



**Board of Trustees, District No. 20**  
**Walla Walla Community College**  
**Board Meeting Agenda**  
**Wednesday | March 24, 2021 | 9:30 a.m.**

**\*Please note: To comply with Governor Inslee's Proclamation temporarily suspending the Open Public Meetings act, attendance will be virtual only. To connect to the Wednesday, March 24, 2021 Board Meeting, go to ZOOM: <https://wwcc-edu.zoom.us/j/85191453655> or dial-in: 253/215-8782.**

**Virtual Board Meeting**

*All Times are Estimates*

<b>9:30 a.m.</b>	<b>Call to Order</b> <i>Mr. Sergio Hernandez, Chair</i>		
	<b>Approval of Agenda</b> <i>Mr. Hernandez</i>	<b>Action</b>	
	<b>Consent Agenda</b> <i>Mr. Hernandez</i>	<b>Action</b>	
	1. February 24, 2021 Board Meeting Minutes		<b>Tab 1</b>
	2. Personnel Update		<b>Tab 2</b>
	3. Interim Winter Quarter Enrollment Report		<b>Tab 3</b>
<b>9:35 a.m.</b>	<b>Introduction of Dr. Jessica Clark, VPI</b> <i>Dr. Chad Hickox</i>		
<b>9:40 a.m.</b>	<b>Study Session – President's Evaluation Process/Timing</b> <i>Ms. Sherry Hartford</i>	<b>Discuss</b>	<b>Tab 4</b>
<b>9:55 a.m.</b>	<b>President's Report</b> <i>Dr. Chad Hickox</i>	<b>Discuss</b>	
<b>10:15 a.m.</b>	<b>Return to Campus</b> <i>Dr. Hickox</i>	<b>Discuss</b>	
<b>10:25 a.m.</b>	<b>Scott Grant</b> <i>Dr. Hickox</i>	<b>Discuss</b>	
<b>10:35 a.m.</b>	<b>Policy Governance</b> <ul style="list-style-type: none"><li>➤ <b>First Read: WWCC Governance Commitment Policy</b></li><li>➤ <b>For Discussion Only:</b><ul style="list-style-type: none"><li>○ <b>Emergency Succession Policy</b></li></ul></li></ul>	<b>Discuss</b>	<b>Tab 5</b>
			<b>Tab 6</b>
<b>10:45 a.m.</b>	<b>Student Government Association Activity Report</b> <ul style="list-style-type: none"><li>➤ <b>Walla Walla Campus</b> <i>Ms. Sarah Benimana</i></li></ul>	<b>Discuss</b>	

<b>10:55 a.m.</b>	<b>WWCC Foundation Update</b> <i>Ms. Jessica Cook</i>	<b>Discuss</b>	
<b>11:05 a.m.</b>	<b>Break</b>		
<b>11:15 a.m.</b>	<b>February Financial Report</b> <i>Ms. Peggy Lauerman</i>	<b>Discuss</b>	<b>Tab 7</b>
<b>11:30 a.m.</b>	<b>2020-21 Sabbatical Request</b> <i>Dr. Chad Hickox</i>	<b>Action</b>	<b>Tab 8</b>
<b>11:35 a.m.</b>	<b>Recess to Executive Session to Review Performance of Probationary Faculty Relative to Tenure Status</b>		
<b>12:10 p.m.</b>	<b>Tenure</b> <i>Dr. Hickox</i>		<b>Tab 9</b>
	<ul style="list-style-type: none"> <li>• <b>Tenure Recommendations</b></li> <li>• <b>Continued Full-Time Probationary Employment Recommendations</b></li> </ul>	<b>Action</b>  <b>Action</b>	
<b>12:20 p.m.</b>	<b>2021-22 ACT Board of Directors and Nomination Committee Positions</b> <i>Mr. Hernandez</i>	<b>Discuss</b>	<b>Tab 10</b>
<b>12:30 pm.</b>	<b>Board Reports/Remarks</b>	<b>Discuss</b>	
<b>12:35 p.m.</b>	<b>New and Unscheduled Business</b>	<b>Discuss</b>	
<b>12:40 p.m.</b>	<b>Public Comment</b>	<b>Discuss</b>	
<b>12:55 p.m.</b>	<b>Adjournment</b>		

**Board of Trustees Meeting Minutes  
Community College District No. 20  
Walla Walla Community College**

The Board of Trustees of Community College District Number 20 met in regular session on Wednesday, February 24, 2021, via Zoom. Mr. Sergio Hernandez called the meeting to order at 9:30 a.m.

**Trustees present:** Mr. Sergio Hernandez, Chair  
Mr. Tim Burt  
Ms. Michelle Liberty  
Mr. Don McQuary  
Mr. Bill Warren

**Administrators present:** Dr. Chad Hickox, President  
Ms. Davina Fogg, Vice President, Operations  
Ms. Sherry Hartford, Vice President, Human Resources  
Ms. Peggy Lauerma, Vice President, Finance  
Dr. Nick Velluzzi, Vice President, Enrollment Services and  
Institutional Effectiveness  
Ms. Kathy Adamski, Dean, Nursing Education  
Mr. Jerry Anhorn, Dean, Workforce  
Mr. Brent Caulk, Dean, Corrections Education, WSP  
Ms. Jessica Cook, Executive Director, WWCC Foundation  
Dr. Richard Middleton-Kaplan, Dean, Arts & Sciences, Criminal  
Justice, Early Childhood & Parenting Education, and Human & Social  
Services  
Dr. Chad Miltenberger, Dean, Clarkston Campus  
Ms. Susie Pearson, Dean, Transitional Studies  
Ms. Jodi Worden, Executive Director, Continuing Education &  
Community Engagement

**Also present:** Ms. Margarita Banderas, Director, Equity, Diversity, & Inclusion  
Dr. Lisa Chamberlin, ctclink Project Manager/Organizational  
Change Manager  
Mr. Bryan Ovens, Assistant Attorney General  
Ms. Jerri Ramsey, Recording Secretary  
Ms. Nadine Stecklein, Director, Student Life  
Ms. Cindy Walker, Assistant Dean, Workforce Education

## **Approval of Agenda.**

Mr. McQuary moved and Ms. Liberty seconded to approve the agenda for the February 24, 2021 Board of Trustees meeting as presented. *Motion carried.*

## **Consent Agenda.**

Mr. McQuary moved and Mr. Burt seconded that the consent agenda items be approved or accepted, as appropriate:  
1) January 27, 2021 Board Meeting Minutes, 2) Personnel Update. *Motion carried*

**Study Session – President's Evaluation Process/Timing.** Mrs. Hartford noted the contract between the Board of Trustees and the President calls for the Board to evaluate the performance of the president using such methods and criteria as the Board determines in consultation. And, as Dr. Hickox was appointed as president in May 2020, Mrs. Hartford proposed that the Board Chair plus one additional Trustee meet with Mrs. Hartford and Dr. Hickox to determine the method and criteria for such an evaluation. Mrs. Hartford indicated she would then report back to the full Board at its March Board meeting with a proposal for its consideration, followed by final adoption at its April meeting. Following approval, the relevant data would be gathered so that the Board could complete its evaluation of Dr. Hickox at the May Board meeting. By consensus, the Board agreed to this proposal and Mr. Hernandez and Mr. Warren shall represent the Board in the initial meeting.

**President's Report.** Dr. Hickox reported on the following:

- Strategic Planning process continues with Governance Council coordinating meetings with all employee groups.
- The FAST (Financial Analysis for Sustainability Task Force) project is underway to identify resource needs, etc., as part of the upcoming budget planning process.
- ctcLink project is requiring key personnel to spend many hours in training, on top of their normal workload, in order for the College to "go live" in spring of 2022.
- The College and AHE representatives have begun negotiations on legislatively-earmarked high-demand funds for faculty salaries.
- U.S. Senator Patty Murray has requested input on an infrastructure bill; specially requesting WWCC submit potential projects that could be pursued. Dr. Hickox asked the Trustees to send him their suggestions on projects.
- Highlighted recent legislative action and noted the College's STEM project could still make it through the capital budget.

