

BOARD OF TRUSTEES**Regular Meeting**

June 11, 2020 4:30pm

Via Zoom Video Conference Call

Link to join meeting: <https://zoom.us/j/92467526678>**AGENDA**

- | | | |
|--------|--|--|
| 4:30pm | 1. Call to Order | Chair Yim |
| 4:32pm | 2. Introduction of Guests | Chair Yim |
| 4:35pm | 3. Public Comment (3 min. each)
To make a public comment, please submit it in writing to publiccomment@edcc.edu no later than Wednesday, June 10 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. | Chair Yim |
| 4:45pm | 4. Approval of Meeting Minutes (pg. 3)
May 7, 2020 – Regular Meeting | Chair Yim |
| 4:47pm | 5. Next Meeting
August 13, 14, 2020 – Study Session Retreat, Location TBD | Chair Yim |
| 4:50pm | 6. Board Resolutions
a. Commitment to Student Success for Black Students (pg. 10)
RESOLUTION #20-6-1
b. Denouncing Xenophobia and Anti-Asian Sentiment Arising (pg. 12)
Due to Fears of the COVID-19 Pandemic and Affirming Edmonds College’s Commitment to the Well-Being and Safety of Asian-Pacific Islander Communities
RESOLUTION #20-6-2 | Chair Yim |
| 5:00pm | 7. Informational & Monitoring Reports
a. COVID-19 Innovations Analysis
b. Makerspace PPE Prototypes | Danielle Carnes
David Voetmann |
| 5:20pm | 8. Old Business: Second Consideration, Final Action
a. Approval of New Comprehensive Plan (pg. 14)
RESOLUTION #20-6-3
b. Approval of New Vision Statement (BOT 6.0) (pg. 19)
RESOLUTION #20-6-4 | James Mulik/Danielle Carnes
James Mulik/Danielle Carnes |

- c. Approval of College Operating Budget for 2020-21 (pg. 22) RESOLUTION #20-6-5 Gregory Hinton
 - d. Approval of Associated Students Fees (pg. 24) RESOLUTION #20-6-6 Vanessa Zelenović
 - e. Approval of Associated Students Fee Budget (pg. 27) RESOLUTION #20-6-7 Vanessa Zelenović
 - f. Approval of BAS: Robotics and AI (pg. 31) RESOLUTION #20-6-8 Dr. Terry Cox
- 5:35pm **9. New Business: First Consideration and Requested Final Action**
- a. Approval of Associate in Applied Science (pg. 35) (Limited Transfer Degree) Robotics and Automation Technology RESOLUTION #20-6-9 Dr. Charlie Crawford
 - b. Approval of Revision to ASEC Financial Code (pg. 38) RESOLUTION #20-6-10 Benjamin Thompson
 - c. Approval of International Contract Program (pg. 40) RESOLUTION #20-6-11 Gregory Hinton
- 5:45pm **10. New Business: First Consideration**
- a. BAS: Integrated Health Management (pg. 42) Dr. Terry Cox
 - b. Consideration of Changes to WAC Traffic Rules (pg. 43) Gregory Hinton, Jade Jeter-Hill
- 5:55pm **11. Representative Reports**
- a. Faculty Representative (5) Kay Latimer
 - b. Student Representative (5) Brenda Obonyo
 - c. Classified Staff Representative (5) Frederick Pieters
- 6:10pm **12. Break**
- 6:20pm **13. Foundation Report** (pg. 44) Brad Thomas
- 6:25pm **14. President's Report** (pg. 45) Dr. Amit Singh
- 6:30pm **15. Board Discussion** Chair Yim
- a. Board Positions 2020-21
 - b. Other
- 6:45pm **16. Executive Session** Chair Yim
- 7:30pm **17. Adjournment** Chair Yim

Next Meeting: August 13, 14, 2020 – Study Session only, location TBD

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: May 7, 2020

Held via Zoom video conference call due to COVID-19

Draft Minutes

Trustees Present: Emily Yim, Chair; Carl Zapora, Vice Chair; Adrienne Wagner; Wally Webster

Trustees Excused: Dr. Tia Benson Tolle

Others Present: Arlene Anderson, Kay Latimer, Brenda Obonyo, Elizabeth Mueth, Danielle Carnes, Christina Castorena, Dr. Charlie Crawford, Gregory Hinton, Kristen NyQuist, Jim Mulik, Mushka Rohani, Dr. Amit Singh, Eva Smith, Dr. Yvonne Terrell-Powell, Brad Thomas, and other guests.

CALL TO ORDER AND WELCOME

Chair Yim called the meeting to order at 4:30pm, and welcomed those present.

INTRODUCTION OF GUESTS

Chair Yim asked those in attendance to introduce themselves and share their affiliation with the college.

PUBLIC COMMENTS

There were no public comments.

APPROVAL OF THE MEETING MINUTES

Chair Yim asked for a motion to approve the minutes from the April 13, 2020 regular meeting. Vice Chair Zapora made the motion, which was seconded by Trustee Wagner, and the minutes were unanimously approved as presented.

Approved

NEXT MEETING

The next regular meeting is scheduled for June 11, 2020 at 4:30pm.

INFORMATIONAL & MONITORING REPORT

Third Quarter Budget Update

Gregory Hinton, Vice President of Finance and Operations, reported on the third quarter financial results. The state has not pulled any of its 2019-20 allocation, and there is hope that will hold until June 30. The 2.5% increase in tuition for this year was not included in the budget, and that will provide a small buffer against the projected shortfall of \$1M in shared funding. Normally there is a 1-year lag in revenue receipt with Running Start, EdCap and Distance Learning programs, which will be brought current this year. Through March 30, 67% of the budget has been spent, not including negotiated COLA increases. Mr. Hinton invited questions from the Board.

OLD BUSINESS: SECOND CONSIDERATION & FINAL ACTION

Approval of Candidates for Tenure

The Board invited Patrick Kolanda, Construction Management, to discuss his tenure website, and to hear feedback from the trustees on his materials. The trustees thanked Mr. Kolanda, remarking on the strengths he brings to the college.

Chair Yim asked for a motion to grant tenure to Patrick Kolanda, as outlined in Resolution #20-5-1. Trustee Wagner made the motion, which Trustee Webster seconded and tenure for Mr. Kolanda was approved, as outlined in Resolution #20-5-1.

The Board invited Mika McAfee, Social Human Services/Family Life Education, to discuss her tenure website, and to hear feedback from the trustees on her materials. The trustees thanked Ms. McAfee, remarking on the strengths she brings to the college.

Chair Yim asked for a motion to grant tenure to Mika McAfee, as outlined in Resolution #20-5-1. Trustee Wagner made the motion, which Vice Chair Zapora seconded and tenure for Ms. McAfee was approved, as outlined in Resolution #20-5-1.

Chair Yim congratulated the newly tenured professors, reminding them that a tenure celebration would be held when large groups were permitted to gather again.

Approved

Approval of Refugee Tuition Differential Waiver

Chair Yim asked for a motion to approve Resolution #20-5-2, Refugee Tuition Differential Waiver, that had been presented for first consideration at the last meeting. Trustee Webster made the motion, which Trustee Wagner seconded and motion passed unanimously.

Approved

NEW BUSINESS: FIRST CONSIDERATION & REQUESTED FINAL ACTION

Distance Learning Fee Waiver

Mr. Hinton presented the background on the request to approve Resolution #20-5-3. Edmonds College has transitioned to distance learning only for the summer, due to the coronavirus. And while a normal summer at Edmonds College would bring in about \$144K in distance learning fees, it seems right to waive the student fee for distance learning as that has been a mandatory decision made by the college for all students due to the pandemic situation. Mr. Hinton asked the Board to approve the loss of that potential revenue.

Chair Yim asked for a motion to approve Resolution #20-5-3, to waive the distance learning fee for all students for Summer Quarter 2020. The motion was made by Vice Chair Zapora, seconded by Trustee Webster, and unanimously passed.

Approved

Building Study Area Naming

Brad Thomas, Executive Director for the Edmonds Community College Foundation, presented the background on the request to approve Resolution #20-5-4, approving the naming of two study areas in Hazel Miller Hall. The naming opportunities had been offered to donors Dr. Jean Hernandez and Mike and Wendy Popke, in recognition of their financial support of the *Launch - Powered by You* campaign. Chair Yim asked for a motion to approve Resolution #20-5-4, which was made by Vice Chair Zapora and seconded by Trustee Webster. The motion unanimously passed.

Approved

NEW BUSINESS: FIRST CONSIDERATION

New Comprehensive Plan and Vision Statement

James Mulik, Senior Executive Director for Institutional Effectiveness and Grants, and Danielle Carnes, Vice President for Innovation and Strategic Partnerships, presented the background information on the new comprehensive plan, which includes a new vision statement, structure, and goals. Mr. Mulik outlined the planning process which had incorporated feedback and ideas from internal and external stakeholders. The plan has two sides; the core functions side includes the overarching goals of Access, Success, Community Engagement, and Capacity & Operational Excellence; the innovation side captures the work of the Idea Lab as well as interviews with community members to gather their input on market signals. The goals on the innovation side of the plan are Entrepreneurial Hub, and Anytime, Anywhere.

Mr. Mulik noted that the change to the vision statement would necessitate a change to Board of Trustees Policy 6.0 - Mission, Vision, Core Themes and Values. He pointed to the two options outlined in the materials; discussion followed.

