



COMMUNITY COLLEGE DISTRICT NO. 11
PIERCE COLLEGE

MINUTES OF THE REGULAR MEETING
April 18, 2012

BOARD MEMBERS PRESENT

Jackie Rosenblatt
Amadeo Tiam
Angie Roarty
Marc Gaspard
Don Meyer

COLLEGE OFFICERS
PRESENT

Dr. Michele Johnson, District Chancellor
Ms. Denise Yochum, President Fort Steilacoom
Dr. Patrick Schmitt, President Puyallup
Dr. Carol Green, Vice President for Learning & Student Success
Mr. Bill McMeekin, Vice President for Learning & Student Success
Ms. Jan Bucholz, Vice President for Human Resources
Ms. Joann Wiszmann, Vice President Administrative Services
Ms. Suzy Ames, Vice President Advancement
Mr. Bryan Torell, Chief Job Representative WPEA
Ms. Beth Norman, President PCFT

OTHERS PRESENT

Terry Ryan, Mike Stocke, Deb Gilchrist, Jo Ann Baria, Bryan Torell, Horst Marschall, John McMahan, Kelly Benson, James Johnson, Christopher Medina, Bryce Anderson, Lauren Adler, Nicole Ortega, Mari Kruger-Leavitt, Stephanie Ranstrom, Stormy Mascitelli, Marie Harris

CALL TO ORDER

Ms. Rosenblatt called the meeting to order at 1:00 pm.

PLEDGE OF
ALLEGIANCE

Ms. Rosenblatt led the group in the pledge.

QUORUM

A quorum was established with all members present.

CHANGES/ADDITIONS

None

MEETING MINUTES

Mr. Gaspard moved and Mr. Meyer seconded the motion to approve the minutes of the March 7, 2012 regular meeting.

MOTION PASSED

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INTRODUCTIONS

Ms. Deborah Casey, Vice President Student Services Green River, Member of WELA
Dr. John McMahon, Assistant Director Pierce College Military Instructional Programs
Ms. Kelly Benson, Assistant Director Pierce College Military Student Services
Ms. Stormy Mascitelli, Program Specialist II Military Programs
Ms. Stephanie Ranstrom, Fiscal Assistant Military Programs

COLLEGE INPUT AND REPORTS

ASPCFS (Reported by Nicole Ortega)

Ms. Ortega reported that Mr. Sam Reed, Secretary of State visited the Puyallup campus. He engaged students in conversation and played Jeopardy, it was a great learning experience for all who attended.

Ms. Ortega stated that student government held a Raider Review with extended tutoring hours the week before finals; many students took advantage of the extra services.

Ms. Ortega noted that student activities has hosted and planned many events including, Mariner Baseball ticket sales, blood drive, Spring carnival, and civics week where students could register to vote. In answer to a question from Ms. Rosenblatt, Ms. Ortega doesn't know how many students registered to vote as it was an electronic process; however they believe that many more registered on line than by paper method.

ASPCP (Reported by Lauren Adler)

Ms. Adler reported that she and the student government team are pleased that the legislature passed a budget with no additional cuts to higher education. The students feel validated for all their efforts made throughout the session with the visits to Olympia and the multiple post card signature campaigns. She has been contacted by the Puyallup Herald Newspaper for a follow up story regarding the legislative session.

Ms. Adler stated that the upcoming Artist and Speaker Series "Brain Rules" by John Medina is a sold out event. The college read program is a great success.

In closing, Ms. Alder noted that the student Tech Fee committee worked hard on the proposals and budget development process, and it is her hope that the Board will adopt the resolution as presented.

PCFT President (Reported by Beth Norman)

Ms. Norman reported that faculty continues to have considerable concerns regarding the low number of full-time faculty. The college has lost over fifteen full-time faculty in the last two years not counting the earlier unfilled positions. There will be seven new hires in the coming year; however there are some

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departments without any full-time faculty. Part-time faculty does not have time for committee and advising work. They would like to see a larger percentage of full-time faculty in the near future.

Ms. Norman expressed her excitement that the year-long contract negotiations are complete. The negotiation team worked through more than seventy proposals and has agreed on some very significant changes to the contract. With the help of Ms. Sandra Braedt, all of the changes are being incorporated into the contract and a summary of those changes is being prepared for faculty review. Ballots will go out in the near future with a return date of May 7; the process should be complete and ready for Board action at the May 9 meeting.

Ms. Norman noted that the military contract issues are complex but they continue to work through them. The military faculty has such dedication to the soldiers and their families, they work many hours as we have students all over the world, starting and finishing classes at different times. The military faculty will be paid on a per student rate.

Ms. Norman stated that in regards to the three percent pay cut, faculty is not required to take that cut. PCFT and the administration's bargaining team discussed a number of methods for salary reduction for faculty. It was decided that full-time faculty could voluntarily take a cut to their pay, the union has worked with the Foundation to create a form that faculty can fill out to take a comparable cut through payroll deduction and the funds would go to the student emergency fund. Faculty can also choose to volunteer to overload their classes instead of a pay reduction; this would assist students with getting into their desired courses as most classes are filling very quickly. Both options would serve students.

Mr. Gaspard stated that he can appreciate the faculty's concern regarding full-time faculty hires and the Board is concerned as well, however these decisions have been driven by state appropriations and the desire to not lay off current staff and faculty, in order to have a balanced budget. It is his hope that Ms. Norman would communicate that message to faculty.

Mr. Gaspard expressed his appreciation to faculty for volunteering to take a pay reduction, however he is concerned about the legality of this option, it was his understanding that the three percent funding reduction was taken across all employee groups. In answer- the state has reduced our funding in an amount equivalent to a three percent reduction for all categories of employees, for both years of the biennium however classified staff is the only group required by state law and bargained by WPEA to take the reduction. At Pierce College it was decided that in accordance with the budget development values of equity exempt employees would also take a three percent salary reduction. Faculty are exempt from this reduction.

WPEA Representative (Reported by Bryan Torell)

Mr. Torell reported that the Labor Management Communications Committee met in April at Fort Steilacoom. This meeting is to discuss issues and concerns affecting Classified Staff and items in the Collective Bargaining Agreement. He also noted that the WPEA Staff Representative and Classified

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Staff Job Representatives are scheduled to meet with Classified Staff for a general membership meeting at both Fort Lewis and McChord AFB to discuss any concerns staff may be dealing with.

Mr. Torell reported that WPEA has begun the process of putting together the Bargaining Team for the 2013-2015 Collective Bargaining Agreement. Bargaining begins May 9 2012 in Olympia.

In closing, Mr. Torell thanked the student body presidents for their work on behalf of students during the legislative session; their work was very visible and made a difference in the outcome of the session.

INSTITUTIONAL ASSESSMENT AND QUALITY ASSURANCE

Assessing Fees and Services

Board Action 2012-06 Pierce College Technology Fee

Mr. Meyer moved and Ms. Roarty seconded the motion to adopt the Student Technology Fee as presented.

MOTION PASSED

Mr. Stocke introduced members of the technology fee committee who were in attendance; he acknowledged their hard work and diligence in putting together both budgets. Several students on the committee commented; stating their pride in working on this process, the complexity of the budgets and how much they learned throughout the process. They are very proud of providing funding for these projects for future students at Pierce College.

Mr. Stocke reported that the Puyallup committee recommends funding \$464,766 for the 2012-13 academic year. This would fund twenty projects with a contingency fund totaling \$46,580.00, in addition, the committee recommends funding \$70, 846 for fifteen projects with district-wide benefits. The Fort Steilacoom committee recommends funding \$469,642 for the 2012-13 academic year. This would fund nineteen projects with a \$30,000 contingency fund, in addition the committee recommends funding \$73,707 for fourteen projects with district-wide benefits. District specific projects are defined as projects that support district-wide infrastructure and provide the backbone for student technology enhancement.

Mr. Meyer asked what the contingency fund it is used for. In answer, it is recommended that fifteen percent is put aside as noted in the student technology fee budget code. In the past few years we have not went over budget on the contingency funds. The contingency fund is used to absorb the cost if a project goes over budget and to cover unforeseen cost throughout the year. Mr. Meyer expressed his thanks to the students for their work; he feels it is a valuable lesson in making budget decisions.

Board Action 2012-07 Adoption of Pierce College Mission Fulfillment Policy

Mr. Meyer moved and Mr. Tiam seconded the motion to adopt the Mission Fulfillment Policy as presented.

MOTION PASSED

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Whereas The Board of Trustees recognizes that Pierce College must comply with accreditation standards set forth by the Northwest Commission on Colleges and Universities regarding the fulfillment of the District's mission; and

Whereas the Board of Trustees recognizes the value of mission and institutional outcomes that examine and clearly articulate the college's purpose and role in higher learning; and

Whereas, the Pierce College Institutional Effectiveness Committee has developed indicators and benchmarks that demonstrate achievement of the mission and institutional outcomes defined by the Board; and

Whereas Pierce College recognizes that the mission fulfillment definition represents a threshold measure and not a quality standard or goal; and

Whereas the proposed Mission Fulfillment policy has been reviewed and revised by Faculty, Staff, Administration and,

Whereas the District Policy and Governance Cabinet has reviewed and recommends adoption of the Mission Fulfillment Policy,

Therefore be it resolved, the Board of Trustees of Pierce College District Number Eleven hereby adopts the Mission Fulfillment Policy as presented:

Fulfillment of the Pierce College mission shall be defined as achieving a minimum of 70% of the performance indicators across all of the Core Theme/Institutional Outcome measures.

Mr. Meyer expressed his concerns regarding the seventy percent, it is hope his that this is a starting point. Dr. Johnson agreed that the number does make everyone take a pause; however it is a threshold measure and not a quality standard or goal. Mr. Meyer would like the college to review this policy every two-to-three years. Dr. Gilchrist noted all of the elements of the accreditation process we will engage in are designed to bring us to the determination – have we demonstrated mission fulfillment through a series of benchmarks and indicators of achievement.

