

Day 1: Thursday, October 13, 2016

Spokane Community College, Lair Student Center, Building 6, Rooms 124 and 124C

Attending: see appended BAC Roster/Check-In

10:30 - 11:00 am - Check-in

11:00 am - Introductions

11:05 am - Welcome to Spokane CC by Dr. Ryan Carstens, President

- Welcome on behalf of Spokane, and also from the standpoint of the WACTC and ctclink Steering Committee
- I want to applaud all of you for the work that you have done on the ctclink chart of accounts and all the other work you do.

11:10 am - Allocation Model: Safe Harbors, Crosswalks, and Communications – Nick Lutes & Steve Ward

- *A recap of allocation model information, including allocation crosswalks and safe harbored items that will help business officers communicate effectively with their campus communities.*
- Communicating the allocation model to campus constituents - presentation
- Steve and Nick worked together to come up with a way to explain the new allocation model in a way that can be shared with campus constituents
- Caveats:
 - Campus cultures vary
 - Input factors also vary by college (total enrollments, priority enrollments, SAI)
 - Tuition reliance/budgeting is not part of the model, but may be important in your discussion
 - Internal budget process
- Should provide background for additional department/committee work on enrollments, SAI, programs, etc.
- Attitudes to overcome on campus:
 - Nothing changes - nothing impacts me
 - Campus circumstances change - allocation remains the same
 - We have lots of time to deal with declines
 - SAI isn't funded - who cares?
 - Even if 5% never changes, as the total appropriated increases the amount of money included in the 5% will increase
 - Mission mix for enrollment doesn't matter
- Agenda (of presentation used across campus):
 - Overview of the model
 - Enrollment through 2016
 - Tuition Budget/Collections Background (optional)

- 2016-17 Modeled Allocation Walkthrough
- Future Impact to Model from Enrollment
- Fall 2016
- Allocation Model - Five Main Components
 - Minimum operating allowance (MOA) \$2.85m
 - Same for all colleges, not reset each year
 - Enrollment driven for Base Allocation (FTES)
 - Three year averaging
 - *Does not include earmarked (ie worker retraining) FTES*
 - Weighted (Priority) FTES factor
 - Reset and redistributed each year
 - Performance Funding (SAI)
 - Reset and redistributed each year
 - Earmarks
 - Not included in FTES or SAI calculation
 - “Safe Harbor” for four years, then into the allocation pool
- Stop Loss/Gain Policy
 - Concept applied to smooth out gains and losses
 - All monetary gains and losses distributed over four year period
 - Running total kept
 - Intent is to allow institutions time to adjust to lower funding levels
 - Also allows for gains to be hedged against future decreases in funding
- Slide deck next showed enrollment trend lines and tuition over time
- Slide deck showed 2016-17 base allocation old vs new model and deltas
- Chart: when FTES/SAI Factor into the Budget
- Illustration: Target vs Actual Base FTES
 - Shows when changes show up (over time) as impacts in future allocations
 - Assumes nothing else changes - static system otherwise
- September 2016 we will:
 - Review 10th day enrollment numbers
 - Obtain SAI outcomes and indicators (hopefully)
 - Determine course of action for July, 2017 estimated budget levels
- The fact that the model now has categories (priority enrollments, workforce, etc.) allows you to establish committees or teams to specifically address each category from a strategic planning and strategic enrollment management perspective.
- Steve - will share out the presentation slide deck and companion spreadsheets with BAC

