

WASHINGTON COMMUNITY COLLEGE DISTRICT 23

MISSION: TEACHING | LEARNING | COMMUNITY

### **BOARD OF TRUSTEES**

### **Regular Meeting**

Thursday, April 14, 2022 | 3:30pm – 6:30pm Remote Meeting via Zoom

Zoom Link: <a href="https://us02web.zoom.us/j/89207537734">https://us02web.zoom.us/j/89207537734</a>
Dial-in: (253) 215-8782 | Meeting ID: 892 0753 7734

		AGENDA	
3:30pm	1.	Call to Order	Chair Wally Webster
3:32pm	2.	Introduction of Guests	Chair Wally Webster
3:35pm	3.	Public Comment To make a public comment, please submit it in write publiccomment@edcc.edu no later than Wedne Written comments should be no more than 300 wo and affiliation with the college, and will be read into	esday, April 13, 2022, at 5pm. ords in length, include your name
3:45pm page		<b>Approval of Meeting Minutes</b> March 10, 2022 – Regular Meeting	Chair Wally Webster
3:47pm	5.	<b>Next Meeting</b> Thursday, May 12, 2022 3:30pm – Regular Meeting	Chair Wally Webster g
3:50pm	6.	Informational & Monitoring Reports  a. Faculty Senate Council Update (10)  b. Student guest	David Breed, FSC Representatives
	13	Old Business: Second Consideration and Final Acti a. Approval of New Certificate: Dental Assisting RESOLUTION #22-4-1	i <b>on</b> Kim Chapman
page <b>page</b>		<ul><li>b. Approval of Course Fee Changes</li><li>RESOLUTION #22-4-2</li></ul>	Kim Chapman
page	20	c. Approval of Continuing Tenure, Probationary Status: Robinweiler, Smith, Hays	Kim Chapman , Obourn
page		RESOLUTION #22-4-3	K o Classes
page <b>page</b>		<ul> <li>d. Approval of Continuing Permanent Status,</li> <li>Probationary Status: McKay</li> <li>RESOLUTION #22-4-4</li> </ul>	Kim Chapman
page <b>page</b>		e. Approval of Professional Leave RESOLUTION #22-4-5	Kim Chapman

### **PACKET PAGE 2**

4:35pm	<ul> <li>8. Representative Reports</li> <li>a. Student Representative (5)</li> <li>b. Classified Staff Representative (5)</li> <li>c. Faculty Representative (5)</li> </ul>	Puneet Birk Liz Mueth Scott Haddock
4:50pm	9. Break	
4:50pm	10. Foundation Report page 29	Tom Bull
5:05pm	11. President's Report page 30	Dr. Amit Singh
5:10pm	<ul><li>12. Board Discussion</li><li>a. Trustee Updates</li><li>b. DEI Committee</li><li>c. Other</li></ul>	Chair Wally Webster
5:30pm	13. Study Session – Learning Support Center	Allison Cohen, Jeremiah Roland
6:00pm	14. Executive Session	Chair Wally Webster
6:30pm	15. Adjournment	Chair Wally Webster

Next Meeting: Thursday, May 12, 2022 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@edmonds.edu



### **BOARD OF TRUSTEES**

### Regular Meeting: March 10, 2022

Held via Zoom video conference due to COVID-19

### **Draft Minutes**

Trustees Present: Wally Webster, Chair; Adrianne Wagner, Vice Chair; Dave Earling; Carl Zapora

Trustees Excused: Dr. Tia Benson Tolle

#### Others Present:

Dr. Amit Singh, President
Sara King, Assistant Attorney General
Scott Haddock, Faculty Union Representative
Puneet Birk, Associated Students of Edmonds College
Representative
Elizabeth Mueth, Classified Staff Union Representative
Danielle Carnes, Vice President for Innovation and

Strategic Partnerships Christina Castorena, Vice President for Student Success Kim Chapman, Interim Vice President for Instruction Kristen NyQuist, Director for Planning and Operations Jim Mulik, Vice President for Finance, Grants, and

Institutional Effectiveness

Mushka Rohani, Vice President for Human Resources and

Operations

Eva Smith, Chief Information Officer

Dr. Yvonne Terrell-Powell, Vice President for Equity,

Inclusion and Belonging

Various members of the campus community and public.

### **CALL TO ORDER**

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

### **INTRODUCTIONS**

Chair Webster led introductions of the trustees, and Dr. Singh led introductions of the leadership team.

### **PUBLIC COMMENTS**

Chair Webster noted that five public comments had been received; Ms. NyQuist read them into the record [Attachment 1].

#### **APPROVAL OF MEETING MINUTES**

Chair Webster asked for a motion to approve the minutes from the February 17, 2022 meeting, which was made by Trustee Zapora and seconded by Trustee Earling. The minutes were unanimously approved as presented.

### Approved

### **NEXT MEETING**

The next regular meeting of the Board of Trustees is scheduled for April 14, 2022 at 3:30pm.

### **INFORMATIONAL & MONITORING REPORTS - Triton Learning Commons Pre-design**

Dr. Singh introduced Marc Gleason, principal architect with McGranahan Architects, who is co-leading the Triton Learning Commons capital project. Mr. Gleason gave an update on the project which is currently in

pre-design through May, and then will move into the design phase and onto construction beginning, hopefully, in the fall of 2023.

Mr. Gleason shared the project schedule for the entirety of the pre-design phase including stakeholder meetings and interviews. He shared diagrams and schematics of the \$22.6M project which will expand Lynnwood Hall by about 52,400SF, noting how and why the plan had changed slightly from its original version in the project request report in 2017. The majority of the new construction will be located on the north side of the building now, and about 6,000SF smaller than originally planned due to the increase in construction costs outpacing the funding allowance from the state.

Mr. Gleason shared the program comparison, outlining the area usage for each designated space in the current design as compared to the original design, and then went over floor plans in detail.

During a brief discussion with trustees, Trustee Earling requested that the Board receive periodic updates on the project and that open space and greenery be preserved and enhanced where possible.

The trustees thanked Mr. Gleason for his presentation.