SETTING DIRECTION/VISION

Chancellor's Report

Dr. Johnson thanked our Military programs for hosting today's meeting. Dr. Johnson noted that as with most spring quarters, budget discussions, hiring processes, and celebratory events, add to our already busy schedules.

Dr. Johnson reported that with the legislature now out of session, the SBCTC has sent us a preliminary breakdown of our state allocation. There are still a couple of issues that need to be settled including the state board's decision on the level of tuition they will approve. The legislature authorized up to twelve percent at the beginning of the biennium; however, the final decision rests with the state board. Although we don't have any additional cuts, with the exception of a couple of items that Ms.

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Wiszmann will talk about, we did build our current budget with the notion that a twelve percent tuition increase was authorized for each of the two years. The budget just helps to stop the bleeding but does not restore the significant cuts we have taken over the past four years.

Dr. Johnson stated that \$15 million in equipment was funded as part of the budget. Our system had identified \$16.5 million that met the criteria from the legislature. The state board is working out details, but we will probably get about 90% of what we asked for which is \$ 600,000 for dental hygiene and \$190,000 for nursing. Two pieces of legislation which helps streamline administrative processes passed. Also legislation, which was not supported by TACTC, did pass that allows local boards to decide whether or not to have the governor appoint a student trustee to the board. The Board will need to determine if you would want a student trustee at Pierce College. Dr. Johnson stated that perhaps the most surprising news from the SBCTC is Charlie Earl's announcement yesterday that he plans to retire on July 31.

Dr. Johnson reports that the State Efficiency committee met with The Hill Group to review the preliminary data on FTE and expenditures. Our business offices were busy making over 3500 coding changes to expenditures so that all 34 colleges could be compared with each other. In examining this round of data, it confirmed why we at Pierce College have had to be creative and thrifty. When including all sources of FTE and expenditures, we are the fourth largest district in the state, and are the lowest funded in expenditures per FTE at about \$5300. The highest funded is at about \$ 8200. Don't ask me which district it is because the names were not revealed at this time. We were only told which college we are in the graph. The Hill Group also met with us to talk about specifics of Pierce College because we are two of the nine colleges that are part of the case study. The next steps are to look at other factors, such as, value propositions including faculty and staff and community.

Dr. Johnson stated that we continue to make progress on our own reorganization. The Steering Committee agreed with the Instructional subgroup's recommendation on the preferred model for division structures. The Executive Team has accepted that recommendation and the Vice Presidents are working with a couple of departments where there is an option to be included in one of two divisions. The internal selection process has been completed for the new instructional dean positions. Four of the five positions were filled with internal candidates. The fifth position has been announced externally and the hiring process is underway. Three of the current division chairs will be returning full-time to classroom increasing our number of class sections taught by full-time faculty. We have also approved filling eight new full-time tenure track faculty positions. We will continue to improve the tenure review process, as requested by the Board, and examine ways to strengthen the professional development opportunities. Ms. Baria will help lead these efforts in her new role overseeing professional development activities beginning in July. In fact, we plan to develop much needed professional development opportunities for all staff. Given the reductions we have had to make in personnel throughout the district, we must help our employees find new ways of doing their work and to be sure they are well trained in the policies, procedures, programs, and services of the college so we are able to achieve our mission and institutional outcomes. In addition to organizational changes in instruction we are continuing to gather feedback on the recommendations made to the Steering Committee from the Student Services subgroup on the reorganization of student services. With the

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increased focus on student success and completion, we need to more fully integrate instruction and student services. We should be finalizing those decisions within the next couple of weeks.

Finally, we are looking at Institutional Technology structures, and are close to approving a phased organizational restructuring that will include alignment of operations and closer ties to instruction to help promote and integrate technology support for students and faculty and continue to prepare us for the conversion to ctcLink and the new Learning Management System.

Dr. Johnson stated that Pierce Puyallup hosted the statewide Association meeting that focused on Innovating, Adapting, and Thriving. We had about 120 administrators from across our system in attendance. Next week, Puyallup will host the WACTC president's meeting. Our Foundation hosted the Distinguished Alumni dinner at Fort Steilacoom last week. It was a fabulous event. Trustees Rosenblatt and Roarty both attended. Ms. Rosenblatt was "the girl" that influenced alum Mr. Gary Johnson to go to law school. Her advice served him well on his journey to becoming a Superior Court Judge. We also honored Mr. Shoto Nakama a talented musician, and Sergeant Leroy Petry, an extraordinary individual in service to country who was the recipient of the Medal of Honor, who attended classes both grounded and on-line in our military programs and at Fort Steilacoom.

2012-2013 Budget Development

Ms. Wiszmann reported that the Legislature passed a budget! The college has a draft allocation schedule from the SBCTC – this is the massive spreadsheet that shows us how the funding (and cuts) will be distributed among the colleges. What that tells us is that on paper our funding will be cut over \$1 million. However, she tends to be more concerned about what she looks at as cuts to our "spending power". Some of the cuts are "pass-through". For example, the funding we use to pay employee health insurance costs is being cut. At the same time, the amount the state will charge us for that insurance is being reduced. All else being equal, these will cancel each other out. The college has the opposite dynamic in that there are some changes that are not "cuts" but that affect our spending power. For example, the legislature's has two- \$2 million provisos directing the system to fund new initiatives with existing money. These force the SBCTC to reduce our general ("base" funding to pay for additional STEM enrollments and a customized training loan program. In consider all that, she expects the reduction to Pierce College's spending power to be around \$456,000. Obviously, this is considerably less than the \$2.9 million we were looking at back in November. In most years, that would be enough information for us to be fairly confident with our bottom line. However, the SBCTC has not yet taken action concerning tuition. The legislature has authorized up to 12% tuition increase. SBCTC will have to wrestle with the impacts on students versus the impacts on access. For Pierce College, we already cut back on the number of sections we offered this year. Getting the full 12% tuition increase would allow us to add back some or all of those sections.

Ms. Wiszmann stated that given this uncertainty, we asked our budget planning groups to identify \$1.4 million in cuts and asked them to tell us about their highest needs. The groups will begin making presentations in the coming week with Budget Team deliberations beginning on May 7th (SBCTC is scheduled to possibly take action on tuition on May 10th.) As in past years, we will fast track any fee

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requests so we can bring those to the Board for your May meeting. As long as the SBCTC takes action on tuition in May, we are on schedule to bring you a proposed budget at your June meeting.

In reference to an earlier report by Ms. Norman, Mr. Gaspard asked Ms. Wiszmann for clarification regarding the three percent reduction. Ms. Wiszmann stated that the state has reduced our funding in an amount equivalent to a three percent salary reduction for all categories of employees, for both years of the current biennium. This funding reduction began in the current year (FY10-11), but since we were not required to pass it on to employees in that year and we needed our resources to serve high student demand and over-enrollment, we used other measures to balance the budget. Ms. Wiszmann stated that Classified Staff is the only employee group required by state law and bargained by WPEA to take the reduction. Employees paid more than \$30,000 per year, salary will be reduced by three percent. Exempt Staff are not required by state law, however in accordance with budget development values of equity, Executive Team and Budget Team have agreed that any exempt employees making more than \$30,000 per year will also take a three percent salary reduction. Faculty is not required by state law to participate in the salary reduction. PCFT and the Administration's bargaining team discussed a number of methods for salary reduction and/or revenue producing options at length, but did not come to agreement on a mandatory salary reduction. Faculty members will be given an opportunity to donate a comparable amount to the Foundation through payroll deductions.

Ms. Rosenblatt expressed her dismay in the salary reduction for classified staff. She stated that staff is hardworking; the lowest paid and have been hit with both healthcare increases and pay reductions. She feels that the reduction is not equitable, and noted that she heard that there are only two colleges where the faculty has agreed to participate in the salary reduction.

INSTITUTIONAL INNOVATION AND SUCCESS

Military Program- Quality Matters

Dr. McMahon and Mr. Johnson provided an overview of the Quality Matters program used by the Pierce College Military programs, a brief summary follows:

Quality Matters (QM) is a nationally recognized, faculty-centered, peer review process designed to certify the quality of online courses and online components. Colleges and universities across the country use the tools in developing, maintaining and reviewing their online courses and in training their faculty. QM does help faculty become more effective instructors as they remain attentive to the design principles of QM while they teach their courses, therefore, QM is a continuous improvement activity which enhances the quality of our online courses. Because our quality assurance team consists of our faculty, they apply the QM rubric to fit our students – in effect customizing the QM process to fit the unique needs of active duty military students. Our faculty has also been recognized nationally. As nationally certified QM reviewers, they have been asked to conduct approximately fifty reviews of

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courses at other institutions. We continue to be involved with QM nationally and actively participate in the QM annual conference every year. Mr. Johnson has been recognized for his QM work when he was asked to participate on the planning team for the 2012 QM National Conference. QM continues to expand and develop. By their own estimate in October 2011, the QM rubric is currently being applied to fifteen percent of US higher education courses and twenty percent of US higher education online courses.

BOARD BUSINESS

Board Chair Report

Ms. Rosenblatt acknowledged the Foundation for a wonderful Distinguished Alumni event, her husband Honorable Judge Gary Johnson was honored along with two others. She noted Mr. Johnson's pride in his community college education; he was humbled to be honored at the same time as Sargent First Class Leroy Petry, United States Army and Medal of Honor recipient. Hearing the stories of all three recipients was incredible and very meaningful.

