



BOARD OF TRUSTEES

Regular Meeting

Thursday, September 9, 2021 | 3:30pm – 6:30pm

Remote Meeting via Zoom

Zoom Link: <https://us02web.zoom.us/j/84470939649>

Dial-in: (253) 215-8782 | Meeting ID: 844 7093 9649

AGENDA

- | | | |
|--------|---|---|
| 3:30pm | 1. Call to Order | Chair Wally Webster |
| 3:32pm | 2. Introduction of Guests | Chair Wally Webster |
| 3:35pm | 3. Public Comment (3 min. each)
To make a public comment, please submit it in writing to publiccomment@edcc.edu no later than Wednesday, September 8, 2021, 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 Wally Webster |
| 3:45pm | 4. Approval of Meeting Minutes
page 3
page 9
June 10, 2021 - Regular Meeting
August 12-13, 2021 – Study Session | Chair Wally Webster |
| 3:47pm | 5. Next Meeting
October 7, 2021 3:30pm – Regular Meeting | Chair Wally Webster |
| 3:50pm | 6. Informational & Monitoring Reports
2020-21 Major College Issues and Activities
a. COVID-19
- Communications
b. Racial Injustice
c. ctcLink
d. Budget | Dr. Amit Singh, Mushka Rohani
Danielle Carnes
Dr. Yvonne Terrell-Powell
Eva Smith
James Mulik |
| 4:15pm | 7. Old Business: Second Consideration and Final Action
page 20
page 22
Approval of 2021-22 College Priorities
RESOLUTION #21-9-1 | Dr. Amit Singh,
President’s Leadership Team |
| 4:40pm | 8. First Consideration
page 23
Consideration of Board Meeting Dates for 2022 | Chair Wally Webster |
| 4:45pm | 9. Representative Reports
a. Student Representative (5)
b. Classified Staff Representative (5)
c. Faculty Representative (5) | Puneet Birk
Liz Mueth
Kay Latimer |

5:00pm	10. Break	
5:10pm	11. Foundation Report page 24	Danielle Carnes
5:15pm	12. President's Report page 25	Dr. Amit Singh
5:20pm	13. Board Discussion <ul style="list-style-type: none">a. Trustee Updatesb. DEI Committeec. Other<ul style="list-style-type: none">i. ACT Legislative Action Committee Representativeii. Edmonds College Foundation Board Liaison	Chair Wally Webster
5:35pm	14. Executive Session	Chair Wally Webster
6:30pm	15. Adjournment	Chair Wally Webster

Next Meeting:
October 7, 2021, 3:30pm – Regular Meeting

Times are estimates only and subject to change.

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

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



BOARD OF TRUSTEES

Regular Meeting: June 10, 2021

Held via Zoom video conference due to COVID-19

Draft Minutes

Trustees Present: Carl Zapora, Chair; Wally Webster, Vice Chair; Dave Earling; Adrienne Wagner; Athmar Al-Ghanim, Student Trustee

Trustees Excused: Dr. Tia Benson Tolle

Others Present: Dr. Amit Singh, Arlene Anderson, Kay Latimer, Shayne Strey, Elizabeth Mueth, Danielle Carnes, Christina Castorena, Kim Chapman, Kristen NyQuist, Jim Mulik, Mushka Rohani, Eva Smith, Dr. Yvonne Terrell-Powell, Wayne Anthony, Jiyeon Song, Leticia Tirtokuncoro, Jorge de la Torre, Charles Thompson, and members of the campus community and public.

CALL TO ORDER

Chair Zapora called the meeting to order at 3:30pm, and welcomed those present.

INTRODUCTIONS

Chair Zapora led introductions of the trustees; Dr. Singh led introductions of the President's Leadership Team.

PUBLIC COMMENTS

Chair Zapora noted that no public comments had been received.

APPROVAL OF MEETING MINUTES

Chair Zapora asked for a motion to approve the minutes from the May 13, 2021 meeting, which was made by Vice Chair Webster, and seconded by Trustee Wagner. The minutes were unanimously approved as presented, with Trustee Al-Ghanim abstaining.

Approved

NEXT MEETING

The summer study session of the Board is scheduled for August 12-13, 2021.

INFORMATIONAL & MONITORING REPORTS

DEI Council Report

Dr. Yvonne Terrell-Powell introduced members of the recently reconstituted DEI Council: Jessica Wallace, Lia Andrews, Eduardo Torres, Thomas Kouyeas, and Ronee Burchinal. They presented the pillars of the group's work as follows:

Building Relationships: The group has many years of service amongst the members, who have all done the strengths-based assessment, and feel comfortable speaking truth about DEI.

Purpose: The purpose of the group is to advise and recommend changes to policy, practices and culture.

Primary Focus: Priorities will be advancing a sense of belonging for students and between staff and students; addressing racial disparities in enrollment, persistence, and graduation; providing feedback by working with the President and President's Leadership Team to address barriers and gaps in a meaningful way.

Dr. Terrell-Powell also shared that the group would have a policy-focused team to identify barriers in existing policies.

The trustees thanked Dr. Terrell-Powell and the DEI Council for their work and presentation.

OLD BUSINESS: SECOND CONSIDERATION AND FINAL ACTION

Approval of Associated Student Fees

Leticia Turtokuncoro presented the Associated Students Fees for approval, noting that if the state increases tuition, the S&A fee, which is part of tuition, would also increase. Chair Zapora asked for a motion to approve the Resolution #21-6-1, which was made by Trustee Wagner and seconded by Trustee Earling. The motion was unanimously approved.

Approved

Approval of Associated Students S&A Fee Budget

Ms. Turtokuncoro presented the Associated S&A Fee Budget for approval. Chair Zapora called for a motion to approve Resolution #21-6-2, which was made by Trustee Earling and seconded by Vice Chair Webster. The motion was unanimously approved.

Approved

Approval of ASEC Financial Code Revisions

Jiyeon Song presented proposed amendments to the ASEC student financial code for approval. Chair Zapora asked for a motion to approve Resolution #21-6-3, which was made by Trustee Wagner and seconded by Vice Chair Webster. The motion was unanimously approved.

