Bates Technical College helps students realize their potential for growth and success.
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OUR MISSION
Bates Technical College enriches our diverse communities by inspiring student learning, challenging greater achievement, and educating for employment.

OUR VISION
Bates Technical College helps students realize their potential for growth and success through innovative instruction in a nurturing, diverse environment. Students achieve their career and personal goals, strengthening the region’s social and economic vibrancy. Strong local and global partnerships with business, industry, labor and the public make the college a respected contributor to community vitality.

OUR CORE THEMES
Bates measures mission fulfillment through four strategic core themes.

**Workforce Education:** We are committed to providing high quality training that helps students realize their potential for growth and success through innovative instruction.

**Student Centered:** Bates support students, enabling them to succeed, to aspire to education, to reach their educational goals and transition successfully to further education or employment.

**General Education:** Bates recognizes that the skills and knowledge attained through general and related education are essential to success and ensuring well-rounded learners.

**Community Relationships:** Strong local and global partnerships with business, industry, labor and the public make the college a respected, effective community resource, contributing to local community vitality.
OUR VALUES
We strive to ensure that we exceed customer expectations and to ensure that every person benefits from their contact with Bates. We fulfill our mission, vision, and goals by being committed to the following values

We Value Education
We enthusiastically embrace the education and training needs of students, staff, employers, and the community by:

• providing opportunities for students to satisfy diverse educational goals by offering competency-based education in career, academic, developmental and extended learning programs
• providing career education that is delivered by faculty who are industry experts, in an environment that replicates the workplace
• promoting a philosophy that values lifelong learning among students and staff
• hiring and developing faculty and staff who are committed to the education of students as well as their own professional development

We Develop Life Skills
We promote those qualities that help one be successful in life by:

• helping students to master human relations, communication, mathematical, and computer skills such that they can participate fully in the world around them
• helping students recognize when information is needed and facilitating the ability to locate, evaluate, and use information effectively and efficiently
• modeling behaviors consistent with community and workplace expectations
• infusing an appreciation for the diversity that exists within our society into program curriculum and staff development activities

We are Responsive
We respond to the changing needs of the community by:

• periodically reviewing and validating curriculum to ensure that it meets industry needs and is consistent with best practices
• encouraging economic development through partnerships with business and industry

We Honor Our Customers
We satisfy customer expectations by:

• effectively assisting students in their educational endeavors
• providing services that meet the complex and changing needs of students, in a warm and welcoming environment
• prudently managing college resources

We Nurture a Positive Environment
We provide a collegial environment in which all people are treated with respect and encouraged to excel by:

• providing an environment in which a diverse body of students, faculty and staff can thrive
• committing to shared decision-making and interest-based problem-solving processes
BATES TECHNICAL COLLEGE 2016 -2022 STRATEGIC PLAN

Goal One: Grow new clienteles and programs for the college and its service area.

Part One: Grow new clienteles for the college and its service area.

Objectives:
1. Increase services to veterans and military employees and families.
2. Establish program-based international student participation.
3. Reach out to the Pierce County under-represented community and become a center for personal and professional development.
4. Create career pathways for Pierce County high school students within 12 months after graduation.
5. Establish transfer curriculum for health science, career technical, ELS Educational Services and non-technical students.
6. Diversify delivery to include online offerings for current and new students and programs.

Part Two: Grow new programs for the college and service area.

Objectives:
1. Expand sector-based instructional programs.
2. Implement national accreditations for all career technical programs.
3. Determine and employ applied baccalaureate program pathways.
4. Implement student engagement efforts that increase access, persistence, retention and completion.

Goal Two: Increase student achievement through access, progression, retention and completion.

Objectives:
1. Increase completion rate.
2. Increase completers finding employment.
3. Increase transition from basic skills entry levels to career training programs.
4. Increase 80 and 90 level entry students completing degrees.
5. Increase completion of credentials for under-represented populations.
6. Increase non-traditional students completing credentials.
7. Increase fall to fall retention rate.
8. Increase opportunities for students to complete coursework beyond an associate’s degree.
9. Improve success of students transitioned off of academic probation and to completion.
10. Increase transition of students from priority lists onto career technical programs.
11. Increase SAI points for quantitative reasoning.
12. Increase completion rate using applied and related instruction.
13. Increase work based learning and internship opportunities.
15. Increase under-represented population of exempt, faculty and staff members.
Goal Three: Enhance enrollment efficiency in current programs of study and expand current capacity where student and employer demand warrants.

Part One: Enhance efficiency in current programs of study.

Objective:
1. Enhance efficiency in current programs.
2. Enhance efficiency in summer quarters.

Part Two: Expand program capacity where student and employer demand warrants.

Goal Four: Expand course and content delivery on ground and online.

Objectives:
1. Increase the number and range of courses delivered online, both within programs and offered as standalone options.
2. Make general education (college-level) courses available online to current Bates’ career technical program students, students on priority lists, and external students.
3. Offer courses and programs for second-language learners.
4. Expand evening, weekend and off-site options.
5. Offer professional (‘upside down’) certificates using combined online and onsite delivery to graduates and employed professionals.
**HUMAN RESOURCES**

- Enhanced New Employee Orientation with new topics and speakers.
- Integrated institutional diversity into Human Resources and coordinated/assisted in various related events and celebrations.
- Participated in negotiations with the Professional-Technical Employees and Faculty unions, resulting in successful bargaining agreements.
- Coordinated and executed a successful professional development day for the PTE union.
- Coordinated and executed a college-wide employee recognition commencement day activity.
- Successfully effected the following employee transitions:
  - 58 hire/re-hires
  - 12 retirements
  - 20 resignations/separations
- Submitted a planning and budgeting initiative and was awarded funds to implement a pilot program to utilize eight higher education websites targeted at recruiting diverse candidates for all open positions.
- Conducted Title IX training for 18 faculty members

**KBTC PUBLIC TELEVISION**

Mission: KBTC Public Television engages viewers, communities, and supporters by delivering media experiences that educate, inspire, and entertain.

