

BOARD OF TRUSTEES
Meeting Agenda
Wednesday, January 12, 2022
Regular Board Meeting -2:00 pm
[Zoom link](#)
Meeting ID: 839 8342 4481
Passcode: 078285

MEMBERS:

- **Rebecca Johnson**
Chair
- **Wendy Bohlke,**
Vice Chair
- **Steve Adelstein**
- **John Pedlow**
- **Teresa Taylor**

If you are a person with a disability and require an accommodation while attending the meeting, please contact the President's Office at 383-3330 (or TDD 647-3279) as soon as possible to allow sufficient time to make arrangements.

**NEXT MEETING
REMINDER**

February 16, 2022

- I. Call to Order & Approval of Agenda, and Notice of Public Comment Time
- II. Consent Agenda Tab 1
 - a. Minutes of December 8, 2021 Board of Trustees Meeting (Attachment A)
- III. Public Comment
 - [Protocols for Public Comment](#)
- IV. Report from the President
- V. Reports Tab 2
 - ASWCC – Carlyn Fintery, President
 - WCCFT – Anna Wolff, President
 - WFSE – Dan Andreason, President
 - Administrative Services –Vice President Nate Langstraat
 - Student Services –Vice President Luca Lewis
 - Instruction – Vice President Ed Harri
 - Equity Initiatives - Interim CDEIO Terri Thayer
- VI. Discussion/Items of the Board
 - ACT Winter Conference and Transforming Lives Award – January 24-25, 2022. (Virtual event)
- VII. Executive Session
 - ...as provided in RCW 42.30.110 and 42.30.140 (4)(a), to discuss collective bargaining...
 - to discuss with legal counsel representing the agency matters relating to Litigation or legal risks of a proposed action or current practice that the agency has identified when public discussion of the litigation
- VIII. Adjournment

***The Board of Trustees may adjourn to an Executive Session to discuss items provided for in RCW 42.30.110 (1):**

- (b) to consider the selection of a site or the acquisition of real estate by lease or purchase...;
- (c) to consider the minimum price at which real estate will be offered for sale or lease...;
- (d) to review negotiations on the performance of a publicly bid contract...;
- (f) to receive and evaluate complaints or charges brought against a public officer or employee...;
- (g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee...; or as provided in RCW 42.30.140 (4)(a), to discuss collective bargaining
- (h) to evaluate the qualifications of a candidate for appointment to elective office...;
- (i) to discuss with legal counsel representing the agency matters relating to agency enforcement actions... or... litigation or potential litigation...



CONSENT AGENDA

- a. Minutes of December 8, 2021 Board of Trustees Meeting (Attachment A)

SUGGESTED RESPONSE

The chair reads out the letters of the consent items. Then the chair states: "If there are no objections, these items will be adopted". After pausing for any objections, the chair states, "As there are no objections, these items are adopted."

Whatcom

COMMUNITY COLLEGE

MINUTES

BOARD OF TRUSTEES MEETING

Virtual Meeting via Zoom

Wednesday, December 8, 2021

2:00 p.m.

- ➔ **CALL TO ORDER** Chair Rebecca Johnson officially called the Board of Trustees meeting to order at 2:00 p.m. Present in addition to the chair were trustees Wendy Bohlke, Steve Adelstein, John Pedlow, and Teresa Taylor, constituting a quorum. Others present included President Hiyane-Brown; Nate Langstraat, Vice President for Administrative Services; Ed Harri, Vice President for Instruction; Luca Lewis, Vice President for Student Services; Terri Thayer, Interim College Equity Officer; Kerena Higgins, Assistant Attorney General; and Rafeeka Kloke, Special Assistant to the President.

ACTION TO ACCEPT AGENDA

- ➔ Trustee Adelstein moved to accept the agenda. It was seconded by Trustee Pedlow and the **motion was unanimously approved.**
- ➔ Chair Johnson announced that there is a designated time for public comment on the agenda.

CONSENT AGENDA

➔ Consent Agenda

Minutes of the November 10, 2021 Board of Trustees Meeting.

Chair Johnson stated: "If there are no objections, item in the consent agenda will be adopted." As there were no objections, this item was adopted.