Ms. Rosenblatt noted that in regards to the public comments made at the March 7, 2012 Board meeting. The Board values public comment, particularly relevant public comment based on topics relevant to the meeting. She stated that the Pierce College Board is a Policy Governance Board and they do not get involved in day to day operations of the college. The board has clearly designated the day to day operations of the college to the chancellor. In regards to the letters submitted, the Board had requested the chancellor and her designees to respond and she is aware that the chancellor has in fact followed up. Dr. Johnson has made herself and others available to meet with and respond to the people who have raised issues. As a policy board, this is the extent the board will get involved in the organization. We are governance not day-to-day.

Ms. Rosenblatt said that when concerns are raised in public comment, it is vital that the concerns include accurate information and are not full of false innuendo. It is her belief that the nature of dialog in this country (and you can see it as a microcosm in this institution) has deteriorated substantially. Public decency has somehow been eliminated. At the Board retreat this summer, she would like the Board to talk about Standard of Conduct policies that includes the use of email. She believes we need standards related to the use of email and behavior on day-to-day operations. She would like to discuss what is sent by email and its content, and what we as a college want the public to see, remembering that unlike discussions with each other, email are public documents are for the world to see.

Ms. Rosenblatt offered her thanks to Dr. Johnson and her team who has worked on the issues raised at the last Board meeting. We are all about students and the Board's focus in on student success. Clearly the success of our district is our students, which is so evident at our Distinguished Alumni events. We

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want to see our students succeed and grow. The discord has been less than positive and she is sorry to see that happening. She appreciates the chancellor's efforts to keep the Board informed of the meetings and written responses that have been produced to resolve the issues presented, she knows how very time consuming this is.

Dr. Johnson offered to research policies at other institutions regarding code of conduct, use of email, and Board meeting public comment. Ms. Rosenblatt said the Board is not interested in silencing anyone. It is important that people are heard; however comments need to be accurate and relevant to the work of the Board. We may want to include time limits as part of the policy.

Mr. Gaspard commented that he was not in attendance at the March 7, 2012 meeting, however while reading the meeting minutes and letters presented, he was a bit taken back and had some questions regarding information accuracy. He really didn't have a way to judge the level of accuracy until reading the follow-up comments and information that Dr. Johnson and Ms. Wiszmann put together and the communication that resulted from the responses. He doesn't agree with the comments that were made in the public comment letters. This is an institution of higher education, we value learning and it is in that learning process we want to be as accurate and positive as we can be. While looking at the responses to Dr. Johnson's and Ms. Wiszmann's information it had him wondering where the collegiality and the civility was at Pierce College. We need to have good, open, honest discussions back and forth, but we need to do it in a way that values what other people have to say and it needs to be factual and accurate. He is in agreement that we need to work on policies at the Board retreat. But in looking at the documents that were prepared for the Board's review he noted that we need some improvement in the way we communicate with one another and have some respect for one another.

Mr. Tiam asked to add his observations as well; it is his understanding that it was one division's decision to not send a representative to be part of the screening process. For him, it didn't make him angry but it did make him sad, because when a group or an individual disengages it hurts the entire college. As the other Board members, Mr. Tiam indicated that this is an environment where we need to be able to communicate in a supportive civil way. Not engaging is definitely not respectful.

Mr. Gaspard noted that because the two letters were part of the minutes and now part of the official records of the Board meeting, he thinks the response communications that have come from the Chancellor, Vice President of Administration, and others should also become part of the Board's official records so that when people are looking for information regarding these issues they have all of the accurate information.

With agreement from all members, it was decided to take official action.

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Mr. Meyer moved and Mr. Tiam seconded the motion to include all communication presented to the Board regarding the letters and issues presented as public comment at the March 7, 2012 Regular Board of Trustees Meeting as part of the official meeting minutes.

MOTION PASSED

NOTE: the communications mentioned in the above Board action is attached to the minutes as:

TAB ONE-Letter to the Board of Trustees presented by Corrina Wycoff at the March 7, 2012 Board meeting and follow-up response.

TAB TWO- Letter to the Board of Trustees from the Puyallup Humanities Division presented by Duncan McClinton at the March 7, 2012 Board Meeting and follow-up response.

PUBLIC COMMENT - None

ACTIVITIES CALENDAR

Members reviewed the activities calendar and will let the Board secretary know which events they can attend.

It was noted that there is a conflict with the scheduled Regular Board of Trustees June 13, 2012, meeting. The Chancellor and others will be attending the Achieving the Dream Kick-off conference in Portland. It was decided that the Regular Board of Trustees meeting would be rescheduled to June 18, 2012. The Board secretary will update the college website and post the change with the State Code Reviser Office.

NEXT REGULAR MEETING

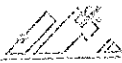
May 9, 2012, Pierce College Puyallup

ADJOURNMENT

The meeting adjourned at 3:20 pm.

Michele L. Johnson, Chancellor
Community College District No. 11
Pierce College

Jaqueline B. Rosenblatt, Chair
Community College District No. 11
Pierce College



TAB ONE

DATE: April 12, 2012
TO: Trustees
FROM: Marie Harris
SUBJECT: Letter to the Board of Trustees presented by Corrina Wycoff at the March 7, 2012 Board Meeting and follow-up response

Michele has asked me to prepare the following document for a review at the April 18, 2012 Board of Trustees meeting.

Included in this document are the following:

- The letter Corrina Wycoff presented to the Board at the March 7, 2012 meeting
- Marie's email to Corrina asking to schedule a meeting with Michele dated March 16, 2012
- Corrina Wycoff's two email responses to the meeting request dated March 16 and 18, 2012
- Michele's email dated March 20, 2012 in response to the questions posed in the Corrina's letter to the Board. dated
- Corrina's email response to Michele's email dated March 21, 2012
- Joann Wiszmann's email clarification in response to Corrina's letter presented at the Board meeting dated April 2, 2012. NOTE: it was decided to wait to send Joann's response until after Spring Break which was March 26-30, 2012
- Duncan McClinton's replied to Joann Wiszmann's email dated April 6, 2012
- Andrew Glass replied to Duncan McClinton's email dated April 6, 2012

March 7, 2012

To the Board of Trustees:

My name is Corrina Wycoff, English faculty, Pierce College Puyallup. I've been teaching for the district since September, 2001, and I love what I do. This is the first time I've spoken to the Board without having been invited to do so.

Earlier today, you received letters from the PCFT and from the Puyallup Arts and Humanities Division, both of which raised concerns about decisions regarding deanships.

I'm here to ask questions about the reorganization process prior to that point. Last week, I alluded to these concerns in an email I sent to faculty on the Fort Steilacoom campus, where I taught from 2001-2011. In that email, I said I would speak to the Board. In response to that email, many fellow faculty spoke with me privately, echoing these concerns and stating their reluctance to speak publicly, either because they felt too vulnerable in their jobs, or because they'd witnessed and/or experienced retaliation in the past. Over the next few days, I revised my concerns into more specific questions, which I sent to Carol Green, in the interest of preserving honest communication with the administrator I know best. I did not ask her to forward these questions.

I'm here now to share these questions with you, to honor my promise to faculty, and to voice publicly, on record, to the Board and to the administration what I've previously shared more selectively and privately.

First, I question town hall meetings being used as an example of shared governance during the reorganization process. True, faculty who were not chosen for the Steering Committee or the subgroups finally received nominal inclusion. However, town hall meetings, by definition, provide forums for public discussion and debate. Instead, ours served as platforms for Steering Committee and subgroup members, including administrators, to present previously made decisions. This pattern existed even in the "town hall" meetings predating committee formation. At last year's original roll-out of the reorganization process, for example, many faculty asked why it needed to happen so immediately and so quickly. Given no answer, many of us suspected its link to the statewide efficiency bill. Reorganization seemed, to us, a way to preemptively validate the necessity of executive administrative roles, thereby preserving jobs for our top administrators, should districts combine. Months after that initial launch, at another meeting, the Chancellor offered the new degree completion initiative as the rationale for reorganization, an evolution that has still never been explained, and which, to many faculty, still appears more opportunistic than organic.

Next, I question the creative arithmetic presented to faculty regarding the E-Team's new structure. When the E-Team first presented deans to faculty as the unavoidable future, they told us it was not necessarily a "budget saving" decision. Now, nearly a year later, budget is being used to justify recent changes. But the numbers don't make sense. The elimination of one former Vice President position saves \$137,000. Once the current

Puyallup VP retires, the current Fort Steilacoom VP replaces him on the Puyallup campus, the former Dean of Libraries and Institutional Effectiveness gets promoted to FS VP, and a replacement fills that vacated deanship. So far, so good; the \$137,000 hasn't been touched. Until the Dean of Workforce gets promoted to VP, creating a salary differential, and the Dean of IT gets promoted to Chief Information Officer, which takes another bite. Plus, we stay almost the same, in salary expenditures, between 7 division chairs and 5 deans, given the salary differential between the two. We've been told that, by moving from 7 DCs to 5 deans, we're saving money in benefits, but that's not true, because the 7 current DCs will all still remain on payroll, with benefits, whether they move into deanships or go back to faculty positions. In other words, we're still going to be paying benefits for the same number of employees, and the ostensible savings of \$137,000 is reduced when factoring in the new positions of VP for Workforce and Chief Information Officer.

That said, even if E-Team's reorganization provides the full savings of \$137,000, it's minuscule compared to the savings provided by twenty full-time faculty positions that have remained vacant. The faculty is often accused of insufficient belt-tightening in comparison to the sacrifices made by the E-Team. But the numbers tell a different story. Twenty vacant full-time faculty positions save the district \$1,000,000 annually while mandating redistribution of institutional work outside the classroom among remaining faculty. And while our jobs get larger, our salaries remain stagnant. In fact, after a decade of service, two Master's degrees, tenure, Master Teaching, and limitless committee service, I make less than Pierce's current *starting salary* for full-time faculty. I am not alone in this. In fact, nearly fifty full-time faculty make less, after significant service, than new hires will make on their *very first day* at the college. Our belts are very tight indeed. I assure you: We have done our part.