**Engaging community and building community relationships**

- KBTC Public Television served as media partner for the City of Tacoma’s 27th Annual Martin Luther King, Jr. Birthday Celebration, attended by over 2,000 people. KBTC Executive Director and General Manager, Ed Ulman served as master of ceremonies at the event; made opening and closing remarks; and introduced Mayor Marilyn Strickland, Rep. Derek Kilmer, and Rep. Denny Heck.
- Throughout the year, the Corporation for Public Broadcasting (CPB) invited KBTC leadership and community engagement staff to present and report on KBTC’s early childhood education efforts at CPB/PBS Ready To Learn advisory meetings and American Graduate Meetings held in Washington D.C. and St. Louis. Attendees included executive producers, representatives, and department heads from: Boston College-Lynch School of Education, CPB, Fred Rogers Company, George Mason University, Georgia Tech / Aura Interactive, McDaniel College, National Summer Learning Association, Rutgers, Sesame Workshop, Stanford University, UCLA CRESST, Univ. of California Davis, Univ. of Illinois at Urbana-Champaign, Univ. of Maryland, U.S. Department of Education, and PBS.
• On Feb. 24, 2015, at a breakfast meeting held at the Library of Congress in Washington D.C., the Association of Public Television Stations (APTS) presented the 2015 National Advocacy Award to Ed Ulman, KBTC Executive Director & General Manager and Rob Dunlop, KCTS9 President and CEO for exceptional efforts in furthering public television’s legislative goals and marshalling grassroots support for public broadcasting.

Ensuring financial self-reliance

• KBTC leadership efforts reaching out to Sen. Patty Murray and her staff throughout the year led to support and reauthorization of the $24.7 million Ready To Learn funding for CPB.

• After conducting national searches, the following positions were filled in 2015:
  o Alyssa Torrez, Community Engagement Manager
  o Elizabeth (Liz) Hammer, Maintenance Engineer
  o Frank van Gelder, Corporate Support Manager
  o Jonathan Lindsay, Manager of Individual Giving

Delivering media experiences that educate, inspire, and entertain

• Production on American Graduate Champion spots continued with an interview with Washington State First Lady Trudi Inslee. This interview was produced as an on-air spot stressing the importance of early learning and parent involvement. The spot aired throughout the year and was featured along with other national and local American Graduate Champions.

• KBTC’s work in the community extends far beyond the broadcast signal. For the last several years, the community engagement and development team has worked in partnership with organizations committed to the early learning legacy of Fred Rogers in building neighborhoods where all children belong and can reach their potential. On June 3, KBTC staff and KBTC Association Board Members hosted a breakfast to showcase this work and raise funds and awareness. We were honored to have Paul Siefken, Vice President of Broadcast and Digital Media at the Fred Rogers Company join us to talk about the next generation of PBS Kids programs and how KBTC is using those resources to work with other community organizations to serve kids in Tacoma and Pierce County.

• In Feb., Northwest Now featured a program discussing Black History Month which included an interview with an author from Montgomery, Alabama and three prominent leaders of Tacoma’s African American community. Governor Jay Inslee appeared on Northwest Now on March 20. KBTC managing editor Tom Layson was asked to be a presenter on a National Educational Telecommunications Association (NETA) webinar about community engagement. In April, Northwest Now featured a one-on-one with U.S. Senator Patty Murray, a program about the economic impacts of the U.S. Open hosted on-location from Chambers Bay, a one-on-one with Bultett Foundation CEO Denis Hayes - one of the original founders of Earth Day which was hosted on-location in Seattle, and a program featuring the concerns about oil trains. Tom Layson participated as a videographer at KBTC’s annual spring break camp at McCarver Elementary School. A special edition of Northwest Now entitled Saving the Salmon was aired nationally on First Nations Television. Northwest Now host Tom Layson was nominated for an Emmy in the program host category.

• For over 50 years, BBC’s iconic series about the Time Lord who travels through space and time (with frequent stops in the vicinity of modern-day London) has been a phenomenon with extraordinary cultural impact ...and KBTC has been airing Classic Doctor Who in western Washington for over 25 years! For the third year in a row KBTC partnered with EMP in Seattle to present Doctor Wholidays! Over 1,200 fans and families joined us at The Experience Music Project to celebrate Doctor Who and the holiday season with a holiday-
themed TARDIS photo op, costume contests (prizes!), trivia, drink specials, Christmas crowns and crackers, clips from Doctor Who Christmas specials, and more!

- On Dec. 7, KBTC partnered with the Broadway Center to host a preview screening of the final season of Downton Abbey. Over 1,000 viewers attended – a demonstration of the power of public television to bring people together, whether it’s around a screen in your living room, around an idea or a beloved cast of characters.

**Inspiring student learning, challenging greater achievement, and educating for employment**

- KBTC’s creative services team collaborated with Ed Ulman and Kym Pleger to create the 75th Anniversary presentations for Staff Day. The creative services team also re-branded all of the Bates “Reinvent” spots to “Transform” and updated the color on all of the graphics.

**RESOURCE DEVELOPMENT**

- The Bates Foundation total fund balance as of FY15 was $1.19 million. The foundation provided a total of $373K in programmatic support to the college.

- $75,570 in scholarships was provided to 102 students in FY15. Distributions from endowment investments provided a total of $21,660 of this funding.

- Emergency assistance was provided to 15 students. These scholarships contribute towards retention, helping those students who are most at-risk for dropping out due to financial hardship.

**PUBLIC INFORMATION/COMMUNICATIONS**

- Launched a new branding campaign and tagline (Grow. Learn. Transform.). After hosting multiple focus groups and a retreat, the department created a new tagline, updated the branding and style guide, refreshed the look of college marketing materials, including the Transform class schedule which is mailed to over 215,000 households.

- Worked in collaboration with multiple departments to create 75th anniversary marketing materials, including a large signature anniversary cake, keychains, and signage.

- Conducted several social media paid campaigns resulting in over 742,000 impressions and 12,548 clicks to our website.

- Conducted a digital advertising campaign which campaign delivered over 3.08M impressions and approximately 3,600 website clicks.

- Increased monthly website sessions from an average of 52,137 in 2014 to an average of 56,006 in 2015.

- Comprehensive outdoor advertising campaigns were conducted in both the spring and fall. A total of 30 king bus ads, 38 bus tail ads, 2 bus shelters, and 17 billboards were run. A cable television campaign and a radio campaign were also run.

- Increased awareness through multiple social media channels and earned media, including Facebook, Twitter, Instagram and YouTube. Increased likes on Facebook from 1,665 at the end of 2014 to 1,838 at the end of 2015.

- Managed and created a successful 75th anniversary marketing and events plan, which launched in conjunction with Staff Day in September. New campus signage was installed, videos and website were published, and all employees received polo shirts and branded materials for promotional use.

