

Board of Trustees

116 Apple Ave W, Omak, WA
Hazel Allen Burnett 401/402- Virtual Attendance: TEAMS

Board Meeting Agenda
October 15, 2025

STUDY SESSION**Cabinet Board Reports**

11:00 AM	Board of Trustees Communication	
11:10 AM	Administrative Services Update	Dr. Faimous Harrison
11:20 AM	Accreditation Update	Jennifer Hadersberger/Dr. Faimous Harrison
11:35 AM	PACE Report	Jennifer Hadersberger/Lisa Turner
11:55 AM	Budget Process	Dr. Faimous Harrison/Dr. Tod Treat
12:20 PM	Lunch	
12:55 PM	President's Report	Dr. Harrison
1:15 PM	Board Engagement	
	Humanities Washington	Dr. Kestrel Smith
1:35 AM	Enrollment Data Update	Ellia Sablan Zebedy
1:45 PM	Action Item	
	400.450 Student Employment Policy	Ellia Sablan-Zebedy
1:50 PM	First Read	
	WVC Degree Modifications	Dr. Tod Treat
1:55 PM	Regular Meeting Agenda Review	
2:00 PM	Executive Session	

*Executive Session may be called for any reason allowed under the Open Public Meetings Act (RCW 42.30)

REGULAR MEETING

3:00 PM	Call to Order	
	Land Acknowledgement	
	Consent Agenda	
	- August 29, 2025, Board Retreat Minutes - September 17, 2025, Regular Board Meeting Minutes	
	New Employee Introduction	Lisa Turner
	Public Comments	
	Special Reports	
	AHE President - WPEA Shop Steward - ASWVCO President - ASWVC President	Mickey Jennings Wendy Glenn Amber Watson Diana Morales Cruz
	Cabinet Member Remarks	
	Action Items	
	400.450 Student Employment Policy	Ellia Sablan-Zebedy
	Adjourn	

Instruction Update
October 2025

BUILD STEWARDSHIP, EFFICACY, AND INSTITUTIONAL FINANCIAL HEALTH

Grant Awards: Nursing HRSA Grant

Wenatchee Valley College has been awarded a \$2.9 million grant from the federal Health Resources and Services Administration (HRSA) to significantly expand and enhance its nursing program over the next four years. The grant, part of the Nurse Education, Practice, Quality and Retention (NEPQR) Workforce Expansion Program, will help address the critical shortage of nurses in North Central Washington.

This grant is focused on providing valuable training for nursing students and clinical faculty/preceptors in the associate degree in nursing (ADN) program as they work in acute and long-term care settings. The multi-year funding will be used to support several key initiatives aimed at recruiting and retaining students and faculty, as well as modernizing the college's educational resources.

Key initiatives funded by the grant include support for students, with a total of \$840,000 in scholarships to help students cover tuition, books, and other expenses. Freese said \$12,000 in scholarships will be awarded to nursing program students who meet the grant qualifications.

The grant provides funding for a retention specialist position dedicated to supporting nursing students with remediation and academic needs. Additionally, the grant will fund a new full-time faculty member and two part-time faculty members to lead classroom and clinical instruction. The grant also provides professional development funds for faculty to ensure they remain at the forefront of nursing education.

WVC will invest heavily in state-of-the-art simulation equipment, including new high-fidelity manikins for adult, pediatric, and birthing scenarios. The grant will also support the purchase of Electronic Medical Record (EMR) software, allowing students to practice charting and documentation in a realistic setting.

The grant was written and will be managed by Dr. Jenny Freese, director of Nursing Programs, and Jessica Bravo-Perez, director of Grant Development.

"This significant investment underscores Wenatchee Valley College's commitment to preparing the next generation of highly skilled nurses and strengthening the healthcare workforce in Central Washington," Freese said.

HRSA programs provide health care to people who are geographically isolated and economically or medically vulnerable, and they support health infrastructure, including the training of health professionals and distributing them to areas where they are needed most, providing financial support to health care providers, and advancing telehealth.

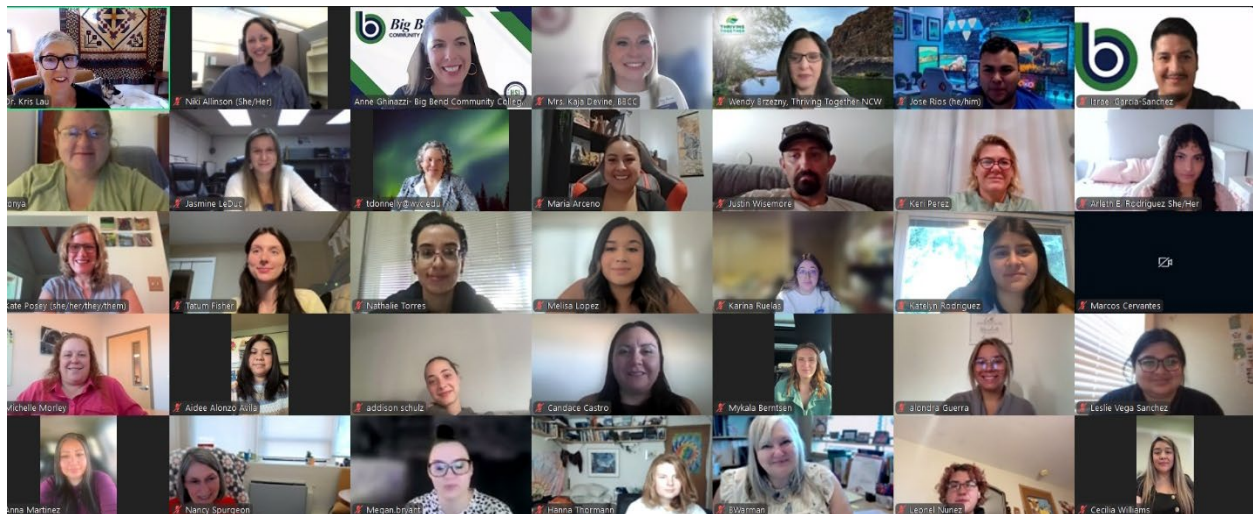
In a Nurse Workforce Projections report for 2022-2037, HRSA projected a 10 percent shortage of registered nurses in 2027 at the national level, with a 6 percent shortage by 2037. Similarly, the number

of LPNs will only meet 64 percent of the demand. Washington state is predicted to be one of the top ten states experiencing the highest number of shortages, with an estimated 22 percent shortage by 2037.

CREATE A CULTURE OF EXCELLENCE

BECOME A PREMIER STUDENT-CENTERED COLLEGE

BAS – Behavioral Health – On October 3, Dr. Kris Lau hosted our first synchronous meeting with the inaugural class of the BAS-BH!



Our first BAS-Behavioral Health cohort is off to an amazing start — they're motivated, engaged, and already showing the kind of professionalism and curiosity that we hope to see in future behavioral health leaders.

Attached is a photo of our first BAS-BH cohort from their orientation session 9/19. Our first cohort includes a diverse mix of students from across North Central Washington. They represent working adults, first-generation college students, and bilingual professionals, many of whom are already employed or volunteering in behavioral health and plan to stay and serve locally after graduation. This is exactly the population we hoped to reach when working with the community and BBCC to design this program.

We are currently beginning Week 3 of our first quarter and our students are showing exceptional commitment— strong early assignment engagement and completion and deep reflection on behavioral health topics. Last Friday, we held our first experiential learning workshop, and the turnout and energy were incredible. I did not, unfortunately, get a photo of students last Friday. Half of the cohort attended the Experiential Workshop, held at BBCC, in person — with some students driving from as far away as Omak — while the other half joined via Zoom. Students were fully engaged, collaborating with one another, practicing applied skills, and connecting course content to real-world behavioral health challenges. Our next Experiential Learning Workshop will be held mid-quarter at WVC Omak, with the final Workshop of the quarter to be held at the WVC Wenatchee campus.

This program is directly addressing the regional workforce shortage by preparing culturally responsive, well-trained professionals who are already working or planning to stay in our communities. Our hybrid

cohort model is proving to be a lifeline for working adults in rural areas who otherwise wouldn't have access to bachelor's-level education.

We'd love the Board's help to amplify the impact of this work by helping spread the word about the BAS-BH program in their networks—especially among healthcare, school, and nonprofit leaders who can offer field placements or hire graduates and supporting scholarships and financial assistance so students, many of whom are first-generation and working full time, can stay in school and complete their degree.

ADVANCE ACADEMIC EXCELLENCE IN TEACHING AND LEARNING

Professor Natalie Dotzauer brings a collaborative approach to working with students whether in printmaking or 3D art. The most recent Gallery Exhibition supports her students' work.



CLOSE EQUITY GAPS

PIO Office partnered with MESA and Director Rosana Linarez to create a [wonderful video](#) highlighting the accomplishments of our alumni that was shared with local legislators at a WVC hosted MESA Legislative Summit on September 30.

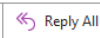
Washington MESA Director Sezi Fleming recognizes WVC MESA's excellence, noting

[EXTERNAL]Thank You for a Powerful and Inspiring Visit



Sezi Fleming <sf43@uw.edu>

To ○ Rosana Linarez; ○ Beatriz Garibay-Vega; ● Tod Treat
Cc ○ Makayla D Gay



Fri 10/3/2025 2:39 PM

You really hit every note—faculty engagement, leadership investment, student, and alumni presence (the video was amazing!), and the strong voice of your campus-community champions. It was clear that a great deal of care and intention went into every aspect of the visit.

Rosana, as I shared with you while on campus, WVC MESA is *THE* model. The work you're doing is not only impactful but also deeply motivating. Thank you for hosting the legislative meeting and for the beautiful swag—such a thoughtful touch.

I'm already looking forward to returning in November for MESA Day (hopefully!). Until then, please know how much I appreciate your time, hospitality, and leadership.

Warmly,
Sezi

Sezi Fleming (she/hers)
Executive Director
Washington MESA State Office
Office of Minority Affairs and Diversity
1410 NE Campus Pkwy, Suite 394
Schmitz Hall, Box 355845
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POSITION THE COLLEGE AS A COMMUNITY-FOCUSED REGIONAL ANCHOR

As part of shared governance, the Responsiveness to Local Needs Committee this year embarked on creating Interest Groups to create Community at WVC. Over the summer, the committee solicited ideas for to "bring about healing, unity, and pride in our place of work." We believe this starts with each of us, and we would like to invite you to join us in building a stronger community here at Wenatchee Valley College.

The committee is proposing the creation of interest groups for anyone who would like to participate on our Omak and Wenatchee campuses. These interest groups give the campus community the opportunity to come together around common interests like hiking, knitting, baseball, books, gardening, and more. Whatever the common interest, our hope is that we can connect around group activities, share learning and skills, and even develop projects. Colleagues have expressed interest in regular pick-up basketball games, morning Tai Chi, and professional development activities. An interest survey allowed faculty and staff to express their interest in participating in or coordinating an interest group. Participation in these groups is completely voluntary. The R2LN committee is using the questionnaire to connect colleagues with common interests this fall.

Thanks to the Responsiveness to Local Needs Committee (AY25):

Scott Bailey, Andrew Behler, Tracy Donnelly, Julie Fitch, Jennifer Korfiatis, Marcine Miller, Riva Morgan, Barbara Oldham, Shelly Pflugrath, Ryan Poortinga, Allie Rusk-Larsen, Derin Wysham



Dr. Diana Garza, Vice President of Student Affairs

STUDENT AFFAIRS REPORT

October 2025

This fall marks a new era of leadership in **Athletics** with the hiring of acting Athletic Director, Levi Vega and new head coaches: Mark Edmonston (Softball), Jennifer Ouellet (Women's Soccer), Ray Harris (Women's Basketball), and Jordan Highland (Men's Basketball). Over 135 student-athletes are currently enrolled, with nearly all carrying full-time loads of 12 or more credits. Karina Lahti, is the new full-time athletic trainer and returning staff available to provide essential health coverage. Fall sports are underway, with seasonal competitions concluding in early November. NWAC recently recognized WVC Athletics for the progress we've made in strengthening the program. They noted our early successes, highlighted our professional handling of recent game changes, and shared their confidence that our momentum will continue. Kudos to WVC Knights!

CAMP relaunched this fall with 45 students in the first-year cohort and four staff members rehired. Because of delayed federal timelines created challenges for onboarding and rehiring, meeting program objections will prove difficult. Orientation for new CAMP scholars will take place in October, and partnerships with community organizations have been reactivated. Early indicators remain strong, with an 88% completion rate for first-year students and 95% retention of returning scholars from 2024-25.

Counseling welcomed students back with snacks and outreach during opening week, engaging 200 students, 53 parents, and 78 attendees at the Readiness Fair. Forty-seven face-to-face appointments were held in the first week. Emergency Foundation funding has bolstered key student support funds, including \$15,500 for Knights Care and \$11,000 for the Biella Fund. Retention of three counseling staff ensures continuity, though loss of Title IV funding impacts long-term stability. Services at the Omak campus have been reduced from two days to one due to budget constraints while we await the final FY 26 budget. Looking ahead, Counseling will host the annual Transfer Fair on October 9, with 12 colleges and universities confirmed to attend.

Residence Life currently houses 62 students, including 10 international and multiple out-of-state residents. Renovations this summer allowed for full occupancy, though ongoing IT and facilities repairs to doors and pods present challenges. Student staff now include one RA and two Community Assistants, with an additional RA pending. Move-in was successful, with orientation held on September 18 featuring cross-campus speakers on safety, sustainability, and engagement. This fall, Residence Life will host events including a Pumpkin Patch Party (October 9), Halloween Movie Night (October 29), and the annual Thanksgiving Dinner (November 20).

The new **Student Access Services** Portal launched this quarter, providing students and faculty with a mobile-

friendly interface for accommodations. Currently, 117 students are registered, with 34 actively requesting use of accommodations. SAS has also welcomed Ella Devon, a part-time ASL and protactile interpreter. Challenges include addressing national stigma around disability disclosure and potential impacts from federal budget uncertainties, as 20% of SAS salaries are Perkins-funded. October will feature Disability Awareness Month programming, with weekly themes, social media campaigns, and events to increase visibility and inclusion.

Student Life has been highly active this fall, printing 382 student ID cards in September alone and hosting Welcome Week events. ASWVC Senate is planning for Dia de los Muertos, Halloween events, and the Fall Showcase, Oct 7th. Recruitment for new Senate members is ongoing, alongside the hiring of additional student staff. Omak Student Life welcomed 65 students and families during NSO and Readiness Fair (its highest attendance since COVID!) and has printed a record 40 student ID cards at the start of the quarter. Student government is expanding with new members, and programming includes Trivia for Hispanic Heritage Month (October 8), a Fall Showcase featuring nine community partners, and Dia de los Muertos activities.

The **Student Recreation Center** is experiencing strong early use, with 542 student scans as of September 29. New safety procedures are in place, and staffing currently includes 10 work-study students. While limited financial aid allotments create staffing constraints, the SRC continues to see consistent participation. Upcoming plans include three intramural tournaments in partnership with Student Senate, as well as basketball rentals and recreation programming.

