



Board of Trustees Meeting

South Hill Campus, Room 114

Wednesday, October 14, 2026

Study Session: Cancelled

Regular Meeting: 3:00 – 4:10 p.m.

Regular Meeting Agenda

- 3:00 Call to Order, Flag Salute, Land Acknowledgement, and introductions ...Adria Buchanan**
- Adoption of AgendaAdria Buchanan
Action
 - Approval of the Meeting Minutes of August 12, 2026 ([Tab 1](#)).....Adria Buchanan
Action
- 3:10 Public Comments.....Adria Buchanan**
- 3:15 President’s Report.....Dr. Joyce Loveday**
- Student Success Speaker – Amanda Ellis
 - Public and Restricted Space Access Policy
 - Extension of Purchase Authority
 - Ribbon Cutting
 - Miscellaneous
- 3:30 College Reports or Highlights**
- FY 26 End of Year Report ([Tab 2](#))Amelia Grayson
- Communications Policy ([Tab 3](#)) Cathy Purcella, Dean Kelly
- Aviation Program Updates..... Dr. Tom Broxson, Claire Korschinowski

- 3:50 Chair’s Report**Adria Buchanan
- 3:55 Board Reports and/or Remarks** All
- 4:00 New Business**.....Adria Buchanan
- Adoption of Resolution 26-10-117 regarding reauthorization of purchase authority (Tab 4)Adria Buchanan
- Action
- 4:10 Executive Session**Adria Buchanan
- The Board may hold an executive session for purposes allowed under the Open Public Meetings Act. Legal purposes include, to consider acquisition or sale of real estate; to review negotiations of publicly bid contracts; to receive and evaluate complaints or charges brought against a public officer or employee; to evaluate the qualifications of an applicant for public employment; to review the performance of a public employee; and to discuss with legal counsel matters relating to agency enforcement actions, litigation, or potential litigation. Before convening in executive session, the Board Chair will publicly announce the purpose for executive session and the time when the executive session is expected to conclude.
- None
- 4:15 Adjournment**Adria Buchanan



Board of Trustees Meeting

Lakewood Campus, Rotunda, Building 3

Zoom Link for those who cannot attend in person:

<https://cptc-edu.zoom.us/j/85206670127>

Wednesday, August 12, 2026

Study Session: Cancelled

Regular Meeting: 4:00 – 5:45 p.m.

Regular Meeting Minutes

Call to Order: Vice Chair Phillips called the Regular Meeting of the Board of Trustees for Clover Park Technical College (CPTC) to order on Aug 12, 2026, at 4:07 p.m., followed by the introductions, flag salute, and land acknowledgement.

Board of Trustees Present:

Adria Buchanan, Chair (online)

Alice Phillips, Vice Chair

Tong Zhu (online)

Eli Taylor (online)

College President:

Dr. Joyce Loveday

AAG:

Justin Kjolseth, AAG (online)

Excused Absences:

Jesus Villegas Rivera

Executive Team:

Dr. Tom Broxson, VP for Instruction

Dean Kelly, VP for Student Success

Amelia Grayson, VP for Finance and Administration

Ilesha Valencia, Associate VP for Equity, Diversity, and Inclusion

Catherine Purcella, Senior Executive Director of Advancement and Strategic Communication

Adoption of the Agenda**MOTION:**

Motion to adopt the agenda as presented was made by Trustee Buchanan and seconded by Trustee Zhu. The motion was approved unanimously.

Approval of the Minutes of July 8, 2026 (Tab 1)**MOTION:**

Motion to adopt the minutes of the July 8, 2026 Board meeting as presented was made by Trustee Buchanan and seconded by Trustee Taylor. The motion was approved unanimously.

Approval of the Minutes of July 23, 2026 (Tab 2)**MOTION:**

Motion to adopt the minutes of the July 23, 2026, Special Board meeting as presented was made by Trustee Taylor and seconded by Trustee Buchanan. The motion was approved unanimously.