Approved

Approval of International Contract Program

Dr. Terrell-Powell presented the International Contract Program for 2021-22 for approval. Chair Zapora asked for a motion to approve Resolution #21-6-4, which was made by Trustee Earling and seconded by Trustee Al-Ghanim. The motion was unanimously approved.

Approved

Approval of 2021-22 College Operating Budget

Dr. Singh presented slides outlining the 2021-22 operating budget. He noted a few revisions from the first presentation at the May meeting, including: the state allocation had been revised and now stands at \$32.52M; the budget for equipment was increased to \$500K; one-time federal aid was increased to \$3M; and expense reductions were increased to \$3M. The proposed bottom line is an estimated shortfall of \$416K.

Dr. Singh and Mr. Mulik discussed the 2020-21 fiscal year-end, letting trustees know that some data did not convert with the cut over to ctLink, so year-end numbers were hard to predict at this time. Dr. Singh reported that while it was still unclear, there might be a small deficit for the current year; however, it was difficult to predict at this time.

The trustees thanked them for their diligence and close management of the budget.

Chair Zapora asked for a motion to approve Resolution #21-6-5, which was made by Trustee Wagner and seconded by Trustee Earling. The motion was unanimously approved.

Approved

NEW BUSINESS: FIRST CONSIDERATION AND FINAL ACTION REQUESTED

Consideration and Approval of College and Foundation Agreement

Dr. Singh presented the College and Foundation agreement, a 4-year agreement that was opened up and revised a year early, at the Foundation’s request. He noted that Ms. Carnes has been working closely with the Foundation Board leadership and that it was an opportune time to clarify the agreement, in light of the current staff leadership transition.

There was a brief discussion.

Chair Zapora called for a motion to approve Resolution #21-6-6, which was made by Vice Chair Webster and seconded by Trustee Earling. The motion was unanimously approved.

Approved

REPRESENTATIVE REPORTS

Student Representative Shayne Strey gave her report.

Classified Staff Representative Liz Mueth gave her report. [Attachment 1]

Faculty Representative Kay Latimer, gave her report.

BREAK

At 4:25pm, Chair Zapora adjourned the meeting for a 10-minute break.

At 4:35pm, Chair Zapora reconvened the meeting in open session.

FOUNDATION REPORT

Ms. Carnes reported that Jeff Lewis, an executive consultant, had been engaged to serve as interim executive director of the Foundation. She shared that six new members had joined the Board of Directors, gifts of support had been received from Foundation Board member Libby Lewis and Verdant Health Commission, and the June fundraising appeal would be centered around the Pave the Way Scholarship for Black students in honor of Juneteenth celebrations.

PRESIDENT’S REPORT

Dr. Singh thanked everyone who has worked so hard on behalf of students over the past year, and also expressed gratitude to the trustees for their leadership and guidance in a tough year.

He had recently been asked to speak at the Annual Meeting of the Economic Alliance of Snohomish County, and his remarks were on the topic of resilience. We should aim to be adaptable, flexible and with an eye on the future. This past year we learned that we could take the opportunity to adapt and improve, and we didn’t allow ourselves to get paralyzed by lack of information. We opened two new buildings, added two new degrees, and opened a 2-1-1 center among other things. Dr. Singh thanked everyone for their hard work in this trying time.

BOARD DISCUSSION**2021-22 Board Positions**

Chair Zapora reminded the Board that officer positions were annual rotations based on tenure, and that Vice Chair Webster would be Chair in the coming year, and Trustee Wagner would be Vice Chair. He made a motion to elect Vice Chair Webster as Chair and Trustee Wagner as Vice Chair, effective July 1, 2021. The motion was seconded by Trustee Earling and unanimously approved.

Approved

Annual Review - Student Trustee Stipend; 2021-22 Per Diem Rate

Chair Zapora led the annual review of Board Policy 17.0 and 17.01pr, relating to the student trustee stipend and per diem rates. He asked for a motion to keep the rates the same for the coming year, which was made by Trustee Wagner and seconded by Trustee Earling. The motion was unanimously approved.

Approved

Trustee Updates

Chair Zapora opened the meeting for updates from trustees.

Chair Zapora thanked Trustee Al-Ghanim for her work over the past year, and Trustee Wagner added her thanks and admiration as well.

Trustee Earling expressed his appreciation for the recent tour, hosting Governor Inslee.

Trustee DEI Committee Update

Trustee Wagner and Vice Chair Webster expressed appreciation for the recent article sent by Dr. Singh about Samira Shirazi, a Running Start student who graduated from high school and with her AA in engineering from Edmonds College. Both stated that her accomplishments are inspirational and represent the desired outcome they hope the college can scale up.

Recognition for Outgoing Chair

Vice Chair Webster led a period of recognition for Chair Zapora, noting that his absolute dedication to the mission of the college and ability to see beyond the current moment are inspirational. Other trustees shared anecdotes and gratitude for Chair Zapora's community-mindedness and his example to others of great leadership and trusteeship.

Chair Zapora thanked the trustees and expressed how much he enjoyed working with them to further the mission of the college.

At 5:25pm, Trustee Dr. Benson Tolle joined the meeting.

STUDY SESSION

Vice President of Student Success, Christina Castorena, opened the study session topic by stating that many students struggle financially and that unforeseen emergencies can derail education. She introduced Dr. Jorge de la Torre, Dean of Student Engagement, and Charlie Thompson, Associate Dean of Workforce Funding, to talk about two important grants that enable students to stay in school and finish their degrees.

Student Emergency Assistance Grant Program

Mr. Thompson presented the Student Emergency Assistance Grant Program, which is funded by the legislature and has just one purpose, to help students finish the quarter when experiencing unforeseen emergencies. The aim is to keep the barriers to the funding as low as possible. In 2020-21, we received

\$48K which was turned into 91 grants made to 85 students, out of 331 applications. We were only able to award 10% of what was requested.