College FY20-21 Operating Budget

Mr. Hinton presented the forecasted FY 20-21 operating budget, which showed a reduction in all three revenue lines including a significant reduction in funding from the state, resulting in a projected shortfall of \$6.1M.

There was discussion about expense detail, which would be shared at the June meeting, and Dr. Singh noted that more information was needed from the state before a plan to close the gap could be formed.

Associated Students Budget and Fees for 2020-21

Vanessa Zelenović, Executive Officer for Budget and Finance for the Associated Students, presented the Associated Student Fees for 2020-21, reporting that with the exception of the S&A fee that may increase 2.5% with tuition, it was recommended that the rest of the fees remain at the current rate in light of the hardship many students would be facing with COVID-19 and the resulting economic impacts.

Ms. Zelenović presented the Associated Student Budget for 2020-21, with a projected revenue of \$1.4M. Budget lines were mostly kept flat, although minimum wage increases necessitated increasing some lines. The resulting \$61.6K budget gap was funded via a second budget so that additional cuts would not have to be made, and programs such as Ethics Challenge, MESA scholarships, Project Home, and others could be funded. Ms. Zelenović explained that the additional funding would be transferred from the fund balance, not the unallocated reserves.

The trustees thanked Ms. Zelenović for her presentation.

REPRESENTATIVE REPORTS

Faculty Representative, Kay Latimer, gave her report. [Attachment 1]

Student Representative, Brenda Obonyo, gave her report. [Attachment 2]

Classified Staff Representative, Liz Mueth, gave her report. [Attachment 3]

BREAK

At 5:50pm, Chair Yim adjourned the meeting for a 10-minute break. At 6:00pm, Chair Yim reconvened the meeting in open session.

FOUNDATION REPORT

Brad Thomas, Executive Director of the Edmonds College Foundation, reported that 101 student requests related to COVID-19 (over \$40K) had been funded in the last month. The Foundation had approached the Associated Students to request that they fund \$10K for student emergencies, and they generously donated \$50K.

Mr. Thomas reported that 450 scholarship applications for the 2020-21 academic year are currently being scored, and that the 2020 Gala would take place virtually, with a 20-minute program. He encouraged trustees to host a virtual table to support the Foundation.

PRESIDENT’S REPORT

Dr. Singh congratulated two students, Hayden Tran and Bahareh Rouhijahromi, who were chosen as part of the All-Washington Academic Team, and honor of the Phi Theta Kappa International Honor Society, in recognition of their academic achievement.

He reported that the recent mid-cycle accreditation visit had gone very well, and that the final report would be shared with the Board once it was received. He also shared the work of the WATR Center and the Facility Makerspace to produce personal protective equipment prototypes and helped local companies manufacture PPE components. He thanked all those involved in the effort.

BOARD DISCUSSION

Chair Yim asked the trustees if they had any items for discussion. Vice Chair Zapora thanked Dr. Singh and everyone at the college who is stepping up during this challenging time.

EXECUTIVE SESSION

At 6:17pm, Chair Yim adjourned the meeting to the executive session for 60 minutes to discuss a personnel matter. At 7:17pm, Chair Yim announced an extension of the executive session until 7:30pm. At 7:30pm, Chair Yim announced an extension of the executive session until 7:40pm.

At 7:40pm, Chair Yim reconvened the meeting in open session.

ADJOURNMENT

The meeting was adjourned by Chair Yim at 7:40pm.

Next Meeting: The next regular Board meeting will be held June 11, 2020 at 4:30pm, via Zoom Video Conference.

Emily Yim, Chair

Date Approved

ATTEST:

Dr. Amit B. Singh, Secretary

**BOARD OF TRUSTEES
May 7, 2020 Meeting Report
AFT Local 4254 EdCC Faculty**

- Faculty have stepped up and saved this College by putting their classes online for spring quarter, and so far, there has been little acknowledgement of this fact. Faculty are working 10 to 14 hours a day and weekends to continue their classes. To put a class online requires continuous creation of content, while meeting with students and grading. It is not possible to compensate Faculty for all the hours that they are putting in, but they should be compensated a token amount in the form of a stipend for spring.
- We have received the results of a survey that we sent to Faculty and these are their concerns: Stipends for spring, adequate tech support for both Faculty and students, use of their home equipment, workload and safety in returning to campus.
- Faculty want clear communications about fall quarter expectations.

Thank you.

Kay Latimer
President, Local 4254

BOARD OF TRUSTEES
May 7, 2020 Meeting Report
Student Government

ATTACHMENT 2

1. The student Government officially moved both the executive board and committee meetings online.
2. Student Government decided not to increase fees. This is because we wanted to keep the tuition cost as low as possible.
3. We agreed to allocate a total of 101,603 dollars from the reserve into the 220-21 S&A fee budget. We did this in order to recognize new programs. We also realized that the 20-21 student Government was going to be at a disadvantage with not enough money in the unallocated reserve due to poor enrollment.
4. We filled the Executive Officer for Diversity position with Kamron Kamimae.
5. We are hosting a community chat on May 12th from 2:00 to 4:pm. We will be discussing the impact COVID -19 has had on students.

Prepared by:

Brenda Obonyo

Executive Officer for Administration.

**BOARD OF TRUSTEES
May 7, 2020 Meeting Report
WPEA/UFCW Local 365**

- The classified staff has been working hard to support faculty and administration, helping to keep the campus moving forward. We want to thank all of our members for the hard work they are doing - a special shout to our IT and their coordination of the laptop pick up; the essential workers in security, grounds, print and mail who keep daily operations going; HR for working to ensure we are paid.
- This experience has been challenging for many of us but as a community we have come together to support each other and continue our commitment to the college and student success. Many areas around campus have been agile in this time and have really stepped up to provide extra support.
- On the Legislature level, we have been interviewing candidates to give potential endorsements or contributions.
- We have advocated in Olympia to ensure continued funding for state employees, primarily pushing the importance of funding higher education.

Respectfully submitted by:

Liz Mueth, EdCC WPEA Chief Shop Steward

RESOLUTION #20-6-1
AFFIRMING OUR COMMITMENT TO STUDENT SUCCESS
FOR BLACK STUDENTS

WHEREAS, on May 25, 2020, Mr. George Floyd, a Black man in Minnesota, was killed by a White police officer who held his knee on his neck for 8 minutes and 46 seconds; and

WHEREAS, reactions to the unjust killing of Mr. Floyd and other Black people have ignited a national and global response, prompting thousands to protest and take action against police brutality, systemic racism and racial violence; and

WHEREAS, Edmonds College stands in solidarity with Black Lives Matters and the Black community; and

WHEREAS, Edmonds College represents and serves a diverse population in terms of race, ethnicity, gender identity, language, culture, national origin, socio-economic class, age, physical ability, sexual orientation, and religious beliefs; and

WHEREAS, Edmonds Colleges' commitment to diversity, equity, and inclusion requires that we advocate and use a collective voice to identify and eliminate systemic racism and those barriers that deny equitable access and impact the success of our Black students and other underserved groups; and

WHEREAS, Edmonds College will take action to work toward removing racial inequities, and to deliberately create a safe and inclusive environment where individuals and groups feel valued and understood; and

WHEREAS, nationally 28.8%^[1] of Black community college students earn a degree, certificate, or transfer within six years (compared to 49.8% of White students); and

WHEREAS, nationally only 9.9% of Black students who started at a community college complete a degree at a 4-year institution within 6 years (compared to 21.6% of White students); and

WHEREAS, 71.2%^[2] of Black undergraduates who are enrolled in a public college or university in Washington are enrolled in a Washington community college, while 28.8% are enrolled in a 4-year public university. By comparison, 62.4% of White students are enrolled in community colleges, while 37.6% attend a 4-year public university; and

[1] [Community College FAQs](#)

[2] [WSAC DIVERSITY REPORT](#), pg. 12

[3] [SBCTC First Time Entering Student Outcomes](#)

[4] [SBCTC AYR Enrollments](#); [SBCTC Personnel Data](#)

WHEREAS, only 28%^[3] of Black students in Washington’s community colleges (CCC) transfer within four years (compared to 36% of White students); and only 34% of Black students transfer to a public university within six years (compared to 41% of White students); and

WHEREAS, the ratio of Black students to Black faculty is 1:99^[4] at Edmonds College and 1:52 in Washington’s community colleges; and

WHEREAS, the state of Washington, Edmonds College and other colleges in the the Washington community college system need to address structural inequities of Black student success by way of policy change and advocacy;

NOW THEREFORE BE IT RESOLVED, that we Edmonds College hereby reaffirm our commitment to removing systemic barriers for Black community college students in our state by working collaboratively with the Washington community college system as well as local, state, and federal governments, K-12 schools, businesses, and community-based organizations to provide equity-minded and race-conscious decision-making in support of Black community college students as they complete their academic programs and as Black students transition to a four-year college or university, or employment;

AND BE IT FURTHER RESOLVED, that Edmonds College affirms its commitment to taking action to eliminate systemic racism, stand in solidarity with Black students and the Black community, and to intentionally:

- (1) Listen to the concerns expressed by Black students and other underserved groups;
- (2) Take steps that address their concerns and recommendations;
- (3) Look at our policies and procedures to eliminate barriers;
- (4) Address microaggressions and other biases;
- (5) Provide professional development focused on eliminating racism, bias and other forms of discrimination;
- (6) Hire racially diverse faculty and staff; and
- (7) Create spaces for feedback and accountability.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

