

**COMMUNITY COLLEGE DISTRICT TWELVE
BOARD OF TRUSTEES
Centralia College**

**Hanson Boardrooms
Centralia College Boardrooms
Centralia, Washington**

**Study Session/Regular Meeting
November 13, 2025
3:00 P.M.**

MINUTES

• Study Session

Marketing and Communications – Christine Fossett and Amanda Haines

Amanda Haines, Director of College Relations, provided an overview of the Marketing Department's operations.

Ms. Haines introduced the Marketing Department as a three-person team. Brendan Morrison serves as the college's graphic designer and produces nearly all external promotional materials, including mailers, flyers, posters, postcards, rack cards, brochures, and materials for the College Foundation and theater productions.

Drew Burghardt is the department's video and photo specialist and is responsible for all institutional photography and videography. His responsibilities include event photography and video, team and game shots, promotional videos, and program videos that appear on academic program pages.

Ms. Haines manages all remaining marketing functions, preferring to let her team focus on their areas of expertise while she fills in gaps as needed. She maintains the college website, writes publications and news releases, manages all social media accounts, oversees digital signage, the campus reader board, Canvas announcements, online forms, Blazer Briefs, and numerous state board communications.

Ms. Haines explained marketing priorities are set by the President's Cabinet. Currently, priority audiences and program areas include adults ages 24 to 50, early childhood education, nursing assistant programs, fine and performing arts, STEM fields, Running Start, and transitional studies. Running Start and transitional studies have remained continuous priorities, while others shift depending on enrollment needs.

To develop marketing initiatives, the department begins with direct discussions with faculty and program leaders. Because faculty possess subject-matter expertise that the marketing team does not, this step guides message development. After gathering feedback, the department drafts creative concepts, seeks approval, and produces materials such as posters, videos, flyers, website updates, and digital assets. She noted that this process can be lengthy.

Ms. Haines discussed changes in the college's brand identity, explaining that since the COVID period, the marketing strategy has intentionally emphasized a warm, personal, and approachable tone. The department highlights real people and real campus experiences, often sharing news about students, staff, and faculty. She referenced the "Blazers in the Wild" posts, which showcase college community members engaging in activities outside of campus.

Ms. Haines reviewed the department's budget, explaining that the largest expenditure is the preview mailer, a 44-page class schedule mailed to approximately

49,000 households four times per year. This project accounts for 61.5 percent of the department's budget.

The department recently initiated an online advertising campaign through Claris for winter quarter enrollment and signed a new contract with KACS Radio, a Christian station with a large geographic reach. This is a new audience for the college, and the department will evaluate its performance going forward.

Ms. Haines reviewed the evolution of the preview mailer, explaining that in 2016 the college transitioned to an eight-page magazine format with feature articles. A few years later it expanded to sixteen pages to reincorporate Continuing Education, which had been most impacted by earlier format changes. Incorporating it into the general household distribution allowed the college to benefit from reduced postal rates. She noted that Centralia College is now the only institution in the state still publishing a complete printed schedule.

Although the mailer is costly, many institutions are returning to physical mail due to its universal reach. Ms. Haines agreed that the publication's expense is concerning and difficult to measure in terms of return on investment. She explained that bulk postal rules permit carriers to determine delivery timing, meaning some households receive the schedule days late, inconsistently, or in rare cases not at all. Undelivered copies are returned directly to the college, leading to an accumulation of excess materials.

When asked about alternatives, she explained that reverting to a sixteen-page magazine would save some money but not dramatically, because the shorter version was printed on higher-quality paper and in full color. Other colleges use varied approaches, including Continuing Education-only mailers, compact magazines, or simple postcards with QR codes. She stated that, across the state's thirty-four colleges, no common model prevails.

Addressing digital performance, Ms. Haines explained that online traffic is easy to track but difficult to connect directly to enrollments. She cited the construction trades program as an example, noting high engagement but zero enrollment. However, the department has better data from its Claris campaigns, which use lists of previously enrolled students, applicants who did not register, and students who stopped out. After Claris returned performance figures that seemed overly optimistic, Ms. Haines asked Frances Mayfield to validate the results using one-to-one comparisons. The verified re-engagement rate was 8 percent, which Ms. Haines described as a strong outcome for this type of campaign.

