



SPECIAL STATE BOARD MEETING AGENDA

Board members

Jay Reich, Chair // Phyllis Gutierrez Kenney, Vice Chair // Carol Landa McVicker // Ben Bagherpour
Fred Whang // Crystal Donner // Chelsea Mason // Martin Valadez // Mack Hogans
Jan Yoshiwara, Executive Director // Beth Gordon, Executive Assistant
Statutory Authority: Laws of 1991, Chapter 28B.50 Revised Code of Washington

December 1 Special Meeting

- | | | |
|-----------|---|------------------------------------|
| 2:00 p.m. | Welcome and Board Member Introductions
<i>Jay Reich, Chair</i> | |
| 2:02 p.m. | Establish a quorum and a doption of meeting agenda
<i>Jay Reich, Chair</i> | |
| 2:05 p.m. | Review of Open Public Meetings Act and Records Requests
<i>Julie Huss, Director, Human Resources</i> | Discussion |
| 2:10 p.m. | Executive Director Search Process
Resolution 21-12-59
<i>Jay Reich, Chair</i>
<i>Julie Huss, Director, Human Resources</i> | Action
(Attachments A, B, C, D) |
| 3:10 p.m. | Executive Director Position Profile
<i>Jay Reich, Chair</i>
<i>Jan Yoshiwara, Executive Director</i>
<i>Julie Huss, Director, Human Resources</i> | Discussion
(Attachment E) |
| 4:00 p.m. | Adjourn – Next Meeting, February 2-3, 2021 | |

EXECUTIVE SESSION: Under RCW 42.30.110, an Executive Session may be held. Action from the Executive Session may be taken, if necessary, as a result of items discussed in the Executive Session. **PLEASE NOTE:** Times above are estimates only. The Board reserves the right to alter the order of the agenda. Reasonable accommodations will be made for persons with disabilities if requests are made at least seven days in advance. Efforts will be made to accommodate late requests. Please contact the Executive Director's Office at 360-704-4309.



CHARGE TO SEARCH ADVISORY COMMITTEE

The purpose of the Search Advisory Committee (the “Committee”) is to support the State Board for Community and Technical Colleges (the “Board”) in drafting the profile of the Executive Director (the “Position Profile”), recruiting candidates, reviewing applicants based on criteria established by the Board, and recommending a finalist pool for consideration by the Board.

Membership

The Committee will be appointed by the Board and include current Board members and others from the community and technical college community. The work of the Committee will be supported by Julie Huss, with the assistance of John Boesenberg as needed (the “Committee Staff”).”

Role of the Committee

- Support Committee Staff in drafting the Position Profile by providing input and engaging stakeholders and the community in identifying key requirements, e.g. through posting a draft for stakeholder comment. The Position Profile is subject to review, modification and approval by the Board.
- Assist in the recruitment of a strong and diverse candidate pool following Board policies.
- Read and screen applications to select candidates to be interviewed by the Committee.
- Interview candidates and recommend 3-5 candidates for further consideration by the Board. The Board, in its discretion, may add additional candidates to the finalist pool.
- Support the Board and Committee Staff in hosting final candidates in their visits and public forums.
- Support the transition, orientation and success of the new Executive Director.

Expectations of Committee Members

- Prepare for, attend (through Zoom) and fully participate, to the maximum extent possible, in meetings called by the Chair of the Committee.
- Maintain strict confidentiality with regard to candidates, applications, and nominees for the position, to the extent allowable by law.



SEARCH ADVISORY COMMITTEE

State Board Members

- Crystal Donner, Chair
- Martin Valadez, Vice Chair
- Carol Landa McVicker
- Mack Hogans

Labor Representative

- TBD

State Board Staff Representative

- TBD

WACTC Representative

- TBD

ACT Representative

- TBD

DRAFT

Executive Director Recruitment

November 30, 2021

Primary Steps and Timeline:

*Note: Board meetings are highlighted in yellow

1. **By November 25-29:** Personal contact re: announcement
2. **December 1:** Scheduled Board Meeting. Announce and initiate formation of Search Advisory Committee; designate chair, (3-4 Board Members and 1 each from ACT, WACTC, Faculty Union and Staff). Agree on process and preferred timeline.
3. **December 10:** Two-hour special meeting to discuss process, profile, finalize the screening committee. Reach agreement on process and preferred timeline.
4. **By December 17:** Meet with WACTC and Staff to discuss process and get information for profile. Compile information gained from survey of internal constituencies regarding challenges and candidate skills/traits, connect with external constituencies via phone/e-mail to gain their insights.
 - a. Post draft position profile to search Website – send out an invitation to constituent groups to review and provide feedback (rather than a survey tool or forums).
5. **December 22 or Jan 3 (considering holidays and vacation):** Search Advisory Committee is formed, gets organized and meets to discuss recruitment materials and process.
6. **By January 5:** Search Advisory Committee meets to finalize recruitment material and review screening criteria.
7. **Tentative (if necessary) - Special Meeting needed around Jan 10:** For Board to review and discuss position profile, salary range, timeline
8. **By January 17-24:** Recruiting materials are distributed, ads running, website live and updated. Potential sources of candidates are contacted.
9. **February 2-3:** Updates to Board, any other info needed from them at this juncture?
10. **March 18:** (Begin review around March 7): Facilitator screening is complete (applications are accepted until position is filled), narrowing candidate pool to 10-20. Continuing applicants forwarded to Search Advisory Committee.
11. **March 25:** Search Advisory Committees review to be completed.
12. **March 30-31 Board/WACTC Meetings:** Provide Update.
13. **By April 11-15:** Search Advisory Committee Interviews candidates at neutral site. Identifies 3-4 to continue.
14. **By April 27:** Board interview and system forums are complete. Board considers and selects finalist. (Candidates rotate through meetings with system constituencies and Board. Constituent participants share insights with the Board at the end of the day.) Board discusses; delegates authority to Chair to discuss contract terms.
15. **May 4-5:** In public meeting, Board hires successful candidate makes public announcement, delegates authority to Board Chair to finalize negotiations and sign contract.
16. **By TBD:** Name transition team and begin transition process.
17. **By May 20:** Board Chair finalizes contract terms and agreement is signed.
18. **Between July 1 – July 31:** Candidate transitions to State Board.
19. **June 29-30:** Transition/Intro etc. at Board Meeting?
20. **July 31:** Jan's last day

Candidate confidentiality is key to recruiting top-notch, experienced candidates. Please maintain the confidentiality of all application material and Committee discussions.

Assignments:

Board	Julie Huss	Search Advisory Committee
<ol style="list-style-type: none"> 1. Oversees process 2. Finalizes recruiting materials 3. Sets position salary range 4. Interview finalists 5. Considers candidate information from constituent groups 6. Makes hiring decision 7. Contracts with successful candidate 	<ol style="list-style-type: none"> 1. Manages/facilitates the recruiting, screening, hiring and transition processes 2. Communication and transparency 3. Candidate management and communication 4. Recruiting 5. Initial screening of candidates 6. Prep Search Advisory Committee, Board and candidates for interviews 	<ol style="list-style-type: none"> 1. Represents and communicates with constituency 2. Develops and recommends recruiting materials to Board 3. Narrows candidate pool through review of application and background information 4. Interviews candidates, recommends to Board with strengths, weaknesses, areas for exploration

Candidate confidentiality is key to recruiting top-notch, experienced candidates. Please maintain the confidentiality of all application material and Committee discussions.

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 21-12-59

A resolution relating to the Search Advisory Committee for 2021-2022.

WHEREAS, the purpose of the Search Advisory Committee is to support the State Board for Community and Technical Colleges in drafting the profile of Executive Director, and reviewing applicants; and,

WHEREAS, the Search Advisory Committee will recommend candidates to the Board for further consideration, based on criteria established by the Board; and,

WHEREAS, the Search Advisory Committee will maintain strict confidentiality with regard to candidates, applications, and nominees for the position, to the extent allowable by the law, and,

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges establishes the Search Advisory Committee as described in attachment A and approves the composition of the Search Advisory Committee as set forth in attachment B; and,

BE IT FURTHER RESOLVED, that the State Board for Community and Technical Colleges authorizes the Chair of the Search Advisory Committee to appoint the remaining members of the search committee.

APPROVED AND ADOPTED on December 10, 2021.

Attest

Jan Yoshiwara, secretary

Jay Reich, chair



EXECUTIVE DIRECTOR POSITION PROFILE

Washington's community and technical college system is a large, diverse network of two-year colleges located throughout the state. The State Board for Community and Technical Colleges oversees policy development, secures state funding and sets strategic direction for the entire system.

The Community and Technical College System

The Community and Technical College System was established in 1967 by the Legislature to "offer an open door to every citizen, regardless of his or her academic background or experience, at a cost normally within his or her economic means."

Washington's 34 community and technical colleges have three primary missions:

- To provide workforce training through professional, technical and apprenticeship programs;
- To provide the first two years of instruction for those who transfer to baccalaureate institutions; and
- To provide pre-college coursework and literacy instruction for under-educated adults, including English language classes for immigrants.

