

BOARD OF TRUSTEES**Regular Meeting****Thursday, September 18, 2025**

Meeting: 3:30pm – 6:30pm

In Person: Gateway Hall, Room 352, 6600 196th Street SW, Lynnwood, WA**Zoom:** <https://us02web.zoom.us/j/82188035490>**Join by telephone:** (253) 215-8782 | **Meeting ID:** 821 8803 5490**AGENDA**

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|--|---|-----------------------|
| 3:30pm | 1. Call to Order | Chair Courtney Wooten |
| 3:31pm | 2. Land Acknowledgement | |
| 3:33pm | 3. Introductions of Board and Leadership Team | Chair Courtney Wooten |
| 3:35pm | 4. Approval of Meeting Minutes | Chair Courtney Wooten |
| page 3
page 11 | <ul style="list-style-type: none">• June 12, 2025 – Regular Meeting• August 21, 2025 – Summer Retreat | |
| 3:38pm | 5. Next Meeting | Chair Courtney Wooten |
| | <ul style="list-style-type: none">• October 16, 2025, 4:15pm | |
| 3:40pm | 6. Transforming Lives – Garrett Suryanto, Chelsea Pierceall | |
| 3:50pm | 7. Public Comment | Chair Courtney Wooten |
| | To make a public comment, you may submit it in writing to publiccomment@edmonds.edu no later than Wednesday, September 17, 2025, at 5pm. Written comments should be no more than 300 words in length, include your name and affiliation with the college, and will be read into the record, time permitting. Public comments may also be made in person at the meeting. All virtual participants who wish to make a public comment should submit one in writing as outlined above. | |
| 4:00pm | 8. President's Report | Dr. Amit Singh |
| 4:10pm | 9. Old Business: Second Consideration and Final Action | |
| page 20
page 22 | Approval of 2025-26 College Priorities
RESOLUTION #25-9-1 | Dr. Amit B. Singh |
| 4:35pm | 10. New Business: First Consideration | |
| page 23 | Consideration of 2026 Board of Trustees Meeting Dates | Chair Courtney Wooten |

4:40pm	11. Representative Reports <ul style="list-style-type: none"> a. Student Government Representative (5) b. Classified Staff Representative (5) c. Faculty Representative (5) 	Tiffany Mphepo Lia Andrews Scott Haddock
4:55pm	12. Break (10)	
5:05pm	13. Foundation Report (5) page 24	Karen Magarelli
5:10pm	14. Board Action and Discussion <ul style="list-style-type: none"> a. Appointment of ACT Legislative Action Committee Liaison b. Appointment of EC Foundation Liaison c. Recognition of Outgoing Chair Carl Zapora d. Trustee Updates e. Other 	Chair Courtney Wooten
5:40pm	15. Study Session - Capital Projects Update (30)	Chris Szarek
6:10pm	16. Executive Session (20)	Chair Courtney Wooten
6:30pm	17. Adjournment	Chair Courtney Wooten

Next Regular Meeting: October 16, 2025

Times are estimates only and subject to change.

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

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

BOARD OF TRUSTEES

Regular Meeting: June 12, 2025

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

Virtual Participation via Zoom

Draft Minutes

Trustees Present: Carl Zapora, Chair; Dr. Courtney Wooten, Vice Chair; Dave Earling; Tasnim Tayiba; Adrienne Wagner; Wally Webster

Trustees Absent: None

Others Present:

Dr. Amit Singh, President
Arlene Anderson, Assistant Attorney General
Scott Haddock, Faculty Union Representative (left at 4:08pm)
Ruth Nakigozi, Associated Students of Edmonds College Representative
Lia Andrews, Classified Staff Union Representative
Tom Bull, Executive Director of the Edmonds College Foundation
Dr. Kim Chapman, Vice President for Instruction
Karen Magarelli, Chief Marketing Officer, PIO, & Special Assistant to the President

Suzanne Moreau, Vice President for Human Resources
Jim Mulik, Vice President for Finance, Grants, and Institutional Effectiveness
Kristen NyQuist, Director of Planning and Operations
Eva Smith, Chief Information Officer
Dr. Yvonne Terrell-Powell, Vice President for Equity, Inclusion and Belonging

Various members of the campus community and public

CALL TO ORDER

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

LAND ACKNOWLEDGEMENT

Vice Chair Courtney Wooten read the Land Acknowledgement

INTRODUCTIONS

Chair Zapora led introductions of the Trustees; Dr. Singh led introductions of the leadership team and AAG Arlene Anderson.

APPROVAL OF MEETING MINUTES

Chair Zapora called for a motion to approve the minutes from the May 8, 2025 meeting, which was made by Trustee Earling, seconded by Trustee Webster, and approved, with Vice Chair Wooten abstaining.

Approved

Chair Zapora called for a motion to approve the minutes from the May 20, 2025 joint study session with the Edmonds School District Board of Directors, which was made by Vice Chair Wooten, seconded by Trustee Earling, and unanimously approved.

Approved

NEXT MEETING

Chair Zapora announced the summer retreat study session was scheduled for August 21, 2025, and the next regular meeting would take place on September 18, 2025.

TRANSFORMING LIVES

Student athletes Ciara Inovejas and Josiah Pierre shared the story of their educational journeys with the Board.

Ms. Inovejas was a freshman in 2015 who came to Edmonds College to play softball. Several major health issues transpired, including brain surgery that caused her to lose her memory. Once she recovered, she reached out to Athletic Director, Spencer Stark, to ask if she could play ball again. She reenrolled at Edmonds and is now on the winning softball team and the honor roll. She hopes to become a strength and conditioning coach and certified nutritionist. While she still struggles with memory, it's been great to be back at Edmonds College making new memories.

Mr. Pierre, an EC sophomore, played basketball at Kamiak High School, and wanted to attend a college where he could develop those skills before transferring to a university. At Edmonds College he can play basketball and have the great academics and major he wants as well. The coaching staff push the players to strive, but also support them, and the professors are supportive whenever he needs help. This year he was named to the National Association of Basketball Coaches All-American Team, and was a two-time All-Region pick in the North. He noted that the athletic staff have shown up to support him and the team and that has made a difference in his success. He hopes to continue at an NCAA college to study math or data analytics and play basketball.