### OLD BUSINESS: SECOND CONSIDERATION AND FINAL ACTION Approval of Tenure

Dr. Singh introduced the topic of approval of tenure stating that it is an exciting opportunity to consider awarding tenure and to discuss the work outlined in the tenure packet with the faculty member. Kim Chapman, Interim Vice President of Instruction, presented background information on Child, Youth, and Family Services faculty member, Lauriel Elsa-Gordon, for consideration for tenure. She noted that Ms. Elsa-Gordon has done an excellent job, and that her dedication to her profession and her students is very moving. Tenure is recommended by the administration as well as Ms. Elsa-Gordon's Appointment Review Committee.

The trustees commented on Ms. Elsa-Gordon's tenure site, noting her exemplary work with students, on campus, and in the community.

Chair Webster asked for a motion to approve Resolution #22-3-1, granting tenure to Ms. Elsa-Gordon. The motion was made by Vice Chair Wagner, seconded by Trustee Earling, and unanimously and enthusiastically passed.

Ms. Elsa-Gordon thanked the Board of Trustees, her students, and all those whom she said had helped her grow. She shared that her late mother was adamant about the significance of education and its ability to bring change.

### **Approved**

### **NEW BUSINESS: FIRST CONSIDERATION**

#### **Consideration of Course Fees**

In introduction to the topic of course fees, Dr. Singh presented an overview of how fees work in Washington and also some historical background. There are three types: 1. Services & Activities fees, which are part of tuition and allocated by student government; 2. Self-imposed fees, enacted and allocated by student government and approved by the Board of Trustees; 3. Other fees, such as class fees, lab fees, supply fees, etc. This third category are the fees that are brought to the Board for their approval. One of the fees in this third category is a distance learning fee, which was first assessed 24 years ago to support fledgling online learning, and the expenses and equipment that went along with it. In late 2019, Dr. Singh hired a consultant to look at the whole range of fees assessed on students, hoping that any recommendations would be rolled

out in the current academic year. However, due to unforeseen circumstances, the report was delivered to the college in December 2021. Any change in the fee structure, as agreed, will be implemented in the 2022-23 academic year. Dr. Singh reported that college fees are listed on the website, with the exception of the distance learning fee, and staff are working to add class fees to all courses in ctcLink, to increase transparency for students. Dr. Singh added that while technologies have advanced and more and more classes are either online or using integrated technologies, the state has not funded technology expenses, and the college must find an equitable way to fund and provide these services to students.

Ms. Chapman gave the background on the proposed new course fees and course fee changes presented to the Board for their consideration, sharing the extensive process of research by faculty, department heads and deans before being vetted and voted on by the curriculum committee. She noted that the fees would be brought back to the Board for second consideration and final action at the April meeting.

### **Consideration of Continuing Tenure Probationary Status**

Ms. Chapman presented the background information on candidates for consideration of continuing tenure probationary status. Those eligible for second year appointments are: Catharine Robinweiler and Taylor Smith. Those eligible for third year appointments are: Dr. Lori Hays, and Allison Obourn. She noted that these candidates would be brought back to the Board for second consideration and final action at the April meeting.

### **Consideration of Continuing Permanent Status Probationary Status**

Ms. Chapman presented the background information on Melissa McKay, a candidate for consideration of continuing permanent status, probationary status, who is eligible for a third year appointment. She noted that this candidate would also be brought back to the Board for second consideration and final action at the April meeting.

#### **Consideration of Professional Leave**

Dr. Singh presented the topic of professional leave for faculty members, a feature of the collective bargaining agreement, which allows faculty members time off of teaching to do meaningful work that also benefits the college. He noted that the selection process is led by a committee of faculty members, who recommend candidates to him, and he can then move them forward to the Board for consideration. Ms. Chapman added that there were quite a few applicants this year, so the committee decided to limit the leave to one quarter, and were thereby able to award more faculty members leave. She noted that candidates for professional leave would be brought back to the Board for second consideration and final action at the April meeting.

Trustee Earling requested to know the subject matter of the proposals for professional leave. Ms. Chapman said that she could provide a summary of the projects at the April Board meeting.

#### REPRESENTATIVE REPORTS

Puneet Birk, ASEC Representative, reported on efforts to recruit applicants for the student trustee position, which include emails, posters, social media, and Canvas notifications.

Liz Mueth, WPEA Representative, reported that members are feeling the economic impacts of the war on Ukraine, and people are worried about coming back to campus at a time when gasoline prices are very high. She reported that classified employees are struggling with workload and encouraged managers to care for employees and to ensure that they are taking care of themselves.

Scott Haddock, AFT Representative, reported that he appreciated being included in the conversations with Dr. Singh about returning to campus and masking protocols. A faculty poll had been sent out on those topics

and the results were split. He expressed appreciation for the flexibility to accommodate faculty with young children and elevated health risks. Mr. Haddock then shared his thoughts on how to build a better labor-management relationship as follows: strengthen ability to resolve grievances early; deal effectively with pre- and post-negotiation problems without having to resort to outside agencies; and improve organizational effectiveness and employment security.

#### **BREAK**

At 5:20pm, Chair Webster adjourned the meeting for a 10-minute break. At 5:30pm, Chair Webster reconvened the meeting in open session.

#### **FOUNDATION REPORT**

Danielle Carnes, Vice President for Innovation and Strategic Partnerships, reported on recent Foundation activity, including: some long-time Board members are rotating off the Board, and the staff is grateful for their leadership; the INSPIRE benefit event will be held in person at the Lynnwood Convention Center, and the Associated Students of Edmonds College are one of the sponsors. The goal is to raise \$325K. Trustee Zapora noted that Trustee Earling has joined the Foundation as a Board liaison, and Chair Webster greeted new Foundation Executive Director, Tom Bull.

#### PRESIDENT'S REPORT

Dr. Singh, noting the late time, yielded his time to the Chair.

### **BOARD DISCUSSION**

### **Trustee Updates**

Chair Webster shared that his and Trustee Earling's Board appointments had been confirmed by the Washington State Senate, and that the other trustees' appointments would be confirmed in the next session.

### **DEI Committee Update**

Vice Chair Wagner shared that in honor of Women's History Month she had been asked to write a reflection piece for national distribution in her company. She'd been thinking about the great mentors and bosses she'd had and how the best way to honor them is to lift others up in her work.

Trustee Zapora, citing Dr. Singh's adage about creating dust and Chair Webster's exhortation to show commitment to equity through something tangible, shared photos of a diversity monument on the Centralia College campus and relayed the background on how it came to be and whose stories are honored at the base. He said that he and Vice Chair Wanger would be visiting the monument to gather more ideas for a possible monument on the EC campus.

