



STATE BOARD MEETING AGENDA

Board members

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

March 24	Regular Meeting	
12:00 p.m.	Welcome <i>Carol Landa McVicker, Chair</i>	
12:02 p.m.	Establish a quorum and approval of meeting agenda <i>Carol Landa McVicker, Chair</i>	Action
12:03 p.m.	Introductions and Recognitions Carol Landa McVicker Resolution 21-03-11	Action
12:15 p.m.	Approval of Consent Agenda <ul style="list-style-type: none">a. Columbia Basin College, property acquisition Resolution 21-03-07b. Green River College, local expenditure authority Resolution 21-02-08c. South Puget Sound Community College, expenditure increase Resolution 21-03-09d. February 4, 2021, meeting minutes	Tab 1 (Action)
12:17 p.m.	Operating and Capital Budget Updates <i>Cherie Berthon, Operating Budget Director</i> <i>Wayne Doty, Capital Budget Director</i>	Tab 2 (Discuss)
12:45 p.m.	Legislative Session Update <i>Arlen Harris, Legislative Director</i>	Tab 3 (Discuss)
1:05 p.m.	ctcLink Project and Customer Support and Service Plan <i>John Boesenberg, Deputy Executive Director, Business Operations</i> <i>Grant Rodeheaver, Deputy Executive Director, Information Technology</i>	Tab 4 (Discuss)
1:20 p.m.	North Seattle Ground Lease for Affordable Housing <i>Wayne Doty, Capital Budget Director</i> Resolution 21-03-10	Tab 5 (Action)
1:40 p.m.	Break	

1:45 p.m.	Strategic Plan Strategy 1: Implement actions, policies and investments that produce equitable outcomes. <i>Ha Nguyen, Equity, Diversity, and Inclusion Director</i>	Tab 6 (Discuss)
3:45 p.m.	Break	
3:55 p.m.	WACTC Report <i>Eric Murray, President, Cascadia College</i>	Discuss
4:05 p.m.	ACT Report <i>Doug Mah, President-Elect, South Puget Sound Community College</i>	Discuss
4:15 p.m.	Labor Report	Discuss
4:25 p.m.	Executive Director Report <i>Jan Yoshiwara</i>	Discuss
4:50 p.m.	Public Comment	Discuss
4:55 p.m.	Chair Report and Board Discussion <i>Carol Landa McVicker, Chair</i> <ul style="list-style-type: none"> • Appointment of officer nominating committee for 2021-22 • Appointment of Evaluation committee 	Action
5:15 p.m.	Adjourn – Next Meeting, May 5-6, 2021 via zoom	Action

Updated 3-17-21

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.



STATE OF WASHINGTON STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES RESOLUTION 21-03-11

A resolution relating to Wayne Martin's many years of service.

WHEREAS, Wayne Martin has most effectively and graciously served as a member of the State Board for Community and Technical Colleges for over a decade, and as a trustee at Columbia Basin College for over a decade prior, and;

WHEREAS, Wayne has provided outstanding support and consistently exhibits tireless devotion to students, the State Board and the entire college system, and;

WHEREAS, during his tenure as chairman of the State Board, Wayne played a key role in creating a new vision for Washington's community and technical college system that focuses on racial equity, and;

WHEREAS, Wayne is appreciated throughout the community and technical college system for his positive spirit, congenial and easy-going manner and always makes others feel welcome, and;

WHEREAS, Wayne has been focused on STEM, particularly math achievement especially as chair of the Math Task Force for the entire college system, and;

WHEREAS, some people actually use math every day in their real life, and;

WHEREAS, Wayne has been the Board liaison to the Information Technology strategic planning committee through not one, but two Deputy Executive Directors and the ctcLink project, and;

WHEREAS, Wayne served on the Student Achievement Task Force, which created our student outcomes metrics that are still used today in Guided Pathways, and have been integrated into our allocation formula as the performance element of allocating state operating funds to the colleges, and;

WHEREAS, Wayne has approved and signed countless resolutions regarding arcane, obtuse, obscure subjects over the years without one of his very own, and;

THEREFORE BE IT RESOLVED that the State Board for Community and Technical Colleges wishes Wayne excitement in his travels, goals on the soccer field, fish on his line, grandchildren in his living room, Merri's time, and abundant happiness and prosperity during his retirement from Board duties, and

BE IT FURTHER RESOLVED that the State Board is forever grateful for Wayne's ceaseless devotion to the community and technical college system and for his genuine compassion for students and each and every person in the community and technical college family.

APPROVED AND ADOPTED on March 24, 2021

Attest

Jan Yoshiwara, secretary

Carol Landa McVicker, chair

CONSENT ITEM (RESOLUTION 21-03-07)

March 24, 2021

Tab 1a

Columbia Basin College property acquisition of 840 Northgate Drive in Richland, Washington

Brief Description

Columbia Basin College seeks approval to spend up to \$20,000 in local funds to purchase the property located at 840 Northgate Drive in Richland, 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

The City of Richland is offering to sell this property consisting of a 0.68-acre parcel and a structure to the college. The subject parcel is adjacent to the current campus property and identified in the 2017 Columbia Basin College Facilities master plan.

If approved, the structure will be demolished and the property developed for office space and parking. The property would become part of the college's Richland campus. A map showing the property relative to the existing campus is provided in Attachment A.

The property has a building of no value and land worth \$250,000. The college has negotiated the purchase price of \$20,000 to reflect the future cost to the college for demolition of the building. 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 future capital work.

Columbia Basin College's Board of Trustees approved this acquisition on March 8, 2021. The Department of Enterprise Services has agreed to delegate authority to the college for this purchase.

Potential questions

Is this project consistent with the State Board's goal of increasing enrollment and completions?

Recommendation/preferred result

Staff recommends approval of Resolution 21-03-07 giving Columbia Basin College authority to spend up to \$20,000 in local funds toward the acquisition of 840 Northgate Drive in Richland, Washington.

Policy Manual Change Yes No

Prepared by: Wayne Doty, capital budget director

(360) 704-4382, wdoty@sbctc.edu

Location of Proposed Acquisition



 Existing Columbia Basin College property in Richland

 Proposed acquisition

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 21-03-07

A resolution relating to Columbia Basin College's request to use up to \$20,000 in local funds to purchase the property at 840 Northgate Drive in Richland, Washington

WHEREAS, the City of Richland is offering to sell this property consisting of a 0.68-acre parcel and a structure to the college; and

WHEREAS, the property is adjacent to the current campus in Richland and included in the 2017 facilities master plan; and

WHEREAS, the total estimated cost to purchase the property is \$20,000; and

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

WHEREAS, the Department of Enterprise Services has delegated authority to the college for this purchase; and

WHEREAS, Columbia Basin College's Board of Trustees approved this acquisition on March 8, 2021.

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes Columbia Basin College to spend up to \$20,000 in local funds to purchase the property at 840 Northgate Drive in Richland, 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 (3/24/2021)

Attest

Jan Yoshiwara, secretary

Carol Landa McVicker, chair

CONSENT ITEM (RESOLUTION 21-03-08)

March 24, 2021

Tab 1b

Green River College — local capital expenditure authority for Administration building renovations

Brief Description

Green River College seeks approval to spend up to \$2,930,000 in local funds to complete the multi-phased Student Affairs Renovation project. This final phase is tenant improvements in the Administration building.

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

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

Background information and analysis

Green River College would like to make improvements to the Administration building. Constructed in 1976, it is the oldest building on campus that has not been renovated.

The college plans to work with the Department of Enterprise Services Energy Savings Division to update electrical service, building envelope upgrades, heating, ventilation, and air conditioning systems, as well as space modifications. The completed project will provide energy cost savings and reduce greenhouse gas emissions.

Total estimated cost of the building improvements is \$2,930,000.

