

COMMUNITY COLLEGE DISTRICT TWELVE BOARD OF TRUSTEES Centralia College	
Room 101 Centralia College East Morton, Washington	Study Session/Regular Meeting May 8, 2025 3:00 P.M.

## MINUTES

- **Study Session**

### Fiscal Health of the College report – Tariq Qureshi

Tariq Qureshi, Vice President of Finance and Administration, gave a PowerPoint presentation on the fiscal health of the college.

Tariq explained that after the fiscal year ends June 30<sup>th</sup>, the State Board for Community and Technical Colleges (SBCTC) gathers financial data from all the colleges. This data is then compiled and returned to the colleges by February or March. The PowerPoint presentation serves as a review of the SBCTC results.

The selected financial metrics—local funds, operating margin ratio, operating cash and investments, and operating revenue—offer a focused view into the college's fiscal health. These indicators are used for assessing the institution's operational efficiency, assets, and overall financial stability.

The local funds operating margin ratio measures the difference between a college's local operating revenues and expenditures, excluding capital expenses and transfers. This ratio indicates how the college generates or maintains reserves through its primary funding sources. Centralia College revenues have consistently surpassed expenses with the surplus allocated to reserves, reflecting a positive operating margin. However, the most recent data shows expenses of \$21.5 million and revenues of \$20.9 million, resulting in a negative margin of -\$602,000, or approximately -0.03. This shows that expenses exceeded revenues, leading to a reduction in reserves for this fiscal year.

In fiscal years 2022 and 2023, Centralia College maintained a positive operating margin with revenues exceeding expenditures and the surplus added to reserves. However, in fiscal year 2024, expenses grew more rapidly than the college had budgeted for. While expenditures did not exceed revenues, the college added much less to reserves than planned. The operating margin ratio assesses whether the college's reserves are sufficient to meet ongoing operating expenses, highlighting the need for balanced revenue and expenditure growth to ensure financial stability.

The operating cash and investments ratio assesses whether a college's liquid assets are sufficient to cover ongoing operating expenses. This ratio reflects the college's capacity to manage cash flow, absorb unexpected financial challenges, and maintain operational stability. Centralia College's healthy reserves enable it to effectively navigate budget reductions or revenue shortfalls, ensuring continued financial health. SBCTC's latest data shows college reserves at 15.4 million in operating expenses and 41.1 million in operating expenditures. This gives the college an operating ratio of 0.38. This results in thirty points above average when compared to the system average.

In fiscal year 2022, Centralia College had reserves of \$17.2 million and expenses of \$32.6 million, resulting in an operating ratio of 0.53. This ratio declined to 0.40 in FY23 and further decreased to 0.38 in FY24, indicating a downward trend in the college's financial position.

The operating revenue to debt ratio is an indicator of a college's ability to meet its debt obligations. A significantly lower ratio than the norm may be an indication that a college may be debt leveraged to the point that a downturn in revenue could seriously impact the ability to fund current operations. The amount of debt incurred by a college is an indication of its willingness to obligate future resources to fund current activity or to invest in additions to the physical plant or equipment to benefit current and future operations.

In fiscal year 2024, Centralia College reported operating revenues of \$19.5 million and total debt of approximately \$7.3 million, resulting in an operating revenue to debt ratio of 2.7. This ratio indicates that the college's operating revenues are more than two and a half times its debt. Compared to other colleges in the system, Centralia's ratio is 86 points above the average, emphasizing its low debt and healthy financial position. In fiscal years 2023 and 2024, the debt increased, but the ratio remained relatively stable, reflecting the college's fiscally responsible debt management.

Tariq summarized the presentation by stating expenses are increasing faster than operating revenue and this is unsustainable. This situation underscores the importance of maintaining a balance between expenditures and income to ensure long-term financial stability. In recent years, the college was fortunate to receive one-time federal funding through the Coronavirus Aid, Relief, and Economic Security Act (CARES) Act money, which helped offset the losses. With the expiration of those funds, the college will need to adjust budgets downward to be better aligned with revenue.