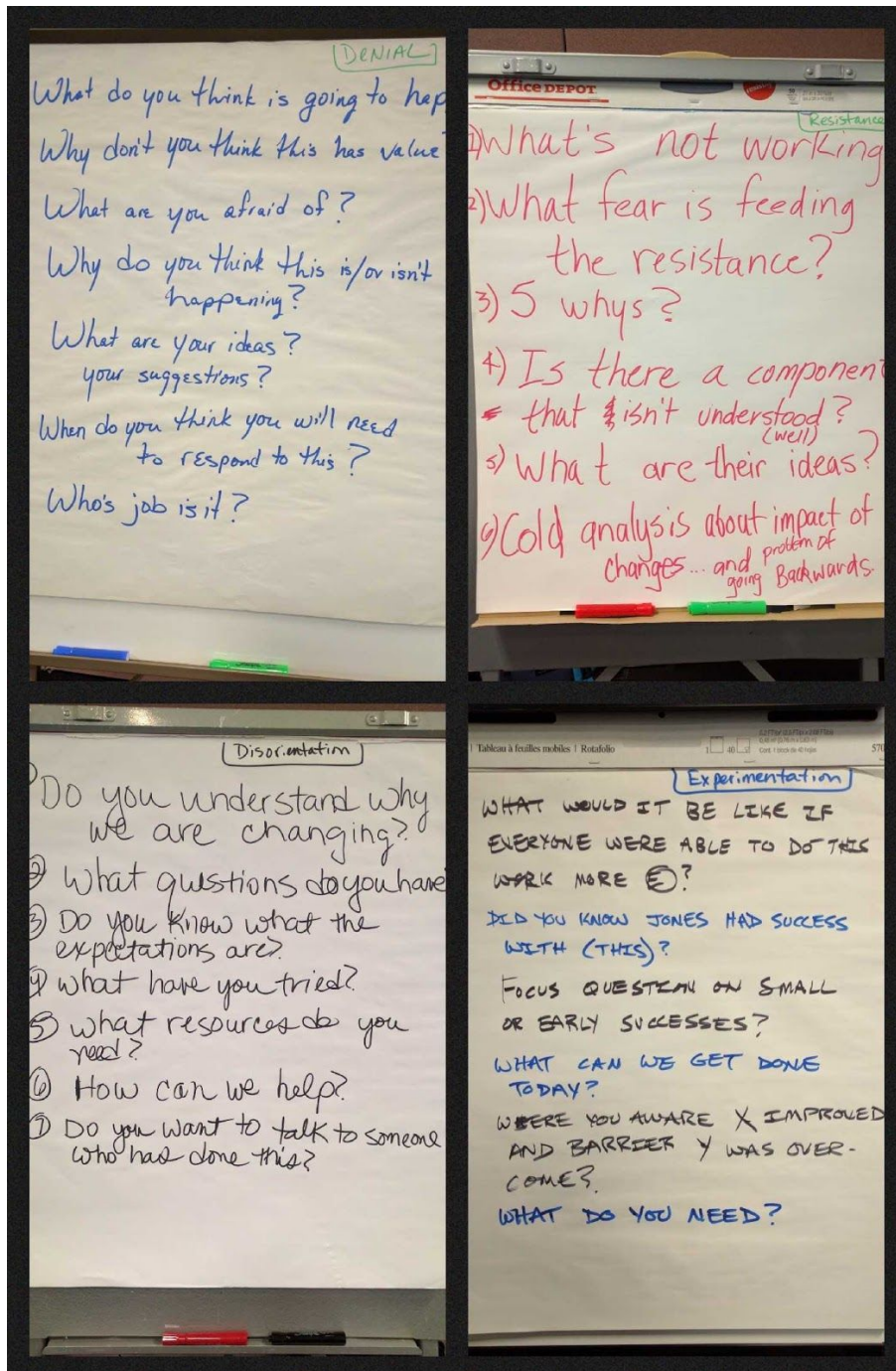
12:00 pm - Lunch & Networking

1:00 pm - BAC Academy: Leading Change – Kristine Hoover, Ed. D.

- *Assistant Professor at Gonzaga University Dr. Hoover will lead an interactive workshop focused on change management. Dr. Hoover’s areas of expertise include Leadership and Imagination, Organizational Ethics, Organizational Development, Organizational Change and*

Transformation, and Management. She also serves as the Chair of the Washington State Legislative Ethics Board and the Chair of Gonzaga Institute for Hate Studies.

- Nate - distribute the presentation used by Kristine for the BAC Academy
- The following four photos are of the four phases of the “dip” in change implementation, showing the suggestions from each of the four tables to which each phase was assigned:
 - Top-left: Denial, -right: Resistance, bottom-left: Disorientation, -right: Experimentation



2:30 - 2:45 pm - Transition Time to Committee Meetings

2:45 - 4:15 pm - Committee Meetings

- Information Technology, Operating Budget, Security & Safety, Operations, and Capital Committees met.

4:15 - 5:00 pm - Executive Committee Meeting

- Executive Committee met.

Day 2: Friday, October 14, 2016

Spokane Falls Community College, Gateway Conference Room, Building 30, Room 212

Attending: see appended BAC Roster/Check-In

7:45 - 8:15 am - Breakfast

8:15 am - Call to Order - Nate Langstraat

- Introductions

8:20 am - Welcome to Spokane Falls CC - Dr. Janet Gullickson, President

- Similar to Kansas, you'll feel the wind today in Spokane!
- The Spokane district is a roughly 30,000 student district