- Developed and created a new high school outreach recruitment plan, which includes measurable outcomes and more carefully defines our outreach target audience.
ADULT BASIC EDUCATION

- Created an articulation and pathway for Rescue Mission GED students. GED students at Rescue Mission transfer to Bates and earn credits towards High School 21 (HS21). This is one of the first arrangements like this in the state, and currently the only one in Pierce County.

- In fall 2016, six new IBEST programs were added to the existing IBEST programs. IBEST provides support, both for academics and other persistence barriers, to students in programs. The six new programs increased enrollment by approximately 130 FTE per quarter. In addition, IBEST programs boost achievement points and persistence.

  o Two IBEST’s re-instated in 2014-2015:
    - Practical Nursing
    - Commercial Truck Driving – Entry Level

  o Six new IBEST’s started in 2015-2016:
    - Administrative Medical Assistant
    - Biomedical Service Technician: Clinical Engineering
    - CNC Machinist
    - Diesel & Heavy Equipment Mechanic
    - Electrical Construction
    - Facilities Maintenance Engineer

- The college received a $60,000 innovation grant to assist in HS21 completion and transition to programs. The grant pays for curriculum development so students can do assignments within their chosen career cluster. Additionally, it pays for the development of a process to help students identify a career program or career cluster. This selection is a part of the entry process for HS21 students. The curriculum is being implemented and the career selection support is being piloted and developed.

- The YouthBuild grant was renewed in December 2015. It allows the college to continue to offer GED preparation for students in the YouthBuild program at Goodwill.

- As part of a grant shared with Tacoma Community House, a technology coach and transition specialist, Jena Nichols, was hired to work with ESL students at Tacoma Community House. Jena supports students in their ESL work, and also helps connect students with program opportunities at Bates.

- Electronic CASAS was started at South Campus. This will expedite testing for 80-level instruction, and IBESTs.

- Completed a Data for Program Improvement (DPI) plan for the state as part of federal funding requirements. The DPI plan is required for all colleges. The college will be measuring the impact that IBEST has on persistence.

- Graduated 99 students from HS21 in 2015.

- HS21 classes started at Pierce County Corrections. The program is being piloted, and an opportunity to expand will be evaluated.

- Adult Basic Education classes were adjusted at Goodwill so that students can complete HS21 as an alternative to completing the GED.
GENERAL EDUCATION

• An articulation agreement with UW Tacoma was completed. The articulation agreement is for 45+ credits of general education and guarantees admission to students with a 2.75 GPA. This is a rare articulation for a technical college, opening up a general education transfer pathway. In addition to opening the door for local students seeking UWT admissions, it will have value for Bates graduates. Perhaps most importantly, this type of arrangement is critical for international student recruitment.

• All general education courses required for the Practical Nursing program are now available online.

• The annual schedule of general education courses is now listed online, easing student scheduling and making community access easier.

• The credentials of general education instructors are published online.

• The new Advanced Technology Building has facilitated the offering of general education courses at the Central/Mohler Campus. Previously, those students were required to travel to other campus for their courses.

TECHNICAL HIGH SCHOOL PROGRAM

• Our total high school enrollment for 2014-2015 was the best in five years due to the attention by staff in coordinating outreach and retention.

• Facilitated successful program re-certification through NATEF.

• Bates hosted the state level Skills USA competitions for the second year in a row.

• Bates participated in Pierce County Career Connection (PC3) representative, and educated our college advising staff as to how to reach out to potential area recent high school graduates carrying potential dual credit earned through HS CTE course completion.

• Organized and delivered Technical High School information sessions at Bates’ open house, at six area high schools, and five area high school college and career information night events. Our advising faculty represented us at many additional events.

• Continuing our tradition of launching entrepreneurial experimental afternoon high school programs, Mike Sartore is teaching diesel technology skills, and Joe Brewer added an additional Auto Body Rebuilding & Refinishing section. Other afternoon high school programs of record are Welding, Digital Media, Automotive Technology, and Auto Body Rebuilding & Refinishing and Collision Repair.


• Successful closure of 2014-15 budget initiative by hiring a full time PTE I high school tool and text inventory specialist.

APPRENTICESHIP/CONTINUING EDUCATION

• Increased capacity of Iron Workers apprenticeship from 39 to 54 FTEs. (2.2)

• New apprenticeship program for Industrial Maintenance Mechanic (AJAC) is on the books. Classes began winter quarter. TOOL Center Pre-Apprenticeship (construction) received recognition from L&I. Maritime pre-apprenticeship under development. (2.2)

• Received $550,000 federal American Apprenticeship Initiative grant in partnership with a larger $5 million award to the Department of Labor and Industries, which will expand pre-apprenticeships system-wide. (2.2)
• Developed ten pathway models in construction, transportation, manufacturing and allied health through the VIE 25 [Veterans employment initiative] partnership. (1.1.1)
• Attended Boots to Work event in August and generated over 25 student inquiries. (1.1.1)
• Received workforce training contracts from Amazon, Keurig Green Mountain and General Dynamics ($115,316). (4.5)

**WORKFORCE EDUCATION**

**Aerospace and Manufacturing Programs**

• Hosted first machinist open house with over 50 attendees, and presentations from two employers and Chamber of Commerce. (4.5)
• Participation from 23 companies in an aerospace career fair held at Bates, including Aero Controls, Aerotek, JWD Machine, Safe Boats, General Plastics, Foss and others. (4.5)
• Boeing continues to be a supportive partner, identifying new equipment for donation to the program, including 2 Miller Maxstar 91s, 3-Miller Maxstar 175s and 3 Miller Syncrowaves 351s. (4.5)
• Attended an aerospace and manufacturing hiring event at JBLM on July 22. Presented to 50 veterans. (1.1.1)
• The aerospace navigator partnered with our financial aid office and a local nonprofit, Metropolitan Development Council, to establish a series of financial aid information workshops [FAFSA Friday]. These twice a month sessions were launched in Sept. (1.1.3)
• By working with our marketing office, our navigator launched a new aerospace programs site. The website is hosted at http://www.bates.ctc.edu/aerospace, which provides links to 13 career and apprenticeship programs at the college, as well as a contact form to coordinate potential aerospace student outreach. (3.1) Developed aerospace sector website (www.bates.ctc.edu/aerospace), flyers and marketing materials with 1,000 Aerospace FTE funds. (1.1.4)
• We significantly increased our outreach activities with the addition of the aerospace navigator. Bates welding instructors participated in the 2015 Pierce County Career Fair at the Washington State Fairgrounds, where over 3,000 students from area high schools learned about our degree and certificate programs. (1.1.4)
• Hosted National Manufacturing Day in Oct. with over 100 high school students attending from eight local high schools. (1.1.4)
• Hosted roundtable event for women in manufacturing programs, and increased exposure of women students in aerospace programs. (e.g. PCTC produced a segment which simultaneously featured our community engagement and efforts to increase women in welding. The piece, which can be viewed at https://youtu.be/mEhpDabBX3g, included interviews with students Amanda Cline and Hannah Johnson, as well as highlights from our welding program’s involvement with the Pierce County Fantasy Lights display). (2.14)
• Received $297,827 contract from City of Tacoma to continue TOOL Center pre-apprenticeship program. (2.2)

