



Agenda
Regular Meeting &
Study Session
October 10, 2013
Snohomish Hall 304
4:30 p.m.

- | | | |
|---------|---|--------------------|
| 4:30 PM | A. Call to Order | Diana Clay |
| | B. Introduction of Guests | Diana Clay |
| 4:35 PM | C. Public Comments (<i>two minutes each</i>) | Diana Clay |
| 4:45 PM | D. Signing Ceremony | |
| | 1. Faculty Contract Signing | Diana Clay |
| 4:55 PM | E. Study Session | |
| | 1. Central Washington University – certificates and degrees | Faimous Harrison |
| 5:30 PM | F. Approval of Meeting Minutes: September 12, 2013 | Diana Clay |
| | G. Next Meeting: November 21, 2013, 4:30 p.m. | |
| 5:35 PM | H. New Business – First Consideration | |
| | 1. Consideration of 2014 Board of Trustees Meeting Schedule | Diana Clay |
| | 2. Consideration of Board Policy Revisions | Mark Cassidy |
| 5:45 PM | I. Board Updates | |
| | 1. Classified Staff Representative | Patti Pollardo |
| | 2. Faculty Representative | Margaret West |
| | 3. Student Representative | Jackie Gonzalez |
| 5:55 PM | J. President’s Report | Dr. Jean Hernandez |
| 6:05 PM | K. Foundation Report | Diana Clay |
| 6:10 PM | L. Board Policy Review | Mark Cassidy |
| | 1. B 2.2, B 2.3, B 2.4, B 2.5, B 2.6 | |

**EDMONDS COMMUNITY COLLEGE
WASHINGTON COMMUNITY COLLEGE DISTRICT 23
BOARD OF TRUSTEES – AGENDA
OCTOBER 10, 2013
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- | | | |
|---------|---|--------------------|
| 6:35 PM | M. Board Discussion | |
| | 1. ACCT National Congress Debrief | Diana Clay |
| | 2. Transforming Lives Awards Nomination Process | Diana Clay |
| | 3. Revised Presidential Performance Evaluation Form | Dr. Jean Hernandez |
| | 4. President’s 2013-2014 Goals | Dr. Jean Hernandez |
| | 5. Legislative Visits | Carol Summers |
| | 6. Professional Leave Report | Gail Miulli |
| 7:20 PM | N. Adjournment | Diana Clay |

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 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. Information for individuals with hearing or visual impairments can be provided when adequate notice is given to the Office of the President, 425-640-1516.



Board of Trustees

Regular Meeting Minutes September 12, 2013

DRAFT

Trustees Present: Diana Clay, John Jessop, Quentin Powers, Dick Van Hollebeke, and Emily Yim
Others Present: Dr. Nick Brossoit, Mark Cassidy, Max Chen, Garish Chummun, David Cordell, Samantha Dong, Dr. Tonya Drake, Gloria Felicia, Nancy Garland, Jackie Gonzalez, Feven Haile, Dr. Jean Hernandez, Cindy Leung, Dr. Alicia Lewis, Kevin McKay, Patty Michajla, Gail Miulli, Jim Mulik, Dr. Patrick Murphy, Steve Pennington, Carol Summers, Alfred Tidmore III, Pam Wanser, and Margaret West

CALL TO ORDER AND INTRODUCTION OF GUESTS

Chair Quentin Powers called the meeting to order at 4:34 p.m., welcomed those present, and asked for self-introductions.

PUBLIC COMMENTS

No public comments

COMMUNITY CONVERSATION

Edmonds School District – Dr. Nick Brossoit, Superintendent, and Dr. Patrick Murphy, Assistant Superintendent

Dr. Nick Brossoit and Dr. Patrick Murphy provided a presentation on partnerships between the Edmonds School District and Edmonds Community College, including Running Start, College in the High School, Tech Prep, Edmonds Career Access Program, STEM exposition, CTE Advisory Committees, Lynnwood Rotary/ESD/EdCC House project, Expanding your Horizons, Articulation Council, and the College Place Middle School Students of Color program.

Superintendent Brossoit requested further conversation regarding capital projects for shared space for alternative learning needs. Trustee Van Hollebeke added that he would like to hold another joint board meeting with the EdCC Board of Trustees and the Edmonds School District School Board.