For 2021-22, Edmonds College requested \$115K, however, we may receive up to \$350K.

Supporting College Students Experiencing Homelessness

Dr. de la Torre presented information on the Supporting College Students Experiencing Homelessness grant, which Dr. Terrell-Powell and he saw a need for several years ago while co-chairing the food pantry committee. The grant award was \$50K for 2020-21 and helped provide accommodations to students that included access to short-term housing, and a housing navigator to provide connection to campus resources and community housing support. 32 students were helped with housing, and 760+ were connected to supporting services. The proposed budget for the coming year is \$108K.

In the coming year, both of these grants will be combined under Mr. Thompson’s area, and the goal is to develop a centralized campus resource for assistance that includes the food pantry, 2-1-1, Project Home, Homestays, EC Foundation assistance, workforce funding, and re-entry navigators for formerly incarcerated veteran students. The City of Edmonds has also asked the college for a proposal to receive \$500K to assist students over three years.

The trustees thanked Dr. de la Torre and Mr. Thompson for their presentation and there was a brief discussion on how the impacts of these grants are tracked.

EXECUTIVE SESSION

At 5:35pm, Chair Zapora adjourned the meeting for a 20-minute executive session to discuss personnel and litigation issues, noting that action might be taken upon return to open session.

At 5:53pm, Ms. NyQuist extended the executive session to 6:05pm and then subsequently to 6:15pm, 6:17pm, 6:19pm and 6:21pm, on behalf of Chair Zapora.

At 6:21pm, Chair Zapora reconvened the meeting in open session with five trustees present, although Trustee Wagner had since been excused. He stated that a request had been made by the President to roll over two vacation weeks from the current year to the next academic year as the President had not been able to take the time off. Chair Zapora introduced a motion to approve the additional 10 days of vacation accrual for the President in 2021-22, which was seconded by Vice Chair Webster, and unanimously approved, with Trustee Al-Ghanim abstaining.

ADJOURNMENT

The meeting was adjourned by Chair Zapora at 6:30pm.

Next Meeting: The Board will meet for the summer study session on August 12-13, 2021.

Carl Zapora, Chair

Date Approved

ATTEST:

Dr. Amit B. Singh, Secretary

BOARD OF TRUSTEES MEETING REPORT
June 10th, 2021
WPEA/UFCW LOCAL 365

PACKET PAGE 8

- While we are adjusting and getting more familiar with ctclink, it is not making our work any easier. Navigating the ctclink landscape has continued to be challenging and adds many more layers into how to complete our work duties.
- On today's paycheck ctclink calculated overpayments for our cyclical employees. Now employees are being told not to spend the money given and are waiting for the college to write a check instead. The college states they can't write a check until they confirm the money will be returned. This delay in wages is unacceptable. This is an example of how ctclink has not improved processes at the college.
- Again, I will reiterate that morale is very low at the college. Classified staff are overworked and undervalued by College leadership. We need help - specific areas that need help are the business office, instructional support, and human resources. We are losing employees faster than we can get permission to replace and hire more employees. We need to invest in human capital. The union urges the college leadership to hire more employees.
- Classified positions continue to not be replaced or are taking longer than necessary to re-hire. With the slow approval process and already overworked employees this has impacts on the services that we provide to faculty and students who are the foundation of our institution.

Respectfully submitted by
Liz Mueth
EC WPEA Chief Shop Steward



BOARD OF TRUSTEES

Study Session: August 12-13, 2021

Edmonds College, Hazel Miller Hall, Room 209
20020 68th Ave W, Lynnwood, WA

Draft Minutes

THURSDAY, AUGUST 12, 2021

Trustees Present: Wally Webster, Chair; Adrienne Wagner, Vice Chair; Dave Earling

Trustees Excused: Carl Zapora, Dr. Tia Benson Tolle

Others Present: Dr. Amit Singh, Danielle Carnes, Christina Castorena, Kim Chapman, Kristen NyQuist, Jim Mulik, Mushka Rohani, Eva Smith, Dr. Yvonne Terrell-Powell

CALL TO ORDER

Chair Webster called the meeting to order at 8:50am, and welcomed those present. He went over several housekeeping items, and then amended the day's agenda, noting that there would not be an executive session at the end of the day.

2020-21 ACCOMPLISHMENTS

Dr. Singh introduced the topic, stating that the leadership team members would be presenting highlights of the 2020-21 Comprehensive Plan report that the Board had received earlier, as well as delving into the metrics. He noted that the topics presented would be just those formally included in the last year's College priorities, as approved by the Board last September, and that several large and time consuming projects, such as COVID-19 mitigations and the resulting budget crisis, and ctclink complications, were not included since they fell outside the formal list.

GOAL 1: Access

Ms. Carnes and Ms. Castorena shared highlights of the Access goal, including application and conversion rates. They shared data for domestic and international students as disaggregated by race, high school, Running Start program, and quarter.

GOAL 2: Success

Ms. Castorena and Ms. Chapman shared highlights of the Success goal, including student onboarding experiences, the Career and College Success Course for prof tech as well as transfer programs, the directed self-placement pilot, and Guided Pathways work for English and Math.

Ms. Chapman shared data trends and strategic targets for: course pass rates disaggregated by race; one quarter persistence rates (fall-to-winter) by race; completion (3 years) by race; and transfer to 4-year institutions (by 4 years) by race.

GOAL 6: Anytime, Anywhere

Ms. Smith and Ms. Chapman shared highlights of the Anytime, Anywhere goal, which was accelerated by COVID-19 and the receipt of a Title III Grant focused on high quality online education. Strategies included increasing flexible academic delivery options, and delivering technology-enhanced services and programs.

Highlights included: faculty training in online course improvement; making 100% of computer lab software available virtually; and implementing a mobile app for students with disabilities.

GOAL 5: Entrepreneurial Hub

Dr. Singh shared that upon his arrival, an entrepreneurial hub was a real need from the community’s standpoint.

Ms. Carnes shared highlights of the Entrepreneurial Hub goal. Strategies included growing public/private partnerships for entrepreneurial endeavors and creating entrepreneurial learning opportunities.