Public Comments

None.

President's Report

Dr. Loveday reported that three policies are up for approval: 5.24 Recruitment Practices of Service Members, updated to better align with new Department of Defense guidance; 4.15 Student Absence for Reasons of Faith or Conscience, updated for currency; and 4.17 Waiver of High School Graduation Credits, updated for currency.

Since the Board's last meeting, CPTC has taken possession of six new Cessna aircraft that were ordered two years ago. CPTC was able to take receipt of them earlier than anticipated. Five are currently housed at the South Hill Campus (SHC), with one is housed at the Olympia airport. As the runway at Thun Field is still under construction, flight training will take place out of the Olympia Airport. The five planes at SHC are being assessed by staff and the FAA as part of the approval process for flight instruction.

Dr. Loveday thanked Shannon Feist, Professional Pilot Instructor, and Matthew Selstad, Flight Mechanic, for traveling to Kansas to inspect and accept the planes. The six planes are replacing aircraft that were approximately 40 years old. Plans for a public ribbon cutting ceremony are in development, potentially to align with the October Board of Trustees meeting which will be held at SHC. Dr. Loveday will be reaching out to the trustees to coordinate.

Dr. Loveday expressed gratitude for the work of the members of the Budget Committee, who undertook a new process to develop this year's budget, which will be presented later in the meeting.

Dr. Loveday reported that CPTC continues its work with the Aspen Institute's Unlocking Opportunity initiative, which focuses on the value students receive from education. The

initiative seeks to move students into higher wage programs, and to redesign programs so that they lead to higher wage jobs. This year, coaches from the Unlocking Opportunity initiative have been working with a cohort of CPTC staff, eight of whom have been invited to travel to Dallas, TX for a collaborative session October 26-28.

Regarding the presidential search, requests for proposals have been sent to six search firms, with a deadline at the end of August. Proposals will be reviewed by the Search Committee chairs and Trustee Buchanan, and will also be sent to all trustees for their awareness. An email has been sent to all faculty and staff requesting nominations for members to serve on the Search Committee. 18 members will be selected by the end of the quarter.

College Reports or Highlights

Outcomes Assessment Report (Tab 3)

Dr. Tom Broxson introduced Dr. Snowy Zhang, who directs CPTC's outcomes and assessment process. Dr. Broxson explained that this process forms the foundation of the work of accreditation. Outcomes are the promises made to students that they will learn a certain set of skills, while assessment is how the college measures the success of those promises.

Prior to Dr. Zhang's work, CPTC did not have a regular outcomes and assessment process. She has developed an annual process for continuous improvement in instruction. Of note, developing such a process was a previous recommendation of the accreditors, which owing to the work of Dr. Zhang they have since considered fulfilled.

Faculty are at the center of assessment work because they know the students and programs best, so faculty participation is critical. From 2023 to 2025, Program Learning Outcome (PLO) completion increased from 86% to 100%, while Course Learning Outcome (CLO) completion increased from 76% to 88%. This success is owed to the fact that assessment is not isolated, but rather a collaborative effort between faculty, Instructional leadership, the Outcomes Assessment Office, Institutional Effectiveness, the Teaching and Learning Center, and the Office of Equity, Diversity and Inclusion.

Currently, outcomes assessment follows a recurring cycle during which learning outcomes and assessment plans are developed, data is collected and analyzed, and action plans are proposed and implemented. Throughout the process, perspectives of all stakeholders and collaborators are considered.

Various data sources are used to inform the assessment process. Direct sources include PLO, CLO, and College-wide Learning Outcome (CWLO) assessment data. Indirect sources include enrollment trends, course success rates, retention rates, completion rates, occupation demand and wage data, course evaluation results, advisory committee feedback, and accreditation and licensure pass rates.