Costs for the winter and spring Claris campaigns totaled approximately \$9,000 for sixty days, funded from sources outside her department. Two additional program-specific campaigns produced poor results, whereas general enrollment messaging performed significantly better. When asked whether investing more money would produce stronger outcomes, she acknowledged that Claris encourages larger budgets and that many colleges run year-round online advertising. Centralia's approach has been more limited, but results have improved over time.

Comparing digital advertising to the printed schedule, Ms. Haines stated that digital campaigns provide better value, clearer tracking, and more measurable impact. She described the college's social media demographics, noting that the institution is active only on Facebook, Instagram, and YouTube, while students manage additional independent accounts. Engagement across platforms is strong and highly localized to

Centralia, Chehalis, and nearby communities. The majority of users fall within the priority age range of 24 to 50. She reported that 53 percent of Facebook users, 43 percent of Instagram users, and 41 percent of YouTube viewers are within that demographic. Instagram skews younger, while earlier paid YouTube advertising reached younger and predominantly male viewers. She also noted a surprising number of older adults active on YouTube.

Ms. Haines acknowledged that several ongoing challenges are driven by campus-specific directives. She noted that frequent changes and initiatives, combined with budget limitations due to major expenditures, leave little flexibility to experiment with new approaches. Communication remains a challenge, as updates are often received after events have occurred. She also emphasized that engagement is limited, with repeating contributors, and that producing original and engaging content depends on broader participation.

1. Call to Order

Board Chair Annalee Tobey called the meeting to order at 4:06 p.m.

2. Roll Call

Board members present:

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

3. Introductions/Presentations:

Emmy Kreilkamp, Drama Professor, introduced the cast and described the fall play, *Machinal*. The play portrays the mechanization of society and its impact upon one woman's struggle to fit in with a modern world.

Emmy Kreilkamp thanked everyone for the opportunity to perform Scene 1 and encouraged attendance at the fall production. The play will open on Friday, November 14, and close on November 23, 2025 in Wickstrom Theater.

Jason Moir, Interim Athletic Director, introduced the sports teams.

Jason Moir introduced head coach Noel Vazquez and the members of the men's 2025-26 soccer team.

Jason Moir introduced head coach Ceanna Larson and assistant coach Emily Mora and the members of the women's 2025-26 volleyball team.

Jason Moir introduced head coach Clarence Karte and assistant coach Henry Gallanger and the members of the women's 2025-26 soccer team.

Open Forum

No one requested to speak in open forum.

4. CONSENT AGENDA

Adoption of Minutes:

It was MOVED BY Mark Scheibmeir THAT THE BOARD APPROVE THE REGULAR MINUTES OF October 9, 2025, AS PRESENTED. THE MOTION CARRIED UNANIMOUSLY.

Policy Governance

Policy Updates

Dr. Mohrbacher reported Institutional Effectiveness (IE) met November 5, 2025. One policy passed on second read:

- 2.540 Key Authorization

Dr. Mohrbacher reported IE members approved the formation of an AI Work Group in response to ongoing discussions within multiple committees about AI-related policies. The group will also consider broader needs, including how to prepare students to learn and work effectively in an AI-driven environment. A call for volunteers will be issued to begin assembling the work group.

He noted that Court Stanley and Pretrina Mullins were selected as the subcommittee in charge of reviewing board policies. As required, all board policies need to be reviewed every five years. The subcommittee will review the binders and identify any policies that may require updates or revisions. Policies that remain accurate and aligned with current practice can be approved with no changes. Dr. Mohrbacher provided two binders for the trustees reviewing the policies.

5. Trustee Reports

Mark Scheibmeir attended the town hall meeting on proposed improvements to Main Street. He reported that the session was well attended, with approximately 50 participants gathered to discuss the future of the Main Street corridor and its connection to the college. Community members expressed strong support for enhancing Main Street as a more visible and welcoming portal to the campus. While the meeting focused on gathering impressions rather than making specific decisions, there was clear interest in future investments that could improve visibility and access. Ideas discussed included creating a more defined entryway from Main Street to the college and designing a street configuration that could support public events such as a festival street that could be closed at both ends when needed.