8:22 am - WACTC Report - Dr. Janet Gullickson, President

- Two academies: how to ask for money in the legislature & equity and diversity
 - Go big, go bold, go brief when asking of the legislature
 - Ask for more money, less detail, and in a way legislature cares about it and not in a 20 page document. We are valuable, need to claim that value
 - As a result, leg committee came out with a very bold statement as part of the ask
 - McCleary - if we let that be our "clamp down" and don't ask in a separate and bold way, we will diminish ourselves. McCleary is not our death knell.
 - Inclusion panel discussed examples of troubles experienced
 - Religious needs around food served on campus
 - Security, being asked to be more and more like police, which can become a flash point
 - Building spaces
 - Need to listen and respond in a way that the other person will hear
- Bella Foundation gave the colleges about \$340k in scholarship money again this year
- The system is very confused about what to do about BAS degrees
 - Governance structure for BAS degrees is being discussed in a new committee
 - Strategic Visioning Committee is looking at the BA degree options
- Sexual Assault survey required by legislature
 - Student response rate was only 2%, 14% staff response
- Capital Budget for 19-21 biennium - to be discussed later today
- Strategic Visioning Committee is the place where the possible future is discussed, David Beyer (Everett) is Chair
 - Looking at role of BAs and ways to support diversity, equity, and inclusion
 - Being pushed (in a good way) to take this on in a bold fashion
- Budget Committee will be looking at what constitutes "high demand" - it is a real problem the way it is currently and fluidly defined
 - Will also be looking at the 2% cap for international enrollment

- But we really want to show the legislature how highly enrolled we are, so looking again at having all international enrollment counted as state FTEs
- SBCTC reported on the 16-17 allocation and adopted enrollment counting rules
 - Forming an advocacy committee for legislative work
- ctcLink:
 - Plan is still for wave 1 live on Jan 30th
 - There is a problem with continuing education, so presidents have asked that something be done to address this
 - You need to know: it doesn't work, and you need to know that. And if it works today, it may not work tomorrow. There is no stability in the system. If you were to go around the college and ask staff how it works, they would tell you it doesn't work.
 - It has nearly killed our staff. We've had strokes, mental illness, people have left, because the impact is felt by the front line staff.
 - What I would like you to do, when you talk about ctcLink, is to engage in the fixing of the system. By doing so you will do a much better job of getting through this project, by focusing on fixing it to work on your respective campuses rather than just on getting through the implementation
 - Ask yourself: will it work reliably for 30 days?
 - We believe this system can be and will be fixed, but we need to acknowledge the problems in order to fix it.

8:35 am - Approval of Minutes, Treasurer's Report - Kevin McKay

- Treasurer's Report:
 - Current account balance is \$9, 256.59
- Approval of the May Meeting minutes
 - Ray admits he does not read the minutes *and promises to redouble his efforts*
 - Motion: moved - Ray, second, Bob
 - Approved
- BAC consolidated work plan was distributed
 - Committee Chairs will be sending any updated to Nate by Monday
 - Take a look at the report and note any further changes
- SCUP Conference - Ray White
 - This would be a good year to get involved with SCUP because the regional conference is coming to UW this March - theme is "Game Changers"
 - SCUP - Society of College and University Planning
 - Conference is made up of builders architects and vendors, and college/university planners
 - Learned a lot about campus planning across a wide variety related topics
 - Institute on Integrated Planning - 3 workshops for certification
 - Working with SCUP to bring the first two Integrated Planning workshops to the March regional conference; would significantly reduce the cost per person; good opportunity to send a team from your college
 - Kevin - will send out an email with more information and to gather interest

8:45 am - State Board Report - John Boesenberg

- The legislative request is asking for more money
- Proposal asks for \$750m for higher education via a capital gains tax, not sure what our cut of that would be, and then what we will commit to produce as a result - more information to come. (The capital gains tax has also been discussed as a means to address McCleary)
- Advocacy effort (short and long term) to turn up the heat on the legislature to recognize what we produce for our state and what our needs are, also getting partners from outside of our system to also make the case for us.
- A PAC has been formed and funding has already been raised to raise our issues with legislators
- You'll see more involvement from the Trustees in this effort, too
- State Board adopted their operating budget and on the capital side they are interested in how enrollments count toward capital projects - this is an ongoing discussion (distance learning, hybrid courses, etc. and how they are counted)
- Labor Negotiations
 - 6% increase over the biennium, taking effect July 1, 2017
 - Minimum wage of \$12/hr established - whether you extend this to your non-represented employees is up to you
 - Targeted job class changes, total cost of \$8000 across the system (very minor), mostly via step increases
 - Shift differential increase of \$1/hr (i.e. evening shifts)
 - Health care costs remained at 85% employer and 15% employee
 - Vacation earning schedule is being adjusted, but is also dependant on legislature updating the law
 - Is it anticipated that we would actually get the funding to cover the full 6% increase and \$12/hr minimum?
 - That was the case made, and we are hopeful.
- Impact of the December 1 OT rules for exempt staff
 - When John Bosenberg surveyed the colleges, many colleges had increased salaries to above the new threshold.
 - Colleges who did not make that choice would be subject to the new OT laws.
 - Advisors are related to teaching and would be exempt from this new law
 - John Boesenberg - will send to BAC the same information recently sent out to HR directors