Dr. Mohrbacher clarified that while the state budget cut is quite manageable, it may require additional reductions than originally thought. The college plans to implement necessary cuts this year; further cuts may be needed in the next fiscal year.

Mark Scheibmeir requested that the trustees be informed earlier about the college's budget. SBCTC's financial data is typically compiled and reported annually, with a significant delay due to the time required for data collection, verification, and analysis. This delay can result in the college receiving financial information that is several months old. Mark expressed frustration with not being notified that the college has been operating at a loss.

Mark emphasized the need for earlier communication regarding financial issues. If budget presentations are not clearly informing trustees about problems and information isn't received until after the fact, this can hinder timely decision-making.

Dr. Mohrbacher stated that the budget could be presented at the beginning of winter quarter and predicts returning to a balanced budget. He explained that personnel costs constitute 85% of the college's expenditures. Some positions that are either vacant or will be vacant have been identified and will not be refilled to address the \$345,000-budget cut. The college plans to implement a reduction ranging between \$500,000 and \$1,000,000 this year.

## Developing Supervisors, Driving Change: A Training Program That's Gone Statewide – Joy Anglesey

Upon joining Centralia College in September 2022, Joy Anglesey quickly identified an important gap: there was no formal training program for supervisors. Recognizing that effective supervision involves more than just administrative tasks such as approving time sheets and schedules, Joy advocated for the development of a supervisor training program.

In April 2023, the Human Resource Management Commission (HRMC), recognized the need for such training and established a committee to review and develop supervisor training initiatives. The committee convened several times to discuss and plan the program. However, after some time without much progress, Joy took the initiative to move forward independently. Joy proposed that Centralia College host supervisor training sessions and extended an invitation to HRMC colleagues to participate if they were interested.

The first session of this training series began in April 2024. Joy developed the program by integrating insights and materials from various conferences, seminars, and books, ensuring a well-rounded and effective training experience for participants.

Supervisors serve as the link between an organization's strategic objectives and its daily operations. Their leadership directly influences employee performance, morale, and retention. Implementing standardized supervisor training ensures consistent leadership practices and also aligns with the college's strategic plan.

Training supervisors provide them with a uniform understanding of college policies and procedures and promotes fairness and consistency. When supervisors receive the same training, they are equipped to uphold these standards and foster a cohesive work environment. Additionally, well-trained supervisors are better prepared to hold employees accountable, which is necessary for maintaining professionalism across departments. This accountability enhances communication, improves conflict resolution, and contributes to a positive organizational culture.

The recent employee engagement survey indicates a notable improvement in staff morale and involvement. This positive shift can be attributed to supervisors who are increasingly recognizing the importance of engagement. Trained supervisors are better equipped to support and retain their team members through effective leadership. Establishing a solid foundation of leadership helps employees feel more supported in their daily roles.

A series of training workshops has been offered through the year:

- April 2024: Supervisors & Documentation
- January 2025: Creating Accountability by Setting Expectations
- April 2025: Building a Strong Team
- June 2025: Excuse Me, I Think Your Bias is Showing

To accommodate varied schedules, training sessions are offered in both online and in-person formats on three different dates each month. All sessions were recorded and are available on the HR SharePoint site. This ensures that new supervisors, as well as current staff, can access the training materials at their convenience.

Joy admitted that setting out to create statewide supervisor training was not what she originally intended but that is what it became. Participants enrolled from all different colleges and not just HR staff. It started out as an idea and now Centralia College is

leading the state in supervisor training. The program's success is evident in its enrollment numbers:

- First Session: 148 participants
- Second Session: 186 participants
- Third Session: 110 participants
- June 2025 Session: 104 participants currently enrolled

The next step is to apply what has been learned. Applying learned skills, especially in fostering accountability, is necessary for achieving sustained positive outcomes. By embracing these practices, supervisors can lead by example, inspire their teams, and contribute to the overall success of Centralia College.

### **1. Call to Order**

Board Chair Annalee Tobey called the meeting to order at 4:00 p.m.