PUBLIC COMMENT

- ➔ Chair Johnson called for public comment. She announced a 15 minutes public comment period with 2 minutes allocated to each person.
- ➔ Ian Stacy, faculty/department chair, read a letter signed by all department chairs to the Board requesting that the Board directs WCC leadership to enact policy requiring vaccination verification and medical or religious exemption verification for all on-campus students.

STRATEGIC CONVERSATION

- CIS/Cybersecurity Program Updates – Corrinne Sande, Director for CIS/NCYTE and Janice Walker, Cybersecurity Special Projects Director

Sande and Walker shared a PowerPoint presentation with updates on NCyTE Center's key accomplishments, goals, and initiatives.

Highlights included:

- New national center grant awarded in September 2021 and Microsoft Philanthropies grant awarded in October 2021.
- Participation in the White House Summit on Cybersecurity by Kathi Hiyane-Brown and Corrinne Sande.
- Governor Jay Inslee's visit and meeting with industry leaders
- Microsoft video with interview with Brad Smith, Vice Chair and President of Microsoft
- Facilities use agreement with Anvil Corporation
- Summer JROTC Cyber Academy with 5 universities
- Deployment of Advance Placement Computer Science Principles: Cybersecurity course
- The Center will focus on expanding cybersecurity education pathways and program diversity; developing and deploying leading-edge curriculum, cultivating industry engagement and career opportunities; and disseminating efforts to improve and future directions of cybersecurity education in the US.

PRESIDENT'S REPORT

- President Kathi shared that following the November 10, 2021 board meeting and concerns shared regarding campus climate during public comment period, she met with directors in Student Services to determine how leadership can collaborate and provide support. She also extended an invitation to individuals who shared concerns during public comment period to meet to learn more about the concerns. Unfortunately, the invitation was declined in a letter from Anna Wolff, WCCFT president. President Kathi stated that the invitation remains open.
- President Kathi invited Becky Rawlings, Executive Director for Human Resources to share data on employee separations from WCC since July 1, 2020.
- President Kathi shared a statement regarding her concerns for the actions and behaviors that are taking place in our campus community. She expressed that she was disheartened by the continued disparate treatment of people in our community; and were challenged by attitudes and behaviors of concern that seem to be in contradiction to the interaction/actions taken against individuals. She referenced a recent meeting where student services staff; consisting of women, including women of color, were harmed and impacted. She stated that everyone has a right to feel angry, hurt, or fearful during these challenging times; however, no one has the right to use their privilege to treat others with disrespect; and this behavior needed to stop.

REPORTS

➔ **WCCFT – Seth Greendale**

Greendale shared that WCCFT has formed a DEI Workgroup and members of the group will be meeting with Terri Thayer, Becky Rawlings, and Ed Harri to discuss recruitment processes to increase diversity.

➔ **Administrative Services – Nate Langstraat, VP**

Langstraat reported that WCC would not be submitting a major capital project submitted as part of the 2023-2025 biennial capital budget request. After careful review of various capital development scenarios using the CTC system's scoring rubric and testing project scoring scenarios, the minimum threshold of 70 points could not be achieved.

➔ **Instruction – Ed Harri, VP**

Harri shared ctclink presented significant challenges and appreciated the partnership with Student Services division.

➔ **Student Services – Luca Lewis, VP**

Lewis expressed his appreciation to the student services staff for their leadership and commitment to serving and supporting students.

➔ **Equity Initiatives – Terri Thayer, Interim CDEIO**

Thayer shared that she continues to see great equity work on campus and many staff incorporating equity in everything they do.

DISCUSSION/ITEMS OF THE BOARD

➔ **March 8 2022 Board of Trustees Retreat**

Chair Johnson reminded the board of the upcoming retreat in March and asked the board to share agenda items with her.

EXECUTIVE SESSION

- ➔ At 3:05 p.m. the meeting was adjourned for a closed Executive Session of the Board to approximately forty-five minutes as provided in RCW 42.30.140 and 42.31.110, to discuss collective bargaining...; and to discuss with legal counsel representing the agency matters relating to Litigation or legal risks of a proposed action or current practice that the agency has identified when public discussion of the litigation...

Chair Johnson announced that action was not anticipated. Guests included President Kathi Hiyane-Brown, Vice President Nate Langstraat, Vice President Ed Harri, and Assistant Attorney General Kerena Higgins.

The Executive Session adjourned at 3:50 p.m. and the Board reconvened into open session at 3:50 p.m.