Highlights included: Building improvements to the Facility Makerspace; putting processes in place for small batch manufacturing and rapid prototyping; updating the WATR Center website; collaborating with community partners for classes, workshops and Spanish-language entrepreneurial classes; financial literacy classes; resumption of Flight Club; and the curriculum development project that responds to industry needs.

The WATR Center celebrated its 10-year anniversary this past year; the Advanced Manufacturing Skills Center will be launched this fall - offering classes in AI robotics, marine manufacturing, and construction trades.

GOAL 4: Capacity and Operational Excellence

Mr. Mulik and Ms. Terrell-Powell shared the following highlights of the Capacity and Operational Excellence goal: actions taken to become an anti-racist institution including examining policies, procedures and practices across the college with the aim of student success for all; grant funding awarded which far exceeded its goal; the implementation of ctclink; policy review; and budgeting tools in the ctclink system.

Ms. Rohani shared highlights of the HR-related actions included in this goal, such as reduction in employee turnover and efforts to increase in diversity of employee applicants.

GOAL 3: Community Engagement

Ms. Carnes shared highlights from the Community Engagement goal including: meeting employer and community needs through programs and services like the T-Mobile full stack developer certificate and internship, and an apprenticeship program developed with Sound Transit; and advancing community support for the Edmonds College Foundation by increasing scholarship balances for the three BIPOC scholarship funds.

BREAK

At 10:40am, Chair Webster adjourned the meeting for a 10-minute break.

At 10:50am, Chair Webster reconvened the meeting in open session.

FINANCIAL REVIEW

Report on FY21 Year-End

Dr. Singh reported that while the 2020-21 books will close on August 31, there is some information that can be shared at this point. He reminded the Board that last summer, the state asked colleges to be prepared

for a 15% reduction in funding. Heading into last fall, international enrollment had a large projected shortfall, and the budget presented to the Board had a projected \$10M+ deficit. As the situation with the state became more clear over time, our budget outcome became more clear. In June, after managing costs as much as possible over the year, we projected the year-end to be a \$450K deficit. However, further estimates point to no deficit because of the CARES Act funding, expense reduction, and the fact that the state did not end up reducing our budget allocation. There may even be a budget surplus due to revenue realized higher than predicted.

Forecast for FY22

Dr. Singh shared that there are still many unknowns with the COVID-19 delta variant, and that the current, approved budget projects a \$6M deficit to be offset by CARES funding and expense reductions. He reported that while there are still unknowns and it may prove to be another difficult year, he believes the college will be able to manage the current estimated deficit.

DEI PRESENTATION

Dr. Terrell-Powell shared that Edmonds College has a diverse population in many ways including race, age, gender, sexual orientation, first generation students, etc.

She shared some of the highlights of the Equity, Inclusion and Belonging team from the past year, including:

- Focus on computer accessibility for low-income students
- Commitment to increasing application and conversion of BIPOC students
- Wrap-around services like the food pantry, 2-1-1, and emergency funds
- Faculty development in trauma-informed workshops, equity-minded classroom tools and strategies
- Receipt of a First Gen designation
- Hosting a virtual Powwow, MLK Day, Pride Month, Juneteenth celebration, and Listening Circles
- Integrating equity goals into Guided Pathways and developed an equity-minded assessment tool
- Faculty senate offered campus wide equity training and approved a permanent E&I committee
- Cultural proficiency workshops provided to campus community
- Relaunched DEI Council focusing on policy, a mentorship program, and training
- Completed Black and Indigenous Student Success Blueprint Recommendations Reports
- Engaged campus on social justice matters (BLM, Stop Asian Hate, Racial Battle Fatigue, social justice commitment, etc)

Dr. Terrell-Powell presented the details on two recently passed state laws regarding CTCs: SB 5227 and SB 5194

SB 5227 - Requiring DEI and Racism Training and Assessment

Requirements:

1. Provide DEI and anti-racism professional development
2. Conduct campus climate assessments
3. DEI and anti-racism programs for students
4. Report back to the Legislature

SB 5194 - Providing for Equity and Access in the CTC System

Requirements:

1. DEI strategic plans
2. Full implementation of Guided Pathways
3. Addition of full-time faculty positions
4. Creation of a mental health pilot program
5. Minimum hiring standards for faculty counselors

There was some discussion on graduation rates as disaggregated by race and program, which Dr. Singh said could be shared with the Board in the future. The trustees thanked Dr. Terrell-Powell for her presentation.

LUNCH

At 11:36am, Chair Webster adjourned the meeting for a 40-minute lunch break.

At 12:17pm, Chair Webster reconvened the meeting in open session.

2021-22 COLLEGE PRIORITIES

As context, Dr. Singh shared the background of the strategic planning process with the trustees, starting with his arrival in 2018 and leading up to the creation of a new Comprehensive Plan, approved by the Board in September 2020. The achievements of the first year of the plan were reported earlier in the day by the President's Leadership Team. He explained the structure of the plan as well as the fact that while the Board gives feedback at the goal and strategy levels, action items of the plan would also be shared so that trustees could see the full scope of work to be done.

GOAL 1: Access

Ms. Carnes, Ms. Castorena, and Ms. Chapman shared the strategies and actions for Goal 1, as follows:

Strategy: Increase New Student Enrollments

- New Actions: New Student Welcome Center
- Focusing on Running Start and gathering students from 8th-10th grades and talking with them directly; working with school district articulation councils to make sure our pathways are an extension of their academic planning;
- Develop an upskilling and career centered webpage for learners seeking quick paths to employment
- Hire a consultant to assess and review our front end processes through the first day (outreach/recruitment, communication, marketing, conversion strategies, and process review including admission, testing, registration, communication, etc.) and implement recommendations provided

Strategy: Offer Clear, Relevant Academic Programs

- Complete the set-up of workflow processes and staffing for ongoing management of Student Program Plan Stacks and Academic Advisement Reports (AARs) in ctcLink (i.e., assigning program plan stacks, student groups, milestones, etc.)
- Assess class scheduling processes to determine and offer the most appropriate sequence of courses and modalities to effectively meet students' needs

