STATE BOARD MEETING AGENDA

Regular Business Meeting: Thursday, Dec 5th, 2024 // 9:00 a.m. to 3:05 p.m.

Board Members

Martin Valadez, chair // Kady Titus, vice chair // Bernal Baca // Ben Bagherpour // Crystal Donner // Mack Hogans // Chelsea Mason-Placek //Jay Reich// Emily Yim

Chris Bailey, Interim Executive Director // Roma Bert, Executive Assistant

Statutory Authority: Laws of 1991, Chapter 28B.50 Revised Code of Washington

Zoom Link https://us02web.zoom.us/j/83068203910?pwd=3aTR1WRaP4c4SvoHsteLTF43bsCCb0.1

Dec. 5th   Regular Meeting

Time	Item	Location/Activity
9:00 a.m.	**Welcome and Board Member Introductions** *Martin Valadez, Chair*	
9:10 a.m.	**Land and Labor Acknowledgement** *Chelsea Mason-Placek, Board Member*	
9:15 a.m.	**Establish a Quorum and Adopt Meeting Agenda** *Martin Valadez, Chair*	
9:20 a.m.	**Public Comment**	
9:30 a.m.	**Approval of Consent Agenda** a. SBCTC Board Meeting Minutes – October 2024 b. SBCTC Special Board Meeting Minutes, November 14, 2024 c. Edmonds College–local capital expenditure authority for Triton Field synthetic turf replacement **Resolution 24-12-64** d. South Puget Sound Community College–local capital expenditure authority for energy efficiency projects in Building 35 **Resolution 24-12-65** e. Yakima Valley College–property acquisition of 802-802 1/2 S 15th Avenue in Yakima, Washington **Resolution 24-12-66** f. 2025 State Board meeting schedule **Resolution 24-12-67** g. Consideration of 2025-26 Tuition and Fees Schedule **Resolution 24-12-68**	Tab 1 (Action)
9:45 a.m.	**Tribal Government Affairs update** *Glenda Breiler, Director Tribal Government Affairs*	Tab 2 (Discussion)
10:15 a.m.	Break	

Time	Item	Location/Activity
10:30 a.m.	**2025 Legislative Session Preview** *Arlen Harris, Legislative Director* *Stephanie Winner, Operating Budget Director* *Darrell Jennings. Capital Budget Director* *Sam Herriott, Government Relations Liaison*	Tab 3 (Discussion)
11:30 a.m.	**Consideration of 2025-26 Tuition and Fee Schedule** **Resolution 2024-12-68** *Stephanie Winner, Operating Budget Director*	Tab 4 (Action)
12:00 p.m.	Lunch	
12:30 p.m.	**2nd Supplemental Capital Budget Request** **Resolution 2024-12-69** Darrell Jennings, Capital Budget Director	Tab 5 (Action)
1:00 p.m.	ctcLink Update Grant Rodeheaver, Deputy Executive Director for Information Technology	Tab 6 (Discussion)
1:30 p.m.	**Executive Director Search** *Martin Valadez, Chair*	
2:00 p.m.	ACT Report *Bertha Ortega, ACT President*	[zoom link]
2:10 p.m.	WACTC Report *Amy Morrison, President, Lake Washington Institute of Technology*	[zoom link]
2:20 p.m.	System Unions Report *Karen Strickland* *Mark Hamilton*	[Zoom link]
2:30 p.m.	**Executive Director Report** Chris Bailey, Interim Executive Director	
2:45 p.m.	**Chair's Report and Committee Assignments**	
3:05 p.m.	Adjournment Next meeting: February 5 - 6, 2025 ~ TBD	

TAB 1

STATE BOARD MEETING MINUTES

Martin Valadez, chair // Kady Titus, vice chair // Bernal Baca // Ben Bagherpour // Crystal Donner // Mack Hogans // Chelsea Mason-Placek // Jay Reich //Emily Yim

Paul Francis, executive director // Roma Bert, executive assistant
Statutory Authority: Laws of 1991, Chapter 28B.50 Revised Code of Washington

Grays Harbor College: 1620 Edward P Smith Dr, Aberdeen, WA
Hillier Events Center, tulalW Building

Study Session: Wednesday, Oct. 30, 2024 // 1 p.m. to 5 p.m.
Regular Business Meeting: Thursday, Oct. 31, 2024 // 8:45 a.m. to 12:30 p.m.

State Board Members Present: Bernal Baca, Ben Bagherpour, Crystal Donner, Mack Hogan, Chelsea Mason-Placek, Jay Reich, Kady Titus, Martin Valadez

Welcome

Chair Valadez called the meeting to order at 1 p.m. and welcomed those present.

The State Board held a study session on Oct. 30 from 1 p.m. to 5:07 p.m. Members heard an in-depth presentation on ADA Title II Federal Regulations and had a focused discussion on how to accomplish new federal regulatory requirements.

The board also heard an update on the ctcLink improvement plan and discussed the 2025 student legislative priorities as presented by the Washington Community and Technical Colleges Student Association.

Business Meeting Oct. 31, 2024
Chair Valadez began the meeting at 8:45 a.m.

Establish a Quorum and Adoption of Agenda

Chair Valadez noted that a quorum was present and requested a motion to adopt the agenda.

Motion: Moved by Board Member Reich, seconded by Board Member Mason-Placek, and unanimously approved by the board, the adoption of the Oct. 31, 2024, regular meeting agenda.

Approval of Consent Agenda
Approval of Consent Agenda
   a. SBCTC Special Board Meeting Minutes, Sept. 23, 2024
   b. SBCTC Board Meeting Minutes, August 2024
   c. Big Bend Community College and Wenatchee Valley College — proposed Bachelor of Applied Science in Behavioral Health
      Resolution 24-10-52
   d. Lower Columbia College — proposed Bachelor of Science in Computer Science
      Resolution 24-10-53

e. Edmonds College — local capital expenditure authority to upgrade heating, ventilation, and air conditioning (HVAC) system components in Mountlake Terrace Hall

   Resolution 24-10-54

f. Peninsula College — local capital expenditure authority to construct Dental Hygiene clinic and simulation laboratories for the Dental Hygiene program

   Resolution 24-10-55

g. Spokane Community College — local capital expenditure authority increase to design and construct a fire tower replacement for Fire Sciences program

   Resolution 24-10-56

h. Shoreline Community College — local capital expenditure authority to replace boilers and upgrade system controls in multiple buildings

   Resolution 24-10-57

i. South Puget Sound Community College — local capital expenditure authority to replace heat pumps and update system controls in Building 34

   Resolution 24-10-58

j. Tacoma Community College — local capital expenditure authority to construct Emergency Medical Services program lab and classroom space adjacent to Harned Health Careers building

   Resolution 24-10-59

k. Olympic College — local capital expenditure authority increase to complete Bremerton Shop building renovation

   Resolution 24-10-60

l. Columbia Basin College — local capital expenditure authority increase for design and construction of new student housing

   Resolution 24-10-61

m. Clover Park Technical College — local capital expenditure authority for new technical training facility

   Resolution 21-10-62

Motion: Moved by Board Member Reich, seconded by Board Member Donner and unanimously approved by the board, the adoption of the Oct 31, 2024, consent agenda.

Public Comments

No public comments.

Baccalaureate Degree Quarterly Update and Statements of Need Presentation

Staff from the State Board presented on the success of bachelor's degree programs at all 34 community and technical colleges. The State Board discussed the idea of revising the approval process for these programs.

2024 ACCT Leadership Congress Debrief

Kim Tanaka from the State Board reflected on the success of the October ACCT Leadership Congress held in Seattle Oct. 23-26. Rich Fukutaki, a Bellevue College trustee, is the incoming ACCT chair. He has a rich history within the trustee's system and the first Asian American man person to helm the position. The 2025 ACCT Congress will be held in New Orleans.

Fall 2024 Enrollment and FAFSA Update

Staff from the State Board presented enrollment data. Fall preliminary reports show year-over-year total enrollment growth compared to fall 2023. Although enrollment remains down compared to pre-pandemic FTES, there is a slow and steady increase in student enrollment.

The 2024-25 FAFSA was challenging, but all the colleges persevered through an exceptionally difficult rollout. The Washington community and technical colleges had a 49% completion rate compared to national competition rate of 46%. For the 2024-25 academic year, 53,000 students were awarded financial aid, up from 44,000 students last year.

ACT Report

Berta Ortega, ACT chair, reported on the success of the October ACCT Congress. The 2025 ACCT Congress will be held Oct. 22–25 in New Orleans.

WACTC Report

Dr Amy Morrison, WACTC chair, reported that the OFM budget error remains front of mind for the presidents and are hopeful a supplemental budget request will help to remedy the error.

System Unions Report

Karen Strickland, AFI Washington, reported on prioritization of faculty compensation to include part-time equity pay. The union is also looking to employment opportunities for undocumented students. Labor groups are working with the governor to look at the benefits of AI and minimizing the harms of AI. A report should come out by the end of the year.

Mark Hamilton, Washington Federation of State Employees, reported on efforts to acquire a collective bargaining agreement funded in the Legislature.

Executive Director Report

Paul Francis, executive director, reported on the following:

- Tribal relations and government meetings:
  - NOAA grant
  - Tribal steward's programs
- The Executive Division is looking to replace the executive assistant and the executive leadership associate positions.
- MarcusAntonio Gunn is the interim Director of Equity, Diversity and Inclusion.
- Working with the Director of Labor and Industry regarding apprenticeship programs.
- Held a tabletop exercise with presidents regarding cybersecurity.
- Two new legislative interns have joined the team for the 2025 session.
- Work continues with legislators regarding OFM error.

Board Discussion and Chair's Report

- The board praised the success of the ACCT Congress.
- New committee assignments will be determined after onboarding the new member, Emily Yim.
- Chair Valadez thanked the board members for their time and the State Board staff for their

presentations.

Executive Session: Executive Director Review

Board went into executive session at 11:43 a.m. under RCW 42.30.110 (g)

Executive session adjourned at 1:16 p.m.

Open session resumed at 1:18 p.m. No final action was taken during the executive session.

Board Member Reich proposed a motion to delegate authority to the chair to take actions using his best judgement and giving due consideration of information received and discussed in the executive session. Board Member Baca seconded. Motion approved unanimously.

Adjournment/next meeting

There being no further business, the State Board adjourned its Oct. 31, 2024, regular meeting at 1:20 p.m. The next regular meeting will be Dec. 5, 2024.

Attest

_____

Chris Bailey, secretary

_____

Martin Valadez, chair

TAB 1

STATE BOARD MEETING MINUTES

Martin Valadez, chair // Kady Titus, vice chair // Bernal Baca // Ben Bagherpour // Crystal Donner // Mack Hogans // Chelsea Mason-Placek // Jay Reich // Emily Yim

Choi Halladay, acting executive director // Roma Bert, executive assistant

Statutory Authority: Laws of 1991, Chapter 28B.50 Revised Code of Washington

Special Board Meeting: Thursday, Nov. 14, 2024 // 1:30-2:30 p.m.

Zoom Meeting

State Board Members Present: Bernal Baca, Ben Bagherpour, Crystal Donner, Mack Hogan, Chelsea Mason-Placek, Jay Reich, Kady Titus, Martin Valadez

Welcome
Chair Valadez called the meeting to order at 1:30 p.m. and welcomed those present

Public Comments
No public comments.

Executive Session
The Board went into an Executive Session at 1:32 p.m. Under:

- RCW 42.30.110(1)(g)

- RCW 42.30.110(1)(i)

Executive session ended at 2:02 p.m.

Open session resumed at 2:02 p.m. No final action was taken during the executive session.

Motion: Moved by Board Member Hogans motioned for approval of Resolution 24-11-63 regarding the appointment of Interim Executive Director. Board Member Reich seconded the motion. Motion passed unanimously.

There being no further business, the State Board adjourned its Nov.14, 2024 special board meeting at 2:04 p.m. The next regular meeting will be Dec. 5, 2024.

Attest

_____   _____
Chris Bailey, secretary   Martin Valadez, chair

TAB 1

CONSENT ITEM (RESOLUTION 24-12-64)

December 5, 2024

Tab 1

Edmonds College–local capital expenditure authority for Triton Field synthetic turf replacement

Brief Description

Edmonds College seeks approval to spend up to $1,300,000 in local funds for synthetic turf replacement for Triton Field.

How does this item link to the State Board's Strategic Plan?

This project supports student success by providing modern and safe facilities.

Background information and analysis

The Triton Field athletic turf is worn and beyond useful life. Replacing the athletic will eliminate a potential safety hazard for student athletes and community groups using the facility.

At their weekly meeting of October 16, 2024, the Edmonds College Associated Students approved funding in the amount of $1,300,000 for the Triton Field replacement.

The current projected total cost for the proposed scope of work is $1,140,000.

The Edmonds College president approved this local capital expenditure request on 11/1/2024.