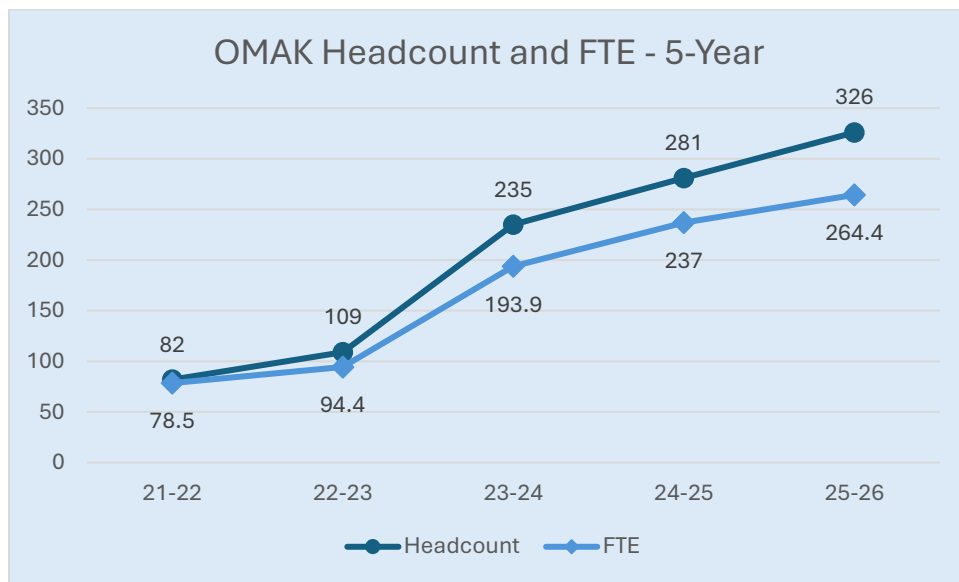
TRIO welcomed Nelson Rojas as Director on September 1 and hired Alexis Sanchez-Esquivel as Retention Specialist, with a Program Assistant position still vacant. Currently serving 78 active students and processing 23 applications, TRIO is working toward fall orientation and bridge programming later in October. Challenges remain from unmet objectives in 2024–25 due to prior staffing changes, but the program has reestablished operations and continues to provide individualized support for students.

The **Motor Pool** completed 11 trips in September, including nine bus trips and eight van trips. Athletics was a major user of transportation services. The program recently welcomed back its primary bus driver after surgery, but mechanical issues resulted in repair costs of roughly \$5,000. With only one consistent driver, staffing remains a challenge, and efforts are underway to secure a second.

The **Campus Store** project remains under review. Financial data has been clarified, but licensing and compliance responsibilities are still unresolved. The Business Office has indicated that it does not hold ownership of this process, leaving ambiguity on next steps. Currently exploring options to allow Athletics to operate a pop-up shop in the store while licensing is obtained.



WVC Omak is off to a great start for the '25-'26 school year!



Year-over-year, we have increased Fall Quarter headcount by 16% and FTE by 11.6% from the 2024-25 academic year.

Dean Goolsby is coordinating several future events with the Community at WVC Omak

- IGNITE Worldwide has approached Dean Goolsby to host an event during Spring Quarter. IGNITE is a multi-national organization that promotes diversity in STEM fields, and Dean Goolsby has been a panelist for events in Okanogan County. The event being planned will introduce native girls to STEM fields and encourage them to consider working in science, technology, engineering and mathematics while still retaining their native identity. Paschal Sherman Indian School is expected to be a major partner.

Report to the WVC Board of Trustees – October 2025

Since our last board report, Dr. Robin Angotti resigned her role at the ASPIRE office. Jennifer Hadersberger has taken over the role as Interim Executive Director of Institutional Effectiveness. Here is a brief summary of tasks in progress since Oct. 1

Accreditation

- Developed an outline of the Year 6/7 accreditation report
- Working with the leads for Standard 2 to provide them with draft text. The goal is to compile draft text for Standard 2 by the end of October.
- Shared the draft mission fulfillment report with Instruction Council to obtain feedback on the Key Performance Indicators.
- Prepared a presentation on Key Performance Indicators and the draft mission fulfillment report to share at an October 17 training.
- Developing an internal survey to document community partnerships. Survey results will be shared as a dashboard similar to [Barton Community College](#).
- Meeting every other week with our NWCCU liaison, Teresa Rivenes.

PACE Report

- Worked with Lisa Turner to develop and deliver a PACE training at the all district meeting on Oct. 10.

Learning Outcome Assessment

- Working with Instruction to share the Area plan document with faculty.
- Working with PIO and instruction to share evidence of student learning online. Hoping to share student work artifacts on program pages as evidence of student learning in support of learning outcome assessment component of accreditation.

- Dean Goolsby is working with the Community Foundation of North Central Washington to offer 20-week Community Leadership Institute at WVC Omak starting Fall Quarter of 2026 (depending on availability of facilitators). Dean Goolsby has been asked to take their training and facilitate. WVC Wenatchee has hosted this event in the past for Chelan County, and it was a great success. We are excited to be a part of the planning and execution to help develop our community leaders.
- Dean Goolsby, in association with AHEC, has submitted a grant proposal for \$20,000 to the Charlotte Martin Foundation entitled “Connecting to the Land: native Plants and Tribal Culture”. If our proposal is accepted, we seek to partner with The Confederated Tribes of the Colville Reservation, Washington Area Health Education Center, Methow Natives, Blue Sky Minds, and Paschal Sherman Indian School to educate students about traditional food systems and combatting food insecurity through a reconnection to Native foodways. This happened at very short notice, and we owe a big thank you to Jessica Bravo-Perez for bringing the grant to us, and to Nancy Spurgeon and Ruben Betancourt for their help with partnerships and editing.



PACE Report Overview

- PACE surveys - what, when, why
- Results
 - Top 10, bottom 10 questions
 - Comparison to previous surveys
 - Qualitative comments
- Next steps



PACE Surveys

➤ What

- Climate survey to evaluate the campus culture and capacity for student success by evaluating employee perception of 4 factors: institutional structure, student focus, supervisory relationships and teamwork.

➤ When

- Administered ~every 2 years

➤ Why

- Celebrate strengths
- Identify areas of improvement



Results – Top 10 Question scores

I feel my job is relevant to this institution's mission

My supervisor expresses confidence in my work

A spirit of cooperation exists in my department ★

I am given the opportunity to be creative in my work

Student diversity is important at this institution

There is a spirit of cooperation within my work team

My primary work team uses problem-solving techniques

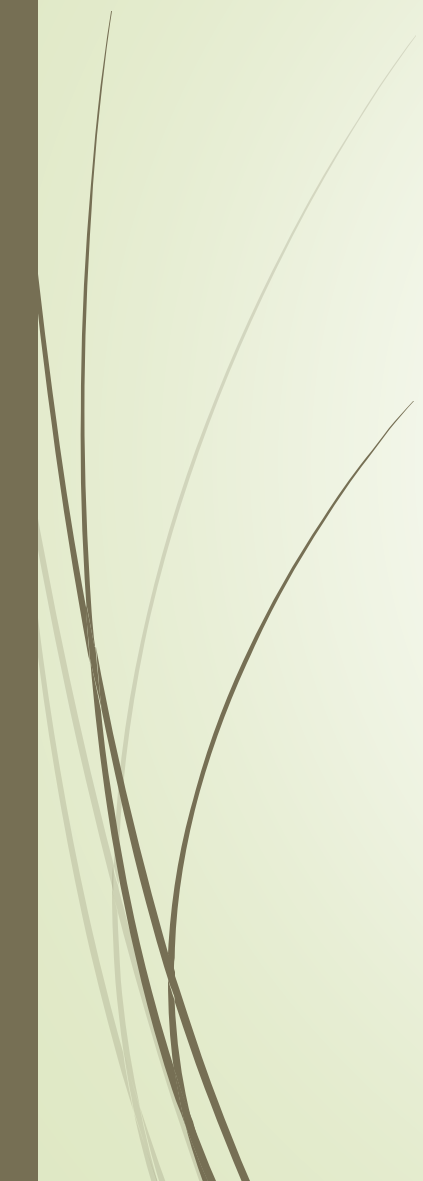
My supervisor is open to the ideas, opinions, and beliefs of everyone

This institution prepares students for a career

Staff (non-instructional, non-administrator) meet the needs of students ★



Mean scores climate factors

- Teamwork 4.007
 - Student focus 3.808
 - Supervisory relationships 3.676
 - Institutional structure 2.927
- 

Results –

Bottom 10 Question scores

Administrative processes are clearly defined

This institution is appropriately organized

Open and ethical communication is practiced at this institution

Decisions are made at the appropriate level at this institution

Information is shared within this institution

A spirit of cooperation exists at this institution

I am able to appropriately influence the direction of this institution

Administrators meet the needs of students

I have the opportunity for advancement within this institution

This institution has been successful in positively motivating my performance

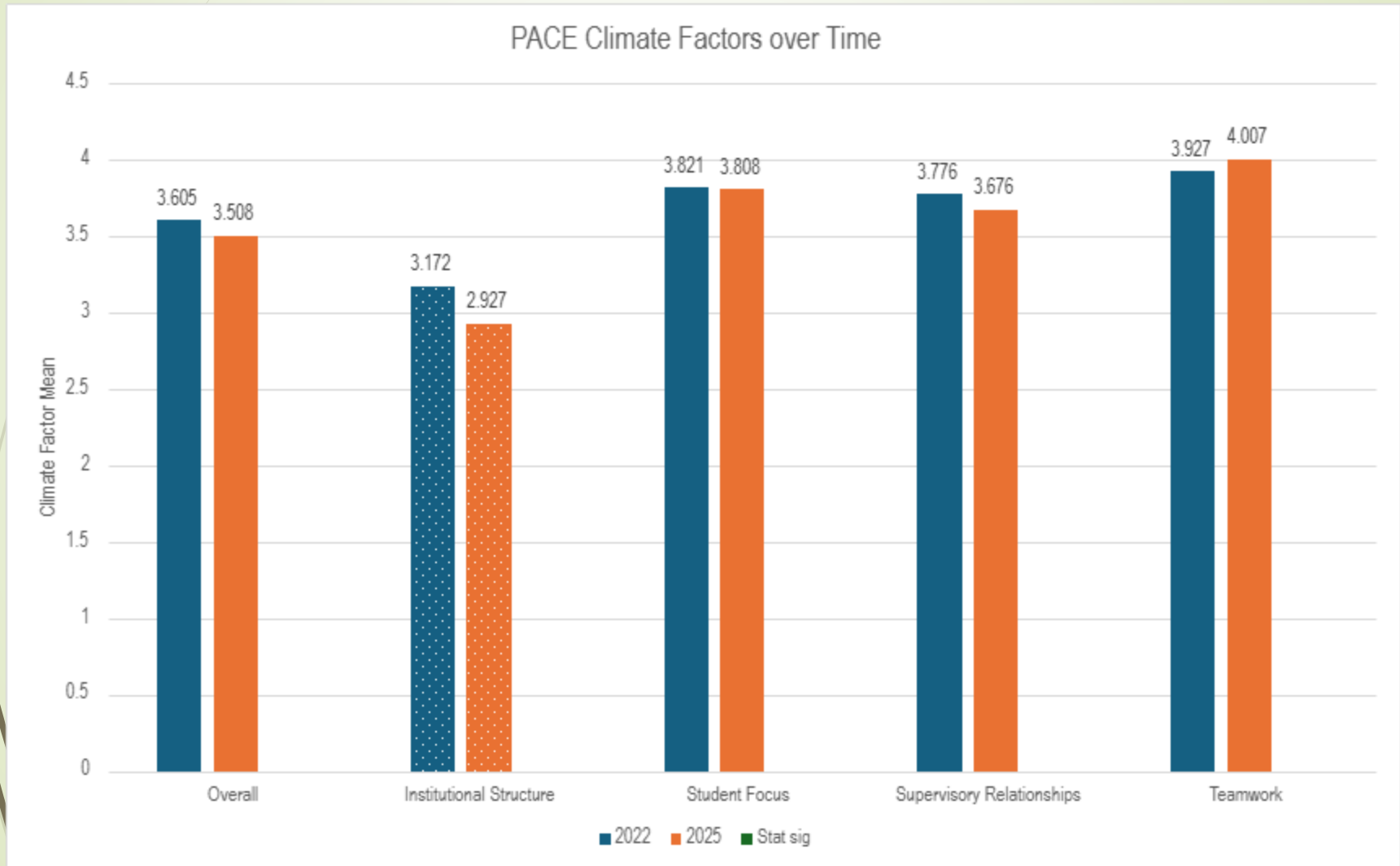
Climate factor mean comparisons

Climate Factor	WVC		PACE Normbase			2022		
	N	Mean	Mean	Sig.	Effect size	Mean	Sig.	Effect size
Overall	159	3.508	3.867	***	-.488	3.605		
Institutional Structure	159	2.927	3.538	***	-.670	3.172	**	-.287
Student Focus	159	3.808	4.108	***	-.462	3.821		
Supervisory Relationships	159	3.676	3.965	***	-.339	3.776		
Teamwork	159	4.007	4.029			3.927		

Statistical significance

Student Success	WVC		PACE Normbase		
	N	Mean	Mean	Sig.	Effect size
There is a systematic process for identifying at-risk 12 students and reaching out with appropriate interventions	129	2.845	3.738	***	-.866

Comparison to previous results



Comparison to previous results

Overall means by employee type

In which area of the college are you employed?	WVC		2022		
	N	Mean	Mean	Sig.	Effect size
Overall	159	3.508	3.605		
Administrative Services	9	3.616	3.823		
Student Services	25	3.272	3.746	**	-.812
Instruction	79	3.411	3.389		
Other (HR, IT, Foundation, Community Relations, Institutional Effectiveness)	24	3.071	3.040		

Table 6. Supervisory Relationships **Table 4. Institutional Structure Mean Comparisons by Area of College**

WVC compared with:

In which area of the college are you employed?		WVC		2022		
		N	Mean	Mean	Sig.	Effect size
Overall	Overall	159	2.927	3.172	**	-.287
Administrative Services	Administrative Services	9	3.115	3.550		
Student Services	Student Services	25	2.640	3.410	***	-1.107
Instruction	Instruction	79	2.773	2.870		
Other (HR, IT, Foundation, Community Relations, Inst	Other (HR, IT, Foundation, Community Relations, Institutional Effectiveness)	24	3.432	3.571		

Comparison to previous results

2020

Factor	NLIE			
	2020 WVC	Database	Significance	Effect Size
Overall*	3.61	3.78	***	-0.227
Institutional Structure	3.08	3.48	***	-0.142
Student Focus	3.93	4.04	*	-0.142
Supervisory Relationships	3.72	3.85		
Teamwork	3.77	3.89		

2022

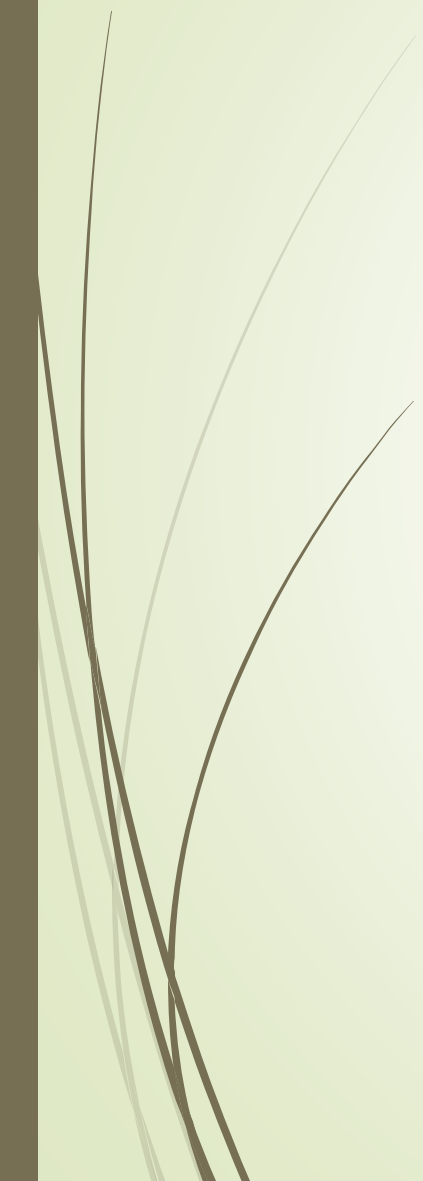
WVC		PACE Normbase		
N	Mean	Mean	Sig.	Effect size
173	3.605	3.835	***	-.307
173	3.172	3.540	***	-.405
173	3.821	4.090	***	-.411
173	3.776	3.902		
173	3.927	3.951		