Strategy: Close Racial Equity Gaps Related to Access

- Develop a student ambassador program for Black, Latinx, and Indigenous peer-to-peer outreach and recruitment.
- Implement at least 2 targeted application conversion rate strategies for Black, Latinx, and Indigenous applicants

GOAL 2: Success

Ms. Castorena and Ms. Chapman shared the strategies and actions for Goal 2, as follows:

Strategy: Ensure That All Students Enter an Academic or Career Pathway

- Complete the set-up of workflow processes, policies, and staffing for new student onboarding leading up to the first day of class
- Ensure that students successfully complete the Career and College Success course

Strategy: Ensure That All Students Stay on Their Academic or Career Pathway

- Implement advising processes (Equity Competent Educational Planning, as per Guided Pathways) including assigning students to advisors, Early Alert and the 3 C's (Comments, Culturally Competent Communications, and Checklists)
- Implement Student Support Interventions for 5-10 Predictive Courses to Help Increase Student Completion

Strategy: Offer Holistic Support for Students' Non-Academic and Financial Needs

- Create a one-stop basic student needs center
- Implement the recommendations from the mental health and wellness task force

Strategy: Improve Progression and Completion for Students, with an emphasis on Black, Latinx, and Indigenous student success

- Develop a mentor program that supports Black, Indigenous and Latinx students
- Address Black, Latinx, and Indigenous equity gaps by analyzing disaggregated data for English Directed Self-Placement (DSP), and implement adjustments/interventions as needed
- Increase transition rates for BIPOC students from pre-college to college-level math classes, by identifying specific data-informed interventions and piloting initiatives based on national best practices.
- Implement a new First Generation Men of Color Student Success Pilot Program

GOAL 3: Community Engagement

Ms. Carnes shared the strategies and actions for Goal 3, as follows:

Strategy: Meet Employer and Community Needs through Programs and Services

- Develop a Pathways to Employment program. Partner with at least 3 employers to create pathway programs for student cohorts to pursue careers in their companies or industries
- Develop industry curriculum for Advanced Manufacturing Skills Center training: Maritime, AI/Robotics in Manufacturing and Construction trades

Strategy: Advance Community Support for the Edmonds College Foundation

- Strengthen connection between Foundation Board of Directors and the student experience, emerging needs, and strategic direction of the college

GOAL 4: Capacity and Operational Excellence

Dr. Terrell-Powell, Mr. Mulik, Ms. Rohani, and Ms. Smith shared strategies and actions for Goal 4, as follows:

Strategy: Become an Anti-Racist Institution

- Develop and implement a review guide for assessing policies, procedures, and practices that will address how to eliminate bias and barriers

- Meet the 2021-22 requirements identified in Policy 5227 and Policy 5167 in order to provide mandatory training, develop an equity strategic plan, and conduct a climate survey, as required by the statute

Strategy: Ensure Fiscal Health and Stability

- Develop a three-year strategic budget
- A ctclink-related budgeting process is clearly defined and implemented
- By June 2021, support the college’s grants efforts to ensure at least 5 major (federal/competitive state) and 12 minor (small- to medium- foundation) grants to support the college's comprehensive plan and priorities

Strategy: Develop and Implement a Comprehensive Talent Management Plan

- HR (ODET) to form a cross organizational task group that will conduct a SWOT and Gaps analysis of what talent management processes/ practices exist and what need to be adopted
- Develop an equity hiring plan that outlines outreach, marketing, data, cultural proficiency screening and hiring training and decision-making strategies and practices with the goal of increasing the number of diverse faculty and staff
- Implement succession planning steps including building a tool kit, and identifying key positions and required skills and competencies needed for the success of the College
- Invest in the recruitment of diverse pools of applicants for positions at the college

Strategy: Invest in Digital Transformation

- By March 2022, implement ctclink Optimization Plan of process changes needed in order to leverage system capabilities for efficiency and effectiveness
- By June 2022, the Office of Planning, Research, and Assessment (OPRA) will re-configure and re-implement at least 12 legacy data views that will utilize ctclink data

Strategy: Ensure College Policies and Procedures Reflect Operational Excellence and Focus on Equity

- Review and update (as needed) at least 50% of the college's policies and procedures

GOAL 5: Entrepreneurial Hub

Ms. Carnes shared strategies and actions for Goal 5, as follows:

Strategy: Grow Public/Private Partnerships for Entrepreneurial Endeavors

- Offer Small Business Development Center support on the Edmonds College campus by offering an office location to our local SBDC in close proximity to the Center for Innovation and Entrepreneurship
- Strengthen collaboration with Partner Lynnwood to offer comprehensive resources for small business owners, entrepreneurs, and inventors

Strategy: Create Entrepreneurial Learning Opportunities

- Offer classes, workshops, resources and shop time through the Center for Entrepreneurship and Innovation for community members to engage, embrace and pursue entrepreneurial learning opportunities with a focus on communities of color

GOAL 6: ANYTIME, ANYWHERE

Ms. Smith shared the strategies and actions for Goal 6, which were developed from the Title III Grant plan.

Strategy: Increase Flexible Academic Delivery Options and Online Course Quality

- Examine steps taken, actions implemented, and student success data from/during the COVID-19 pandemic in order to determine which course and program modifications should be continued via online-enhanced delivery methods
- Develop and implement Online Teaching Institute
- Develop process to determine most effective modalities for programs and courses.
- Develop methodology to review Guided Pathways program maps and modalities to determine most effective modalities for programs and courses
- Design/redesign first two degrees and five certificate programs to be offered fully online.
- Implement quality review process for online and hybrid courses

Strategy: Deliver Technology-Enhanced Services and Programs

- Implement virtual computer labs with software needed for classes
- Implement a digital acceptance packet via Full Measure
- Create and implement “Mobile first” technology replacement plan for employees
- Continue and expand the technology lending program for all students, with a focus on underserved students
- Implement tech-enabled classrooms for flexible instruction options (technology support, pedagogy and training)

Dr. Singh shared how the priorities for the year were determined: the leadership team had reviewed last year’s plan to see what needed to be continued, and also shared and received feedback from their team members; the Guided Pathways and DEI plans informed next steps; metrics from the State Board helped shape the focus; ctclink optimization and innovation goals were also included. The leadership team held several retreats of ½ days to tackle specific topics, and then a whole session was spent just on metrics. The plan was then prioritized and pared down. Dr. Singh said the team takes a systems approach to planning to make sure it’s integrated and holistic across the campus, across teams, and across programs.