**Scott Grant Discussion.** Dr. Hickox reported Trustees Hernandez and McQuary, as representatives of the College, had met with the Board of Governors of the WWCC Foundation to discuss the MacKenzie Scott donation. The decision had been made to maintain this donation as a legacy fund and to follow the Foundation's long-standing guidelines of releasing 4% annually based on a rolling three-year

average; thereby generating approximately \$600,000 for the College in the first year. Noting the funds would not be used for operational purposes and in order to determine the best use of the funds, Dr. Hickox requested the Board's direction on possible options which could then be analyzed by staff and presented for the Board's consideration at a future meeting. Options discussed included child care for students; promise scholarships; using the bulk of the annual funds on a scholarship program of any form that would help get students in the classroom; as start-up funds, not operational funds, to create new programs and/or invest in existing, successful programs, nursing and ag, for instance, to attract more students. It was agreed to bring back additional information on all the suggested options at one time. Jessica Cook reported the Foundation Board of Governors was currently developing a Request for Proposals (RFP) for investment management

**Formative Discussion re Strategic Plan.** Dr. Hickox reviewed the progress of the Strategic Plan process; noting the results of the internal college community had been shared and the results of the community at-large were being processed. Dr. Hickox asked the Board for their guidance on any "gaps" or recurring themes; items the Board wished to ensure were included or emphasized in the Strategic Plan. A question arose as to whether the Clarkston and Walla Walla Campuses should be considered separately. It was agreed it was critical to ensure the Plan focused on engaging underserved communities; noting face-to-face group conversations were more productive vs survey forms. Dr. Hickox reported this input would be presented to the Governance Council as they prepare a draft of the proposed strategic plan.

#### **Governance Process Policy Discussion.**

- **For Discussion Purposes Only: Draft WWCC Governance Commitment Policy.** The Trustees discussed the Carver model of policy governance. Dr. Hickox agreed to develop a one-page overview of the model as a reference resource for terminology and as an overview. It was agreed to continue the process of updating and adopting needed policies with Dr. Hickox providing a limited number of samples for review each month.

#### **Student Government Association Activity Report**

- **Clarkston Campus.** Shiloh Rowden, SGA President for the Clarkston Campus, reported on the following:
  - SGA leadership is monitoring the Student Activity Center daily so students can schedule time to use the Center for studies.
  - Helping develop marketing to encourage new students to enroll.
  - Developing a constitution that reflects both campus and SGA's purpose and needs.
  - The Clarkston Welding Club is welding gates at the Asotin County Fairgrounds as a community service project.
  - Continuing to support Governance Council on the Strategic Planning process.
  - Holding general assembly meetings with students and clubs to prepare for Spring Quarter.
  - Working on the SGA budget and club budgets.

**Faculty Senate Report.** Faculty Senate President Mike Rostollan provided the following update:

- Faculty and students have become more accustomed to the virtual learning experience and all are looking forward to returning to campus when possible.
- Members of faculty have been engaged with the FAST process, reentry discussions, Governance Council, and others and are appreciative of the transparency and the opportunity to be involved.
- Faculty is looking forward to welcoming Dr. Clark as the new VPI.

**Enrollment Reports.**

- **Final Fall Quarter.** Dr. Velluzzi reviewed the Final Fall Quarter Enrollment Report, noting the following were in comparison to the close of the previous Fall Quarter:
  - State-supported enrollment closed at 1,662 FTE, down 600 FTE, or 27%
  - Contract enrollment closed at 1,033 FTE, down 329 FTE, or 24%
  - Corrections ed enrollment closed at 779 FTE, down 295 FTE, or 27%
  - Self-support enrollment closed at 48 FTE, down 27 FTE, or 36%
  - BAS enrollment closed at 61 FTE, up 12 FTE
  - Running Start closed at 229 FTE, down 3 FTE
- **Interim Winter Quarter.** Dr. Velluzzi reviewed the Interim Winter Quarter Enrollment Report, noting the following were in comparison to the close of the previous Winter Quarter:
  - State-supported enrollment reported 1,519 FTE, down 639, or 29%
  - Contract enrollment reported 919 FTE, down 610 FTE, or 40%
  - Corrections ed enrollment reported 677 FTE, down 45%
  - Self-support enrollment reported 30 FTE, down 8 FTE, or 20%
  - BAS enrollment reported 64 FTE, up 15 FTE
  - Running Start enrollment reported 220 FTE, down 14 FTE
  - Course enrollment by intent:
    - Academic Transfer reported 591 FTE, down 208 FTE
    - Workforce Education reported 802 FTE, down 286 FTE
    - Basic Education for Adults reported 49 FTE, down 87 FTE
    - Pre-College reported 80 FTE, down 56 FTE

**January Financial Report.** Ms. Lauerman reviewed the financial report for the period ending January 31, 2021, including:

- Operating Budget Reconciliation, with adjustments, for a final operating budget to-date of \$29,143,884.
- Revenue
- Expenditures by Category and by Function
- Course/Program Fees
- Grants and Contracts

**Board Reports / Remarks.** Mr. Hernandez reported that with his second and final term ending in November, Mr. McQuary had made the decision to resign from the Board effective March 1, 2021. On behalf of the Board of Trustees and staff, Mr. Hernandez thanked Mr. McQuary for his service to the College; noting his wisdom, commitment, and support would be greatly missed and highlighting Mr. McQuary's lengthy list of service to the Clarkston community and his deep commitment to the students and efforts to connect them with economic opportunities. Mr. McQuary thanked the Board for the privilege of serving and thanked everyone for the support he was given over his nine and a half years on the Board.

Mr. Hernandez reported he had the opportunity to meet with Sarah Benimana, President of the Walla Walla Campus SGA, and Rebecca Tibbitts, to provide them with information on the role of the Board of Trustees.

**New and Unscheduled Business.** Dr. Hickox led a discussion on the possibility of once again holding Board meetings on the campus; noting the requirements would include physical distancing, an overflow room, improved technology, and the need for proper ventilation. The need for an overflow room would also require the use of space currently dedicated as student study space. Mr. McQuary noted he felt the Board's actions regarding face-to-face meetings should mirror that of instruction. It was agreed the Board meetings would continue to be held virtually.

Dr. Hickox reminded the Board that the issue of granting tenure would be on the agenda for the March Board meeting and the tenure files would be available for the Board's review by March 9.

Dr. Hickox congratulated Dr. Richard Middleton-Kaplan on his selection as the recipient of the Walla Walla Community College / Walla Walla Valley Chamber of Commerce Community Service Award.

**Public Comment.** Mr. Jim Peitersen, faculty member and AHE President, addressed the Board on the following points:

- Members of the faculty were concerned that they weren't involved in the process and decision to have the MacKenzie Scott grant go to the WWCC Foundation; questions had been raised as to whether any of the funds could be spent for the current budget situation.
- Faculty members were requesting that, should the College receive a large grant in the future, that consideration be given to involving more people in the discussion of where the entire amount of money is placed.
- Members of the faculty, and students, would like to see the College return to face-to-face instruction faster than what has currently been planned; the College has proven it can do so safely with the Workforce programs and there is an increased concern of losing more students.

**Adjournment:** The meeting adjourned at 11:50 a.m.

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Dr. Chad E. Hickox, President

ATTEST:

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Mr. Sergio Hernandez, Chair  
Board of Trustees



## WALLA WALLA COMMUNITY COLLEGE

### MEMORANDUM

**DATE:** March 17, 2021  
**TO:** Board of Trustees  
**FROM:** Sherry Hartford, Vice President of Human Resources  
**SUBJECT:** Personnel Update

Below is an update capturing changes to college personnel in February, 2021.

#### Appointments

Ridenour, Nicole-Assistant Director Accounting Services  
Harshfield, Shastan-Custodian 2  
Zilliox, Emily-Program Assistant, Enrollment Services

#### Separations

Miranda, Maggie-Administrative Assistant 3, Foundation  
McElroy, Brian-Financial Aid Assistant/Academic Advisor

#### Changes

Peterson, Lori-Financial Reporting & Budget Accountant  
Conrad, Caitlyn-Custodian 2 (previously temporary)  
Lawbaugh, Kim-Program Coordinator, WSP

#### Positions Currently Posted

CNC Instructor, WSP  
Human Resource Generalist  
Office Assistant 3, WSP



## Walla Walla Community College

500 Tausick Way  
Walla Walla, WA 99362-9267  
(509) 522-2500  
FAX (509) 527-4800

DATE: March 18, 2021

TO: Board of Trustees

FROM: Dr. Nick Velluzzi

RE: Interim Winter Quarter Enrollment Report

The corresponding tab provides a detailed report for Winter Quarter 2021 and preceding years and quarters from 2017-2018.

- State-supported enrollment for Winter Quarter is reporting 1,536 FTE, a decline of 622 FTE or 29% from the **close** of Winter Quarter 2020.
- Contract enrollment is reporting 973 FTE, a decline of 556 FTE (36%) from the **close** of Winter Quarter 2020. Corrections education accounts for 729 FTE of contract enrollment, which is down about 41% from the **close** of Winter Quarter 2020.
- Self-support enrollment is reporting 20 FTE, which is down 8 FTE (about 20%) from the **close** of last Winter Quarter.
- Enrollment in the Bachelors of Applied Science (BAS) programs is reporting 65 FTE, up 16 FTE from the **close** of last Winter Quarter.
- Running Start is reporting 222 FTE, down 12 FTE from the **close** of last Winter Quarter.
- Course enrollment by Intent:
  - Academic Transfer is reporting 588 FTE, down 211 FTE from last Winter Quarter.
  - Workforce Education is reporting 812 FTE, down 276 FTE from last Winter Quarter.
  - Basic Education for Adults is reporting 57 FTE, down 78 FTE from last Winter Quarter.
  - Pre-College is reporting 80 FTE, down 56 FTE from last Winter Quarter.
- All fund sources combined amount to 2,540 FTE.

