



Board of Trustees, District No. 20
Walla Walla Community College
Board Meeting Agenda
Board Room (161) | WWCC Walla Walla Campus
Wednesday | September 27, 2023 | 9:30 a.m.

To connect to the Wednesday, September 27, 2023 Board Meeting virtually, go to ZOOM: <https://wwcc-edu.zoom.us/j/82828432013> or dial-in: 253/215-8782.

Board Meeting Agenda

All Times are Estimates

9:30 a.m.	Call to Order <i>Ms. Tara Leer, Vice Chair</i>		
	Approval of Agenda <i>Ms. Leer</i>	Action	
	Consent Agenda <i>Ms. Leer</i>	Action	
	1. June 28, 2023 Board Meeting Minutes		Tab 1
	2. August 23, 2023 Special Board Meeting Minutes		Tab 2
	3. Personnel Update		Tab 3
	4. 2022-2023 Year-End Enrollment, Final Summer and Preliminary Fall Quarter Enrollment Reports		Tab 4
9:35 a.m.	President's Report <i>Dr. Chad Hickox</i>	Discuss	
9:50 a.m.	Introduction of Vice President of Instruction <i>Dr. Hickox</i>	Discuss	
9:55 a.m.	AHE Update <i>Mr. Jim Peitersen</i>	Discuss	
10:05 a.m.	Sabbatical Report <i>Ms. Kristen Harvey</i>	Discuss	
10:20 a.m.	2022-2023 Year-End Financial Report <i>Mr. Dan Hall and Ms. Lori Peterson</i>	Discuss	Tab 5
10:30 a.m.	Board Policy Review – Board Policy 1000 <i>Dr. Hickox</i>	Discuss	Tab 6

10:45 a.m.	Approval of 2023-2028 Strategic Plan <i>Dr. Hickox</i>	Action	Tab 7
11:05 a.m.	Board Agenda Setting	Discuss	
11:15 a.m.	Board of Trustees Election of 2023-2024 Officers	Action	
11:25 a.m.	Board Reports / Remarks	Discuss	
11:35 a.m.	New and Unscheduled Business	Discuss	
11:45 a.m.	Public Comment <i>Persons wishing to express their views on any matter must sign up in advance and are limited to three minutes.</i>	Discuss	
12:00 p.m.	Recess to Executive Session to Review the Performance of a Public Employee		
12:30 p.m.	Adjournment		

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

The Board of Trustees of Community College District No. 20 met in regular session on Wednesday, June 28, 2023 in the Board Room on the Walla Walla Community College Walla Walla Campus and via Zoom. Ms. Michelle Liberty called the meeting to order at 9:33 a.m.

Trustees present: Ms. Michelle Liberty, Chair
Mr. Tim Burt
Mr. Sergio Hernandez
Ms. Tara Leer
Mr. Bill Warren

Administrators present: Dr. Chad Hickox, President
Mr. Dan Hall, Interim Vice President, Administrative Services
Ms. Brooke Marshall, Vice President, Human Resources
Dr. Graydon Stanley, Vice President, Student Services
Dr. Lisa Chamberlin, Dean, Enrollment Strategies
Ms. Jessica Cook, Executive Director, Foundation
Ms. Christy Doyle, Dean, Access & Opportunity
Ms. Denise Kammers, Dean, Corrections Education
Dr. Chad Miltenberger, Dean, Clarkston Campus
Dr. Benjamin Schultze, Dean, Nursing & Allied Health

Also present: Ms. Kathy Adamski, Assistant Dean, Nursing
Ms. Debra Erikson, Assistant Dean, Student Success Center
Ms. Diana Herrmann, Director, Guided Pathways
Ms. Doreen Kennedy, Recording Secretary
Ms. Tessa Kimball, Assistant Dean, Enrollment Services
Mr. Bryan Ovens, AAG
Ms. Jacquelyn Ray, Director, Library Services
Mr. Joshua Slepín, Director, Institutional Research & Effectiveness

Approval of Agenda.

Mr. Hernandez moved and Mr. Warren seconded to approve the agenda for the June 28, 2023 Board of Trustees meeting as presented. *Motion carried.*

Strategic Enrollment Management Plan. Dr. Graydon Stanley and Dr. Lisa Chamberlin presented the Strategic Enrollment Management Plan to the Board of Trustees during a study session. The presentation included information on background, development, next steps, and alignment with the college's Strategic Plan and other institution master plans.

Consent Agenda.

Mr. Hernandez moved and Mr. Burt seconded that the consent agenda items be approved or accepted, as appropriate:

- 1) May 24, 2023 Board Meeting Minutes, 2) Personnel Update,
- 3) Interim Spring and Summer Quarter Enrollment Reports.

Motion carried.

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

- **New Student Orientation:** We hosted approximately 150 students at the first orientation session for new students planning to enroll fall quarter, and have close to 100 students already signed up for the next session in July.
- **Financial Aid Audit:** Last week we received a report from the external consulting firm hired to assess our financial aid operations. Overall, the results were extremely useful, recommendations include remediating deficiencies in policy and procedure, including those required for compliance, and increasing staffing levels.
- **Key Performance Indicators (KPI's):** Student success metrics in relation to post-college transfer show performance under the college's targets, though some have shown improvement over their baseline measurements with regard to post-college transfer data.
- **Affordable Housing:** Plan to speak during public comment at tonight's city council meeting in support of adjusting the multi-family tax exemption in an effort to increase the availability of affordable housing in Walla Walla and the impact a lack of affordable housing has on students and recruitment of college employees.