After some discussion, Chair Webster noted that the Board would review the 2021-22 College Priorities for approval at the September meeting.

WRAP UP

Chair Webster called for further comments and discussion from the trustees. Trustee Earling thanked the Board and leadership for making this an in-person meeting. Chair Webster thanked the leadership team members for the work they are doing on behalf of students. He stated that his passion is students because he was a student who had a lot of challenges to get to where he could graduate, but his education carried him all the way through to retirement. He closed by telling them that what they presented was impressive and he is very proud to serve on the Board. Dr. Singh also thanked the leadership team and the Board.

ADJOURNMENT

At 1:54pm, the meeting was adjourned by Chair Webster. He noted that the Board will reconvene for the second day of the study session at 8:45am, Friday August 13.

FRIDAY, AUGUST 13, 2021

Trustees Present: Wally Webster, Chair; Adrienne Wagner, Vice Chair; Dr. Tia Benson Tolle; Dave Earling

Trustees Excused: Carl Zapora

Others Present: Dr. Amit Singh, Kristen NyQuist; Kim Chapman and Dr. Carey Schroyer joined at 1:00pm

CALL TO ORDER

Chair Webster called the meeting to order at 8:48am, and welcomed those present. He went over several housekeeping items, including the COVID attestation needed from each attendee.

He led the trustees in a recap of the day before, and it was noted that the Board would like to see a qualitative summary at year-end even for things that were not in the formal College Priorities for the year, but were accomplishments nonetheless.

At 9:05am, Dr. Mary Spilde, an ACCT governance consultant and executive coach, joined the trustees. After introductions, she noted that it's a good practice to have annual retreats. Boards who do, do better.

Dr. Spilde led a discussion on the following topics:

- Good Governance
- Board's Role
- Role of Trustees
- President's Role
- Board/President Communication
- Good Communication
- Meeting the Test of Strategic Governance

BREAK

At 10:40am, Chair Webster adjourned the meeting for a 10-minute break

At 10:50am, Chair Webster reconvened the meeting in open session.

Dr. Spilde led the trustees through an exercise discussing different governance scenarios from case studies and then led discussions on communication, the presidential evaluation process, and the Board self-evaluation process.

LUNCH BREAK

At 12:30pm, Chair Webster adjourned the meeting to lunch for 30 minutes.

STEM STUDENT SUCCESS INITIATIVES

At 1:00pm Chair Webster reconvened the meeting in open session, and welcomed Dr. Carey Schroyer, Dean of STEM.

She gave a presentation on STEM Student Success Initiatives, that covered:

- What is student success
- Measuring student success
- Obstacles to student success
- STEM Division actions and success strategies

She stated that we measure student success by the following items:

- Persistence and retention
- Course pass rates
- Credential completion
- Transfer to university programs
- Employment and/or career advancement

However, those measures may not tell the whole story. Our job is to provide safe learning environments for all students, which means we have to know what their obstacles are.

Dr. Schroyer presented the five key obstacles to student success in STEM, along with the strategies and actions employed to mitigate those obstacles.

OBSTACLE 1 : Student attrition

- Lack of academic preparation
- Elongated course sequences
- Increased time to credential completion (the longer it takes, the more likely they are to drop out)

Means we employ to minimize attrition:

- Contextualized pre-college math pathways sequences
- EC-developed and alternative math placement tests
- Supplemental instruction
- Contextualized/linked classes
- Math Pathways project

Math Pathways Project

Dr. Schroyer shared the details of the Math Pathways Project; faculty workgroups will identify specific interventions in Fall 2021, develop the programs in Winter 2022 and pilot them in Spring 2022.

There was discussion on math placement tests, math pass rates over time, the importance of data-informed student success strategies, and how co-requisites can help with skills gaps in real time.

STEM staff are looking at math data trends by race, looking at those places where BIPOC students are succeeding, investigating what individual faculty members are doing that leads to those successes, and then trying to scale up those practices in other areas.

Student success data indicates that support in the first 2-3 weeks of class leads to higher rates of completion.

OBSTACLE 2: Lack of social & academic integration

- Student engagement in the fabric of their college is an important factor in student persistence.

We are encouraging engagement through:

- STEM Study Room
- MESA Center - focused on improving diversity and retention of historically

underrepresented students in STEM

- Student Field Trips, Workshops, Social Activities - Virtual and F2F
- Peer Mentoring in Engineering, Biology, and now Computer Science
- STEM Clubs
- Embedded Curriculum

OBSTACLE 3: Lack of STEM & resource awareness

- Many community college students lack information on the academic options available to them in STEM fields.
- They are also often unfamiliar with the academic environment and the many services offered by the college.
- Finally, the overwhelming number of credential options (transfer, non-transfer, for credit, etc.), academic speak and siloed nature of the campus can amplify the confusion for students.

We employ these methods to raise awareness:

- Dedicated STEM Retention Specialist
- MESA Director - Focused on BIPOC
- STEM Scholarships (Foundation, MESA, etc.)
- STEM Speaker Series - New 2021-22
- Career and College Success Course - Context Specific (STEM 100 and ENGR 100)
- Student Clubs

OBSTACLE 4: Low self-efficacy

- Research shows students with positive influences and high science self-efficacy beliefs are more likely to increase their effort to succeed in science activities.
- Whereas, students with low science self-efficacy beliefs are more likely to put forth less effort and avoid science activities.
- The STEM Division has incorporated the development of self-efficacy into the course curriculum, program offerings and STEM support services
- Lack of access and/or support

STEM Division Actions and Strategies to counter low self-efficacy:

- Embedded Curriculum
- Undergraduate Research
- Project Based Learning
- Supplemental Instruction
- Peer Mentor Program
- STEM Speaker Series
- Student Biographies
- Student Testimonials/Panels/Videos

OBSTACLE 5: Lack of Access

- Educational access is critical for academic success.
- Program and course schedules must meet the needs of both traditional and non-traditional students.
- Students need reliable technology, wifi, and study space to succeed.