Finally, speaking strictly for myself, I ask a philosophical question. Specifically, where is the legitimacy or integrity of a district-wide reorganization that begins with "givens" that exclude the Chancellor and the campus presidents from being considered for reorganization?

I know the Board of Trustees is currently at work on Institutional Outcomes. So, I ask you, in the interest of protecting Access, Student Learning and Success, Diverse and Positive College Environment, Institutional Excellence, and Contribution to Community, to say nothing of upholding our Mission Statement, please engage in the process currently reinventing our district. I ask that you carefully examine: Its rationale; its pace; its equity; its transparency; its implementation to this point; and its effects, actual and potential, on our employees, our mission, and, most importantly, our students.

Thank you for your time,
Corrina Wycoff

English Professor
Pierce College, Puyallup
(253) 864-3217

-----Original Message-----

From: Marie Harris
Sent: Fri 3/16/2012 5:48 PM
To: Corrina Wycoff
Subject: Meeting with Michele

Hi Corrina,

Michele has asked me to schedule a meeting with you to discuss the questions you presented to the Board of Trustees.

I know you teach until noon each day so I am hopeful you are available at one of the times listed below:

Tuesday March 20- 2:00-3:00 in Puyallup

Wednesday March 21- 1:00-2:00 in Puyallup

Please let me know your availability.

Marie

Marie Harris

Executive Assistant to the Chancellor

Pierce College District

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Puyallup, WA 98374

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-----Original Message-----

From: Corrina Wycoff
Sent: Fri 3/16/2012 8:25 PM
To: Marie Harris
Subject: RE: Meeting with Michele

Hi, Marie,

The Wednesday time would work. Tuesday is Kristin Brunnemer's baby shower at FS, which I could miss if I have to, but which I'd like to attend if I could. Do I need to have a PCFT rep. with me at this meeting, or is it just a conversation?

Thank you,
Corrina

Corrina Wycoff

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Marie Harris

From: Corrina Wycoff
Sent: Sunday, March 18, 2012 7:10 PM
To: Marie Harris
Cc: Duncan McClinton; Ann Salak; John Lucas
Subject: RE: Meeting with Michele

Hi, Marie,

I'm sorry to send a second email before you've had the chance to read the first one, but after some thought, I've decided to amend my previous response. I'm quite glad the Chancellor would like to meet regarding the questions I raised to the Board of Trustees. However, because I asked those questions on behalf of many faculty, not just myself, I would very much like that she answer those questions to all faculty.

Afterward, if the Chancellor would still like to meet with me individually, I would welcome that opportunity. That said, because I was the only one willing to voice concerns shared by many faculty, I'm in rather a vulnerable position. Therefore, I respectfully request the presence of a union representative, my Division Chair, and my Department Coordinator at that meeting. Because faculty's contracted days end on Tuesday and people's final exam schedules vary throughout the remainder of the week, and because I'm sure it will take longer than a couple of days for the Chancellor to address all faculty, should she decide to do so, perhaps we can schedule this meeting on the other side of Spring Break?

Thank you,
Corrina

cc: John Lucas, Duncan McClinton, Ann Salak

Corrina Wycoff
English Professor
Pierce College, Puyallup
(253) 864-3217

Marie Harris

Subject: Response to Letter to the Board
Attachments: To the BoT from Corrina Wycoff.doc

From: Michele Johnson
Sent: Tuesday, March 20, 2012 8:28 AM
To: Corrina Wycoff
Cc: Duncan McClinton; Ann Salak; John Lucas
Subject: Response to Letter to the Board

Dear Corrina,

I am writing in response to the questions you raised during public comment at the March 7 Board of Trustees meeting. It's unfortunate that you have changed your mind about meeting with me, as I would prefer to have a face-to-face conversation with you. I am not going to press the issue for us to meet, and instead I will answer your questions by email.

First, I don't plan to hold another meeting with the faculty, as you suggest in your recent email, to address the issue of deans and the reorganization. You and others were invited to attend an all faculty meeting on March 1 to bring forward your questions and concerns. A good number of faculty attended that meeting and the Executive Team and I answered all questions that were asked. It's unfortunate you and the others you have referenced did not come forward with your questions.

Let me address your March 7 letter to the Board. As you indicated in your letter, you have not asked, nor brought any of these concerns directly to me. You state you "sent Carol Green [concerns] and "did not ask her to forward these questions" and you state, "what [concerns] I've previously shared more selectively and privately." It's difficult for me to clarify concerns, if never asked.

You state that many faculty have asked why the reorganization "needed to happen so immediately and so quickly," and that you were "given no answer" but you "suspected it's link to the statewide efficiency bill" and "seemed . . . a way to preemptively validate the necessity of executive administrative roles, thereby preserving jobs for our top administrators should districts combine." You also state that "months after that launch at another meeting, the Chancellor offered the new degree completion initiative as the rationale." Later in your letter you state, "speaking strictly for myself . . . where is the legitimacy or integrity of a district-wide reorganization that begins with 'givens' that exclude the Chancellor and the campus presidents from being considered for reorganization?" I will respond to your statements, several which are not accurate, by providing context for the reorganization.

In July 2008, Mary Chikwinya, then VP for Learning and Student Success (VPLSS) at Puyallup took a new position at Tacoma Community College. At that time, Bob Mohrbacher, was appointed to serve as Interim VP while we conducted a search for a permanent VP. Unfortunately that search did not result in a permanent hire. During that time our state and local budgets experienced significant cuts. Faced with diminishing resources, President Tana Hasart and I decided to move Bill McMeekin to Interim VPLSS and together with the executive team, we reassigned a number of administrative duties among the team members, particularly those held by Bill in his position of Executive VP for Extended Learning. That move met with some resistance from Puyallup. I stated at that time (July 2009) that we would undergo a full reorganization process before committing to permanent executive team assignments. In addition, in November 2010 the executive team informed PCFT that we would be moving to an instructional dean model in July 2012. Further, I knew Bill was beginning to look at retirement options and we would need to do a full reorganization, in addition to planning for a move to deans. We held all-campus meetings on March 31 (Fort Steilacoom) and April 1, 2011 (Puyallup) where I outlined why we were undergoing this process and the committee structure we would use. On May 10, all members of the Steering Committee and Subgroups met with our consultant Nancy Isaacson to learn about organizational functions and structures and to launch the process.

As for the other meeting you referenced that occurred "months after the initial launch" (Puyallup All-Campus meeting during fall welcome 2011), it was President Patrick Schmitt, who made reference to the completion initiative as one reason for reorganization. Patrick was immediately challenged by a faculty member whom "gave him a history lesson" about how the "completion initiative" was falsely being used as justification. Given that Patrick was not here when we started the interim administrative structure, I responded to the faculty member. I shared with the Puyallup faculty and staff in the room that we have always been about student success and a key component of our reorganization needed to focus on student success. It's true that the new language on student success includes the "completion initiative," but the focus on student success is not new. In addition, I shared that the reorganization was part of my commitment to Puyallup to conduct a full reorganization process before filling the permanent VP position (given Bill's impending retirement).

I'm struggling with the notion that this reorganization is being characterized as "immediately and so quickly" and that "no answers were given." All of this information was shared multiple times in multiple settings, far too many to innumerate (a full list of meetings and minutes are available on the reorganization website), where constituent groups engaged in discussion and shared ideas. Making false assumptions and having "suspicions" such as the notion that the quickness was connected to the efficiency bill and the preserving of administrative jobs, is not helpful to individuals or the

district. If a decision is made by the legislature to merge the colleges in Pierce County, all positions, functions, and programs are subject to consolidation including the Boards of Trustees. Our reorganization is not an attempt to "protect" positions but rather an opportunity to help align our internal processes and find efficiencies now and for the future, while improving services and programs for students.

In response to your question of legitimacy and integrity of the reorganization regarding the "givens" of a chancellor and two presidents, the Board of Trustees through their authority defines and directs the work of the chancellor. It was the Board who decided that the chancellor would not serve in a combined role as district CEO and campus president (as they had previously decided when Puyallup first became a "college"). This information was shared with the Steering Committee and subgroups at the beginning of the process.

You raised the issue of budget several times in your letter. You are correct in that we did not want budget to be the sole driver of the reorganization. We wanted individuals to begin to look at functions, relationships, and outcomes without the limits of budget (although we cautioned that budget would need to be considered in the end product).

I am very concerned about your use of language, such as, "creative arithmetic" "the numbers don't make sense," and "so far so good" in reference to the savings for the executive team and division chairs to deans. Joann Wiszmann, VP for Administrative Services, and her team are meticulous in their budget detail. The numbers that were published are accurate (Joann intends to send these out again with narrative). It would have been helpful for you to seek clarification before questioning her integrity in public. Perhaps you can make a public apology to Joann and her team.

I am not going to respond specifically to your issue of faculty salaries and workload at this time because we are actively negotiating a new contract and I do not want to engage in an unfair labor practice. But, I will comment on the inaccurate statement you made regarding your salary and the starting salary range for new full-time faculty. Our current initial placement step two and three salaries (where most new faculty are placed) are \$43,404 and \$44,517 respectively. Your current salary of \$47,876 is above level six (\$47,857). Your last year's annual salary of over \$87,000 demonstrates your willingness to avail yourself to other income opportunities open to faculty (moonlights, stipend projects, summer teaching).