# WWCC Enrollment Report for Winter 2021

As of March 15, 2021

All current and future quarter FTEs are estimates and subject to change. Historical FTEs match SBCTC official records.

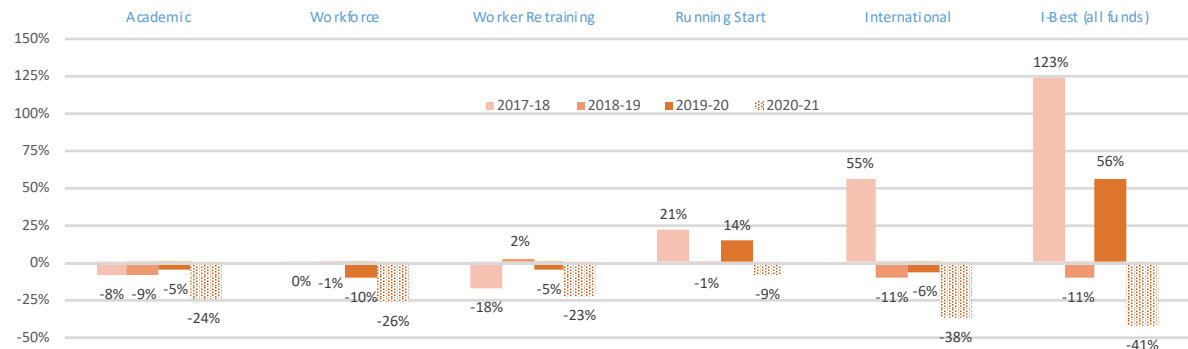
## FTE by Funding Source

	2017-18				2018-19				2019-20				2020-21			
	State FTE	Contract FTE	Self support FTE	Total FTE	State FTE	Contract FTE	Self support FTE	Total FTE	State FTE	Contract FTE	Self support FTE	Total FTE	State FTE	Contract FTE	Self support FTE	Total FTE
summer	793	1,078	29	1,900	689	889	41	1,619	561	972	36	1,569	474	759	6	1,239
fall	2,583	1,401	33	4,017	2,367	1,347	31	3,745	2,277	1,362	75	3,714	1,662	1,033	48	2,743
winter	2,566	1,407	29	4,002	2,371	1,353	29	3,753	2,158	1,529	38	3,724	1,536	973	31	2,540
spring	2,402	1,381	19	3,802	2,199	1,341	40	3,580	1,829	1,016	8	2,853	1,243	191	20	1,454
<b>Total</b>	<b>8,344</b>	<b>5,267</b>	<b>110</b>	<b>13,721</b>	<b>7,626</b>	<b>4,930</b>	<b>141</b>	<b>12,697</b>	<b>6,825</b>	<b>4,879</b>	<b>157</b>	<b>11,860</b>	<b>4,915</b>	<b>2,956</b>	<b>105</b>	<b>7,976</b>
<b>AAFTI</b>	<b>2,781</b>	<b>1,756</b>	<b>37</b>	<b>4,574</b>	<b>2,542</b>	<b>1,643</b>	<b>47</b>	<b>4,232</b>	<b>2,275</b>	<b>1,626</b>	<b>52</b>	<b>3,953</b>	<b>1,638</b>	<b>985</b>	<b>35</b>	<b>2,659</b>
State Allocation Plan for 2020-21:													3,147	-48%		

## Change to date

		Δ prev.yr.	Δ 3yrs.	3-yr avg. Δ
State	summer	-16%	-40%	-16%
	fall	-27%	-36%	-13%
	winter	-29%	-40%	-15%
	spring	-32%	-48%	-19%
	annual	-28%	-41%	-16%
Contract	summer	-22%	-30%	-10%
	fall	-24%	-26%	-9%
	winter	-36%	-31%	-9%
	spring	-81%	-86%	-36%
Self Support	summer	-83%	-79%	-18%
	fall	-36%	45%	34%
	winter	-18%	7%	4%
	spring	147%	5%	59%

## Annual Change in FTE by Class Intent and Program



## FTE Highlights by Class Intent and Funding Source

Duplicative. Do not sum to totals		2017-18				2018-19				2019-20				2020-21			
		summer	fall	winter	spring	summer	fall	winter	spring	summer	fall	winter	spring	summer	fall	winter	spring
intent*	State																
	Academic	285	959	933	851	237	851	859	814	240	870	799	705	245	659	588	495
	Workforce	367	1,165	1,147	1,150	309	1,214	1,148	1,119	232	1,111	1,088	968	183	848	812	685
	Basic Ed. for Adults	130	310	344	292	117	165	229	168	61	140	135	76	25	54	57	24
	Pre-College	11	149	142	109	26	137	134	98	29	155	136	80	21	101	80	38
	Worker Retraining	154	312	371	354	93	380	379	366	102	352	361	342	98	271	298	229
	I-Best**		35	38	29		30	21	47		44	26	33	11	15	24	9
	BAS						3	7	9	4	49	49	45	5	61	65	67
	International	11	20	23	22	8	20	19	21	4	19	23	18	6	14	11	9
	Contract																
	DOC	1,078	1,081	1,108	1,081	888	1,018	1,052	1,056	972	1,074	1,244	766	748	779	729	
	Running Start		211	200	181		199	202	183		232	234	202		229	222	161
	Alternative HS		85	95	97		97	93	86	9	42	42	28	1	19	18	12
	College in HS		19		12		14		10			3	10			1	6
	I-Best**	82	73	98	46	63	60	70	68	123	95	165	74	101	94	74	

Full-time Equivalent (FTE) enrollments are an analytical measurement of student activity across the term, equal to 15 quarterly or 45 annual credits, and may not match billing requirements for all programs.

\*Based on intent of the course as defined by CIP. Does not equate to department or college organizational structures.

\*\*All state-funded I-Best enrollments receive a 75% enhancement. Enhancement of contract -funded courses began in 2017-18.

## WALLA WALLA COMMUNITY COLLEGE

### MEMORANDUM

**DATE:** March 18, 2021

**TO:** Board of Trustees

**FROM:** Sherry Hartford, Vice President of Human Resources

**SUBJECT:** President's Evaluation

Below is a summary of the process proposed for the 2021 evaluation of President Chad Hickox.

#### Process:

The President and the Board of Trustees agree that an evaluation tool (attached) will be used to evaluate the Presidents' performance. The evaluation tool will be completed by each Trustee independently, by the President, and by the Executive Leadership Team, Deans, Assistant Deans, and Directors. I will compile the responses of the Executive Leadership Team, Deans, Assistant Deans, and Directors into a summary document to be shared with the President and the Board of Trustees. The Board of Trustees will invite the AHE President, Faculty Senate Chair, and a representative of the classified staff (selected by the WPEA stewards) to speak with the Board of Trustees in Executive Session prior to completing the President's evaluation. The Board of Trustees will privately<sup>1</sup> deliberate their collective evaluation, the results of which will be shared with the President by the Board of Trustees Chair.

#### Timeline:

- March meeting - The President and the Board of Trustees will review and discuss the evaluation tool and process.
- April meeting - The Board of Trustees will approve the evaluation tool and process.
- Prior to the May meeting - The Board of Trustees and the President will conduct their individual and self-evaluations, and I will survey the Executive Leadership Team, Deans, Assistant Deans, and Directors and compile their responses into a summary document.
- May meeting - The Trustees will meet in executive session with the AHE President, Faculty Senate Chair, and a representative of the classified staff. The Trustees will then privately deliberate their collective evaluation. The President will then be invited into the executive session and the Board Chair will discuss with the President the Board of Trustees evaluation. When returning to the open public meeting, if the Board so chooses, after evaluating the President, the Board may extend the president's contract for an additional year and/or adjust the president's compensation.

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<sup>1</sup> The Board of Trustees and the President would like to discuss with the AAG the judiciousness of the Board's deliberations being conducted in the presence of the President.