### **2. Roll Call**

Board members present:

- Annalee Tobey
- Pretrina Mullins
- Mark Scheibmeir
- Chris Thomas (Via Teams)
- Court Stanley

### **3. Introductions/Presentations:**

Emmy Kreilkamp, Drama Professor, introduced the cast and described the spring musical, *Company*. The musical, a collection of vignettes rather than a linear story, explores the joys and complications of relationships and search for connections.

Emmy Kreilkamp thanked everyone for the opportunity to sing the theme song and encouraged everybody to attend the spring production. The play will open on Friday, May 16 and close on May 25, 2025. The play will be in Corbet Theater.

Dr. Liselotte Thompson introduced the Director of CC East, John Holmgren. John joined the CC East team in May of 2024.

John reported that CC East will be offering a Driver's Education Course starting June 17, 2025. This course is a collaborative effort between the college and local high schools, with the high schools renting classroom space from CC East. The program has been approved by the Department of Licensing (DOL), ensuring compliance with state regulations.

Other classes being offered at CC East include sociology and environmental science complete with a lab component. Students have made trips to the Tilton River to collect and analyze water samples. John passed around some of the artwork from the class assignments for review and from students who are exploring the creative side of ink printing linocuts.

CC East hosted the second annual student and community art exhibit on campus. It was well attended and had a number of artists participating from Packwood to Mossyrock. The event featured student tables displaying an array of artwork. CC East

students also submitted their artwork to the main campus to participate in the Earth Week Art Competition.

CC East will host their annual musical this summer. Auditions begin on Tuesday, May 13, 2025. CC East partners with the Fire Mountain Arts Council to produce the summer musical at the Roxy Theater in Morton. The 2025 August production is *The Pirates of Penzance*.

Dr. Thompson added that as of July 1, 2025, Julie Nurse will absorb the duties of Dean of CC East. Dr. Thompson will absorb the duties out at the Corrections sites.

### **Open Forum**

No one requested to speak in open forum.

## **4. CONSENT AGENDA**

### **Adoption of Minutes:**

It was MOVED BY Mark Scheibmeir THAT THE BOARD APPROVE THE REGULAR MINUTES OF April 10, 2025, AS PRESENTED. THE MOTION CARRIED UNANIMOUSLY.

### **Policy Governance**

#### **Policy Updates**

Dr. Mohrbacher reported Institutional Effectiveness (IE) met yesterday, May 7, 2025. Four policies passed on second read.

- 1.015 Drug Free Workplace
- 1.181 Mandatory Reporting
- 2.390 Temporary Employees
- 2.501 Shared Leave

Dr. Mohrbacher reported that discussion is underway regarding the development of artificial intelligence (AI) policies. IE reviewed examples from other colleges, including formal policies and discussion documents. Currently, efforts are concentrated on formulating a policy for classroom use.

Dr. Mohrbacher noted that many board policies are due for review, as they are typically assessed every five years. At the June meeting, a list of policies requiring attention will be presented for discussion on the review process.

## **5. Trustee Reports**

### **Trustee Activities**

Chris Thomas attended the exit accreditation event, where evaluators commended the college's strengths. Recognizing the significance of accreditation, Chris noted that Providence Hospital is currently in day three of its accreditation process. He also praised the students, describing them as "superheroes" based on the feedback received.

On April 15, Chris participated in the Foundation Night at Burgerville, where a portion of the evening's proceeds supported the Foundation.

Additionally, an attempt to donate blood on April 29 was unsuccessful due to low iron levels.

Lastly, Chris shared that his wife completed a quilt, which will be donated to the Blazer Bash banquet scheduled for June 7, 2025.

Mark Scheibmeir reported that he also attended the Foundation Night at Burgerville.

Mark attended the Foundation's annual planning session on Wednesday, April 16. Mark stated he has served on the Centralia Foundation for approximately thirty years, and it has been interesting to see the progress of the organization from its modest beginnings to a stable and self-sustaining entity. He emphasized the Foundation's significant role in supporting scholarships and programs that benefit Centralia College students.