Recommendation/preferred result

Staff recommends approval of Resolution 24-12-64 giving Edmonds College authority to spend up to $1,300,000 in local funds to replace the synthetic turf for Triton Field.

Policy Manual Change Yes ☐ No ☒

Prepared by: Darrell Jennings

360-704-4382, djennings@sbctc.edu

TAB 1

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 24-12-64

A resolution relating to Edmonds College's request to use up to $1,300,000 in local funds to replace the Triton field synthetic turf.

WHEREAS, the athletic turf on Triton Field is worn and beyond useful life; and

WHEREAS, replacing the athletic turf will eliminate a potential safety hazard for student athletes and community groups using the facility; and

WHEREAS, at their weekly meeting of October 16, 2024, the Edmonds College Associated Students approved funding in the amount of $1,300,000 for the Triton Field replacement; and

WHEREAS, the current project total cost for the proposed scope of work is $1,140,000; and

WHEREAS, the Edmonds College president approved this local capital expenditure request on 11/1/2024.

THEREFORE, BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes Edmonds College to spend up to $1,300,000 in local funds to replace the Triton field synthetic turf.

BE IT FURTHER RESOLVED that the State Board for Community and Technical Colleges authorizes the Executive Director to make adjustments to this action, including any necessary changes to the State Board's Policy Manual, as necessary, for actions taken by the Governor, Legislature, data corrections, externally imposed restrictions or guidelines, uniform accounting and reporting requirements, and unanticipated changes in state or federal law.

APPROVED AND ADOPTED on (12/05/2024)

Attest

_____   _____
Chris Bailey, interim secretary   Martin Valadez, chair

TAB 1

CONSENT ITEM (RESOLUTION 24-12-65)

December 5, 2024

Tab 1

South Puget Sound Community College–local capital expenditure authority for energy efficiency projects in Building 35

Brief Description

South Puget Sound Community College seeks approval to spend up to $637,000 of additional local funds to perform commissioning and other efficiency measures for clean buildings compliance in Building 35 (UFI A00549) in conjunction with other approved work.

How does this item link to the State Board's Strategic Plan?

This project supports student success by providing modern and relevant facilities.

Background information and analysis

South Puget Sound Community College has been authorized to use $165,000 in state Minor Works funds to replace a failing exhaust fan damper system. Additionally, the college has received prior approval to spend $330,000 in Department of Commerce Energy grant funds for retro-commissioning, control upgrades, and heating valve improvements in Building 35. The college now seeks to expand the project scope to include further commissioning and additional upgrades in Building 35, aimed at reducing energy consumption and ensuring compliance with the Clean Buildings Performance Standards. The total project cost is estimated to be $1,132,000.

The South Puget Sound Community College board of trustees approved an additional $637,000 in local capital expenditure for this project on 10/15/2024.

Recommendation/preferred result

Staff recommends approval of Resolution 24-12-65 giving South Puget Sound Community College authority to spend up to an additional $637,000 for further commissioning and other efficiency measures for clean buildings compliance in Building 35 (UFI A00549).

Policy Manual Change Yes ☐ No ☒

Prepared by: Darrell Jennings

360-704-4382, djennings@sbctc.edu

TAB 1

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 24-12-65

A resolution relating to South Puget Sound Community College's request to use up to $637,000 in local funds to perform commissioning and other efficiency measures for clean buildings compliance in Building 35 (UFI A00549) in conjunction with other approved work.

WHEREAS South Puget Sound Community College is currently authorized to use $165,000 in Minor Works state funds to replace a failing exhaust fan damper system in Building 35; and

WHEREAS, the college received $330,000 in Department of Commerce Energy grant funds for retro-commissioning, controls and heating valve upgrades in Building 35; and

WHEREAS, the college wishes to increase the project scope with further commissioning and other projects in Building 35 to reduce energy consumption to comply with the Clean Buildings Performance Standard; and

WHEREAS, the total project cost for the proposed scope of work is $1,132,000; and

WHEREAS, the South Puget Sound Community College board of trustees approved an additional $637,000 in local capital expenditures for this project on 10/15/24.

THEREFORE, BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes South Puget Sound Community College to spend up to $637,000 in local funds to perform commissioning and other efficiency measures for clean buildings compliance in Building 35.

BE IT FURTHER RESOLVED that the State Board for Community and Technical Colleges authorizes the Executive Director to make adjustments to this action, including any necessary changes to the State Board's Policy Manual, as necessary, for actions taken by the Governor, Legislature, data corrections, externally imposed restrictions or guidelines, uniform accounting and reporting requirements, and unanticipated changes in state or federal law.

APPROVED AND ADOPTED on (12/05/2024)

Attest

_____   _____
Chris Bailey, interim secretary   Martin Valadez, chair

TAB 1

CONSENT ITEM (RESOLUTION 24-12-66)

December 5, 2024

Tab 1

Yakima Valley College–property acquisition of 802-802 1/2 S 15th Avenue in Yakima, Washington

Brief Description

Yakima Valley College seeks approval to spend up to $412,000 in local funds to purchase property located at 802-802 1/2 S 15th Avenue in Yakima, Washington.

How does this item link to the State Board's Strategic Plan?

This project supports enrollments and completions by providing expanded campus facilities.

Background information and analysis

Yakima Valley College is in a residential area in the City of Yakima with limited expansion opportunities. The college master plan has identified the priority to acquire properties adjoining campus grounds for future expansion. The proposed acquisition (parcel 181325-22592) consists of a 0.13-acre parcel and 2,144 square foot duplex residence.

If approved, the property will be acquired, and the building demolished for conversion to a pay-to-park lot. A map showing the property relative to the existing campus is provided as Attachment A.

The total cost to purchase this property is estimated to be $412,000. The college has identified local funds to complete the acquisition. Any operation, maintenance, repairs or renovations in the future will be paid from local college funds. The college will obtain appropriate expenditure authority for any future capital or public work.

Yakima Valley College's Board of Trustees approved acquisition of properties within the master plan boundaries in June 2004 and the college has delegated authority from the Department of Enterprise Services for acquisitions within the master plan boundary area. The college will follow state rules and utilize the Department of Enterprise Services as required for all public work.

Recommendation/preferred result

Staff recommends approval of Resolution 24-12-66 giving Yakima Valley College authority to spend up to $412,000 in local funds toward acquisition of 802-802 1/2 S 15th Avenue in Yakima, Washington.

Policy Manual Change Yes ☐ No ☒

Prepared by: Darrell Jennings

360-704-4382, djennings@sbctc.edu

TAB 1

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 24-12-66

A resolution relating to Yakima Valley College's request to use up to $412,000 in local funds to purchase the property located at 802-802 1/2 S 15th Avenue in Yakima, Washington.

WHEREAS Yakima Valley College is located in a predominantly residential area and has limited opportunity to purchase property adjacent to the campus grounds for expansion; and

WHEREAS, the property is within the campus master plan boundaries and will provide additional parking; and

WHEREAS, all future operation, maintenance, repairs or renovations will be paid from local funds; and

WHEREAS, the total estimated cost to purchase the property is $412,000; and

WHEREAS, Yakima Valley College has delegated authority for the acquisition from the Department of Enterprise Services for properties within the approved master plan boundary area and will obtain appropriate expenditure authority future capital work and utilize the Department of Enterprise Services as required for all public work; and

WHEREAS, Yakima Valley College's Board of Trustees approved future property acquisitions within the master plan boundaries in June 2004;

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes Yakima Valley College to spend up to $412,000 in local funds to toward acquisition of 802-802 1/2 S 15th Avenue in Yakima, Washington; and

BE IT FURTHER RESOLVED, that the State Board for Community and Technical Colleges authorizes the Executive Director to make adjustments to this action, including any necessary changes to the State Board's Policy Manual, as necessary, for actions taken by the Governor, Legislature, data corrections, externally imposed restrictions or guidelines, uniform accounting and reporting requirements, and unanticipated changes in state or federal law.
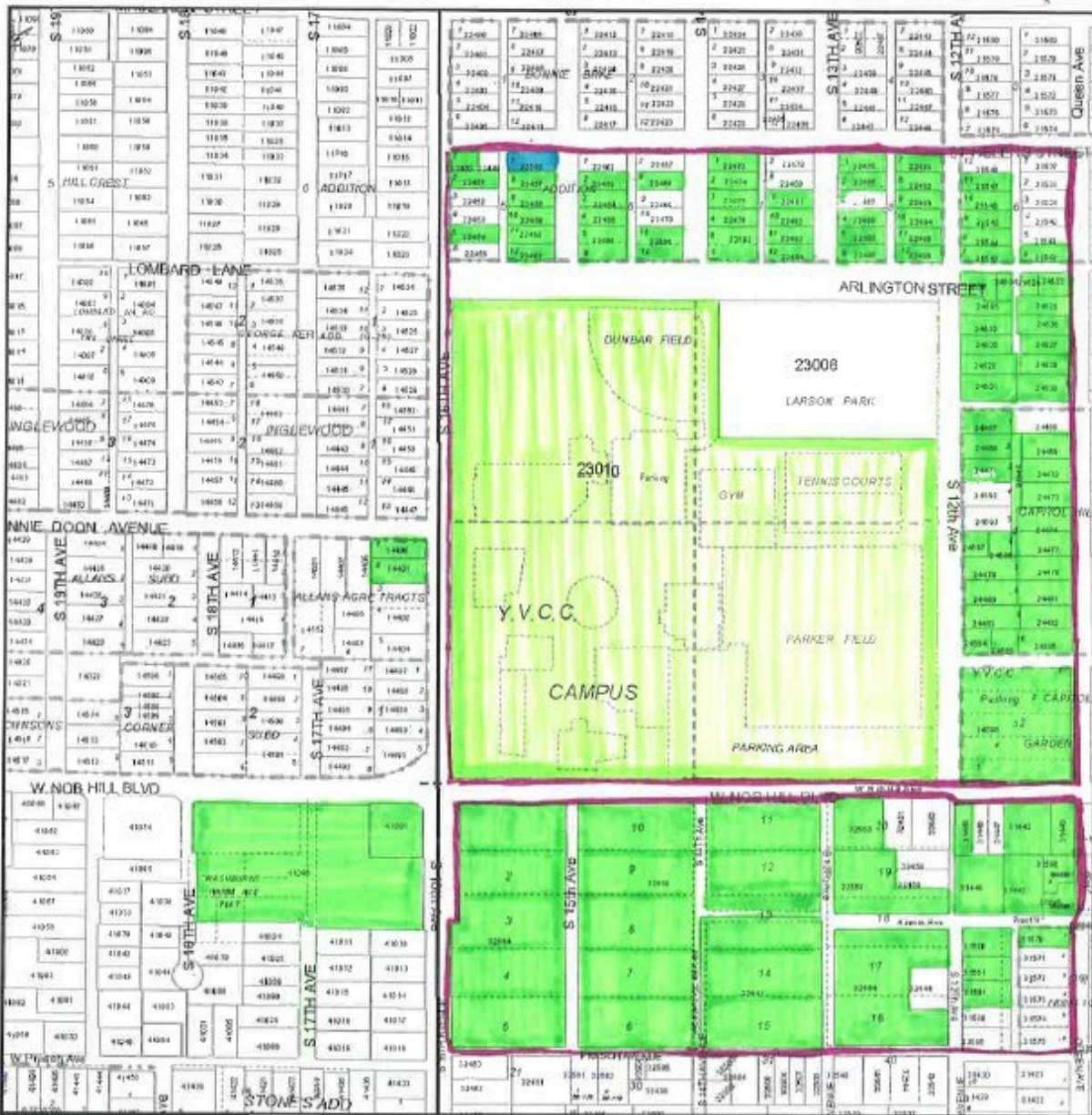
APPROVED AND ADOPTED on (12/05/2024)

Attest

_____   _____
Chris Bailey, interim secretary   Martin Valadez, chair

TAB 1

Land Information Portal

[Print Map]
[Close Map]

Yakimap.com

Map Center: Range: 18 Township: 13 Section: 25

City Limits
Sections

Master plan boundary
YVC owned
Proposed Aquisition

WWW.YAKIMAP.COM
Yakima County GIS
128 N 2nd Street
Yakima, WA 98901
(509)574-2992

One Inch = 400 Feet

Feet   200   400   600

MAP AND PARCEL DATA ARE BELIEVED TO BE ACCURATE, BUT ACCURACY IS NOT GUARANTEED; THIS IS NOT A LEGAL
DOCUMENT AND SHOULD NOT BE SUBSTITUTED FOR A TITLE SEARCH, APPRAISAL, SURVEY, FLOODPLAIN OR ZONING
VERIFICATION

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TAB 1

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 24-12-67

A resolution relating to the 2025 State Board meeting schedule.

