



BOARD OF TRUSTEES

Regular Meeting

Thursday, September 14, 2023

Meeting: 3:30pm – 6:30pm

In Person: Gateway Hall, Room 352, 6600 196th Street SW, Lynnwood, WA

Zoom: <https://us02web.zoom.us/j/81685643858>

Join by telephone: (253) 215-8782 | **Meeting ID:** 816 8564 3858

AGENDA

- 3:30pm **1. Call to Order**

Chair Dave Earling
- 3:32pm **2. Introduction of Guests**

Chair Dave Earling
- 3:35pm **3. Approval of Meeting Minutes**
 June 8, 2023 – Regular Meeting [page 3](#)
 August 10-11, 2023 – Summer Study Session [page 11](#)

Chair Dave Earling
- 3:37pm **4. Next Meeting**
 Thursday, October 19, 2023

Chair Dave Earling
- 3:40pm **5. Special Presentation**
 Accreditation 101

Dr. Sonny Ramaswamy
- 4:25pm **6. Public Comment**
 To make a public comment, you may submit it in writing to publiccomment@edmonds.edu no later than Wednesday, September 13, 2023, at 5pm. Written comments should be no more than 300 words in length, include your name and affiliation with the college, and will be read into the record, time permitting. Public comments may also be made in person at the meeting. All virtual participants who wish to make a public comment should submit one in writing as outlined above.

Chair Dave Earling
- 4:35pm **7. President’s Report**

Dr. Amit Singh
- 4:45pm **8. Break**
- 4:55pm **9. Old Business: Second Consideration & Final Action**
 Approval of 2023-24 College Priorities [page 20](#)
RESOLUTION #23-9-1 [page 22](#)

Dr. Amit Singh
- 5:10pm **10. New Business: First Consideration**
 Consideration of 2024 Board Meeting Dates [page 23](#)

Chair Dave Earling

5:15pm	11. Representative Reports <ul style="list-style-type: none">a. Student Representative (5)b. Classified Staff Representative (5)c. Faculty Representative (5)	TBD Lia Andrews Scott Haddock
5:30pm	12. Foundation Report page 24	Tom Bull
5:35pm	13. Board Discussion <ul style="list-style-type: none">a. Trustee Updatesb. Recognition of Outgoing Chairc. Other	Chair Dave Earling
6:00pm	14. Executive Session	Chair Dave Earling
6:30pm	15. Adjournment	Chair Dave Earling

Next Regular Meeting: October 19, 2023

Times are estimates only and subject to change.

The Board of Trustees may convene to an Executive Session to discuss matters covered under RCW 42.30.110. Action may be taken, if necessary, as a result of items discussed in the Executive Session.

Information for individuals with hearing or visual impairments can be provided when adequate notice is given to the Office of the President: kristen.nyquist@edmonds.edu



BOARD OF TRUSTEES

Regular Meeting: June 8, 2023 | 4:00pm - 6:30pm

Location: Edmonds College Gateway Hall 352, 6600 196th Street SW, Lynnwood, WA

Draft Minutes

Trustees Present: Adrienne Wagner, Chair; Shinhae Hwang; Wally Webster; Courtney Wooten; Carl Zapora

Trustees Excused: Dave Earling, Vice Chair

Others Present:

Dr. Amit Singh, President
 Sara King, Assistant Attorney General
 Scott Haddock, Faculty Union Representative
 Sopheakvann Eng, Associated Students of Edmonds College Representative
 Lia Andrews, Classified Staff Union Representative
 Jorge de la Torre, Interim Associate Vice President for Student Engagement
 Kim Chapman, Vice President for Instruction

Dr. Tina Hart, Interim Vice President of Enrollment and Student Services
 Karen Magarelli, Executive Director for Marketing & PIO
 Suzanne Moreau, Vice President for Human Resources
 Jim Mulik, Vice President for Finance, Grants, and Institutional Effectiveness
 Kristen NyQuist, Director of Planning and Operations
 Eva Smith, Chief Information Officer
 Dr. Yvonne Terrell-Powell, Vice President for Equity, Inclusion and Belonging
 Various members of the campus community and public

CALL TO ORDER

Chair Wagner called the meeting to order at 4:01pm, and welcomed those present.

INTRODUCTIONS

Chair Wagner led introductions of the trustees; Dr. Singh led introductions of members of the leadership team and AAG King.

APPROVAL OF MEETING MINUTES

Chair Wagner asked for a motion to approve the minutes from the May 11, 2023, which was made by Trustee Zapora, seconded by Trustee Hwang. The motion passed, with Trustee Wooten abstaining.

Approved

NEXT MEETING

The next meeting will be the August 10-11, 2023 Summer Study Session.

TRANSFORMING LIVES

Sherri Thunderhawk, a student in the LPN program, shared her experience with the Board. During the pandemic, she reevaluated her life and felt called to change careers to go into nursing. At the age of 47, and with eight children, it was very hard to quit her job to go back to school. While enrolled, she lost her sister to an overdose, and in that period of grief, her professor helped her make it through. She was able to pass a final she felt unprepared for and shared that she has been able to get to where she is because people, like that professor, took a chance on her. She expressed her gratitude for the professors and for program director Kyra McCoy. She encouraged the college to start an RN program if they can. The Board thanked her

for sharing her story of how education transformed her life, noting that she is an inspiration to them and to her fellow students.

PUBLIC COMMENTS

No public comments were given in person. Two comments were submitted in writing, and Chair Wagner asked Ms. NyQuist to read them in the record, which she did [Attachment 1].

PRESIDENT'S REPORT

Dr. Singh, responding to Mr. Eldridge's public comment, shared that the reason for the delay with the most recent climate survey was due to him taking time to procure a more detailed and informative version to share with campus. He encouraged employees to reach out to leadership, deans, vice presidents, and himself, if they would like to talk to administration, noting that the door is always open.