The Board thanked Ms. Inovejas and Mr. Pierre for sharing their stories, and congratulated them on their success.

INFORMATIONAL & MONITORING REPORTS

College in the High School (CHS)

Dr. Travis Nelson, Director of College in the High School, delivered a report to the Board on the dual enrollment program, which provides college level academic courses in high schools to serve qualified high school students. It is fully funded statewide, with a \$3,500 reimbursement per class. Students are eligible from 9th grade, and pay no tuition or fees.

High school teachers are hired as EC associate faculty, and their courses are certified as equivalent to on-campus courses. Our program is accredited by the National Alliance of Concurrent Enrollment Programs, and we were one of the first in Washington to have that designation. Edmonds College has 10 school district partners. In 2024-25, the program served 35 high schools with 13 subject areas through 113 faculty members. 2,819 unduplicated students were awarded nearly 19,000 college credits. The program has seen a lot of growth recently, due to being fully funded by the legislature.

Dr. Nelson shared data showing post-CHS enrollment at Edmonds College (17%) and Running Start continuation for CHS students (12%), noting that he would be working to build new pipelines for students to continue at Edmonds College.

Dr. Singh thanked Dr. Nelson for his work building the CHS program.

PUBLIC COMMENTS

No public comments were delivered in person or received in writing.

PRESIDENT'S REPORT

Dr. Singh thanked the faculty and staff for another successful academic year, where despite some challenges, we keep moving forward and serving students. At the recent Department of Corrections commencement, 105 inmates had graduated in two ceremonies. He thanked Trustee Webster for his attendance. He also thanked Vice Chair Wooten for her attendance at the Juneteenth event earlier that day.

NEW BUSINESS: FIRST CONSIDERATION & FINAL ACTION REQUESTED

FY23 Audit Presentation; Consideration and Approval of FY23 Financial Statements

Jeff Ball from Davis Farr presented the FY23 audit results, noting both the management's and auditor's responsibilities. The audit, which was performed over five months, resulted in an unmodified opinion. The auditors performed a risk assessment to identify significant risks related to new GASB 96 accounting standards, and found decisions made by the college were in accordance with the standards. Additionally, they evaluated assumptions used to develop estimates for net pension assets and liabilities, and found that the assumptions were reasonable. The audit also found no significant unusual transactions. No material adjustments were found, although there were two uncorrected misstatements related to unreconciled balances between general ledger and subsidiary ledgers for accounts receivable and accounts payable, due to the complicated implementation of ctcLink, and which were not found to be material to the financial statement. The college hired Moss Adams to prepare the financial statements.

Chair Zapora thanked Mr. Ball, and congratulated Davis Farr and the college for getting through the audit with an unmodified opinion noting the complexities of the conversion to ctcLink. Dr. Singh thanked Mr. Mulik and Dee Endicott for their work on the audit as well.

Chair Zapora called for a motion to approve Resolution #25-6-1, *Approval of FY23 Financial Statements*, which was made by Trustee Wagner, seconded by Trustee Earling, and unanimously approved.

Approved

Consideration and Approval of Agreement Between Edmonds College and Edmonds College Foundation

Dr. Singh noted Board Policy 2.0 - Board Job Description, which states that the Board retains the non-delegable duty of approving the agreement between the college and the EC Foundation. The agreement had been reviewed by Dr. Singh, Foundation Board leadership, and Tom Bull, the Foundation Executive Director, and proposed changes were made in redline and included in the meeting materials.

Chair Zapora called for a motion to approve Resolution #25-6-2, *Approval of the Revised Foundation - College Agreement*, which was made by Trustee Earling, seconded by Vice Chair Wooten, and unanimously approved.

Approved

Consideration and Approval of Continuing Tenure Probationary Status

Dr. Kim Chapman, Vice President for Instruction, presented two faculty members for continuing tenure probationary status: Charlene Lugli moving from first year to second year, and Penny Watridge moving from second year to third year. Dr. Chapman noted that both Appointment Review Committees had recommended them.

Chair Zapora called for a motion to approve Resolution #25-6-3, *Approval of Continuing Tenure Probationary Status*, which was made by Vice Chair Wooten, seconded by Trustee Wagner, and approved, with Trustee Tayiba abstaining.

Approved

Consideration and Approval of Trustee Stipend; BOT 17.0, 17.01pr - Board of Trustees Stipend Policy and Procedure

Chair Zapora noted that he was bringing this item forward for the Board's consideration, and gave some background information and context, as follows. In 2011 EC trustees received a stipend for meeting attendance. In 2013, the State Board for Community and Technical Colleges advised colleges to stop giving trustees a stipend. The Attorney General's Office reversed that advice in 2014. In 2017, the Edmonds College Board considered reinstating the stipend, but the motion failed. In 2018, it was considered again, and a motion was passed to give a stipend to the student trustee only. Chair Zapora said he had long been concerned about the lack of stipend for all trustees, noting that some expenses when traveling on college business are not reimbursable, and some trustees may have to take time off work or pay for childcare when attending meetings. With the help of ACT, community and technical colleges were surveyed for their stipend practices and it was found that at least 27 of the 30 Boards do offer a stipend for meeting attendance, the amount of which is based on the per diem rates set by the Office of Financial Management. The proposed meeting stipend for EC trustees is \$199 per meeting.

Chair Zapora made a motion to approve Resolution #25-6-4 *Approval of Board Policy and Procedure 17.0, 17.01pr - Board of Trustees Travel and Meeting Stipend*, which was seconded by Trustee Earling. After some discussion, Chair Zapora called the vote, which passed with Trustees Zapora, Wooten, Wagner, Earling, and Tayiba voting in favor and Trustee Webster voting against.

Approved

BREAK

At 4:35pm, Chair Zapora adjourned the meeting for a 10-minute break, returning at 4:45pm.

At 4:45pm, Chair Zapora reconvened the meeting in open session.

OLD BUSINESS: SECOND CONSIDERATION AND FINAL ACTION

Approval of FY26 Operating Budget

Dr. Singh reported that the proposed FY26 operating budget put forth at the May meeting had been balanced, but in the intervening month, things had changed. The college will receive \$1.5-2M less from the state over the next biennium as the state is facing significant cuts. International enrollment is declining, and the federal bill currently in play does not look optimistic for us.