[1] [Community College FAQs](#)
[2] [WSAC DIVERSITY REPORT](#), pg. 12
[3] [SBCTC First Time Entering Student Outcomes](#)
[4] [SBCTC AYR Enrollments; SBCTC Personnel Data](#)

RESOLUTION #20-6-2

**DENOUNCING XENOPHOBIA AND ANTI-ASIAN SENTIMENT ARISING
DUE TO FEARS OF THE COVID-19 PANDEMIC AND AFFIRMING
EDMONDS COLLEGE'S COMMITMENT TO THE WELL-BEING AND
SAFETY OF ASIAN-PACIFIC ISLANDER COMMUNITIES**

WHEREAS, Asian/Pacific Islander communities are suffering acts of discrimination, hate crimes, and microaggressions due to fears of COVID-19; and

WHEREAS, since the December 2019 outbreak of the COVID-19 virus in Wuhan, China, the infection has grown to nearly seven million confirmed cases worldwide; and

WHEREAS, according to the World Health Organization, more than 1.8 million COVID-19 cases have been reported in the United States as of June 7, 2020; and

WHEREAS, some national leaders have used divisive and inflammatory rhetoric, referring at times to the COVID-19 virus as the "Chinese virus," and "Kung-Flu"; and

WHEREAS, such rhetoric is inaccurate and stigmatizing, tends to incite fear, promote xenophobic discrimination and violence, and puts Asians/Pacific Islanders at risk of harm and retaliation; and

WHEREAS, scientists have confirmed that the COVID-19 disease does not respect borders and is not caused by ethnicity, and the World Health Organization has cautioned against using geographic descriptors because they can fuel ethnic discrimination; and

WHEREAS, as the COVID-19 virus has spread, numerous Asians/Pacific Islanders have reported experiencing microaggressions, racial profiling, harassment, and hate violence; and

WHEREAS, at Edmonds College, Asians/Pacific Islanders make up nearly 26% of our student population, 11% of our employee population, and almost 12% of the population of Snohomish County; and

WHEREAS, the Edmonds College Board of Trustees wishes to affirm its commitment to stand up against discrimination and racism and intentionally create an environment that honors the well-being and safety of Asian/Pacific Islander students, employees, and community members to ensure they know they are not alone and that they can speak out to help stop the spread of bigotry and hatred;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Edmonds College denounces anti-Asian racism and xenophobia and does not condone the rhetoric and racist remarks and actions of some national leaders regarding the COVID-19 virus. Edmonds College joins fellow community colleges, cities, counties, and states across the country in affirming its commitment to the safety and well-being of Asian/Pacific Islanders and in combating harassment, discrimination and hate crimes targeting Asians and Pacific Islanders.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

BACKGROUND

NEW VISION STATEMENT AND NEW COMPREHENSIVE PLAN

Subject

Board of Trustees approval of a new vision statement and new comprehensive plan

Background

The existing vision statement was approved by the Board of Trustees in 2013.. The vision is included in policy BOT 6.0, which is attached to this document. The college's last strategic plan was approved by the Board of Trustees in 2016, and ran from 2016-2018. In early 2018, the plan was extended for an additional year (through 2018-19) as the college transitioned to a new president. After that time remaining, valid goals from the plan were folded into the college's operational plan for 2018-2020.

Development of the Comprehensive Planning Structure

During the July 2019 Board of Trustees Study Session, the Trustees discussed the possibility of creating a new vision statement and the new comprehensive planning structure. The comprehensive planning process has spanned the 2019-20 academic year, during which several events and opportunities for input were held, and formal updates along the way were provided to the Board of Trustees.

Throughout the process several [planning-related resources](#) were referenced and utilized. These included SWOT analyses; environmental scans; higher education trend reports, and local and regional data.

Over the course of the year, a comprehensive planning model was created; the college's Idea Lab was launched; and 417 ideas that were collected, sorted, and themed from 50+ meetings that were held with internal and external stakeholders; ideas were vetted by college leadership.

All of these efforts have resulted in a new comprehensive plan, and two options for a new vision statement.

Highlights of External Community Input

Without exception during the community interviews, respondents conveyed a sincere appreciation for the college and its role in the region. Many specific examples of good work were cited, and interviewees also expressed strong support for the college and generally applauded the college's responsiveness and willingness to experiment.

External community members highlighted the following regional traits : optimism for South Snohomish County; equity and inclusive prosperity for all people in the community; collaborative spirit among entities within the area; and creativity and entrepreneurship to connect local innovators. These traits were considered in the development of the Comprehensive Plan.

Crafting the Vision Statement

Taking into account the feedback given during the planning process, the PLT worked together over a period of months to craft two options for a new vision statement that describe our ideal state, and that work with our mission and values to create a complete and compelling picture of Edmonds College.

Three versions of the new vision language are being brought forward for the Board of Trustees to consider:

Option 1: Creating the Future of Learning. Empowering Innovative and Inclusive Leaders.

Option 2: Leading the Future of Learning. Empowering Global and Inclusive Leaders.

Option 3: Leading the Future of Learning. Empowering Innovative and Inclusive Leaders. (suggested at 5/7/20 mtg)

Details of the College’s Comprehensive Planning Structure

The college’s comprehensive approach to planning integrates continuous improvements to existing functions (i.e., operational planning), and an intentional structure to challenge the status quo and lean into the future (i.e., innovation planning). The model is designed to include a broad range of participants and to weave long-term planning with annual operational planning, allowing the college to focus on meeting its mission while working toward realizing its vision.

Both sides of the comprehensive plan are continually refreshed each year, with some items rolling off and some coming on. This eliminates the need for a cumbersome 3 or 5 year life-cycle of a traditional strategic plan, making this a process lite alternative to its planning cousin of the past.

Operational Planning

The operational plan is organized around the four overarching goals of Access, Success, Community Engagement, and Capacity/Operational Excellence. Each of these goals is underpinned by strategies and action items which are assigned across the college.

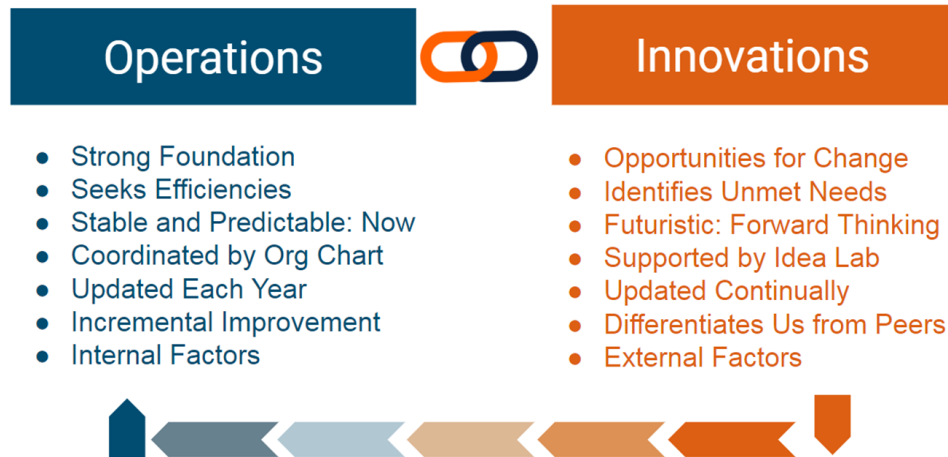
Updates on actions items (which are implemented by employees within the various areas of the college) are regularly monitored by the President’s Leadership Team and reported out, both to the Trustees and to campus. The operational plan is refreshed each year, as completed items roll off and new ones are added.

Innovation Planning

Edmonds College innovative plan consists of bold initiatives selected to respond to unmet needs in the community.

To assist with innovation planning, the college created an Idea Lab, which is designed to be a permanent structure at Edmonds to brainstorm, incubate, evaluate, and mobilize innovative solutions to create a change-ready and adaptive college. The Idea Lab began during the 2019-20 academic year, and focused its first cohort of employees on the creation of the innovation goals contained here.

Forward-thinking ideas for the innovation plan may come from a variety of sources, and once they are vetted, approved, and implemented, they inform the shorter-term operational plan as noted in the diagram below. In this way, the college’s innovation plan and operational plan are integrated.



Recommendation

The President’s Leadership Team recommends the Edmonds College Board of Trustees choose and approve one of the three options of the new vision statement and approve the new comprehensive plan.

Comprehensive Plan

Mission	Vision
Teaching Learning Community	<i>Final vision statement to be approved by Board</i>
<p style="text-align: center;">4 Operational Plan Goals</p> <p>Access: The college Access goal aims to increase student and community access to college pathways. Increasing access to the college experience through outreach and marketing, high-quality academic programs, clear pathways; and student-centered course scheduling are included in this goal.</p> <p>Success: Success for all students is a driving priority for Edmonds College. Establishing an inclusive learning environment requires equitable support structures, quality student success resources, and inescapable pathway communication to guide students to attain their academic goals.</p> <p>Community Engagement: Edmonds College is committed to serving our community and partnering in creative and unique ways to solve problems, meet needs, and build futures. Investing in relationships with organizations, partners, and community leaders for shared outcomes is the intent of this goal.</p> <p>Capacity and Operational Excellence: This goal aims to build institutional, individual and professional capacity for excellence through focus on identified leadership competencies. Intentional pursuit of process improvement, operational efficiencies, strategic use of resources, and customer obsession will also drive progress toward this goal.</p>	<p style="text-align: center;">2 Innovation Plan Goals</p> <p>Entrepreneurial Hub: Edmonds College will create synergies among the business community, our racially diverse and immigrant communities, and our campus community by creating access and opportunity through an entrepreneurship hub.</p> <p>Anytime, Anywhere: Edmonds College will commit to enhancing academic and service delivery to fit the modern student lifestyle: delivering personalized attention at mass scale.</p>

For informational purposes, some sample strategies for the above-stated goals are shown below. Official strategies will be developed and approved by PLT in June 2020.