May Financial Report. Mr. Dan Hall and Ms. Lori Peterson reviewed the financial results for the period ending May 31, 2023, including:

- **Operating Budget**
 - Operating Budget Reconciliation
 - Revenue
 - Expenditures – by Category and Function
 - Course/Program Fees
 - Self-Support Programs
- Grants and Contracts
- Enterprise Funds
- Fund Balance and Reserve Health
- Year-End Forecast

Second Read: 2023-24 Tuition Schedules and Student Program Fees.

- **2023-24 Tuition Schedules**
- **2023-24 Student Program Fees**

Mr. Hall reviewed the proposed 2023-24 Tuition Schedule approved by the Washington State Board for Community and Technical Colleges, unchanged since it was presented at the May 2023 Board meeting, noting that tuition for a full-time resident student is expected to increase

by 3%. Mr. Hall then reviewed the proposed Student Program Fees presented at the May 2023 Board meeting, noting the addition of three fees to the original request presented in May.

Mr. Hernandez moved and Mr. Burt seconded to accept the 2023-24 Tuition Schedules and Student Program Fees as presented. *Motion carried.*

Second Read: 2023-24 Annual Plan and Budget. Mr. Hall reviewed the 2023-24 Annual Plan and Budget, noting there had been no changes since it was presented at the May 2023 Board meeting, including:

- State base allocation increased \$2.6 million
- COLAs: 8.9% for faculty; 4% for exempt/classified
- Pass-through of \$465,441 for high-demand faculty salaries
- \$1,233,190 for nurse educator salaries
- 3% increase in tuition
- 2% decrease in enrollment
- One-time expenditures of \$370,000 – including \$300,000 for ctcLink
- \$1 million in federal funding
- Expenditures: \$38,774,012
- Grants and Contracts: \$14,867,323

Correction: the Tab (Tab 7, pg. 2, last sentence) included in the Board packet accompanying this agenda item contained an error with regard to the FY – should read: FY23-24. The corrected document has been attached and made part of these minutes.

Mr. Hernandez moved and Mr. Burt seconded to accept the 2023-24 Annual Plan and Budget as presented. *Motion carried.*

Second Read: 2023-24 Student Services and Activities Fees Budget. Dr. Stanley presented the 2023-24 Student Services and Activities Fees budget, unchanged since the May 2023 Board meeting.

Mr. Burt moved and Mr. Warren seconded to accept the 2023-24 Student Services and Activities Fees Budget as presented. *Motion carried.*

Second Read: 2023-24 Athletics Budget. Dr. Stanley presented the 2023-24 Athletic program budget, unchanged since the May 2023 Board meeting.

Mr. Hernandez moved and Mr. Burt seconded to accept the 2023-24 Athletics Budget as presented. *Motion carried.*

Warrior Pledge. Dr. Hickox, Ms. Tessa Kimball, and Ms. Melissa Holecek presented an update on the Warrior Pledge pilot program, including information on marketing, outreach and cohort data.

College Cellars Structure. Dr. Hickox and Ms. Jessica Cook provided information on the current and future structure of College Cellars, including the background, history and process to restructure the LLC from the WWCC Foundation to the College.

Board Reports / Remarks.

The following items were discussed:

- Board Retreat – date, location and topic options
- Tour of Campus

New and Unscheduled Business.

The following items were discussed:

- Cancellation of July and August Board Meetings
Mr. Burt moved and Mr. Hernandez seconded to cancel the July 26 and August 23, 2023 Board of Trustees meetings.
Motion carried.
- Special Board Meeting - Board Retreat
Mr. Burt moved and Mr. Hernandez seconded to schedule a Special Board of Trustees Meeting on August 7, 2023 for the purposes of holding a board retreat. *Motion carried.*

Public Comment. None.

Adjournment. The meeting adjourned at 12:51 p.m.

Dr. Chad E. Hickox, President

ATTEST:

Ms. Michelle Liberty
Board of Trustees



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

TO: Board of Trustees

DATE: June 28, 2023

FROM: Chad E. Hickox
President

RE: Fiscal Year 2023-24 College Operating Budget

The 2023-2024 Walla Walla Community College operating budget was developed in accordance with the College's strategic plan and reflects priorities established by the Board of Trustees and the College's leadership team, who sought input from a variety of sources including budget managers, Division Chairs and other faculty, as well as key staff from across the organization. This year marks the first time in recent history when the Budget Council was convened and took an active role in developing the draft budget. Composed of representative Classified staff, Faculty, and Administrative Exempt employees, the Budget Council discussed budget assumptions, proposed changes to past practices, and reviewed information prior to presentation to ELT and the Board of Trustees.

The College as a whole is to be commended for its contributions to the development of this budget, first as part of the comprehensive and inclusive zero-based budgeting approach that was initiated in February of 2020, and more recently through participation in the nascent participatory governance structure. Ultimately, the success of the college at edging closer to a sustainable budget in the near future is a result of concerted effort to spend wisely, staff strategically, and stay focused on our core mission. Through position control measures intended to keep payroll costs in check, strategic enrollment management measures in effect, aggressive outreach, recruiting, community engagement activities, and multiple other initiatives, the College is actively adapting to circumstances to ensure that it will continue to meet the needs of the communities we serve.

