



Board of Trustees Meeting

Virtual, Via Zoom:

Zoom Link: <https://cptc-edu.zoom.us/j/88674579374?pwd=MXVqSktnGJITTFvcnllZ2F2TzllQT09>
Passcode: BOTMeeting

Wednesday, November 10, 2021

Study Session: 3:00-4:00 p.m.
Regular Meeting: 4:00-5:15 p.m.

Study Session

3:00	Call to Order, Introductions	Carol Mitchell	
3:05	Invista Performance Solutions	Don Sosnowski	
3:25	Academic Year in Review – Enrollment Summary	Samantha Dana	Tab 1
3:35	Capital Project Proposal	Wesley Prater	
3:50	General Discussion	Carol Mitchell	
3:55	Adjournment	Carol Mitchell	



Regular Meeting Agenda

4:00	Call to Order, Introductions	Carol Mitchell	
	Adoption of Agenda	Carol Mitchell	
	<i>Action</i>		
	Approval of the Regular Meeting Minutes of	Carol Mitchell	Tab 2
	October 6, 2021		
	<i>Action</i>		
4:05	President’s Report	Joyce Loveday	
	• Student Success Speaker		
	• Accreditation Visit		
	• PCCC Updates		
	• Miscellaneous		

4:20 College Reports or Highlights

<u>ASG Report</u>	Michelle Ryder	Tab 3
<u>Core Theme Presentation – Institutional Sustainability</u>	Samantha Dana	Tab 4
<u>FY 2021-22 1st Quarter Budget Report</u>	Lisa Wolcott	Tab 5
<u>Instruction Report – Outcomes Assessment</u>	Tom Broxson/Snowy Zhang	Tab 6
5:00 Chair’s Report	Carol Mitchell	Tab 7
<u>Discuss the 2022 Board of Trustees Meeting Schedule</u>		
5:05 Board Reports and/or Remarks	All	
5:10 Public Comments	Carol Mitchell	
5:15 New Business	Carol Mitchell	
5:15 Executive Session	Carol Mitchell	
The Board may hold an executive session for purposes allowed under the Open Public Meetings Act. Legal purposes include, to consider acquisition or sale of real estate; to review negotiations of publicly bid contracts; to receive and evaluate complaints or charges brought against a public officer or employee; to evaluate the qualifications of an applicant for public employment; to review the performance of a public employee; and to discuss with legal counsel matters relating to agency enforcement actions, litigation, or potential litigation. Before convening in executive session, the Board Chair will publicly announce the purpose for executive session and the time when the executive session is expected to conclude.		
5:15 Adjournment	Carol Mitchell	

Tab 1

2019-2020 Academic Year Enrollment Review



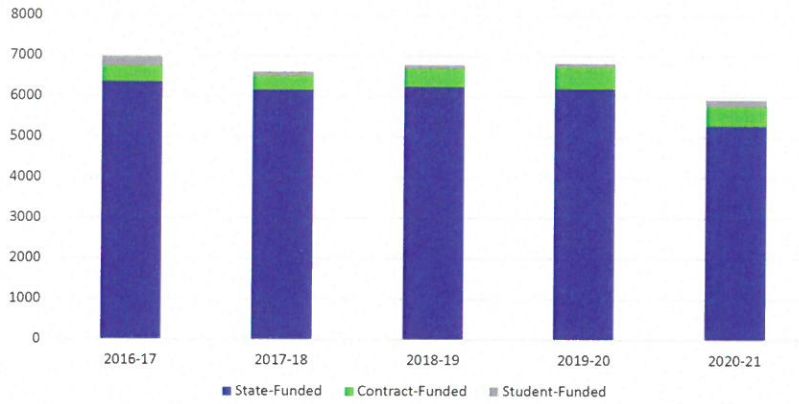
CPTC Data Finals

- Enrollment Services submits data to the State Board
- They verify it and add some new information to it
- They return it to us to use as our final files
- Data available 1-2 months after quarter end
- State dashboards used for comparisons



Headcount

Enrollment by Fund Source



Source: Enrollment Data Dashboard
<https://www.sbctc.edu/colleges-staff/research/data-public/enrollment-data-dashboard.aspx>



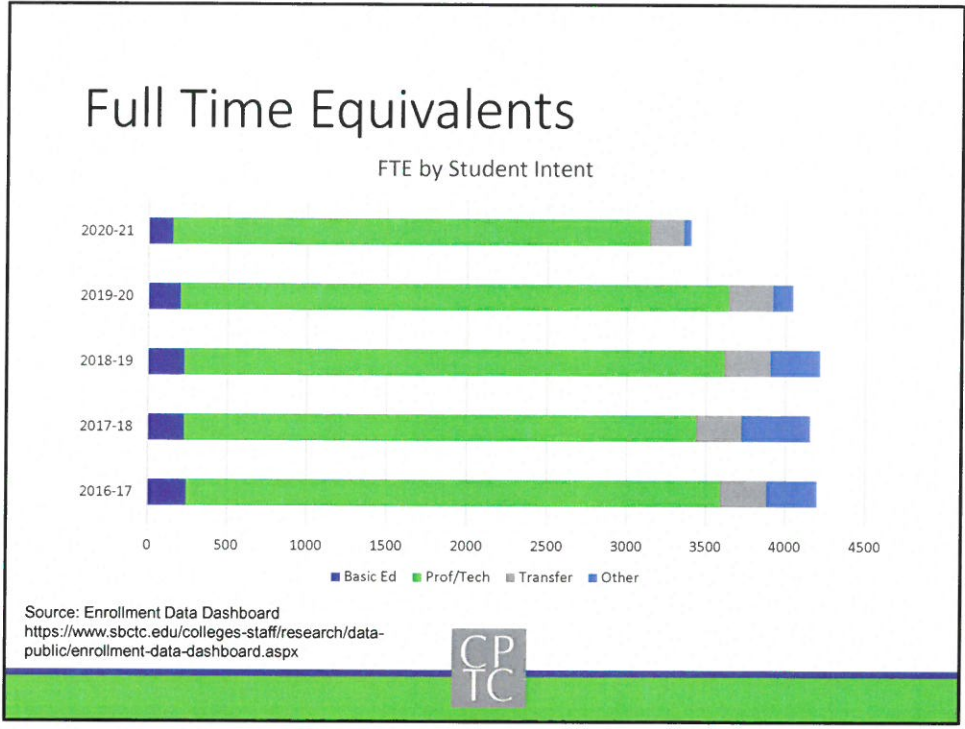
How is CPTC doing?