Green River College's Board of Trustees approved this request on March 18, 2021.

Potential questions

Is this project consistent with the State Board's goal of being a good steward of state resources?

Recommendation/preferred result

Staff recommends approval of Resolution 21-03-08 giving Green River College authority to spend up to \$2,930,000 in local funds toward renovations of the Student Affairs area in the Administration building.

Policy Manual Change Yes No

Prepared by: Wayne Doty, capital budget director
(360) 704-4382, wdoty@sbctc.edu

STATE OF WASHINGTON
STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES
RESOLUTION 21-03-08

A resolution relating to Green River College's request to use up to \$2,930,000 in local funds to renovate the Student Affairs area of the Administration building

WHEREAS, the Administration building needs improvement and is the oldest building on campus without a major renovation; and

WHEREAS, the college plans to work with The Department of Enterprise Services Energy Savings Division to modify spaces, update the electrical, building envelope, and heating, ventilation and air conditioning systems in the Student Affairs area; and

WHEREAS, the total estimated cost to complete the renovations is \$2,930,000; and

WHEREAS, Green River College's Board of Trustees approved this request on March 18, 2021.

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes Green River College to spend up to \$2,930,000 in local funds to complete renovations of the Student Affairs area of the Administration building; 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 (3/24/2021)

Attest

Jan Yoshiwara, secretary

Carol Landa McVicker, chair

CONSENT ITEM (RESOLUTION 21-03-09)

March 24, 2021

Tab 1c

South Puget Sound Community College— increase local capital expenditure authority for Health Education building renovations

Brief Description

South Puget Sound Community College seeks approval to spend up to an additional \$1,000,000 in local funds to complete renovations in the Dr. Angela Bowen Center for Health Education building

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

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

Background information and analysis

South Puget Sound Community College is renovating three floors of the Health Education building, with state assigned unique facility identifier A26101, to serve the Nursing, Nursing Assistant, and Medical Assisting programs.

The college received local capital expenditure authority of \$5,000,000 in State Board resolution 20-06-32 and is included in the 2021-23 capital budget request for legislative approval to finance the \$5,000,000. The college subsequently engaged a consultant to design the project and determined the desired scope of work will cost \$6,000,000.

The college has committed an additional \$1,000,000 in local cash to supplement the \$5,000,000 in local financing to keep the original scope and fully fund the project.

South Puget Sound Community College’s vice-president for administrative services, under delegated authority by South Puget Sound Community College’s Board of Trustees approved this request on February 25, 2021.

Potential questions

Is this project consistent with the State Board’s goal of increasing enrollment and completions?

Recommendation/preferred result

Staff recommends approval of Resolution 21-03-09 giving South Puget Sound Community College authority to spend up to an additional \$1,000,000 in local funds toward renovations of the Health Education building

Policy Manual Change Yes No

Prepared by: Prepared by: Wayne Doty, capital budget director

(360) 704-4382, wdoty@sbctc.edu

STATE OF WASHINGTON

STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES

RESOLUTION 21-03-09

A resolution relating to South Puget Sound Community College's request to use up to an additional \$1,000,000 in local funds to complete renovations of the Dr. Angela Bowen Center for Health Education building

WHEREAS, South Puget Sound Community College is renovating three floors of the Health Education building to serve the Nursing, Nursing Assistant, and Medical Assisting programs; and

WHEREAS, the college received local capital expenditure authority for \$5,000,000 in State Board resolution 20-06-32 and is included in the 2021-23 capital budget request budget request for legislative approval to finance the \$5,000,000 backed by local funds; and

WHEREAS, the total project cost is now expected to cost \$6,000,000 after engineering consultant review; and

WHEREAS, the college has committed to use an additional \$1,000,000 in local cash to complete the project with current scope; and

WHEREAS, South Puget Sound Community College's vice-president for administrative services, under delegated authority of the South Puget Sound Community College Board of Trustees approved this request on February 25, 2021.

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes South Puget Sound Community College to spend up to an additional \$1,000,000 in local funds to complete renovations of the Health Education building; 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 (3/24/2021)

Attest

Jan Yoshiwara, secretary

Carol Landa McVicker, chair



STATE BOARD MEETING MINUTES

Thursday, February 4, 2021

Board members

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

Call to order and adoption of agenda

Vice Chair Jay Reich called the meeting to order at 9:02 a.m., welcomed those present, and asked for Board member introductions. She then requested a motion to adopt the agenda.

Motion: Moved by Crystal Donner, seconded by Chelsea Mason, and unanimously approved by the Board the adoption of the February 4, 2021, meeting agenda as presented.

Approval of Consent Agenda

- a. Pierce College Puyallup, local expenditure
Resolution 21-02-01
- b. Spokane Community College, reduction of local expenditure
Resolution 21-02-02
- c. South Puget Sound Community College, expenditure increase
Resolution 21-02-03
- d. Yakima Valley College, Property Acquisition
Resolution 21-02-04
- e. December 2, 2020, Meeting Minutes

Motion: Moved by Crystal Donner seconded by Chelsea Mason, and unanimously approved by the Board the adoption of the February 4, 2021, consent agenda.

Baccalaureate Degree Program Approvals

Bellingham Technical College

Bachelor of Science in Nursing (RN-BSN) beginning fall 2021. This proposed degree would be Bellingham Technical College's third applied baccalaureate degree. With this proposed degree pathway, the college recognizes the health care industry's dire need for soundly educated and highly skilled nurses. The college recognized that a Registered Nurse can practice in Washington State with either a two or four-year degree. However, Bellingham Technical College aligns with state and national research and initiatives that support strong increases in the numbers of BSN-prepared Registered Nurses. The college understands that today's nurses not only need to be technically competent, but need to have expertise in systems thinking, be able to work effectively with broad-based health teams, and understand the full scope of care management. Graduates of the program will have these skills and will be prepared to support regional, state, and national high-demand healthcare industries.

Motion: Moved by Ben Bagherpour seconded by Phyllis Gutierrez Kenney, and unanimously approved by the Board the adoption of the Resolution 21-02-05 approving Bellingham Technical Colleges Bachelor of Science in Nursing.

Lower Columbia College

Lower Columbia College proposes the development of a Bachelor of Applied Science degree in Organizational Leadership and Technical Management. The proposed degree creates a pathway for students with Applied Science, degrees in Business, Computer Science, Criminal Justice, and Trade/Industry occupations. The program will provide customized upper-level coursework in ethics, communication, operations management, organizational behavior, project management, and human resources. Graduates of the program will have the knowledge and skills to analyze and implement strategies that enhance organizational capacity, apply leadership concepts to enhance critical thinking and problem solving, use critical reasoning to determine the moral implications of ethical dilemma, and create professional development plans utilizing deliberate reflective practices. This proposed degree would be Lower Columbia College's second applied baccalaureate degree.

Motion: Moved by Jay Reich seconded by Crystal Donner, and unanimously approved by the Board the adoption of the Resolution 21-02-06 approving Lower Columbia Colleges Bachelor of Applied Science in Organizational Leadership and Technical Management.

Legislative update

The board was updated by staff and student legislative interns on the current 2021 legislative session.

ACT Report

Bob Ryan, ACT President and Tacoma Community College Trustee, gave an update on current and upcoming trustee activities and actions.

WACTC Report

Eric Murray, WACTC Chair and Cascadia College President, gave an updated on current and potential future president and committee activities and actions.

Labor Report

Carla Naccarato-Sinclair, Washington Education Association, presented on the current legislative priorities, covid work, vaccine work, and other hot topics.

Rashea Dickey, American Federation of Teachers Washington, presented on current legislative priorities and updates.

Public Comment

- No public comment signups for the February 4, 2021, meeting.