Mr. Mulik presented a revised FY26 budget, showing \$850K less in revenue and about \$200K less in expenses, for a projected shortfall of \$613K.

Chair Zapora called for a motion to approve Resolution #25-6-5, *2025-26 College Operating Budget*, which was made by Trustee Wagner, seconded by Trustee Earling, and unanimously passed.

Approved

Approval of ASEC FY26 Fee Budget

Hasan Mahmood, the Associated Students of Edmonds College's Executive Officer for Finance and Budget, presented the ASEC Fee Budget for FY26 for second consideration and approval, noting that there were no changes from the previous meeting.

Chair Zapora called for a motion to approve Resolution #25-6-6, *Approval of ASEC Services and Activities Fee Budget FY2025-26*, which was made by Vice Chair Wooten, seconded by Trustee Earling, and unanimously approved.

Approved

Approval of Tenure Status

Dr. Carey Schroyer, Dean of STEM, introduced tenure candidate Dr. Yiren Yue as a faculty member experienced in teaching, research, and service, who has contributed to the curriculum in the Biology/nutrition department.

Dr. Yue shared her experience at Edmonds College noting the support and encouragement she has received here. The trustees engaged in a period of discussion with Dr. Yue about her tenure portfolio, and thanked her for her contributions to the college.

Chair Zapora called for a motion to approve Resolution #25-6-7 *Approval of Tenure*, which was made by Trustee Webster, seconded by Trustee Wagner, and unanimously approved, with Trustee Tayiba abstaining.

Approved

Approval of ½ Board Policies and Procedure

Dr. Singh presented Board policies 1, 2, 6, 11, 12, 13, 15, 16 and their accompanying procedures for approval, noting the practice of reviewing approximately one-third of the Board policies and procedures each year, and noting that all proposed changes were shown in redline in the packet.

Chair Zapora called for a motion to approve Resolution #25-6-8 *Approval of Board Policies and Procedures BOT 1.0, 1.01pr, BOT 2.0, 2.01pr, BOT 6.0, 6.01pr, BOT 11.0, 11.01pr, BOT 12.0, 12.01pr, BOT 13.0, BOT 15.0, BOT 16.0, 16.01pr*, which was made by Trustee Wagner, seconded by Trustee Earling, and unanimously approved.

Approved

REPRESENTATIVE REPORTS

ASEC Representative - Ruth Nakigozi, Executive Officer for Administration reported the following:

Student Government Committee Work

- S&A Fee Budget was presented to the Board of Trustees.
- The Technology Investment Management Committee finished deliberations of funding requests which were ratified by the Associated Students of Edmonds College Executive Board.

Celebrate Diversity Month

- The Executive Officer of Diversity hosted the Celebrate Edmonds College Diversity event on May 20.

ASEC Student Government Job Applications

- The newly appointed student leaders were hired and attended our last Executive Board meeting of the year.

Some of the highlights of ASEC's work this year includes:

- Approved over \$11,000 in funding for 10+ Clubs and student organizations and \$51,000 for 23 programs.
- Facilitated the purchase of a health and wellness vending machine.
- Increased student government awareness through our weekly newsletter and social media marketing leading to increased student attendance of our weekly Board meetings where they voiced concerns on campus issues.
- Approved appointment of over 40 students on campus-wide committees.
- Facilitated formation of Textbook Affordability Committee that will look into accessibility and affordability of course materials for students.

- Implemented the use of a barcode scanner to register student information during school events and facilitated purchase of two scanners for event usage.
- Improved club chartering process that has enabled the existence of 41 student organizations.

The trustees thanked Ms. Nakigozi for her leadership and contributions to the Board meetings.

WPEA Representative - Lia Andrews

Ms. Andrews reported that WPEA is back at the bargaining table, and noted that when employees do not get cost of living adjustments (COLA) it impacts morale. She shared that while bargaining remains the focus, the college should show its support for classified staff.

AFT Representative - no report was given.

FOUNDATION REPORT

Tom Bull, Executive Director for the Foundation, reported that as of May, \$747K had been raised from 1,700 donors, with \$277K coming in from the INSPIRE event, and a year-end projection of \$964K. The Foundation's approved budget for the coming year is \$1.1M in expenses, a 4% increase over the prior year. The Foundation awarded \$331K in scholarships to 97 students. Additionally, six students were awarded a Complete the Dream scholarship to help them complete their degree or certificate.

Dr. Singh noted that Foundation Board members had attended the Department of Corrections Commencement ceremony, and thanked the Foundation for funding the refreshments provided to the graduates and their guests.

BREAK

At 5:31pm, Chair Zapora adjourned the meeting for a 10-minute break, returning at 5:41pm.

At 5:41pm, Chair Zapora reconvened the meeting in open session.

BOARD DISCUSSION

DEI Committee Report

Vice Chair Wooten reported that the DEI Committee Charter was being reviewed and would be brought back to the Board at a future meeting.

Election of Officers for 2025-26

Chair Zapora noted the regular rotation of trustees into the officer positions of Chair and Vice Chair. He made a motion to appoint Vice Chair Courtney Wooten to the position of Chair, Trustee Wally Webster to the position of Vice Chair, and Vice President for Finance James Mulik to the position of Treasurer. The motion was seconded by Trustee Wagner and unanimously approved.

Approved

Recognition of Outgoing Student Trustee

The trustees thanked Student Trustee Tasnim Tayiba, who was appointed in July 2024 and was rotating off the Board, for her contributions over the last year. Chair Zapora presented her with a commemorative plaque.

ACT Conference Debrief

The Board discussed their takeaways from the recent ACT Conference that had been held in Spokane, where Dr. Lori Hays, EC Biology faculty member, had received the ACT Faculty Member Award.

Trustee Updates

Chair Zapora opened the floor for updates from Trustees.

- Vice Chair Wooten shared her appreciation for the Juneteenth event.
- Chair Zapora shared that he'd recently attended a nonprofit news conference.
- Trustee Webster shared how impressed he was with the Department of Corrections Commencement event, encouraging other trustees to attend in the future if they could.
- Trustee Wagner shared that she had recently been appointed as Acting CEO for Leadership Snohomish County.
- Trustee Earling shared that the student athlete speakers at the beginning of the meeting were very inspiring, and he appreciated Dr. Nelson's presentation on College in the High School.
- Trustee Tayiba shared that she had participated on the committee for selecting the candidates for the next student trustee, and that candidates had been sent on to the Governor's office for appointment.