Headcount by Fund Source

	State	Contract	Student
State Average	74.6%	24%	9%
Pierce County	77.3%	31.9%	3.6%
Technical Colleges	87.3%	10.7%	5.4%
CPTC	90.4%	8.1%	2.8%

Source: Enrollment Data Dashboard
<https://www.sbctc.edu/colleges-staff/research/data-public/enrollment-data-dashboard.aspx>





How is CPTC doing?

FTEs by Student Intent

	Basic Ed.	Prof/Tech	Transfer	Other
Technical Colleges	10.7%	75.2%	10.9%	3.2%
CPTC	4.5%	87.8%	6.3%	1.4%

FTE Trends

	2018-19	2019-20	2020-21	Difference
State	169,652	161,901	144,353	-10.8%
Pierce County	22,414	21,581	19,301	-10.6%
Technical Colleges	17,416	16,199	14,255	-12%
CPTC	4,253	4,044	3,403	-15.9%

Source: Enrollment Data Dashboard
<https://www.sbctc.edu/colleges-staff/research/data-public/enrollment-data-dashboard.aspx>

Enrollment by School



How is CPTC doing?

Top Growth in FTEs

Avionics +4 FTE

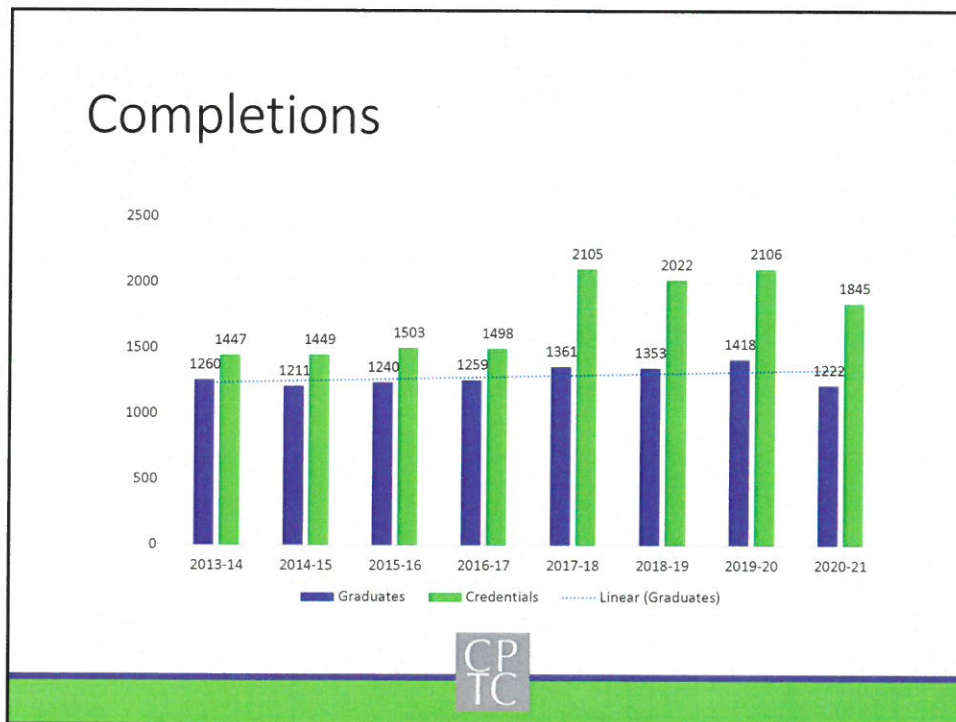
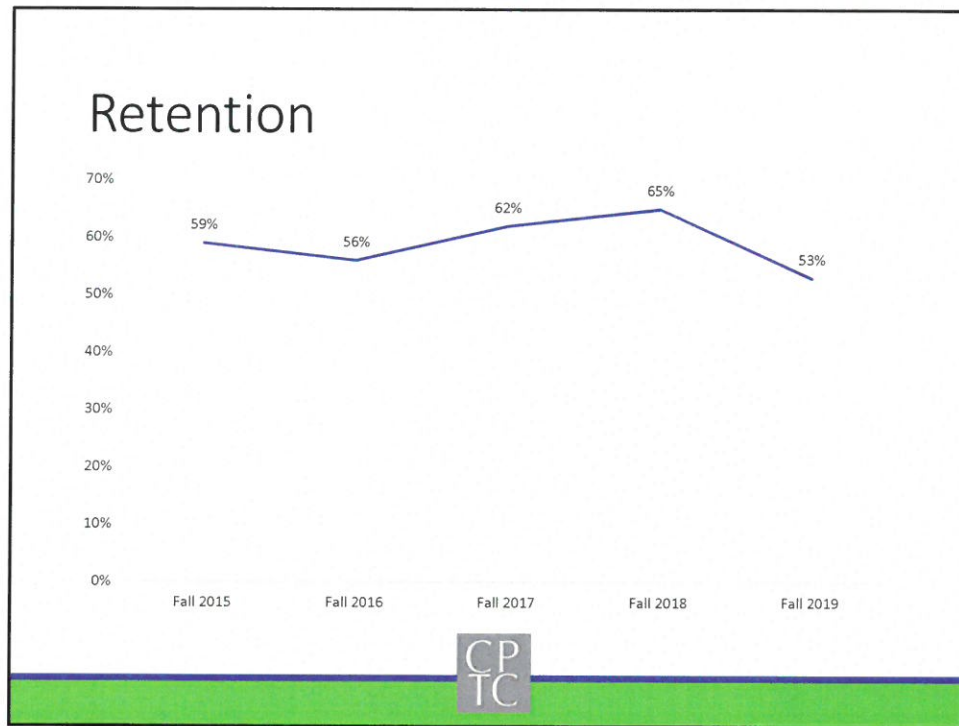
Largest One-Year Decline in FTEs