WHEREAS the State Board adopts its meeting schedule for the year for publication in the *Washington State Register*;

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges has agreed upon the following meeting dates for 2025:

- February 5- 6, 2025
- April 9 -10, 2025
- June 11-12, 2025
- August 20-21, 2025
- October 15-16, 2025
- December 10-11, 2025

BE IT FURTHER RESOLVED that the State Board for Community and Technical Colleges authorizes the Executive Director to make adjustments to this action, including any necessary changes to the State Board's schedule, as necessary, for actions taken by the Governor, Legislature, externally imposed restrictions or guidelines, and unanticipated changes in state or federal law.

APPROVED AND ADOPTED on 12/5/2024

Attest

_____   _____
Martin Valadez, chair   Chris Bailey, secretary

Agenda

1. **Introductions**
2. **Overview of SBCTC, Tribal Stewards Program and NOAA Grant:**
   a. SBCTC's [Tribal Government Affairs Program](#) awarded $9.3 million grant from NOAA [Climate-Ready Workforce for Coastal States, Tribes and Territories initiative](#)!
   b. Creating opportunities in natural resource pathways that are career connected and ensure employment opportunities for Tribal graduates.
   c. Six community colleges and Evergreen State College will partner with five tribes to advance the project.
3. **SBCTC Government to Government Higher Education Summits:**
   a. Recap and Highlights of best practices from G2G Summit,
   b. Next summit will be hosted by Spokane Colleges in Spring 2025.
4. **SBCTC Tribal Gov Affairs Legislative Priorities:**
   a. Elder tuition waiver (reduce age from 60 to 55): Change current [RCW 288.15.540](#) from age 60 to 55 for students. Tribal nations identify Tribal elders at the age of 55.
   b. Expand John McCoy (lulilaš) Since Time Immemorial: Tribal Sovereignty in WA State to higher education.

KEY OBJECTIVES OF TRIBAL STEWARDS

1. Develop government to government relationships and create MOAs between Tribes and Colleges to support long-term partnerships for culturally relevant workforce development in Natural Resources

2. Train faculty to redesign existing natural resource programs to offer culturally responsive career-guided pathways with a Tribal focus

3. Recruit and holistically support Tribal students

4. Integrate essential workforce skills in climate resilience and Tribal co-stewardship skills into the curriculum

5. Integrate Traditional Ecological Knowledge systems and place based learning experiences into the curriculum.

6. Foster collaboration with Tribal and non-Tribal employers to ensure quality employment outcomes and work-based learning throughout training programs.

Project Locations
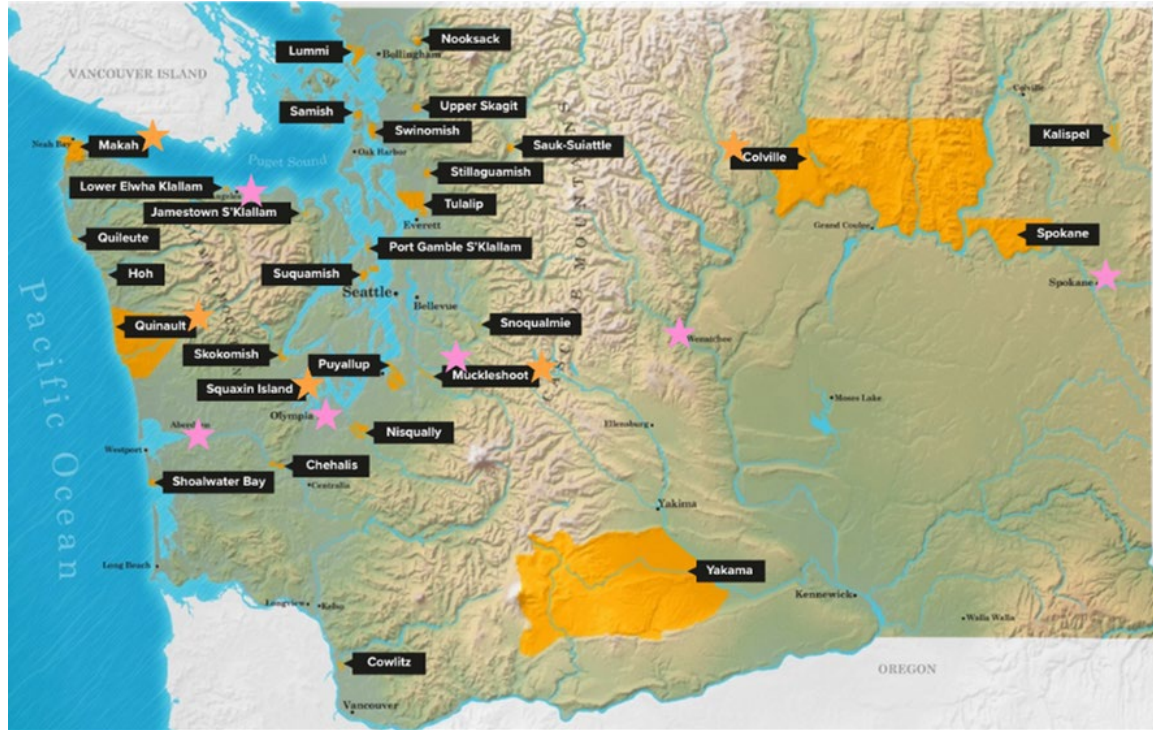
Tribe	College
Makah Tribe (Neah Bay)	Peninsula College (Port Angeles)
Quinault Indian Nation (Taholah)	Grays Harbor College (Aberdeen)
Muckleshoot Indian Tribe (Auburn)	Green River College (Auburn)
Squaxin Island Tribe (Shelton)	South Puget Sound Community College Evergreen State College (Olympia)
Colville Confederated Tribes (Omak)	Spokane Community College (Spokane) Wenatchee Valley College (Wenatchee)

YEAR 1 MILESTONES

Orientation

For all partners
Share resource documents
Establish Community of Practice

Hiring

Tribal Navigators & Tribal Liaisons

G2G Meetings @ each college

Colleges host G2G Meetings
Create MOAs with partner Tribes

Customize & Design Faculty Training

Tribal Steward Learning Community
Climate Camp with UW (first cohort June 2025)
Campus consultations & Customization

DACUM

Identify skills profile and curriculum needs in Tribal Co-stewardship and climate resilience

G2G Meeting @ Spokane

Tribal Steward Colleges get together to share Year 1 learnings

New Tribal Contracts

Contracts to Tribal partners without sub awards to offer internships, career exploration, K-12 outreach etc.
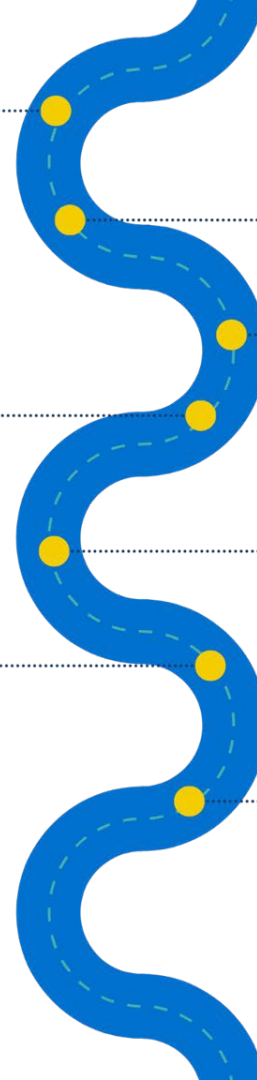
Supporting Colleges in Tribal Engagement

- Orientation training (just completed)
- Suggested foundational training: Indian Country 101
- Tribal Engagement Plan Template (in development)
- SBCTC Consultation on G2G design and process
- SBCTC Led G2G pre meetings
- Funding for new Tribal partners
- Tribal employer partner agreement template
- Hiring guidance for Tribal Liaisons and Tribal Navigators
- Training faculty in ethical protocols
- Curating custom local Tribal resources, inviting Tribal scholar speakers in faculty training seminar
- Community of Practice for all Sub Awardees to share best practices

G2G Pre Meetings

1. Squaxin Island Tribe & South Puget Sound College (complete)
2. Colville Confederated Tribes & Wenatchee Valley College (complete)
3. Quinault Indian Nation & Grays Harbor College (in progress)
4. Makah Tribe & Peninsula College (in progress)
5. Spokane Tribe and Spokane Community College [Regional Summit] (in progress)

Government-to-Government Higher Education Summit Highlights

- Improve G2G relationships

- Critical role of Tribal liaisons

- Indigenize spaces on campuses

- Indigenize academic curricula

- Hire more Native faculty/staff to better support Indigenous students

Legislative Priorities

a. Elder tuition waiver (reduce age from 60 to 55): Change current RCW 288.15.540 from age 60 to 55 for Tribal students. Tribal nations identify elders at the age of 55.
b. Tribal student tuition: create a system to allow all Native students to automatically qualify for the WA college grant upon completion of high school.
c. Expand John McCoy (lulilaš) Since Time Immemorial: Tribal Sovereignty in WA State into higher education.

WA Community and Technical Colleges American Indian Advisory Board (WCAAB)

- State Board Vice Chair, Kady Titus joined the WCAAB Board

- WCAAB Board Members attend 50th Annual Centennial Accord

- WCAAB Priorities:

  - Expand Professional Development: G2G Training for Incoming Presidents and State Board Members

  - Tackle Contemporary Challenges: Intentionally recruit Tribal relations specialists, Indigenous faculty, and staff, etc.

  - Raise awareness of American Indian and Alaska Native (AIAN) historical burdens.

  - Reduce AIAN Education Disparities: Develop Tribal student pathways for successful recruitment, completion rates, and raise workforce development.

Requests for Support for Tribal Government Affairs

- An executive assistant for TGA
- A study of Tribal pathways and Tribal Student Success in Washington State
- Tribal workforce gap analysis

Questions?

TAB 3

COMMUNITY AND
TECHNICAL COLLEGES
Washington State Board

REGULAR ITEM

December 5, 2024

Tab 3

2025 Legislative Session Preview

Brief Description

The board will learn about legislative priority development for the 2025-2027 biennium.

How does this item link to the State Board's Strategic Plan?

The system's operating and capital budget requests are essential in providing student success at all 34 of Washington's community and technical colleges:

- Goal 3, Agile, Career Relevant Learning: Provide flexible career-training options that are responsive to the needs of businesses and industries, offer Washingtonians access to well-paying jobs and career mobility, and lead to a more resilient and diverse workforce.
- Advocacy: To accomplish the college system legislative goals, State Board members, staff, and system leaders are engaged with the legislature and policy makers to support colleges in promoting student success.
- Vision Statement: Leading with racial equity, our colleges maximize student potential and transform lives within a culture of belonging that advances racial, social, and economic justice in service to our diverse communities.

Background information and analysis

2025 legislative session preview

The 2025 legislative session begins on January 13 and is set to run 105 days. The 2024 general election resulted in strong Democrat majorities in both the State House (59-39) and Senate (30-19). The election also resulted in Washingtonians upholding the state Climate Commitment Act, and Capital Gains Excise Tax.

Even with two initiatives preserving some additional resources for the state operating budget, the legislature will face a deficit up to $10 billion for the 2025-2027 biennium. The deficit is primarily driven by increased costs of operations that include inflation of goods and services as well as higher costs of state contracts.

System budget priorities

The primary focus entering the 2025 legislative session is a sustainable supplemental operating budget request for the college system and the capital budget request.

Our community and technical colleges are uniquely positioned to build a healthy and inclusive economy. By 2026, Washington employers are expected to create 373,000 net new jobs, 70% of which will likely require or be filled by employees with a postsecondary credential — such as a degree, apprenticeship, or certificate. Our colleges train students of all ages and backgrounds for real-time job opportunities and upskill workers for businesses. Our 2025 operating budget request seeks to keep our colleges whole by providing competitive salaries for college faculty and staff, and by providing investments to offset rising costs in college operations.

TAB 3

The 2025 capital request would provide needed support for minor works projects across the state for infrastructure projects like roof repairs, windows, elevators, boilers, and mechanical systems needed for college operations. The request would also fund the next 12 major construction projects on the system "list" to modernize college learning environments.

See attachments for operating and capital budget requests.

https://www.sbctc.edu/colleges-staff/programs-services/legislative-outreach/

System policy proposals
- Expand the College Bound scholarship eligibility to include High School Equivalency (HSE) passers. Based on the fact the graduates from public and private high schools and individuals receiving homebased instruction (home schooling) are already eligible, the exclusion of HSE seems like an equity issue.
- High School completion tuition waiver: We seek to remove the age restriction (currently 19 years and older) from eligibility for waiver for all or a portion of tuition fees and services and activity fees for students eligible for resident tuition and fee rates and enroll in a course of study that will allow them to complete their high school diploma. As the number of younger students needing to complete their high school education coming to our colleges increases, the use of this waiver could benefit these students by placing them on a college pathway as they complete their secondary education. Also, this is a "may" not a "shall" waiver, so if passed by the legislature it would provide colleges an option, not an obligation.