#### PERC DECISION

Dr. Singh shared the background of a recent decision by the Public Employment Relations Committee (PERC), wherein the college thought they were following the collective bargaining agreement in a matter of employee pay, however the action went to PERC who ruled that the college had committed an unfair labor practice, which they upheld on appeal. Dr. Singh stated that the college respects the ruling, and that part of the PERC decision is the requirement to make a statement on record at a regular meeting of the Board of Trustees.

Mushka Rohani, Vice President for Human Resources and Operations, read the following decision into the record:

Notice to Employees of Unfair Labor Practice; Case 133333-U-32; Decision 13412 (CCOL, 2021)

State Law Gives You The Right To:

- Self-organize, join, or assist labor or employee organizations.
- Bargain collectively through a representative of your choice.
- Refuse to pay dues to a union unless you have affirmatively agreed to make such payments.

The Washington State Public Employment Relations Commission (PERC) conducted a legal proceeding, issued a ruling that Edmonds College committed an unfair labor practice, and ordered that this notice be posted to employees:

We unlawfully reduced the compensation of bargaining unit employees.

### To remedy our unfair labor practice(s):

We will make all affected bargaining unit employees whole by payment of back pay and benefits in the amounts they would have earned or received had the employer not reduced their compensation. back pay shall be computed in conformity with wac 391- 45-410.

We will restore the status quo ante by reinstating the wages, hours, and working conditions that existed for the employees in the affected bargaining unit prior to the unilateral change in the compensation for certain bargaining unit employees.

We will give notice to and, upon request, negotiate in good faith with the American Federation of Teachers, Local 4254 before changing compensation for bargaining unit employees.

We will not in any other manner interfering with, restraining, or coercing its employees in the exercise of their collective bargaining rights under the laws of the state of Washington.

### **STUDYSESSION**

#### **PursuitLab**

Vernon Hawkins, Dean of Business and Continuing Education, stated that the college's commitment to DEI must include a commitment to serving students with disabilities, and then he introduced Diana George, who oversees the Pursuit Lab as Director of Pre-Employment Transition Services at Edmonds College.

Ms. George shared a slide presentation about the Pursuit program, which is a non-credited program for students with disabilities in the continuing education department, including the following highlights:

### **Background:**

- 1 in 4 adults in the U.S. have some type of disability
- Statistically only 4 out of 10 working age people with a disability are employed
- 94% of high school students with learning disabilities get some kind of help; just 17% of college students with learning disabilities do
- The federal government has allocated funding for this work, and the state's Department of Vocational Rehabilitation (DVR) has mandated that 15% of their funding be allocated to help serve this population through Pre-employment Transition Services
- The program is open to 16 -21 year olds who:
  - Have a documented disability and can learn to manage their condition independently in a group setting on Zoom
  - Are higher functioning students with disabilities equipping them for success in college,

- career and work
- When a class is not filled, it is offered to other Edmonds College students with disabilities to allow access/impacting equity across campus
- 2017: EC's Services for Students with Disabilities Department identified need for a support class for students with disabilities / Faculty at Edmonds College creating Pursuit to meet community needs.
- 2018: Began our 1st Contract with WA Division of Vocational Rehabilitation
- 2019: Began Participating in yearly community-wide Tunnel of Intersections
- Summer of 2020: Moved to Continuing Ed and went fully virtual. Met the 2-year \$150k contract in just 1 year and were offered another \$150k, with a promise to increase the cap
- 2021: Highlighted as a program in the Edmonds School District Resource Night

#### Partners:

- WA Department of Social and Health Services; Division of Vocational Rehabilitation
- Edmonds, Mukilteo and Everett School Districts
- The Arc Snohomish County

**Focus:** When the program transitioned to fully online, it continued to focus on the following items and had 95-100% participation on a daily basis:

- Workplace Readiness Focus
  - Employability and Life Skills
  - Overcoming Obstacles / Smart Goals
  - Learning Interviewing Skills / Networking Skills
  - Building a Resume/Dependable Strengths Report
- Work-Based Learning Experiences:
  - Access to Virtual Job Shadow Over 300 Jobs
  - Learning to Conduct Informational Interviews
  - Mentoring/Self-Advocacy (Project)

### **Past Projects:**

• Tunnel of Intersections, highlighting the value of neurodiversity

**Pursuit's Paid Internships:** Just over 70% of employers end up offering their interns full-time jobs. Almost 80% of students accept these offers

- Internships that align with students' goals
- These non-credited class/internships hosted by the Community Education department, in and around campus
- Unifying aspect is that all students here are in pursuit of jobs, college/school, or career goals

Ms. George asked that the trustees spread the word about the program, advocate with employers in the area to hire Pursuit program students for internships, and if they are a hiring manager or business owner, to hire a person with disabilities.

Chair Webster thanked Ms. George for her presentation on this important program and made a commitment to talking to the Lynnwood Chamber of Commerce about the program.

### ctcLink Update

Eva Smith, Chief Information Officer, presented an update on the college's conversion to ctcLink, which happened about one year ago. To-date, 28 colleges have migrated to the platform, and the remaining 6 will be complete by May.

The three phases of adoption are implementation, stabilization, and optimization. Edmonds College is currently transitioning to the optimization phase, and Ms. Smith walked through what automations are behind the move to student self-service, as well as the employees who make that automation possible. She went over the critical business processes of curriculum management, student group management, and advising, which impact student fees, ability to enroll in classes, ability to complete programs, accurate data reporting, financial aid eligibility, etc.

The trustees thanked Ms. Smith for her presentation

### **EXECUTIVE SESSION**

At 6:15pm, Chair Webster adjourned the meeting to executive session for 15 minutes, returning at 6:30pm, to discuss litigation and personnel matters, noting that no actions would be taken after the session.

At 6:30pm, Chair Webster reconvened the meeting in open session and thanked the attendees.

#### **ADJOURNMENT**

With no further business, the meeting was adjourned by Chair Webster at 6:30pm.