Network Operations and Systems Security -74 FTEs
 Cosmetology -58 FTEs
 Licensed Practical Nursing -57 FTEs

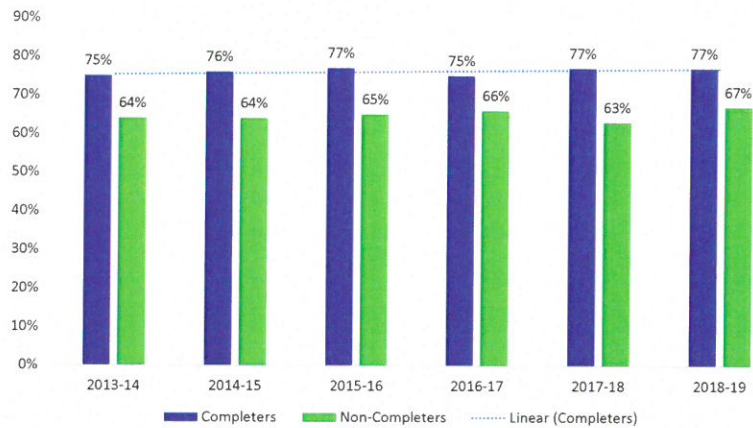
Largest Two-Year Decline in FTEs

Network Operations and Systems Security -90 FTEs
 Aviation Maintenance Technician -80 FTEs
 Licensed Practical Nursing -72 FTEs





Employment



Source: SBCTC After College Status Dashboard
<https://www.sbctc.edu/colleges-staff/research/data-public/after-college-outcomes-dashboard.aspx>



How is CPTC doing?

	2018-19 Employment or Continuing Ed
State Average	77%
Pierce Co.	75%
Tech. Colleges	79%
CPTC	77%

Source: SBCTC After College Status Dashboard
<https://www.sbctc.edu/colleges-staff/research/data-public/after-college-outcomes-dashboard.aspx>



Key takeaways

- -16% FTEs decrease
- -12% decrease in retention rates





Board of Trustees Meeting

Virtual, Via Zoom

Wednesday, October 6, 2021

Study Session: CANCELED

Regular Meeting: 4:00-5:25 p.m.

Study Session Minutes

Call to Order: Chair Mitchell called the Board of Trustees Study Session for Clover Park Technical College (CPTC) to order on October 6, 2021, at 4:00 p.m.

Board of Trustees Present:

Carol Mitchell, Chair

Mark Martinez

Alice Phillips

Lua Pritchard

Eli Taylor

College President: Dr. Joyce Loveday

Assistant Attorney General (AAG): Justin Kjolseth

Executive Team:

Dr. Thomas Broxson, VP, Instruction

Dr. Scott Latiolais, VP, Student Success

Samantha Dana, Assoc. VP, Institutional Effectiveness

Lisa Wolcott, Int. VP, Finance & Administration

Adoption of the Agenda

MOTION:

Motion to adopt the agenda, as presented, was made by Trustee Martinez and seconded by Trustee Phillips. Motion was approved unanimously.

Approval of Minutes (Tab 1)

MOTION:

Motion to approve the minutes of the Regular Board meeting of August 11, 2021, as presented, was made by Trustee Pritchard and seconded by Trustee Phillips. Motion was approved unanimously.

President's Report

Opening Day

Opening Day is one of two days each year that all employees of the college come together to hear what's happening at the institution. It was held virtually this year, with custodial staff and a few others attending from the McGavick Center. The agenda included highlights of 2020-21 accomplishments, themes from the Trustees' End Results, a glimpse of the CPTCMe project led

by the Diversity Committee, a ctLink demonstration and updates, introduction of new employees, and a celebration of employee milestone anniversaries (in 5-year increments).

Vaccination Status

Of the 466 employees who have attested to either the vaccination or exemption request, 34 have requested an exemption for religious or medical reasons. The vaccination rate among employees who have responded to date is 93 percent. HR is following up with those who have not yet responded.

Many students (76 percent) enrolled for fall quarter have attested to the vaccine or an exemption. There are still just over 500 students not yet attested, and the goal is to put students on the path toward vaccination. Students cannot register for winter quarter without being vaccinated or requesting an exemption by November 12. To help the process, CPTC has scheduled vaccination events, held a calling campaign, and sent emails.

Miscellaneous

Policies

Policy 2.4, Drug-free Workplace, was updated, content previously in the procedure was moved to the policy, and the verbiage was updated. The College remains committed to providing a drug-free, healthy, safe, and secure work and educational environment.

College Reports or Highlights

ASG Report (Tab 2)

Dean Kelly introduced Mel Stone, ASG Chair of Equity, Diversity, and Inclusion, and she presented the attached report.

Fall Enrollment Update (Attachment 1)

Dr. Latiolais shared the attached fall 2021 Enrollment Report. Questions followed. Chair Mitchell asked if she heard correctly that some enrollment decline is due to not having in-person classes. President Loveday acknowledged that reduced in-person learning opportunities is likely to account for some of the enrollment decline at CPTC and other state institutions. Some students don't do as well in an online learning environment. Because of CPTC's technical focus, the college does have more in-person classes than community colleges. CPTC now has in-person services for students Monday-Thursday.

Union Update – International Union of Operating Engineers (IUOE)

David Benton, Chair of the IUOE, was ill and asked to be excused from giving the report this month.

President Loveday shared that the membership of the IUOE union voted to ratify their contract. Teams from the union and college have been working on this since spring, and President Loveday thanked all who worked on the contract.

There have also been a Memorandum of Understanding developed between CPTC and the Unions around the impact of Governor Inslee's vaccination mandate. Conversations are still occurring around additional considerations.