After analyzing this data, faculty develop improvement plans along four areas:

- Teaching and learning
- Assessment improvement
- Curriculum redesign
- Program enhancement

Examining the impacts of the outcomes and assessment efforts across participating courses, CPTC's average rate of students meeting expected outcomes remained above 92% over the past three academic years. Additionally, faculty across 34 programs in 2025 and 35 programs in 2024 used assessment results to identify professional development plans that enhanced their teaching. Finally, over the past three years nearly 1100 curriculum changes have been approved, along with program enhancements such as updating physical and digital infrastructure in response to AI and technology change, and strengthening industry partnerships and community relationships.

Dr. Zhang concluded by highlighting the success of three specific examples: Medical Lab Technician, Cosmetology, and BAS–Architectural Engineering Design.

Access Report (Tab 4)

Dr. Tom Broxson and Dean Kelly introduced the new CPTC Access Report, formerly known as the Enrollment Report. In accordance with guidance from the Institutional Effectiveness Committee to provide regular strategic plan monitoring reports, such reporting will now align with the CARES goals. The Access Report aligns with CARES Goal A. Access Reports will likely be provided quarterly, with other CARES goals reported annually.

Dr. Broxson reported that the 2025-26 unduplicated headcount was 9,061, which was 91% of the goal of 10,000, up from 8,466 in 2024-25. The 2025-26 annual state funded FTE was 4,148, which was 119% of the goal of 3,500, up from approximately 3,900 in 2024-25.

Mr. Kelly reported that, as headcount and FTE are now part of the allocation model, both measures will be reported in the future. Areas of major growth in 2025-26 over 2024-25 include NWCTHS, Basic Skills/ESL, Bachelor Programs, Running Start, Dual Credit (CiHS), and Eastside Training Center (new this year, but with a headcount of 337).

There was double-digit enrollment growth for all minority populations. The result is a highly diverse campus, even more diverse than the surrounding community. CPTC is close to the HSI threshold of 25% (currently 24%). Of note, potentially owing to broader national issues, students are currently less likely to disclose race or ethnicity, which will cause challenges with data disaggregation and dependent planning in the future.

Enrollment is also up for all gender and age categories. Of note, there has been a disproportionately large increase in the number of male students, potentially due to men entering traditionally male-heavy trades programs, especially at the Eastside Training Center. There has also been increased enrollment of students aged 16-30, but most especially in the

high school age range, owing to the growth in NWCTHS and Running Start. Over the past ten years, CPTC's average student age has fallen from approximately 31 to 28.

Dr. Broxson reported that annual and quarterly state FTE growth continues to rebound post-pandemic. The current Summer Quarter's growth of 16.6% was higher than expected. As state FTE figures impact the state allocation, it is hoped that enrollment continues to grow throughout the coming year. Contract FTE also grew significantly in 2025-26. Summer Quarter contract FTE data is not yet available.

Regarding the Unlocking Opportunity work CPTC has been engaging in with the Aspen Institute, there are three main goals: 1) reduce the number of programs CPTC offers that are below a living wage (\$52,000 per year for Pierce County, according to the MIT Living Wage Calculator); 2) increase the number of women and African American students in high-wage programs (\$91,000 per year); and 3) increase the number of ABE/ESL students transitioning into living wage programs.

Trustee Buchanan asked if the figures for African American students also included international students from Africa. Dr. Broxson stated that he believed so, and that they are working on separating those populations in the data.

Mr. Kelly reported on a number of efforts designed to increase access in 2026-27. Regarding outreach growth, CPTC will be partnering with the Maritime Center at the Port of Tacoma to allow students to earn both their high school diplomas and CPTC Associates Degrees in Manufacturing through the Maritime Center, with the first group of students starting this Fall. CPTC will be working with an outside firm to provide targeted marketing in the Eastside Tacoma area, to increase access to the Eastside Training Center. Additionally, the Peer Mentoring program will be expanding services this year, working with ABE/ESL students in particular, to assist with the transition to college-level programs.

