



Board of Trustees Meeting
Building 3, Rotunda and via Zoom

Wednesday, August 9, 2023

Study Session: 3:00-4:00 p.m.
Regular Meeting: 4:00-6:00 p.m.

Study Session Minutes

Call to Order: Chair Zhu called the Board of Trustees Study Session for Clover Park Technical College (CPTC) to order on August 9, 2023 at 3:00

Board of Trustees Present:

Tong Zhu, Chair
Jesus Villegas Rivera, Vice Chair
Eli Taylor
Carol Mitchell – on line

College President: Dr. Joyce Loveday

Assistant Attorney General (AAG): Justin Kjolseth

Excused Absences:

Alice Phillips

Executive Team:

Dean Kelly, VP for Student Success
Samantha Dana, Associate VP for Institutional Effectiveness
Dr. Tom Broxson, VP for Instruction
Amelia Grayson, VP for Finance and Administration
Iesha Valencia, Associate VP for Equity, Diversity, and Inclusion
Lisa Beach, Chief Operating Officer

Airplane Acquisition

Dr. Tom Broxson, Claire Korschinowski, Marshal Collins, Chief Pilot, and Shannon Feist, Assistant Chief Pilot provided a presentation about the aging aircraft fleet and fuel storage needs. The PowerPoint accompanying this presentation is attached to these minutes. The college flight training program has the ability to train from zero experience through commercial flight school training. A description of our program was provided, as well as an outline about why owning our fleet is important instead of leasing aircraft.

There are 49 students in this quarter who have completed the application process but the program will not be able to take all of them due to a lack of resources. The maximum the program can accommodate when fleet is intact is 60 commercial pilot students plus additional students not in

the commercial pilot program. A recent accident has reduced the fleet and so limited the number of students the program can accept. (There were no injuries during the accident, but damage to craft has taken it out of use.) It is doubtful that the college would be able to service more than the 60 students due to physical constraints of the current site. Instead of adding more students to expand the program, efforts are focused on moving students through to completion. Currently it takes about two years to fully train a commercial pilot if the student has no prior experience.

The college works closely with multiple airlines recruiting for future pilots. None of these airlines are currently international, but there is no barrier for students who would want to interview with those companies. More and more companies are coming to the college to develop programs that incentivize students. Usually this takes the shape of a payment to the student for completing the program in exchange for staying with the company for a period of time (e.g., two years). In essence, these programs provide a scholarship for the students.

The current flight hour requirement for pilots of large aircraft is 1500 hours. We train 1200 hours which will allow students to qualify to fly small commercial aircraft. Students pay for the hours they train, at a rate that covering our fuel and maintenance costs and a little extra for reserves. The flight costs amount to \$60,000 for a full year which is in addition to the tuition.

Our fleet is aging and we are nearing the airworthiness limit of some of our aircraft. Buying a new aircraft requires a long wait time (e.g., 3 years). The program needs to acquire six new aircraft at a cost of approximately \$3,578,140. The proposed aircraft are good value to the college as they can be used for multiple purposes and can last a long time. Some of the cost can be recouped by selling the old craft. In addition, we can use the Washington state lease/purchase program to reduce the cost and the interest rate.

Trustee Mitchell asked how many years and how many students are required to fully realize return on investment. This will require coming back to trustees. Trustee Zhu seconded the desire for this information and expressed interest in finding a way to make this program a profit generator. Trustee Mitchell noted that industry should be contributing to the program as they are in need of pilots. Trustee Taylor noted that our college should be careful about using a ROI as a basis for college decisions as the College is a service organization, not a for-profit business.

ctcLink Progress (Tab 1)

Dr. Brian Lee discussed the ctcLink project from its initiation in 2008 through the current status. We have now gone through 5 terms. The project has now closed, and we are now only paying for ongoing support for the software. The software will continue to grow and change over time. The enhancement process is backed up by a system-wide governance process. One of the positive results of the project here at CPTC is that we were able to retain all of the chief project managers in new permanent roles at the college. This allows us to retain the knowledge that they developed during the project.

At the end of the project, a campus-wide survey was conducted to find what we could learn from the process that the college went through. Positive impacts included the addition of a new ticketing system which is capable of supporting students as well as staff. Negative experiences included inconsistent and poorly designed training. We also found that local business practices needed to be developed and are continuing to be developed to allow necessary processes and get required data out of ctcLink.

Ongoing pain points include the following:

- Financial Aid takes longer.
- Lack of understanding of how the various aspects impact other areas. – may take another year to feel comfortable and normalized.
- Learning how to extract data from the system.

Recommendations for the future include the following:

- Advocate for enhancements through the governance process
- More training and getting comfortable with ctcLink
- More development of local practices
- Developing the web-based applications to access legacy data.