Foundation – Veteran’s Campaign Update – Steve Pennington, Pam Wanser and Carol Summers

Attachment A

Pam Wanser, Foundation Executive Director, Steve Pennington, Foundation member and Veteran’s Campaign co-chair, and Vice President Carol Summers, spoke about the campaign to raise \$1 million for the veteran’s *Boots to Books* campaign project. They have been successful in obtaining the initial donations, including an anonymous donation of \$100,000. It is anticipated the College will receive large numbers of veterans on our campus in the near future and the College wants to be positioned for this opportunity to assist this population. Critical needs for the new Veteran’s Center include: staffing, larger dedicated space, equipment, expanded hours, advising, counseling, orientation, and emergency funding.

APPROVAL OF MINUTES

Attachment B

Motion: Trustee Yim moved and Trustee Clay seconded the approval of the June 13, 2013, June 27, 2013, and August 22-23, 2013 meeting minutes.

Approved

NEXT MEETING

October 10, 2013, 4:30 p.m., Snohomish Hall 304.

EXECUTIVE SESSION

The board entered into executive session at 5:30 p.m. for the purpose of discussing property acquisition.

At 5:53 p.m. the board entered into regular session.

OLD BUSINESS - ACTION

Approval of Academic Freedom Policy B1.4 (RN 13-9-1) – Mark Cassidy

Attachment C

The Academic Freedom Policy (B1.4) was presented for first consideration at the August 22nd meeting. No further discussion.

Motion: Trustee Clay moved and Trustee Van Hollebeke seconded the approval of Resolution No. 13-9-1.

Approved

Approval of Mission Fulfillment Definition (RN 13-9-2) – Dr. Jean Hernandez

Attachment D

The Mission Fulfillment definition was presented for first consideration at the August 22nd meeting. Minor revisions were made to the document following that discussion.

Motion: Trustee Yim moved and Trustee Van Hollebeke seconded the approval of Resolution No. 13-9-2.

Approved

Approval of Strategic Plan (RN 13-9-3) – Dr. Jean Hernandez

Attachment E

The Strategic Plan was presented for first consideration at the August 22nd meeting. No further discussion.

Motion: Trustee Clay moved and Trustee Jessop seconded the approval of Resolution No. 13-9-3.

Approved

Approval of Programs for Elimination (RN 13-9-4) – Dr. Jean Hernandez

Attachment F

A list of programs that have been eliminated, or are being considered for elimination, was presented for first consideration at the August 22nd meeting.

Motion: Trustee Jessop moved and Trustee Yim seconded the approval of Resolution No. 13-9-4.

Approved

NEW BUSINESS – ACTION

Approval of Parking Acquisition (RN 13-9-5) – Kevin McKay

Attachment G

Vice President Kevin McKay provided the information on property acquisition for parking in support of the new Science, Engineering and Technology building.

Motion: Trustee Clay moved and Trustee Jessop seconded the approval of Resolution No. 13-9-5.

Approved

MONITORING REPORTS

Budget Update – Kevin McKay

Attachment H

Vice President Kevin McKay provided an update on the college operating budget. The board approved the budget on June 12, 2013 with the caveat that when the final numbers were received from the State that the final operating budget would be balanced and reported to the board. Mr. McKay presented the balanced budget and addressed questions of the trustees.

Student Health and Wellness Grant – Dr. Alicia Lewis

Attachment I

Dr. Alicia Lewis provided an update on the Student Health and Wellness grant through the Verdant Health Commission. The \$369K grant is focused on students, yet also includes wellness activities for our staff and faculty through the Organizational Development and Employee Training office (ODET) and community members. Grant expectations include a new Wellness Center that will be created and co-located with the new Veteran's Center. The center will include a new project coordinator, substance abuse specialist, referral system, wellness and health promotions programming and activities, campus-wide professional development, and a campus wellness resource team.