<b>Next Meeting:</b> The next regular Board mee	ting will be held April 14, 2022.
	Wallace Webster II, Chair
	Date Approved
ATTEST:	
Dr. Amit B. Singh, Secretary	

### PUBLIC COMMENTS BOARD OF TRUSTEES MEETING - March 10, 2022

### From: Jeff Eldridge, Edmonds College Faculty Member, Math Department

Dear Board of Trustees,

On February 1, Pres. Singh told the Faculty Senate that the board will soon be asked to approve online and hybrid course fees for the 2022–2023 academic year that will be unchanged from recent years—despite a December 2 consultant's report recommending the college "[c]ease funding general operations with Distance Education Fee revenue."

For years, faculty have asked where money collected from these fees goes— and have to date not received an answer. Does the board know where this money goes? If so, can you please inform faculty and students of the answer? If not, should you be voting to approve fees for which there is no transparent accounting?

The consultant recommended that the college "[p]ublish all fees on the college website and enumerate their purpose." Since the onset of ctcLink, the fact that students are charged these fees — let alone their amount — does not appear in the class schedule or anywhere on the college website. Shoreline Community College lists every online or hybrid fee for every section of every class in their course schedule. Everett Community College clearly lists all of these fees on their website. Why can't Edmonds College do the same? Posting basic information on the web should take less than three hours, not more than three months.

The consultant's report also notes that there "is no record of the original fee justifications and therefore one cannot be assured that the fees are being used for their originally intended purposes," and that there "is no mechanism by which the use of fees is reported on, nor is there a review process to ensure that they continue to be required at the current level."

If you have not yet read this report in its entirety, I encourage you to do so.

### From: Stephanie Bevans, Edmonds College Faculty Member

### Dear Board of Trustees:

I was recently contacted by a student who registered for 15 credits and was shocked by all of the additional fees. The student dropped a class because she could not afford to take 15 credits.

### Below is the email from the student:

"Thank you so much for your email and academic plan. I registered for 3 classes for winter quarter but need to check finances as I was not expecting such a large figure with the addition of various extra costs for technology fees. Not sure why they add on so many fees when students are studying online and are

not on campus or using campus computers and internet services. I need to speak with someone to get a breakdown and explanation of these fees to make sure everything is correctly allocated. I will have to adjust to two classes for winter quarter."

In addition, the fees of \$31.55 for hybrid classes and \$45.65 for online classes are not published anywhere on the college website or in ctcLink. This is very concerning because the college should be transparent about what it is charging students. Several colleagues and I have voiced our concerns about this lack of transparency, but we were given the run-around about who is responsible and to whom we should report the problem. At the very least, the college should publish all of the fees students will be charged so they can prepare for the extra expense.

### From: Mary Whitfield, Edmonds College Faculty Member

My name is Mary Whitfield and I have been a FT faculty member since 2004. I am writing with concerns about the fee structure for hybrid and online classes here at Edmonds College. I have worked on this issue for over 7 years, including serving on the Faculty Senate Task force and working with the fee consultant Terence Hsiao. As you may know, Mr. Hsiao recommended several changes to our current fee structure, but his report came too late for us to develop a proposal for you to vote on this year. In the meantime, we will be at a competitive disadvantage as students shop around for the best prices. Did you know that course fees can amount to up to \$250, almost half the cost of a 5-credit class? And that we do not publish these fees on our website? I encourage each of you to visit our website and try to find this information. This lack of transparency is something we can and should change right now.

While we work to develop an improved fee structure, here's another change we could make right now. Under our current structure, students taking a class with only one hour of hybrid instruction per week pay a \$32 fee, even though 80% - 90% of their instruction is on campus. They pay the same fee as students who meet on campus only 2 hours per week. We could waive the hybrid fee for these substantially in-person classes. May I suggest this short-term fix as a friendly amendment to the proposal you will vote on at your next meeting? Thank you for your consideration.

### From: Cynthia Friart, Edmonds College Student

As a current student at Edmonds College, completing an online associate degree, I strongly feel that there needs to be a recalculation of your fees applicable to online programs. When you register for classes, you are given a list of fees of which many don't seem to apply to online students who are never on campus. I never use any campus facilities or services since all my classes are online, yet when I look at the breakdown of charges, I am expected to pay for these additional campus related fees. For this quarter alone. I have to pay \$362 in additional fees even though I have not set foot on campus all quarter. When I look at the duration of my program (90 credits), that equates to over \$2,000 in extra fees not including books. Some of the fees I'm referring to are: Assessment/Student Union Building Fee,

Sustainability/Field Fee, Technology Fee - all charged per credit. I use my own computer and internet, yet I am still required to pay for these services.

I would personally like to see a reduced fee structure for students who are completing online programs as opposed to students who attend on-campus in-person classes. I feel that a new fee structure needs to be created for all online programs to keep our tuition costs low and to assist and encourage more students to enroll in your online programs.

I really hope that the above information will be considered during your review as I believe that online classes are a great way to further your education while not having to be on campus and it is the pathway forward to a brighter future of learning if it is made more affordable.

### From Tiffany Ledford, Edmonds College Math Faculty

My name is Tiffany Ledford and I teach math at Edmonds College. I am writing because I have concerns about the fee structure at Edmonds, specifically regarding the online and hybrid class fees. I urge you to please not support adopting the current structure again for next year.

Before the move to ctclink students could see exactly what fees they would be charged for a class while registering. That is no longer the case. Students now get sticker shock at checkout with all the hidden fees attached to their final bill. This practice is very deceptive.

Additionally, the current structure charges hybrid and online students fees that on campus students are not charged. Faculty have asked for several years for an explanation of what additional services and support the online and hybrid fees cover but NO ONE on campus has been able to provide a clear explanation to that question. Faculty are being asked to increase the number of hybrid and online classes we offer. As a math department co-chair, I cannot in good conscience support this increased number of online and hybrid classes if we are not transparent about the fees up front and explain exactly what supports and services the fees cover.

This additional hidden cost of education affects our most vulnerable students. Should non-traditional students, single parent students, students with health conditions or working students really have to pay extra just because their class does not meet on campus 5 days a week?

Now is the time to show that Edmonds can be nimble and shift to a different fee structure that is transparent and supportive of all students. This is an inequitable practice that needs to be re-evaluated immediately before we lose students to other colleges and we get left in their dust.



## BOARD OF TRUSTEES April 14, 2022

### BACKGROUND Dental Assisting Certificate

### Subject

Board of Trustees consideration of a new Dental Assisting Certificate.