Pretrina Mullins reminded the trustees to expect Association of College Trustees (ACT) ballots via email for upcoming elections. While the exact voting process is unclear, it is most likely to expect the ballots to come to your email address.

Additionally, Pretrina will attend the awards nights in Mossyrock and Morton on June 5 and 6, respectively, to support and celebrate student achievements.

Court Stanley has been involved in policy and legislative matters concerning forest issues. Despite his commitments, the Forest Products Day event at the legislature was successfully held, attracting approximately six hundred attendees. Although the mobile lab was not present, Court did his best to promote Centralia College.

Annalee Tobey reported she plans to attend the Health and Wellness Fair during SpringFest, scheduled for May 19–23, 2025.

Although unable to attend Trustee Tuesday, Annalee received the PowerPoint slide deck and is up to date with the presented information.

#### WA-ACT

The upcoming ACT Spring Conference theme is "Inspiring Leadership, Strengthening Community." The conference will be Thursday and Friday, May 22-23, 2025, at the Davenport Grand Hotel in Spokane, WA.

Pretrina Mullins, Annalee Tobey and Dr. Mohrbacher will be attending.

#### ACCT

No report provided.

### **6. President's Report**

Dr. Mohrbacher reported that the legislature concluded with a \$345,000 budget cut for Centralia College. While this is a modest reduction compared to initial projections, there are additional impacts to consider. The State Board for Community and Technical Colleges (SBCTC) is still assessing the full effects, and some funding sources may not

be renewed. The final capital budget for the 2025–2027 biennium is smaller than both the Senate and House proposals. If it remains at this level in the next biennium, funding for the Teacher Education and Family Development (TEFD) building is expected to proceed.

The recent legislative adjustments led to a reduction in Minor Works funding, impacting colleges differently. Centralia College (CC) has a 97% expenditure rate of its Minor Works budget. CC has applied for a fund swap to reallocate additional funds. CC advocates for an allocation model that rewards efficient fund utilization, proposing that institutions demonstrating effective spending should receive a larger share in future distributions. However, this proposal is subject to consensus among all colleges. It is noteworthy that some institutions are facing challenges in utilizing their Minor Works funds due to factors such as supply chain delays, permitting issues, and staffing shortages.

The recent federal "skinny budget" proposal poses significant challenges for higher education. Programs such as Pell Grants, TRIO, and Basic Skills funding face substantial reductions or elimination. If these changes are enacted, CC may face severe problems, including the potential layoff of TRIO personnel and reduced support for students in need. If these proposed changes stay in the budget, then feel free to contact your legislators.

The American Association of Community Colleges (AACC) is the best place to track bills and is the national counterpart of ACT. AACC is the best source for up-to-date information on legislative developments at the local and federal level.

Five Centralia College administrators will be attending a Hispanic Serving Institution (HSI) symposium at Skagit Valley College on May 13 -14, 2025. There should be more information regarding HSI status at the symposium. However, it is not clear whether HSI status or the Title 5 grants will continue to exist.

Dr. Mohrbacher participated in a meeting with the Washington Campus Coalition for the Public Good, formerly known as Campus Compact. Presidents and chancellors from four-year institutions and private colleges provided insights and strategies. The conversation was both informative and concerning, particularly regarding the ongoing federal investigations into the University of Washington (UW).

Centralia College submitted requests for congressionally directed funding for the mobile lab to Senators Cantwell and Murray. While this request aims to secure one-time operational funding, it is unclear if the request aligns with current funding priorities. The request is moderate compared to typical allocations; however, it is not a perfect match for the types of things they usually fund.

Dr. Mohrbacher provided The Office for Civil Rights (OCR) Voluntary Compliance Plan for the trustees to review. A review was conducted by SBCTC staff to assess the college's compliance. This report evaluates the college's adherence to non-discrimination laws across various publications, including the website, brochures, and pamphlets. The report states the college's non-discrimination statement is not accessible within one click from the main page. Additionally, the Title IX coordinator's name must be prominently displayed on the statement. Several minor corrections have already been implemented, and Amanda Haines, Director of College Relations, along with other staff, are actively reviewing the documents listed in the report to ensure full compliance.