Court Stanley reported that he attempted to join the ACT Legislative Committee meeting that morning but learned it had been cancelled. He was, however, able to connect informally with four other participants, which provided a useful opportunity for conversation.

Court also reported that the Center of Excellence for Clean Energy will hold its meeting tomorrow via Zoom from 10:00 a.m. to 1:00 p.m., with productive work

continuing in that area. He expressed interest in hearing more about the recent bio conference and how its developments may connect with ongoing initiatives.

Chris Thomas reported on the recent national ACCT conference. He emphasized that the most significant takeaway was the continued strength of collaboration between the Board and the college's leadership team. He observed that many institutions continue to face challenges related to governance, roles, and communication, and that it is consistently encouraging to hear how well Centralia College functions by comparison. Aside from this major theme, Chris referenced several specific session takeaways included in his written notes in the BoardConnect.

Chris also reported on his attendance at the Future Academy event last Friday. It was an enjoyable and meaningful opportunity to engage with staff and community members in an informal setting. Conversations touched on the college's history, including reflections on life in 1925 and how much has changed since then. Chris noted that hearing personal stories and perspectives from attendees was particularly rewarding.

Annalee Tobey reported that the ACCT national conference in New Orleans was highly beneficial. She noted that she has a substantial collection of notes and photos and hopes to organize them before the next meeting, at which point she may share additional observations. She highlighted the value of attending the conference with a strong group, which allowed for meaningful discussion and idea exchange.

Annalee also reported that during a recent visit to campus she spoke with Nicole Zock, who informed her about the extensive work completed under the food security integrated theme. Nicole provided the recently submitted report, which Annalee printed for the board's review. Annalee expressed her appreciation for the quality of the activities undertaken across campus as part of this theme and the opportunity to attend the Stephanie Land event.

Annalee added that the sustainable Thursday lunches program has gained strong community awareness and continues to be well received.

Annalee added that she was unable to attend the Future Academy event.

WA-ACT

Pretrina Mullins is currently attending the 2025 Association of College Trustees (ACT) Fall Conference on November 13-14th.

ACCT

The 2025 ACCT Leadership Congress was in New Orleans, Louisiana this year with Annalee Tobey, Chris Thomas, Dr. Cox, and Dr. Mohrbacher attending.

6. President's Report

Dr. Mohrbacher reported on the ACCT Conference. He noted a significant number of sessions focused on artificial intelligence and mentioned one model stood out: the Mississippi Artificial Intelligence Network. This statewide initiative includes all higher education institutions, several state agencies, and major technology companies

collaborating on how AI will shape higher education and how students can be better prepared for an AI-driven future. Dr. Mohrbacher remarked that although a work group is forming within our own system, with Casey Schmidt and Tariq Qureshi serving as points of contact, it is not yet as expansive as the Mississippi effort. He suggested that broader statewide discussions may be needed to strengthen Washington's approach.

The Centralia College team gave a presentation on Scholar's Haven at the ACCT Conference. He noted that Dr. Rob Cox led the effort and did an excellent job. Although the session was small, with approximately 20 attendees at 8:00 a.m., it was well received, and participants expressed strong interest in the content presented.

He also reported that WACTC met with OFM Director K.D. Chapman-See. Budget reductions are expected in the near future, although specifics are not yet known. Dr. Mohrbacher noted that while the impact on community colleges is not yet clear, budget reductions are expected during the current short legislative session and are likely to continue into the next regular session.

Dr. Mohrbacher reported on a recent tour of the Transitional Services Building (TSB) kitchen, which has been primarily used for storage since 2017. Planning is underway to revitalize the space as a functional asset. A small amount of funding is available for infrastructure work, and additional funding may be available for asbestos remediation. KMB Architects will present multiple planning options: a larger-scale renovation to support a culinary program or a smaller-scale refurbishment for continuing education and event use. Grant and fundraising opportunities are being explored to support the effort.

Dr. Mohrbacher concluded by noting the success of the Future Academy sessions, which featured discussions on a variety of topics. He highlighted the dedication of participants, including Larry McGee, who conducted additional research following the session and provided detailed follow-up insights.