ADJOURNMENT

- There being no further business, the meeting was adjourned at 3:50 p.m.



Reports to the Board of Trustees January 12, 2022 Meeting

➤ **ASWCC – , Carlyn Finerty President**

Student Engagement (*Goal 1.3 and Promote student access through quality services and resources*)

- ASWCC Virtual Game Night – December 1
 - The ASWCC hosted a virtual game night in partnership with other WA CTC schools. Twelve participants attended the event.
- ASWCC Finals Relief – December 6 – 7
 - The ASWCC finals relief packages were passed out to students through the circulation desk in the Learning Commons. 186 packages were distributed.
- Orca Pantry Food Drive
 - The ASWCC Orca Food Pantry has an ongoing partnership with the Intercultural Center to collect food donations from donation boxes located around campus. The hope is that in addition to existing efforts to address food insecurity for WCC students, to provide support and resources to students affected by the recent flooding in our area.
- ASWCC Clubs
 - Fall Club Game Night – On December 2nd ASWCC Clubs hosted a Club Game Night in the Syre Auditorium. Fifteen participants attended the event.

➤ **WCCFT—Anna Wolff, President**

Faculty have been off contract for a bulk of the time since the last board meeting. WCCFT has picked up the work outlined in our previous reports and continues our commitment to working collectively to make WCC a great place to learn and work.

➤ **Advancing Equity – Terri Thayer, Interim College Equity Officer**

- **Employee Resource Groups (3.6 Increase campus engagement in social justice education and leadership opportunities)**
 - Going into its 5th year, the Employee Resource Group program provides employees with invaluable cross-institutional spaces for professional development, support, and networking. The groups continue to enroll new members, hold regular meetings, and do occasional campus-wide outreach and informational workshops.

- Current ERG's
- First People's League of Nations
- Jewish Employees and Friends at Whatcom
- LGBTQ+ Employee Group
- People of Color Collective
- Whatcom Employees of African Heritage
- Whatcom White Womxn for Racial Justice

➤ **Administrative Services—Nate Langstraat, Vice President**

- **Bookstore** (4.1 Offer programs, services, and facilities that support college needs and market demands, 3.1 Ensure all students have access to campus resources that support educational success)
 - For winter quarter, the bookstore has moved its course materials distribution to Syre Room 104. In addition to website orders, the bookstore is also distributing lab and class kits for Art, Biology, Engineering, Geology, Math, and Physics programs.
- **ctcLink** (4.1 Offer programs, services, and facilities that support college needs and market)
 - Staff are assisting students and colleagues with the ctcLink learning curve, conversion issues, refining new business processes/workflows, and helping students activate their accounts.
 - ctcLink IT security administrators continue to provide staff with needed security access to perform tasks in ctcLink.
 - ctcLink Project Manager continues to meet weekly with other DG5 PM's (Green River College, Skagit Valley College, Bellingham Technical College, Big Bend Community College, Bellevue College, Everett Community College, Grays Harbor College) to share and problem solve around common issues.
- **Facilities and Operations** (4.1 Offer programs, services, and facilities that support college needs and market demands)
 - Several capital repair and improvement projects are in the design and engineering phase in preparation for bidding early this spring. Upcoming projects include a roof replacement on Heiner, new lighting controls for Syre, building envelope repairs on Laidlaw, main air handler rebuild in Laidlaw, and multiple HVAC upgrades in Kelly, Cascade, and Kulshan.

➤ **Student Services—Luca Lewis, Vice President**

- **Student Life and Development** (1.3 Promote student access through quality services and resources, 1.4 Provide students with mentors, internships, and career preparation, 2.1 Increase collaboration and communication to serve collective needs across the College, 2.2 Create teaching and learning communities, 3.1 Ensure students have access to campus resources that support educational success, 4.1 Offer programs, services, and facilities that support college needs and market demands)
 - OSLD hosted ESLA students to learn about student engagement and employment opportunities at WCC. 21 participants attended.