### **Background**

### Allied Health Education - Dental Assisting Certificate

Program Description: The Dental Assisting Certificate Program provides entry-level theory and hands-on training in basic and routine clinical and office tasks. This program will be led by instructors with real-world experience, who will equip the dental assistant students with the skills required to perform in a clinical, laboratory, or office setting.

The dental assistant will be able to assist in laboratory procedures, x-ray procedures, CPR, and patient assessments. Graduates will also be able to perform sterilization and infection control techniques, clinical procedures, and equipment maintenance. In some venues, the dental assistant is expected to effectively handle administrative office procedures, including electronic record keeping, keyboarding, billing, coding, insurance claims, and scheduling. This certificate requires successful completion of a **minimum of 36 credits** as outlined, and courses can be applied to completion of the Allied Health AAS-T degree.

### Recommendation

The administration recommends that the Board of Trustees review the new Dental Assisting Certificate at the February 17, 2022 meeting, and approve it at the April 14, 2022 meeting.

### DENTAL ASSISTING CERTIFICATE PROGRAM REQUIREMENT SHEET



Student	ID:	Catalog: 2022 – 2023 Undergraduate
Student	Name:	<b>Catalog Program: Allied Health Education</b>
Advisor	Name:	<ul> <li>Dental Assisting Certificate</li> </ul>

### Allied Health Education - Dental Assisting Certificate

Program Description: The Dental Assisting Certificate Program provides entry-level theory and hands-on training in basic and routine clinical and office tasks. This program is led by instructors with real-world experience, who will equip the dental assistant students with the skills required to perform in a clinical, laboratory or office setting.

The dental assistant will be able to assist in laboratory procedures, x-ray procedures, CPR, and patient assessments. Graduates will also be able to perform sterilization and infection control techniques, clinical procedures, and equipment maintenance. In some venues, the dental assistant is expected to effectively handle administrative office procedures, including electronic record keeping, keyboarding, billing, coding, insurance claims, and scheduling. This certificate requires successful completion of a **minimum of 36 credits** as outlined and courses can be applied to completion of the Allied Health AAS-T degree.

Advising Note: This program requirement sheet is not a substitute for meeting with an academic advisor. Meeting the requirements to graduate with an Edmonds College degree is ultimately the responsibility of the student.

### **Program Requirement (36 credits)**

\*See program requirement notes

#### **OUTCOMES**

- Function effectively using critical thinking, professional attributes, and technical skills related to chairside assisting, front office and laboratory procedures under the direction and supervision of a licensed professional.
- 2. Apply current concepts of four handed dentistry for all chairside procedures including preparing tray set-ups, maintaining treatment areas, and providing pre- and post operative instructions to the patient.
- 3. Demonstrate proficiencies in radiation safety and techniques for exposing, processing, and mounting dental radiographs.
- 4. Demonstrate knowledge of infection and hazard control in the dental office/lab.
- 5. Recognize and respond to medical emergencies in the dental setting.
- 6. Perform basic office procedures necessary to assist in the management of the dental practice.
- 7. Employ effective written and oral communication and listening skills in interactions with a diverse patient and dental team population.

Course Name	Credits	Grade	Qtr. Taken
AHE 115 CPR: Allied Health	1.0 credits		
AHE 110 The Human Body Structure and Function	5.0 credits		
AHE 116 Introduction to Healthcare	4.0 credits		
DENTL 100 Introduction to Dental Assisting	2.0 credits		
DENTL 101 Chairside Assisting	2.0 credits		
DENTL 103 Infection Prevention and Control	2.0 credits		
DENTL 105 Dental Sciences I	3.0 credits		
DENTL 106 Dental Sciences II	2.0 credits		
DENTL 110 Dental Radiography	3.0 credits		
DENTL 111 Dental Radiography Lab	2.0 credits		
DENTL 113 Dental Materials/Lab Procedures I	2.0 credits		
DENTL 114 Dental Materials /Lab Procedures II	2.0 credits		
DENTL 115 Dental Office Administration	2.0 credits		
DENTL 120 Dental Assisting Practicum	4.0 credits		

#### **Program Notes**

The program code for this certificate is For financial aid, advising, and other reasons, students should work with their advisor to ensure that this code is properly recorded on their academic record.

- Students with limited computer skills are encouraged to consider taking BSTEC 129 PC Basics.
- Participation in externship classes requires documentation of current vaccinations requirements, TB, and criminal background status prior to registering for those classes. Students are advised that clinical placement may be denied if vaccination records and CPR are not current or if there is a criminal history that the facility considers unacceptable.
- All students will be required to set up an account with CastleBranch
   (www.castlebranch.com) to store vaccination documentation and complete a criminal
   background check for a fee.
- Students may be placed in a Clinical Placements Northwest (CPNW) consortium site, which requires an extra fee.

The advisors for this program are:

Elizabeth Patterson | elizabeth.patterson@edmonds.edu | 425.640.1061

Krystal Nash | krystal.nash@edmonds.edu | 425.640.1242

#### **Certificate General Information**

Credit/Grade Requirements A minimum of 30 credits or one-third of the required college level (100-level or above) credits, whichever is less, must be earned at Edmonds College. Students are required to maintain a minimum cumulative grade point average of 2.0 in all college-level courses.

Program of Study Outcomes Student achievement is assessed in the general and program specific outcomes via the courses and course objectives that align with those outcomes. More information about program outcomes and course objectives can be found on the Using Program Requirement Sheets page.

#### **Students Are Advised To:**

- Plan their schedule several quarters in advance in order to accommodate courses that are offered only once or twice a year;
- Review the college catalog for required course prerequisites and include these in schedule planning; and
- Communicate with an academic advisor and/or a faculty advisor.

**Graduation Application** A completed Graduation Application form must be submitted online by the **10th day** of the quarter in which the student expects to graduate. Note: Applications for summer quarter are due by the **8th day** of the quarter.

**Common Course Numbering** Please refer to www.edmonds.edu/ccn for more information. **College Resources** 

- College Website | https://www.edmonds.edu/
- How to Enroll | https://www.edmonds.edu/getting-started/admissions/ Transfer Center | https://students.edmonds.edu/transfer-center
- College Bookstore | https edmonds.bncollege.com/
- Advising Appointments | https://students.edmonds.edu/advising 425.640.1458

### **Internal Coding**

PLAN/STACK -

TC - 36

CIP CODE - 51.0601



### BOARD OF TRUSTEES April 14, 2022

### RESOLUTION #22-4-1 APPROVAL OF NEW CERTIFICATE: DENTAL ASSISTING

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 Dental Assisting certificate;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the granting of the Dental Assisting Certificate.