Executive Director Report

Jan Yoshiwara, Executive Director, presented on her past months activities including:

- College remote operations and commencements
- Vaccine distribution support from campuses
- Federal relief funds
- ctcLink deployment group four go-live
- Strategic Plan implementation update
- Retirement of Business Operations Deputy Executive Director, John Boesenberg

Chair Report and Board Discussion

Board members discussed items they would like to include in future discussions.

Adjournment/next meeting

There being no further business, the State Board adjourned its February 4, 2021, regular meeting at 12:22 p.m. The next regular meeting is scheduled for March 24-25, 2021, via Zoom.

Jan Yoshiwara, secretary

Carol Landa McVicker, chair

REGULAR ITEM

March 24, 2021

Tab 2

Operating and Capital budget updates

Brief Description

The legislature is preparing to adopt the 2021-2023 biennial operating and capital budgets. As of this writing, the legislature has received the State Board's requests and the Governor's proposals. Primarily related to the capital budget, the State Treasurer has certified the State's capacity for new general obligation bonds. Budget proposals are generally released soon after the Economic and Revenue Forecast Council's state revenue projections, scheduled for March 17, 2021. If announced prior to the meeting, the legislative operating and capital proposals will be compared to the State Board's request in supplemental handouts.

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

Legislative operating and capital appropriations to the State Board for Community and Technical Colleges are the foundation for the system's operation. The capital budget supports operation, maintenance, repair, and construction of facilities and infrastructure necessary for student success. The operating budget supports programs and services provided by the college, including employee compensation. State resources provide the means to make progress on our goals.

Background information and analysis

The State of Washington typically adopts three budgets:

- A budget for transportation related operating and capital costs funded primarily by dedicated fuel and use taxes;
- An operating budget for staff and services which are primarily funded by sales tax, business and operation taxes, and property taxes; and
- A capital budget for building and maintenance projects paid for primarily through bonds backed by the general fund revenue.

Each of the budgets are for a two-year period, or biennium. Although adjustments can be made any time the legislature convenes, they are typically made to the biennial budgets in an annual supplemental budget.

The State Board is required by law to submit a single operating budget and prioritized capital budget request for the State's 34 community and technical colleges. State Board staff work with college system leadership to develop operating and capital budget recommendations for State Board consideration and action.

Capital Budget

The State Board adopted its 2021-2023 capital request, as recommended by college presidents, in resolutions 20-06-32 and 20-12-50. The request is for \$775,788,000 in new appropriations. It includes funding for 32 major projects at 30 colleges, \$162,623,000 for minor projects at 34 colleges and local financing authority for four projects. Of the major projects:

- Fourteen are ready for design-phase funding;
- Twelve are ready for construction-phase funding; and,
- Six need both design and construction phase funding to pursue a “design-build” delivery of the work.

The Governor’s proposal provides \$556,449,000 to fund the system’s proposed list in priority order and provides an additional \$10,000,000 for Career Preparation and Launch Grants for equipment. This proposal also authorizes the local financing as requested. Attachment A provides a side-by-side comparison of the system’s request and the Governor’s proposal.

The new appropriations in the request and Governor’s proposal include \$57,000,000 in cash from the Building Fee account and the balance in General Obligation bonds. As specified in state law, the Building Fee revenue comes from a portion of the tuition and fees paid by community and technical college students. General Obligation bonds are sold by the Treasurer’s Office, with the debt service funded by the State’s operating budget.

The State’s constitution limits the amount of annual debt service to 8.25 percent of the average previous six years of general fund revenue. On December 15, 2020, the Treasurer certified the constitutional debt capacity to be \$8,091,099,204. The Governor’s state-wide capital proposal includes \$4,800,864,745 in bonds.

Operating Budget

The State Board’s operating budget request for 2021-2023 focused on two strategic priorities, equitable recovery and workforce development.

- Equitable recovery included a request of:
 - \$15.5 million to expand the anti-racist curriculum review project; and,
 - \$30.6 million to improve colleges’ virtual technology for online instruction in areas such as science labs and professional technical courses that have traditionally depended heavily on “hands-on” learning.
- The workforce development request focused on expanding resources in three areas:
 - \$10 million for incumbent worker training through the Job Skills program;
 - \$12.2 million for high demand program expansion; and,
 - \$4 million for Worker Retraining expansion.

The Governor’s budget fully funded our Job Skills request and partially funded the equitable recovery requests and the high demand program expansion. The Governor’s proposal included over \$131 million in compensation related reductions that were based upon proposed furloughs and savings generated by retroactive and prospective salary increase cuts.

In mid-February the Governor released his 2021-2023 budget “errata,” which includes corrections to his original proposal. In this version, the Governor reversed the retroactive cut of the fiscal year 2021 COLA required by Initiative 732 (I-732). This reduced the Governor’s cuts by \$30 million next biennium. More recently, based upon anticipated improvements in state revenue collections, agencies and institutions received notice of the Governor’s intent to withdraw his request for temporary layoffs (furloughs) for state employees.

Attachment B compares the system request to the Governor’s budget proposal. It has been updated to include changes made in the “errata” proposal, but does not reflect his intent to not require temporary layoffs. If any Legislative budget proposals are released prior to the State Board meeting, a similar table comparing the Legislative budget proposal with the system request and Governor’s proposal will be provided as a handout.

On March 17, 2021, the Economic Revenue Forecast Council (ERFC) will release a new revenue forecast for the next four fiscal years. This forecast will set the ceiling of available revenue for the Legislative budgets. In its economic review on March 3, the Council reported that revenue collections were \$593 million (9 percent) above expectations set in November 2020. With these promising numbers, many policy makers are optimistic about the budget outlook. Staff will brief the State Board on the official revenue forecast during its March meeting.

Potential questions

- What did the State Board request for the 2021-23 capital and operating budgets?
- What has the Governor and legislature proposed for the community and technical colleges?

Next Steps

Legislative proposals are expected to be released the last week of March and the final budgets will probably be voted on in the final hours of the current legislative session, scheduled to conclude on April 25, 2021. Updates will be provided at each step of the process.