- Tribal elder tuition waiver: Currently colleges may waive tuition for tribal elders who are aged 60 or older. Many tribes in Washington State consider elders at the age of 55. Legislation would be required to lower the age for the tuition waiver to age 55.

Other policy issues to watch

- Financial Aid support for students

- Dual Credit – College in the High School and Running Start

Recommendation/preferred result

The State Board is asked to provide feedback on legislative issues.

Policy Manual Change Yes ☐ No ☒

Prepared by: Arlen Harris, legislative director
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WASHINGTON'S COMMUNITY AND TECHNICAL COLLEGES

2025-27 OPERATING BUDGET REQUEST
October 21, 2024

Washington's 34 community and technical colleges are asking the Legislature to keep our colleges whole and to invest in core operational support and employee compensation. These investments are vital for delivering high-quality instruction and services to our 290,000 students, as well as for supporting the local communities and employers that rely on their skills and contributions.

Maintain previously approved state allocation ($28.6 million in fiscal year 2025, carried forward in 2025-27)

We respectfully request the Legislature preserve funding already approved for our colleges in the 2023-25 operating budget for fiscal year 2025 ($28.6 million) and carry forward those investments for each year of the 2025-27 biennium (for a biennial total of $57 million). A proposed rollback of funding due to a state budget error would effectively amount to a budget cut this academic year. Our colleges were advised of the error at the start of fall quarter and, by then, had already dedicated the funds in good faith to support programs and services, hire staff, enter vendor contracts, and pay for increasing operating costs — all in service to students. Rolling back approved funding for the college system would be a budget cut when colleges are already struggling to retain employees and manage rising costs.

Provide Fully Funded, Competitive Compensation ($183 million)

Faculty and staff are at the heart of our students' success, but we are losing them to better paying jobs in private industry, K-12 schools, and other colleges and universities. Along with faculty, we are struggling to hire and retain administrative and classified staff who serve in crucial roles in financial aid, business operations, and advising. A salary increase of 6.5% for each year of the biennium, for a total wage increase of 13%, would help colleges provide competitive compensation, fill vacant positions, and reduce turnover. We urge the Legislature to continue to provide 100% funding for compensation in the 2025-27 operating budget. Otherwise, colleges would have to make budget cuts elsewhere to close the funding gap.

Support College Operations ($90 million)

Community and technical colleges urgently need additional, core operational support to cover the true cost of running a college. College operating costs have increased dramatically over the past five years and Washington's tuition formula has not kept pace with the increases. Rising costs and capped tuition rates have squeezed college operating budgets and, within those narrow funding margins, colleges must dedicate a significant portion to unavoidable costs: About 80% of college funding is dedicated to salaries and a significant amount is tied to specific purposes under legislative provisos. Faced with rising costs, capped tuition rates, and inflexible funding, colleges have limited ability to secure or shift resources to where they are needed the most. Legislative funding for core operational support would help cover essential costs, ensure sufficient funding for student programs and services, and enable colleges to meet their unique local needs.

COMMUNITY AND TECHNICAL COLLEGES
Washington State Board

CONTACT INFORMATION

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WASHINGTON'S COMMUNITY AND TECHNICAL COLLEGES

2025-27 CAPITAL BUDGET REQUEST

OCTOBER 7, 2024

Preserve, Optimize, Modernize

In today's rapidly changing higher education landscape, community and technical colleges need to offer safe, modern spaces for teaching and learning and provide the best training ground for new and emerging career fields. Our community and technical college system's $652.8 million capital budget request is designed to meet both those goals.

Who We Serve

Anchored in local communities across Washington, our 34 community and technical colleges collectively served about 290,000 students in the 2023-24 academic year. We proudly serve a very diverse student population. Our students are more likely to be the first in their families to attend college, come from lower-income families, be people of color, hold down jobs while enrolled, and care for parents or children. The median age is 26.

Minor Works

Our request prioritizes minor works projects ahead of all other work to prevent or delay more costly renovations and replacement projects in the future.

In this request, our state's 34 community and technical colleges would receive funding for high-priority facility repairs — such as repairing or replacing roofs, windows, elevators, boilers, and mechanical systems — and to proactively replace campus infrastructure that is beyond its useful life, before it fails.

All colleges would also receive funding to modernize existing spaces to ensure they continue to be viable, relevant, and useful.

Major Projects

Our capital budget request includes funding for 12 major projects, starting with a study of possible solutions for Lake Swano dam at Grays Harbor College. Considered "high hazard" by the Department of Ecology, the dam poses an imminent threat to public safety in the south Aberdeen area. A dam failure would significantly disrupt campus operations by cutting off utilities and access to several buildings and by eliminating the college's alternate tsunami evacuation route.

The remaining projects on the list support space for instruction, labs, student services, and vocational programs in high-demand fields like clean energy, automotive technology, advanced manufacturing, and allied health. Nearly 241,000 square feet of the college system's oldest and least functional teaching and learning spaces would be replaced or renovated.

Clean Buildings Act Compliance

Our college system seeks funding for each college to inventory energy-consuming equipment on campus — such as HVACs, boilers, and lighting systems — in order to develop Energy Management and Operations and Maintenance plans required by the 2019 Clean Buildings Act.

Owners of buildings that need to comply with the Clean Buildings Act are required to have a qualified person submit compliance reports for affected buildings, with the first report due in 2026. A second part of this request is to enable colleges to either train staff to become qualified to submit compliance reports or contract with others who are qualified.

COMMUNITY AND TECHNICAL COLLEGES
Washington State Board

CONTACT INFORMATION

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2025-27 Capital Budget Request

Priority	College	Project	Funding Phase	Request amount	Cumulative request
1	Systemwide	Preventive Facility Maintenance and Building System Repairs	2003 operating fund swap	$ 22,800,000	$ 22,800,000
2	Systemwide	Minor Works - Preservation (25-27)	Design & Construction	$ 33,325,000	$ 56,125,000
3	Systemwide	Minor Repairs - Roof (25-27)	Design & Construction	$ 12,153,000	$ 68,278,000
4	Systemwide	Minor Repairs - Facility (25-27)	Design & Construction	$ 47,554,000	$ 115,832,000
5	Systemwide	Minor Repairs - Site (25-27)	Design & Construction	$ 4,771,000	$ 120,603,000
6	Systemwide	Minor Repairs - Infrastructure (25-27)	Design & Construction	$ 43,400,000	$ 164,003,000
7	Systemwide	Minor Works - Program (25-27)	Design & Construction	$ 45,446,000	$ 209,449,000
8	Grays Harbor	Lake Swano Dam Study	Planning/Design	$ 1,000,000	$ 210,449,000
9	Olympic	Innovation & Technology Learning Center	Construction	$ 31,232,000	$ 241,681,000
10	Lower Columbia	Center for Vocational and Transitional Studies	Construction	$ 45,388,000	$ 287,069,000
11	Columbia Basin	Performing Arts Building Replacement	Design & Construction	$ 54,868,000	$ 341,937,000
12	Whatcom	Technology and Engineering Center	Design & Construction	$ 51,457,000	$ 393,394,000
13	Cascadia	CC5 Gateway building	Construction	$ 40,208,000	$ 433,602,000
14	Edmonds	Triton Learning Commons	Construction	$ 43,900,000	$ 477,502,000
15	Renton	Health Sciences Center	Construction	$ 52,078,000	$ 529,580,000
16	Bellingham	Engineering Technology Center- Bldg J Replacement	Design & Construction	$ 18,676,000	$ 548,256,000
17	Centralia	Teacher Education and Family Development Center	Construction	$ 12,854,000	$ 561,110,000
18	Spokane	Apprenticeship Center	Construction	$ 43,501,000	$ 604,611,000
19	Skagit	Library/Culinary Arts Building	Construction	$ 37,580,000	$ 642,191,000
20	Systemwide	Clean Buildings Compliance - Equipment Inventory and Reporting	Data & Compliance	$ 10,612,000	$ 652,803,000

Certificate of Participation/Alternative Financing Requests			
Columbia Basin	Student Housing Construction	Design & Construction	$ 18,000,000
Edmonds	Student Housing Acquisition	Acquisition	$ 9,000,000

Tab 3 d

BILL REQUEST - CODE REVISER'S OFFICE

BILL REQ. #:   Z-0126.1/25

ATTY/TYPIST: CC:jlb

BRIEF DESCRIPTION: Providing tuition waivers for tribal elders at Washington's community and technical colleges.

Tab 3 d

AN ACT Relating to tuition waivers for tribal elders at Washington's community and technical colleges; and adding a new section to chapter 28B.50 RCW.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

NEW SECTION. **Sec. 1.** A new section is added to chapter 28B.50 RCW to read as follows:

(1) Each community and technical college may waive, in whole or in part, the tuition fees and services and activity fees for tribal elders over the age of 55 from eligible Indian tribes as defined in RCW 43.376.010.

(2) The college board may adopt and amend as necessary rules to implement this section.

<p align="center">--- **END** ---</p>

BILL REQUEST - CODE REVISER'S OFFICE

BILL REQ. #:   Z-0123.1/25

ATTY/TYPIST: CC:eab

BRIEF DESCRIPTION: Expanding tuition waivers for high school
completers at community and technical colleges.

AN ACT Relating to tuition waivers for high school completers at community and technical colleges; and amending RCW 28B.15.520.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

Sec. 1. RCW 28B.15.520 and 2015 c 55 s 217 are each amended to read as follows:

Subject to the limitations of RCW 28B.15.910, the governing boards of the community and technical colleges:

(1) May waive all or a portion of tuition fees and services and activities fees for students ((~~nineteen years of age or older~~)) who are eligible for resident tuition and fee rates as defined in RCW 28B.15.012 through 28B.15.015, who enroll in a course of study or program which will enable them to finish their high school education and obtain a high school diploma or certificate, but who are not eligible students as defined by RCW 28A.600.405;

(2)(a) Shall waive all of tuition fees and services and activities fees for:

(i) Children of any law enforcement officer as defined in chapter 41.26 RCW, firefighter as defined in chapter 41.26 or 41.24 RCW, or Washington state patrol officer who lost his or her life or became totally disabled in the line of duty while employed by any public law enforcement agency or full time or volunteer fire department in this state: PROVIDED, That such persons may receive the waiver only if they begin their course of study at a community or technical college within ten years of their graduation from high school; and

(ii) Surviving spouses of any law enforcement officer as defined in chapter 41.26 RCW, firefighter as defined in chapter 41.26 or 41.24 RCW, or Washington state patrol officer who lost his or her life or became totally disabled in the line of duty while employed by any public law enforcement agency or full time or volunteer fire department in this state.

(b) For the purposes of this section, "totally disabled" means a person who has become totally and permanently disabled for life by bodily injury or disease, and is thereby prevented from performing any occupation or gainful pursuit.

(c) The governing boards of the community and technical colleges shall report to the state board for community and technical colleges on the annual cost of tuition fees and services and activities fees waived for surviving spouses and children under (a) of this subsection. The state board for community and technical colleges shall consolidate the reports of the waived fees and annually report to the appropriate fiscal and policy committees of the legislature; and

(3) May waive all or a portion of the nonresident tuition fees differential for:

(a) Nonresident students enrolled in a community or technical college course of study or program which will enable them to finish their high school education and obtain a high school diploma or certificate but who are not eligible students as defined by RCW 28A.600.405. The waiver shall be in effect only for those courses which lead to a high school diploma or certificate; and

(b) Up to forty percent of the students enrolled in the regional education program for deaf students, subject to federal funding of such program.

--- END ---

BILL REQUEST – CODE REVISER'S OFFICE

BILL REQ. #:   Z-0125.1/25

ATTY/TYPIST: CC:jlb

BRIEF DESCRIPTION: Providing equity in eligibility for the college
bound scholarship.

AN ACT Relating to equity in eligibility for the college bound scholarship; and amending RCW 28B.118.010.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

Sec. 1. RCW 28B.118.010 and 2024 c 323 s 2 are each amended to read as follows:

The office of student financial assistance shall design the Washington college bound scholarship program in accordance with this section and in alignment with the Washington college grant program in chapter 28B.92 RCW unless otherwise provided in this section. The right of an eligible student to receive a college bound scholarship vest upon enrollment in the program that is earned by meeting the requirements of this section as it exists at the time of the student's enrollment under subsection (2) of this section.

(1) "Eligible students" are those students who:

(a) Qualify for free or reduced-price lunches.

(i) If a student qualifies in the seventh or eighth grade, the student remains eligible even if the student does not receive free or reduced-price lunches thereafter.