POLICY REVIEW

Attachment J

The Board will be reviewing all of their policies on an annual basis in an effort to ensure that they are up-to-date and aligned with the language requirements of accreditation. The following policies were discussed at this meeting: B 1.1 – Mission, Core Themes and Values; B 1.2 – Core Themes and Strategic Directions; B 1.3 – Goals: Establishment and Monitoring; and B 2.1 – General Executive Expectations

- Trustee Powers asked if all of the policies are archived before revisions are made in order to see what and when changes were made. Vice President Cassidy replied that all of the policies are archived with those notations documented.
- President Hernandez recommended combining B 1.1 and B 1.2 as the Mission, Vision Statement, Core Themes, and Values.
- Outdated terminology in B 1.3 should be revised to align with the current language.
- President Hernandez reminded the board that the minor terminology revisions will be made without the need for board approval as those revisions do not alter the intent of the overall policy.
- B 2.1 – No. 9 – The language pertaining to “institutional effectiveness” should be revised to “Strategic/SIMPLE Plan.” The words “evaluated on an annual basis” should be replaced with “evaluated on a two-year cycle.”

College staff will provide the necessary revisions to the policies per board discussion and present them at the October 10 board meeting. Policies B 1.1 and B 1.2 will be combined. Since this change is a major revision, the new policy will be reviewed for first consideration at the October meeting. Board approval will take place on November 21.

BOARD UPDATES

Student Representative – Jackie Gonzalez
Attachment K

Classified Representative – Patti Pollardo
No report

Faculty Representative – Margaret West
Attachment L

PRESIDENT’S REPORT – Dr. Jean Hernandez
Attachment M

In addition to the attached monthly report, President Hernandez reported on the following:

- President Hernandez provided information on the New Teachers Academy
- She recently met with the new student government leaders and attended the Triton Jumpstart event.
- College administration is working to make the Edmonds CC campus tobacco free by July 1, 2014.
- The board’s 2013-14 operating budget was reviewed. Cost estimates for attending out-of-town conferences were also provided. Each year the board’s travel will be discussed at the June board meeting. Trustee Van Hollebeke suggested that the board may need to prioritize who attends the various annual conferences.
- The campuswide emergency alert system will be ready in six or seven months. The broadcast emergency system “Triton Alert” is operational but experiencing some flaws that are being addressed. Faculty and staff have received training on emergency preparedness.

FOUNDATION LIAISON REPORT – Diana Clay

Trustee Clay provided an update on the college Foundation. There are two major fundraisers each year, including the upcoming golf tournament on September 23 at the Seattle Golf Club, and the Gala Auction on February 22, 2014, in Woodway Hall 202.

BOARD DISCUSSION – Quentin Powers

Recognition Awards

Trustee Van Hollebeke was recognized for his nomination for the TACTC Trustee of the Year award, and Patty Michajla, Executive Assistant to the President, was recognized for her nomination for the ACCT Professional Board Staff Member award.

Revised Presidential Performance Evaluation Form

Trustee Yim presented the draft revised presidential evaluation form for review. Following discussion, it was decided to have President Hernandez revise it further and send the draft to the board for final review at the October 10 board meeting.

President’s 2013-2014 Goals

Dr. Hernandez will continue to work on her goals, and they will be reviewed on October 10.

Legislative Plan

The board viewed the president’s legislative plan.

Board Evaluation by the President

The board reviewed and discussed their evaluation by President Hernandez.

Board Budget

The board’s 2013-14 operating budget was discussed earlier during the president’s report.

New Trustee Orientation

Trustee Van Hollebeke suggested asking Kim Tanaka, TACTC Director, to meet with new student trustees to provide an orientation soon rather than having them wait until the February Legislative Congress, which is more than half way through their term. He will follow up with Ms. Tanaka about setting up the orientation.

Election of Officers

According to the officer rotation chart, Trustee Diana Clay will serve as the board chair and Trustee Emily Yim will serve as the vice chair for 2013-2014. Trustee Yim will be listed on the TACTC education committee. Each year, board officers serve from October 1 through September 30.

Motion: Trustee Jessop moved and Trustee Van Hollebeke seconded the approval of Trustee Clay as the board chair and Trustee Yim as the vice chair for 2013-2014.

Approved

On behalf of the board, Trustee Clay presented Trustee Powers with a plaque to acknowledge their appreciation for his service as chair during the 2012-2013 term.

Trustee Yim encouraged the other trustees to apply for leadership positions on the Association of Community College Trustees national board. The positions are for one year and meet twice per year. She also encouraged all of the trustees to attend the reception for Asian Pacific Islander/Native Americans that will be held in conjunction with the ACCT National Congress in Seattle. It will take place on October 3, 4:30-6:00 p.m. at the Washington State Convention Center. Edmonds CC is a co-sponsor of this event.