9:00 am - Committee Reports, Liaison Reports, and State Board Updates

- **Capital - Chad Stiteler/Wayne Doty**
 - Tyrone Brooks - elected Vice Chair
 - Reviewed and confirmed work plan
 - Minor Works Spending Schedule
 - See *Minor Works Monitoring* handout (white, bar chart)
 - Improvement across the board

- See [Minor Works Project Schedules Summary](#) handout (white)
 - If you have a number greater than 0, you might want to talk with your president before they get this report
 - Use the link at the bottom of the handout to check out the tool and/or enter any updates
 - See the (3) handouts for the [2017-19 SBCTC Capital Requests for New Appropriations, Minor Projects](#), and [Summary Document](#) (all three white)
 - See the [Capital Projects Scoring handout](#) (white)
 - Idea: every campus should be given a \$35m capital project. Everyone has a need for a capital project, need to show that need to the legislature, need this for effective capital planning on campuses
 - Size the budget based on a minimum
 - Enrollment Projections
 - Utilization Reporting
 - Unintended Consequences
 - Looking at the cut off scores margins to ensure intentional withhold maintenance and repair work to keep scores high enough for replacement or repair funding
 - Complexity
 - Relative Difficulty of Each Category
 - Follow New Pre-design Format and Content
 - OFM did a major rewrite of their pre-design guidelines
 - Want to make sure the PRR follows the updated guidelines
 - Deleting:
 - Redundant requirement for identifying funding sources
 - Redundant requirement for schedule information
 - Unnecessary requirement for info on budget timing/college priority
 - Master Plan Cost
 - Survey that went out recently
 - To help better qualify actual needs for use with legislature
 - Past vs New Growth
 - Scope Changes after Scoring
 - Exterior Circulation
 - All - email any feedback to Chad and Choi in next couple of weeks, report is due by December 1. Chad - will send a reminder email to BAC listserv.
- **Operating Budget - Bruce Riveland/John Bosenberg**
 - Choi Halladay - elected Vice Chair
 - Priority Enrollments
 - Committee being formed by WACTC, will be looking for BAC reps soon
 - Maximizing state enrollments by counting running start enrollments

- See *Capturing Running Start Enrollments as State-Funded* (white) handout
 - Recommended option would allow running start to be counted as state enrollment to gain credit for that served population
 - International education option is still on the table, this option meets the current need.
 - The Presidents are driving this because they are concerned about possible cuts for not meeting system enrollment targets.
 - 17-19 Operating Budget Requests
 - See handout *2017-19 SBCTC Biennial Budget Request* (white)
 - Same information that John sent out earlier, with some fine tuning
 - Maintenance level is traditional, and that incorporates inflation
 - Policy Level: asking for a little over \$200m in total
 - The first 3 items are for increasing student progression and success, and increasing student access to programs
 - Funding asked for increasing faculty and staff salaries
 - COLA (6%) for all non-represented non-I732 staff
 - Title IX investigation and campus safety and security funding
 - M&O funding for campus facilities
- **Information Technology - Suzie Benson on behalf of Deb Frazier/Dennis Colgan**
 - Tim Gould - elected Vice Chair
 - ctLink Report: Dennis Colgan (SBCTC staff) connected via phone
 - Steering committee meeting last week
 - Wave 1 colleges not ready, but go-live date is still Jan 30, pending user acceptance testing
 - Gartner evaluation is taking up a lot of time; report due Nov 14th, Steering Committee will see preview the day before
 - ctLink staff trying to manage rumors at this point
 - Criteria for go-live readiness is still the same (check list from last year)
 - Project is currently 10% over budget (projected)
 - First Link Colleges:
 - Will take about 4 weeks to complete the programming for year-end closing
 - Year-end close for First Link colleges was forced, a temporary fix only, still no monthly closing available
 - Still trouble getting any information into the GL, and fund accounting still not working either.
 - Payroll system is still not stable, still cannot do billing for grants/contracts except manually.
 - No book to bank reconciliation available in the system at this point
 - Wave One Colleges:
 - Deep into training, taking a tremendous amount of staff time for the off-campus training commitment