Dr. Singh reported that in strategizing how to manage through years of budget constraints and enrollment uncertainty, his belief is that businesses must manage costs, but cannot cut their way to growth. We also need to invest in strategic growth opportunities. He reported on his recent trip to Japan, which was intended as one strategy to help grow enrollment. He commended Office of International Programs (OIP) employee Tina Croce, who arranged the trip and traveled with him. Ms. Croce shared that the fair they attended in Japan had 1,200 students attending, and many more interested students than last year.

Dr. Singh said that the OIP staff are looking to expand into new markets as well, one being India. The growing middle class of 400 million people there, is looking for places to send their children to college as higher education opportunities in India are not available for most people. He invited OIP employee, Thalia Saplada to share the department's ongoing recruitment efforts in India. Ms. Saplada reported that because the emerging market is so big, India is a great place to focus efforts. Starting in August the college will have an in-country coordinator to meet with prospective students and parents year-round - essentially redirecting funds that would be spent on intermittent travel to India to a contracted person who lives there and can recruit full time. In August, Ms. Saplada and Dr. Singh will travel to Hyderabad, India to meet with this new employee and attend a conference and visit high schools.

Dr. Singh reminded the Board that commencement ceremonies would take place the following week, with the Monroe Correctional Complex ceremony on Monday, June 12, and the campus ceremonies on Saturday, June 17, in Seaview Gym.

INFORMATIONAL & MONITORING REPORTS

DEI Monument Update

Dr. Singh, following up on a request from trustees to have some kind of physical monument on campus reflecting our commitment to DEI, asked Vice President Dr. Yvonne Terrell-Powell and Executive Director of Facilities and Capital Projects, Chris Szarek to share some possibilities for moving forward. Dr. Terrell-Powell and Mr. Szarek presented a proposal wherein the DEI monument would be part of the public art that will be included in the design and construction of the new Triton Learning Commons. Ideas included an installation in the plaza that would say "welcome" in many languages, and an installation inside the building over the reception area. Trustees weighed in with their thoughts and feedback.

Rapid Response Team Update

Dr. Singh reported that he had put together a Rapid Response Team (RRT) a while back to respond to workforce training needs of the community, and he asked Vice President Kim Chapman and Dean Vernon Hawkins to share an update on the team's work. The RRT was put together to assist our area employers and community agencies with meeting their training needs to increase the health and sustainability of their businesses. Rapid response involves coordinating and sharing information with our community at-large to

facilitate access to campus programs, resources, and services. Ms. Chapman and Mr. Hawkins outlined the team membership, responsibilities.

Industry partnerships include:

- Sound Transit: Pre-apprenticeship program and pipeline
- Kaas Tailored: Workplace Communication for Non-Native Speakers
- Swedish Hospital: Culinary Arts Certificate Program
- T-Mobile: Full-Stack Developer Certificate Program
- National Oceanic Atmospheric Administration (NOAA): Restoration for All grant proposal with Latino Educational Training Institute (LETI) and the Snohomish Conservation District

Other team accomplishments include:

- Created the Fast-track Program website
- Awarded NOAA Restoration for All–Certificate Program
- Developed and implemented an Enterprise Rapid Response Team Project Log

The Board thanked Ms. Chapman and Mr. Hawkins for their presentation and work with the Rapid Response Team.

OLD BUSINESS: SECOND CONSIDERATION AND FINAL ACTION

Approval of Continuing Tenure Probationary Status - Danielle Bemis

Ms. Chapman presented background on Danielle Bemis’ continuing tenure proposal, noting that the Appointment Review Committee had recommended approval. Chair Wagner called for a motion to approve Resolution #23-6-1, Approval of Continuing Tenure Probationary Status, First Year: Danielle Bemis, which was made by Trustee Webster, seconded by Trustee Zapora, and unanimously approved, with Trustee Hwang abstaining.

Approved

Approval of Associated Students 2023-24 Budget

Mr. Benjamin Roche, ASEC Executive Officer for Finance and Budget, presented the S&A Fee Budget for second consideration, noting that the Executive Board had voted to approve it. 38.6% of the budget (\$771K) is funded through the fund balance, with the remaining \$1.23M coming from revenue. He reported that the current fund balance is over \$4M, and the minimum balance required, as outlined in the financial code, is \$1M.

Chair Wagner called for a motion to approved Resolution #23-6-2, Approval of Associated Students 2023-24 Budget, which was made by Trustee Zapora, seconded by Trustee Webster, and unanimously approved.

Approved

Approval of College Operating Budget 2023-24

Dr. Singh and Mr. Mulik presented the 2023-24 Operating Budget for second consideration and approval, noting that estimated revenue had gone up by \$713K since the first presentation of the budget in May, and that the state allocation still wasn’t 100% certain at this point. Bottom line is now showing a possible shortfall of \$2M. Dr. Singh explained that cost cutting opportunities would be sought and any remaining shortfall would be funded through the reserves. Trustee Zapora expressed that he was comfortable with that solution and thanked Dr. Singh for his hard work to manage the college finances.

Chair Wagner called for a motion to pass Resolution #23-6-3, Approval of College Operating Budget 2023-24, which was made by Trustee Zapora, seconded by Trustee Wooten, and unanimously approved.

Approved

FIRST CONSIDERATION & FINAL ACTION**Consideration and Approval of FY24 Associated Students S&A Fee**

Dr. Singh explained that the S&A Fee typically would have been presented for first consideration at the May meeting, but it's tied to tuition rates and the State Board had not set tuition rates in time for the S&A fee to be discussed and approved by the ASEC Board in time for the Board's May 11 meeting. Mr. Roche presented background information on the fee, reporting that the ASEC Executive Board had approved raising the fee by its maximum allowable rate, whereby the fee for 1-10 credits goes up \$0.46 per credit and the fee for 11-18 credits goes up \$0.25 per credit.

Chair Wagner called for a motion to approve Resolution #23-6-4, Approval of Associated Students Services and Activities Fee Rate FY 2023-24, which was made by Trustee Wooten, seconded by Trustee Webster, and unanimously approved.