Policy Manual Change Yes No

Wayne Doty, capital budget director, (360)704-4382, wdoty@sbctc.edu

Cherie Berthon, operating budget director, (360)704-1023, cberthon@sbctc.edu

2021-23 SBCTC Capital Request for New Appropriations						Governor's New Law	
Priority	College	Number	Description	Funding Phase	Requested	Gov Psl	Gov/Req
1	Statewide	40000320	Preventive Facility Maintenance and Building System Repairs	Fund Swap	\$ 22,800,000	\$ 22,800,000	100%
2	Statewide	40000321	Minor Works - Preservation	Design & Build	\$ 26,113,000	\$ 26,113,000	100%
3	Statewide	40000361	Minor Repairs - Roof	Design & Build	\$ 11,858,000	\$ 11,858,000	100%
4	Statewide	40000308	Minor Repairs - Facility	Design & Build	\$ 32,466,000	\$ 32,466,000	100%
5	Statewide	40000409	Minor Works - Site	Design & Build	\$ 3,163,000	\$ 3,163,000	100%
6	Statewide	40000431	Minor Works - Infrastructure	Design & Build	\$ 33,981,000	\$ 33,981,000	100%
7	Statewide	40000463	Minor Works - Program	Design & Build	\$ 32,242,000	\$ 32,242,000	100%
8	Shoreline	30000990	Allied Health, Science & Manufacturing	Build	\$ 43,848,000	\$ 43,848,000	100%
9	Spokane Falls	30001458	Fine and Applied Arts Replacement	2 nd half Build	\$ 19,342,000	\$ 19,342,000	100%
10	Tacoma	40000104	Center for Innovative Learning and Engagement	Design	\$ 2,992,000	\$ 2,992,000	100%
11	Clark	30000135	North Clark County Satellite	Build	\$ 53,230,000	\$ 53,230,000	100%
12	Wenatchee	40000198	Center for Technical Education and Innovation	Design	\$ 3,266,000	\$ 3,266,000	100%
13	Shoreline	40000214	STE(A)M Education Center	Design	\$ 3,039,000	\$ 3,039,000	100%
14	Everett	30000136	Learning Resource Center	Build	\$ 48,084,000	\$ 48,084,000	100%
15	Lower Columbia	40000106	Center for Vocational and Transitional Studies	Design	\$ 3,206,000	\$ 3,206,000	100%
16	Grays Harbor	30000127	Student Services and Instructional Building	Build	\$ 44,026,000	\$ 44,026,000	100%
17	Spokane	40000107	Apprenticeship Center	Design	\$ 3,368,000	\$ 3,368,000	100%
18	Cascadia	40000222	CC5 Gateway Building	Design	\$ 3,096,000	\$ 3,096,000	100%
19	North Seattle	30001451	Library Building Renovation	Build	\$ 30,519,000	\$ 30,519,000	100%
20	Edmonds	40000114	Triton Learning Commons	Design	\$ 3,656,000	\$ 3,656,000	100%
21	Walla Walla	30001452	Science and Technology Building Replacement	Build	\$ 9,483,000	\$ 9,483,000	100%
22	Pierce Puyallup	40000293	STEM building	Build	\$ 38,600,000	\$ 38,600,000	100%
23	Renton	40000204	Health Sciences Center	Design	\$ 3,997,000	\$ 3,997,000	100%
24	Centralia	40000109	Teacher Education and Family Development Center	Design	\$ 2,268,000	\$ 2,268,000	100%
25	Skagit	40000110	Library Culinary Arts Building	Design	\$ 2,257,000	\$ 2,257,000	100%
26	Bellevue	40000168	Center for Transdisciplinary Learning and Innovation	Build	\$ 39,942,000	\$ 39,942,000	100%
27	Highline	40000105	Welcome Center for Student Success	Design	\$ 3,126,000	\$ 3,126,000	100%
28	Lake Washington	40000102	Center for Design	Build	\$ 32,481,000	\$ 32,481,000	100%
29	Bates	40000130	Fire Service Training Center	Build	\$ 31,120,000	\$ -	0%
30	South Seattle	40000231	Rainier Hall Renovation	Design	\$ 3,515,000	\$ -	0%
31	Olympic	40000103	Innovation & Technology Learning Center	Build	\$ 22,527,000	\$ -	0%
32	Everett	40000190	Baker Hall Replacement	Design & Build	\$ 31,167,000	\$ -	0%
33	Columbia Basin	40000108	Performing Arts Building Replacement	Design & Build	\$ 36,738,000	\$ -	0%
34	Whatcom	40000137	Technology and Engineering Center	Design & Build	\$ 31,663,000	\$ -	0%
35	Bellingham	40000256	Engineering Technology Center - Bldg J Replacement	Design & Build	\$ 14,039,000	\$ -	0%
36	Clark	40000227	Hanna Foster Hawkins Complex Replacement	Design & Build	\$ 24,611,000	\$ -	0%
37	Peninsula	40000111	Advanced Technology Center	Design & Build	\$ 19,074,000	\$ -	0%
38	Seattle Central	40000294	Broadway Achievement Center	Design	\$ 2,928,000	\$ -	0%
39	Yakima	40000506	Prior-Kendall Hall Replacement	Design	\$ 1,957,000	\$ -	0%
	System	40000515	Career Preparation and Launch Grants for equipment ¹	Equipment		\$ 10,000,000	
					Total:	\$ 775,788,000	\$ 566,449,000 73%

2021-23 SBCTC Capital Request for New Locally-backed Financing Authorities					Governor's New Law	
College	Number	Description	Authority	Requested	Gov Psl	Gov/Req
Grays Harbor	30000127	COP for Student Services and Instructional Building (if construction is funded)	\$ 3,200,000	\$ 3,200,000	\$ 3,200,000	100%
Shoreline	30000990	COP to expand Allied Health, Science & Manufacturing (if construction is funded)	\$ 3,128,000	\$ 3,128,000	\$ 3,128,000	100%
South Puget Sound	40000507	COP to renovate Health Education Building	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	100%
Bates	40000508	COP for property acquisition	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000	100%

Notes: ¹ Not in SBCTC request. Same intent and conditions as funding for program administered by SBCTC in the 2019-21 biennium.

² Bates COP was added to the system request on December 2, 2020 in State Board resolution 20-12-50

**2021-23 Biennial Budget
Community & Technical College System**

Attachment B

*Including State General Fund, Education Legacy Account and
Workforce Education Investment Account*

Dollars in Thousands

Budget Items	SBCTC			Governor (Errata Version) - Updated 2-16-21			Notes
	FY 2022	FY 2023	Biennial Total	FY 2022	FY 2023	Biennial Total	
Total Carry Forward Level	906,052	906,130	1,812,182	906,052	906,130	1,812,182	
I-732 COLA	8,070	19,200	27,270	7,041	17,613	24,654	
M&O	407	2,058	2,465	407	2,058	2,465	
CAP Inflation Adjustment	412	332	744	464	816	1,280	
Maintenance Level Changes	8,889	21,590	30,479	7,912	20,487	28,399	
Funding at Maintenance Level	914,941	927,720	1,842,661	913,964	926,617	1,840,581	
<u>Compensation Items</u>							
I-732 Suspension				(7,041)	(17,613)	(24,654)	
Non-Represented Wage Decrease				(5,012)	(5,012)	(10,024)	Cut reduced by \$15M/yr.
Temporary Layoffs and Other Savings				(34,089)	(34,173)	(68,262)	
Employee Benefits				(3,885)	-	(3,885)	
Other Benefits & Central Services				(1,673)	(850)	(2,523)	
<u>New Policy Investments</u>							
Equitable Recovery - Anti-Racist Curriculum Review	5,291	10,254	15,545	8,750	8,750	17,500	
Equitable Recovery - Virtual Technology Improvements	15,303	15,303	30,606	4,300	1,500	5,800	
Workforce Development - Job Skills	5,000	5,000	10,000	5,000	5,000	10,000	
Workforce Development - Worker Retraining	-	3,895	3,895			0	
Workforce Development - High Demand/Career Launch	2,366	9,847	12,213	2,000	2,000	4,000	
Subtotal	27,960	44,299	72,259	(31,650)	(40,398)	(72,048)	
2019-21 Total Proposed Budget	942,901	972,019	1,914,920	882,314	886,219	1,768,533	
<i>Percent Change from Carry Forward Level</i>	4%	7%	6%	-3%	-2%	-2%	

REGULAR ITEM

March 24, 2021

Tab 3

Legislative update

Brief Description

The board will be updated on the current 2021 legislative session.

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

Identifying possible changes to state law that result in improved service delivery to students supports strategy 4 in the State Board's strategic plan:

- **Enrollment, Completion and Equity:** When legislative goals are met, community and technical colleges have the resources to maintain open doors and promote student success to completion.
- **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.

Background information and analysis

The primary focus entering the 2021 legislative session is a sustainable operating budget for the college system and the capital budget request.

As COVID-19 continues to damage our state and widen economic and racial divides, our community and technical colleges are uniquely positioned to build a healthy and inclusive economy—to pull people and businesses through this crisis stronger than they were before. We train students of all ages and backgrounds for real-time job opportunities and upskill workers for businesses as they rebound from the recession. Our 2021-23 operating budget request will help Washingtonians in local communities recover and thrive, especially those most affected by the pandemic.

Investing in capital projects at community and technical colleges will stimulate local economies across Washington. The projects will create healthy and safe facilities where people of ages and backgrounds can learn skills for a tight and changing job market.