January Board of Trustees Meeting

The board typically does not meet in January, but since there is a conflict with the February meeting date due to the ACCT meeting in Washington DC, President Hernandez recommended that the board meet in late January and not meet in February. The board will be polled regarding possible January meeting dates.

Board of Trustees Holiday Dinner

Trustee Clay offered to host a holiday potluck dinner at her home in December. The board will be polled regarding possible dates.

EXECUTIVE SESSION

The board entered into executive session at 8:09 p.m. for the purpose of discussing potential litigation.

At 8:20 p.m. the board entered into regular session.

ADJOURNMENT

The meeting was adjourned by Chair Quentin Powers at 8:21 p.m.

ATTACHMENTS AVAILABLE UPON REQUEST

Quentin Powers, Chair

Date Approved

ATTEST:

Dr. Jean Hernandez, Secretary

ATTACHMENT K
BOARD OF TRUSTEES
Monthly Meeting Report
STUDENT GOVERNMENT
September 12, 2013

- Introduction to Board of Trustees
- The Executive Board has been in training since late August
- Student Government is making initial introductions to our counterparts in the college's administration as the fall quarter kicks off
- The Executive Board individually paired up with faculty members in being student representatives at each of the Triton Jumpstart Orientations
- We will be running Welcome back booths to engage students as well as facilitate the college Textbook Exchange during the first week of the quarter

Submitted by: Jacqueline Gonzalez, Executive Officer for Community Relations

ATTACHMENT L
BOARD OF TRUSTEES
Monthly Meeting Report
AFT Local 4254 EdCC Faculty
September 12, 2013

As you can imagine, faculty are gathering their ideas and materials together for the coming academic year. Many of course are already prepared; if they are not, you will see some anxious faces on campus next week.

The major topics of concern for faculty right now are salaries and workload – the first is too low and the second too high if that needs any explaining. The conversations have begun, and the Administration is aware of the concerns, so we hope for a productive year.

Thank you.

Margaret West
President
Local 4254
Edmonds Community College Federation of Teachers



Board of Trustees

Washington Community College District 23

**President's Report
September 12, 2013**

ATTACHMENT M

President Jean Hernandez Activity Report: June – August, 2013

Over the summer months, I have participated in the following activities, meetings, and events related to the five Core Themes of the College:

Strengthen our diverse community

I attended a roundtable involving Sen. Patty Murray to discuss opportunities for veteran students. I have been involved in several other efforts involving the veterans campaign. I have been involved in the planning committee for the Asian American/Native American reception to be held in conjunction with the October ACCT Leadership Congress in Seattle. I provided a welcome for the 2013 Supplier Diversity Aerospace Symposium reception at Paine Field. I attended the 10th annual Feiria Latina event held on our campus. I attended the 50th Anniversary celebration of the MLK March on Washington. I attended a tour of the Lighthouse for the Blind, which is an organization that provides educational and other opportunities for sight impaired individuals.

Provide educational opportunities

I attended the graduation ceremonies at the Monroe Correctional Complex. I attended the College Spark Board of Trustees meeting. I attended the Foundation Board of Directors Retreat. I attended the open house of the new Central Washington University downtown Seattle office.

Help students access career opportunities

I provided a welcome for a Boeing/EdCC retreat held on our campus. I met with Everett CC President David Beyer and our respective public information officers regarding an upcoming joint op-ed in the Everett Herald. I met with Snohomish County Executive John Lovick who has been invited to attend and speak at our September 17th Convocation.

Support student success

Encourage innovation, service, and lifelong learning

I participated in the Edmonds CC booth at the Bite of Edmonds. I continue to meet with college donors and participate on several local boards.



Board of Trustees

Washington Community College District 23

Background

2014 SCHEDULE OF BOARD OF TRUSTEES MEETINGS

Subject

To establish and approve the 2014 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 2014 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 2014 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 2014 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 21, 2013, Board of Trustees meeting when approval will be requested.

January 23, 2014
March 13, 2014
April 10, 2014
May 8, 2014
June 12, 2014
August 21-22, 2014 (Retreat)
September 11, 2014
October 9, 2014
November 13, 2014



Board of Trustees

Washington Community College District 23

Background

AMENDMENTS TO SELECTED BOARD POLICIES

Subject

Consideration and approval of amendments to Board Policies B 1.1, B 1.2, B 1.3, and B 2.1.