OPERATIONAL PLAN

Goal 1: Access

Sample Strategies

- Increase New Student Enrollments
- Offer Clear, Relevant Academic Programs
- Close Racial Equity Gaps Related to Access

Goal 2: Success

Sample Strategies

- Ensure Learning for All Students
- Improve Progression and Completion for All Students
- Close Racial Equity Gaps Related to Success

Goal 3: Community Engagement

Sample Strategies

- Meet Employer and Community Needs through Programs and Services
- Build Strategic Partnerships with Local Leadership and Community Resources
- Advance Community Support for the Edmonds College Foundation

Goal 4: Capacity and Operational Excellence

Sample Strategies

- Ensure Fiscal Health and Stability
- Enhance Employee Recruitment and Retention
- Invest in Digital Transformation

INNOVATION PLAN

Goal 1: Entrepreneurial Hub

Sample Strategies

- Grow Public/Private Partnerships for Entrepreneurial Endeavors
- Create Entrepreneurial Learning Opportunities

Goal 2: Anytime, Anywhere

Sample Strategies

- Increase Flexible Academic Delivery Options
- Deliver Technology Enhanced Services and Programs

**RESOLUTION #20-6-3
NEW COMPREHENSIVE PLAN**

WHEREAS, the Board of Trustees reserves unto itself the final approval of College's comprehensive plan; and

WHEREAS, the new comprehensive plan replaces the previous 2016-2018 strategic plan and which the Board approved on January 21, 2016 via Resolution 16-2-1; and

WHEREAS, the goals of the comprehensive plan were developed through the College's leadership teams and the college's Idea Lab and with opportunity for input and feedback from all members of the College (both internally and externally);

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the structure and goal language as presented at the May 7, 2020 and June 11, 2020 meetings as the College's comprehensive plan.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

POLICY BOT 6.0 - Mission, Vision, Core Themes, and Values

SUMMARY/SCOPE

The Edmonds College Board of Trustees supports the college's Mission, Vision, Core Themes, and Values. As the governing body for the college, the Board of Trustees approval is required before changes can be implemented.

DESCRIPTION

The current Mission, Vision, Core Themes, and Values are as follows:

MISSION

Teaching|Learning|Community

VISION

~~Transforming lives through exemplary, nationally recognized educational and career pathways.~~

New Vision Statements for the Board's consideration, choice, and approval:

Option 1 - Creating the Future of Learning. Empowering Innovative and Inclusive Leaders

Option 2 - Leading the Future of Learning. Empowering Global and Inclusive Leaders

Option 3 - Leading the Future of Learning. Empowering Innovative and Inclusive Leaders

CORE THEMES

Guided by innovation, equity, inclusion, and a global perspective, we are committed to...

- Academic Excellence
- Student Success
- Community Engagement

VALUES

The Board, employees, and students of our college value...

Collaboration and Communication

- We promote respectful collaboration, communication, and interaction among students and employees.
- We develop and maintain a safe, healthy, and professional environment that fosters creativity, innovation, learning, and personal growth.

Responsibility and Accountability

- We manage our resources with efficiency and integrity to ensure the long-term health of the college.
- We infuse sustainable and transparent practices throughout all aspects of the college's operations and programs.

Innovation and Creativity

- We continuously seek opportunities to improve the quality of our lives, the college, our community, and the world.
- We explore, create, and evaluate in order to improve.

Diversity, Respect, and Inclusion

- We celebrate the individuality and diversity of our students and colleagues, as well as the diversity of our college, community, nation, and world.
- We require equity and mutual respect.

An in-depth review of the Mission, Vision, Core Themes, and Values will be conducted at least once every seven (7) years.

GLOSSARY TERMS

[Board of Trustee\(s\)](#)

RELATED POLICIES AND PROCEDURES

[BOT 6.01pr Mission, Vision, Core Themes, and Values: Procedure](#)

SOURCE INFORMATION

(was) B 1.1 Mission Statement, Vision Statement, Core Themes, Strategic Objectives, and Values

CONTENT OWNER. The primary responsibility for this policy belongs to:

Office of the President, Secretary of the Board of Trustees

PRIMARY CONTENT CONTRIBUTOR (Director/Dean)

Office of the President, Secretary of the Board of Trustees

REVIEW PERIOD

Three years. Requires President consulting with the Board of Trustees Chair on changes made.

REVIEW HISTORY

2017-Nov 02 Reviewed, Board Resolution 17-11-2

2017-Feb 09 Revised, Board Resolution 17-2-1

2014-Feb 18 Reviewed

2013-Nov 21 Amended, Board Resolution 13-11-2

2013-May 09 Amended, Board Resolution 13-5-1

2012-Sep 09 Amended, Board Resolution 12-9-3

2012-Aug First Consideration of B 1.1

2010-Jun 09 Amended, Board Resolution 10-6-9

2007-Jan 11 Amended

2001-May Approved B 1.1 (and B 1.2)

RESOLUTION #20-6-4
VISION STATEMENT AND AMENDMENT OF BOT POLICY 6.0

WHEREAS, BOT Policy [BOT 6.0](#) contains the vision statement language; and

WHEREAS, the new comprehensive plan replaces the previous 2016-2018 strategic plan; and

WHEREAS, new vision statement options were drafted by the President's Leadership Team simultaneously with the comprehensive plan that was developed through the college's leadership teams and the college's Idea Lab and with opportunity for input and feedback; and

WHEREAS, the College administration presented two vision statement options to the Board of Trustees for their consideration and choice at the May 7, 2020 meeting;

WHEREAS, a third option was suggested by combining parts of the original two options;

NOW THEREFORE BE IT RESOLVED that the Edmonds College Board of Trustees adopts the new vision statement for the College: _____
and approves the necessary changes to BOT Policy 6.0 to reflect the new vision statement.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

***UPDATED* BACKGROUND
2020-21 COLLEGE OPERATING BUDGET**

Subject

First consideration of the 2020-21 College Operating Budget.

Background

While the State Board for Community and Technical Colleges has provided us with a projected allocation for 2020-21, that allocation is still in draft status and subject to further adjustments before being finalized. Budget reductions and fiscal uncertainty will be overarching themes as Governor Inslee recently vetoed 147 separate expenditures for the state's 2020 supplemental budget that will reduce the state spending by nearly \$445 M over the next three years.

Working with the allocation projection from the State Board and our projections for decreased enrollment and tuition revenue for this coming fiscal year, the Business Office has put together a projected budget plan for 2020-21 with a shortfall of approximately \$11M.

We have adopted a more rigorous and disciplined budgeting process that requires much more analysis that is granular by every budget authority across campus, and is intended to realize \$8 million in savings will allow for more precise alignment with the College's mission and goals on spending decisions, and

There will be changes in the initial allocation between now and when it is released, as it is uncertain if the state will meet prior to the start of the fiscal year, July 1, 2020. This next fiscal year, 2020-21 will be a very challenging year for the College budget and will require careful management of resources to continue the work accomplished in 2019-20.

As part of first consideration, the initial budget presented reflects all of these elements.

Recommendation

The President and the President's Leadership Team recommend that the Board of Trustees approve the provisional 2020-21 College Operating Budget as presented, at the June 11, 2020 Board of Trustees meeting and a final version presented at the September Board of Trustees meeting.

**RESOLUTION #20-6-5
PROVISIONAL COLLEGE OPERATING BUDGET 2020-21**

WHEREAS, the State Board for Community and Technical Colleges has provided Edmonds College with a projected allocation for fiscal year 2020-21. That allocation is still in draft status and subject to further adjustments before being finalized; and

WHEREAS, budget reductions and fiscal uncertainty will be overarching themes as Governor Inslee recently vetoed 147 separate expenditures for the state's 2020 supplemental budget which will reduce state spending by nearly \$445 million over the next three years; and

WHEREAS, working with the state's allocation projection and the College's projection of decreased enrollment and tuition revenue for the coming fiscal year, the Business Office has put together a projected budget plan for 2020-21 with a shortfall of approximately \$11 million, and

WHEREAS, the college has adopted a more rigorous and disciplined budgeting process that requires much more analysis, and is more granular, from all budget authorities across campus. The college will undergo a process to find savings and narrow the gap of the current projected budget deficit with an \$8 million savings in expenditures; and

WHEREAS, This next fiscal year, 2020-21, will be very challenging for the college budget and will require careful management of resources to continue the work accomplished in 2019-20;

WHEREAS, there will be changes in the initial state allocation between now and when it is released, as it is uncertain if the state will meet prior to the start of the fiscal year, July 1, 2020.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees approves the provisional College Operating Budget for 2020-21 as presented at the June 11, 2020 Board meeting and a revised budget will be presented towards the end of the first quarter for final approval.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh
President

**BACKGROUND
FISCAL YEAR 2020 - 2021
SERVICES & ACTIVITIES FEE
STUDENT CENTER M&O FEE
ASSESSMENT FEE
TECHNOLOGY FEE
SUSTAINABILITY FEE
TRITON FIELD FEE
BUS PASS USER FEE**

Subject

Proposed ASEC Services and Activities and Self-Assessed local fees for Fiscal Year (FY) 2020-21.