Program Efficiency Enhancements: Machinist [Evening] courses were discontinued due to low enrollment. CNC and Machinist [Day] programs align their CORE and some shared CNC courses to allow for all CORE student FTEs to count for aerospace grant and streamline for IBEST.

• The machinist program obtained a Citizen Swiss type CNC Machine via donation. The Citizen Swiss machine offers us a major advantage in providing multi-axis machining capabilities that no college within 500 miles offers.
• CNC and Machinist instructors went through a week of the preliminary training for the National Institute for Metalworking Skills (NIMS).

Audio/Visual Technology and Communications Programs

• Two joint productions featuring education programs and their influence on the community were completed by video production and digital media students with faculty support. This was a BTC/KBTC team project. KBTC managing editor Tom Layson provided written treatments and ongoing consultation during the entire process. These programs aired on College Vision throughout the year. KBTC production staff completed the pre-production planning, booking, show development, taping and post-production tasks for BTC Today - an eight-part demonstration program being developed as a model for Bates students to continue. The demonstration project’s first eight episodes featured eight select programs at Bates Technical College and include panel discussions with deans, instructors and students. Several broadcast students rotated through positions during the shoots, with student Josh Green technical directing one of the segments.

• Advanced Broadcast Solutions and Brightline Lighting, in collaboration with KBTC broadcasters, held a comprehensive workshop and demonstration on emerging lighting technologies, techniques and using energy efficient sources to light for the camera. Bates students had a private lecture before the public demonstration. There were over 70 attendees.

• Bates Technical College hosted the regional SkillsUSA competition again this year and the broadcast/video production and digital media programs were right in the thick of it along with representatives from KBTC. Dozens of students competed by producing newscasts, shooting PSA announcements and editing programs while the instructional staff guided their work and monitored the competitions. Tom Layson, managing editor, and Chris Anderson, associate producer, sat on two judging panels to evaluate and score the student’s work. Some of the projects were excellent, and students received valuable feedback as they prepared for competition at the national level. Darin Gerchak, director of engineering, gave the students a tour of KBTC’s master control, control, and studio.

• Ed Ulman, with support from Cheree Apland, reached out to regional broadcasting and digital media professionals to recruit new members for the BAVP-DM Advisory Committee. 17 individuals accepted council membership representing the following organizations: Washington State Association of Broadcasters, Microsoft Studios, Dalke Broadcast Services, Society of Broadcast Engineers, Advanced Broadcast Solutions, Seattle University IT & Media Services, Root Sports, KBTC, TVW, PCTV, Tacoma Public Schools, Franklin Pierce School District, Life Center, Tacoma Rainiers, and the Seattle Mariners. KBTC staff members Darin Gerchak and Tom are representatives on the committee.

• The International Association of Broadcasting Manufacturers (IABM) offered students an opportunity to compete for two all-expense paid trips to the 2015 National Association of Broadcasters convention in Las Vegas. Bates instructors organized the competition under the guidance of IABM. The topic to be investigated was “Emerging Technologies to Investigate at NAB”, which left the range of potential subjects wide open. The students focused on camera technology, clones, point of view cameras, and wireless transmission systems. Round one was judged by Bates instructors, and all three competitors moved on to the final round. The final round presentations were made on Jan. 27. It was well attended by students, and Ray Baldock, representing IABM spoke about his organization and some of the potential benefits it offers to students. Ray also served as one of four final round judges, being joined by Dave Hinman and Ben Ramsey from Pierce County Television and Tom Layson from KBTC. Following the student presentations, the judges surprisingly offered three awards, one to Jake Anderson, Malcolm Kelley, and Kevin Hillberg. Through the generosity of IABM and due to their own hard work in researching and presenting, all attended NAB from April 11 – 15.
• Darin Gerchak secured equipment donations valued at $25,000 from Advanced Broadcast Solutions and $18,500 from Root Sports. These donations will be repurposed by BAVP faculty and students to improve and upgrade Studio “A” Master Control and College Vision system components. Gerchak also reviewed and commented on the engineering implementation plans prepared by the student broadcast engineers that led to major upgrades for Studio A Control and the College Vision master control room.

**Business and Office Administration Programs**

• Continued work on seeking national accreditation with the Accreditation Council for Business Schools and Programs (ACBSP). The first year study will be submitted in summer 2016, and the accreditation visit is scheduled for fall 2016.
• Instructor Mary Ann Keith converted the Administrative Medical Assistant program to a completely hybrid program.
• Administrative Medical Assistant became an IBEST program.

**Health/Science Programs**

• Dental Lab Technician added CAD/CAM to their program. This is a major update in technology that puts the program amongst the most competitive in the nation.
• Dental Lab Technician overhauled their curriculum in response to accreditation feedback and the addition of CAD/CAM.
• Denise Tremblay and Aimee Sidhu presented at the statewide occupational therapy conference.
• The veterans accelerated pathway for practical nursing was approved by Washington State Nursing Quality Assurance Commission.
• Student surveys confirmed that students believe that the new chairs purchased for practical nursing students improved student success and their overall experience.
• The practical nursing IBEST was expanded to include all the courses in the first two quarters.
• Instructor Becky Piper completed her Simulation Instructor Certification.
• 100% NCLEX pass rate for LPN students.
• Instructor Art Cutting completed extensive training in Boston provided by Hologic.
• Electronic Equipment Service Technician and Biomedical Service Technician have become IBEST programs.
• Electronic Equipment Service Technician updated their curriculum and obtained Boeing’s support for the changes.
• Electrical Equipment Service Technician supported Fantasy Lights.