- OSRD staff presented at the WCC High School Counseling Outreach Meeting to provide updates and information regarding student engagement opportunities to high school counselors.
- OSRD staff hosted an 8 day student leadership training. Topics explored included ASWCC Bylaws, ASWCC Financial Guidelines, Organizational mission, vision, and goals, social justice, Student Involvement Theory, Leadership and Identity development theory, social justice, equity, and inclusion, professional ethics, and communication. 6 Student Leaders attended the training.
- **Access and Disability Services** *(3.1 Ensure all students have access to campus resources that support educational success, 3.3 Increase services focused on supporting marginalized student populations to close the equity gap in student outcomes)*
 - ADS ended fall quarter with 292 students registered for services. This compares with 300 students fall 2020. A total of 472 accommodation letters were sent to faculty compared with 464 letters sent fall 2020.
 - ADS began collaboration efforts with WWU Disability Access Services staff for students transferring from WCC to WWU who wish to use accommodations at WWU. The goal is to align processes and verbiage used to allow for a smoother transition and eliminate barriers students may be experiencing.
- **Athletics and Recreation** *(1.3 Promote student access through quality services and resources, 4.1 Offer programs, services, and facilities that support college needs and market demands)*
 - Identified staffing updates to staff the Student Recreation Center for winter quarter.
 - Hosted 44 home athletic events throughout the fall quarter, serving as the platform for student-athletes to achieve success on the court/field.
 - Served more than 130 Orca student-athletes throughout the fall quarter in partnership with the AIM program, setting the student-athletes up for success towards their degree plans.
 - Provided access for 130+ student-athletes to tutors in partnership with the Learning Center during specific athletic sessions, focused on helping the student-athletes achieve their academic goals.
- **Community Standards** *(3.3 Increase services focused on supporting marginalized student population to close the equity gap in student outcomes, 4.4 Enhance the Safety of the College environment)*
 - Enhanced partnership with International Programs and ELSA faculty to develop presentation to international students on student code of conduct and to promote campus resources.
 - Established a database of resources, training materials, and student tracking for Behavior Intervention Team (BIT) on the shared drive and Microsoft Teams to encourage professional development and foster better communication.
- **Residence Life** *(1.2 Foster student learning through student-centered teaching and learning practices, 1.3 Promote student access through quality services and resources, 2.5 Cultivate community awareness and support for the College)*

- 42 new students moved in and are preparing for the start of winter quarter.
- The Residence Life team decorated Cedar Hall for the holidays, including plenty of lights and a beautiful tree.
- Collaborated with Northwest Youth Services on their clothing drive and we have collected two moving carts full of clothing to be picked up this week.
- **Student Success and Retention** (*1.1 Improve student success in retention, completion, transfer, and employment; 1.3 Promote student access through quality services and resources*)
 - Completed calls to over 1,300 current students who had not yet activated their ctLink accounts to provide support and connect them with resources to register for winter quarter.
 - Served approximately 350 students in the Virtual Front Desk.
 - Completed ten (10) intakes for the TRiO Student Support Services program.
- **TRiO Upward Bound** (*1.1 Improve student success in retention, completion, transfer, and employment; Goal 1.3 Promote student access through quality services and resources*)
 - Establishing social media plan and gaining followers and increasing engagement on Instagram.
 - Hosted holiday workshops to connect with students, celebrate their past years successes and plan for 2022.
 - Students continue to diligently work on their college admission and scholarship applications.
 - Hosted Upward Bound Running Start campus services social and scavenger hunt.

➔ **Instruction— Ed Harri, Vice President**

- **Winter quarter instruction** (*4.1 Offer programs, services, and facilities that support college needs and market demands*)
 - The start of winter quarter was changed from January 5th to January 10th, in order to accommodate and address a wide array of circumstances with potential enrollment and safety impacts. The nursing program and continuing education were not included in the delay and began as originally scheduled on January 5th. While the expectation remains in place for classes to begin as scheduled on January 10th, the instruction office has been carefully monitoring case rates, hospitalization rates, and positive case counts within the WCC community, and is poised to adjust instruction delivery as needed. For winter quarter, 36% of courses are scheduled with an in-person component (12% face-to-face and 24% hybrid).
- **Instructional administration** (*2.1 Increase communication and collaboration to serve collective needs across the College*)
 - In order to fill a need in instructional administration for the remainder of the academic year, the College conducted an internal search for an acting dean position through June 2021. Rhonda Daniels, long-time English faculty and division chair for arts and humanities was selected for the position. Three

individuals will serve in dean’s roles for the remainder of the academic year, providing critical leadership for faculty and instructional staff. They are: Carolyn Watson, acting dean and associate dean for health professions; Darlene Snider, interim dean for workforce education; and Rhonda Daniels, acting dean.