Means to increase and sustain access

- Alternative class scheduling (Saturday and evening classes)
- Multiple modalities (Online, F2F, and Hybrid classes)
- STEM Study Room/MESA Center - Providing spaces that allow students to succeed (i.e. wi-fi, computers, textbooks, tutoring, etc.)
- Open Educational Resources (OER)
- Computer Loaner Program

Additional areas of focus are:

- Innovative, Relevant Programs and Curriculum
 - ROBAI BAS: scheduled launch Fall 2023
 - AMMET BAS: scheduled launch Fall 2022
 - Data Analytics Certificate: scheduled launch Spring 2022
- 21st Century Skills Development - Hazel Miller Hall

The trustees thanked Dr. Schroyer, and she then led them on a tour of the MESA study room.

At 2:17pm Chair Webster moved into the final topic of the day.

Board Self-Evaluation

The Board discussed all items identified for discussion and planned next steps for the Board self-evaluation. Trustee Benson Tolle offered to put together a Situation Target Proposal to update and track the Board self-assessment. Ms. NyQuist will help identify alignment with the Board's annual cycle of business and then draft a background statement, which will be presented to the Board in October.

Wrap Up

Chair Webster stated that he was very impressed with the depth and breadth of information presented by staff in order for the Board to be able to meet their responsibilities. The trustees thanked Dr. Singh for his leadership.

ADJOURN

At 3:33pm, Chair Webster adjourned the study session.

Next Meeting: The next regular Board meeting will be held Thursday, September 9, 2021 at 3:30pm at Gateway Hall 352.

Wally Webster II, Chair

Date Approved

ATTEST:

Dr. Amit B. Singh, Secretary

BACKGROUND 2021-22 COLLEGE PRIORITIES

Subject

Board of Trustees approval of the 2021-22 College Priorities.

Background

Within the context of the college's Comprehensive Planning Structure, there are 6 overarching goals. For 2021-22, 18 strategies have been prioritized under these goals. These 18 strategies, which along with the 6 goals form the 2021-22 College Priorities, were developed by the President's Leadership Team with opportunity for input and feedback from the College Leadership Team and other stakeholders.

49 actions have been identified to impact the desired target lead metrics of the 18 strategies. Those action items are assigned across the college and are monitored at the departmental level as well as by the President's Leadership Team.

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

Recommendation

The President's Leadership Team recommends the Edmonds College Board of Trustees approve the 2021-22 College Priorities, as they flow from the Comprehensive Plan Goals, as outlined on the following page.

2021-22 COLLEGE PRIORITIES

The 6 Goals and 18 Strategies listed below form the 2021-22 College Priorities

OPERATIONAL PLAN

GOAL 1: ACCESS

Strategies

- 1A: Increase New Student Enrollments
- 1B: Offer Clear, Relevant Academic Programs
- 1C: Close Racial Equity Gaps Related to Access

GOAL 2: SUCCESS

Strategies

- 2A: Ensure That All Students Enter an Academic or Career Pathway
- 2B: Ensure That All Students Stay on Their Academic or Career Pathway
- 2C: Offer Holistic Support for Students' Non-Academic and Financial Needs
- 2D: Improve Progression and Completion for Students, with an Emphasis on Black, Latinx, and Indigenous Student Success

GOAL 3: COMMUNITY ENGAGEMENT

Strategies

- 3A: Meet Employer and Community Needs through Programs and Services
- 3B: Advance Community Support for the Edmonds College Foundation

GOAL 4: CAPACITY AND OPERATIONAL EXCELLENCE

Strategies

- 4A: Become an Anti-Racist Institution
- 4B: Ensure Fiscal Health and Stability
- 4C: Develop and Implement a Comprehensive Talent Management Plan
- 4D: Invest in Digital Transformation
- 4E: Ensure College Policies and Procedures Reflect Operations Excellence and Focus on Equity

INNOVATION PLAN

GOAL 5: ENTREPRENEURIAL HUB

Strategies

- 5A: Grow Public/Private Partnerships for Entrepreneurial Endeavors
- 5B: Create Entrepreneurial Learning Opportunities

GOAL 6: ANYTIME, ANYWHERE

Strategies

- 6A: Increase Flexible Academic Delivery Options and Online Course Quality
- 6B: Deliver Technology Enhanced Services and Programs



**BOARD OF TRUSTEES
SEPTEMBER 9, 2021**

**RESOLUTION #21-9-1
2021-22 COLLEGE PRIORITIES**

WHEREAS, the Board of Trustees reserves unto itself the final approval of the college’s priorities for 2021-22; and

WHEREAS, the 6 goals and 18 strategies within the 2021-22 College Priorities were developed through the President’s Leadership Team with opportunity for input and feedback from the College Leadership Team and other members of the College; and

WHEREAS, the entire Comprehensive Plan, including the 6 goals, 18 strategies and underlying 49 action steps were presented to the Board for consideration and discussion at the August 12-13, 2021 Study Session;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the goals and strategies as presented at August 12-13, 2021 study session, and the September 9, 2021 meeting, as the 2021-22 College Priorities.

Wally Webster II, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

**BOARD OF TRUSTEES
September 9, 2021**

BACKGROUND

2022 SCHEDULE OF BOARD OF TRUSTEES MEETINGS

Subject

To establish and approve the 2022 schedule of Edmonds College Board of Trustees meetings.

Background

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

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

Unless the Board of Trustees would like to revise the usual meeting time at the September 9, 2021 meeting, meetings are generally scheduled to begin at 3:30pm and last for three hours. Exceptions to this schedule are noted below.