Background

The Board of Trustees will be reviewing all of the Board Policies on an annual basis in an effort to ensure they are aligned with the language requirements of accreditation and reflect current practices. As a part of the first cycle in the annual review process, the following existing policies were discussed at the September 12, 2013 meeting:

- B 1.1 – Mission, Core Themes and Values
- B 1.2 – Core Themes and Strategic Directions
- B 1.3 – Goals: Establishment and Monitoring
- B 2.1 – General Executive Expectations

As a result of that discussion, President Hernandez and the Board of Trustees recommended making substantive changes to the Board Policies as follows:

- Combine B 1.1 and B 1.2 to become one policy to include the Mission, Vision Statement, Core Themes, and Values. The Board decided to review a revised combined policy at the October 10, 2013 board meeting for first consideration, with approval at the November 21, 2013 meeting.
- Update and revise outdated terminology included in B 1.3 to align with the current language used within accreditation and other related policies.
- Update and revise the language in B 2.1, # 9 pertaining to “institutional effectiveness” to include language now used in the College’s Strategic Plan and SIMPLE Plan. The words “evaluated on an annual basis” should be replaced with “evaluated on a two-year cycle.” A statement should be added indicating that the College has implemented a Strategic Plan that is the institutional effectiveness process for the College.
- In addition, since B 1.1 and B 1.2 are now combined into one new B 1.1 policy, the other remaining policies in the B 1series (*Mission and Strategic Directions*) will be reassigned new numbers to remain consistent with the current sequential numbering system in each series. Therefore, the existing B 1.3 will now become B 1.2; the existing B 1.4 will now become B 1.3. The numbering change to B 1.4 requires minor editing only, and no other changes; such minor editing to B 1.4 can be made by college staff without the need for board approval.

The appropriate changes described above have been made to align these Board Policies with the language requirements of accreditation and to better reflect the recent work completed on the College’s Mission, Vision Statement, Core Themes, Strategic Objectives, and Values, as well as the Strategic Plan and SIMPLE Plan.

Copies of the new drafts of the policies with recommended substantive changes are provided with this background statement, showing all additions in red font.

Recommendation

The staff of Edmonds Community College recommends the Board approve the amendments made to Board Policies B 1.1, B 1.2, B 1.3 and B 2.1 as provided for Board review, and direct the President to ensure that minor editing changes for numbering sequence are made to the affected Board Policies as described, with approval at the meeting on November 21, 2013.



Board of Trustees

Washington Community College District 23

President's Report October 10, 2013

President Jean Hernandez Activity Report: September 13 – October 4, 2013

Over the past month, I have participated in the following activities, meetings, and events related to the five Core Themes of the College:

Strengthen our diverse community

I attended a Latino leadership fundraising event and gave a brief presentation on the inception of the Latino Leadership Institute. I provided a welcome for a group of South African students who were visiting campus for two weeks. I continue to be involved in efforts involving the veterans campaign.

Provide educational opportunities

I continue to be involved with the accreditation team as we prepare for the upcoming visit in spring 2014. The Five Star Consortium presidents met during the recent WACTC presidents' meeting and I have agreed to serve as chair for this year. I joined the trustees in attending the Association of Community College Trustees National Leadership Congress in Seattle.

Help students access career opportunities

I attended the joint aerospace presidents and aerospace pipeline committee meeting. I also attended the Governor's Aerospace Summit's reception hosted by higher education institutions, including Edmonds CC, and was joined by Trustees Van Hollebeke and Jessop.

Support student success

I held the Convocation event as the college kicked off fall quarter for faculty and staff.

Encourage innovation, service, and lifelong learning

I attended the annual Foundation golf tournament and dinner fundraising event. I am involved with area health providers in producing a "healthy living" cable TV segment. I continue to meet with college donors and participate on several local boards. I attended the Spirit of Snohomish County breakfast sponsored by the United Way of Snohomish County. Since June 2013, I have learned to twitter and did my largest volume of tweeting in the last three weeks.