**Walla Walla Community College Board of Trustees**  
**2021 Presidential Evaluation of Dr. Chad Hickox**

**As a result of what I have observed, the President is leading the College:**

**1. To Be Mission Driven**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**2. To Strengthen Diversity, Equity, and Inclusion**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**3. To Strategically Manage Student Enrollment and Retention**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**4. To Ensure Financial Soundness of the Institution**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**5. To Evaluate and Respond Continually to Community Needs**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**6. To Nurture, Expand, and Leverage WWCC's Presence and Partnerships**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**7. To Manage and Address Risks (such as Covid, Data Breaches, Safety & Security, Succession Planning, etc.)**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**8. To Develop a Collaborative Strategic Planning Process**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**9. Leads With a Clear Organizational Chart and Reporting Structure**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**10. Leads With Advocacy for Student Interests and Needs**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**11. Leads With Meaningful and Transparent Communication**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**12. Leads As a Dynamic and Politically Astute Relationship and Team Builder**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**13. Leads As a Transparent and Collaborative Leader**

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Comments:

**Additional Comments**

\_\_\_\_\_, Trustee \_\_\_\_\_ (date)

\_\_\_\_\_, Trustee \_\_\_\_\_ (date)

\_\_\_\_\_, Trustee \_\_\_\_\_ (date)

\_\_\_\_\_, Trustee \_\_\_\_\_ (date)

\_\_\_\_\_, Trustee \_\_\_\_\_ (date)

\_\_\_\_\_, President \_\_\_\_\_ (date)

**Walla Walla Community College**  
**Board of Trustees Policy**  
**Governance Process: Policy Governance Commitment**  
**Policy Number: 1250**

The Board of Trustees is committed to governing Walla Walla Community College by means of a policy governance model. As representatives for the citizens of College District No. 20, the Board is responsible for formulating strategic, values-based policies so that Walla Walla Community College has guidelines within which to act. The Board further maintains oversight to assure that administrative action occurs within the context of established policy and identified outcomes.

The Board of Trustees will work to ensure that Walla Walla Community College achieves the appropriate results, at an appropriate cost, to advance the college vision, mission, core values, and strategic direction.

The Board will govern by policy. It will establish appropriate ends policies and executive direction policies and ensure that accountability measures are clearly identified and reported on a frequency and method chosen by the board.

**Policy Contact:** President

**Approved by:** WWCC Board of Trustees

**Date Originally Approved:** \_\_\_\_\_

**Last Reviewed/Revised:** \_\_\_\_\_



**Walla Walla Community College**  
**Board of Trustees Policy**  
**Executive Limitations: Emergency Succession**  
**Policy Number: 1004**

The Board and President shall periodically review and discuss an emergency presidential succession plan. The purpose of the plan is to ensure the president's duties in organizational leadership, program development, program administration, operations, board of trustee relations, financial operations, resource development, and community presence are performed during a significant absence.

In order to protect the Board from the sudden loss of presidential services, the President shall have at least two other executives familiar with board and presidential matters and processes in the event of a sudden loss of presidential services.

The President shall routinely furnish the board with the name(s) and title(s) of the executive(s) familiar with board and presidential matters and processes.

**Policy Contact:** President

**Approved by:** WWCC Board of Trustees

**Date Originally Approved:** December 19, 2018

**Last Reviewed/Revised:** \_\_\_\_\_

# Financial Presentation February 28, 2021

Board of Trustees Meeting  
March 24, 2021



# Presentation Summary

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Today's review includes operating results for year to date ending, February 28, 2021.

- Operating Budget Reconciliation
- Revenue
- Expenditures; by category and function
- Course/Program Fees
- Grants & Contracts Summary
- Questions



# Operating Budget Reconciliation

Approved 2020-2021 Operating Budget	\$28,990,514
Approved 2020-2021 Course/Program Fees Budget	1,593,486
Approved 2020-2021 Operating Budget	\$30,584,000

## Operating Budget

Approved 2020-2021 Operating Budget Spending	\$28,990,514	
Allocation 1-Workforce Dev. Project	45,000	} 153,370
Allocation 2-Goldstar Families	3,489	
Allocation 3-GEER Funding	773,439	
Operating Fees (Tuition) Revised	-722,552	
Allocation 4-Reduction to Centers of Excellence funding	-1,500	
Allocation 4-Worker Retraining increase	51,250	
Allocation 5-Homeless College Student funding to Puget Sound	-7,000	
Allocation True-up (Internal)	11,244	
Updated 2020-2021 Operating Budget Spending	\$29,143,884	

# Revenue

	2020-2021 Adjusted Budget	% of Total	2020-2021 YTD Actuals	% of Budget	2019-2020 YTD Actuals	% of Budget	Difference over Prior Year	% Change YOY
<b>State Allocation</b>								
Base Allocation	\$15,270,013	52%	\$8,921,579	58%	\$10,172,367	58%	-\$1,250,788	-12%
Opportunity Grant	461,412	2%	266,297	58%	280,241	61%	-13,944	-5%
GEER Funding	773,439	3%	408,838	53%	-	-	408,838	-
Worker Retraining	1,838,073	6%	1,060,190	58%	1,004,749	51%	55,441	6%
Total State Revenue	\$18,342,937	63%	\$10,656,905	58%	\$11,457,357	58%	-\$800,452	-7%
<b>Tuition &amp; Other Revenue</b>								
Tuition	\$6,237,448	21%	\$3,969,841	64%	\$5,154,424	80%	-\$1,184,583	-23%
Student Fees/Other Misc Rev	883,499	3%	491,946	56%	686,457	89%	-194,510	-28%
Open Doors Program	300,000	1%	128,721	43%	175,208	25%	-46,487	-27%
Running Start	1,700,000	6%	585,581	34%	314,433	21%	271,148	86%
Foundation Support	200,000	1%	150,000	75%	150,000	75%	-	0%
Grants and Contracts - Indirect	990,000	3%	586,512	59%	399,090	59%	187,422	47%
Community Service	340,000	1%	106,471	31%	170,315	57%	-63,844	-37%
Ancillary Programs	150,000	1%	41,420	28%	90,352	52%	-48,932	-54%
Total Tuition & Other Revenue	\$10,800,947	37%	\$6,060,492	56%	\$7,140,279	22%	-\$1,079,787	-15%
Use of Fund Balance	\$0	0%	\$0		\$1,062,123	67%	-\$1,062,123	-100%
<b>TOTAL REVENUE</b>	<b>\$29,143,884</b>	<b>100%</b>	<b>\$16,717,397</b>	<b>57%</b>	<b>\$19,659,758</b>	<b>61%</b>	<b>-\$2,942,361</b>	<b>-15%</b>

# Expenditures, *by Category*

	2020-2021 Adjusted Budget	% of Total	2020-2021 YTD Actuals	% of Budget	2019-2020 YTD Actuals	% of Budget	Difference over Prior Year	% Change YOY
Salaries and Wages	\$17,468,224	60%	\$9,755,837	56%	\$11,755,457	59%	-\$1,999,620	-17%
Benefits	6,106,307	21%	\$3,610,909	59%	\$4,138,344	61%	-527,435	-13%
Rents	38,960	0%	\$22,164	57%	\$74,151	141%	-51,987	-70%
Utilities	899,188	3%	\$399,002	44%	\$443,063	50%	-44,061	-10%
Goods and Services	2,699,083	9%	\$1,039,511	39%	\$1,151,003	46%	-111,493	-10%
Travel	37,500	0%	\$1,039	3%	\$71,682	25%	-70,643	-99%
Equipment	300,069	1%	\$47,075	16%	\$90,700	24%	-43,625	-48%
Fin Aid, Debt Service, Transfer	1,594,553	5%	\$707,276	44%	\$702,905	45%	4,371	1%
<b>TOTAL EXPENSE</b>	<b>\$29,143,884</b>	<b>100%</b>	<b>\$15,582,812</b>	<b>53%</b>	<b>\$18,427,304</b>	<b>57%</b>	<b>-\$2,844,492</b>	<b>-15%</b>

# Expenditures, *by Function*

	2020-2021 Adjusted Budget	% of Total	2020-2021 YTD Actuals	% of Budget	2019-2020 YTD Actuals	% of Budget	Difference over Prior Year	% Change YOY
Instruction	\$11,521,408	40%	\$5,943,182	52%	\$7,137,786	52%	-\$1,194,605	-17%
Community Service	340,002	1%	\$77,491	23%	\$181,791	61%	-104,300	-57%
Instructional Computing	200,416	1%	\$189,561	95%	\$221,631	88%	-32,070	-14%
Ancillary Programs	150,000	1%	\$61,711	41%	\$105,520	60%	-43,810	-42%
Academic Administration	2,650,119	9%	\$1,642,375	62%	\$1,911,844	68%	-269,469	-14%
Library Services	559,527	2%	\$347,984	62%	\$444,905	64%	-96,922	-22%
Student Services	3,996,059	14%	\$2,296,169	57%	\$2,624,461	59%	-328,292	-13%
Institutional Support	6,466,965	22%	\$3,201,100	49%	\$3,617,891	57%	-416,791	-12%
Facility Services	3,259,388	11%	\$1,823,241	56%	\$2,181,475	64%	-358,233	-16%
<b>TOTAL EXPENSE</b>	<b>\$29,143,884</b>	<b>100%</b>	<b>\$15,582,812</b>	<b>53%</b>	<b>\$18,427,304</b>	<b>57%</b>	<b>-\$2,844,492</b>	<b>-15%</b>

