

***Board of Trustees Special Meeting Minutes
August 15, 2022***

9:00 am Special Board of Trustees Meeting

Zoom Link: <https://olympic.zoom.us/j/92924508469?pwd=ZGJnLzNaampkL1BuK2xia1ZBYi9hdz09>

Meeting ID: 929 2450 8469

Meeting Password: OCBOT0815

Trustee Miller called the Board of Trustees Special Meeting to order at 9:18 a.m.

Board Members in Attendance:

Harriette Bryant (Chair)	Candelario Gonzalez
Cheryl Miller (Vice Chair)	Frankie Coleman
Tom Eckmann	

Others in Attendance:

Marty Cavalluzzi, President
Adam Morris, Chief of Staff (minutes)
Ron Ellison – Vice President for Administrative Services
Martin Cockroft – Vice President for Instruction
Brendon Taga – Vice President for Student Services
Josh Masters – Vice President for Human Resources

The Board read the Mission, Vision and Values.

- 1. 8:30 am – Optional Light Breakfast for Trustees and Guests**
- 2. 9:15 am – Meeting Start**
 - 1. Communication from the Public**
 - None.

2. Welcome and Agenda Overview – Marty Cavalluzzi

- President Cavalluzzi provided a welcome and introduction, reviewing the contents of the agenda with the Trustees.

3. Review of Functional Areas

1. Administrative Services

- Ron Ellison, Vice President for Administrative Services, presented to the Board of Trustees with discussion. Topics covered include:
 - Budget Background and Context
 - Review of Approved 2022-2023 Operating Budget
 - Capital Projects Overview
 - Construction Trades Building – Shelton
 - Welding Shop Renovation – Bremerton
 - Innovation & Technology Learning Center – Bremerton
 - Sons of Norway Refresh – Bremerton
 - Evolution of the Innovation & Technology Learning Center
 - Innovation & Technology Learning Center – Program Update
 - Innovation & Technology Learning Center – Original Request
 - OC/WSU Innovation Zone and Hydrodynamic Research Cell
 - OC/WSU High Velocity Water Flow Tank
 - Administrative Services – Issues and Opportunities
 - Issues:
 - Impact of year-end close on staff
 - On-going ctcLink issues
 - Non-routine stressors on staff (COVID, ctcLink, departmental leave, maintaining skilled workforce, recruiting/retaining quality employees)
 - Identifying and addressing longstanding Admin. Services issues
 - Opportunities:
 - New Budget & Finance Council (Governance)
 - Resolve chronic facilities issues (HVAC, elevators, funding, etc.)
 - Centralize purchasing of offices supplies/materials
 - Stabilize Security staffing, strengthen training, and improve College emergency readiness
 - Design/Implement Financial Management Dashboard (Board of Trustees and Administration)
 - Finalize development of new improved financial reports for the Board
 - Transition to a new “All-funds” budgeting approach
 - Continue to simplify the new ctcLink process and improve reporting and analytics.

2. Instruction

- Martin Cockcroft, Vice President for Instruction, presented to the Board of Trustees. Topics covered include:
 - Enrollment
 - Fall Enrollment to date
 - Enrollment by modality and campus
 - Focus on Shelton and Poulsbo
 - Trends in enrollment by discipline, 2019-2021 and 2016-2020
 - Demographic trends as percent of student population, 2016-2020
 - Running Start is up (nearly doubled, from 18% to 30% of OC enrollments)
 - Prof-Tech is down (from nearly 33% of OC enrollments to fewer than 25%)
 - Full-Time students are up (close to 50/50 FT/PT in 2015, now closer to 60/40)
 - Students of color attendance up (67% white in 2015, 57% in 2021)
 - Hispanic/Latino population doubled since 2016 even as enrollment dropped overall
 - Two or more races increased slightly
 - Worker Retraining students are up
 - High School graduates down (69% of OC students to 55%)
 - Student Success Outcomes 2020-2022, Historically Underrepresented (HU) vs. non-HU
 - HU includes Black/African American, Hispanic/Latino, Native American/Alaskan Native, Native Hawaiian/Pacific Islander
 - By modality
 - Disaggregated by division, math, English
 - Equity Gap trends for sample disciplines
 - Guided Pathways updates
 - Shared ownership between Instruction and Student Services
 - Reviewing goals and assigning responsibilities
 - Adopting/aligning Guided Pathways work with Instruction work (ex: assessment and equity work)
 - Issues in Instruction
 - Organization Chart – is Instruction structured and supported for success?
 - Dean capacity concern
 - Lack of opportunities for faculty leadership
 - Reducing redundancy and inefficiencies
 - Short-staffing and labor shortages
 - Association of Higher Education (AHE) topics: student evaluations, online loads, online office hours, online quality, equitable faculty loads

3. Student Services

- Brendon Taga, Vice President for Student Services, presented to the Board of Trustees. Topics covered include:
 - Reviewed structure of Student Services
 - A Holistic Student Support Model
 - Enrollment & Student Success: Closing Access, Achievement, & Equity Gaps
 - Strategic Enrollment Management
 - SEM group
 - Achieving the Dream (ATD)
 - Guided Pathways
 - Outreach & Recruitment
 - Placement & Assessment
 - Online Orientation
 - Vaccine Policies
 - Financial Aid Outreach
 - Assistant Director of Outreach
 - Course Scheduling
 - Retention
 - Advising (Faculty Advising, Transfer Intensive, etc.)
 - Student Progress Monitoring
 - Student Alert
 - OC Promise
 - Wellness (DAAPP, Center)
 - Child Care
 - No longer pursuing external options
 - Grants are being explored
 - Staffing issues
 - Student Services Communication Plan
 - Grants
 - Equity Gap Grants (SEAG), TRIO
 - Issues in Student Services
 - Budget & Student Services Fee
 - Personnel
 - Restructure & Goal Alignment (WFD, Career Services)
 - Position Vacancies: Success Coaches, Navigators, Conduct Officer
 - Awards & Recognition, Culture Work
 - Professional Development
 - Policy Development
 - Student Achievement Council (SAC) Draft Workplan
 - New Legislation: Title IX and Hazing
 - Communication
 - All-College Forums
 - Student Services Convenings