**Engineering and Information Technology Programs**

• With $25,000 funding from Pac-Mountain Workforce Development Council, the college developed an 11-credit electronic and communications systems technology certificate of training for transitioning service members. (1.1.1)
• Program Sustainability and Analysis Process was initiated for low enrolled programs: Computer Repair & Network Support (Status: Inactive), Web Development (Status: Curriculum Revision Recommendation Approved), Civil Engineering Technician (Status: In analysis process), Fire Protection Engineering (Status: Beginning analysis process)
• The engineering programs, along with the several IT programs worked diligently with facilities and IT staff to shift instruction into the new ATC building in time for the start of winter quarter.

• The Electronic and Communications Systems Technology instructor developed relationships with employers that provide value to the program in areas such as student hiring, donating equipment and visiting the class to enhance instructional content. New employer partners are: CommScope, Anixter, Teknon (seeking graduates), TekSystems (hires our graduates), and Fluke Networks [visits the class and introducing and demonstrating state of the art test equipment applications and usage].

• Several programs received approval from the Curriculum Committee and/or SBCTC for revisions: Web Development, Electrical Engineering Technician, Civil Engineering Technician, Electronic and Communications Systems Technology, CNC and Machinist programs, Culinary Arts.

• A BAS articulation with Renton Technical College for the computer sciences programs was executed.

• Bates hosted an American Public Works Association Regional Civil Engineering Technology Career Mapping Session.

• A Developing a Curriculum (DACUM) contract was signed for the Industrial Electronics and Robotics Technician and Mechanical Engineering programs. This process will invite industry partners to campus to participate in precisely describing the tasks, knowledge, skills, and behaviors of the occupation, and should lead to a more refined curriculum.

Construction Programs

• Developed 11-credit Power Pathway utility worker certificate for transitioning service members with $57,025 grant from Camo2Commerce. 16 students enrolled in Feb. 2016. [1.1.1]

• The welding instructor hired as a result of the 1,000 FTE allocation has established himself as a solid faculty member. In fall 2015, the program was enrolled at 139% of capacity [25 enrollments against a target of 18]. The winter enrollment numbers were equally positive at 122% of capacity [22/18]. [1.2.1]

• Used the WISE Grant to leverage hire of an additional full time swing shift faculty member in Electrical Construction. Funding for faculty position switched over to the college winter quarter. The new program is already at 106% of capacity, and also contains an IBEST cohort group.

• Pete Hauschka was awarded a three-day all expenses paid externship through the Construction Center of Excellence. For several days, he studied on-site with managers from Absher Construction, engaged them in curriculum reviews of our programs, and toured their job sites to gain familiarity with current commercial construction techniques and practices. The culminating event was an all-day sustainability and technology symposium focused on LEED certification and green building practices.

• Worked with Workforce Central representatives to assist with the planning, development, and delivery of the first ever aerospace, manufacturing, and maritime trades job fair at Bates’ South Campus in Nov.

• Established articulation agreement between Facilities Maintenance Engineer program and Applied Baccalaureate in Sustainable Building Science at South Seattle College [2.8].
Transportation and Distribution Programs

- Received a diesel engine from Northwest Peterbilt and a diesel tractor from FedEx. (4.5)
- Through Department of Labor WISE project, added three new diesel and one new electrical construction advisory members (2.13)
- Articulation agreements with Diesel Heavy Equipment AAS to Diesel Technology BAS programs completed: Montana State University – Northern [Updated/renewed]; Centralia College [New] (2.8)
- Added advanced simulation to increase efficiency in Welding, Facilities Maintenance Engineer, Truck Driving and Diesel & Heavy Equipment Mechanic. (3.1)
- Modified the diesel program curriculum to create new certificate of competency in Lube Technician and new CDL Class B license with DOL grant funding. (3.1)
- Through WorkForce Central grants, began a second evening Commercial Truck Driving program in fall quarter, and added students in Sheet Metal, Architectural Woodworking/Cabinet Making Technology and the Manufacturing Academy ($228,815). (4.4)
- Department of Labor grant funded diesel position moved to state support winter quarter. We now have four full-time, FTE-generating sections. Capacity expanded from 54 to 72 students. (1.2.1)
- Added IBEST sections for Commercial Truck Driving, Diesel & Heavy Equipment Mechanic, Electrical Construction and Facilities Maintenance Engineer. (1.2.1)
- Facilitated scheduling of Kawasaki dealer training day at the college. Bates students and the instructor also attend part of training session. In addition, Kawasaki representatives spent the following day in the classroom with the students conducting a custom training session.
- Took students on field trips to Seattle Boat Show and the Auburn Boeing fabrication facility.
- Mentored three faculty members in Auto Body Rebuilding & Refinishing, Power Sports & Equipment Technology & Equipment Technology, and Automotive Technology through successful attainment of Bates tenure through the tenure review process.
- Represented two transportation programs [Auto Body Rebuilding & Refinishing and Power Sports & Equipment Technology] on BTC Today panel discussions.
- Facilitated community donations of three additional vehicles to our automotive technology program. Pete Hauschka also facilitated the donation of two of our older program vehicles to Tacoma Public Schools Mount Tahoma’s auto program, which lacked vehicles for students to work on.
- Successful approved updates and modernization of curriculum guides and programs of study, including course delivery order, courses taught + course content, and credit assignment. [Automotive Technology, Auto Parts and Accessory, and Power Sports & Equipment Technology]
**Early Childhood Education/Child Studies Programs**

- Through $488,150 in Early Achiever Grant funding, the college served 98 students.
  - Early Childhood students in the Early Achievers Grant earned: (2.1)
    - 12 AAS Degrees
    - 3 AAS-T Degrees
    - 26 Initial State Certificates
    - 13 State Certificates of Specialization-ECE General
    - 2 State Certificates of Specialization- Infant/Toddler care
    - 9 State ECE Certificates
- Developed seven online courses for the early childhood education program. (3.1.2)

**Wholesale/Retail Services Programs**

- The Culinary Arts program received approval from the curriculum committee and SBCTC.
- The college entered into an affiliation agreement with MultiCare. MultiCare agrees to provide internship sites within their food service system to the college’s culinary arts students.
- An evening Barber (Evening) program began in Oct. in order to serve waitlisted students. A .75 FTE instructor was hired. Capacity increased by 14 students.