There is no question that challenges created by the COVID-19 pandemic continue to significantly affect the College's financial situation with regard to planning for FY 24. Enrollment remains low, the need for additional resources to support the mental health and well-being of students remains high, and compliance requirements, including legislative reporting, continue to increase. Inflationary impacts, especially with regard to utility costs, continue to present a challenging fiscal environment for FY 24 and the future.

It is noteworthy that WWCC is positioning itself for future growth by making a number of important investments in personnel and infrastructure, which are made possible in large part by the federal COVID-19 relief funds that are available to WWCC in the form of lost-revenue reimbursement. These investments will provide various opportunities for enrollment growth, increased rates of retention, and higher success rates for students. These investments promise to translate directly into increased revenue over the next one to five years, although the precise trajectory of enrollment over that time is still the subject of intense exploration and analysis. This budget as presented today, May 24, 2023, represents the first reading before the board.

In approving the budget, the Board of Trustees authorizes:

- the College President to proceed with the execution of the plan;
- the College President to transfer funds within the General Fund, or from local and other funds, to eliminate any cash deficit as required by RCW 43.88.260, to provide working capital, and to support approved projects and activities;
- the tuition and fee schedule as established by law, by the State Board for Community and Technical Colleges, as implemented by the College President, and as published in the College's catalog and public website;
- the College President to accept allocation amendments from the State Board for Community and Technical Colleges, to accept such grants and contracts as may be acquired during the budget period, and to report on such changes, as needed, to the Board of Trustees;
- the addition of staff and faculty positions necessary to carry out the College's programs, as well the College's annual work plan and current strategic plan, all in accordance with established College hiring protocols; and
- the College President to determine the fee schedule for contract courses and programs.

I would like to recognize the hard work and dedication of many staff and faculty over the past several months to develop the budget as presented to the Board. The pandemic aftermath has stretched everyone's resources thin, and the convergence of pandemic-related difficulties as well as adjusting to the new operating environment that resulted from the implementation of ctLink/WarriorLink, have made this budget cycle particularly challenging. Nevertheless, I am proud of the work reflected in this document, and I believe that it represents a very thoughtful, reasonable, and strategic approach to the College's financial planning for FY 24. I commend, congratulate, and thank the myriad contributors to this budget, and look forward to the bright future awaiting WWCC.

Thank you, Trustees, for your dedication to our mission and your support of our students and staff. We recommend and request the Board's approval of the FY23-24 operating budget.

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

The Board of Trustees of Community College District No. 20 met in special session on Wednesday, August 23, 2023 in the Board Room on the Walla Walla Community College Walla Walla Campus and via Zoom. Ms. Michelle Liberty called the meeting to order at 10:03 a.m.

Trustees present: Ms. Michelle Liberty, Chair
Mr. Tim Burt
Mr. Sergio Hernandez
Ms. Tara Leer
Mr. Bill Warren

Administrators present: Dr. Chad Hickox, President
Mr. Dan Hall, Interim Vice President, Administrative Services
Dr. Graydon Stanley, Vice President, Student Services
Dr. Nick Velluzzi, Vice President, Planning, Effectiveness, &
Economic Development
Dr. Lisa Chamberlin, Dean, Enrollment Strategies
Ms. Christy Doyle, Dean, Access & Opportunity
Dr. Chad Miltenberger, Dean, Clarkston Campus

Also present: Ms. Kathy Adamski, Assistant Dean, Nursing
Ms. Doreen Kennedy, Recording Secretary
Mr. Joshua Slepín, Director, Institutional Research & Effectiveness

2023-2028 Strategic Plan. Dr. Chad Hickox and Dr. Nick Velluzzi shared the latest working draft of the 2023-2028 Strategic Plan with the Board of Trustees, including the college's Guiding Principles and draft iterations of the Vision and Mission statements. Drs. Hickox and Velluzzi led the trustees through an interactive discussion, expanding upon the plan details and soliciting Board input with regard to institutional priorities.

Public Comment. None.

Adjournment. The meeting adjourned at 12:11 p.m.

Dr. Chad E. Hickox, President

ATTEST:

Ms. Michelle Liberty
Board of Trustees

WALLA WALLA COMMUNITY COLLEGE

MEMORANDUM

DATE: September 21, 2023

TO: Board of Trustees

FROM: Brooke Marshall, Vice President of Human Resources

SUBJECT: Personnel Update

Below is an update reflecting changes to college personnel in June, July and August 2023.