Finally, I want to comment on your statements regarding retaliation and vulnerability. It is critical that Pierce College get to a place where we can have open discourse about important issues facing our students, our employees, our district, and our community: where no one feels vulnerable nor fears retaliation. Whenever false assumptions or inaccurate information is used to promote a particular point of view, to discredit others, or to create a diversion from the topic at hand, we all suffer. Shared governance requires participation, responsibility, and mutual respect among all constituents. This is particularly so in times of significant change.

It is only through engagement in open, accurate, and respectful conversations and processes will we be able to achieve our vision, mission, values, and institutional outcomes.

My door remains open. I hope you choose to make an appointment.

Michele

Michele L Johnson, Ph.D.

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Marie Harris

From: Corrina Wycoff
Sent: Wednesday, March 21, 2012 1:11 PM
To: Michele Johnson
Cc: Duncan McClinton; Ann Salak; John Lucas
Subject: RE: Response to Letter to the Board
Attachments: To the BoT from Corrina Wycoff.doc

Dear Michele,

Thank you for your email. My first letter may not have been clear because your responses addressed the context of the issues I raised, rather than the issues themselves.

First, I have not declined a meeting. I would still be happy to meet, provided the others included in this thread could also attend.

Second, I am sorry you will not address the full faculty, as I speak on the behalf of many of us. No, I did not attend the March 1 meeting. Because the Board of Trustees would not be present, and because our questions had not been answered in the meetings we had previously attended, several faculty decided to attend the Board meeting to ask questions instead. Though others did not attend the Board meeting, I did so: to keep my word and to raise these issues in a different forum.

Third, I did not say that faculty were not invited to meetings at which the reorganization process was discussed. Even those of us, like me, who applied to but were not chosen for the reorganization subcommittees and Steering Committee, could (and did!) attend meetings to hear about the process. You and I agree on this, and I stated this in my letter to the Board. My question, however, was: Why characterize these meetings as "town hall" meetings, when they were not? In other words, what meaningful impact did ANY faculty who attended these meetings actually have on the process? We attended meetings. We took surveys. We considered models and, afterward, enumerated, for one example, reasons that district deans and district departments would not serve students as effectively as campus-based deans and departments. We, for a second example, supported the current DCs, who asked for a one-year extension of our current model before implementing sweeping change. We, for a third example, listened to those on subcommittees who said that the council model being implemented did not, in any way, resemble the one they proposed and asked how, given our eviscerated full-time faculty roster, we could staff councils effectively, whatever model. We also, as you mentioned, asked about the reorganization's pace, timing, rationale, and relationship with student success. We gave feedback on each point, too much, in fact, to enumerate here. In response to this feedback, the majority faculty voice got ignored. In 2008, the Cabinet adopted the following definition of shared governance: "Participation in shared governance is inclusive. All members of the college community have opportunity for their voices to be heard and given proper weight in decisions that affect the mission and operation of the college." As your foot soldiers, the ones who work with students full-time and know, better than those who don't, what obstacles our students face and what support they need, faculty input should be given "proper weight." Instead, our input gets ignored, again and again, in the decisions that get made.

Perhaps you will say that faculty were included in the Steering Committee, therefore rendering input from the faculty at large unnecessary. To this, I ask: Where was non-administrative faculty's representation on the Steering Committee? (I am including Department Coordinators, Jeff Pisetzner and Greg Brazell, as administrative, since they are listed as a separate category on the Instructional Subgroup roster, even though they are called "faculty" on the Steering Committee roster. Also, Greg Brazell was actually a DC, not a coordinator, beginning Fall Quarter and therefore counts as administration no matter how you look at it). Our one faculty representative to the Steering Committee from the Instructional Subgroup, Christy Flynn, was serving in an interim administrative position. Our only non-administrative

Steering Committee member, who did not also serve on a subgroup, Jamie Fitzgerald, left the college before the process was complete and was not replaced. I do not see true faculty representation here. How can faculty voices "be heard" and given "proper weight" given this lack of representation?

Fourth, I did raise the philosophical point about the reorganization's "givens." I did not say the givens existed without the Board's authority. In fact, I raised the question TO the Board BECAUSE they gave their authority. If you look at it logically, you'll see the contradiction I'm alluding to. We're told: We are reorganizing our administrative structure to make things more efficient for students. Then we're told: But it's a "given" that the chancellor and campus presidents cannot be reorganized. It is simply NOT a reorganization if three positions are exempted from being reorganized. Let me be more specific: Since the reorganization is ostensibly about serving students more efficiently, why not consider ALL administrative positions when reorganizing?

Fifth, I never said, nor would I ever say, anything disparaging against Joann Wiszmann and her team. The number I inquired about (\$137K) came from emails from other members of the E-Team. I did ask how the promotions of two administrators (Jo Anne Baria and Mike Stocke) impacted the \$137K savings we would have by keeping Bill's former VPship vacant. I also raised the point that we'd been told that the move from DCs to deans would save us money in benefits, but that didn't bear out factually, since the former DCs who do not move into deanships will still be collecting benefits as faculty members. Finally, I mentioned that, even if the \$137K savings is accurate, full-time faculty vacancies save the college far more, but at a great cost to students. Students interact with faculty. John Lucas's data shows that full-time faculty greatly impact student success. Where is the data that correlates student success with an E-Team comprised of: A chancellor, two campus-based presidents, two campus-based VPs, a VP for Human Resources, a VP of Advancement, a VP for Workforce, a VP for Administrative Services, as well as a host of deans and directors? If we are, as we claim, a student-centered, data-driven institution, why isn't it our top priority to fill ALL vacant full-time faculty positions which, data shows, directly impact student success? Couldn't reorganization have used student success, rather than job security for the three highest paid administrators, as its "given"?

Sixth, since we're talking about salaries, and you're talking about mine, let's set the record straight. First, I just completed my 1040 and my son's FAFSA, and your numbers are higher than what I brought home last year. But that's not the issue. This year, the union renegotiated our current starting salary to \$50K because the previous starting salary (the one you quoted) was too low, statewide, to attract applicants. Whether you're using your numbers or mine, I make less than \$50K, after 10 years of full-time teaching for the district, tenure, Master Teaching, two Master's Degrees, and extravagant committee service. I make less, as do the other members of the "50 Under 50" (the fifty full-time faculty who also make less than \$50K).

And, yes, you're right: My salary necessitates that I hold two full-time jobs, and I am grateful that my second full-time job is housed in the same place as my first full-time job. However, it's demoralizing that someone with my experience, education, and proven commitment to students and the college should need two full-time jobs after a decade of service. More to the point, however, I ask you this: To support my family, I taught 20 sections last year (9 sections constitutes a full-time contract). You say I'm "availing myself to income opportunities." True. (I'm also working 90 hours a week.) But, how much would the district have spent, in benefits, had my 11 moonlight/summer sections been taught by part-time faculty, instead of me? If 11 part-timers had taught these 11 moonlight sections, for example, the union estimates that the district would have spent, at minimum, \$10,000-\$15,00 in benefits (more than HALF my net pay for teaching these sections). To whose avail, then, are my moonlights? Clearly, the "income opportunities" are shared.

Finally, you mention the importance of being able to speak without fear of retaliation. I'm very glad you share that value. I have spoken with more than 20 faculty who have alluded to past acts of retaliation from members of the E-Team, including: threats of campus transfers, labels of insubordination, program cuts (threatened or actual), scoldings (public and private), intimations that emails and email accounts are being monitored, and other acts of intimidation. I have experienced a couple of these firsthand. Since you state your opposition to such practices, I hope you will share this opposition with the E Team membership. I also wish to mention that respect does not equate with unilateral agreement. "Disagree and commit" does not, to me, seem a respectful mandate. I care about my students. I care about my curriculum. I care about education. And, believe it or not, I care deeply about this district. If I didn't believe in the

possibility of improvement, I wouldn't bother to disagree. My willingness to raise questions shows my respect for you and the E Team, and my fundamental optimism that we can work together to build a district that truly puts student success first.

I hope this email clarifies the questions I was truly asking. Again, I strongly hope you'll reconsider your decision about addressing all faculty since I speak for many of us and your answers would be appreciated by all. If that's not an option, though, I would be still be glad to meet with you after Spring Break at a time conducive to all parties included in this thread.

Best,
Corrina

Corrina Wycoff
English Professor
Pierce College, Puyallup
(253) 864-3217

Marie Harris

From: Joann E. Wiszmann
Sent: Monday, April 02, 2012 10:52 AM
To: all-Official-FS; all-Official-PY; all-Official-MIL
Subject: Clarification in Response to Letter to Board of Trustees

At the last board meeting, statements were made during public comment about "creative arithmetic" used to calculate savings related to the Executive Team reorganization and the transition to Deans. In addition, inaccurate statements were made concerning savings from faculty vacancies and faculty pay practices. Because these statements were made in a public forum and it is unknown how widely the statements have been disseminated, this detailed information about these topics is being widely shared.

Budget Structure and Methods

It is important to understand a few things about the budget before getting into specifics about the reorganization. Salary and benefit costs in the budget are based on positions within the district's organizational structure. Any new costs or savings are measured relative to those positions. For example:

- If a new position is created, the new salary and benefits are new cost to the budget.
- If an existing position is eliminated, there is a savings to the budget because the district no longer pays salary and benefits for the position. This is true regardless of whether the individual moves into a different existing position or leaves the college. It is possible for multiple individuals to be impacted when a single position is eliminated – if there are multiple layers of "bumping."
- If an existing position is reconfigured or reallocated to a different position with a different level of duties and responsibilities, there is an incremental cost or savings to the budget.
- If an individual moves to an existing position that has higher level duties and higher pay than their previous position, there is no cost to the budget. Likewise, if an individual reverts or otherwise takes a lower paid existing position and the original position still exists, there is no savings to the budget.