Approved**REPRESENTATIVE REPORTS****ASEC Report**

Ms. Vann Eng reported that the ASEC Board approved:

- Technology Investment Management Committee allocation from 2020-2021 and 2021-2022 fiscal years
- Community Transit 2023-24 draft contract.
- Funding Athletic Scholarships for Covid-19 spring sports student athletes \$14,452
- Triton Field facility improvements for \$221,550
- Reallocation of unused athletics budgets for scholarships
- Additional funding to replace turf for the indoor hitting facility with the cost of \$35,000
- Triton Student Center Operations 2023-2024 Budget as well as Sustainability Fee Budget for 2023-2024 fiscal year.

Mr. Roche will be the student representative for the Seaview Gym Committee. The Student Trustee Selection Committee has just finished their second screening and interview, and will be having one last screening and interview on June 9, to interview the last two candidates. The deliberation will follow, to decide on the three recommendations to the Governor. The Executive Officer Selection Committee has interviewed all 28 candidates and will begin their deliberations next week.

WPEA Report

Ms. Lia Andrew reported the classified staff's new collective bargaining agreement would be taking effect on July 1, noting the following:

- The Governor rescinded the vaccine requirement; there will be no changes to the working conditions for those who are vaccinated. A \$1,000 lump sum bonus for those who receive booster vaccinations.
- The CBA has been fully funded by the state

Referring to the employee climate survey, Ms. Andrews shared that staff retention and communication are important. WPEA appreciates the conversations with management and Dr. Singh's philosophy that we cannot cut our way to growth. She said that professional development opportunities contribute to a healthy work environment, and that there are still quite a few knowledge gaps that the college needs to work to close.

AFT Report

Mr. Scott Haddock reported on the challenges that faculty members have faced in the last couple of years, including the pandemic upheaval, enrollment declines, underfunding, and the rollout of ctLink. Faculty

have had to adapt to unexpected conditions, teaching in unprecedented ways while facing intense challenges like the mental health of students. Additionally, higher education has also been the target of political interference.

These challenges have come when part-time faculty are struggling financially. Faculty's levels of stress and burnout have never been greater, raising concerns about a potential increase in teacher turnover and future teacher shortages, and the AFT is seeking a collective bargaining agreement that allows for flexibility and addresses pay equity. No negotiated agreement has been reached, but there is an agreement that the status quo will be maintained while we complete our negotiations, hopefully in the fall. Mr. Haddock thanked the administrative team for their continued efforts to work together collaboratively with the AFT's faculty team.

BREAK

At 5:33pm, Chair Wagner called for a 9-minute break, returning at 5:42pm.

At 5:42pm, Chair Wagner reconvened the meeting in open session.

FOUNDATION REPORT

Mr. Tom Bull reported on the Foundation's activities, as follows:

- Annual fundraising has brought in \$1.5M on a \$1.2M goal, and had success in connecting with corporations
- Next year's Inspire event date is tentatively set for April 27, 2024
- The Garneau Nikon Family Foundation visited the Triton Student Resource Hub as part of considering a grant request.
- 267 students completed a scholarship application, and there is over \$300K to award to students for the next academic year
- 7 students have applied for the Complete the Dream scholarship
- 14 grants were awarded for various campus projects through the Impactful Programming committee

Trustee Webster said that he would be interested in knowing the data of how many scholarship recipients went on to graduate.

BOARD BUSINESS

Election of Officers for 2023-24

Chair Wagner called for a motion to approve Vice Chair Dave Earling becoming Chair on September 1, 2023 and Trustee Carl Zapora becoming Vice Chair, both for a term of one year, through August 31, 2024.

The motion was made by Trustee Wooten and seconded by Trustee Zapora, and unanimously approved.

Approved

Consideration of Student Trustee Stipend Amount - BOT 17.0pr

The Board reviewed the current Board policy and procedure relating to the student trustee stipend and per diem rates. No changes were made.

BOARD DISCUSSION

ACT Spring Conference

The trustees discussed the recent ACT conference and their take-aways regarding the enrollment crisis, ctcLink, the rapid pace of change that community colleges must keep up with, etc. Trustees Hwang, Webster and Zapora noted feeling like Edmonds College is ahead of the curve in many of these areas.

Land Acknowledgement

Trustee Webster presented his desire to formally adopt a land acknowledgement statement. Dr. Singh shared that there was an in-depth process to follow including involvement from local tribal leaders. He said that if the Board agreed, he would form a task force to connect tribal leaders, Board members, and staff to work on developing a statement. The Board agreed.

Recognition of Outgoing Student Trustee

Chair Wagner, the Board, and Dr. Singh thanked Trustee Hwang for her exemplary service as the 2022-23 student trustee, noting her impressive, thoughtful, and insightful contribution to Board meetings and state and national conference meetings. Chair Wagner presented her with a plaque and the room applauded her in recognition of her service.

Trustee Updates

Trustee Hwang thanked the ASEC Student Trustee Selection Committee for their work to recruit candidates for the position. She noted that the following day the college would be hosting a free legal clinic for students, and 43 had signed up for services - a great example of strong relationships and partnerships in the community benefiting students.

Trustee Webster thanked the college and the DEI Committee for the wonderful and touching Juneteenth celebration, and also asked that the Transforming Lives student presentations continue to be noted in the Board meeting minutes to put the stories of these students officially on the record.

Trustee Zapora spoke about the recent passing of John McCoy, an important state and tribal leader who envisioned and built Quilceda Village, and a passionate supporter of community colleges.

Trustee Wooten thanked the Board and staff for making it through a challenging year.

Chair Wagner noted hearing in multiple places and times that the feeling of belonging is important to the college, and while it may be hard to quantify this sentiment, the college's work to make that feeling happen is having a positive impact. She shared a story of a friend who sits on a school board in another state, who was attacked for recognizing Pride Month, and thanked everyone involved in making the college a welcoming space for everyone.