**WORKFORCE EDUCATION SERVICES**

- $40,000 of Worker Retraining funding was directed to the communications and marketing department. These funds were used for the annual bus advertising campaign. Perkins Grant: Sponsored targeted multi-week radio advertisement on Movin’ 92.5.
- WorkFirst funding flyers were created and distributed to community based organizations. The Workforce Education Services brochure: “Need Funding for College” was disbursed to agencies, community-based organizations and WorkSource locations (with plans to locate Bates brochure racks at Auburn and Pac Mountain WorkSource locations).
- The college established an MOU with Seattle College District for the Start Next Quarter web-based intake marketing/scheduling system.
- The college established an MOU for Rally Point 6 completed in order to partner with area colleges and CBOs providing direct services to local veterans and their families.
- Coordinated with DSHS to hold a DSHS/WIOA Stakeholder Convening at South Campus.
- Participate as college lead with the Tacoma-Pierce County WIOA One-Stop Operators & Partners Committee.
- $100K of Worker Retraining and $60K of Perkins funding were made available to award for one-time equipment expenditures in the following career training programs: Sheet Metal, Industrial Electronics and Robotics Technician, CNC, Heating, Ventilation, Air Conditioning and Refrigeration Technician, Biomedical Services Technician.
• SBCTC approved an increase in BFET funding FFY15 adjusting the funding level from $232,643 to $250,480; a difference of $17,837. The following shows how BFET helped students in 2014-2015 by paying for the following:
  o $64,610.43 in tuition
  o $13,897.69 in Books
  o $11,9366.64 in tools

BFET also helped 76 students with transportation costs. Furthermore, BFET helped 24 students stay in their homes by providing emergency rental assistance.

• Opportunity Grant: Received an additional $13.8K in Opportunity Grant funding from SBCTC for student funding.

• The college received an increase of $6,503 to our annual allocation of Perkins grant funds. This brings our total annual budget up to $255,396.

• $1.9M in Worker Retraining was allocated from the SBCTC. Total budget for aid direct to student $573,405. The Worker Retraining Specialist role expanded from .5 FTE to 1 FTE in order to serve a large case load of dislocated workers.
BUSINESS AND FINANCE

- Hired a Budget Director and Finance Director.
- Completed and passed audit for the college’s first financial report.
- Implemented a process for submittal of part-time faculty payroll to be submitted quarterly for tracking and costs analysis.
- Provided support for KBTC’s financial report and audit.
- Completed a Department of Retirement System audit successfully.
- Implemented a new online budget planning system for the 2015-16 baseline budget plans. This software included detailed reports for personnel and budget.
- Closed fiscal year 2014-15 in a positive balance.

FINANCIAL AID

- Financial aid served over 10,871 walk in students.
- Financial Aid disbursed $8,549,362 in grants and loans to students in 2014-15.
- Financial Aid gave quarterly literacy workshops to students to increase student financial aid understanding in money and default prevention.
- Financial Aid completed all the required Title IV and State reports on time.
- We provided financial aid workshops every quarter on HigherOne and general financial aid.
- Increased operational hours to students.
- Financial Aid participated in outreach and recruitment events throughout the year to promote the college at high schools, college fairs and community events.
- The staff was active on councils, short, and long-term committees, with the intent to reach the strategic goals of the college.
- VA Handbook was completed.
- We are streamlining our funded students and scholarships processes with the Finance department.
- Financial aid provided WASFA Workshops for undocumented citizens with the Outreach department.
- Financial aid staff received training that met the compliance requirement of the Department of Education. On-line training for federal regulations and state training at workshops.
- Department of Education Training: one staff member was sent to the Department of Education Training.
- HigherOne – Financial aid troubleshoots and is the liaison for the college and students.
- Financial aid successfully completed the state audit.
- Financial aid met the priority-processing deadlines for awarding and packaging complete and accurate files.
- Financial aid appeals committee continues to meet. The focus is to meet the intent of the regulation and work with the students on retention and a positive outcome.
- Financial aid collaborated with Workforce Education Services to coordinate WES awards with other funding sources.
- The VA Certifying Official moved back to the Financial Aid office to provide “One Stop” service to the veteran’s fall 2015.
- The Financial Aid Department collaborated, expanded and adapted our services to meet the changing needs of the staff, staff and students. We support teaching, learning, compliance, retention and progression.
FACILITIES AND OPERATIONS

Capital Projects:

- C.C. - Advanced Technology Building  
  - Moved into building for winter quarter start  
- Established new Teaching Technology Integration in the Advanced Technology Building  
  - Clear Touch Interactive HD Touch Screens  
- C.C. – Communication Technology Building - Heat Pump Chiller Replacement  
- S.C. – Bldg. 'B' - Electrical Construction Classroom - Addition  
- S.C. – Bldg. 'C' - Auto Body Rebuilding & Refinishing - Paint Booth Replacement  
- D.C. – All Bldg’s - Fire Alarm Panel Replacements  
- D.C. – Main Bldg. and East Annex - HVAC, Interior and Exterior Building Improvements

Facilities and Operations:

- Work Orders:  
  986 Work Orders completed

478 (48%) Facilities support  
323 (33%) Instruction support  
57 (6%) Student Services support  
33 (3%) Outside Agency support  
32 (3%) Security support  
20 (2%) KBTC support  
18 (2%) ASG support  
15 (2%) Admin Services support  
6 (1%) IT support

- Custodial Services:  
  55,489 building sq. ft. avg. per custodian  
  Equivalent to maintaining 28 [2,000 sq. ft.] homes per night, Cleaning, sanitizing, garbage and recycling pickup, event support

- Maintenance Services:  
  106,710 building sq. ft. avg. per maintenance worker  
  Equivalent to servicing 53 [2,000 sq. ft.] homes daily, Building improvements, repairs (HVAC, Electrical, Plumbing, Mechanical, Painting, Irrigation...), Preventive and corrective maintenance, utility and energy management...
HEALTH / SAFETY AND EMERGENCY MANAGEMENT

- Completed and submitted the Campus Safety & Crime Report for 2015 Clery Act compliance
- Campus Public Safety:
  - Responded to 13,093 calls for service
  - Issued 1,181 citations
  - Performed 262 investigations
  - Attended several officer training courses
  - Updated several sections of the departmental Standard Operating Procedures
- Installed new camera servers
- Campus Public Safety officer saved the life of a suicidal person on campus
- Conducted Active Shooter Presentations
- Completed regulatory compliance Storm Drain Clean-up at South Campus
- Completed draft of the Safety Manual (Accident Prevention Plan, Hazard Communication Plan, Exposure Control Plan)
- Successfully resolved regulatory compliance findings identified by the Department of Ecology