Background

The ASEC budget development process is outlined in the ASEC Financial Code and RCW 28B.15.045. The ASEC Executive Board is responsible for determining fee levels within the guidelines that the State Legislature and the State Board of Community and Technical Colleges have set. The following fees are submitted for consideration.

The Associated Students recommend to the Board of Trustees fee levels for the following six fees: the Services and Activities Fee and five local voluntary self-assessed fees. The Services and Activities Fee maximum is set by the State Board for Community and Technical Colleges, and the five local voluntary self-assessed fees are set by the Associated Students Executive Board. The State Legislature has given authority to each college to determine local fees. The ASEC Executive Board voted to keep self-assessed local fees the same for 2020-21.

Current ASEC FeesServices and Activities (S&A) Fee

The Services and Activities Fee is included as part of the tuition a student pays.

S&A Fee 2019-2020	\$11.33/credit (credits 1-10)	\$6.59/credit (credits 11-18)
S&A Fee 2020-2021	\$11.62/credit (credits 1-10)	\$6.75/credit (credits 11-18)

Assessment Fee

The Associated Students took action to assess a fee to fund Brier Triton Student Center and subsidize the bus pass program with Community Transit.

Assessment Fee 2019-2020	\$5.30/credit
Assessment Fee 2020-2021	\$5.30/credit

Technology Fee

The Associated Students took action to assess a Technology Fee. The fee is used to fund staff positions to support the operation of the open computer labs and fund technology-related projects through the Technology Investment Management Committee (TIMC).

Technology Fee 2019-2020	\$2.40/credit
Technology Fee 2020-2021	\$2.40/credit

Student Center Maintenance and Operation (M&O) Fee

The Associated Students took action to assess a Student Center M&O Fee. The fee was instituted in 2005-06 to support a dedicated fund for the M&O of the student center. Currently, the State does not fund M&O for buildings constructed with Certificates of Participation (COP). This fee ensures a dedicated revenue source for the operation of the student center. It has not been changed since FY 17-18.

Student Center M&O Fee 2019-2020	\$0.41/credit
Student Center M&O Fee 2020-2021	\$0.41/credit

Sustainability Fee

The Associated Students took action to assess a Sustainability Fee. This fee began in the fall quarter of 2011 to provide dedicated funding to enhance sustainability on campus. The fee provides funding for the Campus Green Fund; funds student positions known as "Green Team," and to educate the campus community about sustainability practices.

Sustainability Fee 2019-2020	\$0.45/credit
Sustainability Fee 2020-2021	\$0.45/credit

Triton Field Fee

The Associated Student Executive Board took action to assess the Triton Field Fee beginning fall quarter 2019. The purpose of the fee is to provide dedicated funding for ongoing maintenance, field improvements, and turf replacement.

Triton Field Fee 2019-2020	\$0.75/credit
Triton Field Fee 2020-2021	\$0.75/credit

Bus Pass User Fee

The Associated Students took action to assess students who want a bus pass a quarterly user fee. This user fee began in the summer quarter 2010 to help subsidize the bus contract with Community Transit. Contract costs require that all students who use this service pay a small fee to receive free local bus service.

Bus Pass User Fee 2019-2020	\$26.00/quarter
Bus Pass User Fee 2020-2021	\$26.00/quarter

Recommendation

The Board of Trustees approve the proposed FY 2020-21 ASEC Services and Activities Fee, Assessment Fee, Technology Fee, Student Center M&O Fee, Sustainability Fee, Bus Pass User Fee as submitted at the June 11, 2020 Board of Trustees meeting.

**RESOLUTION #20-6-6
ASEC SERVICES AND ACTIVITIES and
SELF-ASSESSED FEE RATES FY 2020-21**

Whereas, the State Board for Community and Technical Colleges set the tuition and fee rates for Fiscal Year (FY) 2020-21; and

Whereas, the Board of Trustees of Community College District 23, possesses the authority to set the Services and Activities Fee (S&A Fee) portion of the tuition and fee rate for FY 2020-21; and

Whereas, the ASEC Executive Board has approved the following fees for FY 2020-21:

- | | |
|--|---------------------|
| ● S&A Fee for credits 1-10 | \$11.62 per credit |
| and for credits 11-18 | \$6.75 per credit |
| ● Assessment Fee | \$5.30 per credit |
| ● Technology Fee | \$2.40 per credit |
| ● Student Center Maintenance and Operation Fee | \$0.41 per credit |
| ● Sustainability Fee | \$0.45 per credit |
| ● Bus Pass User Fee | \$26.00 per quarter |

NOW, THEREFORE BE IT RESOLVED that the Edmonds College Board of Trustees approves the proposed FY 2020-21 S & A Fee, Assessment Fee, Technology Fee, Student Center Maintenance and Operation Fee, Sustainability Fee, and Bus Pass User Fee.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

**BACKGROUND
FISCAL YEAR 2020-21
ASEdCC SERVICES AND ACTIVITIES FEE BUDGET**

Subject

Proposed ASEdCC Services and Activities Fee Budget for (FY) 2020-21.

Background

The ASEdCC budget development process is outlined in the ASEdCC Financial Code and RCW 28B.15.045. The ASEdCC Services and Activities (S & A) Fee Budget Committee has balanced the proposed budget following the process, timeline, and guidelines contained in the ASEdCC Financial Code.

The following budget is submitted for consideration:

2020-21 Projected Revenue = **\$1,430,000**

Fund Balance Allocation = **\$101,603**

The 2020-2021 S & A Fee Revenue is assumed to remain the same as the current year, as projected by the Business Office.

The 2020-21 S & A Fee Budget Committee developed the budget based on account directors' proposals, preliminary balance hearings, and administrative review. The committee reviewed all accounts by dividing the budgets into 8 groups and reviewing each group individually. The groups are as follow:

- Payroll
- Travel & Conferences
- Student Events
- Services
- Scholarships
- Music
- Athletics
- New Programs

The Associated Students of Edmonds College approved the transfer of \$101,603.00 from the Student Government fund balance to the 2020-21 S & A Fee Budget.

The ASEdCC Executive Board recognized the following programs as a new recognized program. Subsequently, the 2020-21 S & A Fee Budget Committee funded the programs.

- Ethics Competition at \$1,682
- National Conference for College Women Student Leaders at \$4,105
- Rocketry at \$5,000
- Society for Advancement of Chicanos/ Hispanics and Native Americans in Science, Society of Women Engineers, & National Society of Black Engineer Conferences at \$8,644
- MESA Scholarships at \$8,900
- Project Home at \$10,000

The following budgets has the most significant changes:

- Game Room increased by 16% (\$19,989 to \$23,149)
- Center for Student Engagement and Leadership Welcome Desk increased by 14% (\$25,576 to \$29,166)
- Student Leadership Training decreased by 11% (\$11,835 to \$10,523)
- Triton Review newspaper increased by 14% (\$15,349 to \$17,432)
- Digital Signage increased by 47% (\$4,208 to \$6,202)
- Jazz Festival decreased by 100% (\$5,592 to \$0)
- STEM Study Room increased by 45% (\$22,115 to \$31,974)

Recommendation

The Board of Trustees approve the proposed FY 2020-21 Services and Activities Fee budget at the June 11, 2020 Board of Trustees meeting.