# Course/Program Fees

	2020-2021 Adopted Budget	% of Total	2020-2021 YTD Actuals	% of Budget	2019-2020 YTD Actuals		Difference over Prior Year	% Change YOY
Course/Program Fee Revenue	\$1,593,486	100%	\$894,169	56%	1,120,982	75%	-\$226,813	-20%
Course/Program Fee Expense	\$1,593,486	100%	\$399,306	25%	601,272	40%	-\$201,966	-34%
Totals			<u>\$494,863</u>		<u>\$519,710</u>		<u>-\$24,847</u>	



# Grants & Contracts

	Current Month Budget Changes	2020-2021 YTD Budget	Expenditures to Date	YTD % Spent
Corrections Education	\$0	\$7,158,967	\$4,535,931	63%
State Funded Grants*	-\$30,000	2,308,340	886,881	38%
Federal Funded Grants	\$0	6,527,593	4,747,166	73%
Private Funded Grants	\$0	420,854	152,765	36%
Fiscal Agent Grants	\$0	829,935	538,422	65%
<b>TOTAL GRANTS &amp; CONTRACTS</b>	<u>-\$30,000</u>	<u>\$17,245,689</u>	<u>\$10,861,165</u>	<u>63%</u>

\*Additional funds awarded, Perkins Leadership, \$5,000.

\*Reduction in funds awarded, Early Achievers Grant, \$35,000.

# Questions ?

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**Office of the President**  
**Walla Walla Community College**  
500 Tausick Way  
Walla Walla, WA 99362-9267  
Phone: (509)527-4274  
Fax: (509)527-4249

## MEMORANDUM

**TO:** WWCC Board of Trustees

**DATE:** March 17, 2021

**FROM:** Chad E. Hickox, President

**RE:** Sabbatical Recommendation

---

The Professional Development Committee has recommended Kristen Harvey, a full-time Mathematics Instructor, for a one quarter sabbatical for Fall Quarter 2021 (September 2021 to December 2021).

After reviewing the application and recommendations, I recommend the Board approve the requested sabbatical leave for Kristen.

A handwritten signature in black ink, reading 'Chad E. Hickox'.



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**WALLA WALLA COMMUNITY  
COLLEGE**  
*Professional Development Committee*

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**MEMORANDUM**

TO: Chad Hickox

CC: Cindy Devary, Kristen Harvey

FROM: Steve Shoemake, Temporary Chair

DATE: 02/03/21

SUBJECT: Recommendation for Sabbatical Leave Request

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The Professional Development Committee met recently to review a request from ***Kristen Harvey*** for 1 quarter of Sabbatical leave during the Fall quarter of 2021 (Sept. 1- Dec. 31, 2021). We were impressed with Ms. Harvey's proposal and believe it has great potential to benefit both her and the students of Walla Walla Community College.

In a unanimous decision, we decided to forward the application to you with our enthusiastic support. A summary of some impressive aspects of the proposal follows:

- This project is consistent with our institutional, student-centered values and seeks solutions to a huge barrier to student success (Math anxiety).
- Part of this project includes formal education in Mathematics teaching that will inform her teaching and benefit her students in the future.
- This project is endorsed by the Chair of the Mathematics Division (Julianne Sachs).
- Although Ms. Harvey has been a highly rated teacher and valued colleague for seven year at WWCC, she continues to show, with this proposal, the growth mindset that we value in all employees.
- The only downside we see is that some students will not have the opportunity to take a class from her when she is at school herself. The potential benefits, however, far outweigh this negative.

We are proud to have Ms. Harvey as a colleague and recommend that her request be approved.

SS:cd

**Walla Walla Community College**  
**2021-2022 SABBATICAL LEAVE APPLICATION**

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It is not unusual to receive more requests for sabbatical leave than can be awarded, due to budget constraints. Therefore, the process involving selection becomes somewhat competitive. The screening committee carefully reviews each request and makes a judgment based to a great degree on the quality of the application. Attached to this application form you will find a page from the faculty contract which explains in detail the sabbatical leave policy. Good luck to you in your request for sabbatical leave.

---

Name: \_\_\_\_\_ Kristen Harvey \_\_\_\_\_ Date: \_\_\_\_\_ December 10, 2020 \_\_\_\_\_

Date of first full-time contract at WWCC: \_\_\_\_\_ September 1, 2013 \_\_\_\_\_

Number of years (full-time) at WWCC: \_\_\_\_\_ 7 \_\_\_\_\_

Current teaching assignment:

\_\_\_\_\_ Mathematics \_\_\_\_\_

I request \_\_\_\_\_ 1 \_\_\_\_\_ quarter(s) of leave to begin \_\_\_\_\_ September 1, 2021  
and to terminate \_\_\_\_\_ Dec 31, 2021 \_\_\_\_\_ .

**USE SEPARATE SHEET(S) OF PAPER FOR THE FOLLOWING THREE ITEMS:**

**I. Description of Sabbatical Leave Plan**

- A. State reasons for requesting the leave.
- B. Provide a detailed description of the plan.

**II. Proposed Benefits**

- A. Describe the value of the proposed activity to the enhancement of the instructional program of WWCC.
- B. Describe the value of the proposed activity to your professional growth and development.

**III. Description of Past Contributions to WWCC**

(Include part-time or classified employment, fellowships, WWCC committee work, recognition, etc.)

**IV. Three letters of recommendation:**

- A. One colleague
- B. Your dean or director
- C. Vice President of Instruction

Attach your completed Sabbatical Leave Application and return to the Office of the Vice President of Instruction by 5:00 p.m., Friday, January 15, 2021.

## **Article 27 Sabbatical Leave**

27.1 Guidelines and procedures for sabbatical leave, including application forms, rating procedures, and reporting requirements will be established by the Professional Development Committee.

### **27.2 Purpose**

The purpose of sabbatical leave is to benefit the college and its students by providing academic employees with the opportunity to engage in activities leading to professional growth and revitalization. The college encourages qualified faculty to make use of sabbatical leave. Such leave would allow eligible employees an extended period of time free from normal contractual obligations in order to pursue legitimate professional goals. This purpose is consistent with the provisions of RCW 28B.10.650 as now exist or hereafter amended and with this college's commitment to faculty professional development. Appropriate uses of sabbatical leave would include formal study, travel relevant to work assignment, work experience in one's teaching field, or any other activity which would contribute substantially to the improvement of teaching abilities.

### **27.3 Eligibility**

Sabbatical leave may be granted for one, two, or three consecutive quarters after completion of six (6) years of full-time contractual service as an academic employee of Walla Walla Community College. Employees awarded three quarters of sabbatical leave will be eligible for additional award after a second six (6) year period of full-time employment. Employees who are awarded leaves of less than three quarters retain their remaining entitlement and will qualify for additional entitlement at the rate of one quarter for each two-year period of full-time employment, not to exceed three quarters of entitlement during a six-year period.

### **27.4 Approval**

All sabbatical leaves require the approval of the Board of Trustees. The number of sabbatical leaves approved by the Board shall not exceed five percent (5%) of the fulltime contracted faculty, provided the number of leaves given does not exceed four percent (4%) of the full-time equivalent faculty. The number of leaves granted shall be subject to budget restraints. In the event that the number of applicants exceeds the number of recipients, the Board shall name a first and second alternate to replace a leave recipient should an employee not accept a sabbatical leave grant.

### **27.5 Compensation**

Faculty are encouraged to seek outside funding support for their sabbaticals. Compensation from the college during sabbatical leave shall be computed on the basis of the recipient's 176-day contractual salary for the year in which the

leave is taken. The following rates apply:

- A. 85% for one-quarter leave
- B. 75% for two-quarter leave
- C. 75% for three-quarter leave.

## 27.6 Outside Funding

Sabbatical leave salary from the college may be negotiated if outside funding plus sabbatical leave pay from the college exceed 115% of the recipient's full-time contractual salary for the period of the leave. In all cases remuneration will be in compliance with RCW 28B.10.650.