- Email Updates
- Assessment & Continuous Improvement
 - Learning Outcomes
 - Program Review
 - Innovation Team

4. Human Resources

- Josh Masters, Vice President for Human Resources, presented to the Board of Trustees. Topics covered include:
 - Current Structure of HR vs. other models in state system
 - HR Staff & Budget Comparison
 - Budget challenges
 - Budget includes expenses not normally classified as and “HR Expense”:
 - Title IX
 - Legal
 - Faculty Salary Advancement
 - Public Records (personnel & software)
 - Using average HR Expense Ratio, budget for HR would be expected to be roughly \$2.7M (current budget is \$2.3M).
 - In 2021-2022 HR created 3 additional positions without additional funding
 - Absorbed Faculty Workload and Title IX with no additional funding (other than salary/benefits of 1 position each).
 - NeoEd – after a failure with ctcLink’s TAM module (Talent Acquisition), NeoEd contract renewed and cost absorbed by existing budget
 - Impacts of Budget Challenges
 - No funding available in current budget for new HR initiatives
 - Employee Wellness
 - Leadership Training
 - Professional Compensation Analysis
 - Compliance
 - No funding available for additional positions or position upgrades
 - Administrator over hiring, recruitment, and/or classification & compensation
 - Administrative Support
 - Staffing Challenges
 - Vice President serves multiple roles
 - Vice President
 - Heads Classification & Compensation
 - Heads Hiring & Recruiting
 - No Administrative support in HR
 - No dedicated training or professional development program/personnel
 - HR Wishlist
 - Budget increase of \$150,000 (roughly 0.2% of budget)
 - Executive Assistant Position

- Existing Position Upgrades
- Professional Compensation Analysis (Comparative Market, Banding, and Placement)
- General fund for HR operations
- HR Directed Professional Development Fund
- FY22-23 HR Goals
 - Process mapping & efficiency
 - Supervisor Academy
 - Policy Development
 - Administrator Evaluation Overhaul
 - HR metrics establishment and tracking
 - Compensation analysis
 - Employee Handbook overhaul
 - Career Pathways
 - OC Leadership Academy
 - Training & Professional Development Program
 - Strategic Staffing & Retention Plan
- Anticipated HR Challenges for FY22-23
 - OT Exempt Salary Threshold changes
 - Minimum wage increases
 - Part-Time Rule Changes
 - New salary and benefits disclosure requirements

5. Chief of Staff

- Adam Morris, Chief of Staff, presented to the Board of Trustees. Topics covered include:
 - COVID-19 Operations Education and Concerns/Issues
 - Proclamation by the Governor 20-12.5 – Higher Education
 - Proclamation by the Governor 21.14.4 – COVID-19 Vaccination Requirement
 - Directive from the Governor – COVID-19 Vaccination Standards for State Employees
 - SBCTC Issue Brief – August 10, 2022
 - CDC Updates – August 11, 2022
 - Washington Department of Health updated K-12/Childcare Guidance
 - L&I requirements relating to COVID-19 and the ending of DOSH 1.70 – General COVID-19 Prevention under the Stay Safe – Stay Health Order
 - Board Communications
 - Loss of Executive Assistant position due to budget outlook

6. President

- Marty Cavalluzzi, President, presented to the Board of Trustees. Topics covered include:
 - Open Executive Team positions and timelines
 - Vice President of Diversity, Equity, & Inclusion
 - Chief Information Officer
 - Executive Director of the Office of Institutional Effectiveness

- College-wide program prioritization
- Governance System
 - Policy
 - Taskforce recommendations
 - Implementation Handbook
- Strategic Planning
- Enrollment concerns and opportunities

4. Review of 2022-2023 Institutional Goals

1. Tentative 2022-2023 Goals Review for Board Input

- The Board discussed goals for the upcoming year and has asked the Executive Team to prepare some suggested goals for discussion and Trustee input at a future meeting. Trustee Eckmann proposed goal(s) addressing how the college can get on stable financial footing.

5. Schedule Study Sessions for Academic Year

1. Discuss and schedule study session topics for 2022-2023 academic year

- A brief discussion was held regarding study sessions the Board would like to see this year. Suggestions included:
 - Running Start Briefing
 - Tenure
 - PSNS Apprenticeship Program
- Trustees will consider additional topics and bring them forward in order to establish the study session schedule for the remainder of the year.

6. Retreat/Special Meeting Planning

1. Board Self-Evaluation Process and Timeline

- Adam Morris, Chief of Staff, reviewed the Board Self-Evaluation Tool and process with the Board of Trustees. After discussion, the Board of Trustees will continue using the evaluation tool established last year. The evaluation tool will be sent out to Trustees for completion in September, with final review and discussion taking place at their October meeting.

2. President's Evaluation Process and Timeline

- The Board of Trustees will schedule a special meeting in September to perform the President's annual evaluation.

3. Quarterly/Annual Retreat Scheduling

- The Board of Trustees discussed their retreat schedule for the year and committed to having one per quarter. Discussed having focused topics for each retreat, such as:
 - Fall - Enrollment
 - Winter – Work session on Board Goals
 - Spring – Reviewing Achievement Gaps
 - Summer – Goals/Assessment/Evaluations

7. Adjournment

- Trustee Miller adjourned the meeting at 4:26 p.m.

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