Fiscal Year 2026-27 Budget (Tab 5)

Amelia Grayson presented the 2026-27 budget. She reviewed tuition and fees rates, tuition waivers, and proposed budget numbers. The budget information was presented previously to the Board at their Board Retreat, and was also presented to staff and faculty.

Student Revenue (tuition and fees, Running Start, NWCTHS support) is budgeted for \$26,064,235, which is a \$3M increase year-over-year, owing to an anticipated 8% enrollment increase impacting tuition and fees, and a 5% increase in NWCTHS and Running Start.

Auxiliary Revenue (bookstore, Event Services, Hayes Child Development Center) is budgeted for \$2,100,000. This is largely unchanged from last year. Of note, it is hoped that the Hayes Child Development Center will be profitable in the coming year.

Total Operating Expenses are budgeted for \$69,716,583, the vast majority of which is salaries, wages, and benefits. Factors applying upward pressure on these expenses include attempting

to keep up with market wages, an increase in the number of positions necessitated by the significant recent enrollment growth, and market conditions affecting benefits costs. Of note, CPTC has reduced its debt service expense, due to paying off Building 23; however, CPTC plans to take on two new Certificate of Participation (COP) debts, due to the newly acquired aircraft and the potential purchase of the Eastside Training Center building.

A net deficit of \$565,508 is expected. This deficit can likely be narrowed further through cost-saving measures (changes to travel, hiring, low-enrolled course scheduling, and program alignment), and additional revenue beyond the conservative target of 8% enrollment growth.

Finally, total operating reserves are at \$26,231,249. Although FY26 figures have yet to be finalized, this figure reflects a likely \$2M deficit sustained last year. Of note, \$17,355,317 are reserved for mandated 90 Day Operating Expenses, \$3,561,349 are reserved for local dedicated student funds, and \$1,155,000 are reserved for the Airplane and Eastside COPs.

Chair's Report

Chair Buchanan thanked the day's presenters. She noted CPTC has come a long way with its data gathering and analysis, and she is pleased that the information is being used to drive strategy and action. Being able to address an outstanding accreditation item in such a short time is impressive.

Through the listening sessions held over the summer, she heard a number of themes, and while the Board of Trustees continues to process the feedback with the College, one thing is clear – there must be a standard of communication across campus that reflects a higher level of responsiveness and professionalism to effectively conduct the day-to-day business of the College. To this end, the Board of Trustees directs the College to prepare a baseline communication policy immediately, to be presented to the Board of Trustees prior to the next Board meeting.

Board Reports and/or Remarks

None

New Business

MOTION:

Motion to direct the College to prepare a baseline communication policy immediately, to be presented to the Board of Trustees prior to the next Board meeting, was made by Trustee Taylor and seconded by Trustee Zhu. The motion was approved unanimously.

MOTION:

Motion to approve the Operating Budget for Fiscal Year 2026-2027 as presented was made by Trustee Taylor and seconded by Trustee Zhu. The motion was approved unanimously.

Executive Session

None.

Adjournment**MOTION:**

Motion to adjourn the meeting at 5:07 p.m. was made by Trustee Phillips and seconded by Trustee Zhu. The motion was approved unanimously.

Dr. Joyce Loveday
President
College District Twenty-Nine

Adria Buchanan
Chair, Board of Trustees
College District Twenty-Nine

Clover Park Technical College
FY 2025-26, Year End Budget to Actuals
As of June 30, 2026
Non-GAAP Budgetary Basis Reporting
UNAUDITED