New Hires:

June

Hacker, Jordan – Head Women’s Soccer Coach/Instructor, Student Services

July

Baker, Annaliese – Continuing & Community Education Manager, Access & Opportunity

Dobos, Jessica – Administrative Assistant 3, Arts & Sciences

Stocke, Mike – Executive Director, Technology Services

Williams, Ian – Warrior Marketplace Kitchen Manager, Workforce Transfer & Trades

August

Robinson, Sam – Dean, Arts & Sciences

Nino, Eric – Instructional & Classroom Support Technician 2, Workforce Transfer & Trades

Separations:

June

Becker, Robert – FTF, Nursing

Foltz, John – Director, Snake River Salmon Recovery Board

Frazier, Debra – FTF, Workforce Transfer & Trades

James, Janice – FTF, WSP

Knowles, Shareen – FTF, WSP

July

Bennett, Seth – Program Assistant, WSP

Essency, Jill – Administrative Assistant 3, Agriculture & Natural Resource Center of Excellence

Warnberg, Sigurd – Grounds & Nursery Specialist 4, Facilities

August

Madrigal, Cecilia – Program Coordinator, CRCC

Winnett, Andy – Director of John Deere & Transportation Trades, Workforce Transfer & Trades

Anhorn, Jerry – Dean, Workforce Transfer & Trades

Easttorp, Karl – Director, Marketing & Communications

Sandford, Kendra – Administrative Assistant 3, Arts & Sciences

Bradel-Tretheway, Birgit – Instruction & Classroom Support Technician 2, Clarkston

Changes:

June

Garnett McCredy, Lisl – Program Specialist 2, Access & Opportunity

Hammond, Shauna – FTF, WSP (part-time to full-time)

July

Brittain, Nicholas – Program Coordinator, Access & Opportunity

Law, Leonard – Cellar Master/Vineyard Manager, Workforce Transfer & Trades

Williams, Matt – Interim Dean, Workforce Transfer & Trades

Full-Time Positions Currently Posted:

Assistant Director of Student Financial Support

Audio Engineering Technology Instructor

Director of Enology & Viticulture

Executive Director, Snake River Salmon Recovery Board

Grounds & Nursery Services Specialist 3-Athletic Fields

HVAC Technician

Nursing Instructor, WW

Program Assistant-Enrollment Services (two openings)

Program Assistant, WSP

Program Specialist 2-Financial Aid

Secretary Senior

Trio Career & Academic Transfer Coach (Advisor)



Walla Walla Community College

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DATE: September 18, 2023
TO: Board of Trustees
FROM: Dr. Nick Velluzzi
RE: 2022-2023 Final Enrollment

Below is an annualized enrollment for the 2022-2023 academic year at Walla Walla Community College.

- Annualized state-supported enrollment reported at 1,617 FTE, which is 5% down from the prior year (1,699 FTE).
- Annualized contract enrollment reported 1,410 FTE, which is flat from the year prior (1,413 FTE).
- Annualized self-support enrollment reported 55 FTE, which is up one FTE from last year.
- Overall, WWCC's enrollment was down 3% from the year prior. The college reported 3,082 FTE in 2022-2023 and 3,166 FTE in 2021-2022.



Walla Walla Community College

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DATE: September 18, 2023
TO: Board of Trustees
FROM: Dr. Nick Velluzzi
RE: Final Summer Quarter Enrollment

This memo reports finalized enrollment for Summer Quarter, 2023.

- State supported enrollment for summer quarter closed at 322 FTE, which is down 53 FTE or 14% from 375 FTE at the **close** of summer 2022.
- Contract enrollment closed at 906 FTE, up 61 FTE (7.2%) from 845 FTE at the **close** of summer quarter 2022.
- Self-support enrollment closed at 21 FTE, up five FTE from the **close** of summer 2022.
- Enrollment for combined fund sources amounts to 1,249 FTE, up 13 FTE or 1% from 1,236 FTE at the close of summer quarter 2022.



Walla Walla Community College

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DATE: September 18, 2023

TO: Board of Trustees

FROM: Dr. Nick Velluzzi

RE: Preliminary Fall Quarter Enrollment

This memo reports preliminary enrollment for Fall Quarter 2023.

- State supported enrollment for fall quarter is reporting 1,643 FTE, which is up 79 FTE or 5% from 1,564 FTE at the **close** of fall 2022.
- Contract enrollment is reporting 283 FTE, down 836 FTE (75%) from 1,119 FTE at the **close** of fall quarter 2022. As corrections education programs continue to enroll students, we expect significant growth in contract enrollment over the following month.
- Self-support enrollment is reporting 33 FTE, down 17 FTE from the **close** of summer 2022.
- Enrollment for combined fund sources amounts to 1,960 FTE, down 773 FTE or 28% from 2,733 FTE at the close of fall quarter 2022.

Financial Results

For Period Ending June 30, 2023

Board of Trustees Meeting
September 27, 2023



Presentation Summary

- ☐ Operating Budget:
 - Operating Budget Reconciliation
 - Revenue
 - Expenditures, by Category and Function
 - Course/Program Fees
 - Self Support Programs
- ☐ Grants and Contracts
- ☐ Enterprise Funds
- ☐ Fund Balance and Reserve Health
- ☐ Year End Budget to Actuals through June 30, 2023
- ☐ FY23 Actuals vs. FY24 Operating Budget
- ☐ Questions



FY2023 Operating Budget

Approved 2022-2023 Operating Budget	\$35,144,754
Approved 2022-2023 Course/Program Fees Budget	1,328,000

Approved 2022-2023 Operating Budget	\$36,472,754
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Operating Budget