	Wally Webster II, Chair
ATTEST:	Date Approved
Dr. Amit B. Singh	-



### BOARD OF TRUSTEES APRIL 14, 2022

### BACKGROUND CONSIDERATION OF NEW COURSE FEES AND COURSE FEE CHANGES

### Subject

Consideration of new course fees and course fee changes.

### **Background**

According to RCW 28B.15.100, "The governing boards of... community and technical colleges shall charge to and collect from each of the students registering at the particular institution for any quarter or semester such tuition fees and services and activities fees, and other fees as such board shall in its discretion determine..."

Despite having the permission to increase all applicable fees by a percentage according to the OFM's annual fiscal growth rate, Edmonds College strives to keep costs for students low and is judicious in raising or adding fees, only doing so when necessary to provide services and/or materials.

The following new and increased fees are suggested for the 2022-23 academic year:

NEW FEES	AMOUNT	NOTE
BAS Application Fees for:	\$25	These application fees are consistent with the Child, Youth, and Family Services application fee established by the Board in 2017
Dental Lab Fee (new, proposed program)	\$150	Supplies
Dental Program Fee (new, proposed program)	\$76	Space-related reimbursement costs to Sno-Isle TECH
Allied Health Education Clinical Fee	\$85	Fees associated with site visits
Engineering 111, 114, 240	\$29.50	Lab fee for new lab classes
Integrated Healthcare Management Fee	\$100	Subscription to Electronic Healthcare Records Software

LAB FEE INCREASES	FROM	то	NOTE
Biology Labs	\$27.50	\$39	Increase to match peer departments
Engineering 202	\$29.50	\$140	Current lab fees not sufficient to cover needed materials
Allied Health Education	\$76	\$120	Supplies

### Recommendation

The administration of Edmonds College recommends that the Board of Trustees approve the course fee additions and changes as presented, at the April 14, 2022 meeting.



### BOARD OF TRUSTEES APRIL 14, 2022

### RESOLUTION #22-4-2 APPROVAL OF NEW COURSE FEES AND COURSE FEE CHANGES

WHEREAS, the State legislature has eliminated the normal constraints on college course fees imposed by Initiatives 601 and 960, giving colleges the ability to manage fees without predetermined limits; stating that colleges may now set fees "...by amounts judged reasonable and necessary by the trustees"; and

WHEREAS, according to Initiative 601 (passed in 1993), "No fee may increase in any fiscal year by a percentage in excess of the fiscal growth factor for that fiscal year without prior legislative approval," and "fiscal growth factor" means the average of the sum of inflation and population change for each of the prior ten fiscal years; and

WHEREAS, Edmonds College is working hard to minimize the impact of course fees on students, but some charges and increases are unavoidable due necessary equipment needs and increases to costs for instructional materials;

NOW, THEREFORE, BE IT RESOLVED that the Edmonds College Board of Trustees hereby approves the new course fees and increase in course fees for the 2022-23 academic year, as presented at the March 10, 2022 Board meeting and again at the April 14, 2022 Board meeting.

	Wally Webster II, Chair
ATTEST:	Date Approved
Dr. Amit B. Singh	



### BOARD OF TRUSTEES APRIL 14, 2022

### BACKGROUND CONSIDERATION OF CONTINUING TENURE PROBATIONARY STATUS

### Subject

Board of Trustee consideration of renewal or non-renewal of tenure probationary appointments for academic employees.

### **Background**

The Board of Trustees is required to decide whether or not to renew probationary appointments based on recommendations presented by the end of winter quarter of the academic year. Faculty members under consideration for probationary appointment renewal are:

### **Second Year Appointments**

Catharine Robinweiler, (HHS)
Taylor Smith, Nursing (HHS)

### **Third Year Appointments**

Dr. Lori Hays, Biology (STEM)
Allison Obourn, Computer Science (STEM)

Each probationer has a five person Appointment Review Committee (ARC) composed of an administrator, a student, and three faculty members. The ARC committee supports and guides the probationer through the tenure process by observing classes, reviewing instructional materials, and assisting the faculty become familiar with the campus. As part of the process, the ARC committee votes in the 2nd and 5th quarters on a recommendation to continue the tenure process or not and provides a written recommendation for the Board's consideration.

The ARC committees for all candidates above, have performed the review process and have each voted to recommend continuation of tenure probationary status.

#### Recommendation

The administration recommends that the Board of Trustees renew the second and third year probationary appointments of the candidates listed above, at the April 14, 2022 meeting.



Washington Community College District 23

### BOARD OF TRUSTEES APRIL 14, 2022

### BIOGRAPHIES FIRST YEAR PROBATIONERS - TENURE TRACK

#### **Catharine Robinweiler**

Catharine "Cat" Robinweiler has three bachelor's degrees from the UW - two degrees in the classics (Latin and Ancient Greek) and a BSN. She has volunteered in the burn ICU at Harborview, has worked extensively in mental health in the psychiatric ICU at Harborview and at Providence in Everett. At Providence, she also worked as a staff nurse and a charge nurse on a medical surgical floor.

Cat started teaching in the practical nursing program in 2015 as an associate faculty member and then took a full time tenure track position. Due to family circumstances, she had to step back from the tenure track position to teaching part time, and she is now back with us full time again. Over the years, has taught in about 90% of the courses we offer. She has taught in our fundamentals courses, medical surgical nursing, mental health, gerontology, and in our capstone courses. She teaches online, clinical, skills lab, and simulation. She has taken an active role in curriculum review and revision and in creating and maintaining relationships with our clinical partners in the community. She was one of two nursing faculty members awarded an infection prevention and control grant this year to update this important subject in our curriculum. Cat enjoys her pets, gardening, baking, crafting, reading, and playing board games and pinball with friends.

### **Taylor Smith**

Taylor Smith holds an Associates in Nursing from Anne Arunel Community College and a BSN from American Public University. She was enrolled in a Doctor of Nursing Practice program at Gonzaga but changed her focus and is currently pursuing a Master's in Nursing Education from UW. She has worked in a number of fast paced clinical areas including recovery room, pediatric and adult ICU, and critical care transport . She was also the infection preventionist at LifeCare of Kirkland as they were recovering after the Covid outbreak. She is certified by the CDC as a Nursing Home Infection Preventionist.