In response to the Office for Civil Rights (OCR) Voluntary Compliance Plan, CC is taking active steps to address identified areas for improvement.

The college is reviewing existing documents to determine which should be available in Spanish. Translation services may be contracted to ensure compliance and accessibility. Clarification is being sought regarding the omission of admissions policies and program descriptions, which are similar to those already present on the college website. The college continues to work on resolving remaining issues, with SBCTC scheduled to verify compliance at a later date.

## **7. SAALT**

Joshua Pickett, Student Advocacy Activities Leadership Team (SAALT) President, recognized the hard work and dedication of SAALT Wellness coordinator, Alyssa Hook. Balancing her responsibilities as a full-time student, student-athlete on the women's soccer team, and wellness coordinator, her commitment to supporting fellow students and volunteering for various initiatives has made an impact on the student body.

Joshua introduced Alyssa Hook. Alyssa expressed gratitude for her experiences at Centralia College, highlighting the invaluable support from staff and the opportunity to engage in mental and physical health initiatives. Her time at the college reflects dedication to student well-being and community engagement.

Joshua introduced Vice President Maddie Beck. Maddie recently led a delegation to the Lower Columbia College Student Leadership Conference, representing Centralia College and the voices of its students. During the conference, the team presented a comprehensive legislative agenda to the Washington Community and Technical College Student Association (WACTCSA), focusing on critical areas of student support. While the proposed items were not selected for inclusion in the final legislative agenda, the conference underscored the importance of student advocacy in shaping educational policies. The collective efforts highlighted the need for continued attention to the growing and changing needs of students.

Joshua provided a recap of April events. SAALT organized several activities, including a comprehensive Sexual Assault Awareness Month campaign and Earth Week celebration. The Sexual Assault Awareness Month campaign featured a simulation event designed to promote safety and encourage healthy choices at social gatherings. Earth Week activities encompassed several events, such as a seed exchange, pea planting session, electric vehicle presentation, green jobs fair, student art show, and a community campus cleanup.

SAALT is focusing on Mental Health Awareness Month in May and plans to host Springfest from May 19–22. This event promises activities for all attendees, including food trucks, a petting zoo, music, caricatures, giveaways, henna, games, and more. The student government expressed gratitude for the ongoing support of student initiatives and looks forward to engaging the campus community in these upcoming events.

## **8. Faculty**

No report provided.

## **9. Classified**

Emil Parke-Fagerness, classified representative, provided the following updates. Clint Baumel has achieved two new certifications. One certification enables in-house inspections of training and testing vehicles for the Commercial Driver License (CDL)



program, while the other qualifies him as a state-certified brake inspector, allowing him to service all vehicles in the fleet and reduce associated costs.

The annual egg hunt, held on April 18, 2025, was a success. Classified Staff members Claudia Astango and Savannah Snodgrass found the final two golden eggs.

#### **10. Instruction**

No report provided.

#### **11. Human Resources & Equity**

Joy Anglesey, Vice President of Human Resources and Equity, had nothing additional to add to her report.

#### **12. Student Services**

No report provided.

#### **13. Administrative Services**

Tariq Qureshi, Vice President of Finance and Administration, reported that the budget office has been providing monthly budget updates. As the college progresses into the fourth quarter, expenses are trending approximately \$2.4 million under budget, which represents 10.4% in savings. If this trend continues, the college is on track to end the year under budget. Once the fiscal year concludes, the college will review the actual figures for 2025.

The Facilities Operations and Maintenance (FOM) department is undergoing a reorganization. The restructuring involves dividing the department into two distinct areas: Capital Projects and Facilities Operations. The Capital Projects division will focus on construction projects, renovations, and infrastructure improvements. These projects often require coordination with external agencies, including the Washington State Department of Enterprise Services (DES). The Facilities Operations and Custodial Services division will continue to oversee day-to-day maintenance, facility management, and custodial services. This restructuring is expected to facilitate more specialized attention to each area, leading to efficiency and effectiveness in both areas.