2020-21 ASEdCC Services and Activities Fee Budget

**EDMONDS COMMUNITY COLLEGE
ASSOCIATED
STUDENTS**



Account Number	Program Title	2019-20 Allocation	2020-21 Preliminary Balance	Percent Increase	Difference
8020	Game Room	\$19,989	23,149	16%	3,160
8024	Tunnel of Intersections	\$1,100	1,100	0%	0
8050	CSEL Welcome Desk	\$25,576	29,166	14%	3,590
8110	ASEdCC Executive Board	\$75,290	78,695	5%	3,405
8116	Student Math League Contest	\$390	390	0%	0
8117	Legislative Action	\$935	935	0%	0
8140	Student Leadership Training	\$11,835	10,523	-11%	-1,312
8145	Student Leader Conference Travel	\$1,650	1,650	0%	0
8210	Student Activities Supervision	\$71,325	\$ 75,509	6%	\$ 4,184
8215	Intramural Programmer	\$7,780	7,780	0%	0
8220	Triton Talks	\$19,400	19,400	0%	0
8235	Student Technology Advice and Resource Team	\$26,629	28,158	6%	1,529
8240	Student Activities Programming	\$29,241	29,341	0%	100
8280	Commencement	\$22,227	20,711	-7%	-1,516
8285	Awards Dessert	\$5,600	5,482	-2%	-118
8292	Services for Students with Disabilities	\$20,626	20,626	0%	0
8305	International Mentors	\$5,340	5,340	0%	0
8313	Center for Service Learning	\$24,651	24,913	1%	262
8315	Residential Life Program	\$33,400	33,400	0%	0
8325	Art Gallery	\$5,746	6,298	10%	552
8330	Childcare	\$175,844	\$199,589	14%	\$23,745
8335	Wellness and Health Promotion	\$3,408	3,408	0%	0
8340	Learning Support Center	\$90,856	95,903	6%	5,047
8360	Center for Student Cultural Diversity and Inclusion	\$40,707	38,717	-5%	-1,990
8365	Pow Wow	\$2,950	2,950	0%	0
8405	Career Action Center Events	\$15,997	16,559	4%	562
8408	Leadership is You! Conference	\$6,870	7,100	3%	230
8410	Clubs	\$40,636	41,063	1%	427
8610	Student Newspaper: The Triton Review	\$15,349	17,432	14%	2,083
8620	Triton Calendars	\$6,695	7,061	5%	366
8630	Between the Lines	\$6,703	6,703	0%	0
8640	Publicity	\$9,459	9,527	1%	68
8660	Printing	\$955	955	0%	0
8670	Digital Signage	\$4,208	6,202	47%	1,994
8680	Black Box Theatre	\$6,500	6,500	0%	0
8705	Athletic Grants-in-Aid/Athletic Grants-in-Aid	\$46,000	48,000	4%	2,000
8710	Athletic Administration	\$89,827	96,008	7%	6,181
8711	Athletic Official Fees	\$32,885	35,495	8%	2,610
8712	Post-Season Travel	\$5,000	5,000	0%	0
8713	Athletic Travel	\$78,961	85,554	8%	6,593
8714	Athletic Uniform Schedule	\$6,640	6,640	0%	0
8720	Men's Soccer	\$1,000	1,000	0%	0
8725	Women's Soccer	\$1,000	1,000	0%	0
8730	Men's Basketball	\$1,000	1,000	0%	0
8740	Baseball	\$2,000	2,000	0%	0
8750	Volleyball	\$2,412	2,543	5%	131
8760	Women's Basketball	\$1,000	1,000	0%	0
8770	Softball	\$1,000	1,000	0%	0%
8795	Athletic Facilities	\$12,450	12,450	0%	0
8800	Vocal Music Program	\$2,042	2,342	15%	300
8805	Concert Band	\$4,980	4,980	0%	0
8810	Jazz Band	\$9,360	9,360	0%	0
8820	Soundsation	\$10,790	10,790	0%	0
8830	Jazz Festival	\$5,592	0	-100%	-5,592
8850	Symphonic Choir	\$7,635	7,635	0%	0
8855	Music Licensing	\$5,385	5,768	7%	383
8860	Music Programmer	\$6,161	6,424	4%	263
8865	Music Scholarships	\$13,580	13,580	0%	0
8870	ISS Programmer	\$7,324	7,787	6%	463
8871	STEM Study Room	\$22,115	31,974	45%	9,859
8872	Pre College Peer Mentoring	\$5,748	5,868	2%	\$120
8873	Women's Cross Country	\$2,050	1,581	-23%	-469
8874	Men's Cross Country	\$2,050	1,581	-23%	-469
New	Ethics Challenge		1,682	N/A	1682
New	NCCWSL		4,105	N/A	4105
New	Rocketry		5,000	N/A	5000
New	SACNAS, SWE, & NSBE		8,644	N/A	8644
New	MESA Scholarships		8,900	N/A	8900
New	Project Home		10,000	N/A	10000
8940	Building Fund	\$100,000	100,000		
8920	Unallocated Reserve	\$108,033	\$102,666		
	Totals	\$1,429,887	\$1,531,591	7%	\$101,704

*New recognized and subsidized program

**RESOLUTION #20-6-7
ASEC SERVICES AND
ACTIVITIES FEE BUDGET
FY 2020-21**

Whereas, the ASEC Services and Activities Fee Budget Committee has developed the proposed ASEC Services and Activities Fee Fiscal Year (FY) 2020-21 Budget; and

Whereas, the ASEC Executive Board has approved the budget based on the projected Services and Activities Fee revenue for FY 2020-21 as estimated by the Business Office, and as stipulated in the AEdCC Financial Code; and

Whereas, the College administration has reviewed and approved the FY 2020-21 ASEC Services and Activities Fee Budget;

NOW, THEREFORE BE IT RESOLVED that the Edmonds College Board of Trustees approves the FY 2020-21 ASEC Services and Activities Fee Budget.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

BACKGROUND

Robotics and Artificial Intelligence Bachelor of Applied Science (ROBAI BAS)

Subject: Edmonds College is committed to advancing the skills of our students to meet the needs of industry into the next decade and beyond by creating a new bachelor's degree in Robotics and AI pathway.

Background: Artificial Intelligence is being used now in virtually every local industry. Smart technologies aren't just changing the way we interact with each other, they are disrupting the workplace and the workforce. A recent report by the World Economic Forum suggests that "75 million jobs will be displaced by robots, artificial intelligence, and automation," but it also suggests that 133 million jobs will be created. Researchers believe we are on the verge of the 4th Industrial Revolution.

Last year, the Center of Excellence for Information and Computing Technology offered to share their work in determining the needs of local employers in skills of IT workers related to Artificial Intelligence. This was the culmination of two years of work including industry focus groups, curriculum development, and labor market analysis. Building off this sound base, additional labor market analysis and input from industry was sought.

This program is designed to satisfy an unmet need across multiple industries. It is not focused on developing the AI algorithms that create deep learning but rather, understanding and applying principles of AI, robotics, and machine learning to understand how these systems work together to support the algorithms and applications that allow systems to run effectively in a variety of industries. ROBAI graduates will be prepared to implement, integrate, maintain, and troubleshoot systems in an industrial environment.

This is not an engineering technology, nor strictly a CIS or computer science degree. It is an interdisciplinary degree that will provide students with the knowledge and skills needed to design, implement and analyze basic machine learning and embedded systems that run robotics and basic AI applications. The new program will introduce students to the science of computer vision, the fundamentals of robotics, control systems, and the use of 3D printing to develop and test prototypes. It will build on the recently created AAS-T degree in Robotics and Automation Technology (RAT) offered by the Engineering Technology department.

Program Need: The labor market for graduates with AI skills is hard to pin down, because the job titles rarely reflect that AI skills are required. Rather, understanding the foundations of AI, and the ability to use AI-enhanced systems show up in the required skills. Using EMSI data tools, we were able to show that many Application Development or Software Development positions require these skills. The job market for these titles is huge - over 20,000 jobs per year get posted for Application or Software Developers in our region.

ROBAI BAS Summary

Robotics and Artificial Intelligence (ROBAI) Bachelor of Applied Science Degree

Program Description:

This BAS degree is an applied bachelor's degree specifically designed to build on professional/technical associate's degrees that provide workplace skills, such as the Associate in Applied Science-Transfer (AAS-T) degree. The BAS degree differs from other bachelor degrees as it incorporates prior work experience and more hands-on learning. Graduates with the BAS degree may apply to related masters programs.

The interdisciplinary Robotics and Artificial Intelligence Bachelor's of Applied Science (ROBAI – BAS) integrates computer science, engineering technology, robotics, automation, and applications development. It prepares students for careers in Applications Development, specifically focusing on robotics and artificial intelligence.

The degree is designed for students who have completed an AAS-T degree in Robotics & Automation Technology, Engineering Technology, Mechatronics, or who have completed an ATA in one of these areas and taken additional prerequisite general education courses.

Degree Requirements:

Category	Course	Course Title	Credits
Proficiency (60 credits from AAS-T)	100 and 200 level	Foundational Courses in Engineering Technology, Electronics Technology, Mechatronics, Robotics & Automation, or similar program	60
General Education (60 credits)			
Communication	ENGL&101	English Composition	5
Communication	ENGL&235	Technical Writing (strongly recommended)	5
Quantitative Symbolic Reasoning	MATH&141	Pre-calculus I	5
Humanities	CMST&210	Interpersonal Communication (strongly recommended)	5
Humanities		Any Humanities course from distribution list	5
Natural Sciences	CS 115	Intro to Computer Programming or equivalent	5
Natural Science (Lab)		Any Lab Science	5
Social Sciences	PHIL 110	Contemporary Moral Issues	5
Social Sciences		Any Social Science course from distribution list	5
General Elective		Any course from distribution lists	5
General Elective		Any course from distribution lists	5
General Elective		Any course from distribution lists	5

Upper Division (60 credits from ROBAI BAS)			
	ITAD 300	Software Engineering	5
	ITAD 315	Discrete Math for Developers	5
	ITAD 330	Database Models and Design	5
	ITAD 360	Application and Data Integration	5
	ROBAI 370	Advanced Computer Vision/Sensors	5
	ROBAI 380	Architectural Robots & Mechatronic Design	5
	ITAD 400	Mobile Applications	5
	ROBAI 401	Language and Speech Technology	5
	ROBAI 405	Advanced AI & Applications for Machine Learning	5
	ROBAI 410	Autonomous Systems	5
	ITAD 430	Embedded Systems	5
	ROBAI 415	Capstone I	5
Total Credits for ROBAI BAS Degree			180

Program Outcomes:

Students successfully completing the ROBAI BAS will be able to:

1. Solve analytical and statistical problems, implement machine learning algorithms, design and test embedded software, and develop robotic control commands using appropriate software languages and libraries.
2. Model, design, and analyze embedded system hardware and software architectures and communication protocols.
3. Design and construct models and prototypes for robotics and embedded electronics using additive manufacturing (3D printing.)
4. Identify, evaluate, and implement multiple robotic sensing systems including computer vision, voice recognition, tactile and proximity sensors, and environmental/scientific probes.
5. Demonstrate an understanding of the applications and trends in AI, machine learning, and robotics and their societal and ethical implications.
6. Apply research and critical thinking to solve technological problems in machine learning and robotics.
7. Utilize effective communication skills when working in groups, writing specifications and documentation, and presenting ideas to stakeholders.

The ROBAI BAS curriculum will additionally incorporate effective research strategies, appropriate research search tools and techniques, and emphasize important legal and ethical issues relating to information use to help ensure graduates have the research and information literacy skills they need to be successful in the workforce.