- Finding some redundancy in homework between pillars, creating some confusion
- Implemented 25Live (Peninsula) early, know how it will function with each of the pillars. It becomes a primary data source for the pillars once implemented. 25Live has larger character fields than PeopleSoft, so watch field data limits.
- Concern about the coming go-live date when the FirstLink colleges are still not fully operational and stable.
- Self-reporting readiness dashboard is a joke - what it shows is meaningless
- The four iterations of data validation/clean-up, but because of staffing being pulled to work on FirstLink, data validation cycles for the Finance Pillar one, two, and three were skipped.
- Finance Pillar is critical path forward, but that is where we are the farthest behind. The other pillars feel solid.
- Reviewed and confirmed the work plan.

10:15 - 10:30 am - Break

10:30 am - Committee Reports, Liaison Reports, and State Board Updates, cont.

- **Operations - Ray White/John Ginther**
 - Ed Jaramillo - Vice Chair
 - Charlene Rios (BAR Liaison)
 - Meeting in Tacoma later this month
 - Should see “live production” of ctcLink while there
 - Wanted to express support for legislative initiatives already in discussion
 - Exemption for leasehold excise tax for bookstore operations
 - Ray - will work with Kevin to put language together
 - Ray & Kevin - should include food services while we’re at it
 - Would pass through WACTC Leg Committee, then SBCTC
 - Public records information requests relief
 - Monitor and support as legislation is introduced
- **BAR Request:**
 - Recommending BAR identify a best practice for all the colleges for
 - John Ginther and Ray - will put together a written request for BAR
- **Purchasing Council (of ITC) Request**
 - Looking for a standard for bar-coding asset management physical inventory system to work with the PeopleSoft asset management module.
 - John Ginther and Ray - will put together a written request for the Purchasing Council
- **Financial Statements**
 - Publication of statements on the SBCTC Web site
 - Must be posted within 2 weeks of audits being completed
 - Link must be to the full financial statement with full auditor's' report

- John Ginther sent out via email a list of audits completed
- Consistently noting lack of internal controls, physical assets recording
- **NW Commission**
 - Have to get financial statements to the Commission within 2 years of audits being completed - but by May in each case.
 - Two colleges on probation and one with a warning as a result
 - Commission now requires each college send their financial statements each year after review and approval by local boards
- **Bank Mobile**
 - Couple of emails from legislator (staff) who would like to enhance the rules for financial aid refunds using a 3rd party, enhanced to protect our students
 - They want us to:
 - Feds must conspicuously post information - legislator wants to define what that means/requires - liked Seattle's landing page for Bank Mobile as an example
 - We have to do an evaluation of our 3rd party service - they want to know who makes that determination
- **Security & Safety - Kevin McKay on behalf of Shirley Bean/Laura McDowell**
 - **Pat Sisneros - elected Vice President**
 - Reviewed the work plan for the year:
 - Foundational standards for student safety
 - Mutual aid agreements between colleges
 - Continuity of operations planning (ongoing)
 - DES loss prevention team program statutory review
 - System budget requests support
 - \$6.8m for Title IX Investigation support
 - \$6.8m for Safety & Security programs support

11:00 am - Task Force/Work Group Reports

- **Capital Projects Task Force - Chad Stiteler/Choi Halladay**
 - See Capital Committee notes (above)
- **SAI Advisory Committee - TBD**
 - Has not yet met
- **Data Governance - Linda Schoonmaker/Terence Hsaio**
 - No report
- **ctcLink Steering Committee - Linda Schoonmaker**
 - John B. is asking, as questions come up, "Who owns this project?"
 - Governance - particularly as it relates to First Wave colleges - who decides when each college proceeds? Where does that authority lie? Still struggling to determine what the right governance model for a project of this sort should be.
 - State Board is adding staffing for the project, according to John Bosenberg
 - Dashboard - only as accurate the information being entered into it

- **CTC Leadership Development Association - Nate Langstraat**
 - Fall Assoc Conference scheduled for Friday, November 18 in Vancouver, WA
 - Art and Architecture of Choice - speaker
 - CTC LDC Exec Team will be debriefing the summer retreat on Oct 31
- **CATO (Committee for Accessible Technology Oversight) - Kevin McKay/Davina Fogg**
 - Kevin McKay - more detailed information will be sent out via email
 - All - Please Note: November 29/30 training upcoming (see coming information)
 - All - Please Note: December 1st deadline to identify your campus point of contact is rapidly approaching (see coming information)

11:45 am - BAC Executive Session “Roundtable” (BAC members only)

12:10 pm - Meeting Adjourned