EXECUTIVE SESSION

At 6:22pm, Chair Wagner called an executive session to discuss personnel and real estate matters for 15 minutes, returning at 6:37pm.

At 6:37pm, Chair Wagner reconvened the meeting in open session.

ADJOURNMENT

The meeting was adjourned by Chair Wagner at 6:37pm.

Adrienne Wagner, Chair

Date Approved

ATTEST:

Dr. Amit B. Singh, Secretary

From: David Cordell
Emeritus Vice President, International Education

As the former Vice President of International Education here at Edmonds, I would like to acknowledge the college and the leadership of President Singh, Vice President Terrell-Powell, and the Board in maintaining the college's international programs over an exceedingly difficult period for global education. Many colleges have drastically reduced their international program staff due to declining enrollments, but Edmonds has maintained a dynamic team of advisors and staff in its Office of International Programs. Hopefully, we can see an increase in international exchange and subsequently, international understanding, in the coming years. I would also like to take this opportunity to acknowledge the leadership of Lisa Thompson, who is retiring as Executive Director of the Office of International Programs. Lisa started at the college as a part time receptionist in the international office a couple of decades ago and worked her way up- first as an international student advisor, then Director of International Student Services and finally her present position. She is the ultimate student-centered educator, who cares deeply for both student and staff welfare, and who has provided the guidance, nurturing and leadership to make the Office of International Programs a place where those wanting to explore the world and new cultures, can succeed and thrive. Again, thank you, college leadership and the Board for your continued commitment to international education, and thank you Lisa, for helping our community maintain an awareness of our membership in the global community and in creating programs that foster understanding amongst people. Please join me in congratulating Lisa!

From Jeff Eldridge
Faculty, Department of Mathematics

Dear Board of Trustees,
At the May 11, 2023, board meeting, the acting chair seemed to celebrate the lack of any comments during the public-comment period. Perhaps he was joking — I hope so!— but in case not, I felt it important to note that this public-comment period is the only opportunity that many faculty and staff currently have to provide feedback directly to the board and the college administration.

In the not-so-distant past, the college provided employees the opportunity to participate in a “360° evaluation” of administrators— much as faculty are regularly evaluated by their students— and the entire campus was invited to participate in a college climate survey. Both of these tools have been absent for several years. The only such opportunity afforded campus members in the recent past was a state-mandated DEI survey administered during May 2022. A summary of the survey results was finally shared with the campus on April 28, 2023, nearly a year later.

Buried near the end, on pages 36–38, are numerous comments from faculty and staff about lack of support from leadership and a negative institutional climate. I encourage members of the board to read this report, if they have not already done so, and in turn encourage the college administration to reinstate regular 360° evaluations and campus climate surveys.



BOARD OF TRUSTEES

Summer Study Session: August 10, 2023 | 8:45am - 5:00pm

Location: Rosehill Community Center, Vancouver Room, 304 Lincoln Ave, Mukilteo, WA

Draft Minutes

Trustees Present: Adrienne Wagner, Chair; Dave Earling, Vice Chair; Bryanna Artellano; Wally Webster; Courtney Wooten; Carl Zapora

Trustees Excused: None

Others Present:

- | | |
|---|--|
| Dr. Amit Singh, President | Suzanne Moreau, Vice President for Human Resources |
| Dr. Mari Acob-Nash, Vice President for Enrollment and Student Services | Jim Mulik, Vice President for Finance, Grants, and Institutional Effectiveness |
| Jorge de la Torre, Vice President for Student Engagement and Support | Kristen NyQuist, Director of Planning and Operations |
| Kim Chapman, Vice President for Instruction | Eva Smith, Chief Information Officer |
| Dr. Tina Hart, Interim Vice President for Enrollment and Student Services | Dr. Yvonne Terrell-Powell, Vice President for Equity, Inclusion and Belonging |
| Karen Magarelli, Executive Director for Marketing & PIO | Vernon Hawkins, Dean of Business and Continuing Education |

CALL TO ORDER

Chair Wagner called the Summer Study Session to order at 8:46am.

INTRODUCTIONS

Chair Wagner led the introductions of the trustees; Dr. Singh led the introductions of the President’s Leadership Team.

PUBLIC COMMENTS

No public comments were made.

2022-23 ACCOMPLISHMENTS

Dr. Singh and the President’s Leadership Team reported on the accomplishments and associated metrics of the Comprehensive Plan for 2022-23, as follows:

Goal 6: Anytime Anywhere

- Federal Grant Title III “Strengthening Institutions Grant” enabled us to put staff in place and work on this initiative
- Increased quality of instruction in Virtual Learning Environments

- Hyflex (hybrid, with flexibility) delivery mode - currently 60 sections, this delivery mode allows students to be able to attend in any way they choose.
- Very good feedback from students
- Technology survey results showed students being satisfied or very satisfied with educational technology

Goal 5: Entrepreneurial Hub

- Collaborated with City of Edmonds and Edmonds Chamber to support Edmonds Creative District
- Partnered with LETI/ELD to provide Spanish Speaking Entrepreneurship training
- Established an onsite SCORE mentor for emerging entrepreneurs
- Launched Industry 4.0 Digital Design Lab with open access to CAD workstations, 3D scanners, and small electronics prototyping
- Collaboration with Momentum Innovation Group on curriculum and materials for Construction Instruction for Middle School CTE
- Design, development, and entrepreneurship support for startups and small businesses including: Pilda, Momentum Innovation Group, MateriaX, Barter Loch, Kaas Tailored, etc.
- Public usage of The Center for Innovation and Entrepreneurship is up 84% over last year and 163% over our last full pre-COVID year. Overall engagement is up 55% over last year and 57% over pre-COVID
- Signed agreement with the Small Business Development Center for SBDC to host a satellite office in Edmonds College Maltby Hall
- Center for Industry Certification is being developed

Goal 4: Capacity and Operational Excellence

- Outreach expansion for employee recruiting and retention resulted in employee demographics that more closely resemble our student and community population
- Intentional outreach strategies included marketing employment opportunities to affinity group job posting sites
- Data reflects progress made when comparing Edmonds College Employees by Race from Fall 2021 to Spring 2023
- New legislation converting part-time hourly employee status also influenced the change in data, as we are now counting a segment of the employee population, that was not previously included
- 18 workshops/online sessions were offered to budget managers and other employees. Topics discussed: budget development; financial management; business office forms; purchasing processes; travel processes; and contract processes
- 12 workshops/online sessions regarding the use of dashboards and data views were offered to employees.