7. SAALT

Alicia Jenkins, Student Advocacy Activities Leadership Team (SAALT) President, highlighted culturally centered events in November for Native American Heritage Month and Hispanic Heritage Month, including a Dreamcatcher workshop and arts-based activities. Both events were well attended and received by students.

She described several large student engagement events which successfully engaged students in team and individual activities over several days. She also noted participation in the Veterans Day ceremony and Halloween-themed events, including a themed bingo with cash prizes.

Alicia outlined the Hunger Banquet initiative in partnership with the Sustainability Committee. Students received groceries to prepare meals in connection with the event, with additional resources provided through leftover grant funding.

Looking ahead to winter quarter, the team is planning "Field Trip Fridays" to engage students in local museums and businesses, as well as Trailblazer Tuesday videos highlighting student discounts at downtown businesses. She also noted that the leadership team will participate in the National Association of Campus Organizations (NACO) conference.

Overall, Alicia emphasized strong student participation and the success of events designed to connect students to campus, community, and leadership opportunities.

Alicia also noted plans to explore entertainment and talent opportunities for the college, including potential showcases for student engagement. She highlighted the success of a previous event, the screening of *How to Train Your Dragon*, which attracted over 100 students, and expressed hope to maintain strong engagement.

8. Faculty

No report submitted.

9. Classified

Emil Parke-Fagerness, classified representative, reported that Michelle Aguirre, Program Support Supervisor in Workforce, is working on her master's degree.

10. Instruction

Jenny Higgins, Nursing Director, for Connie Smejkal, Vice President of Instruction, provided an update on the nursing program. She reported that only one student did not pass the National Council Licensure Examination (NCLEX) assessment on the first attempt, bringing the program close to a 100% pass rate.

She provided additional context on nursing preceptorship placements for the current cohort of 20 students. She noted that only four acute care slots were available at Centralia, with seven at St. Peter's, leaving 11 students with hospital placements. Other facilities, including NW Pediatrics and the merging Olympia and Popes clinics, were unable to accept students due to capacity limits. She reported that the growth of nursing programs across the state has placed increased demand on available hospital preceptorships.

Jenny is exploring alternatives, including long-term care and outpatient clinic placements, to provide meaningful experience for students. She expressed disappointment at the limited acute care placements and emphasized the need to advocate for more rotations locally to ensure students gain the foundational hospital experience they need.

Jenny noted her continued efforts to secure additional acute care placements, including conversations with Diane Damitio and coordination with the regional nursing consortium, though challenges remain due to statewide program growth and limited hospital capacity.

Chris Thomas inquired whether the Electronics, Robotics, and Automation (ERA) program offers specific career and industry opportunities within the local community.

Becky Coleman, Dean of CTE, responded that the ERA program is being revamped and reimagined as an Instrumentation Technology program. The revised program will be applicable across a wide range of industries that use controls, including forestry and aviation. She noted that final plans are still in development and will be discussed at an upcoming Advisory Board meeting, and she will share the finalized program details with the board once complete.

11. Human Resources & Equity

Joy Anglesey, Vice President of Human Resources and Equity, reported that she will send the HR report to them for their review.

12. Student Services

Dr. Robert Cox, Vice President of Student Services commended Alicia Jenkins and Shelly Bannish for keeping the board informed of campus activities. Dr. Cox highlighted the Hunger Banquet as a meaningful event that helps participants gain perspective on privilege and food accessibility. He also noted the ongoing food drive and efforts to restock the food pantry, particularly in light of increased demand following the federal government shutdown.

Dr. Cox also noted that the letter of intent for the athletics budget began at the start of the month. The waiver and scholarship allocations will remain status quo, with 37.5% allocated to waivers and the remainder covered by scholarships. There will be no fiscal increase to the waiver category this year.

Annalee Tobey added that student food pantries were a prominent topic at the recent ACCT conference. She mentioned a session that showcased a college that placed its food pantry centrally within the student services area, which significantly increased usage. She emphasized the importance of being “loud and proud” about food pantries and the positive impact they can have on students.

13. Administrative Services

Tariq Qureshi, Vice President of Finance and Administration, providing the board with a brief financial update.