Dr. Lee expressed thanks to all those who worked on the transition to ctcLink.

Trustee Mitchell asked what would employees and students would say about ctcLink. Dr. Lee noted that the survey included all employees, but did not include students. The utilization of the ticketing system by students was initially high, but has declined markedly, indicating that students have gotten accustomed to ctcLink. Anecdotally Dr. Lee has heard that students appreciate student records being unified by ctcLink between colleges.

Adjournment

Motion to adjourn the study session was made at 3:59 p.m. by Trustee Villegas Rivera and seconded by Trustee Zhu. The motion was approved unanimously.



Regular Meeting Minutes

Call to Order: Chair Zhu called the Board of Trustees Study Session for Clover Park Technical College (CPTC) to order on August 9, 2023 at 4:04, followed by the flag salute, a land acknowledgement, and a labor acknowledgement

Board of Trustees Present:

- Tong Zhu, Chair
- Jesus Villegas Rivera, Vice Chair
- Eli Taylor
- Carol Mitchell – on line

College President: Dr. Joyce Loveday

Assistant Attorney General (AAG): Justin Kjolseth

Excused Absences:

- Alice Phillips

Executive Team:

Dean Kelly, VP for Student Success
Samantha Dana, Associate VP for Institutional Effectiveness
Dr. Tom Broxson, VP for Instruction
Amelia Grayson, VP for Finance and Administration
Iesha Valencia, Associate VP for Equity, Diversity, and Inclusion
Lisa Beach, Chief Operating Officer

Adoption of the Agenda**MOTION:**

Motion to adopt the agenda, as presented, was made by Trustee Villegas Rivera and seconded by Trustee Taylor. The motion was approved unanimously.

Approval of Minutes (Tab 2)**MOTION:**

Motion to approve the minutes of the Regular Board meeting held on June 14, 2023, as presented, was made by Trustee Villegas Rivera and seconded by Trustee Taylor. The motion was approved unanimously.

Public Comments

There were no public Comments

President's ReportBoard Meeting Format Changes

Dr. Loveday noted changes to the format of Board meetings:

- Acknowledgement of land and labor has been added at the request of the Board during the last retreat.
- Public Comments have been moved up to the beginning of the regular meetings so that those who want to provide a comment are not required to sit to end of meeting.

Introductions

- Amelia Grayson, CPTC's new Vice President for Finance and Administration. Ms. Grayson expressed excitement to start her work at CPTC as she sees it as an opportunity to make a larger impact on education in Pierce County.
- Christina Roberts who has been serving as Interim Chief Officer of Human Resources, getting the college prepared to hire a permanent Chief Officer of Human Resources.
- Cathy Purcella the new CPTC Foundation Executive Director.
- Don Sosnowski as Executive Director of CPTC's Corporate Education division (formerly Invista Performance Solutions).

Budget Progress

It is anticipated that a budget will be brought to the Board in October. There have been many challenges in the past year including the advent of ctcLink and many staffing changes. Dr. Loveday acknowledged that the business office, finance team, and others who have done well to bring the college to this point.

The college worked with Robert Half Solutions' temporary staff to successfully close out fiscal year 2022-2023. The year ends with June, but closing activities continue through August. CPTC just finished closing today, and we can now start putting together a clear picture of the budget for

fiscal year 2023-2024. We are starting the new year with budget accounts in ctcLink. Although we don't know the details yet, we do expect a deficit due to low enrollment. Last year was the last of Higher Education Emergency Relief Funding, and we will soon know how much is left for this year's recovery and resizing.

Board Self-Evaluation

The Board Self-Evaluation is a third-party tool that has not been used by CPTC since 2019. It will be useful to use it again now to help with conversations about how the Board can work together best. The tool will be distributed by Thomas Oliver in September and we will identify a time later to discuss the results.

Miscellaneous

Imagine, Build, Immerse will be held shortly at CPTC. For one day, 38 students from local high schools will be on campus to receive hands-on experience in four high-demand fields.

There will be no September Board meeting.

Opening Day is held Sept 22. Invitations will be sent to Board members.

PCCC may be cancelled for this coming meeting

The next regular meeting of the Board of Trustees was moved earlier in the month (Oct. 4) due to a conflict with a national conference on the usual second Wednesday.

College Reports or Highlights

Student Success Report – Enrollment Update (Tab 3)

Dean Kelly and Dr. Broxson presented the enrollment update. Changes in FTE overall we are up three percent compared to four percent system-wide. CPTC is doing well in finding funding for students. Running start increasing dramatically and ABE is also growing well. Transitional education is growing and we believe we will be seeing more growth. Transitional education is a big part of the three percent rise overall.

Prof tech programs are down overall. Notably nursing is down, but this is largely due to a transition of programming. We are expecting recovery in the fall.