Goal 3: Community Engagement

- The President and Leadership Team were very active in the community and developing relationships

Media Relations:

- Established and strengthened relationships with local, regional, national mainstream media and higher ed media outlets.
- Locally: Over 43 press releases were issued resulting in 101,169 impressions and 5,033 engagements through social media channels.

- Regionally and nationally: Gained 6 regional and 2 national stories resulting in 16,582 impressions and 811 engagements.

GOAL 1: Access

- Our Focus was on Application and Conversion
- High School Applications are up, but conversions are down
- International applications and conversion - we are still grappling with the aftermath of covid but are coming back. Fall 2021 to Fall 2022 went up by about 100 FTE
 - In 2022-23 enrolled 285 new students vs 266 new students in 2021-22
 - We did not consistently meet our goal to maintain or increase our completed applications and conversion rates
 - Experienced a lower number of completed applications compared to 2021-22
- We have seen tremendous growth in our English Language Acquisition program, from 365 students in 21-22 to 800 students in 23-24. Large increase in students from Afghanistan, Ukraine and Russian students; we are proud to serve them
- New website - Launched on January 31.
- Increased storytelling with the use of video.
- A strategic social media plan was implemented in December. Since then we have seen increases in all key performance metrics:

Goal 2: Success

- 8 cross functional teams put in place this past year to focus on Guided Pathways work, and the integration with ctcLink:
 - Early Alerts
 - Customized Academic Plans
 - New Advising Model
- Student-centered Strategic Scheduling - focus on scheduling that meets students needs
- Program Maps
- Career and College Success Course
- Men of Color Scholars Program has grown to 43 participants
- We are one of 15 programs selected to participate in USC Race and Equity initiative

At 10:55am, Chair Wagner adjourned the study session to a 10-minute break, returning at 11:05am.

At 11:05am, Chair Wagner reconvened the meeting in open session.

2023-24 Priorities

Dr. Singh and the President's Leadership Team presented Goal and Strategies for the coming year for the Board's consideration. They also shared some of the action items that will be associated with the strategies. The Board engaged in robust discussion around each of the goals, presented as follows:

GOAL 1: ACCESS

Strategy A: Increase New Student Applications and Conversion

- Increase High School Graduates' Application and Conversion Rates
- Increase Running Start Application and Conversion Rates

- Increase Adult Learner Application and Conversion Rates
- Increase Enrollment in BAS programs
- Increase International New Student Enrollment
- Increase Re-enrollment of Stop-out Students
- Increase Pre-College-to-College Conversion

Strategy B: Implement Strategic Scheduling to Maximize Efficiency and Effectiveness

- Optimizing Scheduling for Student Success
- Increase Flexible Academic Delivery Options and Online Course Quality
- Faculty Training and Professional Development Around Course Quality

GOAL 2: SUCCESS

Strategy A: Fully Build the First Pillar of Guided Pathways - Clarify the Path

- Optimize Process of Publishing Program Requirements
- Complete and Publish Program Maps

Strategy B: Fully Build the Second Pillar of Guided Pathways - Getting Students on the Path

- Required Onboarding Including Customized Academic Plan (Financial Aid, NSA, NSO, Career Exploration, Assigned Advisor)
- Successful Completion of Career and College Success Course

Strategy C: Fully Build the Third Pillar of Guided Pathways - Keeping Students on the Path

- Identify Enhancements for the Early Alert Process Based on Data
- Define and Implement Milestone Checkpoints by Assigned Advisor
- Ensure Success in Foundational Courses
- Shorten the Path to College Level Courses
- Grow the Men of Color Scholars program
- Increase Student Engagement
- Increase Student Wellness and Support

GOAL 3: COMMUNITY ENGAGEMENT

Strategy A: Expand Awareness and Storytelling About Access and Success at Edmonds College in the South Snohomish County community

- Increase leadership engagement across Snohomish and North King Counties in community partnerships, collaborative initiatives, and presentations, and regional PLT assignments

GOAL 4: CAPACITY & OPERATIONAL EXCELLENCE

Strategy A: Optimize Key College Processes and Provide Training to Stakeholders

- Review and revise position descriptions for a portion of exempt and classified employees
- Offer at least 2 workshops/online sessions to college employees on each of the following topics: budget development; financial management; purchasing processes; travel processes; and contract processes
- Update and Implement Employee Compliance Training, and Onboarding/Offboarding Processes

Strategy B: Hire and Retain Diverse Employees

- Continue to hire and retain employees who reflect our community demographics

Strategy C: Comply with "Diversity in Higher Education" and "Equity and Access in Higher Education" laws

- Take all appropriate steps to comply with the laws

Strategy D: Stay in Full Compliance with the Accreditation Policies to Improve Effectiveness and Fulfill College Mission

- Complete required steps to submit a Year-Seven Self-Evaluation report and host an on-site NWCCU visit

GOAL 5: ADVANCING CAREER MOBILITY THROUGH RELEVANT AND INNOVATIVE SUPPORT AND SERVICES

Strategy A: Design and Develop a Student Services Center for Career Mobility and Advancement

- Create a cross-functional team to analyze the existing infrastructure to inform the design of the new Student Services Center for Career Mobility and Advancement
- Implement at least 3 of the 5 of the action items recommended by the cross-functional team, by Spring 2024

Strategy B: Confer Microcredentials and Badges to Help Our Students be Successful

- Design and pilot at least one microcredential

GOAL 6: EMBRACING DISRUPTIVE TECHNOLOGY TO BE FUTURE READY

Strategy A: Establish Center for AI and Data Science as an Innovation Hub

- Plan and Design Center for AI and Data Science
- Launch Center for AI and Data Science Based on Approved Design by December 31
- Develop and Launch New AI and Data Science Programs, Courses (AI for Everybody) and Infuse AI and Data Science into Existing Programs

LUNCH

At 12:15pm, Chair Wagner adjourned the meeting to a 15-minute lunch break, returning at 12:30pm.