INFORMATION TECHNOLOGY

- The new Advanced Technology Building was equipped with Wi-Fi, phones, data switches, data circuits and desktop computers for the instructional programs.
- Three student interns were hired, trained and provided with work study jobs during summer quarter and retained during fall quarter. Their help was critical to bringing the new Advanced Technology Building online. The internship program promotes student learning, recruitment and job readiness.
- A faster router was added at the Downtown Campus to support future 10G intra-campus speeds.
- New fiber was installed in parts of the Downtown Campus to support higher data capacity.
- A more robust backup server was implemented to backup all files on the college network.
- Remote backup software was installed at the Central/Mohler Campus to provide redundancy.
- The Avaya phone system was installed college wide.
- A new storage area network (SAN) was purchased to provide for more data storage and faster data retrieval.
- A total of 174 desktop computers were installed in campus labs and libraries.
- Modern Wi-Fi access points were added at South Campus providing faster and better service.
- Technology orientations were provided for new students at the start of each quarter. Technology orientations were provided to numerous new staff.
- The default email mailbox size was doubled.
- Presented on a three person panel representing the community/technical college sector at the national EDUCAUSE conference in Indianapolis at the request and expense of the Gates Foundation.
- A new Virtual Machine (VM) server was installed providing redundancy and increased capacity.
- Microsoft System Center Manager Console (SCMC) was installed to provide a more efficient way to keep 1,000+ college computers updated.
- Numerous servers were moved off of the EOL Windows 2003 server OS.
We strive to ensure that we exceed customer expectations.
ASSESSMENT AND TESTING CENTER

• The Assessment and Testing Center is now a certified MOS (Microsoft) Certiport certification center working in partnership with the Washington State Library Microsoft IT Academy, expanding its existing capacity where students and employers demand warrant.

• To increase student achievement by access, progression, retention, and completion, the Assessment and Testing Center expanded its testing hours on all exams. Since then, we have seen an increase in students taking an array of exams connected to programs and career pathways.

• Career Cruising is a free web-based career exploration assessment tool that helps students understand the connection between their skills and abilities, and career options that may suit their interest. This free assessment is a valuable tool and is now offered to all faculty members and their students.

• New DSS Testing Room – The Assessment and Testing Center has committed to helping our students succeed. We are expanding access for Gen Ed and Career programs to utilize our Disability Support Services (DSS) room to proctor tests for qualified persons with disabilities.

• Educate more testers on the opportunity to re-take specific sections of the COMPASS (especially the math). This new practice is helping improve their General Education entry. By empowering the test with preparation material and encouraging them to re-test, we are seeing many new students improved their class placement level. Several have jumped from basic competency level to 90 - level math classes, through this process.

• The Assessment and Testing Center met with the dental program faculty to collaborate on how to increase student achievement within its program. A new testing agreement is allowing students one re-take on the Dexterity and Dimension (IPI) aligned with the college strategic goal 3. As more students will receive their needed testing to continue their educational pathways without creating an unnecessary obstacle.

• Bates is a fully qualified Pearson Vue testing Center. Previously we were only certified in one exam (GED) and now test in all Pearson Vue tests.

ASSOCIATED STUDENT GOVERNMENT AND STUDENT ACTIVITIES

• Established and successfully delivered the New Student Orientation in fall 2015. Approximately 550 students participated in orientation.

• ASG and Student Diversity Center organized and/or coordinated ten cultural events including, Martian Luther King Jr. Celebration and March for MLK, Diversity Institute, Veteran Life Skills Workshops, Students of Color Conference, Global Heritage Celebration, Disability Awareness Day, Veterans Day Event, International Education Day, and SkillsUSA 2015.

• Phi Theta Kappa (PTK) enrollment increased by 75% and participation in meetings and activates increased by 20%. Nine students attended the statewide Summer Regional Conference at Big Bend Community College, and five attended the winter conference at Greys Harbor College. A Bates student was elected to serve as the statewide regional vice president for our district.

• A female veteran’s liaison officer position was added to the ASG to better serve the needs of our female veteran students.
**CAREER ADVISING**

- Served over 8,000 prospective, new and continuing students.
- Worked with over 2,000 prospective students in Information Sessions.
- Enrolled over 850 new students into career training programs.
- Helped to open an evening section of the Barbering program to meet student demand.
- Ongoing participation on college councils, program advisory committees, and college tenure review committees.

**ENROLLMENT SERVICES**

- Maximized the features in the Advisor Dashboard Portal (ADP) to include more information to better serve our students.
- Implemented a new Satisfactory Academic Progress policy for more effective intervention for students underperforming academically.
- Upgraded the role for the Education System Specialist to bring more expertise into the college’s coding functions.
- Automated the course construction process to enhanced accuracy and data quality.
- Published weekly enrollment reports with five years of FTE data for comparison and strategic decision making.

**ECEAP/CHILDCARE CENTERS**

- All five ECEAP sites have completed their Early Achievers Quality Rating process through the University of Washington data collection to meet the standards of quality set forth by the Department of Early Learning Race to the Top. After six months of targeted training and preparing files of evidence, classrooms had six full days of being observed and assessed on classroom practices to be compared against a national standard. Not all the results are available at the time of this report [a 1 to 5 rating scale], however, Fife/Milton and South Campus have achieved level four and we are waiting to hear on the other three.
- Puyallup ECEAP is in the second year of collaboration with the Preschool Special Education program with the Puyallup School District to integrate children with special needs into the ECEAP classrooms.
- The Downtown Campus child care center has integrated Early Head Start into the toddler program and reopened an infant program with the additional support offered by the grant.
- Early childhood staffs now have six web-based data systems on which they report child growth and development to help us track our ability to reach outcomes. Teaching Strategies Gold, MERIT (Managed Education and Registry Information Tool), ELMS (Early Learning Management System), DECA (Devereux Early Childhood Assessment-a social emotional assessment), Child-Plus (the Head Start system), and FDM (family development matrix). Early learning continues to require a workforce with strong people skills and technology skills.
- We are serving 260 children in Pierce County through the hard work and dedication of nearly 60 staff and professional consultants.
- Family Support Specialists are connecting single mothers with additional resources through a partnership with Goodwill’s Women 2 Work grant.
- The classroom hours at Eastside extended to six hours this year and we are working with the Adam Street Shelter to make sure eligible children are receiving enhanced services.
ELEARNING

• Average 200 help desk requests per quarter, by email, phone, and face-to-face.
• Developed materials with instructors for their online, hybrid, and web-enhanced courses. Incorporated technology into the class, including posting material on Canvas, creating videos with Camtasia, and integrating outside resources.
• Expanded online offerings by assisting Continuing Education, International Studies, General Education, and individual instructors.
• Evaluated courses to ensure quality of offerings as well as accessibility and copyright compliance. Worked with instructors to facilitate Quality Matters certification.
• Provided individual, department, and college-wide training for instructors and students. Conducted trainings on Canvas, online pedagogy, creating multimedia content and instructional issues.
• Developed resources for instructors including Canvas manual, faculty eLearning handbook, how-to videos, and presentations.