2025

Climate Factor	WVC		PACE Normbase		
	N	Mean	Mean	Sig.	Effect size
Overall	159	3.508	3.867	***	-.488
Institutional Structure	159	2.927	3.538	***	-.670
Student Focus	159	3.808	4.108	***	-.462
Supervisory Relationships	159	3.676	3.965	***	-.339
Teamwork	159	4.007	4.029		



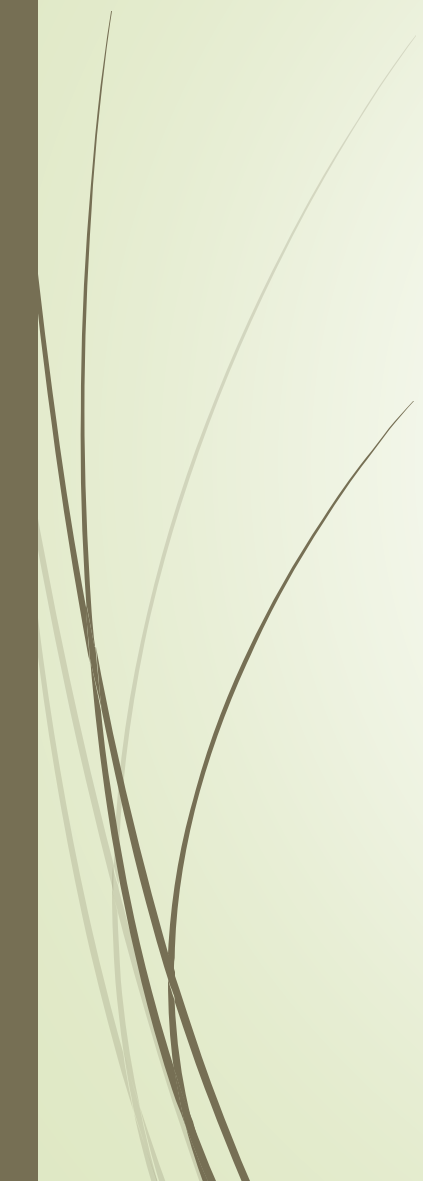
Example of qualitative comments



I am unsure what we are currently doing as an institution in this area. It really doesn't matter what I think, leadership tends to do what they think is best regardless of input. When the top priority is identified it would be great to see a concrete **plan** for **implementing** that priority, including a **timeline** for completion of each step.



Questions?





Next steps

- PACE task force met 2020 – 2023
- Some recommendations were implemented
 - Coffee with cabinet
 - Monday staff meetings
 - Master calendaring -25 Live
 - Establish internal platform for communication
 - Share Cabinet agenda and minutes
 - Offboarding & Exit interviews
 - Implicit bias training for hiring

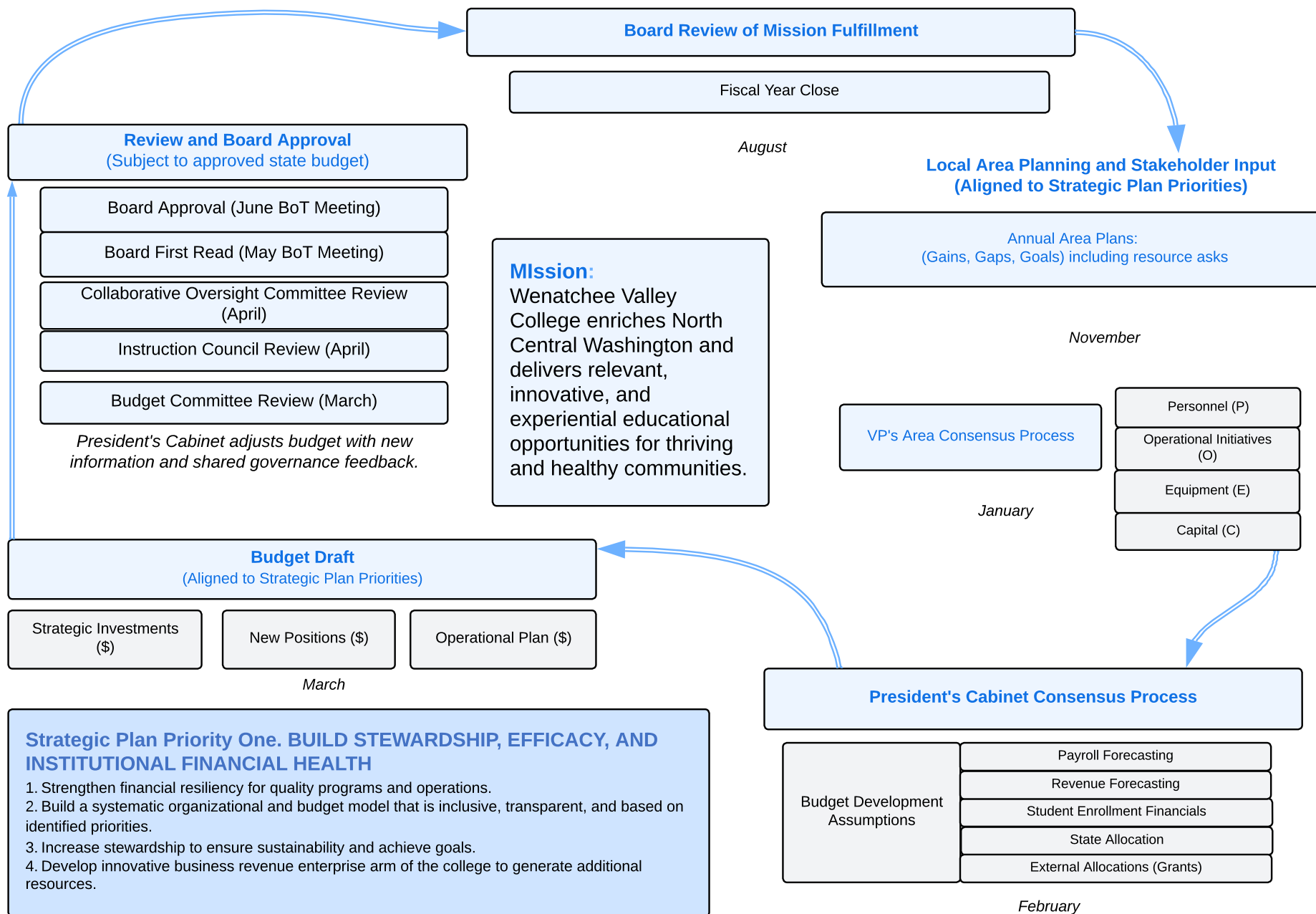


Next steps

- Collaborative Oversight Forum
 - Incorporate previous recommendations from PACE task force
 - Great Idea box



WVC Budget Development Cycle 2024-2030

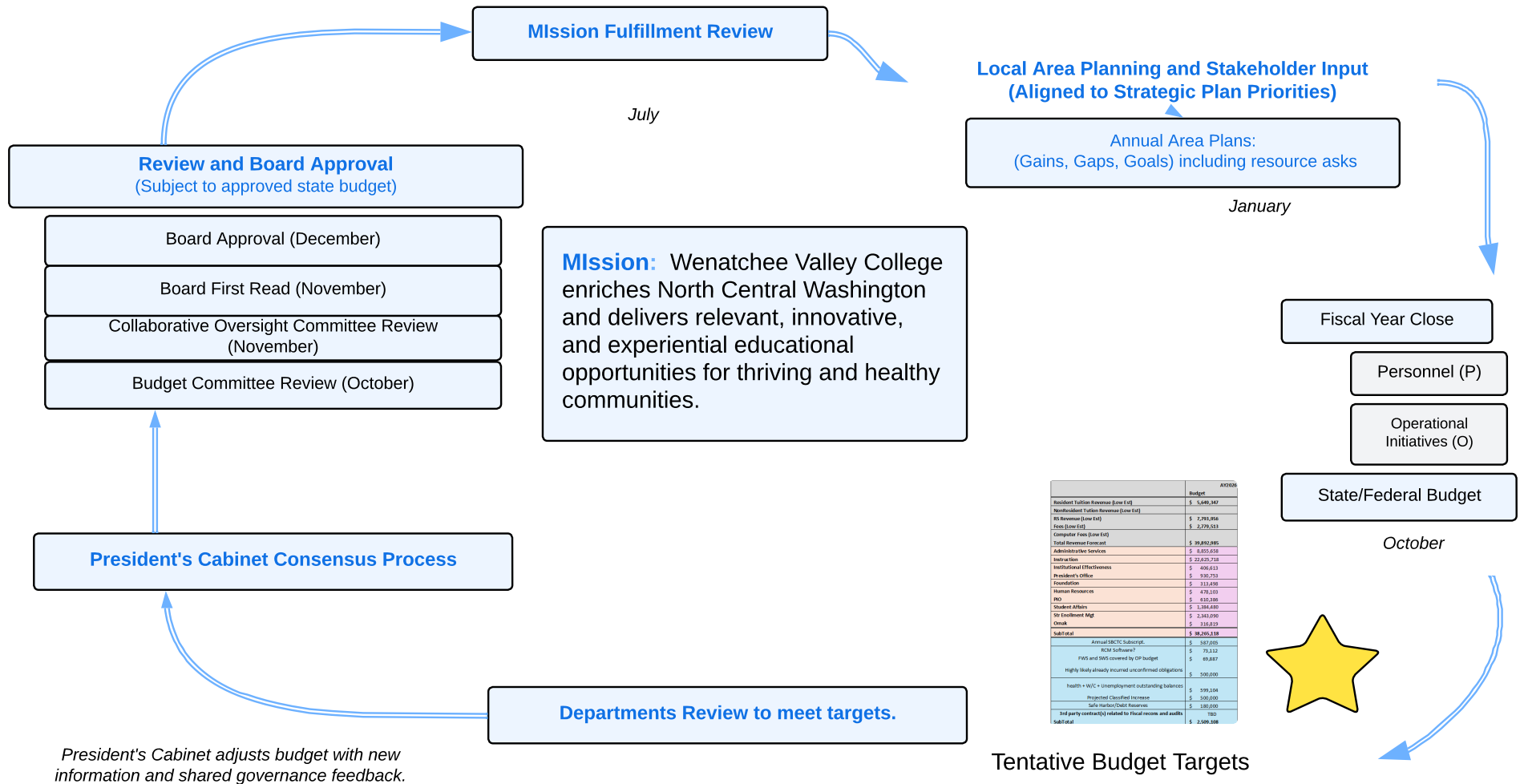




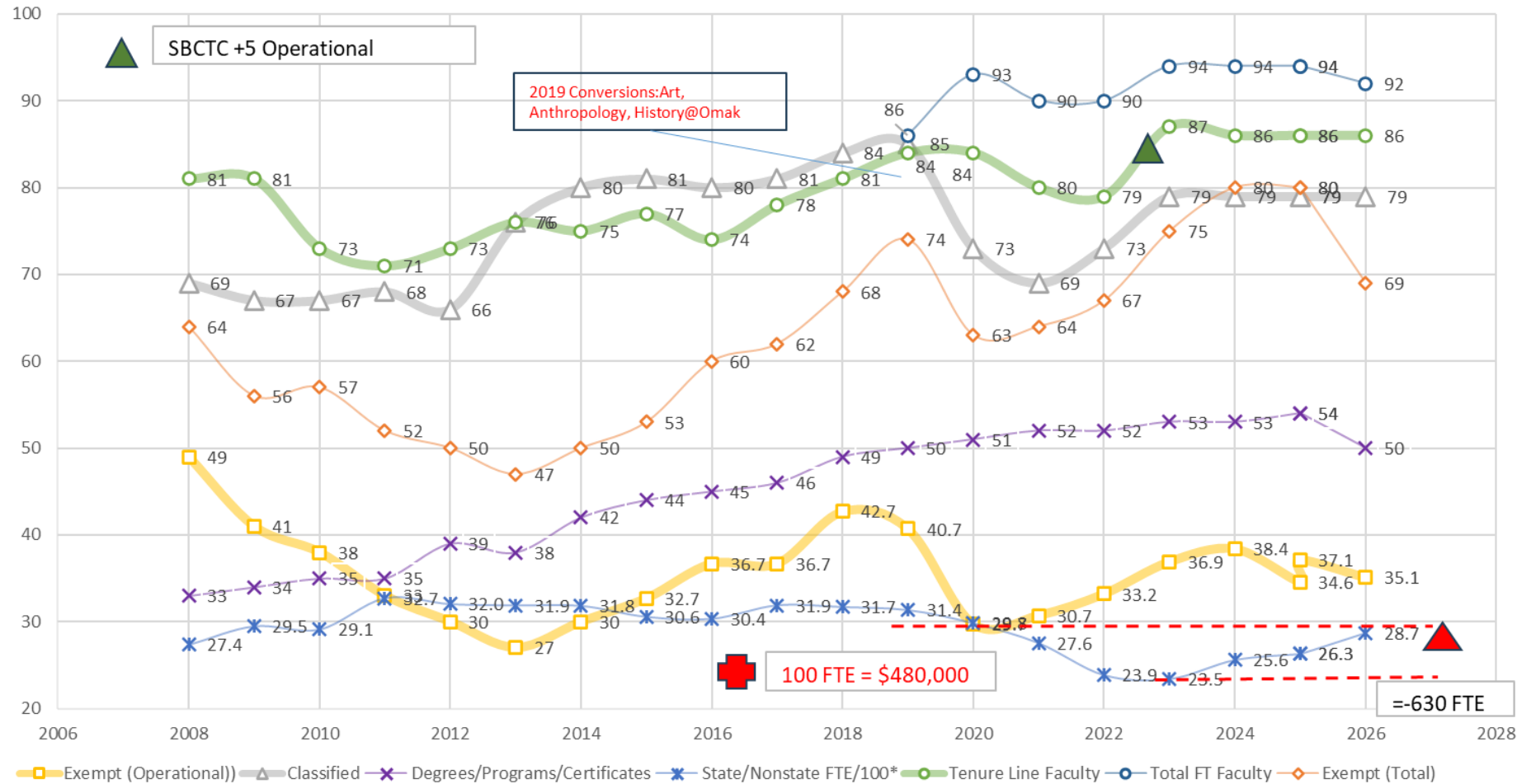
Budget Development AY26

Strategic Plan Priority One. BUILD STEWARDSHIP, EFFICACY, AND INSTITUTIONAL FINANCIAL HEALTH

1. Strengthen financial resiliency for quality programs and operations.
2. Build a systematic organizational and budget model that is inclusive, transparent, and based on identified priorities.
3. Increase stewardship to ensure sustainability and achieve goals.
4. Develop innovative business revenue enterprise arm of the college to generate additional resources.



WVC Staffing and Program Development



Fall 2025 Enrollment is 94% of prior fall.