## 27.7 Procedure

An application for sabbatical leave, which will include reasons for requesting the leave, a detailed sabbatical leave plan, two letters of recommendation from colleagues or supervisor, and recommendation from the appropriate Vice President, must be submitted to the Professional Development Committee by January 15 of the previous college year. The Professional Development Committee will report its recommendations to the President by February 15. The President may recommend candidates for sabbatical leave awards to the Board of Trustees after giving reasonable considerations to the recommendations of the Professional Development Committee. The President will submit recommendations at the Board's regular March meeting, at which time the board will take action on those recommendations. The awarding of sabbatical leave grants are not grievable under any grievance procedures included in this contract

## 27.8 Award Criteria

Sabbatical leave shall be awarded according to the following criteria.

- A. The value of the proposed activity to the enhancement of the instructional program of WWCC.
- B. The value of the proposed activity to the professional growth and development of the applicant.
- C. The past contribution of the applicant (years of service, range of service) to WWCC.

## 27.9 Leave Contract

When the Board of Trustees grants a sabbatical leave, the recipient shall sign a contract with the college specifying:

- A. The length of sabbatical leave.

- B. The amount of sabbatical payment.
- C. A commitment to perform according to the approved sabbatical leave plan.
- D. That the recipient will return to employment at the College for at least one (1) full academic year following the leave. The recipient upon return shall be placed in a position at a salary no less than the one received before the leave. It is the intention of the District to place the recipient in the same or similar position upon return.
- E. That the recipient, upon return, will submit a written report to the President summarizing the work completed during the sabbatical leave and describing how the new knowledge will be utilized in teaching assignments. A report of completed professional development activity must also be submitted to the Professional Development Committee.

#### 27.10 Employee Rights

The time spent on sabbatical leave shall be recognized as equivalent to time spent as a full-time academic employee of the college, excepting sabbatical leave entitlement. On request of the employee, the college will provide a planned assignment at least one quarter in advance of the assignment.

Time lines may vary with the mutual consent of the Association and the District.



**Copy to Applicant for Information Purposes**

Applicant's Name \_\_\_\_\_Kristen Harvey\_\_\_\_\_

**RATING SCALE FOR SABBATICAL LEAVE PROPOSALS**

<b><u>Criteria</u></b>	<b><u>Points</u></b>	
<b>A. Enhancement of instructional program of WWCC.</b>	20	_____
<b>B. Contribution to applicant's professional growth and development.</b>	10	_____
<b>C. Applicant's past contribution to WWCC (i.e., years of service, range of service).</b>	10	_____
<b>D. Detailed description of the plan.</b>	10	_____
<b>E. Presentation of the plan; including completeness, clarity, organization, and appearance.</b>	5	_____
	<b>TOTAL</b>	_____

I. Description of Sabbatical Leave Plan

In February 2019, I was accepted to the PhD program at WSU in Mathematics Education. The course of study typically takes 7-10 years to complete, with the assumption that graduate students with jobs will take one or two courses at a time. I am hoping, if granted sabbatical leave, to take a full-time course load Fall quarter in order to shorten that timeline. I used up one quarter of my sabbatical leave award this past Fall, 2020 to attend classes full-time and it was extremely rewarding. I was able to devote my full attention to learning about such topics as how we define mathematics knowledge, how we can recognize and embrace diversity in the curriculum, and how the brain responds to stressors in such a way to inhibit learning. This knowledge is directly transferable to my practice as an instructor and I hope to be awarded another quarter of sabbatical leave so that I can continue this next Fall learning the latest research about Math Education in order to benefit our students.

## II. Proposed Benefits

When I started looking into graduate programs a few years ago, I looked for programs where I could design my own research projects. I have long been interested in the topic of Math Anxiety. I would love to dig deeper into the field and do research as to causes and to solutions that would help us here at WWCC. So much of what we do in our Developmental Math courses (a.k.a. Pre-College) is trying to repair the damage done to students psychologically after years of being unsuccessful in math. We are teaching math, yes, but we are also needing to be cognizant of their mental blocks, their anxieties, and their barriers to success. Once we are able to identify those, we can begin to help students move past them and experience success in math.

I began the PhD program in the Fall of 2019 with two courses. I quickly became immersed in (and fascinated by) my studies. It is startling the amount of research being conducted on best practices of math instruction as well as at the intersection with cognitive psychology. I have already begun implementing current findings about Math Anxiety and Stereotype Threat in my classroom with some measure of success. Additionally, I was approached last December by a team of faculty at WSU who have asked me to work with them on their research project on Growth Mindset interventions in math classrooms. Together, we conducted a large scale project measuring the impact on interventions with faculty to measure the results on student performance. I created Qualtrics assessments, managed the database of results, and collected/analyzed the data. We are still analyzing the findings, but the interventions implemented are planned to be used in our new co-requisite model at WWCC. So, already, my research will have direct benefits to what we do on campus.

I don't know where my final research will take me – Math Anxiety has been an interest of mine for decades and it has informed so much of what I do in the classroom and in counseling sessions with students. I would love to be better informed on the topic and better able to help students. Cognitive Interventions to alleviate poor performance of mathematics (whether it is Stereotype Threat, Growth Mindset, or Math Anxiety) would be a game changer for our low-achieving students. Four years from now, as I

complete my coursework and begin my research, it is hard to predict what the pressing needs of WWCC will be. Whatever it is, it will certainly inform my focus of research and my motivation to help students be successful in math. That has been, and remains, my driving force and reason for furthering my education.

### III. Description of Past Contributions to WWCC

#### *Trainings/Certifications*

Advisor Certification

Canvas 101

Trainings on: 25 Live, Budget 101, Title IX, Managing Bias, Placement, Budget 102, Inclusive Teaching, Office 365, Digital Security, Transfer Academy, Financial Aid Literacy, Accuplacer, Panopto, Hate Crimes, Word Press, StatCrunch, Mathematica, ACES, DNA

Math Symposium, On Course symposium, Online Teaching

Stanford course on “How to Learn Math” (Growth Mindset)

Statistics course

#### *Peer Evaluations*

Chris Mehl tenure committee

Jenny Thonney evaluation

Ted Carpenter evaluation

John Hough evaluation

Jenny Lemma evaluation

#### *Interview Teams*

Interview team for Diversity & Inclusion position

Interview team for Testing Center coordinator

Interview team for TLC coordinator

2 Interview teams for Tenure Track Math Instructor

Interview team for Pre-College Math Navigator

#### *Conferences*

Conferences to New Orleans, Centralia, Wenatchee (AMATYC and WAMATYC)

#### *Committees/Activities*

Presentation on “Anxiety in the Classroom” to WWCC colleagues

College Read Committee

STEM building committee

Arts & Sciences Theme Committee

Senior Capstone Committee for AEP

Course Outcomes Review Committee

Title III Project: training WWCC faculty on Prezi presentations

Division Chair, Mathematics

I've been with the college for 8 years, beginning in September of 2013



09 December 2020

RE: Recommendation Supporting Kristen Harvey's Request for Extending Sabbatical Leave Extension into Fall 2021

Dear Mr. Adams and Professional Development Committee, Dr. Hickox, and Board of Trustees:

It is once again my pleasure to enthusiastically support Kristen Harvey's application for sabbatical leave. One year ago, you received a letter from me in support of Ms. Harvey's sabbatical for the Fall 2020 quarter. She has not yet used all of her sabbatical eligibility, and I now write in whole-hearted support of a sabbatical in Fall 2021 so that Ms. Harvey can see her worthy project through to completion and implementation for the benefit of WWCC students.

I have attached my letter from last year as a reminder of Ms. Harvey's acceptance into Washington State University's doctoral program and her sabbatical project. I expressed my unqualified confidence in Ms. Harvey's preparedness for doctoral work, recognized the honor of her being singled out as the project assistant, and attested to her capacity to contribute meaningfully to the multidisciplinary R.A. project measuring the effects of instructor interventions and math anxiety on student performance. She has made significant progress on that project this quarter, amply rewarding the confidence that I placed in her—and rewarding you too by validating the confidence you expressed by approving her request.

In her sabbatical research and doctoral work this quarter, Ms. Harvey has “spent quite a bit of time reading about Epistemologies and also doing a deep dive into Cultural Factors of the Mathematics Curriculum.” She has found it eye-opening to discover how Mathematics has been taught from, and has perpetuated, a white male perspective. This has led her to study “ways in which we can celebrate diversity in the classroom and modify instruction to help embrace viewpoints and pedagogies other than the traditional, narrow one. I've been thinking about how we can change what/how we teach to better reach, support, and *interest* our diverse population.” These are major recognitions which Math instructors at all levels have often rejected as irrelevant to their discipline; her openness to these epiphanies is a mark of her open-minded intellect.