RESOLUTION #20-6-8
APPROVAL OF NEW DEGREE:
Bachelors of Applied Science - Robotics and Artificial Intelligence
(ROBAI - BAS)

WHEREAS, the Board of Trustees reserves unto itself the final approval of departmental curricula and degree and certificate requirements; and

WHEREAS, the new education program has been developed to satisfy industry requirements designated for the Robotics and Artificial Intelligence: Bachelors of Applied Science degree;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the granting of the Robotics and Artificial Intelligence: Bachelors of Applied Science degree.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

BACKGROUND

Robotics and Automation Technology Associate in Applied Science (Limited Transfer) (RAT AAS-T)

Subject: Edmonds College is committed to advancing the skills of our students to meet the needs of industry into the next decade and beyond by creating a new Associate in Applied Science degree in Robotics and Automation Technology.

Background: The AAS-T in Robotics and Automation Technology is a professional-technical degree designed to prepare students for a career in the programming of robotic systems. This degree requires successful completion of a minimum of 92 credits and includes a core of general education courses commonly accepted in transfer.

The program emphasizes an interdisciplinary degree that will provide students with the knowledge and skills needed to design, implement and run robotic systems and automation technology. The 2 year degree requires completion of courses from engineering technology (ETEC), computer information systems (CIS), and computer science (CS). Students in this program focus on the scientific and engineering principles behind robotic and automation technology. Classroom instruction focuses on the principles of robotics, design/operation of robotic systems, and robotics system maintenance. Other classes focus on language control, system repair, and robotic computer systems. Various lab courses are embedded in the program to ensure students have the opportunity to work with robotic components and develop the soft skills needed to function as members of a productive team. This degree provides the basic foundation for robotics and automation technology professionals and students who are seeking to transfer into a 4-year Applied Bachelor of Science program in Robotics and Artificial Intelligence.

The Robotics and Automation Technology Associate in Applied Science - Transfer (AAS-T) builds on an existing and recently updated ATA that is familiar to student services, admissions, financial aid, advising, the library, and tutoring. The AAS-T will incorporate existing courses and use existing facilities.

Program Need: This program is designed to satisfy an unmet need across multiple industries. The program is not focused on a single industry or job title but on the development of a core group of knowledge and skills that allow graduates to successfully complete for a variety of in demand jobs including: Electronics Technician, Process Technician, Maintenance Mechanic, Engineering Technician, Automation Technician, and/or Robotics Technicians. EMSI data and feedback from the ETEC advisory committee indicate the following regional employers are looking for graduates with these skills: Blue Origin, Amazon, The Boeing Company, City of Seattle, SpaceX, and Snohomish County.

Program Outcomes:

Students successfully completing the Robotics and Automation Technology Associate in Applied Science will be able to:

Program Level Outcomes (PLOs)

1. Use Mechatronics equipment, such as robotic arms to perform an automated process.
2. Write, run, and debug diagnostic test programs for service and repair.
3. Utilize programming language concepts to create programs to solve real world problems.
4. Communicate effectively, both written and orally.

RESOLUTION #20-6-9
APPROVAL OF NEW DEGREE:
Associate in Applied Science (Limited Transfer Degree)
Robotics and Automation Technology
(RAT - AAS-T)

WHEREAS, the Board of Trustees reserves unto itself the final approval of departmental curricula and degree and certificate requirements, and

WHEREAS, the new education program has been developed to satisfy industry requirements designated for the Robotics and Automation Technology: Associate in Applied Science (Limited Transfer Degree).

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the granting of the Robotics and Automation Technology: Associate in Applied Science (Limited Transfer Degree).

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

BACKGROUND**Amendment to Article 1 Section 7, Philosophy of Fund Use, of the ASEdCC Financial Code****Subject**

In order to fund the position of assistant director as well as part time employees of the Center for Student Engagement and Leadership (CSEL) the ASEdCC Executive Board has approved an amendment to its Financial Code that would allow an additional exception in the Financial Code to fund the assistant director and part time employees working in CSEL.

Background

Currently, the ASEdCC Financial Code prohibits the funding of staff positions through S&A fees with exceptions for Childcare and staff funded through the Technology Fee. The ASEdCC Executive Board believes that funding the assistant director of CSEL and some part time employees is crucial to student services. The budget restrictions faced by the college led to the assistant director position not being filled when it became vacant earlier this year. Now with further budget restrictions, the position will remain unfilled for the foreseeable future. In response to this, the ASEdCC Executive Board passed an amendment to its Financial Code to create an additional exception for the assistant director position as well as part time employees in the Center for Student Engagement and Leadership. The amendment says "Money allocated to fund the position of assistant director as well as part time employees of the Center for Student Engagement and Leadership is a permissible use of S&A fees". The ASEdCC Executive Board also passed funding for these positions for up to three years contingent on this amendment taking effect.

Adding this additional exception will allow these important positions to be filled. In addition, the Killian guidelines say "Support for college employees in student programs operations. S&A fees may be used only to the extent that they support employees engaged in student activities and programs--as opposed to normal maintenance and operation functions of the college". Since these positions in CSEL operate with the sole purpose of contributing to student activities and programs it is a permissible use of funds and the exception would clearly be allowed under the law.

Recommendation

The Board of Trustees approve the proposed amendment to Article 1 Section 7, Philosophy of Fund use of the Associated Students of Edmonds College Financial Code, as submitted at the June 11, 2020 Board of Trustees meeting.

**RESOLUTION #20-6-10
Amendment to Article 1 Section 7, Philosophy of Fund Use,
of the ASEC Financial Code**

WHEREAS, the ASEC Executive Board and has passed an amendment to the Financial Code which states "Money allocated to fund the position of assistant director as well as part time employees of the Center for Student Engagement and Leadership is a permissible use of S&A fees."; and

WHEREAS, the ASEC Executive Board has agreed to fund these positions if the amendment is adopted; and

WHEREAS, the College administration has reviewed and approved the amendment to the ASEC Financial Code;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the amendment to Article 1 section 7 Philosophy of Fund Use, of the ASEC Financial Code.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

BACKGROUND 2020-21 INTERNATIONAL CONTRACT PROGRAM

Consideration of the 2020-21 International Contract Program

Background

In September of 2007 the SBCTC gave the colleges guidelines on how to continue or terminate its International Contract Program. This resulted from requests made by several colleges intending to convert their international enrollments to state supported enrollments. The basis for these guidelines is provided in RCW 28B.50.140(17) and WAC 131-32-020 (1) which delineates a “shared funding” concept for colleges that opted to continue with their International Contract Program. Other existing provisions are provided in the SBCTC policy manual (Sections 4.70.30, 5.30.40 and 5.80.30). Therefore, colleges that wished to continue their International Contract Program were required to:

1. Contract with a third party that had been approved by the State Board staff and by the college’s Assistant Attorney General, as to form, and include the following:
 - a. Substantive action on the part of the contractor
 - b. Estimated number of students to be served and the fees to be charged
 - c. A budget that demonstrates revenues from the program that will cover the full cost of instruction including direct and indirect costs.
2. Have their district board adopt a resolution stipulating that the International Contract Program will be supporting additional courses that would otherwise not be offered within current state funding levels.
3. Submit to the SBCTC a copy of the proposed contract District Board Resolution, as described in item two above, by July 1, 2008.

These steps were taken by the board in 2008.

By July 1 of each year beginning in 2009, colleges seeking to continue its International Contract Program must submit to the SBCTC, at minimum, documents updating enrollment estimates, revenue projections and program budget estimates, as well as, the currently approved District Board Resolution as described above in item two.

Edmonds College has chosen to continue its International Contract Program within the “sharing funding” model provided by the SBCTC and will continue its existing contract with the EdC Foundation for these services. A draft of the enrollment and budget estimates are available upon request.

Recommendation

Edmonds College recommends that the Board of Trustees adopt the resolution approving the 2020-21 International Contract Program at the June 11, 2020 Board of Trustees meeting.

**RESOLUTION #20-6-11
2020-21 INTERNATIONAL CONTRACT PROGRAM**

WHEREAS, In September of 2007 the SBCTC gave the colleges guidelines on how to continue its International Contract Program. This resulted from requests made by several colleges intending to convert their international enrollments to state supported enrollments. The basis for these guidelines is provided in RCW 28B.50.140(17), WAC 131-32-020 (1) and in SBCTC policy manual, sections 4.70.30, 5.30.40 and 5.80.30; and

WHEREAS, colleges that chose to continue their International Contract Program were required to contract with a third party that had been approved by the State Board staff and by the college's Assistant Attorney General, and include, substantive action on the part of the contractor, the estimated number of students to be served, the fees to be charged and a budget that demonstrates revenues from the program that will cover the full cost of instruction including direct and indirect costs. In addition, their board must adopt a resolution stipulating that the International Contract Program will be supporting additional courses that would not otherwise be offered within current state funding levels. They then were to submit a copy of the proposed contract District Board Resolution to the SBCTC by July 1, 2008; and

WHEREAS, these steps were taken by the Board in 2008; and

WHEREAS, Edmonds College has chosen to continue its International Contract Program within the "sharing funding" model provided by the SBCTC and will continue its existing contract with the EdC Foundation for these services;

NOW THEREFORE, LET IT BE RESOLVED that Edmonds College Board of Trustees approves the 2020-21 International Contract program.