He noted that the college is currently trending \$1.6 million, or 20%, under budget. Tariq referenced a preview of the centralized IT and print report shared by Casey Schmidt and Amanda Witt, noting that further details will be presented at the next two board study sessions.

He also provided an update on major capital projects. The state is starting a new funding pipeline in 2027 called the Intermediate Funding Pipeline for projects under \$15 million. Centralia College is currently ranked #6 on this list. Based on historical legislative funding levels of \$300–\$400 million for capital projects, the college anticipates likely approval for funding starting July 2027.

Tariq explained that converting larger projects to this intermediate category will shorten the funding pipeline. Colleges ranked #9 through #32 are expected to submit proposals for intermediate projects, reducing competition and potentially enabling the college to enter a new project into the pipeline more quickly. He noted that similar adjustments will occur again in 2029 to further streamline project approvals.

Additionally, he described that smaller projects, such as a \$15 million initiative, may be prioritized over larger projects (e.g., \$40 million) to expedite funding and reduce wait times.

Chris Thomas congratulated Tariq Qureshi on being named one of the newest members of the Providence of South Sound Community Board, representing Centralia

College. He noted that this provides the college with another point of influence in the Providence healthcare network.

14. Foundation

Christine Fossett, Associate Vice President of Advancement, reported that this year there is a small delay in receiving final gala contributions. Letters and invoices have been sent, and once those donations are received, the gala process can be closed. She noted it was a very strong financial year for the gala, with all proceeds supporting the scholarships for the certificate program. Christine also mentioned that \$7,000 in donations had been received prior to the event from donors who were unable to attend, which was a very positive outcome.

Christine Fossett reported that the Foundation is on track to sign off on its audit at the earliest point ever, which is a significant achievement. The Foundation places particular emphasis on completing its audit promptly, as it precedes the college's audit and must be completed on time to avoid delaying the college's process.

Additionally, she noted that next Wednesday, Gesa representatives will be on campus to host a table and two lunch-and-learn sessions for both staff and students. These sessions will highlight the services Gesa offers and the Centralia College branded card, a strong sponsor for athletics. Increased participation with the card directly benefits the College financially.

15. New Business

Best Place to Work in Lewis County

Dr. Mohrbacher announced that Centralia College was recognized as the “Best Place to Work in Lewis County.” He thanked everyone who voted, noting the significance of broad participation. The College is exploring ways to highlight this recognition more prominently, including social media, the *Chronicle*, and in future job postings, which will feature a tagline indicating the College’s status as the best place to work in Lewis County.

16. Old Business

Strategic Planning

Fia Eliasson-Creek, Executive Director of Institutional Research, introduced Dr. Rob Cox to provide an update on strategic planning. Cox noted that the discussion highlights key initiatives rather than a comprehensive list of all ongoing work. The focus is on strategies with a significant impact on student experiences.

1. Objective 1.2.1 – Highest Three-Year Graduation Rate & Culturally Responsive, Inclusive Services (Objective 1.2)
 - I-BEST Concept: This model involves co-taught classes with one instructor focusing on content-based instruction and the other on pre-college (ABE) instruction.
 - Six classes across three programs are currently offered in this mode.

- Institutional Research will track student outcomes to evaluate effectiveness. Literature indicates this is a best practice for student success.

2. Annual Course Schedule:

- Transitioned from quarterly to annual scheduling to give students greater predictability in course offerings.
- Students can now plan their registration for winter and spring quarters, including final courses needed for graduation.
- This approach supports student success by allowing better life, work, and academic planning.
- Implementation required extensive effort over approximately 18 months and positioned the College among a few in the state with this scheduling strategy.

These initiatives are designed to enhance graduation rates, improve student planning, and provide culturally responsive and inclusive educational services.

3. Annual Registration / Guided Pathways Best Practice

- The College has implemented a two-quarter registration model as a step toward full annual registration.
- Statewide CTC system limitations currently prevent broader annual registration.
- Early data will inform potential system updates, which could eventually allow full-year planning for degree-seeking and Running Start students.
- The initiative supports student success by providing predictability and reducing barriers to course completion.