Human Resources Report (Tab 3)

Mr. Walker gave the attached Human Resources Report. Chair Mitchell thanked Mr. Walker for the comprehensive report; there are many good things happening in HR and the Equity, Diversity, and Inclusion realm. Trustee Phillips just talked with her staff today and encouraged them to go and have those difficult conversations with people from a perspective of understanding, not to be understood. She thinks we won't progress with these programs until we sit down and talk human being to human being. Just because it's different doesn't mean people have to argue about it.

Marketing & Communications Report (Tab 4)

Ms. Adrien presented the attached Marketing & Communication Report. Trustee Pritchard said, congratulations. It looks like a lot of work.

ctcLink Update (Tab 5)

Dr. Lee offered the attached ctcLink Update.

Chair's Report

1. The State's Accountability Audit has started. I participated in both a Risk Assessment and an Entrance Conference. We are looking forward to a clean audit.
2. On October 25, the Northwest Commission on Colleges and Universities (NWCCU) site visit begins, and Trustees will meet with the site visit team.
3. Chair Mitchell encouraged everyone to celebrate Hispanic Latinx Heritage Month – read a book or an article, go to a movie, visit an art exhibit, and celebrate Hispanic culture.

Board Reports and/or Remarks

Trustee Pritchard gave a “great work” shout out to Dr. Loveday and the CPTC faculty/staff for all that's been accomplished in response to the Governor's mandate and the changing conditions around COVID and ctcLink.

Public Comments

Susan Hoppe, President, Federation of Classified Employees Local 4789, said they working with other campus unions on a Memorandum of Understanding regarding vaccine mandates. They want to bargain, since the vaccine mandate from the Governor is a condition of employment. Some progress has been made, but there is a stalemate regarding extra pay for extra work and more telework opportunities. The Union has been heard but not understood.

Katherine Smith, Vice President of the Federation of Teachers Local 3913, stated she was there to support the Classified and Aft-Prof Unions. Those members are dealing with a large workload, fear from working with people they don't know, some may not have the option to telework, they are exhausted, and some are looking for work elsewhere.

Lisa Fortson, President of American Federation of Teachers Professional Staff, Local 6431, noted appreciation for Aft-Prof colleagues supporting them in solidarity. Administration said they have heard the Union, yet the Union would like to be listened to and understood. This unit is overworked from being short-staffed in some areas and feeling stressed with additional work. She requests that leadership come to a common understanding of value for all employees.

Diane Follett, President of the Clover Park Federation of Teachers, Local 3913, echoed the concerns of the previous speakers. It is important to have trust between administration and

employees. The overtime exempt situation isn't fair, and they would like an agreement where employees who work over a certain number of hours are eligible for overtime. Since the College is coming to a time when no one will be allowed to take personal or vacation days, this is a reasonable request.

New Business

No new business.

Executive Session

No Executive Session.

Next Meeting

November 10, 2021, details to follow.

Adjournment

MOTION:

Motion to adjourn was made by Trustee Pritchard at 5:37 p.m. and seconded by Trustee Phillips. Motion was approved unanimously.

Dr. Joyce Loveday
President
College District Twenty-Nine

Carol Mitchell
Chair, Board of Trustees
College District Twenty-Nine

ASSOCIATED STUDENT GOVERNMENT REPORT

NOVEMBER 2021

Tab 3

Highlights
Partnerships
Student
Advocacy



Tab 4



**Mission Fulfillment:
Institutional Sustainability**



Quarterly Reporting on Core Themes

- NWCCU mandates regular assessment by the College of progress towards fulfilling its mission
- CPTC is doing this two ways:
 - Annual publication of the College Scorecard
 - Quarterly in-depth review of progress on one Core Theme
- Core Theme Reporting Schedule:
 - January – Student Success
 - May – Equity
 - July – Workforce Preparation
 - November – Institutional Sustainability

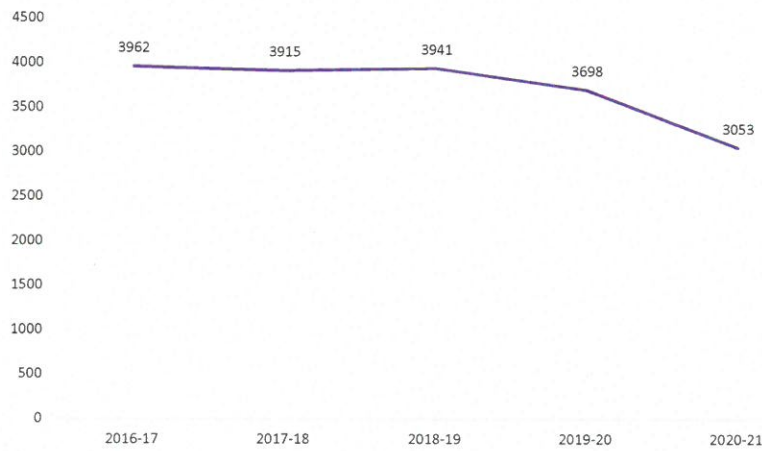


Core Theme: Institutional Sustainability

CPTC will operate in a sustainable manner that enables us to prepare an educated workforce for the South Puget Sound.