	AY2025			AY 2024			AY 2023		
	Budget	Actual	Net	Budget	Actual	Net	Budget	Actual	Net
Resident Tuition Revenue (Low Est)	\$ 7,518,557	\$ (6,722,733)		\$ 5,953,374	\$ (6,241,611)			\$ (5,706,251)	
NonResident Tution Revenue (Low Est)		\$ (294,297)	\$ (501,527)		\$ (304,895)	\$ 593,132	\$ 5,512,383	\$ (313,853)	\$ 507,721
RS Revenue (Low Est)	\$ 8,023,477	\$ (8,559,609)	\$ (536,132)	\$ 4,993,465	\$ (6,198,757)	\$ (1,205,292)	\$ 5,256,279	\$ (5,104,203)	\$ 152,076
Fees (Low Est)	\$ 2,182,201	\$ (678,558)		\$ 1,563,930	\$ (499,590)		\$ 1,505,226	\$ (588,404)	
Computer Fees (Low Est)		\$ (487,419)	\$ (1,016,224)		\$ (588,269)	\$ (476,072)		\$ (403,157)	\$ (513,665)
Administrative Services	\$ 8,112,813	\$ 9,104,489	\$ (991,676)	\$ 8,647,606	\$ 9,633,083	\$ (985,477)	\$ 7,521,906	\$ 11,000,862	\$ (3,478,956)
Instruction	\$ 20,960,354	\$ 23,713,745	\$ (2,753,391)	\$ 20,498,380	\$ 23,723,387	\$ (3,225,007)	\$ 20,248,309	\$ 20,270,174	\$ (21,865)
Institutional Effectiveness									
President's Office	\$ 1,328,104	\$ 1,074,618	\$ 253,486	\$ 1,226,291	\$ 842,877	\$ 383,414	\$ 934,508	\$ 1,216,643	\$ (282,135)
Foundation	\$ 583,798	\$ 281,573	\$ 302,225	\$ 289,593	\$ 298,449	\$ (8,856)	\$ 274,488	\$ 247,276	\$ 27,212
Human Resources	\$ 521,308	\$ 615,069	\$ (93,761)	\$ 500,692	\$ 663,592	\$ (162,900)	\$ 647,357	\$ 762,286	\$ (114,929)
PIO	\$ 556,506	\$ 557,662	\$ (1,156)	\$ 512,494	\$ 492,510	\$ 19,984	\$ 502,500	\$ 435,963	\$ 66,537
Student Affairs	\$ 3,922,231	\$ 3,957,024	\$ (34,793)	\$ 4,879,005	\$ 4,244,997	\$ 634,008	\$ 4,019,193	\$ 3,910,482	\$ 108,712
Str Enollment Mgt									
Omak	\$ 329,591	\$ 296,851	\$ 32,740	\$ 224,506	\$ 162,442	\$ 62,064	\$ 257,032	\$ 226,053	\$ 30,979
Total	\$ 36,314,705	\$ 39,601,031	\$ (3,286,326)	\$ 36,778,567	\$ 40,061,336	\$ (3,282,770)	\$ 34,405,293	\$ 38,069,737	\$ (3,664,444)

Personnel Distribution	2024-25*	2024-25*	2024-25*		2023-24	2024-25	% of Prior				
	FT Fac	Classifi	Exemp	District	Annua	Annua	Year		WVC's Employment Category Compensation Distribution		
Walla Walla	115	107	115	Walla Walla	3,434	3,441	100%		Personnel Code	Salary and Benefits	Category
Lake Washington	84	83	119	Lake Washington	3,231	3,319	103%		5000010 Total	\$ 1,621,387.00	Ex Level
Whatcom	88	106	110	Whatcom	2,906	3,085	106%		5000020 Total	\$ 2,752,259.00	Deans/Directors
Lower Columbia	72	186	107	Lower Columbia	2,499	2,892	116%		5000030 Total	\$ 4,879,616.00	Exempt Staff
Wenatchee Valley	86	84	79	Wenatchee Valley	2,632	2,874	109%		5000040 Total	\$ 141,529.00	Ex Level
Cascadia	39	40	72	Cascadia	2,032	2,448	120%		5000050 Total	\$ 43,768.00	
Centralia	64	113	93	Centralia	2,187	2,238	102%		5000100 total	\$ 7,383,081.00	Classified
Peninsula	49	80	66	Peninsula	1,773	2,165	122%		5000060 Total	\$ 11,804,399.00	FT Fac
Big Bend	51	89	86	Big Bend	1,938	2,133	110%		5000080 Total	\$ 838,338.00	FT Fac
Bellingham	70	72	82	Bellingham	1,751	1,936	111%		5000090 Total	\$ 271,593.00	
Grays Harbor	60	52	69	Grays Harbor	1,674	1,733	104%			\$ 29,735,970.00	

Source: Accessed 10Oct25, <https://www.sbctc.edu/resources/documents/colleges-staff/research/enrollment-research/2024-25-sbctc-enrollment-monitoring-reports-spring-draft.xlsx>

Source: Accessed 10Oct25, <https://www.sbctc.edu/colleges-staff/research/data-public/faculty-and-staff-data-dashboard>

Part time salaries are not included.

AY2026	Budget	Actual	Notes
Resident Tuition Revenue (Low Est)	\$ 5,649,347		Conservative Estimate @ 94% of Fall 2025
NonResident Tution Revenue (Low Est)			
RS Revenue (Low Est)	\$ 7,793,956		Conservative Estimate @ 94% of Fall 2025
Fees (Low Est)	\$ 2,779,513		Conservative Estimate @ 94% of Fall 2025
Computer Fees (Low Est)			
Total Revenue Forecast	\$ 39,892,985		101/146/148/149 Accounts Only
Administrative Services	\$ 8,855,658		Departments will look for cost savings related to:
Instruction	\$ 22,625,718		(a) noninstructional costs
Institutional Effectiveness	\$ 406,613		(b) reduction of nonpathway sections (adjunct, moonlight)
President's Office	\$ 930,753		(c) voluntary furloughs
Foundation	\$ 313,498		(d) efficiencies
Human Resources	\$ 478,103		(e) held positions
PIO	\$ 610,386		
Student Affairs	\$ 1,384,480		
Str Enrollment Mgt	\$ 2,343,090		
Omak	\$ 316,819		
SubTotal	\$ 38,265,118		
Annual SBCTC Subscript.	\$ 587,005		
RCM Software?	\$ 73,112		
FWS and SWS covered by OP budget	\$ 69,887		
Highly likely already incurred unconfirmed obligations	\$ 500,000		
health + W/C + Unemployment outstanding balances	\$ 599,104		
Projected Classified Increase	\$ 500,000		
Safe Harbor/Debt Reserves	\$ 180,000		
3rd party contract(s) related to Fiscal recons and audits	TBD		
SubTotal	\$ 2,509,108		
Total Budget Expenditures	\$ 40,774,226		



To: Board of Trustees
Contact: Members of the Trustees
Date: October 15, 2025
Subject: President's Report

Attachments:

1. The Financial Health of the College and the Path Forward
2. WVC First Leadership Development Academy Starting in October 2025
 - a. See Program Outline
3. The ConexED-to-ctcLink Integration
 - a. Memorandum
 - b. ConexED Price List
 - c. Statement of Work Template

Outline:

1. The Financial Health of the College and the Path Forward District Meeting was held on Friday, October 15, 2025. Please see Attachment #1 PowerPoint.
2. Financial Annual Audit Proposed Interagency Agreement with Yakima Valley College.
3. Centralia College's agreement to serve as a consultant and help train our Finance Department Staff and the future VP of Administration Services on developing stronger fiscal processes for the college.
4. SBCTC will be scheduling regular meetings and training with our Finance Department to increase efficiencies at WVC.
5. Timeline for the following Administrative Leadership Positions:
 - Executive Director, Foundation
 - VP, Administration Services
 - Dean of STEM
6. WVC First Leadership Development Academy

October Session:

- Opening Session and Introductions
- Welcome and Orientation
- Defining "Leadership"

November Session:

- Leadership Styles and Building a Team
- Group Project Assignment

December Session:

- Organizational Culture and the Importance of Trust

January Session:

- Motivating Yourself and Others

February Session:

- Effective Communication and Conflict Management

March Session:

- Setting a Vision, Strategic Planning and Goal Setting

April Session:

- Putting It All Together
- "Tricks of the Trade" for Organizational Performance

May Session:

- Mock Executive Leadership Team Meeting
- Problem-Solving Exercises

June Session:

- Wrap Up Session
- Group Project Presentations
- Graduation Ceremony



**The Financial Health of the College
and the Path Forward**

Welcome

Ms. Maria Iniquez

Chief of Staff

Land Acknowledgement

- Wenatchee Valley College respectfully acknowledges that the campus resides on the traditional territories of the Wenatchi people. The traditional territories of the Colville Tribes extends across eastern Washington and into portions of British Columbia, Oregon and Idaho. The Confederated Tribes of the Colville Tribes include the Lakes, Colville, Okanogan, Moses-Columbia, Wenatchi, Entiat, Chelan, Methow, Nespelem, San Poil, Chief Joseph Band of Nez Perce and Palus Indians.
- Consistent with the College's commitment to diversity and inclusion, WVC works toward building relationships with the Confederated Tribes of the Colville Reservation through academic pursuits, partnerships, historical recognitions, community service and enrollment efforts.

Presentation

The Financial Health of the College and the Path Forward

Faimous Harrison, Ph.D.

President

Outline:

1. The Shifting Higher Education Landscape
2. Funding Community Colleges in WA State
3. Higher Education Financial Solvency
4. Financial Solvency -- National Association of Colleges and University Business Officers and Accreditation
5. Federal Budget Implications & Impact on WVC
6. WVC Delays and Disruptions of Anticipated Funding
7. SBCTC Changes, Implications and Impact on WVC
8. WACTC Board of Presidents Operating Budget Updates
9. The Two-Year Allocation Review Model Taskforce Results and Financial Impact on WVC
10. Funds lost or had to be paid back and the Impact on WVC
11. Wenatchee Valley College Financial Impact
12. Government Shutdown Impact on WVC
13. Why Not Do What Other Colleges Are Doing?
14. Accreditation Matters: Assessing our Past Debts and Developing a Financial Plan For WVC Future Is Essential
15. Where Are We on the Fiscal Year 2020-21 Financial Audit
16. Fiscal Operations, Standards, and WVC
17. The External Path Forward
18. The Path Forward Involves Everyone
19. What Has Been Done Thus Far to Increase the Solvency of the College
20. Budget Savings Next Steps

1. The Shifting Higher Education Landscape

\$(1990's), **\$**(2000's), **\$**(2020's),

Past

- ☐ *Business as usual*

Present

- ☐ Adaptation
- ☐ Relevancy
- ☐ Competition

Future

- ☐ Mission Fulfilment
- ☐ Performance-Based Funding
- ☐ Expansion or Consolidation

2. Funding Community Colleges in Washington State

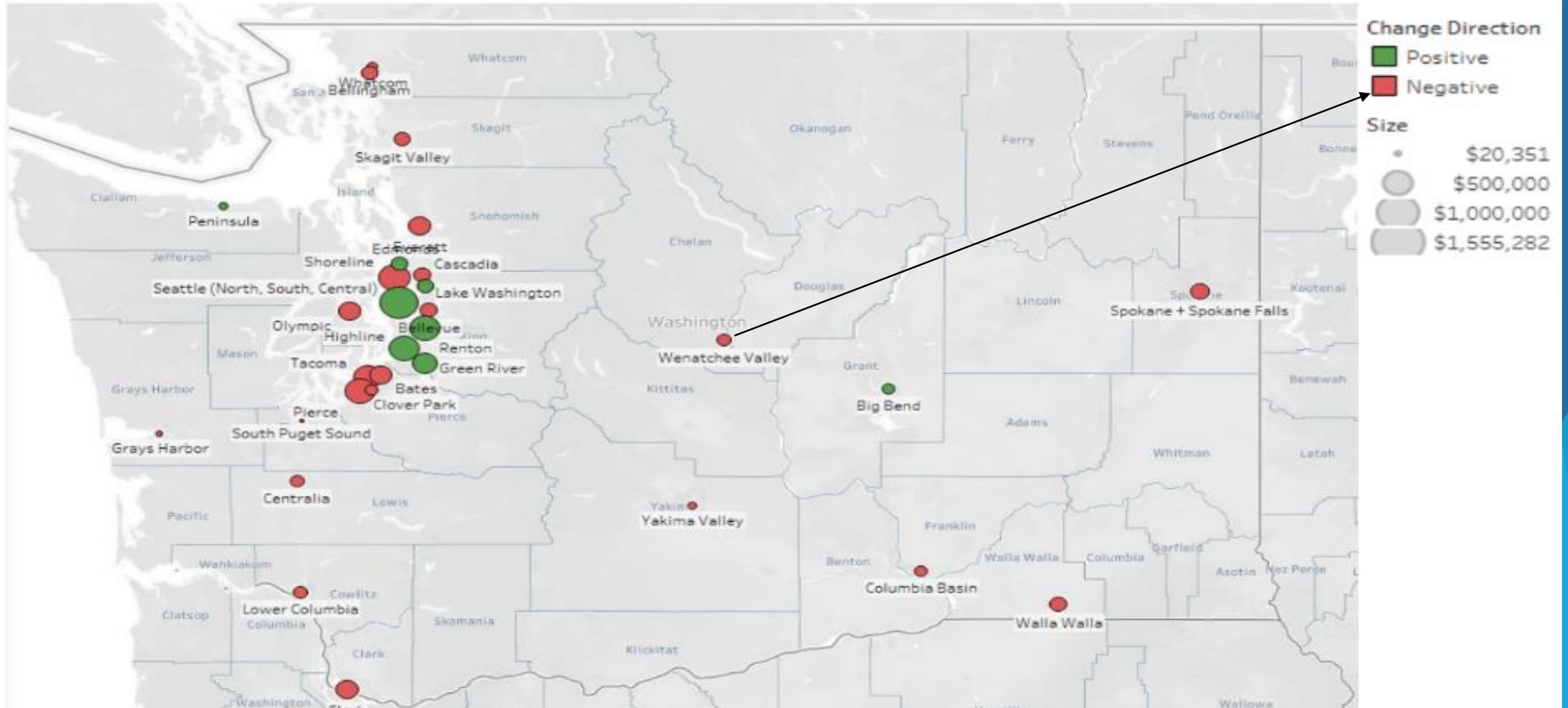


CTC SYSTEM RESEARCHER FEEDBACK

- CTC system research group was asked to evaluate the new model centering on:
 - Does the model disproportionately allocate funds to specific demographics?
 - Does the model favor certain institution types?
- Refreshed on allocation model review process, guiding principles, and model recommendations.
- Researches came into this cold

GEOGRAPHICAL CONSIDERATIONS

Priority Enrollments – Total Dollar Amount Change



SMALL COLLEGES

- On a dollar-per-FTE basis, small colleges receive significantly more funds than other colleges
- This holds even after controlling for MOA
- Likely attributable to economies of scale

	Count	Mean	Standard Deviation	Min	Max
Small	10	\$ 9,877.07	\$ 985.40	\$ 8,557.14	\$ 11,362.64
Medium	17	\$ 8,060.25	\$ 553.42	\$ 7,436.07	\$ 9,472.69
Large	3	\$ 7,445.75	\$ 631.78	\$ 6,894.27	\$ 8,135.07

Small Colleges (n = 10)

Includes: Bellingham, Big Bend, Centralia, Grays Harbor, Lower Columbia, Peninsula, Walla Walla, Wenatchee Valley, Whatcom, and Cascadia. Source: Carnegie2021 Size Class

Carnegie Classifications

- ❑ 5,000> = Small College (WVC =3,800)
- ❑ 5,000-15,000> = Medium Size College
- ❑ 15,000+ = Large College

*Note: Carnegie Classification – WVC's institutional classification is Mixed Associate Small

3. Higher Education Financial Solvency

- ▶ What is higher education financial solvency?
- ▶ What factors or indicators influence higher education financial solvency?
- ▶ Why does financial solvency matter at WVC?