This is Taylor's first year at the college and her first year of formal teaching in nursing education. She has been a clinical preceptor at the hospitals where she worked. She realized the happiest she was in her career was when she was involved in teaching and that led her to teach at Edmonds College. She currently teaches in our fundamentals courses, pediatrics, and in medical surgical nursing. She teaches online, in the skills lab, and in clinical. She brings a great deal of energy and enthusiasm to our program. Taylor is an equestrienne and competes in shows regularly with her horse Bella.

### BIOGRAPHIES SECOND YEAR PROBATIONERS - TENURE TRACK

### **Lori Hays**

Dr. Lori Hays obtained a B.S. in Molecular and Cell Biology from Texas A&M University and a PhD in cell regulation from UT Southwestern Medical Center Graduate School of Biomedical Sciences. As a researcher, she co-authored several publications, identified a new protein involved in insulin exocytosis and generated/examined an innovative marker to study microscopic imaging of exocytosis in real-time. Before joining EC as a tenure track faculty, she was an associate faculty member at North Seattle College and Edmonds College. Lori's passion for teaching biology and her commitment to student success is unmistakable. We look forward to working with her during the upcoming years.

#### Allison Obourn

Allison Obourn grew up in Shoreline, Washington. She has a bachelor's and master's degree in computer science from the University of Washington. Before joining EC's computer science department, Allison taught at the University of Washington and University of Arizona. She has a broad teaching portfolio, extensive curriculum development experience, and is the coauthor of a computer science textbook. She is passionate about computer science, teaching, and recruiting/retaining students in the field of computer science, particularly women and students of color. We welcome Allison back to Washington and look forward to working with her during the upcoming years.



### BOARD OF TRUSTEES April 14, 2022

### RESOLUTION #22-4-3 APPROVAL OF CONTINUING TENURE PROBATIONARY STATUS

Consideration of continuing tenure probationary status for:

### Second Year Appointments

Catharine Robinweiler (Allied Health)
Taylor Smith (Allied Health)

### **Third Year Appointments**

Dr. Lori Hays (Biology) Allison Obourn (Computer Science)

WHEREAS, faculty hired by Edmonds College serve a probationary period prior to being considered for tenure status, and

WHEREAS, the faculty-board agreement requires that the recommendation for renewal or non-renewal of these probationary appointments must occur by the end of winter quarter of each academic year, and

WHEREAS, the respective appointment review committees have met their responsibility under the negotiated agreement to review the appointments of those named above and recommend continuation of the tenure probationary contracts of Catharine Robinweiler, Taylor Smith, Dr. Lori Hays, and Allison Obourn;

NOW THEREFORE BE IT RESOLVED THAT Edmonds College Board of Trustees renews the tenure probationary contracts of Catharine Robinweiler, Taylor Smith, Dr. Lori Hays, and Allison Obourn.

	Wally Webster II, Chair
ATTEST:	Date Approved
 Dr. Amit B. Singh	-



### BOARD OF TRUSTEES APRIL 14, 2022

### BACKGROUND CONSIDERATION OF CONTINUING PERMANENT STATUS PROBATIONARY STATUS

### Subject

Board of Trustees consideration of renewal or non-renewal of permanent status probationary appointment for academic employees.

### **Background**

The Board of Trustees is required to decide whether or not to renew probationary appointments based on recommendations presented by the end of winter quarter of the academic year. Faculty members under consideration for probationary appointment renewal are:

### **Second Year Appointments**

**Third Year Appointments** 

None

Melissa McKay (Corrections)

Each probationer has a five person Appointment Review Committee (ARC) composed of an administrator, a student, and three faculty members. The ARC committee supports and guides the probationer through the permanent status process by observing classes, reviewing instructional materials, and assisting the faculty become familiar with Corrections. As part of the process, the ARC committee votes in the 2nd and 5th quarters on a recommendation to continue the tenure process or not and provides a written recommendation for the Board's consideration.

The ARC committee for the candidates above, has performed the review process and voted to recommend continuation of permanent status probationary status.

### Recommendation

The administration recommends that the Board of Trustees renew the third year probationary appointments at the April 14, 2022 meeting.



Washington Community College District 23

### BOARD OF TRUSTEES APRIL 14, 2022

## BIOGRAPHY SECOND YEAR PROBATIONER, PERMANENT TRACK

### **Melissa McKay, Corrections Division**

After eighteen years in corporate America, I had the great good fortune to be laid off from the banking industry due to a merger. This gave me the opportunity to return to school full time to complete my education. I had returned to school, taking evening and online classes while working, pursuing an Associate Degree in Accounting from Edmonds Community College. This was my opportunity to switch gears and prepare for a career in the sciences. I earned my transfer degree from Edmonds in 2002, a BS in Oceanography from the University of Washington in 2004. After earning a MS in Environmental Sciences and Policy from Johns Hopkins University in 2006, finding a science position was difficult. My big break came when my good friend, Andy Williams, asked if I would like to teach Business Math online. This is how I found my true calling in teaching adults, and I joined Edmonds Community College as an Instructor, for the Business Division in 2007. In 2015, I earned my BS in Accounting from Western Governors University, and had the good fortune to fill in on an emergency basis at the prison campus at Monroe Correctional Complex for the Spring quarter in 2015. This is where I have found my work home to be, teaching adults, many from disadvantaged backgrounds, and watching the benefits of education transform lives. Everyone should have work that they love to do, and I have certainly found mine.



### BOARD OF TRUSTEES April 14, 2022

# RESOLUTION #22-4-4 APPROVAL OF CONTINUING PERMANENT STATUS PROBATIONARY STATUS

Consideration of continuing permanent status probationary status for:

### **Third Year Appointment**

Melissa McKay (Corrections Education)

WHEREAS, faculty hired by Edmonds College serve a probationary period prior to being considered for tenure and permanent status, and

WHEREAS, the faculty-board agreement requires that the recommendation for renewal or nonrenewal of these probationary appointments must occur by the end of winter quarter of each academic year, and

WHEREAS, the respective appointment review committee has met their responsibility under the negotiated agreement to review the appointment of the candidate named above and has made a recommendation to the College administration, and

WHEREAS, the administration concurs with the recommendation of the appointment review committee,

NOW THEREFORE BE IT RESOLVED THAT Edmonds College Board of Trustees renews the permanent status probationary contract of Melissa McKay.