STUDY SESSION

Karen Magarelli, Chief Marketing Officer, delivered the annual update on Marketing and Public Relations efforts at the college, as follows:

- Brand: We're the innovative and inclusive college that empowers learners from all stages of life, helping them grow and invent — or reinvent — brighter futures for stronger communities.
- Key Attributes: Innovative, Supportive, Inclusive
- Student Process: Brand Awareness, Consideration, Decision, Application
- Strategy: "Digital First" approach
- New Webpage: Why Choose Edmonds? 35K visitors since February, and a big increase in traffic on the Steps to Apply page.
- Triton Blog tells stories of interest that might not go into an article or press release.
- Search Engine Optimization: We partner with an agency to ensure our content is seen when people search certain keywords.
- Social Media: Used a lot to reinforce brand attributes; there is a dedicated person on the team who handles this; 5-7 posts a week and 1-5 stories a day. Engagement is up 27%, and the click through rate is up 69%.
- Public Relations: Goals are to strengthen relationships with media, continue searching for press opportunities, and taking a strategic approach with targeted outlets.
- Digital marketing efforts are focused where our prospective students are online.
- Video marketing helps tell the college story in an engaging format.
- Print ads are used in direct mail campaigns.
- Community relations: There were 12 presentations to local organizations and booth presence at 24 summer events in the service area.
- Next up:
 - Continue developing short, informative and entertaining video content
 - Re-establish use of the CRM
 - Continue to develop and evolve the content strategy
 - Evaluate and adjust retargeting plans to help bring visitors back
 - Apply AI to SEO and web site search

The trustees engaged in a period of discussion, and thanked Ms. Magarelli for her presentation.

EXECUTIVE SESSION

At 6:36pm, Chair Zapora called an executive session for 16 minutes, returning at 6:52pm, to discuss personnel matters.

At 6:53pm, Chair Zapora reconvened the meeting in open session, noting that no action had been taken.

ADJOURNMENT

The meeting was adjourned by Chair Zapora at 6:54pm.

Next Meeting: The next regular Board meeting will be held September 18, 2025 at 3:30pm

Carl Zapora, Chair

Date Approved

ATTEST:

Dr. Amit B. Singh, Secretary

BOARD OF TRUSTEES

Special Summer Study Session: August 21, 2025

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

Draft Minutes

Trustees Present: Carl Zapora, Chair; Dr. Courtney Wooten, Vice Chair; Dave Earling; Kayla Linadi; Adrienne Wagner; Wally Webster

Trustees Not Present for a Portion: Trustee Wally Webster stepped out of the retreat at 11:30am and returned at 1:10pm

Others Present:

Dr. Amit Singh, President
Dr. Mari Acob-Nash, Vice President for Enrollment and Student Services
Dr. Kim Chapman, Vice President for Instruction
Karen Magarelli, Chief Marketing Officer, PIO, & Special Assistant to the President
Suzanne Moreau, Vice President for Human Resources
Jim Mulik, Vice President for Finance, Grants, and Institutional Effectiveness

Kristen NyQuist, Director of Planning and Operations
Eva Smith, Chief Information Officer
Dr. Yvonne Terrell-Powell, Vice President for Equity, Inclusion and Belonging

CALL TO ORDER

Chair Zapora called the meeting to order at 9:15am, welcomed those present, and conducted an introductory ice breaker.

LAND ACKNOWLEDGEMENT

Chair Zapora invited Trustee Wagner to read the Land Acknowledgement.

INTRODUCTIONS

Chair Zapora asked Dr. Singh to set the stage for the reporting that the Board would hear during the retreat.

Dr. Singh thanked the Board for their flexibility in moving away from a 2-day retreat in the summer, which allowed the leadership team time for a break. He noted that another retreat day in January would be held to share more data that would be available at that time.

FINANCE UPDATE

James Mulik, Vice President for Finance and Institutional reported that while the year-end numbers are not yet finalized at State Board, it looks like operating revenue was higher than expected, and overall expenses were less than expected as well, meaning a surplus for FY25 is expected as opposed to the approved \$939K deficit.

Dr. Singh clarified that while the numbers are looking good, much of the anticipated surplus dollars are encumbered by non-operating expenses such as housing and food services.

Once the State Board has finalized the year-end numbers, the official FY25 results will be shared with the Board.

BREAK

At 9:43am, Chair Zapora adjourned the meeting for a 10-min break, returning at 9:53am.

At 9:53am, Chair Zapora reconvened the meeting in open session.

2024-25 ACCOMPLISHMENTS

Dr. Singh introduced the report on the Comprehensive Plan results for 2024-25, noting that despite all issues and challenges, we continue to make good progress. The President's Leadership Team reported the results as follows:

Goal 1: ACCESS

Mr. Mulik went over the lagging metrics data for Goal 1. Enrollment has grown to nearly 17,000 unduplicated students. Growth was seen across the board:

- State FTEs up 9%
- Contract FTEs up 9%
- Headcount 8%

When looking at each segment disaggregated by race, even though the numbers have grown, the composition of each group is largely unchanged from last year. Enrollment exceeded its growth target of 5%.

There was interest in seeing a comparison of student demographics to the college's services area. Dr. Singh said that comparison was being completed and would be shared soon.

Dr. Kim Chapman, Dr. Mari Acob-Nash, Dr. Yvonne Terrell-Powell, and Karen Magarelli reported on the results of Goal 1 initiatives.