Example of a Performance Based Funding Metric Where WVC has Met the Target



July 30, 2025

Dr Faimous Harrison, President
1300 Fifth Street
Wenatchee, WA 98801

Dear Dr Harrison,

The SBCTC is sending this correspondence in alignment with the WorkFirst Funding Take Back Policy approved in FY18. Similar to other SBCTC grants, WorkFirst Delivery Agreement funds are awarded based on expected program need and past performance. However, the WorkFirst Funding Policies are intended to ensure funds are redistributed in our system throughout the year to meet student needs and prevent unspent funding at the end of the fiscal year.

WorkFirst Take Back Policy

The Take Back policy is as follows:

If the actual WorkFirst final grant funds expended at a college fall short of the final award amount by more than 10 percent for two years in a row, the college is subject to a reduction in grant funds in the next year going forward. The reduction is equal to 75 percent of the difference between the grant amount and the actual grant funds expended in the second consecutive year of missed targets. Earmarked funds (e.g., WorkFirst Work Study and Student Support) are not included in these calculations. If a grant recipient in a reduction year expends their award within the 10 percent allowance, they will receive their full award in the following year. Grant recipients in a take back year are permitted to request additional funds during funding surveys, however additional funds are not guaranteed.

4. Financial Solvency -- National Association of Colleges and University Business Officers (NACUBO) Recommendations and Accreditation

1. Beyond solvency, financial strength sustains academic rigor, advances teaching and learning quality, and elevates the student learning experience to ensure college and universities can deliver on their mission.
2. NACUBO recommends a minimum of 3-6 months of operating costs to be placed in reserves to ensure the financial stability of the institution in financial uncertain times (WVC would have \$10-\$20M).
3. Best practices is to have 12-months in reserves (WVC would have \$40M).
4. The financial health instability will have an impact on employees of the institution and the accrediting bodies that govern them.
5. Mission-fulfilment and a continuous improvement framework is not about doing everything but investing finite resources that will advance the college or university.

5. Federal Budget Implications and Impact on WVC

Budget 101

- ❑ WVC's Budget is comprised of federal, state, and local revenue sources.
- ❑ Approximately 57% (\$23M) of our budget is based on predictable and higher probability of fund sources, or **hard money**: FTE's (\$17M) and Tuition Dollars Local Funds (\$6M).
- ❑ Approximately 43% (\$17M) of our budget is based on **soft money**.
- ❑ Approximately 83% (\$33M) of our budget is associated with personnel (Budget Volatility)

*The approximate gap is about \$10M of salaries and benefits on soft money (\$33M-\$23M).

Grants and Federal Dollars

- ❑ Wenatchee Valley College (WVC) relies on grant funding to support not only the programs directly funded, but also the broader mission of the institution. Every grant funded program/project is guided by one question: How will this help our students succeed and create lasting impact? Delays and disruptions of anticipated funding affect not only the programs themselves but also the dedicated staff and students that bring them to life.

6. WVC Delays and Disruptions of Anticipated Funding

Basic Education for Adults (BEaA) Basic Grant | Federal-via-State Funding

- The State Board for Community and Technical Colleges (SBCTC) had allocated \$128,858 for Wenatchee Valley College. Of the \$128,858 allocated, \$0 (0%) has been dispersed to the institution, and the entire amount (100%) was disrupted.
- On July 1, 2025, the institution was informed by the SBCTC that the U.S. Department of Education had notified them Grant Award Notifications (GANs) obligating funds to the states would not be issued. As a result, SBCTC was unable to disperse funding for the grant covering the period of July 1, 2025, through June 30, 2026.

Basic Education for Adults (BEaA) IELCE Grant | Federal-via-State Funding

The State Board for Community and Technical Colleges (SBCTC) had allocated \$34,383 for Wenatchee Valley College. Of the \$34,383 allocated, \$0 (0%) was dispersed to the institution, and the entire amount (100%) was disrupted.

On July 1, 2025, the institution was informed by the SBCTC that the U.S. Department of Education had notified them Grant Award Notifications (GANs) obligating funds to the states would not be issued. As a result, SBCTC was unable to disperse funding for the grant covering the period of July 1, 2025, through June 30, 2026.

College Assistance Migrant Program (CAMP) | Department of Education

Wenatchee Valley College was awarded a five-year discretionary grant, with an authorized performance period starting July 1, 2024, and concluding June 30, 2029. Continuation funding for the second budget period was anticipated to be obligated on or before July 1, 2025. **On 9/15/2025, \$471,758 (year 2 funding) was made available to the institution, and on 9/16/2025 \$472,297 (year 3 funding) was obligated. Funding was delayed by close to three months, impacting staff, students, and the overall program.**

Developing Hispanic-Serving Institutions (Title V, Part A) | Department of Education

Of the originally authorized \$2,750,339 award, only \$1,074,618 (39%) has been dispersed to date, while approximately **\$1,675,721 (61%) will not be dispersed due to the discontinuation.** This disruption precludes continuation of planned activities and directly impacts multiple staff positions associated with this project. Wenatchee Valley College was awarded a five-year discretionary grant, with an authorized performance period starting October 1, 2023, and concluding September 30, 2028. **On September 10, 2025, the institution received a Notice of Discontinuation from the U.S. Department of Education regarding the discontinuation of further discretionary funding under this award.**

High School Equivalency Program (HEP) | Department of Education

On November 13, 2024, WVC submitted a HEP application to the U.S. Department of Education requesting \$2,374,973.40 in federal grant funds over a five-year project period. On September 15, 2025, **WVC received notice that the Department of Education withdrew the competition and did not intend to make new awards in these programs in FY 2025, as a result, we may have been precluded from accessing \$2,374,973.40 (100%).**

NOAA Tribal Stewards Program Grant | Federal-via-State Funding

Of the originally awarded \$176,699, the full amount (100%) was forfeited as a result of the funding disruption. **On May 5, 2025, the National Oceanic and Atmospheric Administration (NOAA) abruptly terminate the award, withholding congressionally authorized funds and effectively ending our grant.**

Perkins Plan | Federal-via-State Funding

The State Board for Community and Technical Colleges (SBCTC) had allocated **\$267,751** to be dispersed by July 1, 2025, for a project period beginning on July 1, 2025, and ending on June 30, 2026. **On 10/1/2025, of the \$255,620 expected, \$255,620 was dispersed to the institution.**

Table 1 below provides a visual overview of the financial impact described:

Table 1: Summary of Delays/Disruptions Impacting Wenatchee Valley College						
Grant	Anticipated Funding	Funding Received/Authorized		Funding Disrupted/Delayed		Manner of Disruption
		\$	%	\$	%	
BEDA Basic	\$128,858	\$0	0%	\$128,858	100%	Funds not dispersed.
BEDA IELCE	\$34,383	\$0	0%	\$34,383	100%	Funds not dispersed.
CAMP	\$2,363,110	\$1,371,353	58%	\$991,757	42%	GAN not issued; no continuation funds dispersed.
Title V, PART A	\$2,750,339	\$1,074,618	39%	\$1,675,721	61%	Program funds discontinued.
HEP	\$2,374,973.40*	\$0*	0%*	\$0*	0%*	Competition cancelled.
Tribal Stewards Program	\$176,699	\$0	0%	\$176,669	100%	Program terminated.
Perkins Plan	\$255,620	\$255,620	100%	\$0	0%	Funds were delayed by three months. Final amount reduced.
Total Financial Impact	\$5,712,009	\$2,701,591	47%	\$3,007,388	53%	
*Amount not included in totals as award status remains unknown.						

7. SBCTC Changes, Implications, and Impact on WVC

2025-26 Academic Year:

1. The multi-billion-dollar Washington State and multi-trillion-dollar federal deficit has impacted us locally.
2. Performance-Based Funding will be implemented more intentionally across colleges, with a stronger focus on outcomes and an expanded use of quotas and targets.
3. Various earmarks, provisos, and other itemized or designated soft money buckets have been removed as funding option, modified, redistributed in other state allocation buckets, or may be integrated in various performance-based frameworks.
 - ❑ **Example One:** The high-demand funding for nursing programs is critical for colleges. The earmarks and provisos associated with nursing provides the opportunity for community and technical colleges to be slightly more competitive with the private sector. Most nurses can earn a lot more working in hospitals and at other medical facilities than they can as a teacher.
 - ❑ **Example Two:** Several DEI funding streams that colleges previously relied on have been discontinued, and other sources have been reduced for the 2025–27 biennium. WVC lost approximately \$150,000 a year compared to the previous biennium.

8. WACTC Board of Presidents Operating Budget Updates

2025-26 Academic Year:

- ❑ Noted that some colleges are not using ctcLink for real-time financial tracking, which hinders system-wide monitoring.
- ❑ The committee will prepare a supplemental budget request covering technical corrections for I-732, COLA's and mental health pilot funding.
- ❑ Update the "end-run" policy to require presidents to report non-sanctioned legislative requests.
- ❑ Launch a new system-wide program search feature on the website for Fall 2025 to improve student access to online courses.

9. The Two-Year Allocation Review Model Taskforce Results and Financial Impact on WVC

- ❑ 34 Colleges are represented in the revised funding formula model that integrates many different factors and formulas associated with the funding source.
- ❑ 11 Colleges will receive additional revenue this biennium based on the totality of the funding groups (Ranging from \$1,170,549.00 to \$5,114,624.00).
- ❑ 23 Colleges will lose revenue this biennium based on the totality of the funding groups (Ranging from \$87,408.00 to \$7,091,302.00).
- ❑ WVC is one of the colleges that will lose revenue or funds this biennium.
- ❑ The new funding model is interactive and takes in consideration numerous formulas associated with each earmarks.

	Colleges (#)	Total Model Allocation	Safe Harbor	Total Initial Allocation	FY26 Initial Allocation Current Model	Total Change	Change with AY 24.25 enrollment	Change as previously sent
Bates	1	\$19,752,910	9,640,482	\$29,393,392	\$30,214,971	(\$821,579)	(821,579)	(1,602,017)
Bellevue	1	\$41,179,035	23,800,611	\$64,979,646	\$62,646,393	\$2,333,253	2,333,253	3,541,934
Bellingham	1	\$12,764,179	10,037,231	\$22,801,410	\$22,934,203	(\$132,793)	(132,793)	(171,228)
Big Bend	1	\$12,666,773	5,125,240	\$17,792,013	\$16,434,636	\$1,357,377	1,357,377	1,173,637
Cascadia	1	\$10,616,104	4,658,244	\$15,274,348	\$16,337,840	(\$1,063,492)	(1,063,492)	(804,091)
Centralia	1	\$12,172,069	7,346,808	\$19,518,877	\$20,055,866	(\$536,989)	(536,989)	(333,552)
Clark	1	\$31,837,697	17,965,895	\$49,803,592	\$53,759,292	(\$3,955,700)	(3,955,700)	(4,398,261)
Clover Park	1	\$20,762,514	14,032,549	\$34,795,063	\$35,770,802	(\$975,739)	(975,739)	(2,236,861)
Columbia Basin	1	\$29,956,380	13,944,983	\$43,901,363	\$39,738,211	\$4,163,152	4,163,152	3,646,171
Edmonds	1	\$25,839,513	15,660,301	\$41,499,814	\$41,675,188	(\$175,374)	(175,374)	(171,803)
Everett	1	\$28,168,700	18,050,532	\$46,219,232	\$44,888,027	\$1,331,205	1,331,205	2,534,598
Grays Harbor	1	\$10,094,606	6,135,661	\$16,230,267	\$16,490,654	(\$260,387)	(260,387)	(290,531)
Green River	1	\$29,172,701	21,279,902	\$50,452,603	\$47,481,248	\$2,971,355	2,971,355	3,197,896
Highline	1	\$36,398,035	15,965,812	\$52,363,847	\$47,249,221	\$5,114,626	5,114,626	5,364,243
Lake Washington	1	\$18,266,645	10,870,364	\$29,137,009	\$27,954,601	\$1,182,408	1,182,408	1,355,577
Lower Columbia	1	\$15,360,951	10,514,467	\$25,875,418	\$26,463,467	(\$588,049)	(588,049)	(1,083,116)
Olympic	1	\$24,851,017	15,155,095	\$40,006,112	\$41,580,455	(\$1,574,343)	(1,574,343)	(1,688,194)
Peninsula	1	\$11,811,466	6,684,177	\$18,495,643	\$17,325,094	\$1,170,549	1,170,549	306,124
Pierce	2	\$30,615,397	15,890,635	\$46,506,032	\$47,442,049	(\$936,017)	(936,017)	(634,726)
Renton	1	\$22,899,517	11,468,951	\$34,368,468	\$32,004,742	\$2,363,726	2,363,726	2,497,050
Seattle	3	\$74,143,387	42,677,353	\$116,820,740	\$113,191,982	\$3,628,758	3,628,758	4,734,793
Shoreline	1	\$21,704,791	14,249,665	\$35,954,456	\$39,491,635	(\$3,537,179)	(3,537,179)	(3,297,154)
Skagit Valley	1	\$20,275,689	13,434,141	\$33,709,830	\$34,039,560	(\$329,730)	(329,730)	(397,971)
South Puget Sound	1	\$20,372,387	9,195,705	\$29,568,092	\$28,308,704	\$1,259,388	1,259,388	1,057,297
Spokane	2	\$56,885,698	26,405,856	\$83,291,554	\$90,382,856	(\$7,091,302)	(7,091,302)	(7,658,555)
Tacoma	1	\$26,513,077	14,393,275	\$40,906,352	\$42,535,344	(\$1,628,992)	(1,628,992)	(1,786,769)
Walla Walla	1	\$13,589,266	10,144,333	\$23,733,599	\$26,582,042	(\$2,848,443)	(2,848,443)	(2,946,490)
Wenatchee Valley	1	\$14,771,595	8,758,413	\$23,530,008	\$23,617,416	(\$87,408)	(87,408)	197,715
Whatcom	1	\$16,005,114	8,739,143	\$24,744,257	\$23,211,258	\$1,532,999	1,532,999	1,402,605
Yakima Valley	1	\$20,954,959	9,750,945	\$30,705,904	\$30,587,498	\$118,406	118,406	475,362
Admin			5,620,348	\$5,620,348	\$5,687,833	(\$67,485)	(67,485)	(67,485)
Program			10,537,325	\$10,537,325	\$13,340,178	(\$2,802,853)	(2,802,853)	(2,802,853)
Future/Reserves			20,502,468	20,502,468	\$20,831,156	(\$328,688)	(328,688)	(328,688)
System Total	34	\$730,402,172	448,636,910	\$1,179,039,082	\$1,180,254,422	(\$1,215,340)	(1,215,340)	(1,215,343)

10. Funds lost or had to be paid back and the Impact on WVC

Previous Year Paybacks:

\$1,873,475.00 Office of Financial Management (OFM) Overdraws (Internal VPA Billing Errors) from 2020-21:

- ❑ **\$193,475.00 of the total amount owed was paid in 2021.**
- ❑ **\$1,680,000.00 balance paid in 2025.**

\$524,764.00 had to be paid back due to the OFM double payment error (Not a WVC Error).

\$579,764.89 had to be paid back in financial aid disbursements from 2023-24.

\$2,784,528.89 is the amount we paid back (revenue lost) between Spring of 2025 and Fall of 2025 for previous year that go back to 2021.