- **Community & Continuing Education** (2.5 Cultivate community awareness and support for the College; 2.6 Engage with business and industry to strengthen regional economic development.)
 - Received two SBCTC Job Skills Program (JSP) grant awards of \$73,029 and \$55,298 to provide training in leadership, lean manufacturing, enterprise resource planning software, and Microsoft Office for incumbent employees of, respectively, Wood Stone in Bellingham and NutraDried Food Company in Ferndale for the remainder of the biennium.

- **Cybersecurity grants** (1.1 Improve student success in retention, completion, transfer, and employment; 4.2 Increase college enrollment and secure resources for the continued viability of the College)
 - December 17–20, Christy Saunders, WCC CIS Program Coordinator, conducted a second GenCyber mini-camp and training in collaboration with Northwest Indian College at the Lummi Tribal Center for nine students. The camp incorporated a student mentor and two pedagogical/camp support experts from the Lummi Tribe to ensure success. GenCyber camps are supported by National Security Agency funding.
 - On December 9th, NCyTE Director/PI Corrinne Sande represented WCC / NCyTE at the “Coffee & Conversation Series: Expanding the Cybersecurity Workforce” virtual panel organized by Microsoft. This series is intended to enhance collaboration between industry and congressional leaders. The panel included Jennifer Worth, Senior Vice President for Academic & Workforce Development at the American Association of Community Colleges; Allyson Knox, Senior Director of Education Policy at Microsoft; and special remarks by Representative Langevin (D-RI), Commissioner, Cyberspace Solarium Commission and Chairman, Cyber, Innovative Technologies & Information Systems Subcommittee/House Armed Services Committee; and Representative Gallagher (R-WI), Co-Chair, Cyberspace Solarium Commission and Member, House Armed Services Committee. The panel was attended by numerous congressional staffers.
 - December 7–8, NCyTE participated in two presentations during the National Initiative for Cybersecurity Education (NICE) K–12 virtual conference.
 - PI Sande facilitated a panel discussion that shared information with 22 participants about the new *Advanced Placement (AP) Computer Science Principles (CSP): Cybersecurity* course developed by the NCyTE Center and CodeHS, and reviewed and endorsed by the College Board. The course melds together computer science and cybersecurity. It provides the opportunity for more students to be exposed to cybersecurity as a potential career while also potentially earning college credit through the AP CSP exam.

- NCyTE PI Sande and Co-PI John Sands of Moraine Valley Community College (MVCC) briefed 30 participants on the United States Air Force (AF) Junior Reserve Officer Training Corps (JROTC) Cyber Academies piloted in 2020 and 2021. The academies teach cybersecurity skills and career awareness to a diverse group of high school JROTC cadets. In 2021 the team used a distributed model to scale the Academy from one (in 2020) to five virtual host sites at universities. This provides the capacity to teach cybersecurity to 96 cadets, instead of the original 20. Additional academy expansion to ten sites is planned for 2022.
- December 3–4, NCyTE held a virtual Train-the-Trainer workshop led by NCyTE Co-PI John Sands (MVCC) for 18 participants. This workshop helps to expand the number of qualified trainers in the pool for planned Faculty Development Academies to be held by NCyTE in 2022. The academies will help train faculty in related fields to cybersecurity (e.g. business, computer science, IT) to teach cybersecurity topics and courses with the goal to help expand the number of qualified cybersecurity faculty at community colleges.
- On December 1st, NCyTE Director/PI Corrinne Sande and Special Projects Director Janice Walker presented at a *Building Equitable Pathways to Cybersecurity Jobs* virtual webinar to 172 participants. This webinar informed community college faculty and administrators about the new Microsoft Philanthropies-funded CyberSkills and NCyTE Accelerating Community College Cybersecurity Excellence (ACCCE) projects, and related opportunities for colleges, faculty, cybersecurity graduates and community college students to access funding and professional development opportunities for careers in cybersecurity and cybersecurity education.
- On December 1st NCyTE, The National Cybersecurity Training & Education Center, held a Center of Academic Excellence (CAE)-Cyber Operations (CO) pre-submission reviewer training for seven university faculty. The workshop was facilitated by CAE Special Projects Manager, Stephen Troupe, plus other subject matter experts. It addressed the expectations of pre-submission reviewers for universities submitting applications to the National Security Agency to receive the CAE-CO designation for their cybersecurity academic program. CAE workshops are supported by National Security Agency funding.
- NCyTE added two new full-time staff members: Anna Ritchey, project manager for the newly funded Microsoft ACCCE project, which is focused on expanding and diversifying cybersecurity faculty capacity for community colleges. And Suzie Dale-Hong, project coordinator for various NCyTE initiatives.