Strategy: Increase New Student Conversion Rates, Including International Enrollment, Using Disaggregated Data

Action: Increase high school conversion rates both for high school graduates and Running Start students

- Outcome: Goal met for high school and Running Start application rates - challenged with conversion rates for high school graduates
- Metrics:
 - 9/11 high schools had over 2 percentage points increase in graduate applications
 - 9/11 high schools had over 2 percentage point increase in Running Start applications
 - 9/11 high schools did not meet the 2 percentage point increase in conversions
 - 7/11 high schools had increase in 2 percentage points for conversion for Running Start applications

Action: Using New Forecasting Model, Make Intentional Effort to Increase International Enrollment

- Outcome/Metric: Increased new student enrollment. Projected a 30% increase, but increased new international student enrollment by 48%, from 262 FTEs to 389 FTEs

Strategy: In Support of the College's Commitment to DEI, Make Intentional Effort to Recruit Students from Diverse Communities

Action: Use population database tools to identify prospective students making less than family-sustaining wages to develop and implement targeted recruitment tactics, starting with those living in Lynnwood

- Outcome: Tools were identified and campaigns were fully implemented
- Metric: Four qualified leads were generated

Action: Establish new connections with identified community-based organizations to recruit students

- Outcome: Many new connections were made and will continue with events and activities to increase the visibility of the college in our community
- Metric: Completed 7 events: LETI: Cinco de Mayo, ESD: Avanzando, Juneteenth Festival, Nubian Jam: Snohomish Co. Black Heritage Committee, Korean Student Support, Tulalip Education connection

Strategy: Implement Strategic Scheduling to Maximize Efficiency and Effectiveness

Action: Optimizing scheduling for student success

- Outcome: The scheduling team has learned more about what students want when scheduling classes and learned more about faculty concerns on scheduling. For 2025-26 a cross-functional team will create actionable strategies for moving forward
- Metric: Student survey completed with 595 responses; Faculty survey completed with 141 responses

Strategy: Develop Robust, Value-First Content Strategy Targeting Students

Action: Utilizing industry available research, determine content needs for decision making

- Outcome: Developed and executed multiple brand and program-specific campaigns
- Metric: Users grew from 13,950 to 74,846 on the Steps to Apply page. Application clicks were up 31% from 10,383 to 13,662

Goal 2: SUCCESS

Mr. Mulik went over the lagging metrics data for Goal 2, as follows:

Course Pass Rates

There was a 3% decline in course pass rates over the last year; the goal is 85%, and the overall number is now at 80%. Looking at the disaggregated data, all groups went down, but Latinx declined significantly more than others. The research team looked at which level courses suffered the declines, and noticed that pre-college courses had a large decrease, whereas all other course levels were comparable to last year. Dr. Chapman explained that in the past year, the English Language Acquisition (ELA) faculty had changed the way they grade their students to standardize with the state, and now only those students who are ready to move to the next level of ELA classes get a passing grade. Because the college has a large ELA population, this change made a difference in our data.

Quarterly Persistence

Quarterly persistence is up across all categories when excluding College in the High School, whose participants do not, by design, return from quarter to quarter, and there is notable improvement in Fall-to-Fall degree-seeking students. Fall-to-Winter persistence is up across all racial categories. Fall-to-Fall persistence is improved across all racial categories with the exception of Asian students, and the team is still digging into the reasons behind this. Fall-to-Fall persistence by enrollment type shows all categories up over the prior year. Dr. Kim Chapman, Dr. Mari Acob-Nash, Dr. Yvonne Terrell-Powell, and Eva Smith reported on the results of Goal 2 initiatives.

Strategy: Ensure A Strong Start For Students As They Begin Their Journey With Edmonds College

Action: Publish all program maps and implement business processes for ongoing updates

- Outcome: The program maps process is under construction

- Metric: A process to get maps published was developed; the team continues to develop the process in the software used to publish the maps

Action: Required onboarding including customized academic plan

- Outcome: Three out of four of the metrics were met
- Metric:
 - Students taking New Student Orientation is up 72% from last year. (1801 to 3116)
 - 83% of our Professional Technical degree programs have assigned advisor in ctcLink. (100% of Professional Technical degree programs have assigned advisors)
 - 85% of all term-activated students have completed new student advising

Strategy: In Pursuit of Equity, Provide Students With The Guidance And Support They Need To Be Successful In Completing Their Goals

Action: Implement milestone checkpoints by assigned advisor

- Outcome: Milestones were assigned to students so that they can monitor progress
- Metric: Milestones were assigned to students in ctcLink; All 15 advisors were trained on Milestones

Action: Maintain enrollment and success in the Men of Color Scholars program

- Outcome: Met outcome and increased the number of scholars participating in the program
- Metric: Served 100 unduplicated scholars 2024-25 vs 75 unduplicated scholars in 2023-24
- Outcome: Term-to-term retention met the goal of 81%, but the academic year persistence rate fell short
- Metric: Fall 24 to Winter 25 81% persistence; Winter 25 to Spring 25 88% persistence; Fall 24 to Spring 25 78% persistence

Strategy: Design a Student Life Cycle Advising Model to Stay Competitive in the Fast-Changing Workforce Environment

Action: Create and implement an advising practice focused on labor market outcomes

- Outcome: Advising practice created using Hot Jobs list and strategies for stacked pathways
- Metric: Hot Jobs List document created. Advisors trained on how to use the document during advising sessions

Action: Create and implement an advising practice focused on assisting students with transferring to baccalaureate programs

- Outcome: Transfer advising process developed and implemented. Partnerships with transfer universities strengthened
- Metric: Yearly process reviewed; a new process created and implemented. Survey and data collected with university partners

Strategy: Design a Student Life Cycle Advising Model to Stay Competitive in the Fast-Changing Workforce Environment

Action: Develop a structure to track post-graduation employment focused on skill development and lifelong learning

- Outcome: We aim to build stronger relationships with our alumni, gather valuable data for institutional improvement, and enhance the overall graduate experience
- Metric: Strategy developed but not implemented

Goal 3: COMMUNITY ENGAGEMENT

Dr. Kim Chapman reported on the results of Goal 3 initiatives.

Strategy: Engage Our Advanced Manufacturing Industry Partners To Meet Their Current And Emerging Workforce Needs In Association With SME

Action: Work with local industry to help organize the business leader roundtable

- Outcome: Enhance engagement with local industry and employers, with a focus on small and medium businesses
- Metric: Business leader roundtable event took place in March

Action: Finalize strategic plan for advanced manufacturing in association with SME and local industry partners, focused on engaging historically marginalized populations

- Outcome: Ensure alignment of course offerings, verified by local industry leaders, and ultimately align marketing efforts to increase awareness of education, training, and manufacturing career opportunities
- Metric: Strategic plan has been developed, actions assigned and in progress

Goal 4: CAPACITY AND OPERATIONAL EXCELLENCE

Suzanne Moreau, Dr. Yvonne Terrell-Powell, James Mulik, Karen Magarelli, and Eva Smith reported on the results of Goal 4 initiatives.