11. Wenatchee Valley College Financial Impact:

❑ **\$6.2 million less resources for 2025-26 compared to 2024-25.**

- **-\$3,007,388.00** - The federal dollars we have not received thus far.
- **-\$1,680,000.00** - The amount we paid back revenue lost between Spring of 2025 and Fall of 2025 for previous years that go back to 2021 and OFM revenue take back out of WVC budget.
- **-\$579,764.89** - Financial Aid we paid back this year from previous year(s).
- **-\$524,764.00** – Revenue that is reduced due to the OFM budget error.
- **-\$200,000.00** – The earmarks, provisos, and soft money we have lost.
- **-\$100,000K+** - Additional revenue that will have to be paid back from previous years
- **-\$87,408.00** – Revenue lost from the new Allocation Review Model Funding Model

12. Government Shutdown Impact on WVC

- ❑ Approximately 40 employees are either paid, or part of their salaries are associated with federal dollars.
- ❑ Our short-term plan is for WVC to continue delivering high-quality teaching and learning as a comprehensive college, while maintaining a strong commitment to supporting our employees. However, we do need the funding and ability to drawdown these resources to pay salaries and cover our expenses.

13. Why Not Do What Other Colleges Are Doing?

1. Some colleges have maintained NACUBO recommended minimum standards for reserves (approximately 50%), whereas others have 100% of their annual operating budget in reserves. We do not.
 - Ability to still be conservative while subsidizing Safe Harbor resources to maintain the continuity of a college's priorities.
2. Some colleges that are in much better financial situations have initiated local Board of Trustee RIFs (RCW28B.50.873 Process), why haven't we?
 1. Our highest priority is our employees, and we will explore all options before deploying RCW28B.50.873
 2. The distribution of funding results associate with the Allocation Review Model voting was important to assess first. Losing an additional \$87,000 is different than losing additional millions of dollars each year.
 3. Will deploy district-wide and division cost savings measures first with the goal to avoid layoffs or mandated furloughs.
 4. I believe that most employees will do their part to reduce the operational financial burden for the benefit of colleagues, students, and the college.

14. Accreditation Matters: Assessing our Past Debts and Developing a Financial Plan For WVC Future Is Essential

- ❑ Higher Education is a business, and the financial health of the college is a strong indicator of mission fulfilment, business continuity, and the quality of the academic rigor, timeliness response for services rendered to students, employees, and communities, and for a college or university to advance strategic initiatives and priorities.
- ❑ Historically, WVC have never met the minimum or recommended best practices associated with having healthy reserves for the college. When state and federal financial stressors are minimal and there are ample resources, this is often less of an issue. However, regardless of the state of the federal or Washington State's financial outlook, having ample local reserves is the only operational business continuity option that colleges and universities can deploy and have control over.
- ❑ WVC's enrollment headcount peak almost 20 years ago was 7,710, and over the years have dropped to around 3,200 students. This drop is equivalent to an approximately \$7 million of lost dollars a year compared to two decades earlier.
- ❑ WVC's enrollment today has increased to about 3,800 students.
- ❑ Does anyone remember what grade President Harrison gave for the financial health of the college when he arrived and why?

15. Where We Are on the Fiscal Year (FY) 2020-21 Financial Audit

- ❑ Outstanding reconciling items have delayed completion of the external audit originally scheduled for 2021.
- ❑ We are exploring use of an external audit firm and possible partnerships with other community colleges to assist with targeted reconciliation of prior years.
- ❑ The firm will address a significant unreconciled balance in the FY 2020–21 bank reconciliation.
- ❑ The financial impact is unknown until forensic reconciliation is complete.
- ❑ The Board of Trustees has approved initiation of a Request for Proposal (RFP) process to secure the appropriate firm and begin this work.
- ❑ Reconciling prior years' financial audits and determining the college's historical financial solvency are essential for accreditation and compliance as a state agency.
- ❑ President Harrison wants to do a deeper dive to better assess our short and long-term debts of the college. Early indicators suggest that we can be intentional in strengthening financial solvency while reducing the liabilities for the college.

16. Fiscal Operations, Standards, and WVC

Fiscal Operations – Audit Cadence, Status, and Actions

Standard Cadence (What “Good” Looks Like)

- Fiscal year: July 1 – June 30.
- Close period: July through early August dedicated to reconciliations and year-end journal entries.
- Financial statements: Prepared by Fiscal Services following close.
- External QA audit (third-party): Customarily completed by late September following year-end, with the audit report presented to the Board shortly thereafter.

Working Definition of Delinquency

- A fiscal year’s quality-assurance audit not completed within 15 months of that fiscal year’s end is considered delinquent.

Current State (as of Oct 3, 2025)

- Fiscal year 2020-21 outstanding bank reconciliation items remain unresolved.
- Financial statement variances persist for FY 2020–21.
- By this point, the FY 2024–25 QA audit (year ended June 30, 2025) would typically be completed or near completion; instead, focus remains on remediating FY 2020–21 issues.

Actions Initiated

Directed the college to procure a qualified third-party to:

- Resolve fiscal year 2020-21 outstanding bank reconciliation items.
- Address unresolved variances in the FY 2020–21 financial statements.

Implications & Risks

- Schedule slippage: Audit cycle is materially behind the customary cadence.
- Governance timing: Delays push Board reporting beyond expected windows.
- Operational impact: Prolonged reconciliations increase effort, reduce confidence in interim reporting, and can constrain decision-making.

Next Milestones (Proposed)

- Engage third-party: finalize scope and start date.
- Bank rec remediation: clear aged items; implement controls to prevent recurrence.
- Variance resolution (FY 2020–21): complete adjustments and close open issues.
- Return to cadence: produce statements and complete QA audits on the standard timeline going forward.

17. The External Path Forward

1. The competition and the role that higher education plays at the state and the national level, especially for rural colleges is at a crossroads. We, WVC faculty, staff, students, and community must be united and remain steadfast in our advocacy with one united voice.
2. Engaging our Legislative Representatives at the State and Federal Level to support education in rural communities to Support WVC.
 - ❑ BOT and President at the Federal Level
 - ❑ BOT, President, Faculty, Staff, Students and the Community at the State Level
 - ❑ Congresswoman Kim Schrier's Office Congratulated us last Thursday, September 25, 2025, on securing the Department of Education Grant of \$272,364.00 under the Student Support Services Program.

18. The Path Forward Involves Everyone

1. Regular communication and providing updates to the Northwest Commission on Colleges (NWCCU) and Universities, other reporting agencies, and prudent interest groups.
2. Identifying and reconciling past debts and financial liabilities.
3. Once our financial debts and financial liabilities have been identified, develop a multi-year solvency plan that integrates a Safe Harbor Reserves framework as an artifact for discussion and review with the Shared Governance Budget Committee, other committees and campus stakeholders, including the Board of Trustees for adoption before submitting to the NWCCU as a financial artifact.
4. Continue to integrate cost savings measures while investing resources that will increase our visibility and relevancy as we advance our Mission, Vision, and the Priorities of WVC. Investing in legislative advocacy, marketing, enrollment management, and other new revenue generating opportunities.
5. What has been done thus far.
6. Cost Savings Steps that will be deployed for the 2025-26 Academic Year.

19. What Has Been Done Thus Far To Increase WVC's Financial Solvency

The college started addressing our financial solvency shortfalls starting in 2023, including the following:

Assessing why some departments and divisions were able to stay in the black within their budgets, which programs were in the red within their budgets, and assessing if it is feasible of trying to be all things to all people with half the resources needed to do so.

1. Started realigning operational budgets more appropriately. There were various individuals and departments that were being budgeted to the wrong funding sources. Furthermore, some expenses that were assigned to hard money operational budgets should have been funded through other sources.
2. Looking at a more efficient ways to forecast, assess, investigate, and reconcile debts more frequently, and when possible, within the same academic year.

3. Temporarily suspended our international outreach and recruiting program in 2023. A net savings to the college about \$100,000 a year.
4. Removed some expenses that were assigned to operational dollars to there more appropriate funding sources like what other colleges do. A net savings to the college about \$250,000 a year.
5. Utilizing available resources more efficiently instead of charging the college twice for almost identical services.
6. Reducing overtime that was not planned or even budgeted for. One department had almost \$100,000 in overtime.
7. President Harrison has forfeited his sabbaticals three years in a row which is equivalent to almost \$100,000 in savings to the college.
8. From October 2025 to June 2026, President, Chief of Staff, and the Executives for Instruction, Human Resources, and Administrative Services will take two furloughs a month for an approximately \$87,000 in savings to the college.
9. President Harrison and the Chief of Staff were in support of donating their vacation hours that were above the annual maximum.

20. Budget Savings Next Steps

1. All Overtime for the college must be approved in advance by the President's Office until further notice.
 - For the last four-years WVC spent approximately **\$250,000 a year in overtime (Approximately \$1,000,000.00)**. I am not sure how this even possible when the college was partially shut down due to Covid during this timeframe.
2. We will limit travel and the use of state dollars when possible and appropriate.
3. We recommend reducing subscriptions that are not essential for the colleges' operations.
4. We encourage minimizing expenses for goods and services, and anything that is not immediately critical that is being funded out of hard money or state dollars.
5. At this time, we are not mandating furloughs or layoffs. However, employees who are interested in voluntarily taking furloughs are encouraged to contact HR. In addition, those who are able and willing to provide additional support to our Omak and Wenatchee Foundations during this time are also encouraged to do so.
6. When appropriate and possible, we will realign expenses associated with hard money to soft money if the scope permits us to do so.
7. Other financial saving suggestions, recommendations, and opportunities where individuals, departments, and divisions can do on their own are encouraged and welcomed.

The Financial Health of the College and the Path Forward

I am confident that if we as a one entity of 400 plus employees strong can advance the college together and are willing to see the best in each other instead of anything less than, we will be much stronger as a collective than we had in the past. I am not saying it will be easy, or there will not be other bumps and bruises along the way, especially with the uncertainties that we do not control, but I do know that WVC is a resilient campus filled with committed and amazing faculty and staff that care about our students, community, and our region. Only collectively, we can be inclusive excellence on full display. When this happens, nothing will stop us.

Thank You!

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the right side of the frame, creating a modern, layered effect. The rest of the background is a solid, very light blue.

Questions?

EXHIBIT A

Wenatchee Valley College 2025-2026 Leadership Development Cohort

About the Program

The WVC Leadership Development Cohort is **highly selective** and intended for faculty and staff across all areas of the college, with an emphasis on those not currently serving at the dean level or higher. The program will be limited to one person per department or division. This cross-division approach fosters collaboration, breaks down silos, and builds a stronger understanding of the many facets that make colleges and universities. Through this leadership development program, each member of the cohort will be more informed, equipped, and prepared to support and advance the college as well as grow in their leadership qualities and identity.

Time & Duration

- **Program length:** Eight months (October 2025 – June 2026)
- **Format:** Monthly sessions on Fridays, 12–4 p.m. (lunch will be provided)
- **Final session (June):** Wrap-Up, Group Project Presentations, and Graduation Ceremony

SESSIONS

October 17:

- Opening Session and Introductions
- Welcome and Orientation
- Defining "Leadership"

November 21:

- Leadership Styles and Building a Team
- Group Project Assignment

December 5:

- Organizational Culture and the Importance of Trust

January 16:

- Motivating Yourself and Others

February 20:

- Effective Communication and Conflict Management

March 20:

- Setting a Vision, Strategic Planning and Goal Setting

April 17:

- Putting It All Together
- "Tricks of the Trade" for Organizational Performance

May 15:

- Mock Executive Leadership Team Meeting
- Problem-Solving Exercises

June 5:

- Wrap Up Session
- Group Project Presentations
- Graduation Ceremony



Nate Humphrey, MPA, Executive Director

October 3, 2025

MEMORANDUM

TO: WACTC Presidents and Chancellors

FROM: Grant Rodeheaver, SBCTC Deputy Executive Director / CIO, IT Division

SUBJECT: ConexED Contract

I am pleased to announce an agreement with ConexED, making the platform available for adoption by colleges. Through this agreement, colleges can implement ConexED's cloud-based student success suite at a negotiated, preferred price. The tools are designed to enhance the student experience from enrollment through graduation, increase retention, and strengthen data analytics to support student success.

This agreement is a result of the active engagement of the SBCTC Education Division with the EmpowerED/JFF Early Adopters group to identify an SBCTC-supported solution that could address the needs of the college system. This approach, informed by studying the student journey as it relates to advising, allows us to prioritize functional requirements to enhance the advising experience for both students and advisors.

The contract is available at the [Washington Institutions of Public Higher Education \(WIPHE\) Contract Clearinghouse](#) (WIPHE) Contract Clearinghouse:

- [Student Success Software ConexED](#)
 - [ConexED contract](#)
 - [ConexED Price List](#)
- [Statement of Work Template](#)

ConexED-to-ctcLink Integration

This agreement enables SBCTC and colleges to proceed implementing and developing the ctcLink integrations needed to maximize the benefits of this tool. The agreement also empowers SBCTC and colleges to prioritize accessibility in continued partnership with Deque, ensuring ongoing improvements and alignment with our commitment to equitable access.

The opportunity: Colleges have already begun exploring ConexED features such as CRM, scheduling, case management, and communication tools. We encourage all colleges to request a demo to better understand the available capabilities.

The ask: If your college is interested in being part of the initial cohort of colleges to adopt ConexED, please complete the [ConexED Implementation Interest](#) form.

The college president or chancellor should complete this form in collaboration with any staff involved in the student lifecycle, from admissions to completion. (e.g., enrollment services, admissions, advising, IT lead and/or data lead).

Survey Deadline: Friday, Oct. 24, 2025, 5 p.m.

Questions?