Core Metric: Total Annualized FTE (State-Supported)



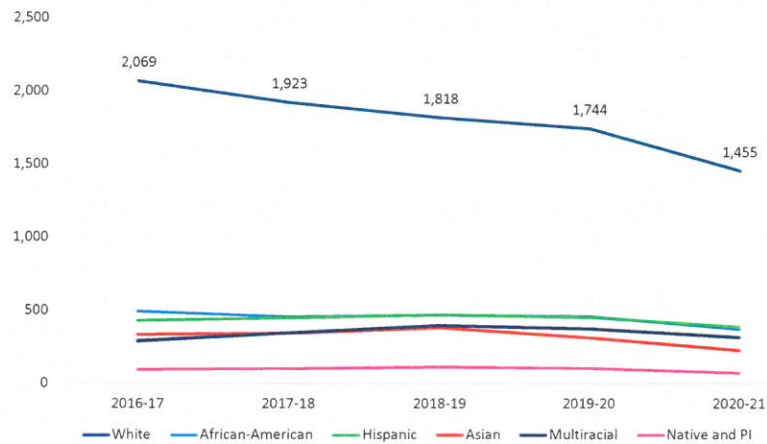
Enrollment Growth Projects

CPTC is making many efforts across campus to increase our enrollment, including:

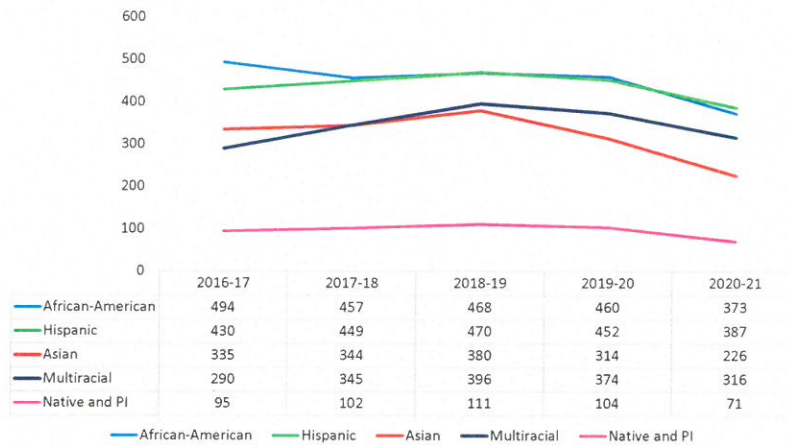
- The development of a new Strategic Enrollment Management plan
- Increased outreach and recruitment to targeted populations
- Professional development aimed at improving equity in the classroom



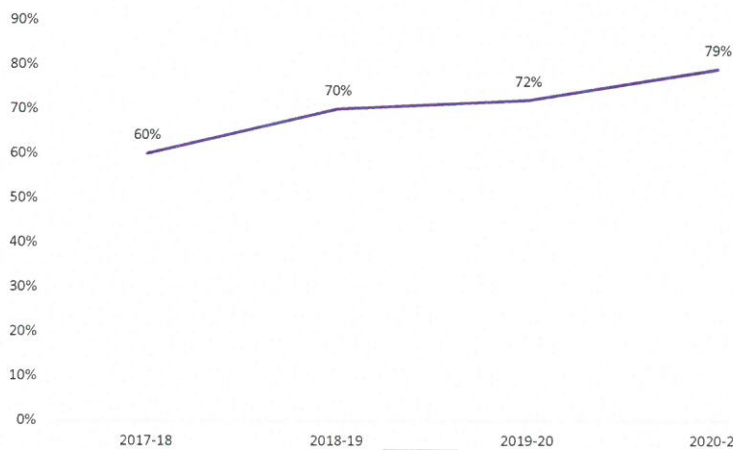
State-Supported FTE Disaggregated



State-Supported FTE Disaggregated Cont.



Core Metric: % of Revenue from State Sources

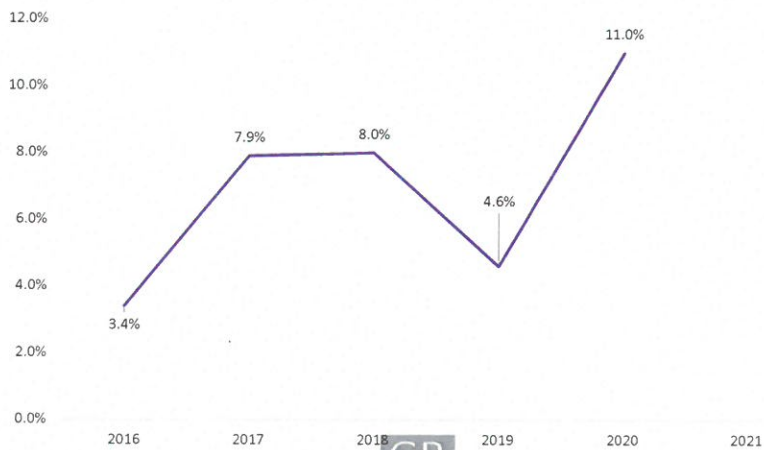


Revenue Sources Detail

	2018-19	2019-20	2020-21
State Appropriated Funds	\$23,342,494	\$25,263,857	\$29,484,944
Tuition	\$9,069,996	\$8,929,148	\$6,035,102
Dedicated Local Support	\$1,028,272	\$1,003,433	\$1,382,933
Fund Balance			\$500,000
TOTAL	\$33,440,762	\$35,196,438	\$37,402,979



Core Metric: Employee Turnover





FY2021-2022
1st Quarter
Period Ending
September 30, 2021

Prepared by:
Finance Department

Clover Park Technical College
Statement of Revenue and Expenditure by Fund Source
FY2021-22 Period Ending September 30, 2021
Cumulative beginning July 1, 2021