#### **14. Foundation**

Christine Fossett, Associate Vice President of Advancement, reported that the Foundation supported the KNOLL cleanup and “A Night with the Authors” and several events held throughout the month.

The Foundation will sponsor the Capstone event on June 16, with five applications submitted for the “Beyond the Poster” project.

Tickets for the Blazer Bash on June 7 are now available; planning for attendance and venue details are underway.

The Foundation has received 515 completed scholarship applications, the highest number to date, including students from both bachelor's and associate degree programs. Review of high school applications has begun to prepare for upcoming awards nights and certificate distribution.

## **15. New Business**

### **Board Retreat Planning**

The date and time of the board retreat will be Tuesday, July 22, 2025, at Court Stanley's Olympia residence with a start time of approximately 9:00 a.m.

Topics to discuss will be determined. These suggestions were made:

- How does the college determine whether it is meeting its mission and fulfilling its strategic objectives?
- How will the college be addressing the recommendations from the April accreditation evaluation to ensure compliance with accreditation standards?
- What are the criteria for a Hispanic Serving Institution (HSI) designation and the potential benefits of obtaining this classification.

Dr. Mohrbacher asked that the trustees consider any additional topics they would like to discuss during the retreat. He will send a reminder out next month.

### **Fiscal Health Updates**

No further report is provided.

Please review the fiscal health topic in the study session.

### **Board Policies**

Dr. Mohrbacher introduced two new policies for the Board's review:

- Appearances Before the Board of Trustees
- Orderly Conduct

These policies were developed following a comprehensive review of similar policies at other institutions, aiming to streamline and clarify procedures.

It was MOVED BY Mark Scheibmeir THAT THE BOARD APPROVE THE TWO NEW POLICIES AS PRESENTED. THE MOTION CARRIED UNANIMOUSLY.

## **16. Old Business**

### **Strategic Planning**

Fia Eliasson-Creek, Executive Director of Institutional Research, reported that at the June meeting she would like to discuss mission fulfillment. At the board retreat, she would also like to discuss mission fulfillment and review outcomes for the strategic plan.

Dr. Mohrbacher reminded the trustees that the Report to the Community is scheduled for May 27, 2025. Both Court Stanley and Annalee Tobey have stated that they will be in attendance. This event ties into the strategic plan, providing an opportunity to engage with the community and share the college's progress and future directions.

Trustees will welcome everyone, thank people for attending, and then introduce the administrative team who will be presenting.

### **Accreditation**

Fia Eliasson-Creek, Executive Director of Institutional Research, provided an update on the recent evaluation of institutional effectiveness, which concluded the seven-year accreditation cycle. The evaluation focused on mission fulfillment, institutional

effectiveness, and student learning and achievement. The outcome included five commendations and three recommendations, highlighting areas of strength and opportunities for improvement.

Commendations:

- The college provides a beautiful and welcoming campus that serves as a vibrant hub for the community.
- The college has an incredible web of resources and support and belonging that support students' educational success, including the food pantry, grants, scholarships, mentorship, IT, clubs, affordable logo wear, and more.
- The college has a purposeful cultivation of a sense of community and a sense of belonging for the betterment of students in the role of mission fulfillment.
- The college for completing an environmental scan, setting a meaningful goal, and allocating necessary resources, such as adding bilingual staff, cultural events, and collegiate soccer, achieving its goal of HSI status.
- The college for the dedication, customer service, and resourcefulness of the IT department, which is recognized across campus as an exemplary department.

Recommendations:

- The college should fully implement an effective system of meaningful assessment in all academic programs and use this system to continuously improve student achievement of course, distribution, and program learning outcomes.
- The college should demonstrate a continuous process to assess institutional effectiveness, including support services, using ongoing evaluations to inform planning, refine effectiveness, assign resources, and improve student learning and achievement.
- The college should widely and transparently share its processes, methodologies, and data used to allocate resources and improve student achievement with internal constituents.