For questions regarding this contract, please contact [Grant Rodeheaver](#), SBCTC Deputy Executive Director/CIO, IT Division, 360-704-3939, or [Abraham Rocha](#), SBCTC Contracts Officer, 509-842-4341

cc: Commissions and Councils

							Product	Business Intelligence Dashboards	System Level: SIS & LMS Data Integration	Client Success & Support			Two-Way Text Messaging		
										Dedicated CSM	Train of Trainer (On-Campus, per Trainer)	Technical Support			
										\$5,000	\$15,000	\$5,000			
										30.00%	33.33%	30.00%			
							List Price	\$12,000	\$10,000				Pass-Through Cost		
							Discount	16.67%	100.00%						
	New Unduplicated Headcount	SBCTC Price: Total Unduplicated	SBCTC FTE's	SBCTC Price: FTE	UH/FTE		SBCTC Price	\$0	\$0	\$3,500	\$10,000	\$3,500		SBCTC College Subtotal	SBCTC College Total
							Lowest Price: College	Option Included							
Entity	299,719	\$10.50	143,982	\$22.25	%						Optional			No Options	With Options
Green River College	14,931	\$156,776	7,987	\$177,711	53.5%		\$156,776	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$163,776	\$173,776
Lower Columbia College	4,297	\$45,119	2,499	\$55,603	58.2%		\$45,119	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$52,119	\$62,119
Grays Harbor College	3,167	\$33,254	1,674	\$37,247	52.9%		\$33,254	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$40,254	\$50,254
Clark College	13,696	\$143,808	6,379	\$141,933	46.6%		\$141,933	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$148,933	\$158,933
Cascadia College	4,204	\$44,142	2,032	\$45,212	48.3%		\$44,142	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$51,142	\$61,142
Skagit Valley College	7,375	\$77,438	3,617	\$80,478	49.0%		\$77,438	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$84,438	\$94,438
Bellevue College	20,671	\$217,046	10,593	\$235,694	51.2%		\$217,046	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$224,046	\$234,046
Peninsula College	4,072	\$42,756	1,773	\$39,449	43.5%		\$39,449	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$46,449	\$56,449
Seattle Central College	12,088	\$126,924	5,241	\$116,612	43.4%		\$116,612	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$123,612	\$133,612
Bellingham Technical College	3,986	\$41,853	1,751	\$38,960	43.9%		\$38,960	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$45,960	\$55,960
Clover Park Technical College	6,174	\$64,827	3,609	\$80,300	58.5%		\$64,827	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$71,827	\$81,827
Columbia Basin College	10,915	\$114,608	6,066	\$134,969	55.6%		\$114,608	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$121,608	\$131,608
Wenatchee Valley College	5,344	\$56,112	2,632	\$58,562	49.3%		\$56,112	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$63,112	\$73,112
Pierce College Puyallup / Pierce College Fort Steilacoom	12,543	\$131,702	6,985	\$155,416	55.7%		\$131,702	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$138,702	\$148,702
South Seattle College	9,675	\$101,588	4,289	\$95,430	44.3%		\$95,430	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$102,430	\$112,430
Highline College	15,129	\$158,855	6,367	\$141,666	42.1%		\$141,666	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$148,666	\$158,666
South Puget Sound Community College	8,207	\$86,174	4,235	\$94,229	51.6%		\$86,174	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$93,174	\$103,174
Spokane Community College	14,766	\$155,043	7,105	\$158,086	48.1%		\$155,043	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$162,043	\$172,043
Everett Community College	16,686	\$175,203	6,976	\$155,216	41.8%		\$155,216	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$162,216	\$172,216
Tacoma Community College	10,201	\$107,111	5,531	\$123,065	54.2%		\$107,111	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$114,111	\$124,111
Centralia College	4,419	\$46,400	2,187	\$48,661	49.5%		\$46,400	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$53,400	\$63,400
Walla Walla Community College	6,458	\$67,809	3,434	\$76,407	53.2%		\$67,809	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$74,809	\$84,809
Edmonds College	15,463	\$162,362	6,135	\$136,504	39.7%		\$136,504	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$143,504	\$153,504
Lake Washington Institute of Technology	6,052	\$63,546	3,231	\$71,890	53.4%		\$63,546	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$70,546	\$80,546
Big Bend Community College	4,068	\$42,714	1,938	\$43,121	47.6%		\$42,714	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$49,714	\$59,714
Renton Technical College	7,617	\$79,979	3,162	\$70,355	41.5%		\$70,355	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$77,355	\$87,355
Bates Technical College	6,657	\$69,899	3,915	\$87,109	58.8%		\$69,899	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$76,899	\$86,899
Olympic College	8,938	\$93,849	4,806	\$106,934	53.8%		\$93,849	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$100,849	\$110,849
Spokane Falls Community College	6,179	\$64,880	3,315	\$73,759	53.6%		\$64,880	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$71,880	\$81,880
Whatcom Community College	7,812	\$82,026	2,906	\$64,659	37.2%		\$64,659	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$71,659	\$81,659
Yakima Valley College	6,792	\$71,316	3,542	\$78,810	52.1%		\$71,316	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$78,316	\$88,316
North Seattle College	12,074	\$126,777	3,922	\$87,265	32.5%		\$87,265	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$94,265	\$104,265
Shoreline Community College	9,063	\$95,162	4,148	\$92,293	45.8%		\$92,293	\$0	\$0.00	\$3,500	\$10,000	\$3,500	Pass-through	\$99,293	\$109,293
SBCTC Total	299,719	\$3,147,050	143,982	\$3,203,600			\$2,990,099	\$0	\$0	\$115,500	\$330,000	\$115,500		\$3,221,099	\$3,551,099

**Statement of Work
for
Contract Number #SC 2025-26-078
between
Cranium Cafe, LLC dba ConexED
and
(College Name)**

This Statement of Work (SOW) is made and entered by and between *College Name* ("Authorized Purchaser"), and ConexED ("Contractor"), for Services as described in the Contract and detailed in this SOW. This SOW incorporates by reference the terms and conditions of Contract Number #SC 2025-26-078. In case of any conflict between this SOW and the Contract, the Contract shall prevail. Authorized Purchaser and Contractor agree as follows:

1. Project or Task Objectives

The Authorized Purchaser seeks to order services under the Contract via this Statement of Work.

2. Scope of Work and Deliverables

Authorized Purchaser's ordered Services are described in this section. Contractor will provide the following Services, as set forth below:

[Describe in detail what work Contractor will perform and what Authorized Purchaser has ordered. Identify all tasks, work elements and objectives of the SOW, and timeline for completion of the major elements of the project.]

3. Timeline and Period of Performance

The period of performance for this project will start on (Month) __, 2025 and the work tasks are estimated to continue through (Month) __, 2027. Authorized Purchaser has the right to extend or terminate this SOW in accordance with the terms and conditions of the Contract.

In Witness Whereof, the parties hereto, having read this SOW to Contract Number #SC 2025-26-078 in its entirety, do agree thereto in each and every particular.

Approved

Approved

College Name

ConexED

Signature

Signature

Print or Type Name

Print or Type Name

Title

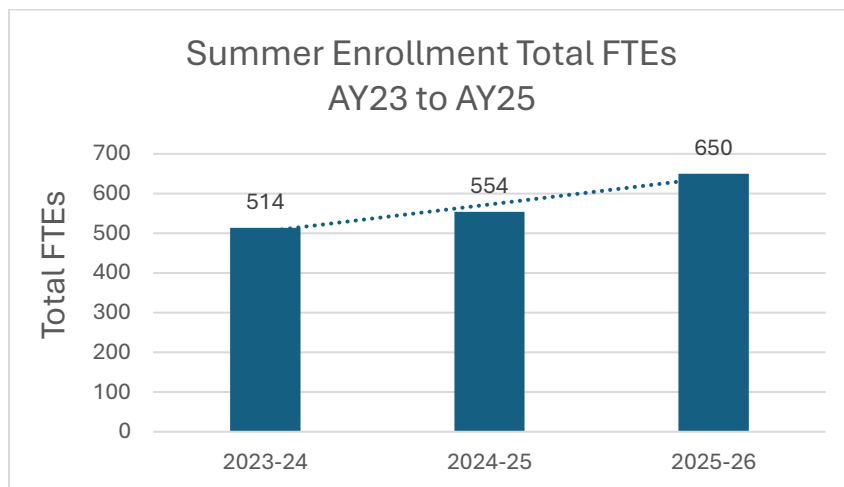
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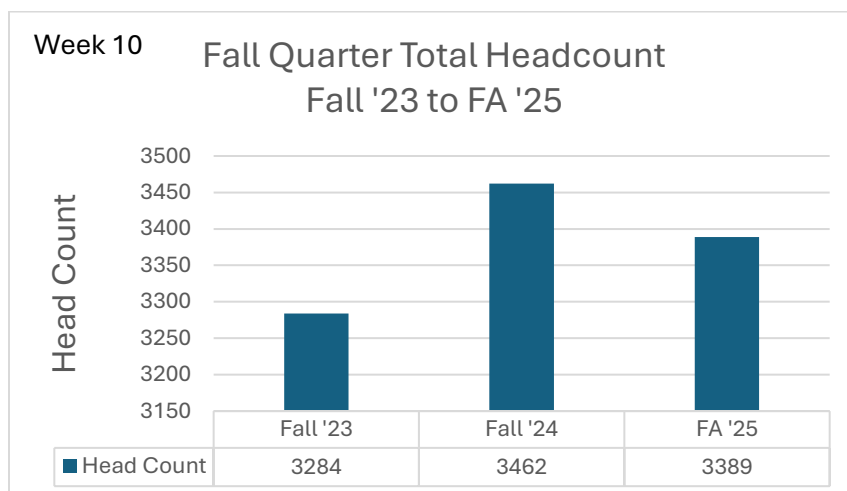
ENROLLMENT REPORT

October 2025

Enrollment Data

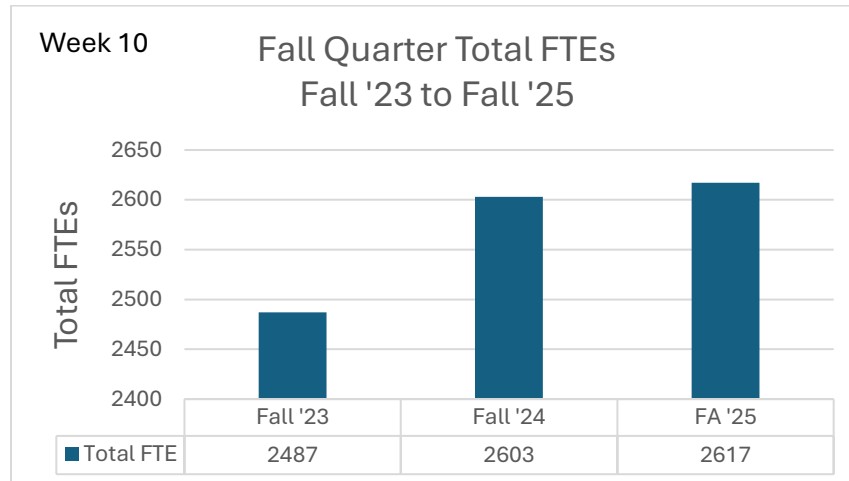


- WVC's Summer Quarter 2025 enrollment is projected to increase by 14.7% from 554 total FTEs in Summer 2024 to 650 total FTEs in Summer 2025.
- SBCTC will be out with their enrollment report for Summer Quarter 2025 around November 2025.



- At Week 10 which is around the end of the first week in October, Fall '25 enrollment headcount stands at 3,389 students. At this point in time, we are slightly down in headcount by 73 students or 2% compared to last fall quarter 2024.

ENROLLMENT REPORT



- However, if we compare fall quarter total FTEs at the same point in time, WVC is trending slightly positive in that Fall 2025 total FTEs are up by 10 FTEs.
- Today, Oct. 3 is the last day to drop students for no-show. Faculty have been checking class rosters and reaching out to students that have not attended.
- Although, State and Running Start enrollment remains the same (no new registration), we will see 'Other FTEs' (from Transitional Studies) picking up enrollment around the first week of November. Last fall quarter 2024, 'Other FTEs' totaled 140 FTEs.

New Student Orientation (NSO) & Student Readiness Fair

New Student Orientation	Students	Guests	Total
Wenatchee 9/10	66	24	90
Omak 9/16	30	10	40
Wenatchee 9/19	121	47	168



ENROLLMENT REPORT

Student Readiness Fair	Students	Guests	Total
Wenatchee 9/19	103	39	142
Omak 9/19	25	14	39



Outreach & Recruitment

New this recruitment season, we will have two Student Ambassadors (Carter and Mariana) helping us with outreach and recruitment.

- ❖ **Karina Mendoza Flores** – Recruitment territory includes Omak and Okanagon.
- ❖ **Lenin Guzman Sanchez** – Recruitment territory includes Chelan, Manson, Pateros, etc.
- ❖ **WVC Student Ambassadors** - East and West Wenatchee high schools.

This October, the Outreach and Recruitment team is expected to complete the following outreach visits below.

Omak (2 visits)	Oroville (2 visits)	Tonasket (2 visits)
Chelan (2 visits)	Pateros (1 visit)	Cashmere (1 visit)
Zillah (1 visit)	Granger (1 visit)	Prosser (1 visit)
Warden (1 visit)		

We also anticipate participating in the Okanogan and Grant County College Expos, alongside other community events. These visits provide valuable opportunities to engage directly with prospective students, share information about academic programs, financial aid, and student support services, and strengthen partnerships with school counselors and community stakeholders. Students are expressing enthusiasm for hands-on learning pathways, transfer degrees, and workforce training options.

This is an increased exposure of WVC to 16 off-campus events, while the previous 24-25 academic year totaled 6 off-campus events for the month of October. Overall, the Outreach and Recruitment team continues to seek out these recruitment efforts to enhance visibility and access to higher education for students across North Central Washington.

Wenatchee Valley College
400.450 STUDENT SERVICES
BOARD POLICY STATEMENT

400.450 STUDENT EMPLOYMENT POLICY

Student employment shall be handled in accordance with institutional policies and applicable state guidelines and federal regulations, which includes the [Washington Student Achievement Council](#) for State Work-Study and Code of Federal Regulations, Title 34, Subtitle B, [Chapter VI, Part 675](#) for Federal Work-Study programs. Student work provided under work-study programs will not result in the displacement of employed workers or replace classified positions reduced due to lack of funds or lack of work.

Supersedes: 2.P.57

Moved from old manual and approved by the board of trustees: 10/10/00

Revised and approved by the president's cabinet: 4/15/03

Adopted by the board of trustees 6/4/03

Last reviewed: __02/28__/_2025_

Policy contact: Student Services

Related policies and procedures

1400.450 Student Employment Procedure



WVC Degree Modifications
Board of Trustees First Read
Academic Year 2026
October 9, 2025

Board of Trustees,

WVC Administration recommends a change in all applicable degree titles from Associate in Arts and Sciences – Direct Transfer Agreement to Associate in Arts – Direct Transfer Agreement. In addition, Administration recommends a change in all applicable degree titles from Associate in Technical Science to Associate of Applied Science. These changes have followed WVC's Degree Approval process and were initiated by feedback from the NWCCU, Department of Education, and an intention to enhance responsiveness to students, community employers, and transfer institutions with clearer transcript language.

Changes in degree title do not affect degree requirements or ability of faculty to respond to necessary changes in curriculum.

Background

Nationally, community colleges follow a basic degree construct that is easily recognizable, as follows:

Degree	Degree Description
<u>Associates Degrees</u>	
Associate in Arts (AA) Associate in Science (AS)	Associate in Arts (AA) and Associate in Science (AS), are two year degrees for students who intend to transfer to a complete a four year bachelor's degree.
Associate of Applied Science (AAS)	Students who pursue an AS degree tend to focus on science and math-related careers. Students who are looking to graduate with an AA degree tend to take a broader range of courses and pursue roles in wide ranging fields including liberal arts, business administration, culinary arts, and criminal justice.
Associate of General Studies (AGS)	The Associate of General Studies (AGS) degree allows students the flexibility to design their own degree. This degree is not designed for transfer. It can include

	either transfer or professional/technical courses,
Bachelor of Applied Science (BAS)	• 2+2: Serve professional and technical degree-holding students who have limited access to bachelor degree programs after completing their associate of applied science degree or its equivalent • Provide opportunities for working adults who are place-bound to a specific geographic region and want to earn a baccalaureate degree • Fill skills and credentials gaps and needs in specific occupations, particularly specific professional and technical fields requiring applied knowledge and skills.
<u>Bachelor Degrees</u> Bachelor of Arts (BA), Bachelor of Science (BS), Bachelor of Fine Arts (BFA)	Four year degree obtained from a college or university that provides a generalized education with specialization in a field of study

In the State of Washington and elsewhere, degree designations have varied. In Washington has utilized degree designations that can be confusing. In particular, Washington has historically designated its primary transfer degree as an Associate in Arts and Sciences – Direct Transfer Agreement, or AAS-DTA. Many colleges designated their primary professional technical degree as an Associate of Technical Science (ATS) or Associate of Technical Arts (ATA). These latter degrees had very limited general education requirements – 5 hours of college English and 5 hours of college math.

In recent years, the colleges within the State Board of Community and Technical Colleges began aligning to the national context by phasing out the Associates in Technical Science (ATS) and Associates in Technical Arts (ATA) degrees across the system in favor of the nationally recognized title Associate of Applied Science (AAS). Professional technical faculty at WVC have been hesitant to make this change due to concerns regarding increased general electives. As a consequence, WVC is now the only remaining college in the SBCTC to utilize ATS degrees (one other college is still utilizing AFA degrees).