(ii) Beginning in the 2019-20 academic year, if a student qualifies for free or reduced-price lunches in the ninth grade and was previously ineligible during the seventh or eighth grade while he or she was a student in Washington, the student is eligible for the college bound scholarship program;

(b) Are dependent pursuant to chapter 13.34 RCW and:

(i) In grade seven through 12; or

(ii) Are between the ages of 18 and 21 and have not graduated from high school; or

(c) Were dependent pursuant to chapter 13.34 RCW and were adopted between the ages of 14 and 18 with a negotiated adoption agreement that includes continued eligibility for the Washington state college bound scholarship program pursuant to RCW 74.13A.025.

(2)(a) Every eligible student shall be automatically enrolled by the office of student financial assistance, with no action necessary by the student, student's family, or student's guardians.

(b) Eligible students and the students' parents or guardians shall be notified of the student's enrollment in the Washington college bound scholarship program and the requirements for award of the scholarship by the office of student financial assistance. To the maximum extent practicable, an eligible student must acknowledge enrollment in the college bound scholarship program and receipt of the requirements for award of the scholarship.

(c) The office of the superintendent of public instruction and the department of children, youth, and families must provide the office of student financial assistance with a list of eligible students when requested. The office of student financial assistance must determine the most effective methods, including timing and frequency, to notify eligible students of enrollment in the Washington college bound scholarship program. The office of student financial assistance must take reasonable steps to ensure that eligible students acknowledge enrollment in the college bound scholarship program and receipt of the requirements for award of the scholarship. The office of student financial assistance shall also make available to every school district information, brochures, and posters to increase awareness and to enable school districts to notify eligible students directly or through school teachers, counselors, or school activities.

(3) Except as provided in subsection (4) of this section, an eligible student must:

(a)(i) Graduate from a public high school under RCW 28A.150.010((ᵵ)) or an approved private high school under chapter 28A.195 RCW in Washington, have received a high school equivalency certificate under RCW 28B.50.536, or have received home-based instruction under chapter 28A.200 RCW; and

(ii) For eligible students enrolling in a postsecondary educational institution for the first time beginning with the 2023-24 academic year, graduate with at least a "C" average for consideration of direct admission to a public or private four-year institution of higher education;

(b) Have no felony convictions;

(c) Be a resident student as defined in RCW 28B.15.012(2)(a) through (e); and

(d) Have a family income that does not exceed 65 percent of the state median family income at the time of high school graduation.

(4)((~~(a)~~)) An eligible student who is a resident student under RCW 28B.15.012(2)(e) must also provide the institution, as defined in RCW 28B.15.012, an affidavit indicating that the individual will file an application to become a permanent resident at the earliest opportunity the individual is eligible to do so and a willingness to engage in any other activities necessary to acquire citizenship, including but not limited to citizenship or civics review courses.

((~~(b) For eligible students as defined in subsection (1)(b) and~~ (c)~~ of this section, a student may also meet the requirement in~~ ~~subsection (3)(a) of this section by receiving a high school~~ ~~equivalency certificate as provided in RCW 28B.50.536.~~))

(5)(a) For students attending two or four-year institutions of higher education as defined in RCW 28B.10.016, the value of the award shall be (i) the difference between the student's tuition and required fees, less the value of any state-funded grant, scholarship, or waiver assistance the student receives; (ii) plus five hundred dollars for books and materials.

(b) For students attending private four-year institutions of higher education in Washington, the award amount shall be the representative average of awards granted to students in public research universities in Washington or the representative average of awards granted to students in public research universities in Washington in the 2014-15 academic year, whichever is greater.

(c) For students attending private vocational schools in Washington, the award amount shall be the representative average of awards granted to students in public community and technical colleges in Washington or the representative average of awards granted to students in public community and technical colleges in Washington in the 2014-15 academic year, whichever is greater.

(6) Eligible students must enroll no later than the fall term, as defined by the institution of higher education, one academic year following high school graduation. College bound scholarship eligibility may not extend beyond six years or 150 percent of the published length of the program in which the student is enrolled or the credit or clock-hour equivalent.

(7) Institutions of higher education shall award the student all need-based and merit-based financial aid for which the student would otherwise qualify. The Washington college bound scholarship is intended to replace unmet need, loans, and, at the student's option, work-study award before any other grants or scholarships are reduced.

(8) The first scholarships shall be awarded to students graduating in 2012.

(9) The eligible student has a property right in the award, but the state of Washington retains legal ownership of tuition units awarded as scholarships under this chapter until the tuition units are redeemed. These tuition units shall remain separately held from any tuition units owned under chapter 28B.95 RCW by a Washington college bound scholarship recipient.

(10) Should the recipient terminate his or her enrollment for any reason during the academic year, the unused portion of the scholarship tuition units shall revert to the Washington college bound scholarship account.

--- END ---

TAB 4

REGULAR ITEM (12-12-68)

December 5, 2024

Tab 4

Consideration of 2025-26 Tuition and Fees Schedule

Brief Description

The State Board has responsibility for adopting tuition and fees (operating fees, building fees, and the maximum allowable student activity fees) for the community and technical colleges, as well as the tuition for upper division courses in the system's applied baccalaureate programs. The legislative tuition policy stems from the College Affordability Program of 2015, which allows resident tuition to increase by an inflation factor linked to median wages in Washington.

How does this item link to the State Board's Strategic Plan?

Maintaining affordable tuition and fee rates is key to student access. Tuition is also an important component of quality instruction as the state budget continues to rely on tuition revenue to support a share of operations.

Background information and analysis

Since 2017-18, the tuition policy has been tied to an inflationary formula based on median hourly wage increases and has increased by an average of 2.8% over the last three years. Students and their families have benefited from the modest and predictable tuition increases brought about by this policy. Specifically, as required by RCW 28B.15.067(2), tuition operating fees for resident undergraduates may increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years, as determined by the federal Bureau of Labor Statistics (BLS).

SB 5079, passed by Legislature in 2023, requires the Office of Financial Management (OFM) to provide the maximum annual increase in tuition operating fees for resident undergraduate students at public institutions of higher education by October 1st of each year for the following academic year.

Based on the May 2023 data released by BLS, the percentage growth rate in the median hourly wage for Washington for the previous fourteen years is 3.3%. Therefore, as documented by OFM on October 1, 2024, tuition operating fees for the public community and technical colleges and the public four-year institutions may increase by no more than 3.3% in the 2025-26 academic year. For illustrative purposes, a full-time, resident, lower division student taking 15 credits per quarter, would pay an additional $54.35 per quarter, $163.05 per year (tuition and fees) with a 3.3% tuition operating fee increase.

Presidents and State Board staff recommend the State Board continue the policy of increasing resident and non-resident tuition operating fees by the percentage legislature allows. While the State Board is rightly cautious about any increases in tuition, this modest, predictable increase is significantly lower than inflation.

TAB 4

Recommendation/preferred result

Adopt Resolution 24-12-68, establishing the 2025-26 tuition and fees schedules for resident and non-resident, upper and lower division students.

Policy Manual Change Yes ☐ No ☒

Prepared by: Stephanie Winner, operating budget director
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TAB 4

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 24-12-68

A resolution relating to 2025-26 Tuition and Fees.

WHEREAS, RCW 28B.15.067 grants the State Board authority to set tuition and fees for non-resident students to the State Board for Community and Technical Colleges; and

WHEREAS, in 2023, legislature authorized resident undergraduate tuition increases in 2025-26 up to 3.3 percent consistent with the formula in the College Affordability Program passed in 2015; and

WHEREAS, the State Board has the authority to adopt resident tuition up to the amount set by the legislature through the College Affordability Program; and

WHEREAS, for the 2024-25 academic year, the State Board increased resident, lower- and upper-division (applied baccalaureate degree programs) tuition by 3%; and

WHEREAS, 2025-26 building fee rates for lower- and upper-division tuition are required to be increased by the Seattle CPI inflation factor.

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges:

- Adopts the community college lower division course tuition and fee schedule and rates for 2025-26 as set forth in Attachment A – FY 2025-26 Lower Division Tuition Schedule; and

- Adopts the community college upper division course tuition and fee schedule and rates for 2025-26 as set forth in Attachment A – FY 2025-26 Upper Division Tuition Schedule; and

- Requires the deposit of 2% of operating fee revenues into the Community and Technical College Innovation Fund.

BE IT FURTHER RESOLVED, that the State Board for Community and Technical Colleges authorizes the Executive Director to make adjustments to this action, including any necessary changes to the State Board's Policy Manual, as necessary, for actions taken by the Governor, Legislature, data corrections, externally imposed restrictions or guidelines, uniform accounting and reporting requirements, and unanticipated changes in state or federal law.

APPROVED AND ADOPTED on December 5, 2024

Attest

_____

Chris Bailey, secretary

_____

Martin Valadez, chair

TAB 4
Attachment A

WASHINGTON STATE COMMUNITY COLLEGE TUITION AND FEE RATES

RESIDENT STUDENTS

Op Fee Increase by 3.3%

Lower Division Tuition

	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		Change in Rate	% Change
ANNUAL FEES				
Operating Fee	$3,742.05	$3,865.50	$123.45	3.3%
Building Fee	$522.60	$544.80	$22.20	4.2%
Maximum S & A Fee	$507.45	$524.85	$17.40	3.4%
Total Tuition and Fees	$4,772.10	$4,935.15	$163.05	3.4%

	Assumes 15 Credits per Quarter		Change in Rate	% Change
QUARTERLY FEES				
Operating Fee	$1,247.35	$1,288.50	$41.15	3.3%
Building Fee	$174.20	$181.60	$7.40	4.2%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	$1,590.70	$1,645.05	$54.35	3.4%

Upper Division Tuition

	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		Change in Rate	% Change
ANNUAL FEES				
Operating Fee	$6,590.40	$6,807.90	$217.50	3.3%
Building Fee	$522.60	$544.80	$22.20	4.2%
Maximum S & A Fee	$507.45	$524.85	$17.40	3.4%
Total Tuition and Fees	$7,620.45	$7,877.55	$257.10	3.4%

	Assumes 15 Credits per Quarter		Change in Rate	% Change
QUARTERLY FEES				
Operating Fee	$2,196.80	$2,269.30	$72.50	3.3%
Building Fee	$174.20	$181.60	$7.40	4.2%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	$2,540.15	$2,625.85	$85.70	3.4%

NON-RESIDENT STUDENTS

Op Fee Increase by 3.3%

Lower Division Tuition

	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		Change in Rate	% Change
ANNUAL FEES				
Operating Fee	$9,320.70	$9,628.35	$307.65	3.3%
Building Fee	$1,083.15	$1,129.35	$46.20	4.3%
Maximum S & A Fee	$507.45	$524.85	$17.40	3.4%
Total Tuition and Fees	$10,911.30	$11,282.55	$371.25	3.4%

	Assumes 15 Credits per Quarter		Change in Rate	% Change
QUARTERLY FEES				
Operating Fee	$3,106.90	$3,209.45	$102.55	3.3%
Building Fee	$361.05	$376.45	$15.40	4.3%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	$3,637.10	$3,760.85	$123.75	3.4%

Upper Division Tuition

	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		Change in Rate	% Change
ANNUAL FEES				
Operating Fee	$19,483.80	$20,126.70	$642.90	3.3%
Building Fee	$1,083.15	$1,129.35	$46.20	4.3%
Maximum S & A Fee	$507.45	$524.85	$17.40	3.4%
Total Tuition and Fees	$21,074.40	$21,780.90	$706.50	3.4%

	Assumes 15 Credits per Quarter		Change in Rate	% Change
QUARTERLY FEES				
Operating Fee	$6,494.60	$6,708.90	$214.30	3.3%
Building Fee	$361.05	$376.45	$15.40	4.3%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	$7,024.80	$7,260.30	$235.50	3.4%

TAB 5

REGULAR ITEM (RESOLUTION 24-12-69)

December 5, 2024

Tab 5

2025 Supplemental Budget Request–increase of system emergency pool funding

Brief Description

A request to the State Board for Community and Technical Colleges to submit a 2025 supplemental capital budget request for $1,200,000 in increased authority for the system emergency reserve fund for use by colleges with catastrophic facility and infrastructure failures that exceed their financial capability.

How does this item link to the State Board's Strategic Plan?

This request will support student success and retention through safe and modern facilities.

Background information and analysis

The 2023-25 biennium capital budget included $2,000,000 for a system emergency reserve fund, administered by the State Board. The emergency reserve fund is available to colleges that experience catastrophic facility and infrastructure failures and costs at least $25,000 to repair. State Board policy 6.60 provides the emergency reserve fund guidelines.

During the first half of the biennium, the State Board allocated all $2,000,000 of the emergency pool funding appropriated for the biennium in response to community and technical college system emergencies. As a result, there are no remaining funds to allocate to colleges for the remainder of the biennium and there is approximately $760,000 in qualifying requests that we are presently unable to support due to insufficient funding.