Following the April 2025 evaluation visit, the Northwest Commission on Colleges and Universities (NWCCU) is scheduled to convene in July 2025. During this meeting, the Commission will review both the college's Year Seven Self-Evaluation Report and the evaluation team's findings. Based on this review, the NWCCU will determine the appropriate follow-up actions, which may include an Ad Hoc Report request or a visit to the campus to address any recommendations made during the evaluation.

NWCCU has identified a gap in Centralia College's assessment practices, specifically the absence of a consistent and comprehensive approach to evaluating student learning outcomes across all levels—courses, programs, and distribution areas. To address this, the college is working on a structured, multi-level assessment structure.

Centralia College is taking steps to improve data collection and reporting processes. Recognizing the limitations of the previous Google Form, a new database is being developed to standardize data entry. This system will impose data validation rules, reducing human errors and ensuring consistency across all entries. To facilitate transparent reporting and analysis, the college plans to create interactive dashboards.

To address the recommendation for incorporating assessment results into institutional planning and processes, Centralia College will work to integrate assessment into planning, link assessment to resource allocation and revise program review processes.

Fia met with three evaluators and was asked to provide detailed data on faculty participation in assessments:

- The number of full-time and adjunct faculty submitting assessments by area
- The frequency of submissions each term
- Whether full-time faculty submitted one or multiple assessments

To address the second recommendation on continuous assessment of institutional effectiveness, Centralia College is planning to:

- Maintain Strategic Plan Monitoring: Annually review progress toward strategic goals and metrics to inform service and process improvements.
- Integrate Assessment Processes - Consolidate existing assessment activities into a cohesive framework to enhance institutional effectiveness.
- Implement Non-Instructional Program Reviews: Develop and execute a program review process for non-instructional units, including administrative offices, to assess and improve their effectiveness regularly.

To address the third recommendation, clear links must be established between assessing institutional effectiveness, planning based on data, and allocating resources accordingly. Currently, these processes are not systematically connected. Share processes, methodologies, and data with internal stakeholders. This involves breaking down silos around assessment data and sharing it more broadly, including Key Performance Indicators (KPIs), mission fulfillment, and other data from the Institutional Research Office. It is also about demonstrating how this data influences campus processes and engaging the Institutional Effectiveness (IE) Committee in reviewing it.

To increase decision-making on campus, it is essential to improve data literacy among faculty. Some faculty members are hesitant to engage with data, even though it is critical for informed decision-making. Data should be seen as a valuable tool for improvement, not something to fear. Relying on anecdotal evidence, such as "I know this works," can lead to unverified assumptions. A significant issue arises when initiatives are implemented without planning how to evaluate their success. This oversight can result in repeating ineffective strategies. It is important to establish clear evaluation methods before launching initiatives to ensure their effectiveness and avoid redundant efforts.

## **17. Executive Session**

Under RCW 42.30.110, the board may hold an executive session for the purpose of reviewing the performance of a public employee; consultation with legal counsel regarding agency enforcement actions, or actual or potential agency litigation or to review professional negotiations; or considering the sale or acquisition of real estate.

At 5:35 pm board members moved into executive session to review the performance of a public employee and consult with legal counsel about current or potential litigation. The Board will be in Executive Session until 5:50 p.m. unless notified that the time is extended.

The Board has adjourned the Executive Session and reconvened the Open Session. The time is 5:53 p.m.

The Board will proceed with the final agenda items.

## **18. Action from Executive Session**

There was no action from Executive Session.

**19. Announcement of Upcoming Meeting Date and Place:**

The next board meeting will be Thursday, June 12, 2025, via Teams and Centralia College, Hanson Boardrooms, Centralia, WA.

**20. Adjournment:**

The meeting was adjourned at 5:54 p.m.

**APPROVED:**

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*Annalee Tobey, Board Chair*

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*Dr. Bob Mohrbacher, Board Secretary*