As SBCTC has moved towards AAS (professional technical degrees), it has differentiated those with additional general education requirements with the designation AAS-T. The Associate of Applied Science-Transfer (AAS-T) degree builds on the technical courses required for job preparation by including a college-level general education component (5 hours English, 5 hours college math, 10 hours from other distribution areas). Unlike the

DTA, AAS-T degrees are only fully transferrable when WVC has created a specific articulation with another institution. **If a degree is designated AAS, the additional 10 hours distribution are not required.**

The adoption of the Associate of Applied Science (AAS) designation aligns with national designations but creates an internal challenge for colleges who retain the Associate in Arts and Sciences -DTA (AAS-DTA). Many SBCTC colleges have adopted the more easily recognizable Associate in Arts (AA) to avoid this confusion.

WVC students will be better served by distinct degrees designations Associate in Arts (AA), Associate in Science (AS), and Associate in Applied Science (AAS).

College Name	Name of DTA Associate degree
Bellevue College	Associate in Arts and Sciences DTA
Big Bend Community College	Associate in Arts and Science- DTA
Cascadia College	Associate in Integrated Studies- DTA
Centralia College	Associate in Arts-Direct Transfer Agreement
Clark College	Associate in Arts DTA
Columbia Basin College	Associate in Arts and Sciences (AA/DTA)
Edmonds Community College	Associate in Arts DTA
Everett Community College	Associate in Arts and Sciences- General DTA
Grays Harbor College	Associate in Arts DTA
Green River College	Associate in Arts DTA
Highline College	Associate in Arts DTA
Lower Columbia College	Associate in Arts-Direct Transfer Agreement
North Seattle College	Associate in Arts DTA
Northwest Indian College	Associate of Arts and Sciences
Olympic College	Associate in Arts-Direct Transfer Agreement
Peninsula College	Associate in Arts DTA
Pierce College, Fort Steilacoom	Associate in Arts DTA

Pierce College, Puyallup	Associate in Arts DTA
Seattle Central College	Associate in Arts DTA
Shoreline Community College	Associate in Arts
Skagit Valley College	Associate in Arts, DTA
South Puget Sound Community College	Associate in Arts- Direct Transfer Agreement
South Seattle College	Associate in Arts DTA
Spokane Community College	Associate in Arts- DTA
Spokane Falls Community College	Associate in Arts-DTA
Tacoma Community College	Associate in Arts, DTA
Walla Walla Community College	Associate in Arts- DTA
Wenatchee Valley College	Associate in Arts and Sciences Degree-Direct Transfer Agreement
Whatcom Community College	Associate in Arts and Sciences DTA
Yakima Valley Community College	Associate in Arts DTA

[Source: Current Intercollege Relations Commission (ICRC) Handbook, 2023]



District No. 15
Wenatchee, Washington

WENATCHEE VALLEY COLLEGE BOARD OF TRUSTEES

Board Retreat

August 29, 2025 – 9:00 A.M.
The Mercantile, 37 S. Wenatchee Avenue

MINUTES

ATTENDANCE

Trustees Present:

Paula Arno Martinez
Steve Zimmerman, Vice Chair
Wilma Cartagena
Phylicia Hancock Lewis
Tamra Jackson

Also Present:

President Harrison
Maria Iniguez
Chris Bailey
Teresa Rich

CALL TO ORDER: 9:00 A.M.

TRUSTEE UPDATES

The trustees provide summer and work updates.

FINANCIAL HEALTH OF THE COLLEGE

- Reconciling 2019-20 and forward: What is the real financial picture of the college?
 - Won't know until we are caught up on our annual financial assurance audits.
- Increased budget oversight, accountability, and internal controls of operations
- Washington State OFM Reduction of Workforce: Last Option
- Brief Summary Report: Mr. Fred Neghabat, Internal Controls and Budget Analysis
- Accreditation
- Consideration as a last resort to request the BOT to enact RCW 28B.50.873 as part of WVC's Financial Emergency Conditions-Procedure-Rights. <https://app.leg.wa.gov/rcw/default.aspx?cite=28B.50.873>
 - Note: There are colleges that are in better financial state than WVC that have already approved local Financial Emergency Reduction designations.

BOT MONTHLY MEETING: 2025-26 DISCUSSION

There will be a new format for the board of trustees meeting agenda that include report timelines for cabinet members and reduction of regular topics and speakers

WVC A YEAR AHEAD DISCUSSIONS

- Organizational mindset: transitioning from fixed or deficit to collective ownership or growth mindset: A multi-year process (a marathon not a sprint)
 - Year One: Inclusive Excellence (A shift of individual and group thinking)
 - Year Two: Inclusive Excellence Begins with Me (Personal accountability)
 - Year Three: We Are Inclusive Excellence (Believing/trusting others, them)
 - Year Four: Advancing a Culture of Inclusive Excellence (A call to action)
 - Year Five: Inclusive Excellence Is Intentional (Shared vision in action)
 - Year Six: Excellence A Beacon of Opportunity in NCW and Beyond (Impact)
- Advancing WVC Strategic Plan and Priorities

- State Auditors Recommendations and Plan for Implementation
- NWCCU Accreditation: Where are we at now?
 - Annual Report Submitted August 1, 2025
 - Ad Hoc / Special Visit, Response Letter, and Final Report
 - Institution Notification Letter
 - YEAR Six and Seven, Spring Three Day Campus visit: April 22-24, 2026
- Collaborative Oversight Forum
 - PACE Report, themes, and next steps

CLOSED SESSION

CTCLINK and SBCTC BUDGETS & Q&A DISCUSSION

Dr. Teresa Rich, Yakima Valley College President, spoke about her experience with ctcLink and the budget. Approach, best practices, lessons learned, and what not to do.

LESSONS LEARNED FROM CHRIS BAILEY

Chris Bailey shared his experience from his time as the President of Lower Columbia College and turning the college from one of the lowest performing colleges to a successful college.

ADJOURNMENT

ADJOURNMENT – 4:30 P.M.

Secretary

Chair

WENATCHEE VALLEY COLLEGE BOARD OF TRUSTEES

Board Meeting

September 17, 2025

Wenatchee Campus - Zoom

MINUTES

ATTENDANCE

Trustees Present:

Paula Arno Martinez, Chair
Wilma Cartagena
Phylicia Hancock Lewis
Steve Zimmerman
Tamra Jackson (virtual)

Also Present:

Cabinet Members
Faculty and Staff

TRUSTEE STUDY SESSION– 11:00 am

BOARD OF TRUSTEE COMMUNICATION

There continues to be strong interest among trustees in attending the ACCT National Conference in New Orleans. Trustee Cartagena will be presenting at the summit as part of the ACT Board, and Trustee Arno Martinez will also be in attendance. As the Chair-Elect for ACT, her expenses will be covered by the organization. President Harrison is advocating for the trustees to attend.

FINANCIAL AUDIT UPDATE

Work continues on the 2021 financial audit. CLA has reviewed the data and continues to note a variance, which has been reduced from \$5 million to approximately \$600,000. The variance is primarily related to audit testing following the conversion to ctcLink, including issues with data mapping and implementation errors. The finance team has been diligently addressing these challenges over the past two years.

The college faces two options to resolve the remaining variance:

1. Contract with a third-party vendor to continue the reconciliation process and identify the source of the variance; or
2. Proceed with issuing a disclaimer of opinion on the 2021 financial statements.

Based on the college's sixth-year accreditation expectations, the institution should, at a minimum, be auditing the fiscal year 2024. Currently, the college is five years behind, with the most recent completed audit covering fiscal year 2019–2020.

President Harrison has expressed concern regarding the accuracy of the college's financial statements and reserve balances, emphasizing that maintaining accreditation remains a top priority. If the college receives a disclaimer of opinion, the accrediting body will be notified. Additionally, once a disclaimer of opinion is issued, it is not possible to move from a disclaimer to a full (unqualified) opinion within a single fiscal year.

President Harrison and Dr. Robin Angotti remain in regular communication with Dr. Teresa Rivenes of NWCCU regarding the college's accreditation status and progress.

Trustee Cartagena noted that the Board was not informed or made aware of the audit issues in a timely manner when the annual budget was presented. The trustees expressed their desire to move forward and have granted President Harrison the authority and charge to take the necessary actions to advance the college.

PRESIDENT'S REPORT

The college has not yet received a definitive budget for state revenue. Adjustments will be necessary to account for the \$2.2 million that has already been repaid. While there is no intention to initiate reductions in force (RIFs), uncertainty remains regarding the college's overall financial obligations. The college's funding structure includes both hard money and soft money (temporary or grant-based funding). Ideally, staff positions should be supported through tuition and other recurring revenue sources; however, a significant portion of the college's current portfolio is supported by soft funding.

There has also been positive news: the CAMP program funding has been reinstated, and the nursing program received a substantial grant of more than \$900,000. Moving forward, the college will focus its soft funding efforts on supporting campus climate initiatives and professional training.

ENROLLMENT UPDATE

Current new enrollment stands at 806 students. The college is down by 127 state FTEs but has seen an increase in Running Start enrollment. Following the recent drop for nonpayment, enrollment trends have been moving upward.

STRATEGIC PLAN/ACCREDITATION

Continued work on year 6 and 7 accreditation review processes, which are typically completed over a three-year period, however, due to the college's current state the process is being accelerated and finalized within six months.

The college has established key performance indicators (KPIs) and committees to assess institutional effectiveness and monitor progress. Regular meetings are being held with NWCCU Liaison Dr. Teresa Rivenes to ensure alignment and compliance. Efforts are also underway to align degrees and programs with current offerings as part of ongoing institutional "housekeeping."

To support this work, trustees are encouraged to review NWCCU Standards 1 and 2 to better understand the expectations and contribute to the college's accreditation efforts.

BOARD ENGAGEMENT

Rich Peters provided the trustees with an update on the CTEI building project, including discussion of the potential to reintegrate the welding program into the facility plan. Final confirmation of cost estimates will be needed before proceeding.

Erin Williams presented an overview of the Clean Buildings Act, with which the college is required to comply. This represents an unfunded state mandate that will require careful planning and resource allocation.

POLICY FIRST READ

Policy 400.450 was presented for first read.

ACTION

Action items were reviewed in detail to be presented for action during the regular meeting.

EXECUTIVE SESSION

The Board entered an Executive Session at 2:10 to discuss issues related to potential litigation. The Executive Session lasted 35 minutes and ended at 2:45.

REGULAR BOARD MEETING

CALL TO ORDER: 3:00 P.M.

LAND ACKNOWLEDGMENT

CONCENT AGENDA

June 11, 2025, Regular Board Meeting Minutes
June 13, 2025, Special Meeting Minutes

Trustee Phylisia Hancock Lewis moved that the consent agenda be approved. The motion was seconded by Steve Zimmerman and carried unanimously.

MOTION NO. 2403

INTRODUCTION OF NEW EMPLOYEES

The following new employees were introduced: Nelson Rojas, TRiO Director; Cesar Castaneda, Financial Aid Director; Rhema Chatiya Nantham, First Year Executive Director; Jordan Highland, Men's Basketball Coach; Cynthia Wright, Foundation Office Manager; Samantha Vedders, Foundation Communication Specialist.

PUBLIC COMMENT

There was no public comment.

SPECIAL REPORTS

Micky Jennings, AHE President and former AHE Grievance Chair, has been working over the summer with leadership teams to prepare for the upcoming school year. He expressed enthusiasm about contributing and helping advance the college's goals. Based on the study session, he acknowledged that there is significant work ahead, and he is committed to being part of the solution.

CABINET MEMBER UPDATES

Dr. Diana Garza reported that CAMP funding was reinstated. In Athletics, Acting Director Levi Vega Sanchez and Aaron Vaughn have focused on student-athlete training and the development of the Athletics Handbook.

Dr. Tod Treat reported that launch week was a success, and thanks were extended to all who facilitated culturally responsive trainings, which were well attended. The Student Readiness Fair took place on Friday, bringing together students and faculty. Congratulations were extended to Robin, Lisa, and Ellia for their successful reorganization efforts. Deans and directors have actively participated in cost-saving measures over the past year, and these efforts will continue. Appreciation was also expressed to Micky Jennings for his alignment and contributions. Two programs, Pharmacy Technician and LPN to BSN, will delay their start by one quarter to strengthen enrollment and ensure a robust cohort.

ACTION: Action items were reviewed in detail during the board work session

Election of Board Officers

Trustee Zimmerman nominated Trustee Cartagena to serve as chair and Trustee Hancock Lewis to serve as vice Chair. Wilma will continue as legislative representative.

Trustee Steve Zimmerman moved elect Trustee Cartagena as Chair and Trustee Hancock Lewis as vice chair. The motion was seconded by Trustee Arno Martinez and carried unanimously.

MOTION NO. 2404

3:20

Secretary

Date

Chair

Date



To: Wenatchee Valley College Board of Trustees
From: Micky R Jennings, AHE President
Date: October 8th, 2025
RE: October Board Report

The AHE Leadership team includes elected officers, committee chairs and representatives:

Micky R Jennings, President
Dustin Clarke, Wenatchee Vice-President
Peter Donahue, Omak Vice-President
Susan Yale, Secretary
Katie Lantau, Treasurer
Sai Ramaswamy, Salary Committee Chair
Rene Baca, Membership Chair
Scott Bailey, Grievance Chair
Kim Sweeney, Part Time Representative

This diverse group brings representation for many different areas and disciplines at the college.

The shared governance committees had their first meeting during launch week. During this meeting, members were tasked with creating “charge letters” as a way to focus their efforts this year. A notable addition this year will be President Harrison as administrative co-chair on the Budget Committee. Faculty are looking forward to collaborating with him and getting a more transparent view of our finances.

Pre-tenure committees are meeting and members are beginning their observations of the probationary faculty. There are two nurses and one Medical Assistant that are starting the nine quarter journey towards tenure this year. We are working towards bringing seven third year probationers to the board for tenure approval in the spring.

I have met with President Harrison on a number of occasions to discuss budgetary concerns. I am looking forward to continuing conversations with the president, as well as Dr. Treat, bringing faculty to the table so we can be part of a solution moving forward. At times like these, everyone needs to be rowing in the same direction.

AHE members Micky Jennings, Hart Johnson, and Sharon Wiest were recently invited to attend the CAFE Gala by President Harrison. It was a wonderful night of amazing mariachi music, dinner, silent and live auctions, as well as a keynote address by former Seahawk Ruben Mayes. Philanthropic efforts of the evening raised over \$40,000 for local scholarships.

The AHE met for the first time during launch week in September. Our meetings have been mainly about welcoming faculty back to campus, orienting new members and officers, and getting prepared for the year to come. We recently set our annual meeting schedule for monthly Executive Board and General meetings to align with other strategic meetings on campus.

Sincerely,
Micky R Jennings
WVC AHE President

Wenatchee Valley College
400.450 STUDENT SERVICES
BOARD POLICY STATEMENT

400.450 STUDENT EMPLOYMENT POLICY

Student employment shall be handled in accordance with institutional policies and applicable state guidelines and federal regulations, which includes the [Washington Student Achievement Council](#) for State Work-Study and Code of Federal Regulations, Title 34, Subtitle B, [Chapter VI, Part 675](#) for Federal Work-Study programs. Student work provided under work-study programs will not result in the displacement of employed workers or replace classified positions reduced due to lack of funds or lack of work.

Supersedes: 2.P.57

Moved from old manual and approved by the board of trustees: 10/10/00

Revised and approved by the president's cabinet: 4/15/03

Adopted by the board of trustees 6/4/03

Last reviewed: __02/28__/_2025_

Policy contact: Student Services

Related policies and procedures

1400.450 Student Employment Procedure