Fall enrollment efforts focused on increasing existing programs and adding new programs. 300 to 350 new students are anticipated in the Fall.

CPTC's RELA efforts are focusing on services for black male students. This group was chosen as it has one of the largest equity gaps at CPTC. The pilot program includes 20-25 students for one year. It includes new programming and a dedicated space in the Learning Resource Center. If this is successful, we want to expand the initiative to other groups with high equity gaps.

Our Achieving the Dream efforts are focusing on areas of the county we are not serving well and working to change that.

Trustee Taylor asked about the timeline for RELA. It was explained that although the pilot program is for only one year, the college is committed to continue successful work after the pilot

year. Other target groups that are being considered in the future include single parents, and Latinex students.

Reviewing the presentation, Trustee Tong asked about the 46 percent decline in Ibest programs. Dr. Broxson responded that the decline is due to retooling of Ibest at CPTC. We are reassigning resources to programs such as nursing and biology that would best benefit from the resources.

Instruction Report (Dental Bus) (Tab 4)

Hannah Precour was introduced by Dr. Broxson. She helps run CPTC's dental bus program. The program is a great opportunity to partner with community organizations to offer dental care to those in the community who cannot afford it. Services have been offered without questions on a first-come-first-served basis since the Fall of 2021.

The CPTC program is run through Medical Teams International (MTI), who rents the bus for \$1700 per day, some days have been funded by outside sources such as the Pierce County Department of Health. The last event provided \$8000 in services to community members. The community served is diverse. This is good for both those served and the students providing services. Both benefit from seeing individuals who look like them.

The cost in terms of supplies is low. The limiting factor is getting doctors of dentistry to serve at events. The population served benefits greatly for the small effort.

Looking forward, the program would like to move toward providing services independent of MTI. In order to do so the program would need to upgrade its accreditation and find a deeper pool of dentists willing to provide services. They will also need a secure server for patient records, and some equipment and supplies. Until these hurdles can be overcome, the program will continue to work with MTI.

Trustees noted that this is very important work. They wondered how the program is advertised and whether there are connections to the K-12 system and JBLM. Ms. Precour replied that advertisement is largely done through social media, and that they do have connections with K-12 and JBLM. Frequently there are more patients that they can handle in a day. If this is the case, patients are referred to other organizations that provide similar services. Trustees committed to helping find more volunteer dentists and helping promote the service. Trustee Zhu suggested finding a way to publicly honor volunteer dentists as a recruitment incentive.

Union Report

Lisa Fortson, Susan Hoppe, and Diane Follett provided reports from three of the CPTC unions. Diane Follett, representing the faculty union reported first. Her script is attached to these minutes as an addendum. She noted numerous changes in the leadership of the union. She also noted that faculty union dues are being restructured to be more equitable.

Ms. Follett noted that an MOU regarding faculty high demand funding has been completed. Another is still in process for Prof Tech union members. She also noted that the union would like to start working on a new contract in October to ensure that it can be ratified before the existing contract expires June of 2024. One of their goals will be to have grant-funded faculty get the same benefits as non-grant faculty.

In terms of administration, a general complaint is that the distribution of financial aid is very slow and this adversely impacts students, enrollments, and retention.

Administration of Human Resources continues to be a problem in terms of health benefits, and retirement funding as stated when the Union reported to the Board in March. It was noted that all three presenting union representatives were subjects of ethics violation charges immediately after the March meeting. Although the addition of Sam Dana, Alix Nunke, and Christina Roberts to Human Resources has helped build trust, the union perceives the problems as a liability for the college. They want to hear back from the board regarding their concerns and have a series of specific actions that they want to see put into effect (see attached script).

Lisa Fortson – representative of the AFT prof union reflected Ms. Fortson’s comments while noting some small progress with negotiations. She also noted that understaffing is causing a strain on staff morale and ability to serve students.

Susan Hoppe – classified union representative echoed the others.

Trustees thanked the representatives for their courageous and candid comments. They pledged a response.

Dr. Loveday noted that Christina Roberts was brought in specifically to investigate and make recommendations to improve HR functions. She is still working on her final report.

Chair’s Report

Trustee Zhu had no report.

Board Reports and/or Remarks

Trustee Mitchell announced that the Progress House Association recently held a “rising strong” event focusing on individuals reentering society from incarceration. There is a generation of adults in this position looking for opportunities. She wondered if CPTC might provide a resource through the RELA program.

New Business

There was no new business.

Executive Session

At 5:25 Chair Zhu stated that in accordance with RCW 42.30.110, the Board would recess to go into Executive Session for the purpose of reviewing potential litigation, which is exempt from the Open Public Meetings Act.

Chair Zhu reconvened the Regular Meeting at 6:17 p.m. and stated that there were no action items as a result of Executive Session.