Approved 2022-2023 Operating Budget Spending	\$35,144,754	
Allocation 1 - Postsecondary Enrollment SSHB1825	\$160,000	1,300,119
Allocation 1 - Out-of-State Payroll Specialist	-2,578	
Allocation 2 - Curriculum Review	3,660	
Allocation 2 - Health Care Opportunity Grants	219,000	
Allocation 2 - Centers of Excellence	-2,000	
Allocation 2 - Goldstar Families	3,998	
Allocation 3 - Health Care Simulation Labs	427,000	
Allocation 4 - Equity & Access SB 5194	125,000	
Allocation 7 - Climate Solutions Curriculum	5,400	
Allocation 7 - Trucking/School Bus Driving	148,138	
Allocation 9 - Curriculum Review	2,440	
Allocation 12 - College Affordability Program	16,237	
Allocation 15 - Ongoing Reserves (GFS)	193,824	

Updated 2022-2023 Operating Spending	\$36,444,873
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Revenue

	2022-2023 Adjusted Budget	% of Total	2022-2023 YTD Actuals	% of Budget	2021-2022 YTD Actuals	% of Budget	Difference over Prior Year	% Change YOY
State Allocation								
Base Allocation	\$21,666,388	59%	\$21,798,766	101%	\$19,481,289	99%	\$2,317,478	12%
Opportunity Grant	461,412	1%	384,812	83%	306,600	66%	78,212	26%
Worker Retraining	1,725,323	5%	1,594,136	92%	1,766,323	100%	-172,187	-10%
Total State Revenue	\$23,853,123	65%	\$23,777,714	100%	\$21,554,212	98%	\$2,223,503	10%
Operating Fee & Other Revenue								
Operating Fee	\$6,250,000	17%	\$5,194,359	83%	\$6,759,437	111%	-\$1,565,078	-23%
Student Fees/Other Misc Rev	365,750	1%	1,528,425	418%	778,310	213%	750,115	96%
Open Doors Program	42,000	0%	182,530	435%	29,004	12%	153,527	529%
Running Start	1,700,000	5%	1,900,060	112%	1,605,254	94%	294,806	18%
Foundation Support	250,000	1%	250,000	100%	200,000	100%	50,000	25%
Grants and Contracts - Indirect	964,000	3%	1,077,797	112%	790,809	79%	286,988	36%
Community Service	260,000	1%	194,908	75%	281,488	155%	-86,581	-31%
Ancillary Programs	150,000	0%	179,079	119%	238,364	159%	-59,285	-25%
Total Tuition & Other Revenue	\$9,981,750	27%	\$10,507,158	105%	\$10,682,665	32%	-\$175,508	-2%
Use of Fund Balance (ctcLink)	\$1,110,000	3%	\$336,469	1%	\$879,530	84%	-\$543,061	-62%
CRSSAA/ARPA Funding	\$1,500,000	4%	\$579,908	2%	\$0	104%	\$579,908	0%
TOTAL REVENUE	\$36,444,873	100%	\$35,201,248	97%	\$33,116,407	99%	\$2,084,841	6%



Expenditures, *by Category*

	2022-2023 Adjusted Budget	% of Total	2022-2023 YTD Actuals	% of Budget	2021-2022 YTD Actuals	% of Budget	Difference over Prior Year	% Change YOY
Salaries and Wages	\$21,443,113	59%	\$19,799,393	92%	\$18,532,462	93%	\$1,266,931	7%
Benefits	7,297,352	20%	6,687,845	92%	5,968,897	89%	718,948	12%
Rents	40,460	0%	44,792	111%	70,761	175%	-25,969	-37%
Utilities	964,188	3%	1,086,355	113%	907,023	101%	179,332	20%
Goods and Services	3,782,486	10%	3,869,840	102%	3,264,167	109%	605,673	19%
Travel	102,435	0%	112,047	109%	37,673	36%	74,374	197%
Equipment	791,069	2%	885,146	112%	357,976	103%	527,169	147%
Fin Aid, Debt Service, Transfers	2,070,448	6%	1,457,625	70%	1,308,657	76%	148,967	11%
TOTAL EXPENSE	\$36,491,552	100%	\$33,943,043	93%	\$30,447,617	93%	\$3,495,426	11%



Expenditures, *by Function*

	2022-2023 Adjusted Budget	% of Total	2022-2023 YTD Actuals	% of Budget	2021-2022 YTD Actuals	% of Budget	Difference over Prior Year	% Change YOY
Instruction	\$13,560,915	37%	\$12,825,171	95%	\$11,828,212	98%	\$996,959	8%
Community Service	243,154	1%	195,320	80%	209,565	115%	-14,244	-7%
Instructional Computing	399,182	1%	288,041	72%	354,025	110%	-65,985	-19%
Ancillary Programs	150,000	0%	125,054	83%	106,234	71%	18,820	18%
Academic Administration	2,885,367	8%	2,429,022	84%	2,537,282	95%	-108,259	-4%
Library Services	612,554	2%	591,748	97%	539,226	88%	52,522	10%
Student Services	5,293,780	15%	4,920,083	93%	3,668,370	76%	1,251,713	34%
Institutional Support	9,809,486	27%	8,714,705	89%	8,035,427	94%	679,278	8%
Facility Services	3,537,114	10%	3,853,899	109%	3,169,276	92%	684,622	22%
TOTAL EXPENSE	\$36,491,552	100%	\$33,943,043	93%	\$30,447,617	93%	\$3,495,426	11%