At 12:30pm, Chair Wagner reconvened the meeting in open session.

STUDENT SUCCESS

Trustee Webster presented slides on student success, noting his interest in focusing on student completion. He shared some data he had gathered from Mr. Jim Mulik, showing the demographic breakdown of students in the top 15 academic programs, showing for instance that the Computer Forensics Certificate of Completion has the lowest number of students of color. Trustee Webster shared that research shows that many students have 2-3 dependents, and the college can help raise the quality of life for all of them.

Looking at median pay data for different careers, Trustee Webster expressed a desire to quantify how many students the college graduates and what wages they are making with the education they have. He shared an analogy of the college being like a bus station, and the students being the riders and really all that matters to them is that they reach their destination.

Chair Wagner thanked Trustee Webster for his presentation.

At 12:55pm, Chair Wagner adjourned the study session to a 20 minute break, reconvening at 1:15pm.

At 1:20pm, Chair Wagner reconvened the meeting in open session.

FINANCIAL UPDATE

Dr. Singh noted that per Board policy, the administration presents a financial update to the trustees each quarter, and currently the report is for the 4th quarter. He reminded them that when the budget was approved, we had expected a deficit.

Mr. Mulik presented the following:

Revenue

- Revenue approved as part of the budget approval in June 2022 was \$60.2M.
- Current estimated year-end revenue is \$59.7M
- Difference of (\$516K)

Expenses

- Expenses approved as part of the budget approval in June 2022 was \$62.7M
- Current estimated year-end expenses are \$59.6M
- Difference \$3.6M

Bottom line: we anticipated a \$2.5M deficit, but through cost-cutting and other savings are instead close to breaking even, while the final numbers are still being calculated. However, there will be a deficit in the non-operating budget lines, and the college is still working on gathering all the data.

Dr. Singh noted how tough the budget situation has been, but thanked everyone at the college for managing this very challenging situation well.

The trustees thanked Dr. Singh and the Leadership Team for their hard work to make this budget result happen.

EXECUTIVE SESSION

At 1:35pm, Chair Wagner adjourned the meeting to executive session to discuss personnel matters, real estate, and litigation matters for one hour, returning at 2:35pm.

At 2:35pm, Chair Wagner announced a 15-minute extension, returning at 2:50pm.

At 2:50pm, Chair Wagner announced a 10-minute extension, returning at 3:00pm.

At 3:05pm, Chair Wagner reconvened the meeting in open session and adjourned the meeting to a 15-minute break, returning at 3:20pm.

At 3:20pm, Chair Wagner reconvened the meeting in open session.

BOARD SELF-EVALUATION

The Board reviewed the results from the evaluations that each trustee completed, and made several updates to the evaluation form, and notes for consideration throughout the year.

Chair Wagner conducted a wrap-up exercise.

At 4:11pm Chair Wagner thanked the Board and adjourned the meeting for the day, noting the next day would start in Gateway Hall 352 at 9:00am.

BOARD OF TRUSTEES

Summer Study Session: August 11, 2023

Location: Edmonds College, Gateway Hall 352, 6600 196th Street SW, Lynnwood, WA

Draft Minutes

Trustees Present: Adrienne Wagner, Chair; Dave Earling, Vice Chair; Bryanna Artellano; Wally Webster; Courtney Wooten; Carl Zapora

Trustees Excused: None

Others Present:

Dr. Amit Singh, President; Dr. Mary Spilde, Consultant; Kristen NyQuist, Director of Planning and Operations

CALL TO ORDER

At 9:02am, Chair Wagner called the meeting to order, and welcomed the Board to the second day of their summer study session.

PUBLIC COMMENTS

No public comments were made.

INTRODUCTIONS

Chair Wagner led introductions of the trustees. Dr. Spilde introduced herself, being the former President of Lane Community College in Eugene Oregon, and a frequent presenter with ACCT and ACCT on Board governance.

Dr. Spilde delivered a presentation on governance with a focus on the following topics:

- What is Good Governance
- Board Roles and Responsibilities
- Policy Governance
- Board-CEO Relationships
- Setting the Board and CEO up for Success

There was time for questions and answers relating to real-life governance scenarios.

At 10:22am, Chair Wagner adjourned the meeting for an 8-minute break, reconvening at 10:30am.

At 10:30am, Chair Wagner reconvened the study session in open session.

Dr. Spilde led a discussion on effective evaluations, noting that the college's evaluation of the President is as robust as she's seen, and based on qualitative metrics.

Dr. Spilde led a discussion on student success metrics, noting that momentum metrics can be more effective than completion metrics for making a difference in the experience of the students who are here now.

Dr. Spilde presented slides on National Trends in Higher Education as follows:

- Trend #1 Concerns about value of Education - continues to fall
- Trend #2 Cost of Education and Resulting Debt
- Trend #3 Increased Distance Learning
- Trend #4 Increased Competition
- Trend #5 Changes in demographics
- Trends #6 Mental Health Needs
- Trend #7 Increasing demands for accountability, return on investment, results
- Trend #8 Disconnect between available talent and employment
- Trend #9 Need for continued focus on equitable student outcomes
- Trend #10 Enrollment declines - Covid hit community colleges and their students especially hard
- Trend #11 Demand for changes in curriculum, pedagogy - coming from employers, legislators and students
- Trend #12 Focus on Student Success
- Trend #13 Pell Grant Availability for Incarcerated Adults

After a period of discussion, the Board thanked Dr. Spilde for her presentation.