Policy Issues

State Board request legislation

HB 1176: Removing school districts' ability to withhold grades and transcripts of students

- If a student owes a fine or fee to a school district and the payment of that fine prevents a college from receiving that student's grades or transcripts, the owed fine or fee would no longer be a barrier for a college to gain access in order to place a student in the proper classes.
- 2/24: passed House (77/20/1)

Issues in the 2021 legislative session for discussion

Budget priorities

- Operating Budget
- Capital Budget

E2SSB 5194: Providing for equity and access in the community and technical colleges

- Support with concerns
- Potential for unfunded mandates regarding faculty and counselor ratios
- 3/8: passed Senate (30/19/0)

E2SSB 5227: Requiring diversity, equity, inclusion and antiracism training and assessments at institutions of higher education

- Support with concerns
- Requesting oversight for CTCs to be SBCTC
- 3/3: passed Senate (35/14/0)

SB 5323: Salary freeze and furloughs

- Concerns
- Could impact instruction and student services
- Failed to move out of Senate Ways and Means Committee

Current 2021 legislative statistics

- 83 bills being tracked by our agency
- Numerous legislative one-on-one appointments completed
- 63 system advocates have participated in a work session or testified on a bill

Potential questions

- Does the State Board have feedback or questions about legislative issues and progress towards meeting system wide legislative goals?

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
360-704-4934; aharris@sbctc.edu

REGULAR ITEM

March 24, 2021

Tab 4

ctcLink Project and Customer Support and Service Plan

Brief Description

This initial conversation on the community and technical college system's ctcLink system funding is intended to prepare State Board members to act on funding recommendations anticipated to be made during the June 2021 Board meeting. This discussion provides background on near-term funding needs for the ctcLink project and ongoing funding needs for ctcLink customer support.

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

Providing the fiscal resources needed to support student and college migration to and the use of a modern information technology system is crucial to the efficient and effective operation of the community and technical colleges.

Background information and analysis

This briefing is intended to provide background and context on the funding needs of the ctcLink project and ongoing customer support in anticipation of a request for State Board action in June 2021.

- By design, the ctcLink project is funded entirely by colleges foregoing a percentage of their tuition collections. Although the project is on budget and on schedule, COVID-19 caused enrollment decreases have resulted in significant revenue declines that have deepened and extended an anticipated 2019 and 2020 cashflow problem addressed and believed resolved in 2017 (See below).
- As the system has gained experience on the day-to-day service needs of the 17 colleges now operating on the PeopleSoft system, it's timely to review and improve a long-term fiscal plan to ensure colleges have the support needed as they migrate to and manage operations in the ctcLink environment.

ctcLink Project: The college system developed and the State Board adopted a Strategic Technology Plan in November 2008. That plan prioritized the development and implementation of an Enterprise Resource Planning (ERP) system, later named "ctcLink". In 2011 the legislature established the Innovation Account as a mechanism to fund the system's Strategic Technology Plan. In establishing the Innovation Account, the Legislature authorized the colleges to set aside up to three percent of operating fees (tuition)¹ to be deposited into the account. To "kick-start project funding and work, the Legislature also approved issuance of a \$50 million Certificate of Participation (COP) in 2013.²

¹ Tuition was not increased to pay for the ctcLink project. Tuition was increasing as a result of cuts in state general fund support for the community and technical college system and the legislature authorized colleges to set aside up to 3% of tuition collections for the project.

² Debt service of roughly \$4 million per year continues through FY28 on this Certificate of Participation.

Three pilot colleges migrated to the ctcLink system in August 2015 and immediately experienced significant difficulties. These challenges resulted in the development and implementation of a remediation plan designed to clarify project governance, identify and address functional gaps, align system configuration with business requirements, and develop project plans for moving forward. An updated project investment plan was needed to pay for remediation and project costs. It was adopted by the State Board and approved by the Office of the Chief Information Officer and the Technology Services Board in late 2017/early 2018. This increased the project budget from about \$100 million to \$145.1 million.

These additional costs, and anticipated decreases to enrollment growth resulted in an anticipated cashflow issue in project funding for fiscal years 2019 and 2020. The 2017 Investment Plan included the following project funding mechanisms that were developed through system discussion and adopted by the State Board:

- For fiscal years 2019 and 2020, the State Board would provide a loan from the sale of a property in Bellevue. The loan amount would be repaid to the State Board in fiscal years 2023 and 2024, as the ctcLink project and projects costs ended.
- An additional one percent of operating fees would be collected from colleges beginning fiscal year 2020 and continue through fiscal year 2022.

Although enrollment declines continued longer than anticipated in 2017, the revenue differences were manageable, as tuition increases were slightly larger than anticipated and certain project costs were delayed. However, sharp declines in enrollments and tuition collections due to COVID-19, that began in spring 2020, have resulted in significant revenue declines and the system is again facing a cashflow shortfall. It's anticipated that enrollments and tuition revenue collections will likely continue at least through fall 2021.³

Under the 2017 Investment Plan, the additional one percent of operating fees, that began in fiscal year 2020, is scheduled to end as project activities end in June 2022. The Innovation Account contributions are scheduled to continue at three percent for an additional year, through 2023, to pay for the Certificate of Participation debt service and repay funds borrowed from the State Board. Innovation Account contributions are scheduled to decrease to one percent from fiscal years 2024 through 2028 for the debt service.

The approved fiscal year 2021 project budget, including the \$4 million debt service, is roughly \$17.4 million. Anticipated fiscal year 2021 revenue collections are estimated to be roughly \$12.8 million. The gap between anticipated expenditures and revenue will be bridged by Governor's Emergency Education Relief funds (GEER Fund)⁴ and an additional loan from the State Board. Staff are working towards having a revamped Investment plan in place for fiscal year 2022, which begins July 1, 2021.

ctcLink Customer Support: At the time the project was launched and the pilot colleges migrated to the ctcLink system in 2015, an outline of a staffing plan for supporting colleges as they migrated to

³ State funded enrollments declined in 14 percent spring quarter 2020 and 17 percent fall quarter 2020. Enrollment declines are anticipated to continue through Fiscal year 2021/2022.

⁴ A portion of the GEER Funds were allocated based upon tuition loss attributable to COVID-19. As these funds replaced lost tuition revenue, the Governor's Office agreed that the fees applied to tuition should be taken, including the three percent Innovation Account and the additional one percent rate used to fund the project.

the new system was in place. In general, that plan was based on the idea that, as colleges migrated to ctcLink, legacy system funding and positions would “migrate” to ctcLink customer support. That is, as the legacy operation got smaller, the legacy staff positions and funding would be used to grow ctcLink customer support. Experience, however, has shown that more up-front support was needed as colleges migrated to and initiated operations in the new system. At this time, the State Board has supported this finding by providing funding from agency reserves in fiscal years 2020 and 2021 to add 30 positions.

- Nine new positions were added to support remediation efforts for the pilot colleges and in preparation for Deployment Group 2.
- In preparation for Deployment Group 3, the ctcLink support structure was reorganized to integrate the ctcLink functional customer support and training teams (six positions)⁵ under the direction of a newly established ctcLink Customer Support Director.
- In preparation for Deployment Group 4, fourteen new positions were added in Application Services, Campus Solutions, Finance, Human Resource Management, Student Financials and Financial Aid. In addition, a “triage” position was established to review, resolve or direct service requests to the correct staff for resolution.

A draft customer support/service plan has been developed that calls for an additional 36 staff to support the transition of the remaining 17 colleges included in Deployment Groups 5 and 6. After full system deployment, the State Board will have 92 staff dedicated to providing support of the system’s ctcLink system in areas that include direct customer support, application maintenance and development, security, data management, training, and management. It is anticipated that the annual support staffing cost, when fully deployed, will approximate \$6.8 million. (\$10.8 through 2028 when \$4 million annual debt service is included.)