As a result of increasing enrollments, we are projecting approximately $1,200,000 in additional system building fee revenue above the projections made at the time the 2023-25 budget request was developed. Because of the higher-than-expected building fee revenue in FY 2025 and the high need for additional emergency pool funding, the State Board would like to submit a request to the Office of Financial Management (OFM) for an increase of $1,200,000 in spending authority for the remainder of the 2023-25 biennium for system emergencies in the 2025 supplemental capital budget.

Per the Office of Financial Management, proposals for the 2025 supplemental capital budget should be limited to technical corrections, emergent issues that cannot wait until the 2025-27 budget, or a return of projected savings. Requests for the 2025 supplemental budget were due on September 24, 2024. We have been in contact with OFM staff who support this request for additional spending authority with funds generated by the system.

Recommendation/preferred result

TAB 5

Staff is recommending approving Resolution 24-12-69 which directs staff to prepare a request for $1,200,000 in additional authority for the system's emergency reserve fund on behalf of the Washington State Community and Technical College System. The request will be submitted to the Office of Financial Management for consideration by the governor and the 2025 Legislature as a new request to the 2025 supplemental budget.

Policy Manual Change Yes ☐ No ☒

Prepared by: Darrell Jennings

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TAB 5

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 24-12-69

A resolution relating to the State Board for Community and Technical Colleges submitting a 2025 supplemental capital budget request for increased authority for the system emergency reserve fund.

WHEREAS, the State Board administers an emergency reserve fund for community and technical colleges with catastrophic facility and infrastructure failures that exceed their financial capability; and

WHEREAS, the guidelines for the emergency reserve fund are in State Board policy manual, section 6.60; and

WHEREAS, the 2023-25 capital budget included $2,000,000 for the State Board emergency reserve fund for the biennium; and

WHEREAS, the State Board has fully allocated the 2023-25 emergency reserve fund to colleges with qualifying emergencies and approximately $760,000 in qualifying requests remain that the State Board is presently unable to support due to insufficient funding; and

WHEREAS, system building fee revenue is projected to be approximately $1,200,000 above what was estimated and appropriated in the budget; and

WHEREAS, the State Board would like to submit a 2025 supplemental request to the Office of Financial Management and Legislature for increased spending authority for the system's emergency reserve pool; and

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes the State Board for Community and Technical Colleges to submit a 2025 supplemental capital request for $1,200,000 in new building fee authority for the State Board emergency reserve fund; and

BE IT FURTHER RESOLVED, that the State Board for Community and Technical Colleges authorizes the Executive Director to make adjustments to this action, including any necessary changes to the State Board's Policy Manual, as necessary, for actions taken by the Governor, Legislature, data corrections, externally imposed restrictions or guidelines, uniform accounting and reporting requirements, and unanticipated changes in state or federal law.

APPROVED AND ADOPTED on December 5, 2024

Attest

_____   _____
Chris Bailey, interim secretary   Martin Valadez, chair

Tab 6

DISCUSSION

December 5, 2024

Tab 6

ctcLink Update

Brief Description

As a key component of the ctcLink Improvement Plan, approved by WACTC at its October 2023 meeting, the Process Alignment Work (PAW) initiative is focused on creating efficiencies across colleges through standardized and streamlined operations. The PAW group has been actively working and continues to make considerable progress in preparation for its pilot, Travel and Expenses business process. This initiative takes a collaborative, team-based approach, bringing colleges together to foster shared ownership of ctcLink's success by aligning local business processes and adopting standardized global best practices.

At the same meeting, WACTC voted to engage a third-party vendor to conduct an assessment to address concerns related to Financial Aid by examining the configuration and processes within ctcLink. To support this effort, SBCTC engaged College Aid Services (CAS) to conduct the assessment. The assessment aimed to improve financial aid operations by evaluating processes, compliance, and technology usage. It included a thorough analysis of policies, staffing, workflows, training, and the application of PeopleSoft (ctcLink).

How does this item link to the State Board's Strategic Plan?

Goal 4: Secure resources and develop systemwide strategies to support colleges' financial sustainability and resiliency.

- Objective 4.1: Identify forward-looking collaborative strategies that lead to better funding, efficiencies, and savings across Washington's community and technical college system.
- Objective 4.2: Support process improvements both within the SBCTC office and within colleges

Background information and analysis

Enabling language and decisions

- During the July 2023 WACTC Summer Retreat, several college presidents expressed concerns about challenges their colleges faced in efficiently navigating processes within ctcLink. In response, SBCTC and the WACTC Technology Committee developed the ctcLink Improvement Plan proposal which includes the work of the Process Alignment Workgroups (PAWs) to standardize and streamline operations across colleges. WACTC endorsed and supported the approach outlined in the ctcLink Improvement Plan dated Sept. 15, 2023.

  - WACTC endorses and will help enforce the ctcLink Guiding Principle that when a common business process can be implemented systemwide, it should be. (WACTC approved, Oct. 6, 2023

- WACTC endorsed the work of the PAW group and expressed its commitment to supporting college employees' participation. Additionally, WACTC pledged to adopt the aligned processes resulting from this work. (WACTC approved, Oct. 6, 2024)

- WACTC voted to engage a third-party vendor to evaluate the financial aid configuration and practices for SBCTC, addressing a critical area of concern.

Tab 6

Process Alignment Workgroup (PAW)

The Process Alignment Workgroup (PAW) is focused on standardizing and streamlining business processes across colleges to improve efficiency and ensure consistency. Its primary responsibilities include identifying and prioritizing alignment topics, assembling task forces with college subject matter experts (SMEs) and SBCTC staff, and defining actionable steps for each process.

PAW works to assess system customizations, analyze college utilization data, and collaborate with colleges, commissions, and councils to develop and recommend best practices. The workgroup also provides change management resources and guidance to support colleges in achieving successful process alignment.

Progress to Date
- Creating tracking tools
- Forming Systemwide Task Force – over 20 nominations
- Creating Data Methodology in coordination with SBCTC Data Services
- Task Force liaison model established
- Distributed a survey to all presidents seeking input on three alignment areas: System, System Optional, and Business Processes & Tools.

Next steps
- Create alignment plan/schedule
- Train Task Force
- Launch Task Force

College Aid Services (CAS) Financial Aid Review

SBCTC engaged College Aid Services (CAS) to conduct a comprehensive evaluation of financial aid processes and compliance across its system and the colleges it supports. The initiative focused on improving operational efficiency, ensuring adherence to Title IV regulations, and maximizing the effectiveness of PeopleSoft (ctcLink) technology. The assessment involved prework, discovery meetings with SBCTC and college stakeholders, and a detailed review of ctcLink configurations and documentation. The findings culminated in a report outlining key recommendations and actionable insights to address identified gaps and enhance financial aid operations.

Findings and Actionable Recommendations
- The critical need for the development of a comprehensive global policy and procedure manual to ensure unified financial aid regulatory compliance across colleges. This approach aims to enhance efficiency by optimizing business processes that align with these policies, while also expanding opportunities for automation within ctcLink to streamline operations system-wide.

- Establish a super-user group within the financial aid community to act as an additional resource for expertise, training, and support.

- Foster clear communication and shared best practices between SBCTC and colleges and improve engagement.

- The ctcLink Reference Center provides extensive, user-friendly resources, including guides, training materials, and FAQs, to support consistent and effective use of ctcLink across colleges. These resources could be reformatted to mirror the layout of PeopleBooks, enabling colleges to be more self-sufficient in locating the necessary information.
- The ctcLink system, in the Financial Aid module, operates using delivered functionality without customization for individual colleges. One exception is State Aid, where customizations have been implemented due to the absence of state aid functionality in Oracle's delivered system features.

Tab 6

WACTC Discussion and Endorsements

- During its Nov. 22, 2024, meeting, WACTC discussed a proposal for SBCTC to engage third-party assistance to facilitate development of a comprehensive financial aid policy and procedure manual.
  - This initiative is focused on establishing a comprehensive system-wide policy framework. It is not led by ctcLink, but involves collaboration across divisions and the system. A third party will work closely with colleges to develop and refine the manual following the creation of an initial draft.
  - Once the manual is finalized, ctcLink Support will assist by configuring the system to align with the established policies and procedures.
- WACTC also requested further clarification regarding the costs of engaging third-party assistance and the funding responsibilities for this effort.

Recommendation/preferred result

State Board members will have the opportunity to discuss how the Process Alignment Workgroup, ctcLink Improvement Plan, and CAS Assessment activities have, and will continue to, create efficiencies for colleges and the ctcLink Support organization.

Policy Manual Change Yes ☐ No ☒

Prepared by: Grant Rodeheaver, SBCTC Deputy Executive Director of IT, grodeheaver@sbctc.edu; Sherry Nelson, SBCTC IT Communications Manager, slnelson@sbctc.edu; Dani Bundy, SBCTC ctcLink Customer Support Director, dbundy@sbctc.edu

CTCLINK FINANCIAL AID REVIEW & ASSESSMENT SUMMARY

Meeting Summary for WACTC Committee, Nov. 22 , 2024

Purpose of Assessment

As requested by WACTC, SBCTC contracted with College Aid Services to evaluate financial aid processes and compliance across SBCTC colleges, ensuring operational efficiency, regulatory compliance (Title IV), and optimized use of technology solutions like PeopleSoft (ctcLink).

This summary reflects the insights and outcomes presented in the assessment, emphasizing actionable steps for improvement across financial aid operations.

Materials

- Presentation: College Aid Services Presentation to WACTC-Tech, Nov. 19, 2024
- Report: College Aid Services SBCTC Financial Aid Process Review, Oct. 31, 2024

Key Items

Assessment Overview

- The evaluation included prework, discovery meetings (both with SBCTC and college), system (ctcLink) and documentation assessment, and reporting.
- A comprehensive review with recommendations for policies, staffing, workflows, training, and technology usage.

SBCTC Project Priorities

- Evaluate PeopleSoft configuration and automation.
- Identify areas of improvement in compliance, governance, and organizational efficiency.
- Address training gaps and standardized processes.

Findings

- Most of the Financial Aid configurations leverage delivered functionality within PeopleSoft, with only a limited number of customizations to address state aid.
- Automation tools are available (e.g., SAP, Mass Packaging) but are not widely used due to local policy considerations and business processes.
- Compliance, governance, and organizational efficiency need some work
- Impressive resources at ctcLink Reference Center.
- Limited number of financial aid trainers (1 FTE)

Recommendations

System Governance

Create a global Financial Aid policies and procedures (P&P) manual to strengthen compliance protocols systemwide.

Technology Utilization

Automate processes (e.g., mass packaging, job scheduling) and streamline data management.

Training

Develop sustainable onboarding and training programs for financial aid professionals.

Collaboration
Foster clear communication and shared best practices between SBCTC and colleges and improve engagement.

Action Steps

Policy Enhancement

Implement standardized guidelines with a global P&P manual and robust oversight mechanisms.

Process Alignment

Ensure alignment of financial aid processes across colleges to support unified procedures, efficient workflows and support efforts.

Technology Adoption

Continue to leverage delivered PeopleSoft features and minimize manual intervention.

Training Development

Create super-user groups within the financial aid community to serve as an additional resource for expertise and training.

Operational Streamlining

Centralize systems (e.g., document imaging) and refine ticket management practices.

ctcLink Process Alignment Survey Results

For Presidents and Chancellors - Monday, October 21, 2024

Summary

To better understand the scope of process alignment across the Washington Association of Community and Technical Colleges (WACTC), a survey was conducted among presidents and chancellors of member institutions. This survey sought to assess leadership alignment on potential strategic goals related to ctcLink process alignment and to establish clear guidelines and guardrails for the Process Alignment Workgroup (PAW). The following report summarizes insights gathered from leaders at participating institutions*.

- Bates
- Bellevue
- Bellingham
- Big Bend
- Cascadia
- Centralia
- Clark
- Clover Park
- Columbia Basin
- Edmonds
- Everett
- Grays Harbor
- Green River
- Highline
- Lake Washington
- Lower Columbia
- Olympic
- Peninsula
- Pierce
- Renton
- Seattle (3)
- Shoreline
- Skagit Valley
- South Puget Sound
- Spokane (3)
- Tacoma
- Wenatchee Valley
- Whatcom
- Yakima Valley

*Total Responses: 33

Survey Legend Definitions

In this survey, respondents were given two options: "Agree" and "Other with context."

The goal was to craft strong alignment statements to encourage those not in full agreement to select "Other" and provide additional insights. This approach was designed to explore nuanced perspectives in areas where alignment may be unclear.