Revenues						Expenditures				Net to Date
		%						Balance	% Expended	
001	State Allocations	20,141,983	4,695,716	15,446,267	23%	20,141,983	4,695,716	15,446,267	23%	-
060	Capital Debt	2,517,750	-	2,517,750	0%	2,517,750	-	2,517,750	0%	-
08A	Education Legacy Trust	2,255,653	356,401	1,899,252	16%	2,255,653	356,401	1,899,252	16%	-
24J	WorkForce Acct	3,312,765	439,554	2,873,211	13%	3,312,765	439,554	2,873,211	13%	-
149	Operating Fees/Tuition	8,410,301	5,284,731	3,125,570	63%	8,410,301	2,576,160	5,834,141	31%	2,708,571
Operating Subtotal		36,638,452	10,776,403	25,862,049	29%	36,638,452	8,067,832	28,570,620	22%	2,708,571
145	Grants and Contracts	5,503,208	3,046,451	2,456,757	55%	10,942,143	1,229,914	9,712,229	11%	1,816,537
146	Local Contracts	565,000	151,131	413,869	27%	536,094	5,896	530,198	1%	145,235
147	Plant	-	-	-	N/A	-	-	-	N/A	-
148	Local Dedicated	2,216,283	1,180,998	1,035,285	53%	2,166,804	359,278	1,807,526	17%	821,720
522	Associated Students	1,130,938	512,524	618,414	45%	1,130,938	90,089	1,040,849	8%	422,435
528	Parking	140,861	66,835	74,026	47%	140,861	36,366	104,495	26%	30,469
561	Innovation Fund	225,791	88,588	137,203	39%	225,791	51,095	174,696	23%	37,493
570	Hayes Child Development Ctr	622,400	119,715	502,685	19%	622,400	160,976	461,424	26%	(41,261)
570	Event Services	183,000	166,903	16,097	91%	183,000	26,841	156,159	15%	140,062
570	Bookstore Commissions	40,000	147,577	(107,577)	369%	40,000	27,000	13,000	68%	120,577
846	Grants in Aid	8,209,783	759,446	7,450,337	9%	17,916,176	4,523,038	13,393,138	25%	(3,763,592)
849	Student Loan	4,370,000	211,142	4,158,858	5%	4,370,000	531,147	3,838,853	12%	(320,005)
850	Work Study	229,138	3,809	225,329	2%	229,138	3,108	226,030	1%	701
860	CPTC Financial Aid	320,928	125,410	195,518	39%	320,928	56,542	264,386	18%	68,868
Other Subtotal		23,757,330	6,580,529	17,176,801	28%	38,824,273	7,101,290	31,722,983	18%	(520,761)
057	State Capital Projects	4,868,014	55,920	4,812,094	1%	4,868,014	55,920	4,812,094	1%	-
060	Capital Projects	893,300	119,455	773,845	13%	893,300	119,455	773,845	13%	-
Capital Subtotal		5,761,314	175,376	5,585,938	3%	5,761,314	175,376	5,585,938	3%	-
Total		66,157,096	17,532,307	48,624,789	27%	81,224,039	15,344,497	65,879,542	19%	2,187,810

Prior Year (2020-21)	Budget	YTD	Balance	%Rec	Budget	YTD	Balance	%Exp	Net to Date
Operating	36,020,046	7,859,720	28,160,326	22%	36,020,046	4,108,803	31,911,243	11%	3,750,917
Other Subtotal	24,160,726	5,241,283	18,919,443	22%	23,847,628	4,347,827	19,499,801	18%	893,456
Capital Subtotal	2,814,904	373,301	2,441,603	13%	2,814,904	373,301	2,441,603	13%	-
Total	62,995,676	13,474,304	49,521,372	21%	62,682,578	8,829,931	53,852,647	14%	4,644,373

As a percent of this year

95%

77%

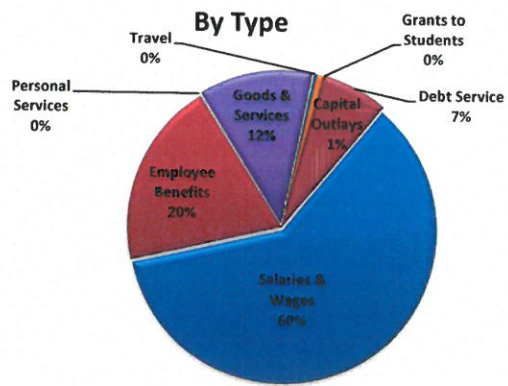
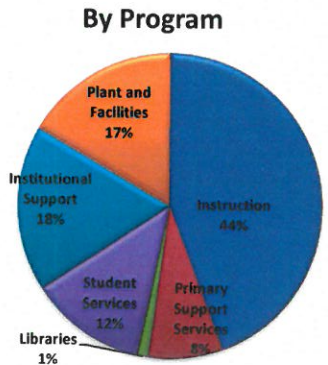
77%

58%

Clover Park Technical College
Statement of Expenditures
FY2021-22 Period Ending September 30, 2021
Cumulative beginning July 1, 2021

<i>By Program</i>						
Program Index	Budget	YTD	Balance	% Expended	2020-2021	% of LYTD
010 Instruction	16,201,411	3,739,768	12,461,643	23.1%		100%
040 Primary Support Services	2,898,296	597,698	2,300,598	20.6%		100%
050 Libraries	434,968	121,672	313,296	28.0%		100%
060 Student Services	4,573,159	998,180	3,574,979	21.8%		100%
080 Institutional Support	6,464,214	1,711,745	4,752,469	26.5%		100%
090 Plant and Facilities	6,066,403	898,769	5,167,634	14.8%		100%
Total	36,638,452	8,067,832	28,570,620	22.0%		100%

<i>By Type</i>						
Expense Type	Budget	YTD	Balance	% Expended	2020-2021	% of LYTD
A Salaries & Wages	22,503,505	5,015,404	17,488,101	22.3%		100%
B Employee Benefits	7,252,322	1,595,948	5,656,375	22.0%		100%
C Personal Services	61,636	2,670	58,966	4.3%		100%
E Goods & Services	4,471,868	1,256,423	3,215,445	28.1%		100%
G Travel	119,516	3,862	115,654	3.2%		100%
J Capital Outlays	285,944	45,611	240,333	16.0%		100%
N Grants to Students	7,350	923	6,427	12.6%		100%
P Debt Service	2,517,750	-	2,517,750	0.0%		100%
S Interagency Reimbursement	-	-	-	0.0%		100%
T Transfers	(581,440)	146,991	(728,431)	-25.3%		100%
Total	36,638,452	8,067,832	28,570,620	22.0%		100%



Clover Park Technical College
Statement of Expenditures
 FY2021-22 Period Ending September 30, 2021
 Cumulative beginning July 1, 2021