Meeting location will be dependent upon COVID-19 guidance from state and local officials, as well as the College administration determination if in-person meetings can be held safely. At this time, meetings are planned to take place in person. The location for in-person meetings will generally be Edmonds College, Gateway Hall 352, 6600 196th SW, Lynnwood, WA, unless otherwise noted. Meetings that are held remotely will take place via Zoom. The location of the meeting will be noted on the agenda which is posted on the website in advance of the meeting.

Recommendation

The Trustees are asked to review the following proposed schedule of Board of Trustees meeting dates for 2022, along with any other personal commitments they have throughout the year. Any conflicts can be presented to the Secretary of the Board.

Approval of the 2022 meeting schedule will be requested at the October 7, 2021 Board of Trustees meeting.

- February 17, 2022 - 3:30pm (this is the 3rd Thursday, due to ACCT Conference on the 2nd Thursday)
- March 10, 2022 - 3:30pm
- April 14, 2022 - 3:30pm
- May 12, 2022 - 2:30pm (earlier start time to accommodate a possible tenure reception)
- June 9, 2022 - 3:30pm
- August 11-12, 2022 - 8:00am – 5:00pm - Board Summer Study Session
- September 15, 2022 - 3:30pm (this is the 3rd Thursday, which allows for a full month between meetings)
- October 13, 2022 - 3:30pm
- November 10, 2022 - 3:30pm



Washington Community College District 23

**BOARD OF TRUSTEES
September 9, 2021**

FOUNDATION REPORT**EXECUTIVE AND FINANCE**

- Jeff Lewis, Interim Executive Director, has completed his initial report of observations and is working with staff, Foundation Board Leadership, and the College on operational changes, priority setting, and fundraising capacity building.
- The Foundation has agreed to engage the services of a search firm to facilitate the search for a permanent Executive Director. The search will commence in early September and is expected to result in the successful hiring by the College of an ED before the end of the calendar year.
- The Foundation recently approved a budget for FY 21-22. Forecasted expenses, including College support, will be \$964K. The revenue goal for FY 2021-2022 is \$1M.

BOARD OF DIRECTORS & COMMITTEES

- On July 1, six new board members began their three year terms and were announced to the community via a press release.

FOUNDATION ACTIVITY

- The Foundation awarded \$3,388 in Complete the Dream Funding for Summer 2021. The Complete the Dream scholarship helps students who are in their last quarter at Edmonds College who have experienced an unexpected and unforeseeable financial hardship that would make it impossible to graduate.

FUNDRAISING

- This past year, the Pave the Way appeal for Black and African descent students raised \$7,125 for 2022-2023 scholarships. (compared to \$4,020 for FY20)
- The City of Edmonds Council approved a \$325,000 three year grant for retraining, reskilling, upskilling, or other job preparation or career advancement for Edmonds residents who have suffered workforce participation interruption, such as experiencing job loss, reduced hours, and/or reduced wages. Students may qualify for up to \$5000 for tuition, fees, books and life expenses.
- The Foundation engaged the Better Fundraising firm to conduct an assessment of our donor base and creative collateral to determine how we are performing with individual donors. Deliverables include recommended priority projects, a creative review of all our donor outreach materials, a data analysis of 5 years of donor data, a recommendations report and access to a library of resources.
- The INSPIRE 2022 fundraising event is set for April 9, 2022 at the Lynnwood Convention Center. Mark your calendars!

Submitted by: Danielle Carnes

**BOARD OF TRUSTEES
September 9, 2021**

PRESIDENT'S REPORT**Fall Quarter**

Over the past few months the COVID Response Team has been busy planning our return to campus. While the Delta variant means we have to remain focused on safety and flexible with our plans, we want to offer in-person learning opportunities and services to those students who need them, to the extent possible.

We made the decision early on to require vaccinations for both employees and students, and this decision has been supported by the Governor's proclamation which now also requires higher ed employees, long-term contractors, and volunteers to be fully vaccinated by October 18, 2021. Both students and employees will have the ability to apply for a religious or medical exemption, and everyone, regardless of vaccination status, will be required to wear masks.

We started bringing employees back to campus in phases starting in late July, and starting this week, everyone is working on campus at least three days per week (those whose jobs allow them to work remotely part-time). Our Re-entry Task Force has done a great job helping departments put together team-specific safety plans, and tracking who is on campus at any given time so that our custodial crew is able to efficiently focus on cleaning occupied spaces.

In addition to helping students enroll for the fall classes, we will also be hosting two "back-to-school" events on campus on September 11 and 18, to help students get connected to in-person services including enrollment services, the testing center, IT help-desk and equipment distribution, the cashier's office, financial aid, the bookstore, and the parking office.

We are looking forward to seeing our students and helping them prepare for success in whatever learning modality they have chosen for fall quarter.

Student Support Grants

Edmonds College is determined to see and to support our students as holistically as possible, and we have recently received some much needed grants to support this important work with our students who are currently experiencing difficult circumstances.

We are grateful to the Washington State Board for Community and Technical Colleges who greatly increased our funding for two grants in the 2021-23 biennium. We have been awarded \$601K via the Student Emergency Assistance Grant to help students who have experienced a sudden financial emergency that would otherwise impact their ability to finish the quarter, and \$204K via the Supporting Students Experiencing Homelessness Grant, which helps students who are currently homeless or have aged out of the foster care system. These funds cover basic needs, such as housing, laundry vouchers, and transportation.

Additionally, we are grateful for our partnership with Workforce Snohomish, who has received a grant from the Department of Labor's Veterans' Employment and Training Service program. A portion of this grant will fund a re-entry navigator in our Veterans Resource Center, who will work closely with our Corrections Education staff. We will connect with incarcerated veterans before and after their release to help them continue their education, and find housing, employment, and connection to resources that will assist with a successful reintegration into our community.

Edmonds College is very grateful for the opportunity that these grants provide us to care for our students in a holistic way and to offer wrap-around services that make it possible for them to reach their academic goals.