Washington's community and technical college system has earned the reputation as nimble, responsive and innovative institutions that nurture hope and opportunity for students from all walks of life, providing employers with skilled and confident workers, managers and leaders. Colleges provide an open door to all prospective students by keeping tuition affordable, and by offering programs that meet the educational needs of people at every level of skill and literacy. A small but growing number of applied baccalaureate degrees are currently offered at seven colleges. Building the skills of Washington's workforce has been a critically important contribution to our state's economy, in both good times and bad.

Washington's community and technical colleges serve nearly 278,435 people each year, including full-time and part-time students. As of fall 2021, 144,353 full-time students were enrolled in community and technical colleges. The average age of system students is 23 and:

- 51 percent are parents.
- 49 percent are students of color.
- 24 percent are receiving need-based financial aid.

The 34 community and technical colleges are organized into 30 college districts, each served by a five-member Board of Trustees appointed by the Governor and confirmed by the Senate. The trustees are comprised of local, business, labor and/or community leaders.

Trustees provide general oversight of the district, hire the local president and grant faculty tenure.

The mix of programs and services in each college district is determined by the demographic and economic needs of the local community. Colleges forge partnerships with local and regional business and labor leaders and employees to offer job-relevant programs.

The system has an annual operating budget of approximately \$900 million and a 2021-23 biennial capital budget request for \$776 million. Colleges employ more than 21,000 faculty, classified staff and administrators. Faculty unions bargain directly with each college employer and actively participate with the State Board and Legislature. Colleges also bargain with represented classified employees but have the option to bargain locally or be represented by the Governor's Office.

Challenges and opportunities facing the system over the next five to ten years include:

- Using 21st century technology tools and innovations to deliver education and remain competitive – creating faster, better, less costly ways to teach and learn.
- Building and maintaining positive relationships with internal stakeholder groups, including students, faculty, presidents and trustees, and external constituencies of the Legislature, Governor's Office, business, labor, K-12, universities, and the workforce development system.
- Preserving the balance between state and local control and decision making.
- Developing a shared system vision that furthers the system's ability to speak with a single voice, and highlights student success to the external community.
- Evaluating and advancing student progress and achievement.
- Evaluating the system funding model and requirements, including prioritizing compensation needs within overall system needs.
- Efficiency, reorganization and consolidation pressures from the Legislature.
- Continuing to provide accessible and affordable education in the face of decreasing state financial support due to the economic downturn.
- A changing political landscape including a new governor in 2013 and new higher education governing body – the Student Achievement Council.
- Ensuring “bench-strength” and continuity as key people (e.g., presidents, staff) retire or move on.
- Implementing ctLink – an integrated technology project to replace aging student information, finance, and human resource systems for all 34 community and technical colleges.

The State Board and Executive Director

The State Board for Community and Technical Colleges is governed by a nine-member, Governor appointed board. According to statute, the Governor must provide geographic balance and give consideration to representing labor, business, women and ethnic minorities when making the appointments. At least one member must represent business and one must represent labor. Board members serve four-year terms.

The State Board employs an executive director who is responsible for approximately 140 staff. Organization charts are available at <http://www.sbctc.edu>. Located in Olympia the office has four divisions: executive office, information technology, educational services, and business operations.

The educational services division:

- Coordinates and provides service to the community and technical college districts in all matters related to instruction, student services, eLearning, and policy research.
- Builds and maintains agency partnerships with K-12, universities, and workforce development agencies on such collaborative efforts as transfer degree pathways, welfare to work, corrections education, and dual enrollment.
- Encourages the use of community and technical colleges to meet the workforce training and retraining needs of business and industry and helps colleges quickly respond to business needs.
- Provides research and analysis to support statewide policy development.
- Administers adult education and literacy programs, the GED® testing process, and adult high school completion programs.
- Manages system eLearning, open education resources, and professional development.
- Provides day-to-day support for the Campus Solutions (student facing) pillar of the system's enterprise resource planning (ERP) project, ctcLink.

The business operations division:

- Prepares a single operating and capital budget request to the Governor and legislature, representing the needs of the entire community and technical college system.
- Administers a statewide capital project prioritization analysis.
- Allocates funds received from the legislature to the community and technical colleges.
- Provides general accounting services for the system.
- Provides human resource support for the agency and system, including administration of several retirement savings programs.
- Manages the collection, preparation, and reporting of two-year college enrollment information to state and federal agencies and the college system.
- Provides general State Board office management functions, including budgeting, purchasing and mailroom services.
- Provides day-to-day support for the finance and human capital management pillars of the system's enterprise resource planning (ERP) project, ctcLink.