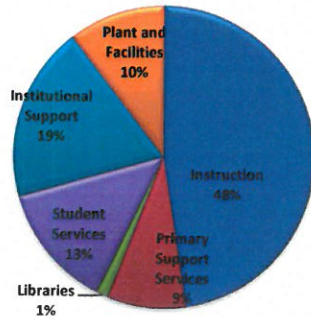
By Program

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050 Libraries	434,968	121,672	313,296	28.0%		100%
060 Student Services	4,573,159	998,180	3,574,979	21.8%		100%
080 Institutional Support	6,464,214	1,711,745	4,752,469	26.5%		100%
090 Plant and Facilities	3,548,653	898,769	2,649,884	25.3%		100%
Total	34,120,701	8,067,832	26,052,869	23.6%		100.0%

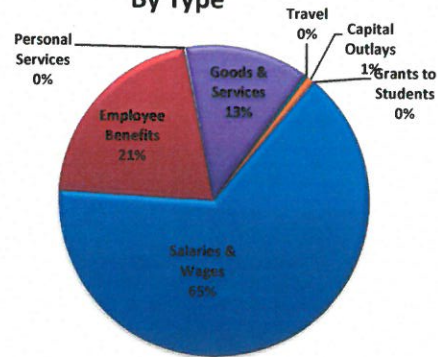
By Type

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B Employee Benefits	7,252,322	1,595,948	5,656,375	22.0%		100%
C Personal Services	61,636	2,670	58,966	4.3%		100%
E Goods & Services	4,471,868	1,256,423	3,215,445	28.1%		100%
G Travel	119,516	3,862	115,654	3.2%		100%
J Capital Outlays	285,944	45,611	240,333	16.0%		100%
N Grants to Students	7,350	923	6,427	12.6%		100%
S Interagency Reimbursement	-	-	-	0.0%		100%
T Transfers	(581,440)	146,991	(728,431)	-25.3%		100%
Total	34,120,701	8,067,832	26,052,869	23.6%		100.0%

By Program



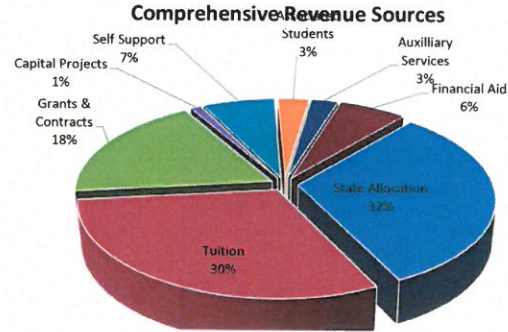
By Type



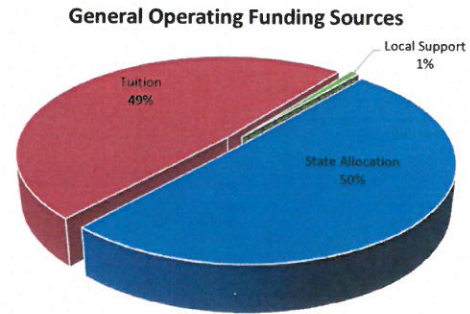
Clover Park Technical College
Statement of Earmarks, Reserves and Proportionate Operational Revenues
FY2021-22 Period Ending September 30, 2021
Cumulative beginning July 1, 2021

Revenues						Expenditures				Net to Date
Fund	Description	Budget	YTD	Balance	% Received	Budget	YTD	Balance	% Expended	
149	90 Operating	9,159,613	9,159,613	-	100%	9,159,613	-	9,159,613	0%	9,159,613
149	Unrestricted	9,407,222	9,407,222	-	100%	9,407,222	2,541,855	6,865,367	27%	6,865,367
148	Debt Service (Student Union COP)	3,586,307	3,586,307	-	100%	3,586,307		3,586,307	0%	3,586,307
148	Litigation	887,639	887,639	-	100%	887,639		887,639	0%	887,639
148	Local Capital	829,874	829,874	-	100%	829,874		829,874	0%	829,874
Reserves Subtotal		23,870,655	23,870,655	-	100%	23,870,655	2,541,855	21,328,800	11%	21,328,800
148	ctclink	455,697	865,378	(409,681)	190%	445,697	122,722	322,975	28%	742,656
148	Tuition Installment Plan	77,796	3,396	74,400	4%	77,796	15,850	61,946	20%	(12,454)
149	Childcare Support	46,345	46,345	-	100%	46,345	-	46,345	0%	46,345
Earmark Subtotal		579,838	915,119	(335,281)	158%	569,838	138,572	431,266	24%	776,547
Total		24,450,493	24,785,774	(335,281)		24,440,493	2,680,427	21,760,066		22,105,347

College Comprehensive Funding Sources			
Source	Budget	YTD	YTD %
State Allocation	28,228,151	5,491,672	32%
Tuition	8,410,301	5,284,731	30%
Grants & Contracts	6,068,208	3,197,582	18%
Capital Projects	5,761,314	175,376	1%
Self Support	2,216,283	1,180,998	7%
Associated Students	1,130,938	512,524	3%
Auxiliary Services	1,212,052	434,195	2%
Financial Aid	13,129,849	1,099,807	6%
Total	66,157,096	17,376,884	100%