Course/Program Fees

	Academic Transfer	Vocational Programs	Healthcare Education	Facility Use Fees	All Other	Total
Student Fee Revenue, Year-to-date	\$61,352	\$431,176	\$231,650	\$372,412	\$389,392	\$1,485,982
less: Program costs	<u>57,647</u>	<u>482,485</u>	<u>288,649</u>	<u>591,434</u>	<u>351,190</u>	<u>1,771,404</u>
Net Profit/(Loss), Year-to-date	\$3,704	(\$51,309)	(\$56,998)	(\$219,021)	\$38,202	(\$285,422)
Opening Fund Balance, 7/1/22	<u>\$90,140</u>	<u>\$581,973</u>	<u>\$298,839</u>	<u>\$1,553,103</u>	<u>\$554,160</u>	<u>\$3,078,215</u>
Fund Balance as of 6/30/2023	<u>\$93,845</u>	<u>\$530,664</u>	<u>\$241,841</u>	<u>\$1,334,081</u>	<u>\$592,362</u>	<u>\$2,792,793</u>



Self-Support Programs

	Quest	Youth Programs	Continuing Education	Community Education	Resale Programs	2nd Chance Pell	Total
Revenue, Year-to-date	\$69,475	\$0	\$14,917	\$13,540	\$179,079	\$96,975	\$373,987
less: Program costs	<u>38,761</u>	<u>1,705</u>	<u>84,602</u>	<u>13,839</u>	<u>125,054</u>	<u>56,412</u>	<u>320,374</u>
Net Profit/(Loss), Year-to-date	\$30,714	(\$1,705)	(\$69,685)	(\$299)	\$54,026	\$40,563	\$53,613
Opening Fund Balance, 7/1/22	<u>(\$38,394)</u>	<u>\$21,683</u>	<u>\$60,275</u>	<u>\$0</u>	<u>(\$67,687)</u>	<u>\$53,541</u>	<u>\$29,418</u>
Fund Balance as of 6/30/2023	<u>(\$7,680)</u>	<u>\$19,977</u>	<u>(\$9,410)</u>	<u>(\$299)</u>	<u>(\$13,662)</u>	<u>\$94,104</u>	<u>\$83,030</u>



Grants and Contracts

	June 2023 Budget Changes	2022-2023 YTD Budget	Expenditures to Date	YTD % Spent
Corrections Education	-	\$7,718,306	\$7,718,303	100%
State Funded Grants	-	2,593,465	2,091,977	81%
Federal Funded Grants	-	1,496,175	907,654	61%
CARES, CRRSAA, ARPA	-	4,738,296	3,470,367	73%
Privately Funded Grants	-	223,572	61,741	28%
Fiscal Agent Grants	-	1,002,668	682,109	68%
TOTAL GRANTS & CONTRACTS	\$0	\$17,772,482	\$14,932,151	84%



Enterprise Funds

	ASG/Athletics	Bookstore	Culinary	Other Enterprise	Total
<u>Revenue, Year-to-date</u>					
Tuition/Fees	\$632,832	(\$720)	\$812	(\$42,240)	\$590,685
Sales	150	699,837	-	-	699,987
Club/Team Fundraising	156,822	-	-	-	156,822
Other	42,061	5,432	2,076	22,358	71,928
Total YTD Revenue	\$831,866	\$704,549	\$2,888	(\$19,882)	\$1,519,421
<u>Program Costs, Year-to-date</u>					
Salaries and Benefits	\$320,284	\$227,379	(\$788)	\$1,740	\$548,615
Scholarships	164,363	-	-	-	164,363
Goods and Services	1,111,937	870,231	6,766	19,286	2,008,219
Total YTD Program Costs	\$1,596,583	\$1,097,610	\$5,978	\$21,026	2,721,198
Net Profit/(Loss), Year-to-date	(\$764,717)	(\$393,061)	(\$3,090)	(\$40,908)	(\$1,201,777)
Opening Fund Balance, 7/1/22	\$1,124,303	\$878,796	\$58,428	\$533,562	\$2,595,089
Fund Balance as of 6/30/2023	\$359,586	\$485,735	\$55,338	\$492,654	\$1,393,313



Fund Balance Report

	Balance	Committed	Available	Notes
Grants - 145	-\$4,707,043	-\$4,707,043	\$0	Allowable spending specific to each grant
Contracts - 146	10,620,200	1,497,084	9,123,117	Available includes: Running Start, Grant and Contract indirect, balance of HEERF draws
Local Funds - 148	6,747,366	3,087,146	3,660,220	Committed includes: ctcLink, Self-support and ancillary programs, course, program, and tech fees
Operating Fee (Tuition) -149	2,018,677	0	2,018,677	Tuition and investment interest
Motorpool - 460	52,486	52,486	-	For maintenance of Motorpool fleet
SGA/Athletics - 522	359,586	359,586	-	For SGA/Athletics support
Bookstore - 524	485,735	485,735	-	For Bookstore operation
Culinary Enterprises - 569	55,338	55,338	-	For culinary enterprise activity only (Capstone, catering, café)
Auxilliary - 570	492,654	492,654	-	Reserved balances (PBX and software replace, various pass-throughs and fees, faculty excellence, etc)
Other funds	677,805	677,805	-	Agency funds, local capital, state appropriations, 3.5% FA
Totals	\$16,802,805	\$2,000,791	\$14,802,014	