At 12:15pm, Chair Wagner adjourned the meeting for a 45-minute lunch break, reconvening at 1:00pm.

At 1:00pm, Chair Wagner reconvened the meeting and asked the trustees to make their way to Monroe Hall (6606 196th Street SW, Lynnwood), for a tour and activity at the college Makerspace.

At 1:10pm, the trustees gathered in the Monroe Hall reception area for an introduction to the Makerspace by David Voetmann, Director of the Center for Innovation and Entrepreneurship.

Mr. Voetmann and several volunteers gave a tour of the laser and 3D printer lab, the equipment available for use such as the waterjet, lathe, and routers, and the composites lab. The Board heard from a former student who designed and fabricated Irish penny whistles in the Makerspace and now runs a company selling them online. A SCORE mentor also spoke with the trustees about his work with the members who use the space. The Board of Trustees made a project together using component parts printed on the laser and 3D printers.

The Board and Dr. Singh thanked Mr. Voetmann and the volunteers for their presentations and tour.

ADJOURNMENT

Chair Wagner thanked the Board for a great summer study session and adjourned the meeting at 3:30pm.

Next Meeting: The next regular Board meeting will be held Thursday, September 14, 2023 at 3:30pm.

Adrienne Wagner, Chair

Date Approved

ATTEST:

Dr. Amit B. Singh, Secretary

BACKGROUND

2023-24 COLLEGE PRIORITIES

Subject

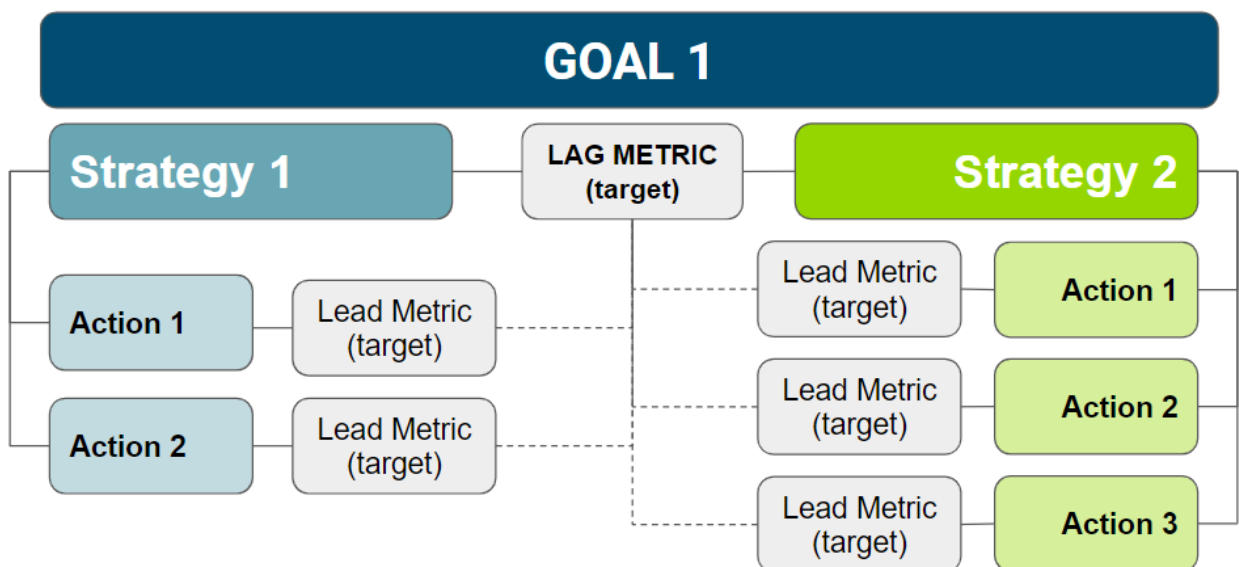
In accordance with Board Policy 7.0 and Procedure 7.01pr, the President and the President’s Leadership Team seek the Board of Trustees’ approval of the 2023-24 College Priorities.

Background

Within the context of the college’s Comprehensive Planning Structure, there are 6 overarching goals. For 2023-24, 13 strategies have been developed to attain these goals. These goals and strategies, which form the 2023-24 College Priorities, were developed by the President’s Leadership Team with opportunity for input and feedback from the College Leadership Team and other stakeholders.

Additionally, actions have been identified under each strategy to impact the desired target lead metrics. Those action items are assigned across the college and are monitored at the departmental level as well as by the President’s Leadership Team.

As outlined in the graphic below, the college uses leading and lagging metrics to monitor progress on the Comprehensive Plan. Strategic lead metrics have been established and actions, as noted above, have been identified to impact these metrics. Lead metrics then ultimately impact larger lag metrics, which are moved by the progress of strategies and show the impact of the overarching goals. This methodology of tying the college’s Comprehensive Plan components horizontally as well as vertically, is key to the plan’s success. Progress reports will be produced periodically for campus and the Board.


Recommendation

The goals, strategies, and actions were presented to the Board on August 10th at the Summer Study Session. The President’s Leadership Team recommends the Edmonds College Board of Trustees approve the 2023-24 College Priorities (Goals and Strategies), as outlined on the following page.