For the most part, when positions or other spending is cut from the budget, it is cut permanently. However, in some cases, the Budget Team has determined that the impact of the cuts is significant enough that they choose to make the cut temporary. These temporary savings may come from holding positions vacant or by postponing or skipping specific purchases for the year. This distinction is very important in budgeting because we begin the next year's budget discussions by looking at our overall budget picture with these costs already added back in.

In recent years, because of continuing cuts for the state, the next step in our budget process is for Budget managers throughout the district to propose to the Budget Team whether to take these same cuts again – or whether to take different cuts. At some future date, when state cuts have stopped and if enrollment does not fall off precipitously, we hope to have an opportunity to reinstate temporary cuts. By structuring the budget process this way, we make sure we have that conversation each year.

The concept of temporary cuts works the same for faculty vacancies, except that, in order to recruit nationally for faculty – in an environment where some colleges begin their academic years much earlier than we do – we make decisions about faculty hiring earlier in the budget process, after getting input from divisions and Instructional Administrators.

Putting all that in the context of questions raised about the Executive Team Reorganization, the transition from Division Chairs to Deans, and vacant faculty positions, the numbers are calculated as shown below.

Executive Team Reorganization

A comprehensive description of the ETeam reorganization can be found in Chancellor Johnson's January 24th email or on the reorganization website at <https://intranet.pierce.ctc.edu/committees/reorg/>. There are several positions on the Eteam that are taking on new duties and/or new direct reports, some of which is still under review. There will be no budget impact to these changes (other than the 3% reduction planned for July 1, 2012). The positions include: Chancellor, Presidents, Vice Presidents for Learning and Student Success, Vice President for Administrative Services, Vice President for Human Resources. There is also a proposed title change with no budget impact from Dean of Information Technology to Chief Information Officer. There is much work remaining to be done in looking at how IT is managed across the district's campuses and sites. We will revisit the CIO position if necessary once that work is completed. Finally, the Dean of Library position will no longer have responsibility for leadership of Institutional Effectiveness (this moves to the Presidents) or Accreditation (moves to VP for Learning and Student Success), so the Dean of Library will no longer be an Eteam member. The instructional structure models that are under review incorporate the Library in different ways. We will not know if there is any budget impact until a final model is chosen.

The ETeam position changes that have budget impacts include the Executive Vice President for Extended Learning position, Dean of Workforce, Vice President for Workforce, Economic and Professional Development and elimination of a stipend for Institutional Effectiveness work. Combined, these create a savings of \$134,456.33, as follows:

Changes to Position	Changes to Costs	Budget Line Items
Eliminate Exec Vice President – Extended Learning, distribute duties among Chancellor, Presidents, VP of Wrkfc, Econ & Prof Development	Salary Savings = \$116,382 Health Insurance Savings = \$10,200 Employer's match TIAA-CREF Savings = \$11,638.20 Other benefits and payroll tax savings* = \$10,520.93 Total Savings = \$148,741.13	081 20SE 081 2C81 083 09UP
Create Vice President for Workforce, Economic and Professional Development - Expands role of Dean of Workforce to include some duties of the Exec VP of Extended Learning position, along with new duties related to innovation in program and professional development	Salary Cost, VP of WEPD = \$105,000 Health Insurance Cost \$10,200 Employer's match TIAA-CREF Cost = \$10,500 Other benefits and payroll tax cost* = \$9,492 Total Cost = \$135,192	043 32L0 043 3C43 083 09UP
	Salary Savings, Eliminated Dean of Workforce = \$88,000 Health Insurance Savings = \$10,200 Employer's match TIAA-CREF Savings = \$8,800 Other benefits and payroll tax savings* = \$7,955.20 Total Savings = \$114,955.20	043 32L0 043 3C43 083 09UP
Eliminate stipend, Institutional Effectiveness and Research roles assigned to Presidents	Stipend savings = \$5,000 No health insurance savings Employer's match TIAA-CREF Savings = \$500 Other benefits and payroll tax savings* = \$452 Total Savings = \$5,952	051 03F4
	Overall Savings = \$134,456.33	

*"Other benefits and payroll taxes" include contributions made by the employer on behalf of employees. These are listed on the online employee statement of earnings and reductions as: "OASI" (perhaps better known as Social Security), "Medicare Ins C", "Ind Ins Cont" (perhaps better known as L&I), and "Medaid&sup Pen". "Other benefits and payroll taxes" also includes the cost of payments into the Unemployment pool, which is not listed on the statement of earnings and deductions. Benefit rates and payroll taxes change periodically – changes related to state law tend to be effective July 1st while changes related to federal law have been less predictable of late. As a result, final savings will be recomputed later in the budget development process when it is known whether these rates will change.

Transition from Division Chairs to Deans

The District will upgrade 5 positions to deans and eliminate two administrative division chair positions. This creates specific administrative savings to identifiable line items within the district's budget of \$157,296, as follows:

Position	Changes to Costs	Total	Budget Line Items

Eliminate Division Chairs	Salary Savings = \$75,000	\$99,480 x 7 positions = \$696,360 Total Savings	011 0190
	Health Insurance Savings = \$10,200		011 1120
Create Deans	Employer's match TIAA-CREF Savings = \$7,500	\$107,813 x 5 positions = \$539,064 Total Cost	011 1130
	Other benefits and payroll tax savings* = \$6,780		011 1150
	Total Savings per position = \$99,480	Total Savings	011 02L2
	Salary Cost = \$82,000		011 21K2
	Health Insurance Cost \$10,200		011 21K3
	Employer's match TIAA-CREF Cost = \$8,200		Budget Codes may be redefined based on final division structure
	Other benefits and payroll tax cost* = \$7,413		
	Total Cost per position = \$107,813	Total Cost	
	Overall Savings	\$157,296	

*See note on chart above

Vacant Faculty Positions

A statement was made at the Board meeting that "twenty vacant full-time faculty positions save the district \$1,000,000 annually...". While this appears to be based on an estimate that 20 faculty positions at \$50,000 per year would add up to \$1,000,000, both the number of 20 vacancies and the assumption that the district saves \$50,000 per vacant faculty position are inaccurate. The assumption also does not include the impact of benefits. Below are calculations showing how faculty vacancies were used in the development of this year's budget and what we know so far about next year's budget.

The FY 11-12 Budget includes 129 full-time faculty positions. Of those:

- 115 funded positions remained filled with tenured or tenure-track faculty.
- 5 positions were funded and filled with faculty on one year contracts. These faculty were generally paid less than the senior faculty members who previously held the position, resulting in a one-year savings of \$32,943 in salaries and \$5,852 in benefits.
- 9 positions were left vacant to create budget savings. The related costs to hire part-time faculty to teach sections was paid from the savings.

The remaining savings totaled \$313,601, as follows:

	Salary Savings (Full-Time)	Salary Cost (Part-Time)	Net Benefits Savings	Total Savings
Faculty Vacancy #1	\$54,760	\$31,158	\$4,025	\$27,627
Faculty Vacancy #2	\$58,252	\$31,158	\$9,066	\$36,160
Faculty Vacancy #3	\$56,063	\$31,158	\$4,247	\$29,152
Faculty Vacancy #4	\$64,136	\$31,158	\$11,035	\$44,013
Faculty Vacancy #5	\$70,347	\$31,158	\$13,113	\$52,302
Faculty Vacancy #6	\$53,315	\$31,158	\$7,414	\$29,571
Faculty Vacancy #7	\$66,009	\$31,158	\$11,662	\$46,513
Faculty Vacancy #8	\$47,279	\$31,158	\$5,394	\$21,515
Faculty Vacancy #9	\$54,009	\$31,158	\$3,897	\$26,748
Total	\$524,170	\$280,422	\$69,852	\$313,601

In total, the FY11-12 budget used \$352,396 in one time savings from faculty one-year hires and vacancies to help balance the budget.

In developing next year's budget (FY12-13), discussions about vacancies began with the following information:

- 9 positions that were held vacant the previous year
- 5 positions that were filled with faculty on one-year contracts
- 2 resignations
- 2 announced retirements

(Some have included the request for a new Puyallup Theater position as a "vacancy". Since no position has previously existed for this, from a budget standpoint it is not included with vacancies.)

Total = 18 vacant positions under discussion

Of these, Eteam approved recruiting for - or otherwise filling - the following positions:

- 6 full-time tenure-track positions
- 3 positions on one-year contracts
- 2 or more positions related to division chairs reverting back to faculty positions. (It was unknown at the time how many of the current division chairs would apply for dean positions. It is still unknown how many will be hired as deans or if other faculty members who have applied for the position may be hired.)

Total = 11 (or more) vacant positions approved for recruitment or reversion

After the March 2012 tenure announcements, 2 additional positions became vacant. These positions will be filled for FY12-13. Based on those numbers, no more than 7 positions (and possibly less) will be used as savings when building the FY12-13 budget. We cannot calculate the potential savings from these vacant positions until we know whether the recruitments are successful and how many/which division chairs revert to faculty positions or if other faculty members are selected to be a dean. It is also still possible for these numbers to change if, for example, there are unanticipated retirements or resignations.

Faculty Pay

A statement was made at the Board meeting that a specific faculty member makes "less than Pierce's current starting salary for full-time faculty" and that "nearly fifty full-time faculty make less, after significant service, than new hires will make on their *very first day* at the college". At present, we are operating under the terms of the *2008-11 Negotiated Agreement between the Pierce College Federation of Teachers and Pierce College District*. A copy of this agreement is available at https://intranet.pierce.ctc.edu/hr/policies_procedures.php. This agreement includes a hiring scale for state-funded new faculty (see section 10.2). Level 1 of the hiring scale is \$42,291 for a 172 day contract. Current (FY11-12) state-funded faculty salaries start at \$43,404 (102.6% of level 1), which is being paid to two first-year tenure track faculty, and tops out at \$75,373 (178.2% of level 1), which is being paid to one senior faculty member. Of the 115 funded faculty positions included in the operating budget, the average salary is \$53,882. The median is \$50,455. No existing faculty member's base salary is less than that of a newly hired faculty member.