Emily Yim, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

BACKGROUND

Integrated Healthcare Management Bachelors of Applied Science (IHM- BAS)

Subject: Edmonds College is committed to providing high quality educational pathways for students pursuing allied health education by creating a new applied bachelor's degree in Integrated Healthcare Management.

Background: As the healthcare industry changes, coordination of all services that a patient is receiving has become increasingly important. An integrated approach, including primary care and mental health, has been shown to be successful in patient care. In addition, the demand for leadership and management skills in the healthcare industry is on the rise.

Currently, there are few opportunities for students in Allied Health programs to obtain the skills and knowledge to advance into supervision or management positions, and there are no programs in Snohomish or Skagit Counties. This proposed degree will provide a pathway for students in a variety of Allied Health programs, including Patient Care Technician, Pharmacy Technician, and Clinical Lab Technicians. Students will gain skills in supervision/management, care coordination, interprofessional practice, and behavioral health support in primary care. The Allied Health Center of Excellence also reviewed the proposed skills and knowledge to be taught, and are in full support of the development of the program. Lastly, like other applied bachelor's programs, this program will emphasize the practical skills and knowledge employees need to be successful in the healthcare industry and provide pathways to graduate degrees.

Graduates will be prepared to work as Clinic Supervisors/Managers, Health Services Director, Health Care Manager, Care Coordination/Navigation, Lead Clinical Lab Assistant, Instructors/Educators, or similar positions.

Program Need: Traditional labor market information was used to determine industry trends, staffing patterns, and expected changes in healthcare support employment levels in the Seattle metropolitan area. Regional job postings, employer surveys, and conversations with the Allied Health Center of Excellence, were used to help identify the changing needs of the Allied Health industry.

Labor market projections show occupations in Healthcare Management are expected to increase by 9.9% over the next 10 years. Median salary within King, Snohomish, and Skagit Counties is between \$45,000 to \$64,000 (depending on experience).

Recommendation: Board of Trustees review of the Integrated Healthcare Management Bachelor of Applied Science degree at the June 2020 meeting, and approval at a subsequent meeting.

BACKGROUND REVISIONS TO WAC 132Y-100, TRAFFIC RULES

Subject

Revisions to WAC 132Y-100, Traffic Rules.

Background

Washington Administrative Codes, or WACs, are administrative rules and regulations by which state agencies operate to execute the laws enacted by the Washington state legislature. State agencies may adopt, amend or repeal an administrative code by submitting a petition to the Code Revisor's Office in Olympia. If the petition is granted, the state agency must follow a multi-step process to proceed, including holding a public hearing to allow the public to comment on the recommended changes.

WAC 132Y-100, Traffic Rules, was last amended in 2007. Since that time, certain terms and procedures have changed and other terms need to be added or amended, therefore, it has been determined by the Director of Safety, Security and Emergency Management that revisions to WAC 132Y-100 are necessary.

Changing the WAC to outline the higher-level guidelines, and leaving the procedural details to reside in college policy, will allow for greater flexibility in updating department policies and procedures.

Therefore, in revising WAC 132Y-100, duplicates and extraneous words/phrases have been removed, changes in wording and necessary clauses have been added and some clauses have been amended. A summation of those changes are listed below:

- In Section 132Y-100-012, Special Permit was added. The Special Permit allows for parking in any legal parking space for those individuals who need immediate access to parking to conduct college business, where the need for a permit cannot be met by any other means.
- In Section 132Y-100-024, Right to Refuse Permit some language was added, which states that the college reserves the right to refuse the issuance of a parking permit, or to revoke any permit at any time, if actions resulting from such application or permission constitute present or imminent danger or unlawful activity.
- Rather than listing all the details related to the issuance of permits, the details were removed and instead the link to the college's URL was added to Section 132Y-100-028.
- In Section 132Y-100-072, "handicapped zone" has been changed to "disability parking".
- In Section 132Y-100-106, Fines, Penalties and Impounding, penalties for unpaid citations such as, withholding of degrees, transcripts, grades, refunds or credits has been removed, as the result of a change in the law. Other options for pursuing discipline for failure to comply with parking rules and further enforcement has been added, such as, "students may be referred to student conduct" and "employees may be referred for discipline to their supervisor or to Human Resources."
- In Section 132Y-100-108, Appeals for Fines, details have been removed and instead the offender is directed to the college policies at its website.

A copy of the complete WAC 132Y-100 changes is available upon request.

Recommendation

The Edmonds College President and the President's Leadership Team respectfully requests the Board of Trustees to consider and approve the changes to WAC 132Y-100, Traffic Rules, at its September 2020 meeting.

BOARD OF TRUSTEES
Monthly Report
June 11, 2020

FUNDRAISING & FOUNDATION ACTIVITY

- In the last eight weeks, the Foundation has provided 134 students with over \$51,449 in COVID-19 emergency assistance for food, housing, utilities, transportation, and medical expenses. We expect as many as 25 additional emergency assistance requests for the last 3 weeks of the quarter taking our total COVID-19 emergency assistance support to over \$60,000. We are forever grateful for the Associated Student government executive board gift of \$50,000 that has funded the majority of these requests.
- We are very appreciative to be partnering with Verdant Health Commission in providing 100 microwaveable dinners to students in Rainier Place and via our food pantry twice a week.
- We've received 450 completed annual scholarship applications for the 2020-21 academic year and we're expecting to announce 200 scholarship recipients on June 15, 2020.

TRANSFORMING LIVES GALA

- The 2020 "INSPIRE: Transformational Impact" Virtual Gala is June 2nd through June 6th with a goal of raising \$230,000 for our Student Success fund (scholarships, emergency assistance and impactful programs). The students need our help more than ever and this is the Foundation's largest fundraising event. We have 29 corporate sponsors totaling \$113,500. A huge thank you to Premera Blue Cross for their 4th year as our title sponsor and a special thank you to Trustee Tia Benson Tolle helping increase Boeing's corporate sponsorship to \$10,000 this year for the first time.

What did you think of this year's Gala streamed program hosted by our emcee Kevin Joyce? The event officially "kicked off" on May 12th with special announcements and contest announcements for table captains and an online Dessert Dash. The gala program started on June 2nd and runs through June 6th with an online program, auction, and raise-the-paddle "Support A Student" giving opportunities and to date we've raised \$173,541. A special thank you to trustees Zapora, Benson-Tolle and Wagner along with Dr. Singh for their leadership gifts to the Inspire Gala.

STEM CAMPAIGN UPDATE

- Thanks to many generous Launch campaign donor commitments, including Dr. Singh and Trustee Zapora, we have raised \$1.96 million to date. We are only \$41,000 away from our \$2 million goal. After putting the campaign on hold for the last 2 ½ months, we're going to do everything we can (sending out 3 more proposals, giving donor tours in July and hopefully holding a combined President's Club & Launch campaign reception in mid-August) this summer to complete this campaign.
- Foundation board members who have pledged so far include Bob Terwilliger, Whitney Cornell, Janette Turner, Maria Montalvo, Wendy Popke, Libby Lewis, Doug Fair, Meg Rankin, John Sanchez, Jack Tawney, Dale Terwedo, Ken Chandler, Mike Meeks, and Steve Pennington. In addition, we have campaign commitments from the Leone family, Jean Hernandez, Jean Sittauer & Fred Gouge, Steve & Eileen Carter, Dave & Aimee Wescott, Dick and Pam Beresford, Dave & Laurie Gossett, ATS Automation (Josh Cales), Rob Thompson, Virginia Mayer & Tom Westover, Barb & Pat Fahey and Dr. Amit & Rani Singh.

Submitted by: Brad Thomas, Executive Director

PRESIDENT'S REPORT - June 2020

Transition to Edmonds College

Following the April 13, 2020 Board meeting where the Board of Trustees approved changing the college name to Edmonds College, the Marketing and IT teams have been busy with the first phase of that transition. A new logo was developed, the website was updated, a few of the signs have been updated, and Educause has approved the domain name change. The IT conversion to the new domain (edmonds.edu) is a large job that will take place over the next year. Many thanks to all involved in this important project.



AMMET Approval by NWCCU

On May 19, we received notification that the Northwest Commission on Colleges and Universities (NWCCU) has approved our Bachelor of Applied Science degree in Advanced Manufacturing and Materials Engineering Technology (AMMET), which will now be included under the accreditation of Edmonds College.

COVID-19 Response Team - Phase II Planning

The College's COVID-19 team continues to meet twice weekly. I have formed a cross-constituent task force, led by Director of Safety, Security, and Emergency Preparedness, Jade Jeter-Hill. This group of faculty, student, and staff will draft a plan for Edmonds College Phase II, aligned with the Snohomish County timeline, and state requirements, as handed down from the Governor's Office.

College Town Hall and Follow-up Survey

On May 28, I held a Town Hall meeting for faculty and staff, to provide information on our budget situation, and how it might affect operations in the 2020-21 year. Our employees asked good questions and many expressed willingness to be part of the solution. The next morning I sent a survey to the campus asking for their creative ideas on how we might reduce expenses, increase revenue, and eliminate inefficiencies. To-date 120 responses have been received.

Staying Connected in the Community:

I continue to participate in the following groups:

- Co-chair - Fiscal Health Measures Task Force, State Board for Community and Technical Colleges
- Member - Economic Alliance Snohomish County Board of Directors, Executive Committee, and CEO Transition Committee
- Member - Lynnwood Chamber of Commerce Board of Directors
- Member - CEO Roundtable, led by Mayor Smith
- Member - Economic Recovery Task Force, led by Snohomish County Executive Dave Sommers