Potential questions

- How are the revenue collections supporting the ctcLink project budget estimated?
- How should the community and technical college system fund IT services support?
- How will recommendations to the State Board be developed?

Next Steps

The near-term and long-term funding concerns were shared with college presidents during their February 26, 2021 meeting. A workgroup has been formed with members from the presidents; college business and IT officers and experts from the Human Capital Management, Campus Solutions and Finance pillars. State Board staff will support the workgroup’s efforts. At this time, it is staff’s intent to provide regular updates to the State Board and bring a recommendation for action by the State Board during the meeting scheduled for June 23-24, 2021.

Policy Manual Change Yes No

Prepared by: John Boesenberg, deputy executive director, business operations, (360) 704-4303, jboesenberg@sbctc.edu

⁵ At that time, the functional pillar staff were integrated with the policy areas that they supported (Finance and Human Capital were assigned to the Business Operations Division and Campus Solutions staff were assigned to the Education Services Division). The Training team was part of the ctcLink Project staff.

REGULAR ITEM (RESOLUTION 21-03-10)

March 24, 2021

Tab 5

North Seattle College ground lease for affordable housing

Brief Description

North Seattle College is seeking approval to negotiate a lease of property rights to Bellwether Chief Seattle Club for construction, maintenance, and operation of affordable housing on the North Seattle College campus. The lease will then be presented to the State Board's executive director for approval under authority in, and consistent with, this resolution.

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

This project will increase access and retention among populations who can benefit the most from college access. It will support the enrollment of more diverse students of all ages and backgrounds and strengthen advocacy and community partnerships.

Background information and analysis

North Seattle College has determined that it does not require all its grounds for academic facilities and is in early planning and discussions with Bellwether Chief Seattle Club, an affordable housing development entity, for the development of affordable housing on the North Seattle campus.

The plan is for the college to lease approximately three acres to Bellwether Chief Seattle Club to construct, maintain, and operate affordable housing focused on serving the local Native American community. In addition, Bellwether Chief Seattle Club will construct, maintain, and operate a Native American longhouse. Use of the longhouse will be shared with North Seattle College. Bellwether Chief Seattle Club will have sole responsibility for project financing. The leased ground would be on what is currently open space on the undeveloped southwest corner of the campus as shown in Attachment A.

Approximately half of the proposed development will be specifically designed and operated to provide housing and services to urban Native American families, although housing will not be restricted by race or ethnic identity in any way. The housing will be available to anyone whose income qualifies them as "low income" (defined as less than eighty percent of the area median income), including North Seattle College students and employees.

Even though the details for the ground lease have not been developed yet, the college acknowledges that the following critical elements must be present in the final agreement:

- It will not be a public work
- It will not be a gift of public resources
- It is not financing on behalf of the state
- Prevailing wages will be paid to labor to construct the facility

- The lease term will be for no more than 99 years
- The lease will be for approximately three acres
- Impacts to student parking will be mitigated
- The development will be consistent with the college facility master plan
- The developer will be responsible for the construction, operation and maintenance of the facility for the term of the lease
- The College's Board of Trustees will approve the terms of the lease

Consistent with Appendix D of the State Board policy manual, the college requests permission from the State Board to negotiate the ground lease and gather appropriate documentation that the critical elements are present so they can move ahead with this project.

The college-prepared presentation is in Attachment B.

The college will provide the documentation to the State Board's executive director that each of the critical elements have been met for final approval of the lease.

Potential questions

- How is the development of affordable housing located on a college campus consistent with the State Board strategic plan?
- Is the 99 year ground lease and resultant development consistent with the State Board's goal to increase access and retention among populations who can benefit the most from college access?

Recommendation/preferred result

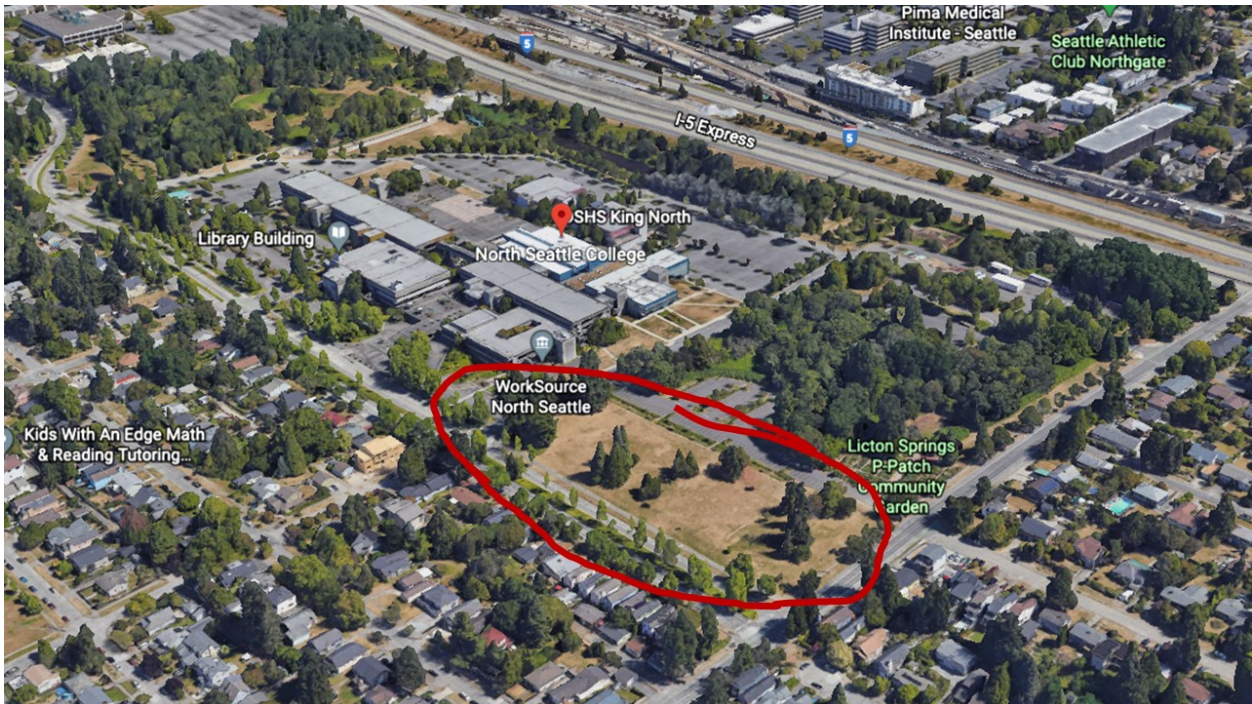
Staff recommends approval of Resolution 21-03-10 giving its executive director authority to approve a ground lease with Bellwether Chief Seattle Club for the development of affordable housing on the North Seattle College campus that is consistent with the conditions in this resolution.

Policy Manual Change Yes No

Prepared by: Wayne Doty, capital budget director

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Affordable
Housing at
North
Seattle
College





Student Housing  **Affordable Housing ?**

~~International student foundation~~

~~Financially viable~~

~~Developer interest~~

Community needs

Risk management

College facility needs

Lease Term

99 year lease term authority sought

Affordable rent = less revenue

Less revenue = less cash flow for debt servicing

Less cash flow for debt servicing = longer lease term

Ultimate lease term will depend on project financing



Land Acknowledgement

On behalf of North Seattle College, we acknowledge that we occupy the traditional ancestral lands of the Coast Salish peoples, specifically the Duwamish Tribe—a people that are still here, continuing to honor and bring to light their ancient heritage. Without them, we would not have access to this gathering, dialogue and learning space. We ask that we take this opportunity to thank the original caretakers of this land who are still here.



Photos by Duwamish Tribe from their website





RESIDENT SERVICES

Bellwether employs a team of 10 Resident Services Coordinators (RSCs). All Bellwether residents have access to our RSCs, who act as a liaison between residents and a wide-array of community-based resources such as health care and child care, recreational opportunities, language and employment services, educational resources and financial assistance.