In this report, we have interpreted "Other with context" responses and further sorted them into three broad categories:

1. **Reservations** (agree with serious concerns)
2. **Caveats** (certain conditions to be met before I would agree)
3. **Disagree**

Response Summary

#	Statement	% Agree	% Reservations	% Caveats	% Disagree
1	The Process Alignment Workgroup exists to facilitate systemwide best practices. Each institution's alignment will rely on the participation and engagement of executive leaders at the college/agency/district level.	97	3		
2	Once the Process Alignment Workgroup identifies the best practice for a specific process, all colleges are expected to adopt the best practice.	79	18	3	
3	A goal of process alignment is to eliminate as many third-party systems as possible when ctcLink offers the same or similar functionality.	64	24	9	3
4	When the college consortium selects a single third-party software to supplement ctcLink functionality, all colleges are expected to use the selected system.	49	24	18	9
5	A goal of process alignment is to eliminate paper documents. If ctcLink can collect the information, paper documents will not be used.	70	9	15	6
6	If workflow approval is available in ctcLink, all colleges are expected to use ctcLink for the approval process.	82	6	12	
7	State and federal guideline interpretations will be included in the alignment review process. Colleges are expected to adapt their local business policies/practices to a single systemwide policy interpretation.	73	12	6	9

Responses to Open Answer Questions will be reviewed for further action or consideration.

Responses per Statement

Statement One

The Process Alignment Workgroup exists to facilitate systemwide best practices. Each institution's alignment will rely on the participation and engagement of executive leaders at the college/agency/district level.
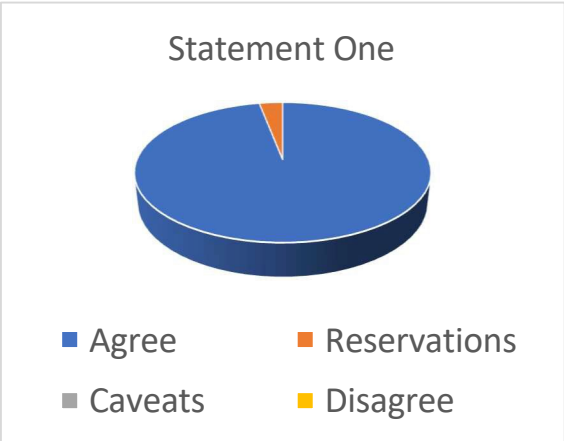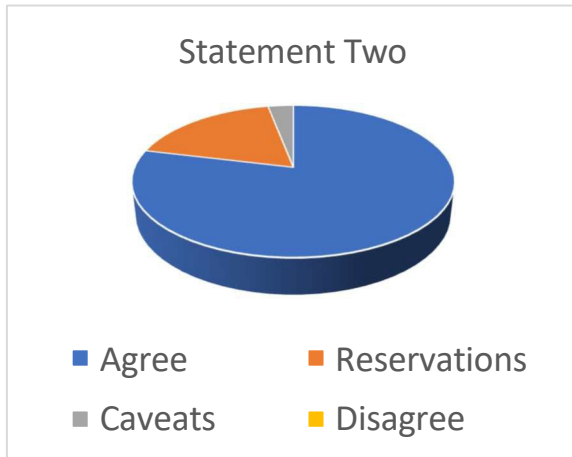

Result:

- 97% Agree (32)
- 3% Reservations (1)

Responses:

"While we do agree, effective alignment will require participation and engagement from all colleges and all levels."

Statement Two

Once the Process Alignment Workgroup identifies the best practice for a specific process, all colleges are expected to adopt the best practice.

Result:

- 79% Agree (26)
- 18% Reservations (6)
- 3% Caveats (1)

Responses:

"Not necessarily"

"I believe this may vary."

"Agree that the overwhelming majority of best practices should be adopted by all colleges. The reality, however, is there may be some differences that are significant enough that flexibility will be needed, e.g, CC v. Technical college, different bargaining agreements, etc."

"Best practices need to be in alignment with an institution's strategic goals. The right processes need to be in place, executed in the right way in order to deliver the desired strategic outcomes. We are a complex system - different sized institutions, different allocated human resources, etc. - these factors need to be considered when deciding whether an institution can not only adopt the best practice but adapt to the best practice at their institution. Open and ongoing communication is critical in the adoption of best practices. There needs to be metrics in place for continuous evaluation and refining of best practices."

"Understanding that all the 34 colleges should align to the best of our ability, there are places where our local operating practices need to be adjusted to accommodate our local community needs."

"There may be circumstances (I don't know what they will be at this time) where colleges cannot do so…there needs to be some flexibility to specific circumstances."

Statement Three

A goal of process alignment is to eliminate as many third-party systems as possible when ctcLink offers the same or similar functionality. *One example: several colleges use a third-party system like NeoGov for Human Resources management when ctcLink offers a comparable option in the Talent Acquisition Module (TAM).*

Statement Three

■ Agree   ■ Reservations
■ Caveats   ■ Disagree
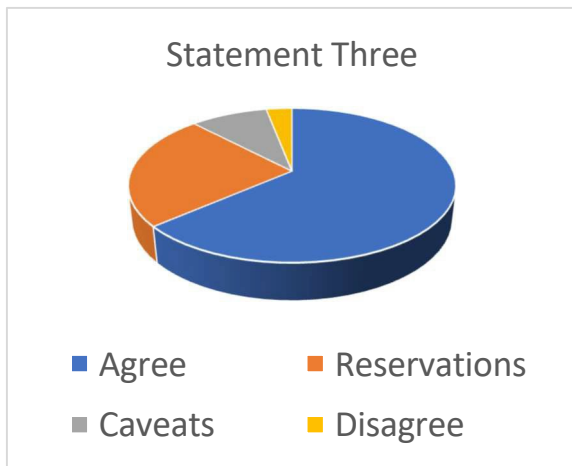
Result:

- 64% Agree (21)
- 24% Reservations (8)
- 9% Caveats (3)
- 3% Disagree (1)

Responses:

"I would agree if there is assurance that the functionality is the same."

"I agree, only if the use of the 3rd-party system creates issues within ctcLink."

"Unfortunately, while we still utilize ctcLink for HR matters, it is clunky and inefficient. I'd like to know how the system is impacted by some using NeoGov. Is the system willing to assess programs within ctcLink to assess its effectiveness and perhaps adopt other programs?"

"It would have to offer similar features and requirements."

"ctcLink needs to meet the needs (features and functionality) of the institution in order for a third-party system to be eliminated. ctcLink needs to function without issues and having employees do workarounds in order to get their desired result. ctcLink must produce the outcomes needed and, in some cases, required for reporting, etc."

"That depends on how well the ctcLink function actually serves us."

"We agree in theory, but TAM does not do the things we need to promote excellence in our workforce. Like most other colleges, we use NeoGov due to employee onboarding and other capabilities. We are happy to provide more information if needed. Please consider going through an RFP process for HR software needs in the future so we can all use the same system (likely not TAM)."

"It's not just about "same function" it's also about quality."

"That should be the overall goal. Will need to be mindful, however, that although ctcLink provides features with similar functionality to third-party systems, it often lacks the same level of capability. In some cases, ctcLink requires more labor-intensive processes, and some colleges may not have the capacity to implement or transition to these changes."
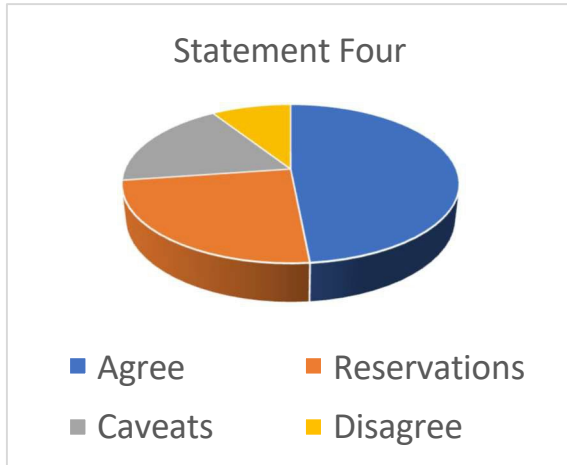
"There is variability amongst the colleges with respect to size, capacities, needs and priorities. In addition, colleges (and the system) have benefited when individual colleges have developed experience working with 3rd-party software. Colleges should be expected to implement selected software, but this expectation should come with sufficient support for implementation, allow for robust feedback from the colleges, and provide for going a different direction with sufficient justification. This may cause further issues with accessibility and unless the process alignment is strong in understanding accessibility requirements, we will likely need to keep third-party systems."

"Agree, but we need to make a system-wide decision as to whether any specific ctcLink function is sufficient. It is possible that in some cases, a 3rd party application used system-wide would be preferable to a customization with ctcLink."

"In spirit, I agree. My college has heavily invested in NEO Gov. We'd need time and support to transition."

Statement Four

When the college consortium selects a single third-party software to supplement ctcLink functionality, all colleges are expected to use the selected system. *One example is Student Success software selection currently underway.*

Statement Four

- Agree
- Reservations
- Caveats
- Disagree

Result:

- 49% Agree (16)
- 24% Reservations (8)
- 18% Caveats (6)
- 9% Disagree (3)

Responses:

"Not quite. OKTA as an example for us."

"In spirit, I agree. Where a college has made an investment, we need to support transitions to other software. Also, my expectation is that the transition will not cost more than what is currently being expended on our current tool. "

"Yes, but all colleges need input into the decision-making process."

"There is variability amongst the colleges with respect to size, capacities, needs and priorities. In addition, colleges (and the system) have benefitted when individual colleges have developed experience working with 3rd-party software. Colleges should be expected to implement selected software, but this expectation should come with sufficient support for implementation, allow for robust feedback from the colleges, and provide for going a different direction with sufficient justification."

"Opt in options?"

"My understanding is that if a college has an option to NOT use the product, but whatever else they choose will be at their expense and will not have connectivity to ctcLink. Please note that I anticipate our college will participate in whatever third-party software is implemented."

"Somewhat agree. That should be the goal, but some colleges will already have long-term contracts with vendors that would cause financial losses if terminated. Some colleges may also lack the capacity to implement or transition to a new vendor, especially if they just went through that process."

"No, its not that simple. The student success software is a perfect example."

"A college should use this type of third-party software when it makes sense for their operating practices, but should not be forced to participate in third-party software contracts."

"Ideally, yes, but in practicality, some colleges may choose another option. However, only the ONE software selected by the consortium will be supported by SBCTC."

"The selected third-party system needs to meet the needs of the institution (features and functionality). The cost also needs to be taken into consideration. Not all institutions have the

same level of resources available. Institutions currently under contract/agreement need to be exempt until their contract/agreement has expired."

"It depends on the complexity of the system and the differentiation of the needs of our community. The example provided is one where campuses prefer some autonomy to certain SS functions."

"Not for student success software many of us are too far engaged with a 3rd party vendor and have staff fully trained."

"While I would like this to be true, I don't think it is realistic and will cause some resistance depending on topic and college. At our college we are generally going to support the system approach and cannot think of place we would not."

"I agree, only if the use of the 3rd-party system creates issues within ctcLink."

"Here again, the system has been slow to respond to our need for a CRM. We have purchased software which may or may not be considered by the consortium. We have factored in the fact that there may be a change, but we had to move forward. I don't always think our decision-making processes lead to the best results."

"Yes, unless I don't need the functionality."

Statement Five

A goal of process alignment is to eliminate paper documents. If ctcLink can collect the information, paper documents will not be used.
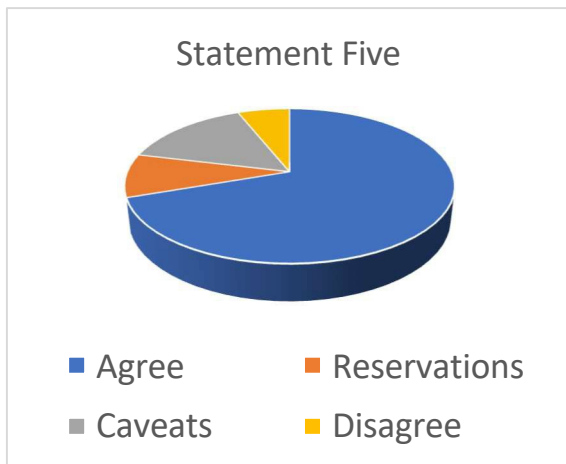
Result:

- 70% Agree (23)
- 9% Reservations (3)
- 15% Caveats (5)
- 6% Disagree (2)

Responses:

"Somewhat agree"

"There are situations where paper documents are still needed or work best (e.g., working with populations without digital access). The goal would be to substantively reduce or eliminate the use of paper documents in our processes but allow for them to be used when necessary and appropriate."

"That should be the goal, but it would depend on the specific paper document and any regulations governing it. We have also been told by the state board that ctcLink is not a document storage repository and doesn't have the capacity to store documentation for all 34 CTCs or manage records retention."

"Not possible"

"Is it only paper? I thought it was to ensure conformity across the colleges...and if paper is eliminated, great."

"I don't disagree, but technology and systems can fail so there will need to be some secure backup of information that offers redundancy of data

"We agree with this statement but would like to add a few caveats. Paper is still required for many auditing functions. Also, certain student populations will always need paper, but our staff are responsible for inputting that information into ctcLink. We are not sure if staff inputting the information into ctcLink on behalf of students contradicts the spirit of this question."