100% of Fiscal
Year Completed

REVENUE	FY26 Budget	Actual	Actuals as Percent of Budget	Difference
Net tuition and Fees	17,887,191	18,392,239	102.8%	505,049
Running Start	1,850,000	2,466,090	133.3%	616,090
NWCTHS Support	5,200,000	4,960,531	95.4%	(239,469)
Total Student Revenue	24,937,191	25,818,860	103.5%	881,670
State Operating Appropriation	36,418,364	37,300,626	102.4%	882,262
State Capital Appropriation	126,121	680,880	539.9%	554,759
Contracts	3,000,000	2,968,185	98.9%	(31,815)
Corporate Education	1,300,000	1,615,156	124.2%	315,156
Other Operating Revenue	900,000	437,152	48.6%	(462,848)
Investment Income	921,712	865,309	93.9%	(56,403)
Federal and Local Grants	1,591,952	2,201,067	138.3%	609,115
Total Other Operating Revenue	44,258,149	46,068,375		1,810,226
Bookstore	900,000	1,000,567	111.2%	100,567
Event Services	311,000	379,143	121.9%	68,143
Hayes Development Center	550,000	627,343	114.1%	77,343
Total Auxiliary Revenue	1,761,000	2,007,053	114.0%	246,053
Total Revenue	70,956,340	73,894,288	104.1%	2,937,948
EXPENSES				
Salaries and Wages	40,361,942	40,393,335	100.1%	31,394
Employee Benefits	12,911,432	13,308,648	103.1%	397,215
Goods and Services	6,200,000	9,198,684	148.4%	2,998,684
Other Expenses	3,100,000	4,245,195	136.9%	1,145,195
Travel	250,000	233,235	93.3%	(16,765)
Utilities	1,200,000	1,296,691	108.1%	96,691
Scholarships and Aid	2,777,915	2,994,658	107.8%	216,743
Debt Service	3,513,750	3,513,750	100.0%	-
Building and Innovation Fees	1,620,022	1,633,762	100.8%	13,740
State Capital Projects	126,121	0	0.0%	(126,121)
Federal and Local Grants	1,591,952	1,882,505	118.3%	290,553
Total Operating Expenses	73,653,134	78,700,464	106.9%	5,047,330
Net Income (Loss)	(2,696,794)	(4,806,176)		(2,109,382)

CLOVER PARK TECHNICAL COLLEGE

POLICY & PROCEDURE

CHAPTER 2	SECTION 32	TITLE College-Wide Communication	HISTORY		
			Adopted	Campus Forum	Reviewed
			Revised		Next review

POLICY

All employees of Clover Park Technical College shall practice professional, ethical, and effective communication through the use of College-approved communication channels. Timely, accurate, clear, respectful, and consistent communication builds trust, strengthens relationships, supports collaboration, and advances the mission and work of the College. The College recognizes that every interaction contributes to student success and the overall success of the College. All employees, whether serving a student directly or supporting the work of others, contribute to the student experience and are critical to student success.

A. Purpose

These guidelines describe how CPTC employees support one another and our students through professional and effective communication. They are a shared agreement, not a disciplinary instrument, and provide a common framework for communication across the College. The College recognizes that effective communication is shaped by workload, staffing, resources, competing priorities, roles, and other operational circumstances. As we move from shared guidelines to implementation through procedures, we recognize the importance of remaining open to input, constructive feedback, and continuous improvement. Nothing in these guidelines limits an employee's right to raise concerns through Human Resources, Title IX, a collective bargaining agreement, or any other complaint process.

To implement this policy, departments are responsible for developing and maintaining procedures, as appropriate to their areas of responsibility, to support implementation of these guidelines. Such procedures should provide clear expectations for communication, follow-up, resolution, or referral while allowing for differences in operational needs across the College. The College will support effective implementation by considering both communication practices and the conditions in which employees are carrying out their work. When opportunities to strengthen communication arise, supervisors and leadership will work with employees to understand the circumstances, identify what support or clarity may be helpful, and strengthen practices and processes as appropriate. Procedures may be refined over time based on feedback, operational experience, and opportunities for continuous improvement.

B. Communication Practices**1. Be Clear**

- Communicate information, questions, concerns, and requests in a timely, accurate, clear, and consistent manner.
- Provide sufficient context, including what is needed, why it is needed, and any relevant deadlines, expectations, or next steps.