Looking Ahead

	Amount	Notes
Uncommitted Fund Balance	\$14,802,014	from previous slide
<u>Less:</u>		
IT infrastructure	408,587	Classroom technology upgrades
Lost Revenue spending	591,413	Committed for FY24 operating budget
ctcLink	300,000	Committed for FY24 ongoing costs of implementation/stabilization
Reserve spending	70,000	Committed for FY24 to support Facilities (Custodial salary backfill)
Subtotal	\$13,432,014	
<u>Less Reserves:</u>		<u>Board Policy 1670</u>
Operational Contingency	1,094,183	3% of FY23 budgeted operating expenditures
Operating Reserves	6,200,368	17% of FY23 budgeted operating expenditures
Net Available Fund Balance	<u>\$6,137,463</u>	



Year-End Forecast

	FY21 Budget	FY21 Actual	FY22 Budget	FY22 Actual	FY23 Budget	FY23 Actual
Annual State FTE Enrollments	2,157	1,696	1,950	1,699	1,776	1,618
Revenue						
State and Local	\$26,484,213	\$25,938,228	\$25,820,685	\$25,477,440	\$27,584,873	\$29,090,512
Operating Fee (Tuition)	6,237,448	5,718,286	6,100,000	6,759,437	6,250,000	5,194,359
Reserves and COVID Relief	0	141,504	1,660,272	879,530	2,610,000	916,376
Total Revenue	\$32,721,661	\$31,798,018	\$33,580,957	\$33,116,407	\$36,444,873	\$35,201,248
Expenditures						
Salaries and Wages	\$18,082,092	\$16,469,393	\$19,928,227	\$18,532,462	\$21,443,113	\$19,799,393
Benefits	6,312,791	5,848,155	6,795,456	5,968,897	7,297,353	6,687,845
Total Personnel Costs	\$24,394,883	\$22,317,548	\$26,723,683	\$24,501,360	\$28,740,466	\$26,487,238
Personnel as a % of Revenue	74.6%	70.2%	79.6%	74.0%	78.9%	75.2%
Total Non-Personnel Expense	\$5,978,950	\$5,302,660	\$6,548,430	\$5,946,258	\$7,751,086	\$7,455,805
Operating Expense as % Rev	18.3%	16.7%	19.5%	18.0%	21.3%	21.2%
Total Operating Expense	\$30,373,833	\$27,620,208	\$33,272,113	\$30,447,617	\$36,491,552	\$33,943,043
Operating as a % of Revenue	92.8%	86.9%	99.1%	91.9%	100.1%	96.4%
Net Operating Excess/(Deficit)	\$2,347,828	\$4,177,810	\$308,844	\$2,668,789	(\$46,679)	\$1,258,204

FY23 Actuals vs. FY24 Operating Budget

Revenue				
	FY 2023 Actuals	FY 2024 Operating Budget	Difference over Prior Year Actuals	% Change
State Allocated Funds	\$23,777,714	\$25,241,012	\$1,463,298	6%
Tuition	5,194,359	6,180,000	985,641	19%
Other Local Funds	5,312,798	4,510,000	(802,798)	-15%
Strategic Use of Reserves	336,469	515,000	178,531	53%
Lost Revenue	579,908	1,000,000	420,092	72%
TOTAL REVENUE	\$35,201,248	\$37,446,012	\$2,244,764	6%

By Category				
	FY 2023 Actuals	FY 2024 Operating Budget	Difference over Prior Year Actuals	% Change
Salaries and Wages	\$19,799,393	\$23,224,267	\$3,424,874	17%
Benefits	6,687,845	7,708,060	1,020,214	15%
Rents	44,792	14,000	(30,792)	-69%
Utilities	1,086,355	1,149,026	62,671	6%
Goods and Services	3,869,840	2,658,444	(1,211,396)	-31%
Travel	112,047	160,016	47,969	43%
Equipment	885,146	742,725	(142,421)	-16%
Fin Aid, Debt Service, Transfers	1,457,625	1,789,475	331,850	23%
TOTAL EXPENSE	\$33,943,043	\$37,446,012	\$3,502,969	10%

By Function				
	FY 2023 Actuals	FY 2024 Operating Budget	Difference over Prior Year Actuals	% Change
Instruction	\$12,825,171	\$14,223,588	\$1,398,417	11%
Community Service	195,320	260,000	64,680	33%
Instructional Computing	288,041	385,568	97,527	34%
Ancillary Programs	125,054	150,000	24,946	20%
Academic Administration	2,429,022	2,992,986	563,964	23%
Library Services	591,748	644,579	52,831	9%
Student Services	4,920,083	5,643,843	723,760	15%
Institutional Support	8,714,705	8,849,782	135,076	2%
Facility Services	3,853,899	4,295,667	441,769	11%
TOTAL EXPENSE	\$33,943,043	\$37,446,012	\$3,502,969	10%

Questions?