2023-24 COLLEGE PRIORITIES

The 6 Goals and 13 Strategies listed below form the 2023-24 College Priorities

OPERATIONAL PLAN

GOAL 1: ACCESS

Strategies

- 1A: Increase New Student Applications and Conversion
- 1B: Implement Strategic Scheduling to Maximize Efficiency and Effectiveness

GOAL 2: SUCCESS

Strategies

- 2A: Fully Build the First Pillar of Guided Pathways - Clarify the Path
- 2B: Fully Build the Second Pillar of Guided Pathways - Getting Students on the Path
- 2C: Fully Build the Third Pillar of Guided Pathways - Keeping Students on the Path

GOAL 3: COMMUNITY ENGAGEMENT

Strategy

- 3A: Expand Awareness and Storytelling about Access and Success at Edmonds College in the South Snohomish County Community

GOAL 4: CAPACITY AND OPERATIONAL EXCELLENCE

Strategies

- 4A: Optimize Key College Processes and Provide Training to Stakeholders
- 4B: Hire and Retain Diverse Employees
- 4C: Comply with "Diversity in Higher Education" and "Equity and Access in Higher Education" Laws
- 4D: Stay in Full Compliance with the Accreditation Policies to Improve Effectiveness and Fulfill College Mission

INNOVATION PLAN

GOAL 5: ADVANCING CAREER MOBILITY THROUGH RELEVANT AND INNOVATIVE SUPPORT AND SERVICES

Strategies

- 5A: Design and Develop a Student Services Center for Career Mobility and Advancement
- 5B: Confer Microcredentials and Badges to Help our Students be Successful

GOAL 6: EMBRACING DISRUPTIVE TECHNOLOGY TO BE FUTURE READY

Strategy

- 6A: Establish Center for Artificial Intelligence and Data Science as an Innovation Hub



BOARD OF TRUSTEES
SEPTEMBER 14, 2023

RESOLUTION #23-9-1
2023-24 COLLEGE PRIORITIES

WHEREAS, According to Board Policy 7.0 and Procedure 7.01pr, the Board of Trustees reserves unto itself the final approval of the College’s Priorities for 2023-24; and

WHEREAS, the 6 goals and 13 strategies within the 2023-24 College Priorities were developed by the President’s Leadership Team with opportunity for input and feedback from the College Leadership Team and other members of the College; and

WHEREAS, the entire Comprehensive Plan, including the 6 goals, 13 strategies and underlying 34 action steps were presented to the Board for consideration and discussion at the August 10, 2023 Study Session;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the goals and strategies as presented at August 10, 2023 study session, and the September 14, 2023 meeting, as the 2023-24 College Priorities.

Dave Earling, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

BACKGROUND

2024 SCHEDULE OF BOARD OF TRUSTEES MEETINGS

Subject

To establish and approve the 2024 schedule of Edmonds College Board of Trustees meetings.

Background

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

In accordance with Board Policy 1.0 BOT Bylaws, Section 2, Meetings, which states that “The Board of Trustees will hold a minimum of six regular meetings and four study sessions during the calendar year. The day of the month, time, and place for the regular meetings and study sessions shall be set at the first fall meeting,” regularly scheduled meetings will generally be held on the second Thursday of the month with exceptions as needed. Each meeting date will be confirmed at the previous month’s Board meeting.

Unless the Board of Trustees would like to revise the usual meeting time at the September 14, 2023 meeting, meetings are generally scheduled to begin at 3:30pm and last for three hours. Exceptions to this schedule are noted below.

The location for in-person meetings will generally be Edmonds College, Gateway Hall 352, 6600 196th SW, Lynnwood, WA, unless otherwise noted. When feasible, meetings will also have a remote attendance option using Zoom. The location of the meeting, along with any Zoom link/login information, will be noted at the top of the agenda which is posted on the website in advance of the meeting.

Recommendation

The Trustees are asked to review the following proposed schedule of Board of Trustees meeting dates for 2024, along with any other personal commitments they have throughout the year. Any conflicts can be presented to the Secretary of the Board.

Approval of the 2024 meeting schedule will be requested at the October 19, 2023 Board of Trustees meeting.

- February 15, 2024 - 3:30pm (this is the 3rd Thursday, due to ACCT Conference the week prior)
- March 5, 2024 - 5:00pm - 6:30pm - Joint Study Session with Edmonds School District*
- March 21, 2024 - 3:30pm (this is the 3rd Thursday, due to President’s travel schedule)
- April 18, 2024 - 3:30pm (this is the 3rd Thursday, due to NWCCU visit the week prior)
- May 9, 2024 - 3:00pm (earlier start time to accommodate a possible tenure reception)
- June 13, 2024 - 3:30pm
- August 8-9, 2024 - 8:00am – 5:00pm - Board Summer Study Session
- September 19, 2024 - 3:30pm (this is the 3rd Thursday to accommodate Convocation scheduling)
- October 17, 2024 - 3:30pm (this is the 3rd Thursday to maintain a month between meetings)
- November 14, 2024 - 3:30pm

*The Joint Study Session with the Edmonds School District is included for scheduling purposes only, and will be handled as a special meeting as usual.



Washington Community College District 23

**BOARD OF TRUSTEES
September 14, 2023**

FOUNDATION REPORT

FOUNDATION ACTIVITY

- The Foundation awarded 124 scholarship recipients for the 2023/24 academic year totaling \$298K.
- The Foundation awarded \$42,000 in faculty and program grants to campus in May for the 2023-2024 academic year. 13 grants in total were awarded (most awards were \$3000) and supported a range of programs across campus (receptions, materials for students, outreach activities general program support, digitization of library materials, and more).
- The Foundation approved a budget for FY 23-24. Forecasted expenses, including College support, will be \$1.5 million.
- The Foundation is currently in the process of hiring a Finance Manager and an Associate Director of Corporate and Individual Giving. As of 9/1/23, an offer was made for the Finance Manager position. The initial search for the Associate Director position was not successful; the position remains open with additional promotions for recruitment.

FUNDRAISING

- The Foundation experienced another successful year raising \$1.5 million in 2022-2023 with total revenue of 2.1 million.
- For 2023-2024, The Verdant Health Commission awarded the Foundation \$206,000 (announced in January 2023 with the funding period of July 1, 2023-March 31, 2024) as well as a \$75,000 food pantry grant in support of additional staffing and resources (awarded August 2023 with the funding period of October 1, 2023 to September 30, 2024).
- The INSPIRE 2024 fundraising event is set for **April 27** at the Lynnwood Convention Center. Mark your calendars! Promotions and sponsorship campaigns will begin September 2023.
- The 2023 President's Circle Gratitude Breakfast will be held in Woodway Hall on Thursday, October 26th.

Submitted by Tom Bull
Friday September 1, 2023