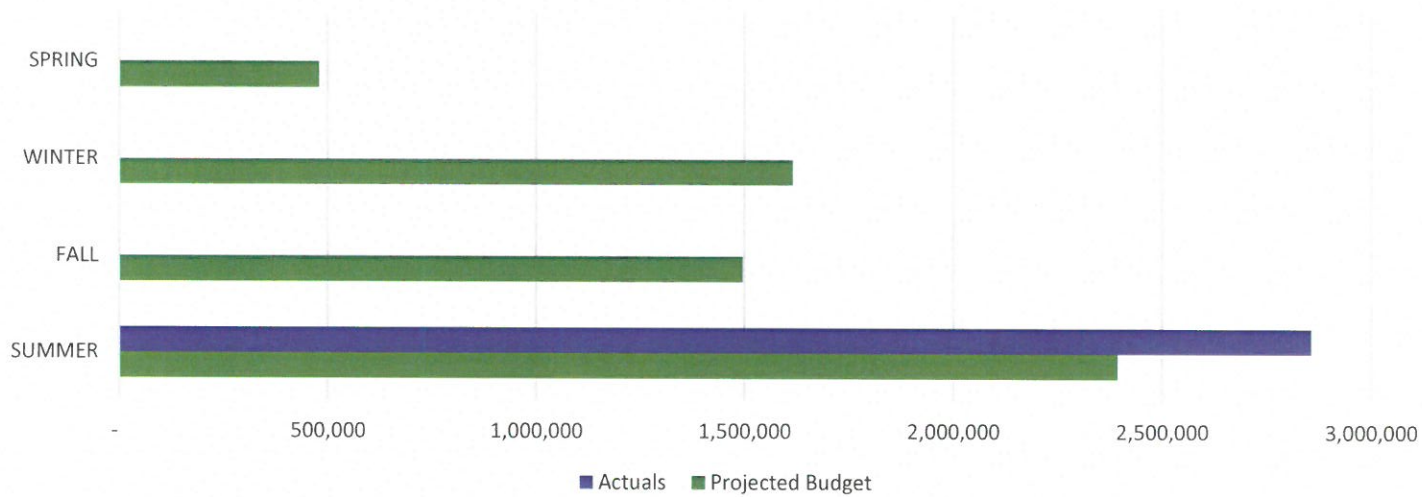


General Operating Funding Sources			
Source	Budget	YTD	YTD %
State Allocation	28,228,151	5,491,672	51%
Tuition	8,410,301	5,284,731	49%
Local Support	1,513,300	85,485	1%
Total	38,151,752	10,861,888	100%



Tuition Distribution
FY2021-22 Period Ending September 30, 2021
Cumulative beginning July 1, 2021

Fund	Description	% Projected	Projected Budget	Actuals	+/- Change
C011	SUMMER	40%	2,392,635	2,856,017	463,382
C012	FALL	25%	1,495,397		(1,495,397)
C013	WINTER	27%	1,615,028		(1,615,028)
C014	SPRING	8%	478,527		(478,527)
		100%	5,981,587	2,856,017	(2,647,043)



Outcomes and Assessment day October 25st 2021



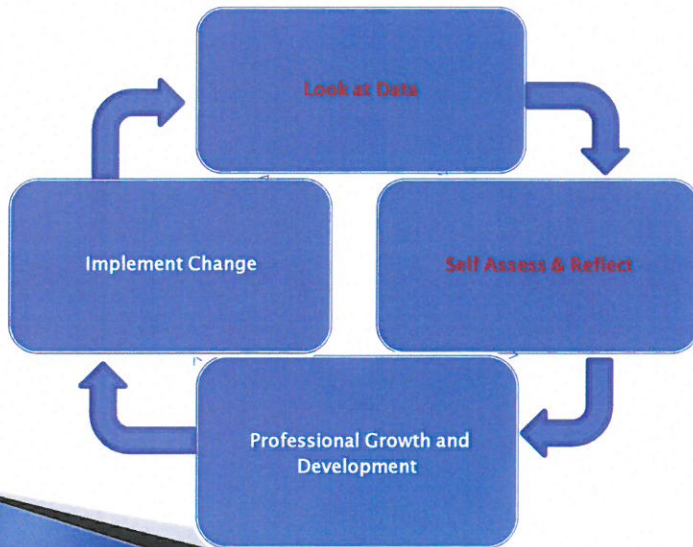
Why did we have an Outcomes and Assessment day?

- ▶ Accreditation
 - *1.C.5 The institution engages in an effective system of assessment to evaluate the quality of learning in its programs. The institution recognizes the central role of faculty to establish curricula, assess student learning, and improve instructional programs.*
 - *1.C.7 The institution uses the results of its assessment efforts to inform academic and learning-support planning and practices to continuously improve student learning outcomes.*
- ▶ Continuous improvement

Cycle of Continuous Improvement Instructional Programs



Cycle of Continuous Improvement Instructional Programs



How to be most effective when looking at data

- ▶ Curiosity
- ▶ Empathy and humility
- ▶ Growth mindset
- ▶ Equity mindset

Topics on Outcomes and Assessment Day

- ▶ Student learning outcomes and assessment overview
- ▶ Data dashboards
- ▶ Faculty panel presentation
- ▶ Time for data review
- ▶ Time for document review
- ▶ Needs survey

Challenges and Support Needs Identified in the Survey:

- ▶ Creating effective outcomes
- ▶ Better knowledge of assessment types, principles, techniques, strategies
- ▶ Creating effective rubrics and syllabi
- ▶ How to address equity gaps
- ▶ Effectively implementing guided pathways
- ▶ Understanding, analyzing, and using data
- ▶ Help with recruitment and marketing

46 programs identified:

Areas for Program Improvement 2021-22



A total of 73 intended actions are proposed:

Intended Actions 2021-22





**District #29
Board of Trustees Meetings**

2022 Meeting Calendar

January 12, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
February 2 or 16, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
March 9, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
April 13, 2022	Study Session	3 p.m.	South Hill Campus
	Business Agenda	4 p.m.	South Hill Campus
May 11, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
June 8, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
July 13, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
August 10, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
September 2022	<i>No Meeting</i>		
October 12, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
November 9, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3
December 14, 2022	Study Session	3 p.m.	Rotunda, Bldg. 3
	Business Agenda	4 p.m.	Rotunda, Bldg. 3

WA ACT Winter Conference, Olympia, WA
 ACCT National Legislative Summit, Washington, DC
 AACC Annual Convention, New York, NY
 WA ACT Spring Conference, TBD
 CPTC Graduation, Tacoma Dome
 ACCT Leadership Congress, San Diego, CA
 CPTC Board of Trustees Annual Retreat

January 25, 2022
 February 6-9, 2022
 April 30-May 3, 2022
 TBD
 June 16, 2022
 October 26-29, 2022
 TBD