enthusiasm and spirit of cooperation on display will serve us well as we grapple with issues such as balancing the budget, meeting accreditation recommendations, implementing Achieving The Dream, and, most importantly, serving our students. Many thanks to Jim Mulik and Pat Huffman for providing much needed data and the vice presidents for their role in making our retreat so successful.

Wasn't it great to see so many prospective board members at our retreat on Thursday? Several of the candidates gave up an entire work day just to find out how a successful community college works. Their attendance was an added benefit to an already excellent retreat.

***Finalizing the budget*** is a top priority. As you know, we are in good shape compared to our CTC colleagues around the state but still must prepare for a mid-year budget cut of 5% - 10% - a cut that could get worse if state revenue collections continue to lag. I remain confident that we can meet the mandated 3% salary savings without taking drastic measures. We are also on track to meet my stated goal to not lay off employees this year. Several other Washington CTC's haven't been as fortunate.

***Enrollment*** was lower enrollment summer quarter, down 9% in FTE's and 2% in headcount compared to last year. Part of this can be attributed to managing our enrollment for budgetary purposes. The summer student/faculty ratio was just over 24:1, so we are managing enrollment effectively.

Fall enrollment is down about 2% in FTE's but up 1% in headcount compared to our enrollment at a comparable time a year ago. Our budget projections are based on a 5% decline in enrollment, so I'm comfortable with our enrollment right now.

***Construction of the new athletic*** facility is on schedule. Turf should be installed by mid-September, and the field should be ready for play by mid-October. Another major summer project is getting the Beresford building up to code and prepared for the start of fall quarter. The building will be ready on time. The facilities team is also heavily involved in emergency response planning, another important priority for the upcoming year.

***Activities and events*** continue to fill up my calendar. We have fewer students in the summer but that doesn't mean we aren't busy. Here is a look at some of my varied activities just since the board retreat:

***Met with these individuals:***

- Barbara Earl, President of BETS Consulting and local civic leader and Rotarian
- Margaret Badgley, Assistant to the Provost for University Centers and Community College Relations for Central Washington University
- Earl Gibbons, Vice Provost for Extended Education at Western Washington University
- Marci Larson, Superintendent of the Mukilteo School District

***Participated in these events:***

- Discussions with some of our legislators, lunch, and a tour of our redesigned math classes. Six legislators and/or aides came to campus for the event.
- Roll-out networking event for Economic Alliance Snohomish County
- YMCA Donor Appreciation Reception and YMCA new board member orientation
- 5-Star Consortium meeting
- Practical Nursing Pinning Graduation Ceremony
- Graduation Ceremony for our Community College Initiative Grant recipients (20 students from countries in Asia, Africa, and Latin America were honored)
- The Latino Business Fair on Saturday, August 27 (I gave a welcome and worked in a booth)
- Two planning meetings related to our Achieve the Dream project. One of the meetings involved ATD team members from Yakima CC, Tacoma CC, and Highline CC.
- CTC Link update (video conference)
- CRI Retirement Luncheon
- Classified Staff Open Forum
- Veteran's Club annual fund-raiser

In closing, let me say that despite the continuing economic uncertainty, I approach fall quarter with a great deal of optimism. Our staff and faculty are meeting every challenge and continue to help make our students successful. All things considered, morale remains high. The "can-do" spirit that has been at the core of our existence for years is alive and well. This next year will test us in many ways as we strive to improve on our standard of excellence, but I'm confident that we will continue to grow and flourish.

**Dr. Jean Hernandez, President**