2013-2014 Goals

Jean Hernandez

Strengthen our diverse community

- Continue to work closely with the Special Assistant and the Diversity Council to implement a college-wide diversity plan.
 - The Diversity Plan will be created and implemented prior to the end of this academic year.
- Continue to recruit and retain a diverse student body and workforce.
 - Place more advertisements in all major ethnic minority newspapers in our area and other social media.
 - Increase our visibility with veterans by attending at least six veteran-specific events in the county and at the various military bases.
 - Provide a welcoming environment for our students with disabilities by increasing staffing levels in Services for Students with Disabilities Office and adding more ADA tables and chairs in the classrooms.
- Increase the number of community partnerships and joint program offerings at EdCC that reflect our diverse community.
 - Increase by four the number of community groups hosting events at EdCC and provide a welcome from me or a designee to convey our commitment to our community and partnerships.
 - Attend at least two community events (e.g., Economic Alliance of Snohomish County, Workforce Snohomish, United Way of Snohomish County, Rotary Club of Lynnwood, etc.) each month.
 - Work with vice presidents for instruction and workforce training to enhance our educational partnerships with industry, K-12, and higher education institutions (e.g., WABS, Everett CC, etc).

Provide educational opportunities

- Ensure EdCC is a leader in offering excellent educational pathways, by working with government and industry partners and addressing the skills gap in our service area.
 - Work with faculty and vice presidents for instruction and workforce training to create high demand, high wage certificate and degree programs, as deemed appropriate.
 - Compete for state and national grants and contracts that will keep Edmonds CC on the cutting edge in developing programs to meet the skills gaps in our community.
- Certify ongoing assessments of our courses, certificates, and degrees are occurring on a regular basis.

- Work with the Executive Vice President for Instruction to ensure we conduct assessments of all certificates and degrees.
- In close consultation with the Executive Vice President for Instruction, the Vice President for Workforce Development and Training, and the Vice President for Finance and Operations seek innovative ways to deliver a broad choice of degrees and certificates through competency-based training, online, and other new methods.
 - Receive at least \$500,000 non-state revenue sources to support innovative programs and delivery modes.

Help students access career opportunities

- Encourage opportunities on campus that prepare students for their job search.
- Solicit industry and community partners who are willing to participate on the Technical Advisory Committees, in mock interviews, and in listing their openings with the college.
- Support service learning and internship opportunities for all students.

These strategies apply to all 3 items above:

- Meet with current and new industry partners and invite them to become more involved with Edmonds CC through the Technical Advisory Committee, posting of internships or permanent job vacancies, and community service projects.
- Work with the Vice President of Workforce Training and Development and her staff to implement a marketing plan that increases the visibility of our students with employers and results in more internship opportunities being offered to our students.

Support student success

- Recommend policies to the Board of Trustees that validates EdCC's commitment to student success.
 - Continue to review and evaluate student success initiatives and, if appropriate, ask Board to consider implementing a policy(ies) that reflect Edmonds CC commitment to student success.
- Ensure the implementation of the CARE Team and relevant threat assessment training is provided across the college community.
 - Work with Vice President for Student Services to have CARE Team processes in place by early winter quarter 2014.
- Seek innovative initiatives to implement at EdCC that support student success (e.g., professional training, mandatory orientation and advising, etc.)
 - Increase number of faculty and staff who participate in professional development activities that focus on student success and decreasing opportunity gaps.
 - Expand "proven" student success strategies to a larger portion of the student population, with the goal of offering these services and/or resources to ALL students.

Encourage innovation, service, and lifelong learning

- Support and advocate for a culture that embraces innovation and an entrepreneurial attitude for addressing current challenges.
 - Increase the amount of grant and contract funds by \$1,000,000 over the 2012-2013 fiscal year.
- Continue to work with each member of President's Cabinet and have him/her become active in at least one of our community organizations so as to increase the visibility for the college.
 - By end of 2013-2014 academic year, have all members of President's Cabinet involved in at least one community organization.
- Create opportunities for and encourage "college teams" to work together on innovative programs and activities through external grants, Student Success Council grants, and EdCC Foundation grants.
 - Work with the grants office to find revenue sources that can provide an opportunity for collaboration across the college campus (e.g., faculty learning communities, Americorps prior peer mentors grant)
 - Provide \$20,000 in mini-grants through Student Success Council.

Send out a reminder from the president's office to the college community and invite them to submit an application to the EdCC Foundation for grant funds.