Next Meeting

Wednesday, October 4, 2023, details to follow.

Adjournment

Motion to adjourn the meeting at 6:18 was made by Trustee Taylor, and seconded by Trustee Villegas Rivera. The motion was approved unanimously.



Dr. Joyce Loveday
President
College District Twenty-Nine



Tong Zhu
Chair, Board of Trustees
College District Twenty-Nine

Appendix A

BOT Statement by Diane Follett Faculty Union Representative

BOT Statement
August 9th, 2023

Good afternoon BOT members. Thank you for having us here and listening to our labor relations updates. My name is Diane Follett and I am the faculty union president. There have been many changes:

- Changes in Union Leadership- Irada Dadashova is our new treasurer and Hana Greer is our new Welcome Committee Chair. Kathy Smith continues as Vice Pres., Poppy Bushnell as our secretary, and Michele Jones as our Equity Officer and Reinvest in Our Colleges Representative.
- Shout out to Michele for her equity lens in our Union Management Group meetings regarding professional development credits.
- A HUGE thanks to our just retired long-time treasurer, Lucy Dorum. Please join me in expressing our gratitude. We greatly appreciate everything she has not only done for the college, but all of her work at the union as our treasurer. She kept our books, but in addition she often helped payroll and HR with calculations and formulas for different pay issues and special contracts like our high demand folks. She will be missed. Please don't forget about her retirement party tomorrow in Building 19 Room 107 at 2pm.
- Progressive Dues Restructuring - more equitable changes (classified union too). Moving from a regressive flat fee structure which by percentage the most highly paid are contributing the least to a percentage rate so those at the top are contributing the same percent as those at the bottom.
- Negotiations -- High demand funding for nurses and for prof/tech, CBA
 - Nurses: We have reached an agreement to distribute the high demand funds in a way that fairly compensates faculty and is competitive and aids in recruiting and retention.
 - Prof/Tech: We are working at revising the spreadsheet to make it a bit simpler moving forward and creating an MOU similar to what the nurses have.
 - CBA: We are gathering information currently on our member needs and the financial state of the college. We will begin bargaining in October.
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- Working on Utilizing our Specially Funded Continuous Faculty Contracts and honoring the work of current faculty who have been unable to become tenure track, but have been doing the same work as their tenured counterparts.
- Other faculty concerns-
 - Financial Aid distribution still very delayed.
- Finally, I must speak once again on faculty's experience with HR and Payroll. In our March BOT the unions came to you to shed light on issues in pay, health benefits, and retirement that have and had been blamed on the issues in implementing ctcLink.
- Since then, we have not heard direct follow up from the board. HR had been trying to meet monthly with the unions to provide us updates, but they never responded to any of our Information Requests in writing. It felt as though they were just pushing us off. Now Kirk has left and we are hiring for a new HR Director.
- Currently we have a new Assistant Director, Alix Nunke. Faculty have noticed a marked improvement in customer service coming out of HR as a result in the form of clear, consistent, and transparent communication from Alix specifically. Trust there is slowly being rebuilt. The college has also hired an outside consultant, Christian Roberts, to assist

with hiring the new HR Director and to do a little research into what would help HR and payroll be more successful.

- Unfortunately, her inquiry has only confirmed faculty's feelings about the dysfunction in and between those departments. Our personal experiences as faculty were being locked out of the HR/payroll office, never receiving communication on our tickets or concerns (even when they included our babies not being covered by health insurance, our pay being grossly overpaid, and our retirement not being taken out), being yelled at by staff, having officers of the court having to contact on our behalf for child support, and not just a lack of customer service, but outright hostility. We continually were told that all of these things were because of ctcLink. An independent unbiased outside entity has now validated what we have all felt in this college. HR and payroll is an unhealthy place and is unhealthy for the college. It isn't because of ctcLink. Lack of proper training and experience, internal promotions without transparent hiring practices, lack of or no oversight, and no checks and balances has created a liability for the college. The biggest and most severe example for faculty is that there are still issues with our retirement being taken out and not given to DRS and other issues with retirement. And HR/payroll is nonchalant about the significance of this to their customers (us faculty and staff) and to the impact on the college. The college must pay back the percentages on those retirement funds. That will come out of reserves when we are already looking at a possible decrease in our operating funds because of our FTE status.

What the union is asking for is for our voices to be heard and for our concerns about that department not to be glossed over or swept under the rug. We are asking for extreme personnel changes and we ask that there be oversight established, accountability, internal checks and balances, a focus on customer service when faculty and staff are recognized as the customer and not the enemy or adversary, transparency, ethics, and to fix the major problems that have already been brought forward.

I could go on and on, but the person you should speak to (perhaps in an executive session) is Christina herself.