- Address questions, concerns, and opportunities for clarification with the appropriate person whenever possible, using direct conversation and supervisory channels when they are helpful or necessary.
 - Use communication methods that support understanding and effective resolution, particularly when matters benefit from nuanced discussion, significant collaboration, or conflict resolution.
2. Be Responsive
- Acknowledge communications promptly, generally within one to two of the employee's scheduled workdays, recognizing that workloads, absences, and operational demands vary.
 - Provide updates and communicate anticipated next steps when a request cannot be resolved immediately.
 - Establish out-of-office notifications and identify alternate contacts during extended absences when necessary to maintain continuity of service.
 - Use shared communication channels in ways that support requests being appropriately assigned, addressed, and tracked.
 - Prioritize and appropriately escalate communications involving student safety, compliance obligations, time-sensitive deadlines, or operational emergencies.
3. Be Respectful and Kind
- Treat students, colleagues, and community partners with compassion, dignity, and professionalism.
 - Assume positive intent, seek clarification, and work toward mutual understanding.
 - Approach challenging conversations with a commitment to respectful problem-solving and shared understanding.
 - When communication presents an opportunity for greater clarity or understanding, seek to understand what may be contributing to the situation and identify a constructive path forward.
4. Be Collaborative
- Use the communication method most appropriate to the complexity and sensitivity of the situation.
 - Engage in productive dialogue and actively participate in problem-solving.
 - Recognize that effective communication is a shared responsibility. Individuals should clearly communicate what, why, and when it is needed, while directing requests to the appropriate person or channel.
 - Contribute to a culture of collaboration and shared responsibility that supports student success.
5. Be Accountable
- Follow through on commitments and communicate when circumstances affect the ability to do so. Reflect and look for ways to improve personal communication styles.
 - Close the communication loop by ensuring requests are resolved, transferred to the appropriate responsible party, or otherwise addressed.
 - Document significant decisions, commitments, and action items when appropriate. Documentation should support, rather than replace, direct communication and relationship-building.
 - The College will support these guidelines through onboarding, coaching, and professional development. These guidelines do not represent new grounds for discipline; existing policies and collective bargaining agreements continue to govern performance and conduct.

APPROVAL: By: Dr. Joyce Loveday	Date:
Board Chair Review:	Date:

Note: communication practices are included in this document, there is some consideration as to whether this should be separated into two documents.



RESOLUTION 26-10-117

Reauthorization Request for Purchase Authority

WHEREAS, the Clover Park Technical College Board of Trustees Adopted Resolution 24-10-111 on October 9, 2024, authorizing the College President to request legislative authority for financing up to \$15,000,000 for purchase of the Eastside Training Center (ETC) through a Certificate of Participation (COP) or alternative funding source; and

WHEREAS, Clover Park Technical College has leased the facility at 6002 E. McKinley Avenue since December 2024 to operate the ETC, now serving more than 300 students quarterly in construction, HVAC, electrical, and high-school completion programs; and

WHEREAS, the Board of Trustees has affirmed its intent to purchase the facility to secure long-term access to high-quality training space for the Eastside community; and

WHEREAS, although the Legislature previously authorized financing up to \$15 million, required state processes may not be completed in time to meet the 2026 COP issuance timeline; and

WHEREAS, reauthorization for the FY 2027–29 biennium will ensure the College can complete the purchase if delays extend into the coming year, without increasing the total amount requested; and

WHEREAS, legislative approval provides authority but does not obligate the College to use all or any portion of the purchasing authority granted;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees authorizes the College President to request legislative authority for financing up to \$15 million through a COP or alternative funding source for the FY 2027–29 biennium.

ADOPTED by the Board of Trustees at a Regular Meeting on October 14, 2026.

Attested by:

Dr. Joyce Loveday
President
College District Twenty-Nine

Adria Buchanan
Chair, Board of Trustees
College District Twenty-Nine