Negotiations on a new faculty contract are currently underway. A final tentative agreement has not yet been reached between the negotiating teams concerning all the provisions under consideration. The negotiating teams have addressed the issues of starting pay for newly hired faculty and the need to create opportunities for existing faculty to increase their pay above the level of new hires. Should the teams reach a final tentative agreement, faculty will receive a description of the proposed changes to the contract for a ratification vote.

Final Remarks

Since 2008, the district's base state allocation has been reduced five times, with impacts on four fiscal years of -\$1.2 million, -\$1.9 million, -\$2.81 million and -\$2.88 million. In total, we've addressed -\$8.79 million in state funding reductions. During that same period, tuition revenue has increased by \$3.42 million. Until recently, we were anticipating another cut for the upcoming year of approximately -\$2.9 million. Recent news from Olympia is very encouraging and I'm hopeful that the special session will conclude with the passage of a budget that may not include any new cut for Pierce College, beyond approximately -\$300,000 already included in the biennial budget that was passed last year.

If you have any questions about the impact of the reorganization on the budget, or the budget in general please do not hesitate to contact me or Bill Von Hasseln.

Joann Wiszmann
Vice President Administrative Services
Pierce College District
PHN 253-964-6506
FAX 253-964-6382
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Please consider the environment before printing this e-mail

Marie Harris

From: Duncan McClinton
Sent: Friday, April 06, 2012 10:09 AM
To: Joann E. Wiszmann; all-Official-FS; all-Official-PY; all-Official-MIL
Subject: RE: Clarification in Response to Letter to Board of Trustees

Michele,

Where are the Board of Trustee meeting notes for the months of November 2011 and January 2012, two highly critical months in the reorganization process that your office has neglected to provide any written record of for the college community to review regarding what exactly was said to the Board concerning your reorganization efforts? In fact, the February 2012 meeting minutes (that faculty should really read) were only recently posted (before that, the only thing under the link for February was a cover sheet, but no report).

Why is this significant?—folks may wonder. Why should anyone care over such omissions? Because it means that until only recently there hasn't been any written record of anything you've presented or argued to the Board of Trustees for the past five months concerning the reorganization process. Transparency? Shared governance? Accountability? Integrity?

Once those minutes are finally posted (say by the end of business hours today?), then could you also explain in a "reply all" how such a glaring omission could take place? Clearly, an explanation to the college community (and the Board) is appropriate.

Duncan

Duncan McClinton
Professor/Coordinator,
English and Humanities
Pierce College - Puyallup
253-840-8373

Marie Harris

From: Andrew Glass
Sent: Friday, April 06, 2012 10:48 AM
To: Denise Yochum; Duncan McClinton; Joann E. Wiszmann; all-Official-FS; all-Official-PY; all-Official-MIL
Subject: RE: Clarification in Response to Letter to Board of Trustees
Importance: High

Good morning Duncan,

I completely understand your concern for the missing board minutes under the "Archived Meeting Minutes." I do want to say that this was not a purposeful omission on Michele's part, but rather an oversight on my part. We archive all the board information every month and different pieces of the minutes in multiple spots, and for the last few months, I have forgotten to take the extra step and put the minutes themselves in the archive meeting minutes folder. Thank you for noticing, and I immediately updated the meeting minutes folder, which is why Denise could find them when she tried.

In addition, I've added a link to "View Archived Board Reports" which is the full set of information that goes to the board, including the prior months meeting minutes on the page. You can access that folder directly here:
<https://intranet.pierce.ctc.edu/districtchancellor/board/>

Again, I'm sorry for the mixup. If you see any additional information you think is missing, feel free to contact me directly or Marie Harris, as she has copies of all the board documents as well.

Thanks,

Andrew J. Glass
Web Applications and Development Manager
Pierce College District
Possibilities. Realized.

phone: 253.864.3233
email: aglass@pierce.ctc.edu
online: [web](#) :: [twitter](#) :: [facebook](#)

TAB TWO

DATE: April 12, 2012
TO: Trustees
FROM: Marie Harris
SUBJECT: Letter to the Board of Trustees from the Puyallup Humanities
Division presented by Duncan McClinton at the March 7, 2012
Board Meeting and follow-up response

Michele has asked me to prepare the following document for a review at the April 18, 2012 Board of Trustees meeting.

Included in this document are the following:

- The letter from the Puyallup Humanities Division regarding the recruitment process for the Instructional Dean positions presented by Duncan McClinton to the Board at the March 7, 2012 meeting.
- Michele's email in response to the letter with an invitation to meet dated April 2, 2012.
- Duncan McClinton's email to the division in response to Michele's invitation to meet dated April 5, 2012.
- Michele's email stating she is happy to prepare a written response dated April 5, 2012
- Michele's letter of response to the Puyallup Humanities Division dated April 6, 2012

To the Board of Trustees and the Pierce College District Community:

We, the Puyallup Arts and Humanities Division, are writing to express our concerns regarding the selection process for Pierce College district deans.

Specifically, we believe this is an inequitable process developed by the administration—a process claiming to exemplify shared governance, while clearly reserving the actual choice of deans for the E-Team. We believe the process directly conflicts with our institutional Values of Integrity, Respect, and Accountability, as well as our newly adopted Mission. We hope the Board will carefully consider our position, recognize the legitimacy of our concerns, and begin a much needed, district-wide dialogue addressing the dean selection process and any process that disregards faculty working conditions. We also hope the Board appreciates just how difficult it is to voice objection, given that, historically, administration has discredited faculty objections as baseless and immature. Despite this, we write now to protect the integrity of our curriculum, whose oversight and implementation will be greatly impacted by the dean selection process.

Regardless of the percentage of faculty on the Screening Committee, the process renders *any* faculty participation powerless in several ways. For example, if a member of the Screening Committee questions a candidate's eligibility, the question is referred to the HR VP for discussion with campus VPs (present and future), ensuring ultimate authority for, ironically, the "ex-officio" VPs on the committee.

Additionally, during its interviews, the Screening Committee may only ask questions that have been approved by the committee's administrative chair, an individual appointed by the Chancellor, and a member of the Executive Team. Because the forwarded applicants and the acceptable interview questions are dictated by administrators who answer directly to the Chancellor, the entire interview process can exclusively reflect the Chancellor's interests as coordinated by the VPs.

After using the Executive Team's questions to interview the Executive Team's candidates, committee members will only be permitted to list strengths and weaknesses for each interviewed candidate. In other words, the Screening Committee has no authority to rank or assess candidates for specific disciplines. Therefore, serving faculty members have no authority to evaluate candidates based on their education or experience relevant to the content areas they will potentially supervise, a critical issue considering that deans will oversee curriculum in academic degrees and/or professional/technical programs and should, therefore, have some knowledge of pertinent subject matter. The faculty at large, meanwhile, will not even have an opportunity to meet the candidates in a formal Q&A to learn more about their individual pedagogy and relevant experience.

Following the time-consuming process of reading applications, undergoing interviews, and listing out each candidate's "strengths and areas of development," faculty members have no further input.

Instead, campus VPs interview candidates a second time without the Screening Committee present. Afterward, the VPs meet with the E-Team (chaired by the Chancellor) in closed door deliberations, where final selections are made. At that point the VPs offer deanships to the candidates they've selected, and only then, just before a public announcement, the VPs disclose their selections to the original Screening Committee. In this final step, the Screening Committee has no authority to voice concerns or to ask questions about the selections. The decisions have been made. Thus, we have a dean selection process that ensures administrative control goes unchallenged, beginning to end.

Because of this, we question the actual purpose of the Screening Committee. Clearly, faculty members, as well as two classified staff (all other Screening Committee members are appointed directly by the Chancellor), serve only as window dressing to suggest shared governance, even though they cannot evaluate candidate eligibility, they cannot control the questions asked of candidates, they cannot make any recommendations about candidates, and they do not participate in the final discussion concerning candidates. Again, the entire process—despite looking like a partnership between the administration and the college community—is fully controlled by the Chancellor and E-Team.

The process's inequity grows more disturbing when judged by our own institutional Values, the very standards spearheaded by our Chancellor and college district last year as the first step in our next accreditation process. Specifically, dean selection as proposed lacks the Values of Integrity, Respect, and Accountability. Additionally, and deeply troubling, this process utterly defies our institutional Mission, as it will drag serving faculty members into time-consuming preparations and interviews that siphon off classroom energy for instructors who ultimately have no significant voice in the final dean selection process

Because faculty on the screening committee will have no accountable influence on hiring decisions, despite their major investment of time, the Arts and Humanities Division (Puyallup) voted unanimously to send forward a letter to protest the Chancellor's process for dean selection. Additionally, our division voted, by a 75% majority, to abstain from sending a member to the selection committee. Instead, we will dedicate our energy to our teaching and to committee work that truly facilitates the fulfillment of institutional outcomes.

We hope the Board recognizes that any district process, whether designed by faculty or administration, must be scrutinized by the Trustees, who hold ultimate accountability to all constituencies, including all members of the college district and all county and state shareholders.

Respectfully submitted,

Puyallup Arts and Humanities Division

Marie Harris

From: Michele Johnson
Sent: Monday, April 02, 2012 10:32 AM
To: Linda Ketcheson; Jere Knudtsen; Victoria Mayorga; Duncan McClinton; Kenneth Owen; Nikki Poppen-Eagan; Ann Salak; Ann Schuster; Janina Starr; Elizabeth Stevens; Kathy Swart; Corrina Wycoff
Cc: Shelley Sirotek; Marie Harris; wrk-ETeam
Subject: Response to the Board of Trustee Letter
Attachments: A&AH letter on Deans2.doc

Dear Division Members:

I have been asked by the Board of Trustees to respond to your letter (see attached) presented at their March 7 meeting by Duncan McClinton on behalf of your division.