These recognitions also dovetail beautifully with the work that our Math Division is doing as part of the College Spark Washington Outcomes Acceleration Grant which we have received to develop Math co-requisites. The \$150,000, three-year grant has the explicit goals of increasing the percentage of students who complete college-level Math at the end of their first year, accelerating completion rates, and especially closing equity gaps. Since we received the grant funding in the summer, the entire Math Division across all four WWCC campuses has begun to

study and confront the very issues which Ms. Harvey's research will enrich; for example, the entire Math Division has read and discussed Zaretta Hammond's book *Culturally Responsive Teaching and the Brain: Promoting Authentic Engagement and Rigor among Culturally and Linguistically Diverse Students*; attended a Webinar with Hammond; and is now embarked on reading *Teaching Men of Color in the Community College: A Guidebook*. Ms. Harvey's deeper research into aligned topics will resonate with a department prepared to incorporate her findings into what it has been learning—and will strengthen our grant-related effort to reduce equity gaps. When she returns after the sabbatical, she will be ideally positioned to lead that work.

Moreover, as I wrote last year, Ms. Harvey's research into math anxiety "addresses a major cause of low retention and success rates" that is "widely acknowledged" but for which the "causes and solutions are not well understood." Her sabbatical research this quarter has enabled Ms. Harvey to narrow down her research plan to focus on Math Anxiety. She has been diving deeply into Math Anxiety and now sees two possible approaches: intensifying her focus on either the causes of Math Anxiety or on interventions. Recently she wrote to me, "I have a burning desire to help the students suffering from it"—and truly, what better motivation could we ask from an instructor asking for our approval to devote herself passionately to study research-based best teaching practices that address what is perhaps the single greatest cause of students' failures to progress through to completion of college-level Math requirements.

This research will also contribute to the success of our College Spark grant work. Of our students who begin two courses below college-level Math, the number who ultimately complete college-level Math hovers in the 40%–50% range, and it is even worse for students from historically underrepresented populations. I can say now with more fervor what I wrote in my 2019 letter of endorsement, that Ms. Harvey's sabbatical project and doctoral pursuit "stand to benefit WWCC by providing research validation for an educational best practice that directly affects student success, and...would contribute to WWCC's goal of operating as a data-informed institution." Once again, I urge us to demonstrate our investment in her, and to our students and faculty who will directly benefit from her research, by approving her sabbatical application. Her track record, her unstinting devotion to colleagues and to students and to WWCC, and her progress in research this quarter renew my absolute faith she will, as I wrote last year, "continuously share what she learns from her doctoral research with colleagues for the benefit of WWCC students."

Thank you for considering my support of Ms. Harvey's application, which also has the full support of Math Division Chair Julianne Sachs.

Sincerely,

A handwritten signature in cursive script that reads "Richard Middleton-Kaplan". The signature is fluid and elegant, with a long horizontal flourish extending to the right.

Richard Middleton-Kaplan, Ph.D.  
Dean of Arts & Sciences

December 16, 2020

Dear Sabbatical Committee:

I am writing a letter of recommendation to support Kristen Harvey's request to take sabbatical leave for Fall term 2021.

Kristen is an extremely valuable member of our math department. She just completed her third semester in the PhD program at Washington State University. Education is her passion and completing her PhD will give her the opportunity to take a variety of classes that relate to the community college setting. In addition, she can research in the area of developmental math, including the causes and interventions for math anxiety, which so many of our students deal with on a daily basis. She has been researching language and cultural factors relating to success in mathematics, which is in line with our focus on diversity at WWCC. If she is approved for sabbatical Fall term 2021 she will have the opportunity to enroll full-time at WSU which will allow her to earn her PhD in a timely manner.

Kristen was our math department chair for three years ending spring term 2019. I admired how she had been able to teach her full load as well as the variety of chair duties doing an impeccable job in both areas. She spent countless hours on all of her math chair duties making sure that the math department ran smoothly.

Furthermore, Kristen has dedicated many hours to WWCC which has benefited the college in many ways. Kristen was hired fall term 2013 and she has completed a variety of tasks going above and beyond her regular duties at WWCC. Her trainings and certifications include Advisor Certification, Canvas 101, 25 live, Budget 101, Title IX, Managing Bias, Placement, Budget 102, Inclusive Teaching, Office 365, Digital Security, Transfer Academy, Financial Aid Literacy, Accuplacer, Panopto, Hate Crimes, Word Press, Statcrunch, Mathematica, ACES, DNA Math Symposium, On Course Symposium, Stanford course on "How to Learn Math", and a statistics course. Furthermore, she has also completed a peer evaluation for Chris Mehl for his tenure position, and peer evaluations for three adjunct employees. Kristen has also served on many interview teams including the Diversity & Inclusion position, Testing Center coordinator, TLC coordinator, two interview teams for tenure track math instructors, and the Pre-College Math Navigator position. She has also attended AMATYC and WAMATYC conferences in New Orleans, Centralia, and Wenatchee. Kristen has also served on many committees the past seven years. She made a presentation on "Anxiety in the Classroom" to WWCC colleagues, she also served on the STEM building committee, Arts & Sciences theme committee, Senior Capstone committee for AEP,



Course Outcomes Review committee, and Title III project on training WWCC faculty on Prezi presentations. Kristen is deserving of the recognition of her many contributions to WWCC by being granted a sabbatical in order to accelerate her studies.

In conclusion, I strongly recommend approving Kristen Harvey's request for sabbatical leave Fall term 2021. She is a tireless advocate for our program and wishes to spend time researching and creating stronger programs for our mathematics department in turn improving student success at WWCC.



Jennifer Leber

Math Instructor





**Office of the President**  
**Walla Walla Community College**  
500 Tausick Way  
Walla Walla, WA 99362-9267  
Phone: (509)527-4274  
Fax: (509)527-4249

## MEMORANDUM

**TO:** WWCC Board of Trustees

**DATE:** March 17, 2021

**FROM:** Chad E. Hickox, President

**RE:** Tenure Recommendations

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I support the Tenure Review Committee's recommendation that the Board of Trustees grant tenure to the following faculty members:

- Dan Aschenbrenner, Welding Instructor, WSP
- Dale Chapman, Digital Design Instructor, WSP
- Melany Coronado, Nursing Instructor, Clarkston Campus
- Paris Davis, Counselor
- W. Paul Forney, Diesel Technology, WSP
- Zachary Knappenberger, John Deere Instructor
- Wesley Maier, Criminal Justice Instructor

I support the Tenure Review Committee's recommendation to extend the probationary period until Winter 2022 for Logan Higgins, Microbiology Instructor.

I further support the continuation of the following probationary faculty in the tenure process as recommended by the Tenure Review Committee:

- Justin Adams, BAS Applied Management and Entrepreneurship Instructor
- Diana Griffin, Nursing Clinical Educator
- Nicole McCauley, Business Instructor
- Trina McCoon, Nursing Instructor
- Pamela Walton, Nursing Clinical Educator, Clarkston Campus



**Walla Walla Community College**  
**Instruction Office**  
500 Tausick Way  
Walla Walla, WA 99362-9267

TO: Chad Hickox, President  
FROM: Jessica Clark, Vice President of Instruction  
DATE: March 9, 2021  
SUBJECT: Probationary Faculty Evaluations and Recommendations

The Tenure Review Committee met March 8<sup>th</sup> to review Winter Quarter faculty evaluations. They carefully evaluated the progress of each of the current probationary faculty appointees. I fully concur with the committee's assessment and endorse its recommendation that the following faculty members be considered favorably in the granting of tenure:

Dan Aschenbrenner	Welding Instructor, WSP
Dale Chapman	Digital Design Instructor, WSP
Melany Coronado	Nursing Instructor, Clarkston Campus
Paris Davis	Counselor
W. Paul Forney	Diesel Technology, WSP
Zachary Knappenberger	John Deere Instructor
Wesley Maier	Criminal Justice Instructor

I agree with the Tenure Review Committee's recommendation to extend the probationary period until Winter 2022 for the following faculty:

Logan Higgins	Microbiology Instructor
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I also endorse the committee's recommendation for continued probationary status for the following faculty:

Justin Adams	BAS Applied Management and Entrepreneurship Instructor
Diana Griffin	Nursing Clinical Educator
Nicole McCauley	Business Instructor
Trina McCoon	Nursing Instructor
Pamela Walton	Nursing Clinical Educator, Clarkston Campus

Feel free to contact me if you have any questions.

cc: Sherry Hartford



**Walla Walla Community College**  
**Tenure Review Committee**  
500 Tausick Way  
Walla Walla, WA 99362-9267

TO: Dr. Chad Hickox, President  
FROM: Devon Gustafson, Chair  
Tenure Review Committee

DATE: March 9, 2021

SUBJECT: Probationary Faculty Evaluations and Recommendations

The Tenure Review Committee met March 8<sup>th</sup> to review Winter Quarter evaluations of those faculty who were referred to the committee by your memo of October 15, 2020. The administrative, student, peer, and self evaluations within each of those person's file were discussed as well as a review provided by each of the supervisors in attendance.