➤ **Marketing and Communications – Rafeeka Kloke, Special Assistant to the President & Director for Government Affairs**

- **Communications, Marketing and Publications** (*2.1 Increase collaboration and communication to serve collective needs across the College; 4.1 Offer programs, services and facilities that support college needs and market demands*)
 - Developing an in-depth analysis and assessment of past marketing strategies and practices; developing new and improved strategies and practices for 2022
 - Continuing work with web developer Granicus and campus leadership to finalize timeframe for completion of project, slated for early 2022

- **Web/Social Media Development**
Publications (completed or in development)
A number of publications were completed or in development for a variety of events and programs:
 - Ongoing Covid-19 webpage updates, Covid-19 Dashboard updates, Case Information updates
 - Development of busboard advertising highlighting the BAS/Business Management and AA/Business Administration Programs;
 - Multiple website changes made around campus closures due to inclement weather
 - WCC Holiday Greeting video production
 - Website updates on Winter Quarter start delay
 - Designed, produced and installed Orca Central signage
 - Collaborated with team from Instructional Services to simplify student-facing information around ctcLink account activation on website
 - Revisions made to the Graduation Application Form on website
- **Press Releases/Media Relations – Summary/Highlights Of Media Coverage (goal # and title)**
 - WCC in the News
 - [\\$3 million NSF grant to help Western build equity, inclusion into STEM programs | Western Today \(wwwu.edu\)](#)
 - [Mount Baker Foundation grants will fund new diversity, equity, and inclusion scholarships at NWIC, BTC, WCC and WWU | Western Today](#)
 - [ANVIL CORPORATION PARTNERS WITH THE NCyTE CENTER AT WHATCOM COMMUNITY COLLEGE TO DEVELOP CYBER RANGE. - EIN Presswire \(einnews.com\)](#)
 - [Half a century on, Syre influence continues in Whatcom County - Salish Current \(salish-current.org\)](#)
 - [Collaborative federal grant awarded for undergrad STEM education research - Texas Border Business](#)
 - Social Media(Facebook/Twitter/Instagram/Snapchat):
 - Enroll Now for Winter Quarter 2022
 - College Planning Night Events
 - Canvas Outage Updates
 - WCC Music Department Concert
 - Campus Closed due to Inclement Weather
 - Campus Closure for Holiday
 - Winter Quarter Start Date Delayed
 - Virtual Job Fair
 - Funding Available through Stimulus & Emergency Funds

➔ **Foundation – Eva Schulte, Executive Director**

Foundation (2.5 Cultivate community awareness and support for the College; 3.3 Increase services focused on supporting marginalized student populations to close the equity gap in student outcomes)

Student, College and Mission-Based Support:

- **Emergency and stimulus funding** applications are now accepted on a rolling basis. Since July 2021, 1,027 students have been awarded more than \$988,000.
- **Scholarships** WCC Foundation added a one-time award for all current scholarship recipients and all students who completed applications during the newly launched fall scholarship application cycle. More than 300 students were awarded an additional \$600 per quarter for winter and spring quarters. This extra award for all applicants came through Higher Education Emergency Relief Funds. The upcoming scholarship application will open January 24.
- **Funds for Excellence** Four of the six fall cycle submitted Funds for Excellence proposals were funded and one is pending additional review. Projects awarded to date include: Student Voice, Intercultural Center Peer Navigator, Climate Anxiety and Eco Grief, Latinx Enrollment & Outreach Multimedia tools.

Fundraising:

- **Fiscal year-to-date**, \$766,694 in contributions have been received.
 - 72 contributions totaling \$47,397 have been recorded for the month of December 2021.

Governance-Foundation Board of Directors:

- **Orca Pod Projects** Foundation board directors supported year-end appeals with letters sent to 1,800 new donor prospects; \$7,700 has been received to date.