Other YouthCare programs that will enhance services to residents include:

Healthy Start: Program for young single parents ages 23 and younger, with children up to age 6 months, to gain skills to raise happy, healthy children.

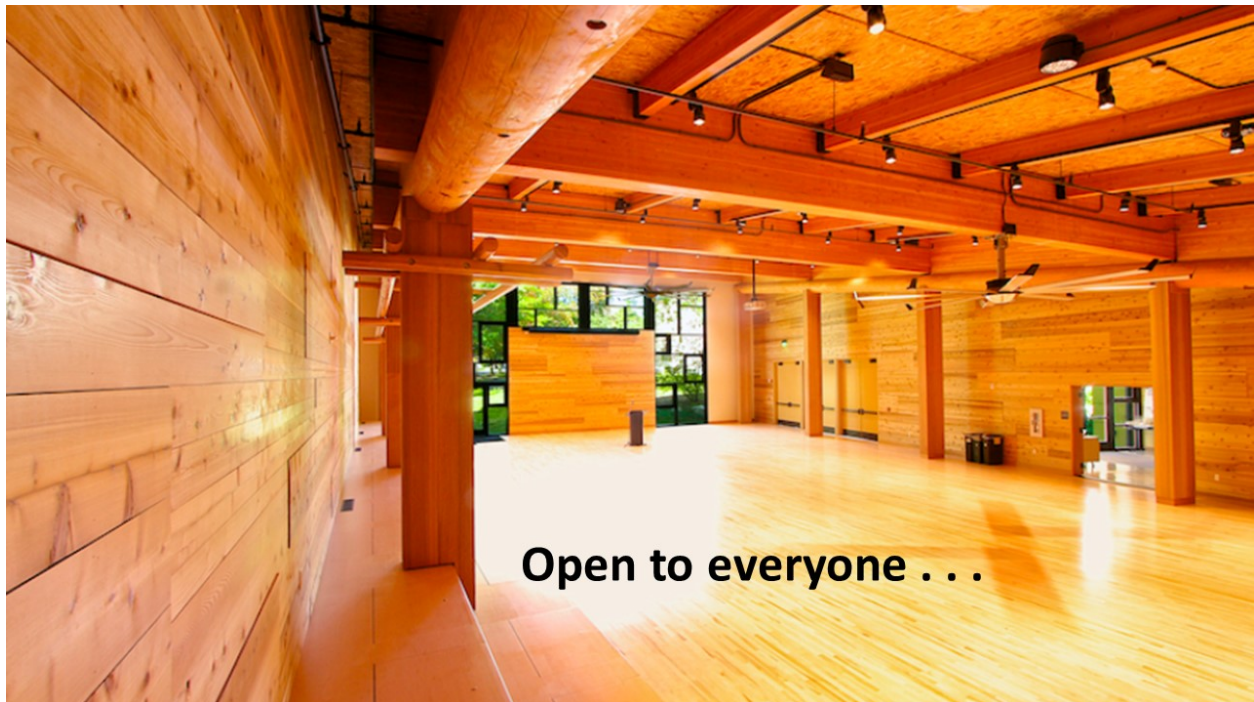
YouthBuild: A Washington State Pre-Apprenticeship Program in collaboration with South Seattle College providing youth ages 18-24 with case management and general education/ GED services, in addition to trade-based training, preparation, and career coordination supports.

YouthCare Academy: Creates career pathways for youth in business, social work, and medical training by partnering with local colleges.





A gathering place . . .



Open to everyone . . .



Relationship

Community and Technical College System

- Leases land

Bellwether – Chief Seattle Club

- Secures financing
- Develops property
- Manages property and programs

PROJECT SCHEDULE

We anticipate a 3.5 year cycle for this development based on the assumptions described below and illustrated in **Appendix Exhibit 3**. In the event public funders postpone the necessary funding awards for the project by a year, these estimates would be pushed back approximately 6 months.



STATE OF WASHINGTON

STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES

RESOLUTION 21-03-10

A resolution relating to North Seattle College's request to lease property rights to the Bellwether Chief Seattle Club for construction, maintenance and operation of affordable housing on the North Seattle College campus.

WHEREAS, North Seattle College is seeking approval to negotiate a lease of property rights to Bellwether Chief Seattle Club for construction, maintenance, and operation of affordable housing on the North Seattle College campus; and

WHEREAS, the facility to be built on the leased property will support the enrollment of more diverse students of all ages and backgrounds and strengthen advocacy and community partnerships; and

WHEREAS, once negotiated, the lease will be presented to the State Board's executive director for approval under authority in, and consistent with, this resolution; and

WHEREAS, the State Board's approval of the lease is contingent on the following critical elements being documented prior to State Board's executive director's approval of the lease:

- It will not be a public work
- It will not be a gift of public resources
- It is not financing on behalf of the state
- Prevailing wages will be paid to labor to construct the facility
- The lease term will be for no more than 99 years
- The lease will be for approximately three acres
- Impacts to student parking will be mitigated
- The development will be consistent with the college facility master plan
- The developer will be responsible for the construction, operation, and maintenance of the facility for the term of the lease
- The College's Board of Trustees will approve the terms of the lease; and

THEREFORE BE IT RESOLVED, that the State Board for Community and Technical Colleges authorizes its Executive Director to approve a ground lease with the Bellwether Chief Seattle Club for the development of affordable housing facility on the North Seattle College campus.

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 3/24/2021

Attest

Jan Yoshiwara, secretary

Carol Landa McVicker, chair

REGULAR ITEM

March 24, 2021

Tab 6

Strategic Plan – Strategy #1: Implement actions, policies, and investments that produce equitable outcomes.

Brief Description

This presentation provides an overview of Strategic Plan - Strategy #1: *Implement actions, policies, and investments that produce equitable outcomes.*

A brief overview of system efforts will provide context for the study session. This review will be followed by a panel discussion comprised of representatives from:

- Association of College Trustees’ diversity, equity, and inclusion committee;
- Washington Association of Community and Technical Colleges’ equity committee;
- Diversity and Equity Officers Commission;
- Washington State Board for Community and Technical Colleges’ Diversity Equity and Inclusion committee;
- Faculty and Staff of Color and Students of Color conference committees;
- Social Justice Leadership Institute, and
- Administrators and Faculty of Color mentoring programs.

The study session will include breakout rooms to allow for deeper inquiry and considerations of each initiative.

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

In June 2020, the State Board adopted a 10-year strategic plan focused on three goals:


- 1) Achieve educational equity for students who are historically underrepresented in higher education;
- 2) Improve completion rates; and
- 3) Increase access and retention among populations who can benefit the most from college access.

Strategy #1 incorporates the following areas of focus in meeting these goals:

- Engage college system leaders in equity-based professional development, advocacy, and actions across the community and technical college system;
- Cultivate future, equity-minded leaders from faculty and staff at all levels, from frontline staff to aspiring mid-and senior-level college administrators;
- Conduct policy audits to eliminate barriers for students in the key areas that can make or break their ability to enroll, and stay, in college; and
- Create an equity resource bank of best practices.

Background information and analysis

Closing racial equity gaps in access and completion at the 34 community and technical colleges of Washington State is a moral and economic imperative that is reflected explicitly in our system’s vision, mission, and values. Our colleges play a critical role for developing a diverse workforce, enabling economic mobility, and closing equity gaps, and are essential to an equitable economic



recovery. As the doorway to higher education for many first-generation, low-income, students of color, our system of colleges is well-situated to take action on strategies that will positively impact the success of our students of color and other systemically minoritized students.

The desire to address long-standing racial inequities has resulted in the development and implementation of several college system-wide equity-focused initiatives in four distinct areas, namely:

- Leadership and Governance;
- Leadership Development;
- Professional Development; and
- Organizational Change.