I have waited to respond until the internal search for division deans was completed. As you are probably aware, on Wednesday, March 28, Carol Green sent out an official email announcing that four of the five positions have been filled. We will immediately begin an external search for the fifth dean position. Jo Ann Baria will continue to serve as chair of the Screening Committee.


In your letter you have raised concerns about the selection process. I would be happy, along with other appropriate individuals, to meet with the division to address your concerns.

Please contact Marie Harris at ext. 3104 to schedule a time. If you would like to meet individually, my door is always open.

Michele

Michele L Johnson, Ph.D.

Chancellor
Pierce College District
p: 253.864.3100 | f: 253.864.3123
mjohnson@pierce.ctc.edu | www.pierce.ctc.edu

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Marie Harris

From: Duncan McClinton
Sent: Thursday, April 05, 2012 10:51 AM
To: Michele Johnson; Linda Ketcheson; Jere Knudtsen; Victoria Mayorga; Kenneth Owen; Nikki Poppen-Eagan; Ann Salak; Ann Schuster; Janina Starr; Elizabeth Stevens; Kathy Swart; Corrina Wycoff
Cc: Shelley Sirotek; Marie Harris; wrk-ETeam; Beth Norman; John Lucas
Subject: RE: Response to the Board of Trustee Letter

Dear Division Members,

I know Ann is planning on the division addressing Michele's email at our next available division meeting (which will have to be May because April's division meeting is a joint meeting and will not provide the opportunity for us to discuss our specific division's response, thus placing it on our May agenda), but there are some things to think about regarding Michele's comments. As was the case with our original letter regarding the dean selection process, what we discuss amongst ourselves is secretly passed along to the E-Team anyway (by one of our own), so to save that individual time, I've gone ahead and included Michele and the E-Team from the start. More so, however, I include them as testimony to our division's faith in institutional transparency and shared governance.

But to the point:

Here is the issue I want you to consider: Michele explains to us that the Board has directed her to respond to our concerns. But instead of responding she sends us an invitation to come and talk with her. Please note that such an "invitation" is not a response. We wrote a letter that took time and care to prepare and present to the Board. In return, we expect the Chancellor to do the same and follow through with the Board's request by sending us (our division) a written response, not an offer for a verbal meeting where nothing is recorded for future reference. This is key for the future management of our institution, as well as to verify for future analysis that we, as a district, are meeting our Mission, Values, Institutional Outcomes, and accreditation standards. I'm sure the Chancellor and Board would agree how important written records are to maintain our institutional history. So I am suggesting that we formally request a written document that specifically addresses our concerns as voiced in our division letter, so that we may review her response and fitfully take whatever next steps we feel are appropriate. Please note: I am not referring here to a response by the Dean Selection Committee (which I understand is drafting their own letter). I am asking for a response that the Board has specifically directed Michele to do. If we do not receive such a letter, I believe we should inform the Board that the Chancellor did not, in fact, respond (beyond a vague invitation to talk). Instead, she left it up to us to organize and arrange a meeting with her, which is rather implausible since scheduling such a meeting with full representation of our division would be next to impossible. Instead, I strongly believe we should make a formal request that we receive a written response that allows the Chancellor to go on record, thus providing us with an official response to review.

I also suggest that we meet briefly after our joint division meeting on Friday to vote on requesting a formal written response from the Chancellor regarding our letter. Or, if we want to vote in a new email thread that our DC could create (and that does not include administration)--that seems reasonable, too. Once (and if) we receive the response Michele has been directed to give, we may then be able to discuss the letter during our May division meeting, and, if warranted, invite Michele to our June division meeting for further discussion (perhaps our new dean could join us too, if hired by that time). In turn, both Michele's response and our own division response to her letter should be forwarded to the union and be included in the union's first fall report (that will be the first opportunity the union will have) that is given to the Board of Trustees, thus completing the loop of communication that we initiated, and, in turn, fulfilling our obligation and commitment to Pierce College's institutional Values of Integrity and Accountability. Should the Chancellor decline to write such a response, then the union can include that in its first 2012-2013 report to the Board.

Please note that I am including PCFT officers in this email as well.

As always, I sincerely appreciate your time.

Marie Harris

From: Michele Johnson
Sent: Thursday, April 05, 2012 11:28 AM
To: Duncan McClinton; Linda Ketcheson; Jere Knudtsen; Victoria Mayorga; Kenneth Owen; Nikki Poppen-Eagan; Ann Salak; Ann Schuster; Janina Starr; Elizabeth Stevens; Kathy Swart; Corrina Wycoff
Cc: Shelley Sirotek; Marie Harris; wrk-ETeam; Beth Norman; John Lucas
Subject: Re: Response to the Board of Trustee Letter

I am happy to prepare a written response.

Michele
Michele L Johnson, Ph.D.

Chancellor
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Marie Harris

Subject: Response to the Board of Trustee Letter
Attachments: FINAL, Recruitment Process for Instructional Deans Feb 15 2012.doc

From: Michele Johnson
Sent: Friday, April 06, 2012 12:19 PM
To: Michele Johnson; Duncan McClinton; Linda Ketcheson; Jere Knudtsen; Victoria Mayorga; Kenneth Owen; Nikki Poppen-Eagan; Ann Salak; Ann Schuster; Janina Starr; Elizabeth Stevens; Kathy Swart; Corrina Wycoff
Cc: Shelley Sirotek; Marie Harris; wrk-ETeam; Beth Norman; John Lucas
Subject: Re: Response to the Board of Trustee Letter

Dear Division Members:

I am responding in writing to your March 7 letter to the Board of Trustees.

I believe the best way to respond is to outline for you the process followed for the Dean selection. I think you will see it is distinctly different than the characteristics you described in your letter.

When a decision has been made to conduct a hiring search for a vacant or new position, it is customary for HR staff to prepare a draft outline of the screening/hiring process. In early February a draft proposal for the dean positions went out to divisions for feedback. Beth Norman, PCFT President was also consulted. Feedback was incorporated and a final document was prepared by HR (see attached).

As with most administrative hires, I appoint a committee chair after consultation with the Executive Team. This was no exception. Jo Ann Baria was appointed and a request was sent to each division to select a division faculty representative to the committee. Six divisions chose to forward a representative. Your division chose not to participate. In addition, the division administrative assistants were asked to select one representative from each campus. Finally, two administrators were recommended by the Executive Team and appointed by me.

The following information has been provided to me by Jan Bucholz and Jo Ann Baria who were part of the screening process. I was not part of that process.

The committee met on February 24 to review the draft job announcement. During the meeting several changes were suggested by committee members. HR Consultant Sarah Crane made those changes to the announcement during the meeting and then immediately posted the announcement to the HR website. The committee also developed the screening tool (consistent with the adjusted job announcement) they would use to evaluate application materials.

On March 9 the committee held their second meeting. At the meeting they developed questions for the interview; made the decision to interview all eight applicants who applied for the positions (they had completed their review of materials prior to the meeting); and discussed formulating a response to your division's letter to the Board of Trustees at the conclusion of the process. (I've been told this was sent to Ann Salak, Division Chair, on April 5, for distribution to the division faculty.)

The committee conducted interviews on March 14 and March 16. Prior to the interviews the committee decided that it was not necessary to have the vice presidents present during the interviews and the vice presidents agreed.

The committee stayed late on March 16 to complete recommendation summaries. I was told the screening committee did an excellent job. They provided a comprehensive analysis of the candidates' strengths and opportunities for growth and their "fit" for potential divisions that were under discussion in the reorganization. The committee forwarded six candidates for consideration to the Vice Presidents.

On March 22 and 23 the Vice Presidents, current and future, (Carol Green, Bill McMeekin, and Deb Gilchrist) interviewed the six candidates. They used the detailed analyses from the screening committee to formulate their questions to the candidates.

On March 26, the Vice Presidents met with President Yochum and President Schmitt to discuss their hiring recommendations. On March 27, the Executive Team was informed of the hiring recommendations. Final hiring authority rested with the presidents. Presidents and Vice Presidents met later that day, made their final decisions and positions were offered to Tom Broxson, Greg Brazell, Lori Griffin, and Ron May. All four accepted. The screening committee was notified by email the following morning of the decision. The college community was informed of this decision in an email sent by Carol Green.

On April 2, the four new deans met with Carol Green (with full support of Bill McMeekin who had another meeting) to discuss the particular division assignments. They developed a recommendation that was brought to the Executive Team on April 3. The Executive Team agreed with their recommendation. Those assignments were announced by Carol Green in an email to the college on April 3.

An external search is underway to fill the fifth division dean position. That dean will lead the Arts and Humanities division. The same process will be used for this hiring, with the exception of a "meet and greet" that is still being developed. Given these are external candidates, the candidates need an opportunity for campus tours and time to meet with faculty and colleagues. As with all hiring processes, candidates are "interviewing" us as we are interviewing them. This is an important hire for the division and the college district. Your participation is valuable to the process.

Shared governance is both an opportunity to be heard and a responsibility to participate. I encourage the Arts and Humanities division to accept this responsibility and forward a representative to the screening committee.

As a point of clarification, the Board of Trustees did not direct me to provide the division with a written response to the letter you presented to the Board. They asked me to follow up and report back to them. If my email stating that Board "asked me to respond to your letter" led to some confusion, I would have appreciated a phone call or email asking for clarification instead of making a false assumption.

Thank you for the opportunity to clarify. I will be sharing this information with the Board.

Michele

Michele L Johnson, Ph.D.

Chancellor
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