Lori Peterson
Financial Reporting and Budget Accountant



**WALLA WALLA COMMUNITY COLLEGE
PHILOSOPHY STATEMENT
BOARD POLICY 1000**

Philosophy

It is the purpose of Walla Walla Community College to serve the residents of this area and the state of Washington by offering educational opportunities which will help them to fulfill their responsibilities as members of a democratic society. Implicit in all activity at the College, instructional and cocurricular, is a dedication to the individual, to free and vigorous thinking, to the pursuit of high standards of achievement, to the ideals of American life, and to the cultivation of ethical values and attitudes, appropriate to a free society.

Purposes

College Transfer Education

Walla Walla Community College offers the first two years of college work for those students who plan to transfer to a four-year college or university.

Occupational

The College offers occupational instruction which enables students in two years or less to develop employable skills for the technical trades and for semi-professional employment in business and industry. Advisory committees composed of leaders in significant positions assist the College in evaluation of existing courses and programs and in the development of new courses to meet current needs.

General Education

The College believes that each student should complete a pattern of courses which will develop his competence in human relationships. Emphasis is placed upon the development of skills and attitudes essential to effective performance as an individual, as a citizen, as a member of a family, and as a worker. Required within this pattern are studies in communication, social science, mathematics, and physical and social fitness. Another contribution to the total general education of the student is available within the program of co-curricular activities.

Guidance

The College guidance and counseling service is designed to assist the student in determining his educational objective and the means of attaining it.

Community Service and Adult Education

The College seeks to serve as a community cultural center and cooperates with other community and educational agencies to provide community services. Classes, forums, lectures, musicals, theatrical productions, and physical activity programs are available to the public. The adult education program includes classes, clinics, and a program leading to a high school diploma.

Policy Contact: President

Approved by (Department/Body): WWCC Board of Trustees

Date Originally Approved: August 17, 1967 (Formerly BP 1750 – Renumbered July 2022)

Last Reviewed/Revised on: _____



2023-2028 Strategic Plan

*Board of Trustees Meeting
Wednesday, September 27, 2023*

Chad Hickox, *President*

Background & Process

- **January 9, 2023:** 25-member Strategic Planning Task Force convened
- **January-March:** SPTF met repeatedly to refine process
- **April-May:** 200 participants in Focus groups (facilitated by SPTF members) - including: students, employees, community members, Clarkston, Corrections, Walla Walla
- **May:** SPTF digested focus group feedback, established conceptual framework
- **July:** Draft plan reviewed/edited extensively, discussed Vision/Mission & KPIs
- **August:** Draft shared with Board of Trustees and College Council



Background & Process Continued

- **September:** Special Board of Trustees meeting to review draft plan
- **Fall Conference:** Two separate sessions to introduce draft plan & make final refinements
- **September 27, 2023:** Board of Trustees reviews/approves proposed plan
- **October:** All-college survey regarding Guiding Principles
- **October 25, 2023:** Board of Trustees reviews/updates Vision and Mission Board Policies
- **Fall 2023:** Training begins on developing operational work plans (by area)



Important Reminders

- This is a living document that will evolve over time
- This document is intended to guide decision-making, resource allocation, and action - when in doubt, check the plan
- Everyone has a role to play in fulfilling our mission, and every action can be linked in some way to this plan



Vision (DRAFT)

WWCC sets the standard as the best rural community college in the nation



Mission (DRAFT)

WWCC removes barriers to access, provides high quality educational experiences, and facilitates equitable learning and success to cultivate thriving rural communities



Strategic Priorities

1. Students Learn & Achieve Their Goals
2. Institutional Stability & Sustainability
3. WWCC is an Employer of Choice
4. Thriving Communities



Strategic Priority 1: Students Learn & Achieve Their Goals

OBJECTIVES:

- A. Promote Student Access and Success
- B. Identify and Close Equity Gaps
- C. Create a Culture of Inclusivity and Belonging



Strategic Priority 2: Institutional Stability & Sustainability

OBJECTIVES:

- A. Produce a Balanced Budget
- B. Grow Reserves/Fund Balance
- C. Develop Organizational Infrastructure



Strategic Priority 3: WWCC is an Employer of Choice

OBJECTIVES:

- A. Attract Robust Applicant Pools
- B. Support Employees
- C. Develop Employees
- D. Retain Employees



Strategic Priority 4: Thriving Communities

OBJECTIVES:

- A. Support Economic Development—Growth/Expansion of Business
- B. Increase Charitable Giving to WWCC Foundation
- C. Grow and Sustain Strong Partnerships
- D. Welcome the Community to Campus



Evaluating Effectiveness

- All measures will be disaggregated by race, ethnicity, gender, and other relevant categories, with the explicit purpose of promoting equity of outcomes across all demographic groups
- Baseline data, trendlines, and annual targets for each above measurement, as well as the student survey cycle, employee survey cycle, quantitative analysis and quantitative targets, are all to be established under the leadership of the Institutional Effectiveness Council (IEC) in close collaboration with the Office of Institutional Research and Effectiveness



Next Steps

- A survey has been sent out regarding our Guiding Principles, based on our current Institutional Values - input will be gathered through Friday, October 6
- Guidance and support will be provided to develop operational work plans over the coming months
- Institutional Key Performance Indicators (KPIs) will be shared, discussed, and reported regularly to the Board of Trustees and the College/Community