The information technology division:

- Provides all colleges with centralized IT services for student, financial, and HR/payroll business functions.
- Provides integration services for student, financial, and HR/payroll systems to external agencies.
- Manages implementation of the system's enterprise resource planning (ERP) project, ctcLink.

- Provides centralized reporting services for college information to state and federal agencies.
- Coordinates all activities necessary for integration between the college campuses and the centralized IT functions.
- Encourages IT best practices throughout the community and technical college system.
- Manages enterprise IT contracting for the system.

The executive division:

- Assists in developing the policy agenda for the State Board review and action.
- Coordinates with the nine-member State Board and system stakeholders.
- Manages legislative and state agency relations.
- Manages the Equity, Diversity and Inclusion division.
- Manages messaging, communications, media relations and the website.
- Coordinates activities of the Washington State Association of College Trustees (ACT), the statewide trustees' association for the system.
- Coordinates activities of the Washington Association of Community and Technical Colleges (WACTC), which is the statewide presidents' association.
- Executive sponsor of the ctcLink ERP project.

The executive director position is established by state statute to support the Board and provide leadership and general direction of Washington's community and technical college system. The State Board has a tradition of substantive and innovative work and a highly motivated and skilled staff who strive to meet the evolving needs of the Board and the colleges. The executive director:

- Represents the Board and system to the state's citizens, the executive and legislative branches of government, higher education institutions, business, labor, industry, and state and federal agencies.
- Is politically savvy and displays persuasion and influence with the Legislature, executive branch and individual colleges.
- Provides visible, confidence-inspiring leadership, building relationships and reflecting the values and professionalism of the Board and the colleges.
- Is an effective public authority on educational policy and service issues while valuing a collaborative process that builds coalitions and consensus.
- Supervises staff and has overall responsibility for planning, administration and management of all programs and systems.
- Brings leadership to the needs and issues addressed by the Board, while sustaining an effective and collegial team spirit and sense of humor.
- Is responsible for preparing and advocating system-wide budgets with the executive and legislative branches of government; disbursing funds and monitoring their use.
- Serves as a member of the Washington State's Student Achievement Council and may participate on the Governor's cabinet.

Accomplishing these tasks requires effectively working with the Governor and Legislature, college and system leaders as well as state board staff to forecast long-term system needs,

facilitate long-term planning and strategies, and organize the community and technical colleges around a common budget policy and capital agenda.

Qualifications

The Board seeks an executive director with energy, commitment, and an exceptional ability to articulate and support system missions and values.

The successful candidate must have a Bachelor degree, with a post-graduate degree preferred, and be:

- A leader with highly developed communication skills and organizational capacities able to effectively collaborate, build relationships and consensus.
- A strategic thinker and persuasive advocate who leads with vision and brings a global perspective, deep insight and genuine passion for students and their education.
- Experienced in leading change and innovation in a dynamic, complex organization.
- Highly ethical and able to convey such standards.

In addition, the following characteristics will be highly valued in the selection of the new executive director:

- Belief in the success of all students.
- Ability to work collaboratively, cooperatively and strategically with colleges, labor and business communities and other system stakeholder groups.
- Experience or familiarity with the challenges of a federated system.
- Ability to build and maintain an atmosphere of trust and integrity.
- Political acumen and proven effectiveness in successfully conducting governmental relations and testifying at public hearings.
- Entrepreneurial skills and a results-driven orientation.
- Experience working in the public sector, preferably with state budget processes, IT systems, and a unionized workforce.
- Ability to interpret data and trends, and position the system to strategically respond.
- Ability to inspire, motivate and provide management support to the staff.
- Commitment to maximizing resources while minimizing complexity, bureaucracy and duplication.
- Ability to persuasively articulate the need to support hard-to-serve and under-funded students.
- Welcoming of cultural diversity.
- Ability to have statewide and national visibility.
- Support for innovation and creative approaches.

Compensation

Compensation is negotiable, commensurate with experience, and includes a generous leave package. Benefits include health, dental, vision, life insurance, long-term disability, retirement, and two optional deferred compensation programs.

Application

Complete applications consist of a cover letter describing relevant experience and interest in the position, a resume and three references with contact information. Confidential screening of applications and nominations will begin immediately and continue until the position is filled. However, to ensure best consideration materials should be submitted by TBD.

Electronic submission to TBD is preferred. However, materials may be mailed to:

Executive Director Search
Julie Huss
Director, Human Resources
Washington State Board for Community and Technical Colleges
P.O. Box 42495
Olympia, WA 98504-2495

Questions may be confidentially asked by calling Julie Huss at 360.TBD.

Committed to diversity, the Washington State Board for Community and Technical Colleges is an equal opportunity and affirmative action employer.