Strategy: Create Opportunities for Employee Success Through Talent Management

Action: Review training needs and resources with Organizational Development and Employee Training (ODET) in order to create a training plan

- Outcome: Training was modified and upscaled to include multi-media and in-person instruction for participants
- Metrics: 199 open sessions and labs for Benefits, ODET, Payroll; 51 custom sessions delivered in person for 656 participants, on the topics of: Title IX, Cyber, Instruction, Head Start, Safety, Security and Emergency Preparedness

Action: Identify supervisors (current and new) for training tracking - coordinate with PLT

- Outcome: Training is now tracked, and supervisors were trained, which improved compliance with employee training across the college
- Metric: Employee Compliance Training Completion = 960 (annual training) + 713 (three-year training)

Action: Review, revise, and offer supervisor training sessions to enhance management skills, supporting student success

- Outcome: Supervisor training emphasised the importance of each employee's role, goals, and expectations regarding their contribution to student success
- Metric: More than 400 performance evaluations were completed and HR continues to track and follow up with supervisors for employee performance improvement opportunities

Strategy: Advance the College's Commitment to Access and Student Success for All Through the College's DEI Strategic Plan, which includes all DEI initiatives included in the Comprehensive Plan

Action: Fully Implement the College's DEI Strategic Plan

- Outcome: Taking all appropriate steps to comply with the laws and implement the college's 2-year DEI Strategic Plan
- Metric: Completion of requirements within the designated time frame (e.g., employee completing DEI training, degree-seeking student DEI program, etc.)

Strategy: Build a Structure and System to Enable the College to Make Better Data-Informed Decisions that Increase Student Success for All

Action: By Spring 2025 complete a comprehensive review of how the college collects, analyzes, and shares data with assistance from Achieving the Dream (ATD)

- Outcome: The college received a comprehensive report from ATD that will inform this coming year's Comprehensive Plan
- Metric: The President's Leadership Team completed its engagement with ATD on how the college collects, analyzes, and shares data

Strategy: Increase Access Across The College To Operational-Level Data To Gain Insight For Actions Related To Student Success For All

Action: Design and implement at least one operational data dashboard for tracking progress on Comprehensive Plan strategies using ctclink data

- Outcome: College leaders are able to more easily monitor operational data related to student progression such as milestones, assigned advisors, chosen program of student and more
- Metric: A comprehensive data dashboard was completed and made available to PLT

Action: Design and implement at least one advising dashboard of key student success metrics

- Outcome: Advisors are able to more easily monitor operational data related to student progression such as milestones, assigned advisors, chosen program of student and more
- Metric: A comprehensive data dashboard was completed and will be available to PLT

Action: Integrate all data sources into a unified CRM system

- Outcome: New CRM was implemented. Basic functionality in use, but unable to integrate with Google Analytics
- Metric: Unified CRM was in place by December 2024

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

Dr. Mari Acob-Nash, Karen Magarelli, and Eva Smith reported on the results of the Goal 5 initiatives.

Strategy: Design and Develop Student Services for Career Mobility and Advancement

Action: Develop and implement an intake process dedicated to the needs of adult learners, returning students who are looking for career mobility and advancement

- Outcome: Developed a clear and intentional process to guide adult learners into programs that help them upskill and advance their careers
- Metric: Hired a full-time Enrollment Specialist dedicated to guiding adult learners from inquiry through enrollment. Specialist works closely with Outreach, Advising, and Workforce programs to ensure personalized and coordinated support

Action: Develop a targeted web resource that raises awareness all the services that promote career mobility and advancement for adult learners

- Outcome: In progress
- Metric: Project scope has changed. Due to new college initiatives (The Center for Professional Education) we will be developing a tailored website. This work will continue for the next academic year

Strategy: Confer Microcredentials And Badges To Help Advance Our Students' Career Mobility

Action: Work with industry partners to design and implement at least one microcredential

- Outcome: We made progress during 2024-2025 including hiring a Microcredential Program Coordinator and identifying a program
- Metric: The roll-out was delayed, but we are on target to confer microcredentials starting Fall 2025

Action: Establish resources and ongoing process for institutionalizing new microcredentials and digital badges

- Outcome: Hired a Microcredentials Program Coordinator this year who is establishing processes for institutionalizing processes
- Metric: Initial resources established and work will continue in 2025-2026

Goal 6: EMBRACING DISRUPTIVE TECHNOLOGIES TO BE FUTURE-READY

Dr. Kim Chapman and Eva Smith reported on the results of the Goal 6 initiatives.

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

Action: Create AI and Data Science Advisory Board for Center for AI and Data Science

- Outcome: Background information for potential board members was created and posted along with an application
- Metric: Board not yet created

Action: Offer and promote AI and Data Science skills to students

- Outcome: There has been an increase in students participating in existing AI and data science opportunities
- Metrics:
 - Enrollment AI for Everyone increased from 25 students to 83
 - New course Artificial Intelligence and Human Values offered Spring 2025 with 28 students enrolled
 - New ETEC course Introduction to AI and Manufacturing developed

Action: Identify and implement a student-focused AI tool that increases student success for all

- Outcome: AI tool(s) are developed and have been shared with faculty to bring into the classroom
- Metric: The Faculty AI workgroups created multiple deliverables that were shared with the faculty during Teaching and Learning Day and added to the existing online AI repository for faculty (AI Libguide). 48 Faculty (13%) completed AI survey indicating their use of the AI tools and resources

Strategy: Establish Information Resource Hub For Edmonds Employees To Leverage AI Tools

Action: Create a hub on the employee website for AI updates, FAQs, and sharing ideas

- Outcome: AI information is continually being developed and shared; a central website hub is under construction

Chair Zapora and the trustees thanked the President's Leadership Team for their work over the past year and for their report on the results of the 2024-25 Comprehensive Plan.

LUNCH

At 11:46am, Chair Zapora adjourned the meeting for lunch, returning at 12:30pm.