	Wally Webster II, Chair
ATTEST:	Date Approved
Dr. Amit B. Singh	



### BOARD OF TRUSTEES APRIL 14, 2022

### BACKGROUND PROFESSIONAL LEAVE REQUESTS FOR 2022-2023 ACADEMIC YEAR

### Subject

Board of Trustees approval to grant faculty professional leave for the 2022-2023 academic year is requested.

### **Background**

The negotiated agreement between the Board of Trustees of Washington Community College District 23 and the Edmonds College Federation of Teachers, Local 4254 AFT, AFL/CIO, specifies the process whereby the Board of Trustees may consider and grant professional leave to eligible faculty up to a maximum of four percent of the state-funded FTEF.

The Federation appointed a Professional Leave Committee to review and rank eligible faculty's professional leave proposals for the Board's consideration. The agreement states that each professional leave recipient will receive 85 percent of the employee's step placement during the period of time he or she is on professional leave.

Faculty Member	Professional Leave	Recommended Annualized FTEF
Mary Whitfield	One Quarter	.333
Kathy Murphy	One Quarter	.333
Deann Leoni	One Quarter	.333
Christina Coiro	One Quarter	.333
Audineh Asaf	One Quarter	.333

#### Recommendation

The administration recommends that the Board of Trustees approve the professional leave requests at the April 14, 2022 Board of Trustees meeting.



Faculty Member

### BOARD OF TRUSTEES April 14, 2022

Recommended Annualized FTEF

# RESOLUTION #22-4-5 APPROVAL OF PROFESSIONAL LEAVE FOR 2022-2023 ACADEMIC YEAR

WHEREAS, the Board of Trustees of Edmonds College District 23 has a policy for consideration and granting of professional leaves for faculty, and

WHEREAS, the Board of Trustees has received a ranked list from the Professional Leave Committee for faculty who have requested leave for the 2022-2023 academic year, and

WHEREAS, the Board of Trustees is committed to the continued professional growth of the Edmonds College faculty even in difficult financial times, and

WHEREAS, the recipients of professional leave must submit a one-page, written summary to the Board of Trustees at the end of the quarter following their leave (excluding summer quarter).

NOW THEREFORE BE IT RESOLVED that the Board of Trustees of Edmonds College awards professional leave for the following faculty:

Professional Leave

Mary Whitfield	One Quarter	.333
Kathy Murphy	One Quarter	.333
Deann Leoni	One Quarter	.333
Christina Coiro	One Quarter	.333
Audineh Asaf	One Quarter	.333
		Wally Webster II, Chair
		Date Approved
ATTEST:		
Dr. Amit B. Singh	<del></del>	



Washington Community College District 23

### BOARD OF TRUSTEES April 14, 2022

### **FOUNDATION REPORT**

#### **FOUNDATION ACTIVITY**

- The Foundation's Strategic Planning process is on hold until early Summer. We expect this process to take 4-6 months, and anticipate launching the new Strategic Plan in early 2023.
- The Foundation's Annual Scholarship Application closed on March 31st. Awarding will begin in May.
- This year, the Foundation has 80+ volunteers to assist in reviewing this year's scholarship applications. Over 50% of volunteers are new this year.
- On March 30th, the Foundation held a Scholarship Reviewer Prep Session and had 43 attendees.
- Four students received over \$10,000 in Complete the Dream funding to finish their programs in Spring 2022.

### **FUNDRAISING**

- INSPIRE Kicked off on April 6th with the online auction and student success testimonials. On April 9th, over 200 guests attended INSPIRE: A Benefit for Student Success in person at the Lynnwood Convention Center. April 9th. The event included two virtual parties, an online auction, dinner and live auction, and inspiring messages from EC students Crystal Larson and Rubey Hayden.
- The Hazel Miller Foundation awarded a \$75K grant (\$25K over 3 years) for scholarships and student success grants.
- The Norcliffe Foundation awarded \$15,000 for the Student Success Fund.
- Carter Subaru renewed their STEM and Business scholarships for 2022-23 with a \$10,500 contribution.

Submitted by: Danielle Carnes



### BOARD OF TRUSTEES April 14, 2022

### PRESIDENT'S REPORT

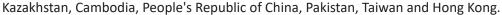
#### ADVOCATING WITH OUR ELECTED OFFICIALS

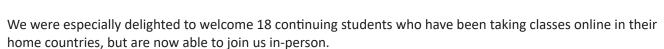
As reported earlier this year, I met with state senators and representatives from Legislative Districts 21, 32, 1, 38, 39, and 44 in the fall and early winter, prior to the legislative session. With the help of our trustees we did keep in touch through the session to advocate for the community and technical college system's priorities. Now that the session has ended, I will be arranging tours of our facilities and programs for those elected officials who expressed interest. I am grateful for our legislators who take an interest in what we do for our students and see the value in what the college brings to the community.

### WELCOME TO OUR NEW CLASS OF INTERNATIONAL STUDENTS

On March 31st it was my pleasure to join a new student orientation where Edmonds College welcomed 80 international students to campus. Our robust international program is part of what makes our campus community so special, and as someone who first came to the United States as an international student myself, I alway love interacting with them and their parents at the start of their journey.

The students joining us for spring quarter come from 17 different countries: Thailand,
Bangladesh, Vietnam, Philippines, Indonesia,
Japan, South Korea, Ethiopia, Iran, Yemen,





The past few years have not been an easy time for our international students. I am thankful for the OIP team's creativity and dedication to helping our international students stay engaged, and for the recruitment efforts that never waned during this complicated time.



Snohomish County Executive Dave Somers recently invited me to join the the Economic Recovery Advisory Group, which will build on the work of the Economic and Workforce Recovery Task Force that I was also involved in, which helped the county develop and launch programs that invested \$49.7 million into 3,500 businesses. The new advisory group will work in partnership with the Office of Recovery and Resilience to help steer the county's \$160 million in federal American Rescue Plan Act (ARPA) investments, with a focus on efforts supporting businesses and workers; advise on immediate and long-term needs of businesses and workers; provide feedback and guidance on recovery policy and program development; and monitor performance of recovery programs and help problem-solve and course correct, as necessary. I look forward to working with this group to help shape the economic recovery of our region.