4. Strategic Theme: Employer of Choice / Training & Innovation (Goal 2.2)

- Accessibility Training: Centralia College has led training to implement new federal and state accessibility laws.
 1. In-person and virtual sessions were offered over the summer.
 2. A resource page was launched in fall quarter for self-directed learning.
- Online Instruction Training: Faculty teaching online courses must complete “reasonable and substantive” training focused on engagement and effective content delivery.
- Assessment Training:
 1. Faculty received training on learning competencies aligned within departments.
 2. A mentor model supports faculty in assessment best practices.
 3. The Dean Boot Camp provides tools for Deans to support faculty and assessment processes.
- Support for Statewide Commissions and Councils:
 1. Centralia College actively supports employee participation at all levels (Director, Dean, VP) in statewide commissions and councils.
 2. Leadership roles include college representation in professional organizations such as WHS and HMC, with financial support provided.

5. Objective Summary:

- Initiatives are focused on student success, faculty development, compliance with accessibility standards, and professional engagement.

Becky Coleman provided an overview of the Workforce Deans Academy, a 2½-day professional development gathering:

- Purpose: Equip Deans to better understand system opportunities, workforce education, and funding streams available statewide.
- Focus Areas:
 - Industry trends and statewide opportunities.
 - Leadership growth and development.
 - Inclusive practices to support faculty and enhance student experiences.
- Outcome: Strengthened leadership skills for Deans, enabling them to create improved learning experiences and workforce alignment for students.

Strategic Objective 2.2 – Streamlining College Processes

Dr. Cox highlighted several process improvements aimed at increasing efficiency and improving the student experience:

1. Honors Awarding Process:

- Shifted from annual to quarterly honors awarding to streamline workflow and better recognize student achievement.

2. Transcript and Diploma Processing:

- Implemented *Parchment*, an online tool for transcript and diploma requests.
- Students can now request and pay online; documents are processed almost immediately.
- Electronic delivery to employers and other colleges is now standard, improving speed and accessibility.

3. Degree and Area of Study Changes:

- Previously, students could change their degrees or areas of emphasis freely, creating messy data.
- New process requires advisor approval before changes are made, ensuring students understand implications for financial aid and funding.
- Result: significant reduction in unnecessary changes and cleaner data for institutional reporting.

4. Overall Impact:

- These updates have streamlined administrative processes, improved service for students, and laid the groundwork for more accurate institutional data management.

Looking ahead, a task force will further align advising and student services around areas of study, transitioning students from a focus on individual degrees to broader academic pathways over the next 18 to 24 months.

Dr. Cox concluded by expressing appreciation for the opportunity to share these mid-year strategic efforts with the board. Taking the time to reflect on accomplishments and progress, rather than just the day-to-day operations, has been energizing. It highlights the innovations and improvements we are proud of and reinforces our commitment to student success, employee development, and operational excellence. Dr. Cox looks forward to providing further updates in the coming months.

Accreditation

Fia Eliasson-Creek, Executive Director of Institutional Research, provided an update on the college's accreditation status.

Centralia College has a new liaison at the Commission, Dr. Chris Bragg, who recently joined the Commission after serving as Vice President of Institutional Effectiveness and Operations at a college in Idaho. Dr. Bragg has introduced himself to the College, and Fia plans to meet with him at the Commission's annual conference, scheduled for December 2–4, 2025. This new relationship will support ongoing accreditation, communication, and collaboration.

17. Executive Session

Under RCW 42.30.110, the board may hold an executive session for the purpose of reviewing the performance of a public employee and current or potential agency litigation or to review professional negotiations.

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

The Board has adjourned the Executive Session and reconvenes in Open Session. The time is 5:49 p.m.

The Board will proceed with the final agenda items.

18. Action from Executive Session

There was no action from executive session.

19. Announcement of Upcoming Meeting Date and Place:

The next board meeting will be Thursday, December 11, 2025, via Teams and Centralia College Boardrooms, Centralia, WA.

20. Comments

21. Adjournment:

The meeting adjourned at 5:51 p.m.

APPROVED:

Annalee Tobey, Board Chair

Dr. Bob Mohrbacher, Board Secretary