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

DRAFT 2025-26 COLLEGE PRIORITIES

Dr. Singh provided some context for the changes in the Comprehensive Plan for the upcoming year. Many of the initiatives in the Access and Success goals are being retired from the plan as they are either completed, or fully integrated into operations. For the coming year, the plan contains fewer initiatives, but they are large-scale items that will have a big impact.

Members of the President's Leadership Team presented the draft goals, strategies and actions for 2025-26 as follows:

GOAL 1: Access

Strategy: Offer Alternative Opportunities for Skill Attainment, Leading to Family-Sustaining Wage Jobs

- Action: Establish a Center for Professional Education by Creating an Implementation Plan which Includes Hiring Staff and Developing Courses/Curriculum
- Action: Develop and Implement a Marketing Plan to Create Awareness and Recruit Participants

GOAL 2: SUCCESS

Strategy: Analyze First-Year Student Data in Order to Identify Actionable Insights to Help Students be More Successful

- Action: Create and Implement a Student First-Year Experience Research Plan

Strategy: Advance our Culture of Care and Belonging

- Action: Implement Title II Plan for Accessibility (Americans with Disabilities Act)
- Action: Implement a Customer Service Standard Related to Care and Belonging

GOAL 3: COMMUNITY ENGAGEMENT

Strategy 3A: Develop Strategic Partnerships with Local Industry Sectors for Student Opportunities

- Action: Identify and Tier Target Strategic Employers in Advanced Manufacturing and Healthcare Industries
- Action: Orchestrate a Multi-Channel Engagement Playbook for Strategic Employers

GOAL 4: CAPACITY AND OPERATIONAL EXCELLENCE

Strategy 4A: Successfully Implement a Student Success Tool to Complement ctclink

- Action: Complete Contract and Create Implementation Plan for ConexED
- Action: Complete the First Phase: One-Way Integration

Strategy 4B: Develop and Upskill Employees Through Customized and General Training Opportunities

- Action: Build and Offer Training Curriculum to Fill Identified Training Needs for Employees
- Action: Increase AI Fluency for College Staff Through the Creation and Implementation of a Training Toolkit with Recommended Tools for Staff Use

GOAL 5: PROVIDE GUIDANCE AND SUPPORT FOR LIFELONG LEARNING AND CAREER MOBILITY

Strategy 5A: Serving Students Better Through Lifelong Career Advising

- Action: Develop a Structure for Managing Relationships with Graduates After They Leave Edmonds College
- Action: Develop a Process to Advise Graduates for the Next Phase of Their Career, Using Labor Market Tools

- Action: Simplify Intake and Enrollment Processes for Non-Credential-Seeking Students, Including Use of Prior Learning Assessment, Based on Data Gathered in 2024-25

GOAL 6: EMBRACING DISRUPTIVE TECHNOLOGIES TO BE FUTURE READY

Strategy 6A: Advance the Center for AI and Data Science as an Innovation Hub

- Action: Increase AI Fluency for College Faculty Through the Creation of Instructional Content by Faculty Professional Development Coordinators and Faculty Pedagogies Group
- Action: Offer Continuing Education in AI for K-12 Educators

DISCUSSION/WRAP-UP

There was some discussion on the proposed plan for 2025-26, and the Board thanked Dr. Singh and the leadership team for their work. The College Priorities (goals and strategies) will be brought back to the Board for approval at the September Board meeting.

ADJOURNMENT

The meeting was adjourned by Chair Zapora at 1:26pm.

Carl Zapora, Chair

Date Approved

ATTEST:

Dr. Amit B. Singh, Secretary

**BOARD OF TRUSTEES
September 18, 2025**

BACKGROUND

2025-26 COLLEGE PRIORITIES

Subject

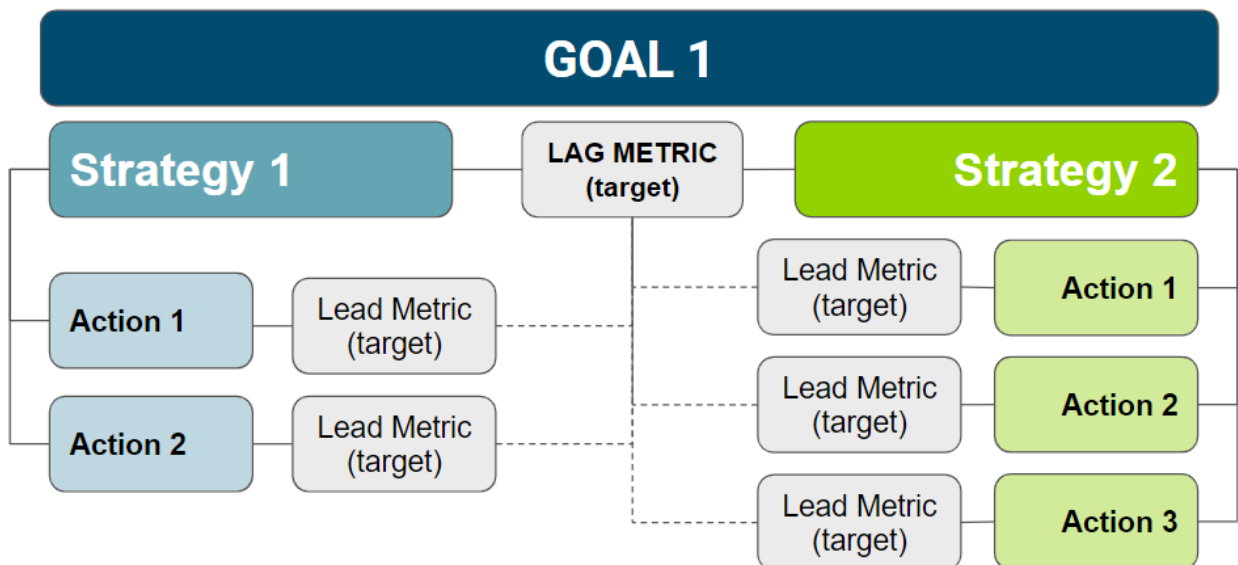
In accordance with Board Policy 7.0 and Procedure 7.01pr, the President and the President's Leadership Team seek the Board of Trustees' approval of the 2025-26 College Priorities.