INSTITUTIONAL EFFECTIVENESS

• Demographic history for degree-seeking students: www.bates.ctc.edu/Dashboards
• Retention/Completion history by program: www.bates.ctc.edu/Dashboards
• SAI points dashboard: www.bates.ctc.edu/Dashboards
• Dashboard for Strategic Plan Indicators: www.bates.ctc.edu/Dashboards
• Prevailing wage and employment projections dashboard: www.bates.ctc.edu/Dashboards
• Developed a data warehouse for historical snapshot files.
• Developed a dashboard for tracking high school recruitment.
• Redesigned enrollment pages for Board Report.
• Completed fall IPEDS data collection.
• Developed comparative analysis for tuition and fees across the SBCTC system using IPEDS data.
• Developed a historical view of Administrative Office Assistant Program for reviewing enrollment patterns.
• Compiled a dataset for the online Title IX Campus Clarity course.
• Compiled data with the help of Brandon Rogers for a Title III grant.
• Jim Crabbe conducted an organizational climate survey and initiated new organizational meeting structure. Provided organizational feedback to college leadership.
• Initiated a redo of college organizational charting (org. diagrams).
• Demonstrated process mapping through curriculum committee revamp (Reason for being, Roles, Responsibilities, Relationships, Rewards).
• Jim Crabbe facilitated the operationalization of the strategic plan to the advocate level and the creation of a dashboard for reporting.
• Jim Crabbe facilitated process of update of the Board Policy and Procedures Manual in the context of accreditation requirements.
INTERNATIONAL ACTIVITIES

- President Langrell and Lin Zhou were invited to participate in 2015 Workforce Training and Urban Development Forum as the guest speakers by the Nat’l. Association of Vocational Education of China. They visited Lianyungang Normal College, Zhejiang College of Construction, Zhejiang Tongji Vocational College, and Wuhu Capital Experimental School to promote Bates as well as to get access to the Chinese government and agencies.

- Hosted delegation visit from Lianyungang Normal College, Zhejiang Tongji Vocational College, Northern Beijing Vocational Education Institute.

- Continued to work with Zhejiang College of Construction. Enrolled 165 students in spring 2015 and 154 in fall 2015 in the Architectural Engineering program.

- Started enrolling 44 students at Zhejiang Tongji Vocational College in fall 2015 in the Mechanical Engineering program.

- Continued to work with Lianyungang Normal College to develop a joint-curriculum in Early Childcare Education.

LIBRARY SERVICES

- In 2015, Bates’ Library supported on-campus access, progression, retention, and completion for an average of 685 people a week, which is a total of 31,540 visits to the library. The library answered over 4,000 individual reference questions.

- In Feb., an academic librarian with seven years of experience at CTC’s in the Puget Sound area was hired, restoring a full-time permanent librarian position to enhance the availability of Bates library support.

- To expand delivery of online library service at the point of need, the library initiated and promoted the active participation in the virtual reference cooperative, AskWA. LibrarianChat provides Bates’ students with online access to professional librarians 24/7, with a Bates’ librarian online to help answer incoming questions once a week.

- The library provided all-campus access to a NoodleTools citation software subscription, now being used in multiple program areas to reduce unintentional plagiarism by assisting students with citation formatting.

- 30 online Library Guides custom designed by the library were updated and formatted for a transition to LibGuides version two, upgrading them to the current standard used at our area CTC’s.

- The library refined the EZProxy service initiated in late 2014 to authenticate Bates users for off-campus access to subscription based digital resources from the library.

VETERANS SUPPORT TEAM

- Hosted nearly 100 new and continuing students for priority registration.

- Renewed college agreement with the Vet Corp Navigator to work with military students and their families on campus.

- Implemented a military transfer credit policy and procedure so that students are able to obtain college credit for their military training.

- Facilitated campus-wide events for military students to connect with their peers.
Bates Technical College is regionally accredited by the Northwest Commission on Colleges and Universities.
ACCREDITATION

Bates Technical College is regionally accredited by the Northwest Commission on Colleges and Universities, an institutional accrediting body recognized by the Council for Higher Education Accreditation and the Secretary of the U.S. Department of Education. Many career education programs meet specific industry certifications.

NON-DISCRIMINATION STATEMENT

Bates Technical College offers nearly 50 associate degree and certificate options in a variety of fields, providing a rich complement of technical/professional, basic skills, and continuing education programs. Degree or certificate seeking students must apply for program admission and register in the degree or certificate program. Bates Technical College will address any barriers to admission and participation in technical or academic programs.

Bates Technical College reaffirms its policy of equal opportunity and does not discriminate on the basis of race, ethnicity, color, creed, religion, national origin, sex, sexual orientation, age, marital status, gender identity, disability, or status as a disabled veteran or Vietnam era veteran in its programs and activities in accordance with college policy and applicable federal and state statutes and regulations. Inquiries regarding Bates’ non-discriminatory policies, including Title IX and ADA, should be directed to:

- For student matters, contact Lin Zhou, Vice President of Institutional Effectiveness and Student Success, at 253.680.7105 or lzhou@bates.ctc.edu
- For employee matters, contact Gary Nilsson, Director of Human Resources, at 253.680.7180 or gnilsson@bates.ctc.edu

If you need assistance due to sensory impairment or disability, contact the Disability Support Services Coordinator at 253.680.7010.

COLLEGE LEADERSHIP

- J. Ron Langrell, III, Ph.D., President
- Jim Crabbe, Special Assistant to the President
- Al Griswold, Executive Vice President of Instruction/Chief Academic Officer
- Holly Woodmansee, Vice President of Administrative Services
- Lin Zhou, Vice President of Institutional Effectiveness and Student Success

BOARD OF TRUSTEES

- Lillian Hunter, chair
- Karen Seinfeld, vice chair
- Layne Bladow
- Cathy Pearsall-Stipek
- Calvin Pearson