The committee voted to recommend that the Board of Trustees grant tenure to the following faculty, who have completed three years of successful employment at Walla Walla Community College:

Dan Aschenbrenner	Welding Instructor, WSP
Dale Chapman	Digital Design Instructor, WSP
Melany Coronado	Nursing Instructor, Clarkston Campus
Paris Davis	Counselor
W. Paul Forney	Diesel Technology, WSP
Zachary Knappenberger	John Deere Instructor
Wesley Maier	Criminal Justice Instructor

The committee voted to extend the probationary period until Winter 2022 for the following faculty:

Logan Higgins	Microbiology Instructor
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The committee voted to recommend that the following probationary faculty be continued in full-time probationary employment:

Justin Adams	BAS Applied Management and Entrepreneurship Instructor
Diana Griffin	Nursing Clinical Educator
Nicole McCauley	Business Instructor
Trina McCoon	Nursing Instructor
Pamela Walton	Nursing Clinical Educator, Clarkston Campus

Feel free to contact me if you have any questions.

cc: Jessica Clark  
Sherry Hartford

## ASSOCIATION OF COLLEGE TRUSTEES

1300 Quince Street SE • PO Box 42495 • Olympia Washington • (360) 704-4307 • FAX (360) 704-4415

March 1, 2021

Dear Washington State Community & Technical College Board Chair:

**On behalf of the ACT membership I ask that you consider adding the discussion of the nomination process for the 2021-22 ACT Board of Directors and the Nomination Committee members to your next upcoming College Board meeting. Please share this letter and the attached nomination materials with your trustee board.**

One of our priorities of ACT is to advance diversity, equity and inclusion in our community and technical colleges including the diversity of the Board of Directors. To assure ACT continues to have capable, effective leadership, we need your active participation in the nominations process. We welcome new as well as more experienced trustees to consider becoming a candidate for an office, or if you know of another trustee who is interested, we are eager to hear from you.

ACT's current officers are:

President	Bob Ryan, Tacoma Community College
President-Elect	Doug Mah, South Puget Sound Community College (Automatically assumes position of President)
Secretary	John Pedlow, Whatcom College (Has served 2 terms, not eligible for re-election for Secretary)
Treasurer	Beth Thew, Community Colleges of Spokane (Eligible for re-election for Treasurer)
Members-at-Large	Pat Shuman, Tacoma Community College Wendy Bohlke, Whatcom Community College
LAC Co-Chairs	Greg Dietzel, Bellevue College (appointed by ACT president) Glenn Johnson, Community Colleges of Spokane (appointed by ACT president)

The ACT Nominating Committee is seeking nominations from ACT's membership to fill the positions of **President-Elect, Secretary, Treasurer, two Member-at-Large and four Nomination committee positions**. A description of the responsibilities for these offices is listed below.

**Member-at-Large Positions:** Nominations for two Member At-Large positions will be accepted by the Nominating Committee and also solicited from the floor at the annual business meeting. The two nominees with the most votes by the full membership will be appointed to the Board of Directors. Trustees from the same district may not serve as Members At-Large at the same time. Members At-

Large shall take office upon adjournment of the annual business meeting and serve through adjournment of the following year's annual business meeting.

**Legislative Action Committee Chairs:** The Legislative Action Committee (LAC) policy and advocacy co-chairs are appointed by the ACT president. The term of office shall be from adjournment of the annual business meeting through adjournment of the following year's annual business meeting. The LAC co-chairs serve on the ACT Board of Directors as leads for legislative and advocacy matters.

**Nomination Committee Members:** Committee members are to be elected at the annual business meeting by the membership. The four nominees with the most votes will be elected to the Committee. No more than one member from the same district may serve on the committee. Nomination Committee Members shall take office upon adjournment of the annual business meeting and serve through adjournment of the following year's annual business meeting.

If you have any questions about this process, please call Kim Tanaka at (360) 704-4307 or email at [Ktanaka@sbctc.edu](mailto:Ktanaka@sbctc.edu)

Thank-you,

*Doug*

Doug Mah

ACT President-elect and South Puget Sound Community College Trustee

***\*\*Nominations are due by Friday, April 2, 2021\*\****

#### **ACT PRESIDENT RESPONSIBILITIES**

- ❖ The President shall exercise general governance oversight over the business affairs of ACT and shall perform all the duties incidental to the office, including those duties properly delegated by the membership.
- ❖ The President shall preside over all membership and Board of Directors meetings and shall ensure all actions are in accordance with these Bylaws.
- ❖ The President or the President's designee shall act as spokesperson for ACT and shall represent the organization at meetings with other organizations and committees. No pronouncement made as spokesperson or representative of ACT shall obligate or commit the organization except as provided by these Bylaws or specifically authorized by the membership or the Board of Directors.
- ❖ The President retains the right to vote at all times and may exercise this right in the event of a tie vote.
- ❖ The President shall appoint a Parliamentarian, Legislative Action Committee Co-chairs, and the Chairpersons of the standing and ad hoc committees, except the Nominating and DEI Committees.
- ❖ The President, in consultation with the Board of Directors and the Director of ACT, will appoint all committee members except the Nominating Committee and the Legislative Action Committee.
- ❖ Perform other duties as assigned by the ACT membership.

#### **ACT PRESIDENT-ELECT RESPONSIBILITIES**

- ❖ In the absence of the President, the President-Elect will perform the duties of the President, including the presiding at the Membership and Board of Directors meetings.
- ❖ The President-Elect shall perform other such duties as assigned by the President or by the membership.
- ❖ The President-Elect will work with the Trustees Education and the Diversity, Equity, and Inclusion Committees to provide training and educational guidance for all ACT conferences. The training will be determined in consultation with the ACT President and ACT Board of Directors.

### **ACT SECRETARY RESPONSIBILITIES**

- ❖ The Secretary shall take the minutes of all membership and Board of Directors meetings and shall oversee the execution and preservation of all key records as directed by the President.
- ❖ The Secretary shall be responsible for the sending of all notices in accordance with the provisions of these Bylaws and shall perform other such duties as assigned by the President.
- ❖ The Secretary may delegate the administrative functions of the office to the Director of ACT.
- ❖ Perform other duties as assigned by the President or the membership.

### **ACT TREASURER RESPONSIBILITIES**

- ❖ The Treasurer shall have oversight of all funds of this organization and shall approve payment of all bills and obligations authorized by the membership.
- ❖ The Treasurer shall ensure the organization maintains an accurate record of the collection of dues and other income and all receipts and disbursements.
- ❖ The Treasurer may delegate the administrative functions of the office, including maintaining ACT bank accounts, to the Director of ACT.
- ❖ Perform other duties as assigned by the President or the membership.

### **ACT MEMBERS-AT-LARGE RESPONSIBILITIES**

- ❖ Members-at-Large serve the Board's strategic needs. Members-at-Large may have various short- or long-term responsibilities and projects.
- ❖ Members-at-Large shall serve as full voting members on the Board of Directors and shall perform other such duties as assigned by the Board or President of the Board.
- ❖ Perform other duties as assigned by the President or the membership.

### **ACT NOMINATING COMMITTEE RESPONSIBILITIES**

- ❖ The Nominating Committee will notify all trustees in writing that it is seeking nomination suggestions
- ❖ The Nominating Committee will develop a list of candidates to be presented to the membership at the annual business meeting
- ❖ The Nominating Committee will bring forth the best slate of candidates considering the statewide diversity of students





## REQUEST FOR NOMINATIONS

Three officers (***President-Elect, Secretary*** and ***Treasurer***), two ***Member-at-Large*** positions, and four Nominating Committee members are elected each year by the general membership at the annual business meeting. The term of office for each position is one year. The President-Elect, Secretary and Treasurer may not serve more than two consecutive terms in the same position.

The Nominating Committee requests nominations for the positions appearing below. Please submit your nomination(s) by filling in the blanks.

	<u>Candidate's Name</u>	<u>College</u>
<b>President-Elect</b>	_____	_____
<b>Secretary</b>	_____	_____
<b>Treasurer</b>	_____	_____
<b>Member-at-Large</b>	_____	_____
<b>Member-at-Large</b>	_____	_____
<b>Nominating Committee</b>	_____	_____
<b>Nominating Committee</b>	_____	_____
<b>Nominating Committee</b>	_____	_____
<b>Nominating Committee</b>	_____	_____

**Please return this form no later than April 2, 2021, to:**

Linda Graham, ACT Administrative Assistant, at [lgraham@sbctc.edu](mailto:lgraham@sbctc.edu) or via fax at 360-704-4415.

For questions, please contact Kim Tanaka, ACT Director, at [ktanaka@sbctc.edu](mailto:ktanaka@sbctc.edu) or 360-704-4307.