Background

Within the context of the college's Comprehensive Planning Structure, there are 6 overarching goals. For 2025-26, eight strategies have been developed to attain these goals. These goals and strategies, which form the 2025-26 College Priorities, were developed by the President's Leadership Team with opportunity for input and feedback from all employees across campus.

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

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


Recommendation

The goals, strategies, and actions were presented to the Board on August 21, 2025 at the Summer Study Session. The President's Leadership Team recommends the Edmonds College Board of Trustees approve the 2025-26 College Priorities (Goals and Strategies), as outlined on the following page.

2025-26 COLLEGE PRIORITIES

The 6 Goals and 8 Strategies listed below form the 2025-26 College Priorities

GOAL 1	ACCESS
Strategy 1A	Offer Alternative Opportunities for Skill Attainment, Leading to Family-Sustaining Wage Jobs
GOAL 2	SUCCESS
Strategy 2A	Analyze First-Year Student Data in Order to Identify Actionable Insights to Help Students be More Successful
Strategy 2B	Advance our Culture of Care and Belonging
GOAL 3	COMMUNITY ENGAGEMENT
Strategy 3A	Develop Strategic Partnerships with Local Industry Sectors for Student Opportunities
GOAL 4	CAPACITY & OPERATIONAL EXCELLENCE
Strategy 4A	Successfully Implement a Student Success Tool to Complement ctclink
Strategy 4B	Develop and Upskill Employees Through Customized and General Training Opportunities
GOAL 5	PROVIDE GUIDANCE AND SUPPORT FOR LIFELONG LEARNING AND CAREER MOBILITY
Strategy 5A	Serving Students Better Through Lifelong Career Advising
GOAL 6	EMBRACING DISRUPTIVE TECHNOLOGIES TO BE FUTURE READY
Strategy 6A	Advance the Center For AI And Data Science as an Innovation Hub

BOARD OF TRUSTEES
September 18, 2025

RESOLUTION #25-9-1
2025-26 COLLEGE PRIORITIES

WHEREAS, According to Board Policy 7.0 and Procedure 7.01pr, the Board of Trustees reserves unto itself the final approval of the College's Priorities for 2025-26; and

WHEREAS, the six goals and eight strategies comprising the 2025-26 College Priorities were developed by the President's Leadership Team with opportunity for input and feedback from all employees across campus; and

WHEREAS, the entire Comprehensive Plan, including the six goals, eight strategies and underlying 16 action steps were presented to the Board for consideration and discussion at the August 21, 2025 Study Session;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees approves the goals and strategies as presented at August 21, 2025 study session, and the September 18, 2025 meeting, as the 2025-26 College Priorities.

Dr. Courtney Wooten, Chair

Date Approved _____

ATTEST:

Dr. Amit B. Singh

**BOARD OF TRUSTEES
September 18, 2025**

**BACKGROUND
2026 SCHEDULE OF BOARD OF TRUSTEES MEETINGS**

Subject

Board consideration to establish and approve the 2026 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.

Regularly scheduled meetings will generally be held on the second Thursday of the month with exceptions as needed, 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." Further, 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 18, 2025 meeting, meetings are generally scheduled to begin at 3:30pm and last for three hours. Exceptions to this schedule are noted below.

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

Recommendation

The Trustees are asked to review the following proposed schedule of Board of Trustees meeting dates for 2026, 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 2026 meeting schedule will be requested at the October 16, 2025 Board of Trustees meeting.

- January 22, 2026 - 9:00am (Winter Study Session Retreat)
- February 12, 2026 - 3:30pm
- March 12, 2026 - 3:30pm
- April 9, 2026 - 3:30pm
- May 14, 2026 - 4:00pm (later start time to accommodate a possible tenure reception)
- May 19, 2026 - 5:00pm - Joint Study Session with Edmonds School District Board of Directors
- June 11, 2026 - 3:30pm
- August 20, 2026 - 9:00am (Summer Study Session Retreat)
- September 17, 2026 - 3:30pm (this is the 3rd Thursday to accommodate Convocation scheduling)
- October 15, 2026 - 4:00pm (this is the 3rd Thursday to maintain a month between meetings; later start time to accommodate a possible new faculty reception)
- November 12, 2026 - 3:30pm

FOUNDATION REPORT

Staff Updates

Lillian Sherman was hired as the Foundation's new Executive Director, and started her role on September 2, 2025. She comes to us from the Pike Place Market Foundation where she served as their Executive Director for over 10 years. She has 25 years experience leading and fundraising for non-profits in the region. At Pike Place Market Foundation she was responsible for leading a complex community foundation providing executive leadership, developing successful fundraising strategies and strategic community partnerships. Prior to that she was responsible for Development and Communications at Wellspring Family Services and was the Development and Marketing Director at FareStart in Seattle. Lillian has a Masters in Public Administration from Seattle University. She lives in Brier and has strong connections to Edmonds College, and we are delighted to welcome her to the Edmonds College Foundation.

The hiring process for a new Development Officer is underway.

Fundraising Update

As of September 2, 2025, the Edmonds College Foundation has raised a total of \$570,755 from 56 donors. This includes \$100,000 from Lu Loree to establish the Gehrig and Lu Loree Endowed Scholarship, \$130,000 from the White Horse Foundation for the Counseling Center, and a \$252,500 grant from an anonymous foundation to support the entrepreneurship program.

SIP for Success was held on September 11, 2025.

This fundraising event is a first for the Foundation and was held at the Edmonds Library Plaza Room. All proceeds from this event benefit the Edmonds College Student Success Fund, supporting students through scholarships, emergency assistance, and transformational learning opportunities.

INSPIRE will be held on April 25, 2026 at the Lynnwood Events Center.

FY26 Budget

As previously reported, the Edmonds College Foundation Board has approved the FY26 budget, totaling \$1,101,933 in expenses. The approved budget is supported by projected revenues of \$392,000 in unrestricted funds and \$766,000 in restricted funds.

Board Activities

On Friday, September 19, Foundation leadership and College President Dr. Singh will host an orientation for new Board members and an abbreviated campus tour for all members who wish to attend.

The first official Board meeting will be held on September 30 in Gateway Hall.