These initiatives have been developed to encourage the growth and retention of our administrators, faculty, and staff, and to assist in increasing the access and completion rates for our students of color and other minoritized groups. Some are still early in their development and implementation stages while others have existed for many years, but all serve to address the college system's equity gaps across key areas.

In a recent article excerpt titled “The Role of Presidents, Trustees, and College Leaders in Student Success”, it was noted that “most successful colleges share a crucial element...leaders (who) are deeply committed to student success and equity, and they have the strategic ability to translate that commitment into culture change at their institutions and opportunity for students. In the end, it is the culture of a community college that dictates whether it can sustainably improve student outcomes. And presidents are the key to building highly effective student-oriented cultures.” (Student Success in the Community College: What Really Works, O’Banion, T & Culp, M., 2021)

Although presidents are critical leaders for fostering a cultural shift on our campuses, it should also be noted that boards of trustees are essential partners for setting and monitoring equity goals as they help to decide on key policies and budgets approvals. Presidents and trustees who work in tandem for ensuring the success of our students of color can help to make a significant difference in the lives of our students, their families, and more broadly, our communities of color.

Research also strongly suggests that having diverse administrators/faculty/staff that are representative of the students they serve helps to foster a sense of belonging and supports an inclusive campus culture. The recruitment, retention, and development of our administrators/faculty/staff of color is a crucial strategy for building anti-racist learning environments, especially since students of color thrive when they can see themselves reflected in the college culture. It is important, then, that a racially diverse and culturally responsive workforce is a key priority for supporting the success of our students of color.

Actions

The State Board is engaged in several actions for producing equitable outcomes across our system. The following are highlights of these actions:

Action #1: Work with the Washington Association of Community and Technical College Presidents and Association of College Trustees equity committees to implement professional development for trustees and presidents.

The presidents officially convened the group's first equity committee in September 2019 to begin examining ways to address the enduring equity gaps at Washington State's 34 community and

technical colleges from their position as presidents. The committee's overarching goal was to develop a plan with clear system-wide objectives and strategies aimed at providing professional development and eliminating equity gaps. During the current academic year, the president's equity committee supported four equity-focused professional development trainings to their peers:

- Modeling equity in the age of COVID, December 2020
- Critical race theory in institutional planning and campus design, January 2021
- Preparing for an equitable economic recovery, January 2021
- Debriefing equity learning together, February 2021

They also began to build connections with the Multicultural Student Services Directors Council and the newly formed Diversity and Equity Officers Commission. Two other items on their work plan will be discussed in further detail below (financial aid policy audits and equity resource bank).

One year later, the trustees convened their first Diversity, Equity and Inclusion committee in September 2020 and worked to create a Diversity, Equity, and Inclusion committee charter outlining the issues to be addressed, including their team purpose, guiding principles, membership, accountability, and scope of work. The committee has explicitly acknowledged that "racial disparities in student achievement jeopardize the mission of the state's college system" and resolve to "strengthen trustee leadership by re-envisioning the life-cycle of trustees through an equity lens." They also recruited a nationally-recognized speaker on equity, Dr. Tia Brown McNair, Vice President for Diversity, Equity, and Student Success from the Association of American Colleges and Universities, to provide professional development to their peers at the fall trustee conference.


Action #2: Work with diversity and equity officers across the two-year and four-year sectors to build collaborative equity efforts.

In October 2020, the executive directors from State Board, the Council of Presidents, and the Independent Colleges of Washington convened an inaugural gathering of Washington State's higher education diversity and equity officers. The event represented a collaborative effort between the two- and four-year sectors to create a network of college and university staff responsible for leading diversity, equity, and inclusion efforts at their institutions. Since its first gathering, a smaller subcommittee has met on a monthly basis to consider the next steps for this initiative, including the development of a scope of work and an annual gathering of diversity and equity officers.

Action #3: Work with Presidents Equity Committee to reconvene college system representatives to complete financial aid policy audits.

Recently, the presidents' equity committee reconvened a system-wide group for reviewing financial aid policies and practices with a racial equity tool. This work was initiated in January 2019 and was determined to be critically important to re-examine during the current 2020-2021 academic year. The current group of reviewers is made up of members from the Financial Aid Council, the Diversity and Equity Officers Commission, the Washington Student Achievement Council, and state board staff. They have been meeting monthly since January 2020 with the intent to establish a set of recommendations to be submitted to the presidents by June 2021. Areas of review include: changes at the federal level that impact our colleges' equity practices; ctLink impact on financial aid processes; and hiring Black, Indigenous, People of Color financial aid officers.

Action #4: Collaborate with the Social Justice Leadership Institute, the Faculty of Color and Administrators of Color mentoring programs, and the Faculty and Staff of Color Conference to support professional development opportunities for faculty and staff of color.



Leadership and professional development initiatives have supported hundreds of employees of color in reaching tenure and/or advancing professionally in their careers. As a key retention strategy, these programs have also served to establish rich communities and networks of colleagues of color across the system.

The Faculty and Staff Of Color Conference, for example, recently created seven system-wide racial affinity groups (African American, Latina/Latino, Asian American, Pacific Islander, Multi-Ethnic, Middle Eastern, and Native American) that gather at its annual conference and meet regularly throughout the year. They also organized the first Presidents of Color affinity group this last year.

The Social Justice Leadership Institute serves to professionally develop a pipeline of college colleagues to move into leadership positions and fostering leadership identity among historically underrepresented groups. This year, it will be starting its seventh cohort of learners committed to honing their skills for becoming culturally responsive social justice leaders.

Though on a programming pause this past year due to COVID-19, the Faculty of Color and Administrators of Color programs have been vital in supporting faculty of color by creating a community of learners, facilitating professional development, and providing one-on-one and group mentoring and leadership guidance. The programs boast graduates who have successfully reached tenure and/or advanced in their careers, and who have, in turn, become mentors to other colleagues of color.

Action #5: Support racial equity review training for State Board agency leadership and staff.

In January 2017, the state board staff formally convened its inaugural Diversity, Equity and Inclusion committee made up of representatives from across the four divisions of the agency. The committee established operational guidelines to include a process for participation and the role/tenure of its members, and outlined its decision-making processes. A three-year Diversity, Equity and Inclusion work plan was also developed with a focus on the following priority areas: hiring practices, professional development, cultural climate, and system alignment. The work resulted in the establishment of a Lunch and Learn series; employee resource/affinity groups; new Diversity Equity and Inclusion internal and external webpages; and annual surveys conducted to assess the cultural climate of the agency.

As part of the Diversity, Equity and Inclusion committee's focus on cultivating an equity-mindset, a proposal for a racial equity review training for executive leadership, directors, and policy associate-level groups, including the Diversity, Equity and Inclusion committee members, was submitted and approved in February 2021. The racial equity review training will be conducted this Spring/Summer. The Equity, Diversity and Inclusion director and Diversity, Equity and Inclusion committee co-chairs will support the training and state board staff for utilizing the racial equity tool within the agency.

Action #6: Create an equity resource bank of best practices in the areas of student services, curricula, hiring and employment to share successful practices throughout the system.

- In October 2019, the presidents' equity committee requested colleges to respond to strategies currently being used. The responses may be used to establish an equity resource bank of best practices.

Potential questions

- Now that an overview of equity efforts has been provided, what gaps remain in further meeting the needs of our administrators, faculty, staff, and students of color?
- What are the next steps for the Diversity, Equity and Inclusion efforts at the agency?
- Are there impending legislative impacts that will affect the continuation of this work?

Recommendation/preferred result

Staff will provide a brief overview of system equity efforts. Board members will have the opportunity to discuss and engage with system leaders for deeper inquiry and considerations for how to support the equity initiatives.

Policy Manual Change Yes No

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