"There may be some cases where paper documents are required due to partner agreements (i.e.: military, nursing, etc.) If paper documents are eliminated, they need to be easily accessible in ctcLink."

"Unless there is a compliance or legal reason to have paper"

"My college may still want to keep paper."

Statement Six

If workflow approval is available in ctcLink, all colleges are expected to use ctcLink for the approval process.
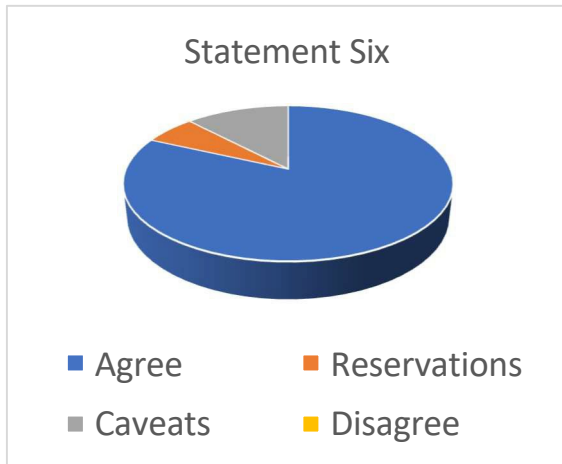
Result:

- 82% Agree (27)
- 6% Reservations (2)
- 12% Caveats (4)

NOTE: 3 responders didn't have enough information to answer the question.
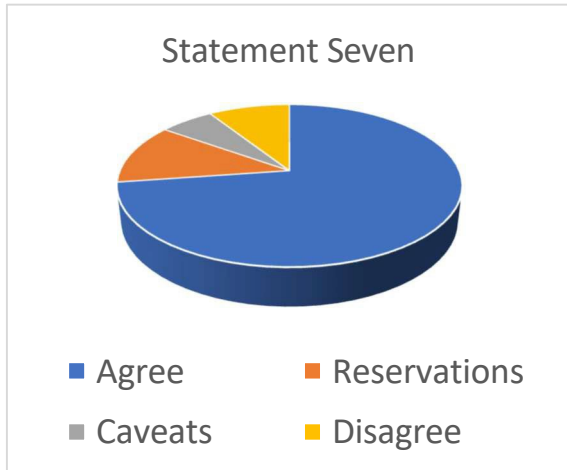
Responses:

"Agree, unless a 3rd-party software solution is more effective and/or efficient and communicates seamlessly with ctcLink."

"Agreed if the system is flexible to adapt to different organizational structures and improve from what currently exists. Some existing approved workflow processes have not been in the best interests of students because they have led to delays, confusion and frustration."

"Agree, but there may need to be a transition time for colleges who are using a different process. And ctcLink needs to function without issues and without having employees do workarounds"

Statement Seven

State and federal guideline interpretations will be included in the alignment review process. Colleges are expected to adapt their local business policies/practices to a single systemwide policy interpretation.

Statement Seven

- Agree
- Reservations
- Caveats
- Disagree

Result:

- 73% Agree (24)
- 12% Reservations (4)
- 6% Caveats (2)
- 9% Disagree (3)

Responses:

"Agree, though in some cases we may need a written opinion from the AG's office to document the interpretation we are adopting."

"Agree, with sufficient allowance and support for colleges to respond to local accreditation, programmatic, or agency actions (e.g., OCR, Division of Occupational Safety and Health, etc.)"

"Somewhat agree. While it should be the goal, policies are always open to interpretation which would allow colleges the flexibility to interpret them to meet their specific student demographics, e.g., HSI, and needs."

"That will not work for everything, financial aid for one."

"Over a reasonable period of time"

"We theoretically agree but would like clarification on the meaning/intent of this question before we fully commit to agreeing. For example, how does this question pertain to Financial Aid distribution?"

"Disagree"

"While I generally agree, the guidelines are just that, "guidelines"….there is often interpretations that are not correct or incorrect."

"Individual colleges are responsible for interpreting policies and articulating their interpretation during audit. Even our college AAG's don't always agree on the same interpretation so this could be problematic."

Open Answer Questions

How else would you measure alignment? What are the key elements for success? Is there anything else you would like to share with the Process Alignment Workgroup?

"There may be instances when smaller or technical colleges may not fit the alignment solution."

"I fully agree that alignment in all of these ways will be more sustainable in the long-term and better for employees & students."

"Assessment of alignment could include use of the ctcLink or systemwide adopted tool, measures of productivity, and calculating resources freed up by using the adopted software.

College and system stakeholders will identify different needs and solutions to make ctcLink work better. PAQ and the system should develop processes and protocols for receiving college feedback and recommendations and devote sufficient resources to develop our usage of these programs (e.g., programmers to develop reports) to everyone's benefit."

"A key element for success is providing an efficient system that reduces time and effort.

Hours upon hours of work was done a few years ago through the process alignment workgroups held at that time. I wonder if there would be any benefit in reviewing the recommendations made by the SMEs at that time to potentially inform the current work. Because the subject matter experts know so much more about CTCLink now than they did then, I'm hopeful that a fresh look now will create more efficient and effective processes."

"CTCLink up to date 'intensive' courses for new employees would be wonderful. Success, as stated above, really involves clear guidelines, expectations, communication, and support. Updating QRGs, trainings, and known system issues are instrumental in the success of every college in the organization. We appreciate our partners at SBCTC and every college who share their knowledge with the group.

While we absolutely want alignment and a more efficient use of the system, we can't hold an institution accountable to improving student success outcomes if they do not have the ability to make decisions that are best for their students and their institutions. You can't require certain "ends" if you don't give the colleges the power to control the "means.""

"This is a tough sell. We don't have enough forward-thinking expertise in this state to very narrowly align processes. I understand the need for minimal customization and connectivity to CtcLink. However, more users need to be included in this conversation before "leadership" makes decisions about areas where they are not well versed."

"I strongly recommend this type of survey be given to the VPs at each college as well because their areas oversee all of the elements you are asking presidents about. They will have much clearer details as to why there are issues with alignment at this moment in time and will have a number of helpful suggestions for this work group to achieve its goals."

"The alignment should include a periodic process review with college SMEs to make sure new processes are functioning as expected or whether they need additional adjustment."

"The lack of commonality of processes across the system prevents us from taking full advantage of the efficiencies ctcLink is theoretically capable of providing. For example, if HR and Payroll processes were more global, we could take advantage of much more automation at the individual college level. Also, there is still some confusion and frustration regarding how enhancement projects get prioritized and escalated."

"We should be talking about consolidating various functions. For example, I have heard many times that ctcLink is supposed to be used for consolidating functions such as payroll. My VPHR has repeatedly told me how much duplication of effort there is across the state. This should be explored. And it speaks to a different side of alignment. Best of luck to the PAW! You have taken on a huge project, but it is needed and necessary. Go get 'em!"

"I think we will be able to measure it by increasing the number of consistent processes we've created across the system. Key elements are easier use by staff, more efficient processing, and easier management of the tools."

"Create dashboards to gather data from colleges, regular and ongoing communications with colleges and SBCTC, training/learning opportunities led by SBCTC, redesign QRGs (update and make them clearer)."

"Agreed to all of the above, as long as best practices identified are inclusive of technical college characteristics that cannot be changed."

"Efficiency and streamlined processes and business practices"

"We can use metrics like tickets etc. that measure problems as a way to indicate whether new shared solutions are working. We should also create Pro-D at the state board level that "travels" to colleges for ongoing training and upkeep."

"1. Cleaner and more reliable comparative data analytics and benchmark data.

2. Would allow colleges and the SBCTC to develop continuous improvement systems while minimizing personnel time when mastery of fewer platforms is needed.

3.Colleges and the system will be more equipped to integrate best practices and intervene when ctcLink bugs or system errors occur.

4. Representatives throughout the SBCTC system, including IT representatives at individual campuses, will be able to assist and reduce the downtime when warranted.

5. Will streamline processes and hopefully increase efficiencies."

"Is alignment always a hard "yes" or hard "no"? Can there be gradations of college actions so that there is room for some flexibility. How has the committee looked at staffing levels when assessing alignment? Some colleges have limited staffing to implement or adopt a process while systemwide is "easier" to support but difficult for individual colleges due to limited staff capacity."

"I would say it shouldn't be all or nothing. Colleges will continue to make different business decisions, but they need to also do the risk analysis of not following the system."

PROCESS ALIGNMENT WORKGROUP (PAW) & FINANCIAL AID ASSESSMENT

College-Driven • Agency-Supported • Leadership-Endorsed

- Grant Rodeheaver, SBCTC Deputy Executive Director of IT
- Dani Bundy, ctcLink Customer Support Director
- Jason Hetterle, PAW Team Lead, Wenatchee Valley College Director of Technology & Enterprise Solutions

State Board Meeting, December 5, 2024

CTCLINK IMPROVEMENT PLAN

Jason Hetterle, PAW College Team Lead, Director of Technology & Enterprise Solutions, Wenatchee Valley College

During the WACTC 2023 summer retreat, presidents put forth a resolution to improve certain ctcLink support services and delivery in five categories:
1. **Process Alignment (Common Processes)**
2. **Training**
3. **Streamline ctcLink Governance Structure**
4. **Communications**
5. **Align Operations and Support**

The SBCTC ctcLink Support organization, along with college governance group representatives including ctcLink College Collaboration Group, ctcLink Working Group, and Strategic Technology Advisory Committee, have worked to address and complete elements of the plan.

PROCESS ALIGNMENT WORKGROUP (PAW)

- **Activities update**
  - Creating tracking tools
  - Forming task force
  - Creating data methodology
  - Task Force liaison model established

- **Next steps**
  - Create alignment plan/schedule
  - Train task force
  - Launch task force

WACTC ALIGNMENT SCOPE SURVEY

- **Analysis & findings**
  - **Process Alignment Survey Executive Summary** (handout)
  - **3 Areas of Alignment:** System, System Optional, Business Processes & Tools
  - **5 Categories of Careful**
    - Flexibility and Adaptability
    - Alignment with Institutional Goals and Standards
    - Continuous Evaluation and Improvement
    - Legal, Regulatory and Compliance Standards
    - Practical Transition and Implementation Support

FINANCIAL AID BUSINESS PROCESS REVIEW

Dani Bundy, ctcLink Customer Support Director

Purpose of Assessment

- As requested by WACTC, SBCTC contracted with College Aid Services (CAS) to evaluate financial aid processes and compliance across SBCTC colleges, ensuring operational efficiency, regulatory compliance (Title IV), and optimized use of technology solutions like PeopleSoft (ctcLink).

- The summary (handout) reflects the insights and outcomes presented in the assessment, emphasizing actionable steps for improvement across financial aid operations.

Materials

- Presentation: College Aid Services Presentation to WACTC-Tech, Nov. 19, 2024

- Report: College Aid Services SBCTC Financial Aid Process Review, Oct. 31, 2024

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FINANCIAL AID REVIEW OVERVIEW

Assessment Overview
- Included prework, discovery meetings (both with SBCTC and college), system (ctcLink) and documentation assessment, and reporting.
- A comprehensive review with recommendations for policies, staffing, workflows, training, and technology usage.

SBCTC Project Priorities
- Evaluate PeopleSoft configuration and automation.
- Identify areas of improvement in compliance, governance, organizational efficiency.
- Address training gaps and standardized processes.

Findings
- Most of the Financial Aid configurations leverage delivered functionality within PeopleSoft, with only a limited number of customizations to address state aid.
- Automation tools are available (e.g., SAP, Mass Packaging) but are not widely used due to local policy considerations and business processes.
- Compliance, governance, and organizational efficiency need some work
- Impressive resources at ctcLink Reference Center.

FINANCIAL AID REVIEW RECOMMENDATIONS

- **System Governance**
  - Create a global Financial Aid policies and procedures (P&P) manual to strengthen compliance protocols systemwide.
- **Technology Utilization**
  - Automate processes (e.g., mass packaging, job scheduling) and streamline data management.
- **Training**
  - Develop sustainable onboarding and training programs for financial aid professionals.
- **Collaboration**
  - Foster clear communication and shared best practices between SBCTC and colleges and improve engagement.

FINANCIAL AID REVIEW ASSESSMENT ACTION

- **Policy Enhancement**
  - Implement standardized guidelines with a global P&P manual and robust oversight mechanisms.
- **Process Alignment**
  - Ensure alignment of financial aid processes across colleges to support unified procedures, efficient workflows and support efforts.
- **Technology Adoption**
  - Leverage delivered PeopleSoft features; minimize manual intervention.
- **Training Development**

  Create super-user groups within the financial aid community to serve as an additional resource for expertise and training.
- **Operational Streamlining**
  - Centralize systems and refine ticket management practices.

QUESTIONS?

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